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HARVARDgazette



Bright ideas

Harvard experts in many fields shed light on how to jump-start the weak economy. **Page 11**

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◀ **LET’S BREAK DOWN BOUNDARIES**
Harvard President Drew Faust took questions from television journalist Charlie Gibson, a fellow at the Harvard Kennedy School this year, in a Sanders Theatre forum intended to kick off the school year.
▶▶<http://hvd.gs/54671>



◀ **DIRECTOR OF ARBORETUM NAMED**
William “Ned” Friedman, an evolutionary biologist who has done extensive research on the origin and early evolution of flowering plants, has been appointed director of the Arnold Arboretum.
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▲ **CHALLENGE OF FINDING A CURE**
A large, multidisciplinary panel has recently selected 12 pioneering ideas for attacking type 1 diabetes, ideas selected through a crowdsourcing experiment called the “Challenge,” in which all members of the Harvard community, as well as members of the general public, were invited to answer the question: What do we not know to cure type 1 diabetes?
▶▶<http://hvd.gs/55566>



◀ **SUPREME COURT’S NEW DYNAMIC**
A question-and-answer session with Harvard Law School Dean Martha Minow and professor Noah Feldman discusses the arrival of former dean Elena Kagan on the U.S. Supreme Court, and the likely issues for the year ahead in American jurisprudence.
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DOUBTING THOMAS NATION
Why aren’t you listening? Scientists discuss the difficulty of transferring scientific consensus to the public.
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◀ **PROFESSOR DISCUSSES DEVASTATING TOLL OF ROMANIAN ORPHANAGES**
For the last decade, Harvard researchers have been casting a light on orphan care, detailing the horrible toll institutions take on young lives.
▶▶<http://hvd.gs/62392>



▲ **HOW TO GET HAPPY**
Former Harvard President Derek Bok and his wife Sissela, a Harvard fellow, discussed their recent books on happiness in a discussion at the Harvard Graduate School of Education.
▶▶<http://hvd.gs/55965>

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NATIONAL & WORLD AFFAIRS**COVER STORY**

Three years into tough economic times, U.S. policymakers are still trying to find ways of spurring a return to prosperity. So far, conventional responses have had limited success. In an attempt to find some creative solutions, the Gazette canvassed almost a dozen Harvard experts on new steps that might help, and received some surprising answers. Page 11

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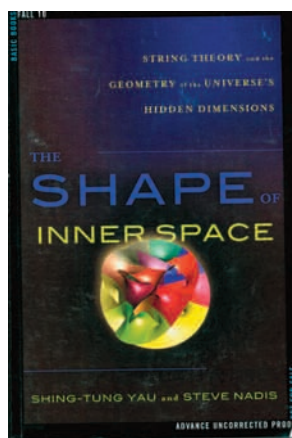


Research fellow Steve Nadis (left) and Math Department chair Shing-Tung Yau have collaborated on “The Shape of Inner Space,” a new book that aims to make higher mathematics understandable to the general public.

The simple beauties of math (yes, math)

Book by mathematics professor Shing-Tung Yau tells how he discovered the Calabi-Yau manifold, a mysterious concept that fits with string theory.

By Alvin Powell | Harvard Staff Writer



Shing-Tung Yau sees a beautiful universe around him, crafted by nature into the shapes and forms we see every day. Mathematics describes those shapes and forms, the discipline of geometry in particular. So, to Yau, it shares nature's beauty.

Yau, the Graustein Professor of Mathematics and chair of the Math Department, is trying to bring math out of the closet. Its practitioners, he said, are not strange or reclusive, as the public sometimes perceives them, but rather scientists trying to understand the orderly principles that describe the world around us.

Isaac Newton, for example, made major contributions to calculus in order to describe the motions of the planets. Mathematicians draw insights from their work with numbers, shapes, and forms that can help other scientists, especially physicists, in their work.

“I think people don’t understand that we are scientists and make fundamental contributions,” Yau said. “We can help physicists; we can help engineers.”

Yau’s own work is an important example of such fruitful collaboration. In 1976, Yau proved the Calabi conjecture, which dealt with the properties of multidimensional shapes

called manifolds. Yau’s work proved important to physicists who use string theory to describe the universe. String theory says that the basic particles that we understand to constitute matter are themselves made of tiny vibrating strings.

One of string theory’s difficulties is that it requires a universe made of 10 dimensions. That would mean the four dimensions of space-time that we live in — length, width, height, and duration in time — are only part of the puzzle. It turns out that a six-dimensional Calabi-Yau manifold resulting from Yau’s work fits string theory nicely, providing a shape for these six dimensions. So critical is the geometry of the manifolds to the universe that their shapes determine the basic forces and particles of matter.

“In principle, you can use the geometry of space-time to describe the fundamental structure of particles,” Yau said. “We have been able to get a lot of important ideas when it comes to string theory. It’s been a very fruitful collaboration.”

Yau teamed up with science writer Steve Nadis to tell the story of the discovery of Calabi-Yau manifolds in a book that came out in September. “The Shape of Inner Space: String Theory and the Geometry of the Universe’s Hidden

Dimensions” details his work proving the Calabi conjecture, which he actually first labored to disprove, realizing only in his failure that the conjecture was probably right after all. The book goes on to discuss string theory and the developments that stem from his proof.

“I couldn’t produce an answer [that proved the Calabi conjecture wrong], so eventually I had to believe the opposite is true,” Yau said.

Yau jokes in the book’s preface that the phrase “Calabi-Yau” has been used so often in recent years that he almost feels that “Calabi” is his first name, which he says he’d be proud to have. Yau also said that his study of mathematics has been an adventure and that the math theories underlying models of the universe hold an undeniable beauty. Yau’s work has earned him numerous prestigious awards, including the Fields Medal, the National Medal of Science, and a MacArthur Foundation fellowship, known as the “genius grant.”

Yau said he hopes the book helps the public to understand better the importance of mathematics and to develop a sense of how it works. For mathematicians who read the book, he hopes they understand the importance of reaching across the boundaries of various disciplines.

Looking ahead, Yau said the new frontiers of mathematics will involve “quantum geometry,” which explains both quantum mechanics and general relativity.

“Quantum geometry — nobody knows what it is. Nobody has a clue. That’s why it’s exciting,” Yau said. “It’s too difficult a subject for one person or one discipline to work on.”

Hunting the missing health link

Researchers at Brigham and Women’s Hospital are launching a study of 100,000 patients to determine the link among genetics, lifestyle, and environmental factors in causing disease.

By Alvin Powell | Harvard Staff Writer

Researchers at Harvard-affiliated Brigham and Women’s Hospital and Harvard Medical School have embarked on an ambitious study of the link among genetics, lifestyle, environment, and health that organizers hope will set the stage for a new generation of personalized disease analysis and medical care.

The study, called OurGenes, OurHealth, OurCommunity, eventually wants to enroll 100,000 patients in a lengthy, longitudinal study of the causes of illness that could help link genetic background to lifestyle and environmental factors.

The study stands on three key parts: patients’ health backgrounds, which are provided to researchers through existing health records, family histories, and medical questionnaires; their genetic profiles, which are provided through blood samples; and their health futures, which are mapped through access to clinical data as it accumulates.

Christine Seidman, the study’s co-principal investigator, the Thomas W. Smith Professor of Medicine and professor of genetics at Harvard Medical School, and director of the Brigham’s Cardiovascular Genetics Center, said she views the study as a community effort in which Brigham medical workers and patients come together to help realize the promise of advances that have been made in recent years in understanding genes.

The study, which is in an initial, yearlong pilot phase, is enrolling patients at six Brigham-affiliated sites. Because of the consent, family history, and questionnaire process, she said the OurGenes staff is using the trial period to ensure that data gathering does not interfere with the clinical purpose of patient visits and also to make sure the enrollment process itself is capturing the diversity of patients.

So far, Seidman said, about 100 people have enrolled in the study. The participation rate is about 70 percent of those approached and asked if they’re interested. Instead of waiting for patients to come to the hospitals or clinics, Seidman said, patients with appointments are mailed information a couple of weeks in advance of their appointments so they are aware of the study before being asked to participate. The information that is collected will be kept private.

Seidman said healthy patients are as important to the study as people with medical conditions. Those with one condition can be part of a control population for studies that look at

Harvard Medical School Professor Christine Seidman (center) and HMS Associate Professor Elizabeth Karlson (right) check samples with research assistant Nicole Mayard.



others. “If you’re perfectly healthy, you’re as valuable to us as someone with a devastating condition,” Seidman said. “We all have risk for some disease and less risk for others.”

Seidman sees the study as long running, since it will take years to get the patient population enrolled, and the plan is to follow patients through time and monitor health outcomes. The study will gather information on topics as diverse as patients’ smoking history, their exercise practices, sun exposure, and even where they grew up. Examples of questions that researchers are hoping to answer include whether specific genes, in combination with certain lifestyle or environmental factors, lead to greater health risks and whether certain drugs lead to adverse reactions in patients with specific genetic profiles. Though the study was launched only in June, researchers are already expressing interest in identifying a patient population that is taking statins, the popular cholesterol-lowering drug.

The accumulated health data, when combined with stored blood samples for genetic analysis, will also aid future researchers, who will be able to begin studies quickly and more efficiently than if they had to begin recruiting subjects from scratch, Seidman said.

Though other studies have been conducted examining the genetic background of disease, most of those have been aimed at specific ailments, specific populations, or specific genes. OurGenes is one of the first to examine such a large, diverse population for broad health and genetic trends.

More Science & Health Online
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New mathematical modeling reinforces the view of cancer as a complex culmination of many mutations. <http://hvd.gs/55619>



Every day, the United States sends \$1 billion offshore to finance its appetite for fossil fuels. The Future of Energy series begins. <http://hvd.gs/55297>

FACULTY PROFILE



Figuring out suicidal behavior

Matthew Nock, a new professor of psychology at Harvard, taps scientific research to try to determine which medical treatments help to prevent suicide.

By Maya Shwayder '11 | Harvard Correspondent

Matthew Nock is the son of an auto mechanic, a Harley-Davidson aficionado, and the first member of his family to graduate from college. He's now also a tenured member of the Harvard faculty.

The newly promoted professor of psychology is one of four siblings from a blue-collar New Jersey family. Both of his brothers joined the military and eventually found work echoing their father's: one as a mechanic and the other as a mechanical engineer who builds robots for a military contractor. Their sister, the youngest of the four, now works at Sirius Radio.

Nock took his first psychology class during his last year in high school, and became "fascinated by the idea of spending my life studying human behavior." He went on to major in psychology at Boston University (BU), graduating in 1995.

"I was interested in biology and philosophy, and psychology seemed like a good marriage of the two," Nock said. In particular, he recalls loving abnormal psychology, where he first got to study intriguing subjects such as suicide and addiction and to ask the question: Why do people do what they do?

After graduation, Nock moved to New York City. But with his B.A. and no clinical work or lab experience, he found it hard to land a job in psychology.

One experience Nock did have to his name, however, was as a cook. He started working in a BU cafeteria during his undergraduate years to help pay his tuition.

"By the time I was a senior, I was head of the pasta program," he said. "In fact, the only recommendation letter I got when graduating was from the pasta people."

What's a new psychology graduate with expertise in making pasta to do? Nock started out as a busboy and then worked as a cook for Bar 6, a trendy establishment in the West Village frequented by such celebrities as Sean Penn and Marisa Tomei.

While cooking or bussing tables each night, he spent his days volunteering for research jobs around the area, including at Cornell Medical School. After a stint working for a suicide hotline, he was hired part time as a research coordinator for the hotline.

Between his undergraduate and graduate years, "I spent a

Matthew Nock: "A lot of clinical treatments are not scientifically based. I want to help to bring our science to bear on how suicidal people are identified and helped in the real world."

year and a half as a cook, and a year and a half as a researcher," Nock said with a laugh.

Working for the hotline was not his first encounter with destructive behavior. During his junior year at BU, Nock spent a semester abroad in London, where he worked in a mental hospital.

"I was the only male in the study-abroad psychology track that year, and so I was the one who got placed in the violent ward of the hospital," he said.

It was Nock's first real interaction with the suicidal people he'd been studying in his abnormal psychology classes.

"The clinical staff had no clear idea why [patients] did this," he said. "It was an incredibly challenging problem."

Nock eventually attended graduate school at Yale University. He studied suicide, self-injury, and conduct disorder, earning his degree in clinical psychology. He landed an internship at New York University's Bellevue Hospital, working first with ER inpatients, then with adolescent patients and outpatients. It was there that Nock became increasingly interested in improving the prediction and treatment of suicidal tendencies.

Nock's current work at Harvard attempts to fill this gap between psychological research and practical psychology.

"A lot of clinical treatments are not scientifically based," Nock said. "I want to help to bring our science to bear on how suicidal people are identified and helped in the real world."

Of Harvard, Nock says he's impressed with the commitment and pursuit of excellence generally, especially by the students.

"They are smart and passionate about everything they're doing," he said.

"I'm a Yankees fan," he admitted, "but I'll tolerate the Red Sox fans for the electricity of this place."

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Why aren't you listening? Scientists discuss the difficulty of transferring scientific consensus to the public. <http://hvd.gs/56317>

Harvard Humanities 2.0

A \$10 million gift to the Humanities Center will help bring the traditional arts of interpretation to more students.

By Corydon Ireland | Harvard Staff Writer

Anand Mahindra, scion of one of India's wealthiest industrial families, arrived at Harvard in the fall of 1973 as a teenager with dreams that went beyond business. He concentrated in film at the Department of Visual and Environmental Studies, graduated magna cum laude in 1977, and only later began a vocation outside the humanities.

Mahindra earned an M.B.A. at Harvard Business School in 1981, and now is vice chairman and managing director of the flagship company in his family's Mahindra Group. But the confidence and perspective that he gained from studying film, literature, and the arts remained with him. Hence, he has given \$10 million to the Humanities Center at Harvard, the largest gift of its kind in the University's history.

In a PBS television interview last year, Mahindra said America's greatest gift to the world is its tradition of liberal arts education — giving students a way to explore culture and history before getting down to the vocational business of graduate school. He called his “adventure in film” at Harvard the root of his sense of self. “Even today,” Mahindra told interviewer Charlie Rose, “my inner confidence is derived from just that.”

Mahindra's gift will enable the Humanities Center to build on what it has already achieved, said center director Homi Bhabha, Harvard's Anne F. Robertson Professor of the Humanities. That means enhanced collaborations between the humanities and other fields of knowledge at Harvard, and widening the reach of the humanities nationally and abroad.

Coming from India, the gift also “emphasizes the global reach of the humanities,” he said. “The humanities are a global project.”

The Humanities Center, said Bhabha, already has reached out to the social and natural sciences. “The humanities never sit still,” said the India-born scholar who has a doctorate in literature from Oxford University. “The humanities always busy themselves with the business of the world, and refuse to be contained.”

The gift will also allow the Humanities Center to sponsor more events, support more doctoral and postdoctoral students, help younger colleagues turn dissertations into books, and open up “larger circles of collegiality,” said Bhabha. (The center already collaborates with the Volkswagen Foundation in its postdoctoral fellowship program.)

The gift may also help Harvard bring the humanities into the arena of policymaking, he said, “where at this point the humanities have only a feeble voice.”

Bhabha added that Harvard is already strongly supporting humanities initiatives, particularly through

the offices of President Drew Faust, University Provost Steven E. Hyman, and Faculty of Arts and Sciences Dean Michael D. Smith. (In the spring, Faust will name a faculty working group on the humanities, charged with, among other things, investigating the present role of humanistic studies in Harvard's curriculum.)

The gift itself provides a reminder, said Bhabha, that India and South Asia have long traditions of accomplishment within the cosmopolitan realm of the humanities. It was never just a region defined by religion — Hinduism, Islam, or Christianity — but even today is a lively home to writers, performers, painters, and poets.

That was also true in the past, he said, including the ancient kings who filled their courts with thinkers from every religious tradition in the known world, and modern figures such as Mohandas Gandhi who were “internationalists before they were nationalists.”

Bhabha acknowledged that the world is accelerating into the digital age, but that the humanities will not be left behind. He suggested they will become more relevant than ever.

“Human history, human culture, human art, human learning gets transformed in unexpected ways,” said Bhabha. Film is going digital, books are being rendered in electrons on flat screens, and literature is now “part of the blogosphere.”

In this age of innovation, “the themes, values, and images” of culture are “continually being translated by different media,” he said. “This is just the kind of issue that the humanities always deal with. The humanities are most perceptive in thinking about complex moments of transition.”

During moments of fast cultural change, “the humanities make judgments and choices,” said Bhabha. “This is the moment for the humanities to find its platform.”

More immediately, and personally, the humanities have a role in an issue that interdisciplinary scholars at Harvard and elsewhere have lately taken a deep interest in: happiness.

“The humanities contribute in a profound way to



Mahindra's gift will enable the Humanities Center to build on what it has already achieved. That means enhanced collaborations between the humanities and other fields of knowledge at Harvard, says Humanities Center director Homi Bhabha (above).

our happiness,” said Bhabha. “They teach us the arts of interpretation. And it is through the arts of interpretation that we can turn information — which is in this point of time an endless barrage — into knowledge, and then turn knowledge into self-knowledge.”

The arts of interpretation are the humanities' gift to students, as they once were at Harvard to the teenage Mahindra.

“Interpretation is not some dry hermeneutic exercise,” said Bhabha. “It contributes profoundly to the richness and happiness of our experience. It allows us to make the knowledge we have of the world outside ourselves into something deeply and intimately meaningful.”

Online ► Anand Mahindra gives \$10M for Humanities Center: <http://hvd.gs/56503>



When photography became art

This season's In-Sight Evenings begin at the Harvard Art Museums, mixing a freewheeling soiree with an inspired lecture.

By Corydon Ireland | Harvard Staff Writer



Forrest O'Connor '10 (above left) and Dan Gurney '09 performed on the mandola and the accordion, respectively, at the series opening of In-Sight Evenings at the Harvard Art Museums, lectures that look “deeper and differently” at a single artist or work. Curator Deborah Martin Kao (top) spoke to a near-capacity crowd on Alfred Stieglitz.

Photos by Kris Snibbe | Harvard Staff Photographer

Alfred Stieglitz (1864–1946) is credited with getting photography accepted as an art form — reason enough for him to be the first subject in this year's series of In-Sight Evenings at the Harvard Art Museums. The ticketed, after-hours events, complete with receptions before and afterward, are billed as a way to look “deeper and differently” at a single artist or work.

Deborah Martin Kao, who spoke to a near-capacity crowd in the Sackler Museum auditorium, acknowledged right away that her subject is “an artist who is bigger than life.” The first image in her slide show was of an intense, steely-eyed Stieglitz in 1909, a “galvanic portrait,” she said, taken “at the height of his powers.”

Kao, who is Harvard's Richard L. Menschel Curator of Photography, also showed “The Steerage” (1907), “one of the iconic images of 20th century art,” she said. The mesmerizing frame includes a slanting funnel, bisecting gangplank, and repeated circles — hats, bonnets, and bare heads. “I saw,” said Stieglitz of the image, “a picture of shapes.”

Kao focused on four images from “Picturesque Bits of New York and Other Studies” (1897), a rare photogravure edition and the first portfolio of Stieglitz's work. The images, acquired by Harvard in 1969, show the merging, clashing trends of both Stieglitz's craft and of that era's photography: echoes of an impressionist, fine-art 19th century, and a gritty, realistic, socially conscious 20th century.

The images are stunning: “Reflections, Venice” shows a moody, narrow canal; “The Glow of Night — New York” is a pioneering after-dark photo; “On the Seine — Near Paris” is picturesque; and “A Wet Day on the Boulevard — Paris” is an image so lifelike, said Kao, it is “like a glistening street you could walk onto.”

But the acquisition of “Picturesque Bits” in 1969 tells a story of its own, she said. It was a moment in time when “photography's quest to be art [was] not quite accepted.”

The Stieglitz gravures were the only photographs brought into the Harvard collection in 1969. By 1970, though, Harvard acquired its collection of Ben Shahn photographs, and by 1972 Davis Pratt became the first curator of photographs at what is now the Fogg Museum. From then on, the University photo collection, which started in the 1850s, gained momentum. Today, by one count, Harvard has 7.5 million photographic images in 47 repositories.

Kao showed images from edgy practitioners such as Diane Arbus, Garry Winogrand, and Lee Friedlander. But Stieglitz — the man pictured in a starched collar and steel-rimmed glasses who grew up in the Victorian era — is arguably “the father of fine-arts street photography,” she said. His influence is felt to this day.

He began to use a handheld camera in opposition to “the shutterbugs of the Kodak era,” said Kao, who quoted Stieglitz on “the rotten sportsmanship” of the

The next In-Sight Evenings lecture is Dec. 8: harvardartmuseums.org/calendar/detail.dot?id=31575

late 19th century's pre-loaded cameras.

The co-author of Shahn's "New York: The Photography of Modern Times" (2000), Kao also led her audience through a survey of art photographers before the Stieglitz era.

Among the photographers who "set the foundation," she said, was Etienne Carjat (1828-1906), whose 1863 portrait of a dour Charles Baudelaire came with its own irony: The French poet once dismissed photography as a "brutish aping of nature."

Then there were the photographers whose work depended on posed, allegorical images meant to mimic painting.

Kao showed "The Open Door" (1844) by pioneer William Henry Fox Talbot (1800-1877), whose soft, painterly tones were an answer to the detailed, documentary qualities of the daguerreotype. The works of Oscar Gustave Rejlander (1813-1875) were also "photography trying to be history painting," said Kao. Henry Peach Robinson (1830-1901) used his photos to show the life of noble peasants, another painterly tradition.

Julia Margaret Cameron (1815-1879) made intimate, soft-focus portraits and occasional moralizing allegories such as "Vivian and Merlin" (c. 1870), where a harlot is seducing the aging wizard.

Peter Henry Emerson (1856-1936), who called Cameron "the only old master photography has to boast of," photographed peaceful rural scenes that recalled paintings from an earlier era. But he was also "a prophet," said Kao, "of a ... new realism."

Emerson was among judges who weighed in on Stieglitz's first prize-winning photo image, "The Last Joke — Bellagio" (1887). The image evoked the noble peasantry of painters past, but it also prefigured the ethnographic realism that decades later would dominate street photography.

By the 1890s, the energetic and self-promoting Stieglitz struck off on his own, experimenting and searching, said Kao, but was also determined to create a coterie of art photographers "with an American center" in New York.

She quoted an article from 1896: "Mr. Stieglitz," it said, "is an artist first."

Sustaining the cities

An interdisciplinary Harvard working group is just getting started, but is already certain of its urgent mission.

By Corydon Ireland | Harvard Staff Writer

More than half of the world's 6 billion people now live in cities, those complex hives of activity that require intensive energy and complex governance. By 2050, that proportion is expected to rise to two-thirds of the world's population. So it makes increasing sense to strive toward a sustainable model of urban life.

The Working Group on Sustainable Cities at Harvard University, a nascent cluster of experts from the University's design, business, health, and government communities, is working toward that end, and is ready to welcome voices from every discipline. Attending the group's eighth private meeting last month (Sept. 14) were an authority on climate change, a public health scholar, a city planner, an architect, a political scientist, and even a professor of divinity.

The group is meant to "focus our brain trust so we can immediately help," said its originator, architect Martha Schwartz, adding that Europe is already 30 to 40 years ahead of the United States in its thinking about sustainable cities. Cities are the fulcrum of the economy and the heart of culture, she said. "In order for the United States to go forward, we have to rethink our cities."

Schwartz is a professor in practice in the Department of Landscape Architecture at Harvard's Graduate School of Design and a self-described student of "the public realm." She is co-teaching a "Generative Ecologies" studio course this semester, the second in a row to use Edessa, Greece, as a model for sustainable development.

But she is eager to take the issue beyond the classroom too. Schwartz envisions a final working group of both scholars and practitioners — a synergy of expertise.

Last month, she and a dozen core members of the still-growing group vetted the idea of starting with a series of private working sessions with U.S. mayors, followed perhaps by a public conference.

"The idea is to be of most use," said Schwartz. "The mayors are a good focus group (and) are resource hungry." She compared the planned mayoral sessions to charrettes, intense sessions of collaborative work that are common among designers.

The group's first event was a working luncheon with two Boston-area mayors, hosted on Sept. 30 by the Institute of Politics (IOP) at the Harvard Kennedy School. In attendance was the former mayor of Detroit, Dennis Archer, who is an IOP Fellow this semester.

He also stopped by the working group's Sept. 14 meeting, and liked the idea of Harvard convening small groups of mayors to discuss sustainability. The need for problem solving has intensified in the depressed economic climate, said Archer. "What you're creating here is something exceedingly invaluable."

Climate scientist Dan Schrag has offered the working group a temporary home at the Harvard University Center for the Environment, where he is director. But he was skeptical of meeting with mayors and preferred to use the University's immense "convening power" to look at urban sustainability

from another angle: healthy cities, for instance.

"Jack could go to town," said Schrag, gesturing across the table at John D. "Jack" Spengler, the Akira Yamaguchi Professor of Environmental Health and Human Habitation at the Harvard School of Public Health.

One way or another, said Spengler, investigating the intersection of sustainability and cities makes sense, as long as those investigations add up to "new systems of thinking" about the urban environment.

There is urgency to the issue because of climate change, which will hit cities hardest, he said. "Buildings are getting wet that never got wet before, and people die indoors from heat waves."

The ultimate focus of the working group remains under discussion, said Schwartz, but this year will be devoted to "researching issues that mayors have. ... We're on a fact-finding mission."

To keep those facts in order, the working group is using a Surdna Foundation grant to design a web-based "knowledge platform," and will also be getting information technology help from the Harvard Office for Sustainability. "It's clear to the mayors this could be a resource," said Schwartz. "We're trying to energize mayors, and to learn from them."

Schrag was also skeptical of the website. "That's not how interdisciplinary research happens," he said.

The eighth meeting revealed a nascent entity in search of permanent leadership, funding, an institutional home, and an organizational model.

Perhaps an executive education model is best, said working group member David Luberoff, executive director of the Rapaport Institute for Greater Boston, or perhaps an "executive session" model in which participants keep coming back to talk.

Harvey G. Cox Jr., Harvard's Hollis Research Professor of Divinity *Emeritus*, suggested an active collaboration on sustainability with a small city near Harvard.

Spengler agreed, and said of cities: "We need them as our laboratories, and they need us for our resources."

Schwartz was grateful for the lively meeting because it showed how much had to be done. "This is a start-up," she said of the group. "This is an idea."

Yes, Cox agreed, but it's an idea that needs to go somewhere, and Harvard can help. "We live in a country where cities are pretty desperate," he said. "What I keep thinking about is: To whom much is given, much is expected."

Images from Edessa, Greece, and the dramatic Edesseeos River Valley — landscapes being used to model sustainable urban development in a studio course at the Harvard Graduate School of Design.



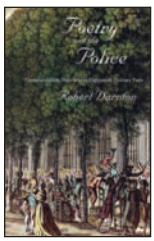
Courtesy of the Working Group on Sustainable Cities

Spouting off

In their new book, “Running Out of Water,” Peter Rogers and Susan Leal outline water’s global predicament as the world’s population soars to 8 billion.

By Sarah Sweeney | Harvard Staff Writer

HARVARD BOUND



POETRY AND THE POLICE: COMMUNICATION NETWORKS IN EIGHTEENTH-CENTURY PARIS
(Harvard University Press, October 2010)

By Robert Darnton

Darnton, director of the Harvard University Library, backtracks to 18th century Paris and the police crackdown on poetry. But verse persevered through a “viral” network of citizens, who smuggled poetry by any means they could.



SAVING SCHOOLS: FROM HORACE MANN TO VIRTUAL LEARNING
(Belknap Press, March 2010)

By Paul E. Peterson

Henry Lee Shattuck Professor of Government Peterson traces American public schools through their reformers, and addresses a new era of virtual learning in which families have greater choice and control over their children’s education than ever.



HOW TO UNSPOIL YOUR CHILD FAST: A SPEEDY, COMPLETE GUIDE TO CONTENTED CHILDREN AND HAPPY PARENTS

(Source Books, September 2010)

By Richard Bromfield

Nearly 95 percent of parents think their own children are overindulged; now Bromfield, a clinical instructor in psychology in the Department of Psychology, lays down rules — “take back the power!” — to parenting, the hardest job in the world.



If you ever wondered why your mother poured Sunday morning’s bacon grease into an empty can, it’s because mother really knew best: She was trying to prevent a human-made disaster in the sewers.

Each year, millions of gallons of grease clog sewers, causing them to overflow and setting off a costly environmental and public health fiasco. But, to Susan Leal and Peter Rogers, grease is just one of many urgent issues facing water resources in the world today.

“There is no life without water — biological systems do not function without it,” said Rogers, Gordon McKay Professor of Environmental Engineering in Harvard’s School of Engineering and Applied Sciences.

“Currently, there is much more attention given to energy and oil as important resources. But, while there are substitutes for oil and energy — with wind, solar, and biofuels — there is no substitute for water. It is essential for everything from the food we eat to basic hygiene,” said Leal, a water utility expert and a senior research fellow at Harvard’s Advanced Leadership Initiative.

In their new book, “Running Out of Water: The Looming Crisis and Solutions to Conserve Our Most Precious Resource,” Rogers and Leal discuss water’s global predicament as the world’s population soars to 8 billion, and present some simple ways to preserve and conserve, which include pushing lawmakers to make water a priority. Political will begins with the public, Rogers and Leal say.

Leal, who had been encouraged to write a book about water as part of her fellowship, “quickly dispensed of the idea as being too ‘academic,’” she said. Then she met Rogers, “who was grappling with how to write a book on water geared toward a general readership audience. We agreed to write the book together with

a focus on solutions to our water crisis. We eschewed the doom and gloom and decided to describe and promote the water success stories.”

The result, said Rogers, was “perfect serendipity.”

“In our book we give examples of the intelligent use of existing technologies, which if applied could greatly reduce the crisis to manageable proportions without necessarily requiring major sacrifices on anybody’s part,” he said.

“One solution for averting the impending water crisis is water reuse,” Rogers continued. “Treating sewer water and using it for irrigation and, in some cases, as potable water. In several locales throughout the world, water reuse has been successfully implemented and accepted by consumers.”

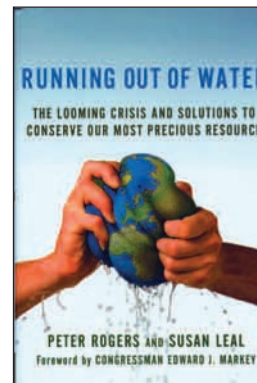
“We also describe solutions applicable to large agricultural users and involve the application of innovative technologies such as center pivots and drip irrigation, as well as new drought-resistant and high-yielding crop varieties to achieve better crop yield with less water use,” said Leal. “The book is filled with solutions that can and should be replicated.”

Another conundrum is the widespread acceptance of bottled water, which has eroded the public’s faith in tap water. Not to mention, most bottles are never recycled.

“Consumers should avoid the silly spending on bottled water. And, water utilities need to educate their customers about the quality of tap water and inform them that it has to meet a higher federal standard than bottled water,” said Rogers.

Said Leal: “States should require that bottled water be labeled to disclose the source of the water. In many cases, the source of bottled water is municipal tap water.”

Take that, Evian.



How to **fix** the economy

Harvard experts in many fields offer their ideas on how to get the nation's lagging economy back on track.

By Colleen Walsh | Harvard Staff Writer

The moribund U.S. economy is behaving like a shiftless brother-in-law who moves into your house, flops onto the couch, and asks what's for supper. Getting such an economy moving productively again will require time, discipline, and imagination, say Harvard authorities from across a range of disciplines.

Successfully stoking the economy will require conventional solutions, to be sure, such as Congress's recent passage of banking and investment reforms. But three years into the worst fiscal downturn since 1929, the economy continues to sputter, and it may be time to embrace more creative solutions as well.

Recognizing the need to understand the financial crisis more clearly, Harvard President Drew Faust will convene a panel of experts at Sanders Theatre next Tuesday (Oct. 12) at 4 p.m. to discuss the issue.

"The global financial situation and our economic future remain vital concerns for all of us," said Faust. "We are fortunate to have on campus some of the nation's leading scholars in finance and policy, and I am grateful for their willingness to share their thoughts and insights about the current situation and prospects for the future."

Despite the ongoing fiscal gloom nationally, a Gazette survey of Harvard authorities suggests an array of large and small ways in which government and business might help to jump-start the economy and boost America's bottom line.

THEIR INNOVATIVE PROPOSALS INCLUDE:

- Rewrite the U.S. tax code, creating a single income tax and a carbon tax.
- Create a national homebuyers' insurance plan to protect owners during fiscal turmoil.
- Underwrite a boom in green businesses to conserve energy and create jobs, for two-pronged savings.
- Investigate how Internet innovations, a hot spot even in a bad economy, can provide business solutions.
- Refashion the notion of urban design so that it twins both enjoyment and employment.
- Explore the downturn's moral dimensions to evaluate what really matters in a fulfilling life.

HERE ARE DETAILS OF CHANGES THAT COULD MAKE A DIFFERENCE:

TAXES

Taxes need to go up for everyone, argues Harvard economist Ken Rogoff. He supports a slight increase in taxes for most people, and a

(see *Economy* next page)

COVER STORY

Economy

(continued from previous page)

larger increase for those at the upper end of the income distribution.

But if he had his way, the Thomas D. Cabot Professor of Public Policy would throw out the U.S. tax system altogether and start from scratch.

In the short term, it will hurt the economy to raise taxes, “but a lot of that pain could be diminished if we had a better tax system,” said Rogoff, co-author of “This Time Is Different: Eight Centuries of Financial Folly.” He favors “completely scrapping” the system and replacing it with one that is “much simpler” that includes a consumption tax or a high-deductible flat tax.

Government officials also should tie environmental needs into economic solutions, said Rogoff. “It’s nuts that we don’t have a carbon tax,” he said. “If we did, we could cut other taxes. It would also promote green energy technologies by making fossil-based energy more expensive.”

HOUSING

The housing market continues to lag. One way to get it moving again would be to install an innovative safeguard against the next market downturn. Another way would be to create a green approach toward housing stock, said a Harvard housing specialist.

“Some people argue the only way to deal with the housing market is to allow it to clear through continuing declines in home prices despite the damage it could do and the resulting overcorrection that could occur,” said Eric Belsky, managing director of Harvard’s Joint Center for Housing Studies. But there’s another solution that’s been “kicking around.”

“People who worry about being on the hook for a decline [in value] might well pay insurance premiums that would guarantee them against declines in the value of their homes,” said Belsky, who said such a plan could draw more buyers into the market as well as increase price stability. If homeowners had to sell their houses in five or 10 years at prices lower than what they originally paid, the insurance would kick in.

Although the government would have to set a premium to backstop potential losses, “A lot of people think that house prices five or 10 years out would recover, so it might actually be a good bet for the government.”

Providing incentives for people to buy energy-efficient homes, as well as to builders to include energy-saving measures in their construction, would “trigger spending on materials and services to install them, as well as induce buyers to purchase such homes,” said Belsky. “In that way, housing could have a significant part in helping to build the new economy.”

INTERNET

For years, the Internet has radically and speedily been changing the way people work, connecting them remotely, instantly, even incessantly. A Harvard authority on the Internet believes that new online technologies are going to change the way many people work even further, tapping into a range of fresh economic opportunities.

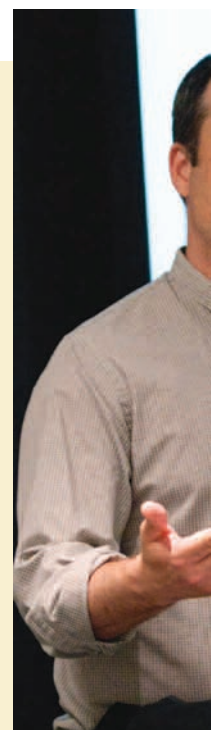
“We are on the threshold of something transforma-



Ken Rogoff



Jonathan Zittrain



Daniel Carpenter

tive,” said Jonathan Zittrain, co-founder and faculty co-director of the Berkman Center for Internet & Society at Harvard Law School.

The Harvard law professor points to Amazon.com’s Mechanical Turk web service as an example. Touted as an “artificial artificial intelligence” on its website, the online tool “gives businesses and developers access to an on-demand, scalable work force. Workers select from thousands of tasks and work whenever it’s convenient,” its tagline states.

The business model matches people who are willing to pay with anyone willing to complete human-intelligence tasks, or HITs, for a micropayment. The tasks vary wildly, from providing a book review, to sharing the memory of your least-romantic gift, to translating Tamil into English. The tasks are ones that humans can do with relative ease, but that still challenge computers.

“It’s a model itself of labor as computing, as if you had a few racks of servers and kept throwing numbers to crunch at them,” said Zittrain, who nonetheless worries that such transformative technology could have “a dark side to reckon with.”

Such segmenting of work into small slices that can be parceled out to an “ocean of labor” erodes the notion of the typical workplace, and of the traditional workday. Over time, it could alter numerous pillars of the economy.

“I do think this could stand to transform economic dynamics ... in the way in which it can turn almost anything into an economy.”

FINANCE

The Harvard experts say the U.S. financial system needs stronger controls, although the recently passed 2,300-page Dodd-Frank reform law is a helpful first step, as is the creation of a consumer financial protec-

tion bureau.

Yet many of the largest financial institutions still have an incentive to take on too much risk, said Harvard Business School professor David Moss, who fears that could help eventually to prompt another fiscal crisis. His prescription for fixing the financial industry includes tough but targeted regulation. Large, pivotally placed firms should be aggressively reined in, said the John G. McLean Professor of Business Administration.

While the Dodd-Frank law represents an “important step in the right direction,” Moss would like tighter limits on the amount of leverage — the borrowed fiscal resources available for use — that large financial companies can hold.

As written, the law leaves too much discretion to regulators, he said, particularly concerning the largest institutions. “There are a few specific lines drawn in the bill, but I would have liked to see them even stricter,” Moss said, adding, “Now it’s up to the regulators to get it right.”

Daniel Carpenter, the Allie S. Freed Professor of Government, said the consumer protection bureau developed as part of the new law will rightly be able to create rules for marketing loans, mortgages, credit cards, and other consumer products. But he said there is also a need for a type of “financial epidemiology, or real-time tracking, of the risks and performance of new financial products and contracts.

“There are steps toward this in the Dodd-Frank bill,” said Carpenter, “but I would like to see more.”

Brigitte Madrian, director of the social sciences program at the Radcliffe Institute and Aetna Professor of Public Policy and Corporate Management at the Harvard Kennedy School, expressed some concerns over the new regulations.

Many consumer-financial products do not come under the umbrella of the new consumer protection agency.



"It is an open question as to whether the agency can indeed work to improve consumer financial regulation in a way that benefits consumers without stifling financial innovation."

— **Brigitte Madrian**, director of the social sciences program at the Radcliffe Institute and Aetna Professor of Public Policy and Corporate Management at the Harvard Kennedy School

For instance, insurance is largely regulated by state agencies. She also worries that some financial firms, in response to the new regulations, will simply "re-engineer their products in ways that actually make consumers worse off."

"It is an open question as to whether the agency can indeed work to improve consumer financial regulation in a way that benefits consumers without stifling financial innovation."

HEALTH

Then there is the impact of health care costs on a healthy economy.

An old maxim says that healthy human capital equals a healthy, robust economy. Vigorous workers perform better and produce more. Investing in preventive health care aids that process, but authorities agree that more needs to be done.

The Obama administration has made substantial commitments to preventive health care, in part through its universal care initiatives and through policy changes that require health plans to waive co-payments for preventive services, said Meredith Rosenthal, associate professor of health economics and policy at the Harvard School of Public Health.

But there is too much waste in the health care system, she said, from exorbitant spending to squandered resources. Rosenthal said officials could impose tighter cost controls in part by trimming funding from areas with outsized clout and leverage, including some doctor and hospital groups.

"We need to recalibrate the way we pay for care," said Rosenthal, "so that we encourage effective and efficient care delivery rather than just more care." Replacing fee-for-service payments with bundled payments that "pay a fixed amount for an entire episode of care or a whole population" would be a good start.

Services including endoscopy, diagnostic imaging, and high-tech interventions, such as robotic surgery for prostate cancer, usually cost those who pay the bills more than the expense of production, she said. That gives providers an incentive to oversupply such services.

She said that other health care waste is caused by poor coordination, especially when information is not properly cataloged or tracked. Redundant tests and preventable hospitalizations can occur simply because no medical staff members followed up with patients after their discharges.

INFRASTRUCTURE

Long-range investments in public infrastructure, clean technologies, and green energy are also important ways of improving the economy, said Carpenter.

While the Obama administration has taken some steps in that direction, Carpenter fears that the United States is "in danger of being left behind" by China and India. He advocates investing in light rail, transportation support, and "rebuilding the infrastructure that we currently have."

A long-term commitment to such investments also could help draw top talent away from Wall Street.

"Too much of our human capital has been taken up by finance and housing. It's not clear that creates a better economy in the long run," he said. "We ought to be re-training people for clean energy work, or building bridges and light rail systems, instead of building new homes."

The dean of Harvard's Graduate School of Design also promotes investing in infrastructure to breathe life into the economy.

"There is a lot of scope in thinking about infrastructure in ways that transcend its mere functional use," said Mohsen Mostafavi, who is also the Alexander and Victoria Wiley Professor of Design.

Mostafavi used as an example the banks of the Seine River in Paris, which in summer are transformed into cafes, restaurants, and even beaches, thereby becoming places for both enjoyment and employment. He also pointed to a railway system that connects the city to the suburbs. Such connections are "empowering and enabling," said Mostafavi, adding, "access becomes the basis for jobs."

HARVARD'S ROLE

Around the University, researchers and academics continue to explore the economic malaise and possible solutions.

Direct connections to Washington's policymakers include Larry Summers, the former Harvard president and current director of the National Economic Council, who will return to his post as the Charles W. Eliot University Professor at the end of the year, and Elizabeth Warren, the Leo Gottlieb Professor of Law, who is helping to establish the Consumer Financial Protection Bureau.

Signaling the importance of finding economic solutions, Faust will convene next week's panel, which will include Rogoff; Madrian; John Campbell, chair of the Economics Department; Richard Freeman, Herbert S. Ascherman Professor of Economics; and David Scharfstein, Edmund Cogswell Converse Professor of

Finance and Banking.

In many ways, Harvard itself is an ongoing economic engine. Campus organizations such as the Technology and Entrepreneurship Center at Harvard (TECH) encourage collaboration among students, faculty, alumni, and industry leaders. The organization offers a course on the fundamentals of innovation, has a \$50,000 grant competition, and maintains a studio space open 24 hours a day, seven days a week, for undergraduates who hope to start the next big business.

Many are well on their way. With help from business builders, as well as entrepreneurs, students in the program have created software and web-based companies such as Gtrot.com, which combines social networking with student travel, INeedAPencil.com, which provides free online SAT prep for low-income students, and NaviTour, a virtual foreign language teaching tool.

"Students come here because they want to change the world," said Paul Bottino, TECH's co-founder and executive director. "We want to help them connect to their passions, and then create their own reality, their own economy."

Harvard's Office of Technology Development (OTD) also connects researchers with entrepreneurs and venture capitalists, and typically helps to launch eight to 12 companies annually, as well as to license new technology.

"University research has always been a driver of the economy," said Alan Gordon, director of business development at OTD, adding that his office "helps accelerate the movement of innovations from the lab to the market."

VALUES

In addition, some Harvard experts believe that people should step back from the economy's particulars more often and focus on the moral dimension.

Organizations such as Interfaith Worker Justice, a network of people of faith who educate and mobilize the religious community around labor rights, can prompt meaningful discussions on the economy and its effects on workers, according to a scholar at Harvard Divinity School (HDS).

In the past, religious traditions have weighed in on the material conditions of people's lives, said Bethany Moreton, a research associate and visiting faculty member at HDS.

"It was always at the center of what prophetic religion felt it had a right to speak to. It took enormous amounts of cultural and intellectual work to declare something 'the economy' and remove it from the realm of religion and morality and social action." Today, the notion of the economy is instead "in this pseudoscientific realm," she said. "We can only describe it. We cannot control it, or opine about it, or address it in moral terms."

Moreton believes that discussion of such matters ought to return to the pulpit and to congregations across the country. "The crisis itself has made these topics feel again like something that we have the right to address in moral terms."

First draft of history

A doctoral student recounts her overseas summer internship researching Kenya's colonial history for a new exhibit, which will begin its journey at the National Museum in Nairobi before traveling the country.

By Erin Mosely



As a doctoral student, there are few things more invigorating than escaping your pile of books, shaking off the abstract theorizing, and venturing into the real world. Which is why, when I found out I had secured a research internship in Kenya last summer, I was ecstatic. Having survived my first year of course work, I was eager to dive into something different — something that would allow me tangibly to engage the world that I had been reading about.

Thanks to a grant from the Harvard Committee on African Studies, this is exactly the experience I had.

My principal role in Kenya over the summer was to help create a public history exhibit centered on the themes of resistance and nationalism during the colonial era. Through a partnership between the Kenya Oral History Centre and the National Museums of Kenya, the exhibit is to open next summer at the National Museum in Nairobi, then travel to museums throughout the country, and finally return to

STUDENT VOICE

Nairobi to be installed as part of the National Museum's permanent history wing.

For the two months I lived in Nairobi, there was a seemingly bottomless to-do list, in large part because the project was just getting off the ground. In collaboration with my Kenyan colleagues, it was our first responsibility to develop a research framework to collect materials (photographs, documents, objects) and create an infrastructure for storing and cataloging everything. Given the multimedia aspirations for the exhibit, we also needed to conduct video interviews, both with high-level political figures from the pre-independence period, and with ordinary Kenyans who had witnessed and participated in historical moments during British colonial rule.

We had our work cut out for us — and still do. But we

managed to make considerable strides in a short period. Sifting through materials at places like the Kenya National Archives, the Presbyterian Church of East Africa, and the Catholic Consolata, and working closely with our counterparts at the National Museum, we identified almost 3,000 photographs that might be of use for the exhibit. We also organized a major workshop with Kenyan academics as part of our continued efforts to crystallize the exhibit's intellectual content.

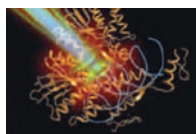
I had the opportunity to travel often across the country, to collaborate with wonderful people, and to grow immensely as a scholar. One of the most rewarding aspects, however, was knowing how much potential this project has to reach and impact a wide audience. Thanks to the encouragement of my adviser, Caroline Elkins — an instrumental player in this exhibit — I feel more strongly than ever that bringing history to life and making it matter to the people whose experiences it portrays are among the most important and worthwhile goals to have as a scholar.

Working in Kenya, I was continually amazed by the civic culture on display around me. The people seem to care deeply about history and its influence on the country's future. Despite the divisiveness of Kenya's present political climate, it feels good to know that one of our exhibit's primary objectives is to create a unifying narrative that all Kenyans — regardless of ethnicity, race, class, gender — can identify with and claim as their own.

With general exams looming, I know that I will have a lot on my plate this year, but I am already making plans to go back to Kenya in January and, depending on the needs of the project, next summer, too. Meanwhile, I am fortunate to have had the experience that I did in Nairobi, which is sustaining me as I switch gears and return to that ever-expanding stack of books.

If you're an undergraduate or graduate student and have an essay to share about life at Harvard, please email your ideas to Jim Concannon, the Gazette's news editor, at Jim_Concannon@harvard.edu.

More Campus & Community Online
[news.harvard.edu/gazette/
section/campus-n-community](http://news.harvard.edu/gazette/section/campus-n-community)



Five young and six established Harvard faculty members have received grants from the National Institutes of Health. <http://hvd.gs/55958>



A national group rates Harvard's doctoral programs highly in a sweeping new report. <http://hvd.gs/55633>

It is a time of change for the Harvard Corporation. In recent months, the oldest corporation in the Western Hemisphere, formally known as the President and Fellows of Harvard College, has welcomed a new member and a new senior fellow, even as it has undertaken a probing look at its own role and practices. President Drew Faust and Bob Reischauer '63, the new senior fellow and the president of the Urban Institute in Washington, D.C., spoke with the Gazette about an eventful time for the Corporation.

Q: Let's begin with what's new with the Corporation, and one of those things is the new senior fellow. How did you become involved in the Corporation?

Reischauer: I served on the Board of Overseers from 1996 to 2002. Over the course of my six-year term, I really enjoyed reconnecting with Harvard and was unbelievably positively impressed by the dedication with which the leadership and the faculty performed their jobs. I was disappointed when my six years came to an end — but not disappointed for long. Late in 2002, I was asked if I'd be willing to fill a vacancy on the Corporation. I spent a good deal of time discussing the responsibilities and the nature of the board with members of the Corporation, and I realized that accepting the invitation would be a fascinating, if demanding, opportunity to serve an institution I care about a great deal. And it certainly has been.

Faust: On both counts!

Reischauer: On both counts, that's right. The only dissent occasionally comes from my wife — but being a Radcliffe graduate, she's very understanding.

Q: Have you discussed how the Corporation might change how it goes about its business with a new senior fellow in place?

Faust: Well, we're in the midst of a governance review, and one of the things we're discussing is the evolving role of the senior fellow. And I know we'll talk about the review more in a moment. But I think there are a number of ways in which Bob's own expertise in certain areas is already influencing how the Corporation operates. For instance, Bob's the former head of the Congressional Budget Office. So he's already helping us think more about how we can take a longer-term, more-strategic view of how we do our budgeting and planning, and what's the right role for the Corporation in the process. And Bob's broader experience — as the CEO of a major policy institute, as someone very savvy about Washington, as a PhD who's stayed close to the academic world but sees it from a bit of a distance — all of that is extremely valuable in all sorts of ways.

Q: The Corporation has been around since 1650. What was the impetus for this exercise in self-reflection?

Reischauer: Well, there wasn't a blinding flash of realization that occurred. It was something that grew out of discussions that we'd been having among ourselves about how we can function most effectively, given changes in Harvard and changes in the world.

Harvard Corporation looks ahead

President Drew Faust and Bob Reischauer '63, the new senior fellow, spoke to the Gazette about the Corporation's self-reflection.



Harvard President Drew Faust (right) and Harvard Corporation Senior Fellow Robert Reischauer speak with the Harvard Gazette about the work of the Corporation.

We have a component of our annual retreats that lets us be a little more self-reflective, but that really wasn't, I think, sufficient. And so last fall we discussed the possibility of doing something more formal and more intense. It's good practice for a board. And at a time when we're asking all different parts of the University to examine how they can function most efficiently and effectively, and how they can adapt to change and serve all of Harvard in the best possible way, it seemed timely and important to look into the mirror ourselves.

Q: What sort of timetable are you looking at?

Faust: We've made some good progress, and we hope to move through this in an efficient and prompt manner. But it's far more important for us to do it right than to deliver a work product on a specific date. I'd hope we'll reach closure on some key propositions well before the end of the academic year and have more to report then.

Reischauer: Yes, and if people in the community have advice for us, I hope they will continue to pass on their views. [Note: Comments can be sent in confidence to ogb@harvard.edu.]

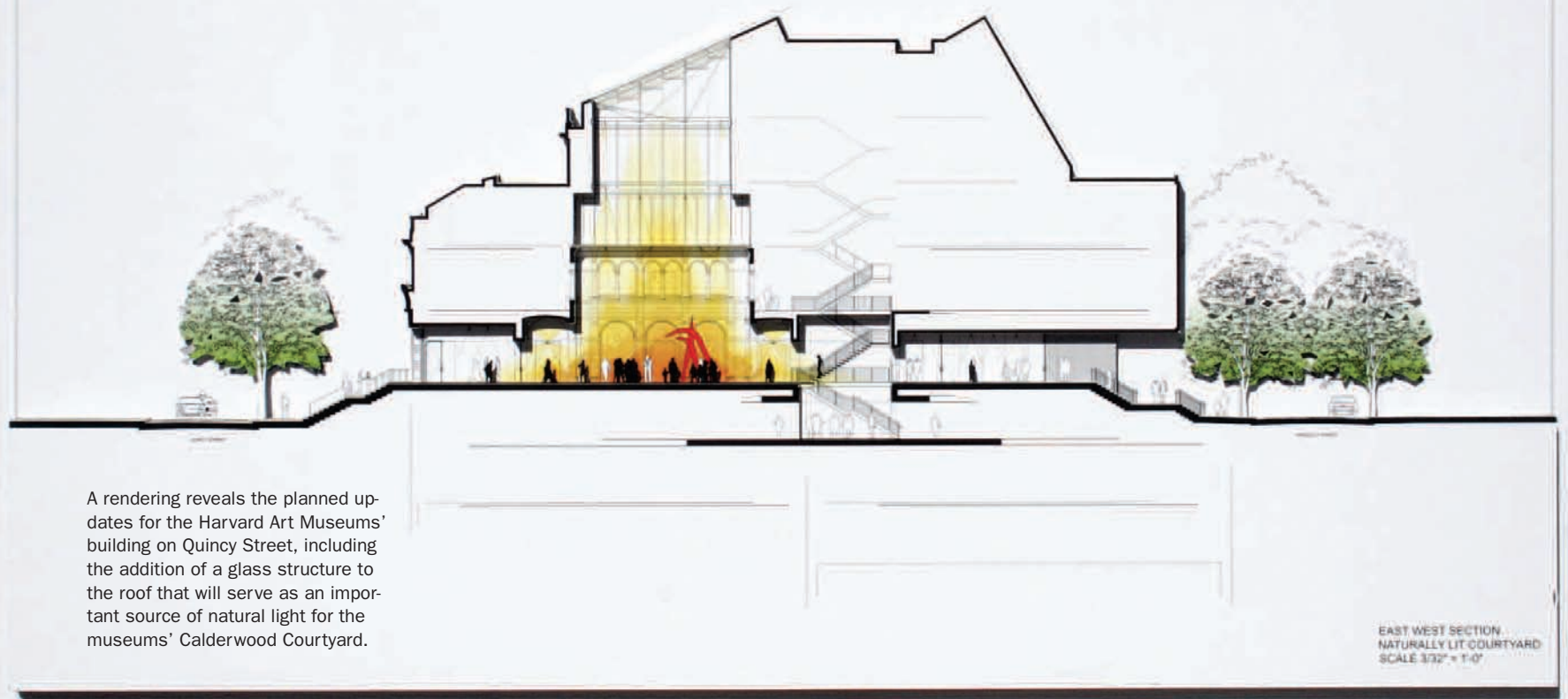
Q: The Corporation and the Overseers are seen as two very separate entities, but you've touched on a few areas where they're working together. Can you tell us a little bit more about the evolving relationship between the two boards?

Faust: Collaboration between the two boards was a

high priority for Jamie Houghton, and enhancing the relationship between the two was a real accomplishment of his time as senior fellow. He established it as a rather regular practice for several members of the Corporation, in addition to the president and treasurer, to attend the plenary sessions of the Overseers. We've also been having the Corporation and the Overseers' executive committee get together for dinner twice a year. And the Overseers take part in various joint committees and activities with the Corporation — search committees for new Corporation members, including the president, being one of them.

Q: It's interesting to hear about those interactions, because if you hear people in some quarters describe the Corporation, you would think that it's an impenetrable secret society. What are some of the ways that the Corporation connects and communicates with the Harvard community?

Reischauer: We communicate largely through the voice of the president, who, after all, is more than just a member of the Corporation — she's the presiding officer of the President and Fellows. Whether we've been communicating and getting around sufficiently, and how we can do better, are among the issues we've been discussing in the governance review. I know that, as I've been gearing up for my service as senior fellow, I've been spending quite a bit of time connecting individually with key people on campus. Several of my colleagues have also been touching base with various faculty and administrators.



A rendering reveals the planned updates for the Harvard Art Museums' building on Quincy Street, including the addition of a glass structure to the roof that will serve as an important source of natural light for the museums' Calderwood Courtyard.

EAST WEST SECTION
NATURALLY LIT COURTYARD
SCALE 3/32" = 1'-0"

The Fogg begins to rise

With most of Harvard Art Museums' staffers and collections settled elsewhere, workers create a "state-of-the-art museum facility," with plans to open in 2013.

By Colleen Walsh | Harvard Staff Writer

Not far from the Harvard campus in Somerville is a nondescript, multistory structure, outfitted with security and some serious temperature controls.

The building is the temporary home of the staff and the collections of the Harvard Art Museums (HAM) while their building at 32 Quincy St. in Cambridge undergoes a major facelift.

Originally, the Somerville building was built to house floor-to-ceiling computer servers. Its conversion to a storage facility and administrative offices was seamless once it was carefully retrofitted with climate controls for its new, precious, non-breathing tenants.

In 2008 and 2009, HAM staff transitioned to the space over the course of several months, painstakingly preparing, packing, and moving the collection.

The design of the office space is sleek. Lots of windows ensure there is plenty of light in open-area workspaces, giving it a hip, start-up feel. It is a new formation for the HAM staff, who find themselves under one roof instead of scattered across campus in separate buildings, as in the past. Some staff members remain at the Sackler Museum, which is open

with a display of collection highlights during the Quincy Street construction.

For museum officials, the temporary space mirrors in part what they hope to accomplish with the renovation: more collaborations among curators, conservators, and staff, previously complicated by the separate facilities.

Controlled chaos

Despite the seeming chaos of the warlike zone along Cambridge's Broadway and Prescott streets, the demolition of the sections added to the original 1927 Fogg structure over the past 80 years has proceeded with precision. Museum administrators are quick to emphasize that only the additions have been removed to make way for new construction, and that the original structure will be restored in accordance with guidance and approval from historic commissions.

Because of the relatively small construction site, no heavy demolition equipment could be used to raze the additions. "We were so constrained, and the additions were all attached in some fashion to the historic building. You just couldn't implode them," said

Peter Atkinson, HAM's director of facilities planning and management.

Instead, the additions were largely dismantled by hand. Work crews cut through walls with smaller hand tools and burned through steel beams with blowtorches. "It was just like peeling layers off an onion," said Atkinson of the meticulous work to undo the various additions. Bobcats, backhoes, plows, and bulldozers were pressed into service to move the debris once it had been disassembled.

Project officials are aiming for LEED Gold environmental certification with the renovation, which will include the use of locally sourced building materials, the addition of a storm water retention tank, and state-of-the-art climate controls to protect the art and also to manage energy consumption efficiently.

To prepare for the construction — after the art was safely moved — workers had to remove all other materials from the building. Everything had to go.

It took 18 months to empty 140,000 square feet of space. Almost all of the materials found a new home during an extensive recycling campaign. Exhibition cabinets, lighting, easels, traditional office furniture,



and even fume hoods used in the conservation labs were donated to recycling partners.

As part of the preparation process, workers also installed an encasement around the section of the swirling concrete ramp — part of Harvard's Carpenter Center for the Visual Arts designed by famed architect Le Corbusier — that abuts the HAM building, to protect the ramp during construction. The ramp will eventually be extended to intersect with a new museum entrance on Prescott and will gracefully slope all the way down to Broadway.

Currently, workers are excavating the ground along Prescott to make way for new subterranean space that will house classrooms and a new auditorium. The excavation will continue for about six months. Officials anticipate that construction on the above-ground structure will begin next year.

"The museums had outgrown the building," said Atkinson. Once the work is complete and the new facility opens in 2013, he added, "We will have a 21st century building that is worthy of the collection."

Refashioning the old and new

Known for his ability to flawlessly fuse the old and the new, acclaimed Italian architect Renzo Piano developed the design for HAM. The plan, conceived after years of discussions between Harvard officials and museum experts, will bring the Fogg, Busch-Reisinger, and Arthur M. Sackler Museums together in one building, increase accessibility to the collections, enhance curatorial collaboration, and further develop the role of the museums in Harvard's undergraduate curriculum.

"Right from the beginning, we wanted to create a state-of-the-art museum facility on Quincy Street to support our teaching and research mission and serve as our big public platform," said Tom Lentz, HAM's Elizabeth and John Moors Cabot Director. "That's where we will concentrate all of our intellectual and research muscle to open our collections and put them to work to the greatest extent possible for students, faculty, and the public."

The project, which includes 104,000 square feet of renovations and 100,000 square feet of new construction, will include the additional gallery space, expanded study centers, classrooms, conservation laboratories, offices, and more public amenities. A glass structure added to the building's roof will serve as an important source of natural light for the conservation labs and study centers.

The Fogg's iconic Calderwood Courtyard will remain. The design calls for opening the courtyard's ground-floor archways, allowing the public seamless circulation through the new facility, from galleries in the original Fogg structure to those in the new addition. There will also be better illumination of the evocative space.

"The courtyard is really the emotional and symbolic center of the museum," said Lentz, of the part of the structure that is fashioned after a 16th century facade in Montepulciano, Italy. "Not only will it remain as the focal point of the building, but with the new glass addition, what Renzo calls 'the light machine,' natural light will funnel down into the courtyard and diffuse through the adjoining spaces."

MEMORIAL MINUTES

Gwynne Blakemore Evans Faculty of Arts and Sciences

At a Meeting of the Faculty of Arts and Sciences on April 6, 2010, the Minute honoring the life and service of the late Gwynne Blakemore Evans, Henry B. and Anne M. Cabot Professor of English Literature *Emeritus*, was placed upon the records. Evans was the foremost Shakespearean textual scholar of his day.

To read the full Memorial Minute, visit <http://hvd.gs/51935>.

Brendan Arnold Maher Faculty of Arts and Sciences



At a Meeting of the Faculty of Arts and Sciences on April 6, 2010, the Minute honoring the life and service of the late Brendan Arnold Maher, Edward C. Henderson Professor of the Psychology of Personality *Emeritus*, was placed upon the records. Maher's scholarship centered on the complex theoretical and empirical problems surrounding human psychopathology.

To read the full Memorial Minute, visit <http://hvd.gs/55218>.

OBITUARIES

Gerald Lesser, 84 Harvard Graduate School of Education

Gerald Lesser, Charles Bigelow Professor of Education and Developmental Psychology *Emeritus* at the Harvard Graduate School of Education (HGSE), died on Sept. 23 at the age of 84.

Lesser is perhaps most well-known as one of the scholars who, during his time at HGSE, developed the curriculum for the acclaimed PBS series "Sesame Street," a show unparalleled in the history of television. Throughout his 30 years at HGSE, he continued to work on "Sesame Street" where he served as chairman of the Children's Television Workshop's board of advisers from 1969 through 1996. Lesser was determined to ensure the show's value as a learning experience, establishing a strong culture of assessment and writing the 1974 book, "Children and Television: Lessons from Sesame Street."

To read the full obituary, visit http://www.gse.harvard.edu/blog/news_features_releases/2010/09/remembering-professor-emeritus-gerald-lesser.html.

More Campus & Community
[news.harvard.edu/gazette/
section/campus-n-community](http://news.harvard.edu/gazette/section/campus-n-community)



A program that will link distant schools along high-speed connections launches.
<http://hvd.gs/55182>

Newsmakers



Annette Gordon-Reed, J.D. '84, has been named winner of the 2010 John D. and Catherine T. MacArthur Foundation Fellowship Award. Gordon-Reed is a professor at Harvard Law School, a professor of history in the Faculty of Arts and Sciences, and the Carol K. Pforzheimer Professor at the Radcliffe Institute for Advanced Study.

GORDON-REED WINS MACARTHUR AWARD

Annette Gordon-Reed, an award-winning author and a professor at Harvard University, has been named a 2010 MacArthur Foundation Fellow.

Gordon-Reed, J.D. '84, holds several University appointments. She is a professor at Harvard Law School, a professor of history in the Faculty of Arts and Sciences, and the Carol K. Pforzheimer Professor at the Radcliffe Institute for Advanced Study.

MacArthur fellowships are awarded annually to talented individuals in many fields who have shown exceptional originality and dedication in their creative pursuits. Each fellow receives \$500,000, bestowed without conditions.

Gordon-Reed, who returned to Harvard this year, is the author of "Thomas Jefferson and Sally Hemings: An American Controversy" (1997), which examines the intimate personal relationship between Jefferson and Hemings, who was his slave. Her most recent book, "The Hemingses of Monticello" (2008), which traces the lives of four generations of the slave family, won the National Book Award and the Pulitzer Prize. Her current research follows diverse branches of the family tree that considered themselves white or black into the 19th century.

"Receiving a MacArthur grant is obviously an amazing experience," Gordon-Reed said. "It's a validation of my work."

For the full story, visit <http://hvd.gs/55663>.

11TH ENDOWED COACHING POSITION ESTABLISHED

Harvard has announced the establishment of its 11th endowed coaching position. A generous gift from **Gregory Lee '87** and **Russell Ball '88** establishes the **Gregory Lee '87 and Russell Ball '88 Endowed Coach for Squash**. Newly appointed director of squash **Mike Way** will be the first coach to hold the position.

Ball and Lee, friends and former squash teammates, endowed the position in honor of their fathers, Theodore B. Lee '54, who has been a longtime supporter and advocate for Harvard College, the Harvard Alumni Association, and Harvard Athletics, and Russell C. Ball Jr., who loved squash and used it as a vehicle to impart many life lessons: sportsmanship, humility, respect, perseverance, competition, and the power of dedication and hard work. The long tradition of excellence within the Harvard squash program was built on these principles. The Lee and Ball families hope this gift will benefit generations of Harvard squash athletes and unite the alumni in continued support of the program.

To read the full story, visit <http://hvs.gs/55002>.

A-CHOO! TIME FOR FLU SHOT

Harvard University Health Services is hosting flu vaccination clinics on Mondays and Tuesdays from noon to 3 p.m. in its Holyoke Center location. The clinics will be open through Jan. 4 and are free and open to walk-ins with a Harvard ID or HUGHP insurance card.

There is only one vaccination this flu season, and the Centers for Disease Control and Prevention recommends the annual flu vaccination for all people over six months of age.

For more information, visit <http://www.huhs.harvard.edu/NewsAndEvents/Events/Event.aspx?id=200284>.

HKS RECEIVES \$1 MILLION

Harvard's Kennedy School of Government (HKS) announced a \$1 million gift from the **Abu Dhabi Crown Prince Court**. The gift will be used to launch a new graduate fellowship that will support emerging leaders from the United Arab Emirates (UAE) while advancing the mission of the School's Middle East Initiative, a nexus for convening policymakers and scholars on the region.

The Abu Dhabi Graduate Leadership Fellowship will make it possible for the UAE's top public service talent to pursue a midcareer master's degree in public administration as part of HKS's Edward S. Mason Program, which is designed specifically for emerging leaders from transitional economy countries.

The first leadership fellows will join HKS for the 2011-12 academic year. Awarded on a merit basis to UAE citizens who work for the Abu Dhabi government, these fellowships will also offer recipients a range of co-curricular activities, including seminars designed to enhance critical leadership skills, public speaking workshops, and mentoring and networking opportunities.

The Crown Prince Court issued the following statement in awarding the fellowship: "This fellowship program echoes President His Highness Sheikh Khalifa Bin Zayed Al Nahyan's steadfast belief that the progress of nations is built on education, and Crown Prince His Highness General Sheikh Mohammed bin Zayed Al Nahyan's unwavering commitment to education and the constant development of the future ranks of leaders."

For more information, visit <http://www.hks.harvard.edu/middleeast/>.

BELARUSIAN SCHOLAR ENROLLS AT GSAS

Volha Charnysh, a 2010 Jack Kent Cooke Foundation Scholar, has enrolled at Harvard's Graduate School of Arts and Sciences. The foundation awards graduate scholarships to students who have also received an undergraduate scholarship from the foundation.

Charnysh, a native of Belarus, left her home country to attend a small Midwestern community college. The foundation's Undergraduate Transfer Scholarship enabled her to attend Smith College, where she received her undergraduate degree. Charnysh has dedicated her life to nuclear disarmament and is editor of a publication for Belarusians in the United States.

For more on the scholars and the foundation, visit www.jkcf.org/news-knowledge/press-releases/jack-kent-cooke-foundation-announces-2010-graduate-scholarship-recipients/.

COUNTER NOMINATES 2010 NOBEL PEACE PRIZE CONCERT AND CEREMONIES HOST

S. Allen Counter has again successfully nominated the host of the Nobel Peace Prize Concert and Ceremonies. It was announced Sept. 30 that **Denzel Washington** was selected to host this prestigious event in Oslo, Norway, on Dec. 10. Actors Will Smith and Jada Pinkett Smith hosted the 2009 event in Oslo when President Barack Obama received the Nobel Peace Prize. Counter is director of the Harvard Foundation and clinical professor of neurology at Harvard Medical School.

Upon receiving word of his selection, Washington said, "I am honored to attend the Nobel Peace Prize Concert this year



S. Allen Counter (above) was instrumental in the naming of Denzel Washington as host of the Nobel Peace Prize Concert and Ceremonies.

and participate in this historic and momentous event to help spread the message of global peace.”

The 2010 Nobel Peace Prize winner will be announced on Oct. 8. For more information on the event, visit <http://nobelpeaceprize.org>

HAA ANNOUNCES 2011 CLASS MARSHALS

The Harvard Alumni Association (HAA) announced the 2011 class marshals on Sept. 28.

Seniors **Talal M. Alhammad, Moira E. Forberg, Robert G.B. Long, Samuel B. Novey, Tobias S. Stein, Kurt Tsuo, Vidya B. Viswanathan,** and **Tian Wen** were elected to the Senior Class Committee to plan Senior Week activities, choose the Class Day speaker, and represent the Class of 2011 within the HAA.

GREYSER WINS SPORTS MARKETING LIFETIME ACHIEVEMENT AWARD

Stephen A. Greyser, Harvard Business School's (HBS) Richard P. Chapman Professor of Business Administration Emeritus, has received the 2010 Sports Marketing Lifetime Achievement Award from the American Marketing Association in recognition of his “distinguished career contributions to the scientific understanding of sports business.”

A member of the HBS faculty for more than 40 years, Greyser is an expert on sports management, brand marketing, advertising, corporate communications, and nonprofit management. He has authored or co-authored 16 books, more than 300 case studies, and numerous articles. Greyser developed and taught the first course on the business of sports offered at a leading business school and co-authored the field's principal text and casebook.

He continues to supervise M.B.A. student field studies and serve as faculty adviser to the HBS Business of Sports Club. He now teaches his course at Harvard Extension School. Greyser has also been editorial board chairman of Harvard Business Review, executive director of the Marketing Science Institute, and president of the American Academy of Advertising.

For more, visit www.marketingpower.com.

CENTER FOR THE ENVIRONMENT WELCOMES 2010-12 FELLOWS

The Center for the Environment welcomes an incoming group of environmental fellows for the 2010-12 academic years. These four new fellows will join a group of five scholars who will be beginning the second year of their fellowships.

The new environmental fellows are **Daniel A. Barber, Elizabeth Landis, Alexander (Zan) Stine,** and **Rich Wildman.**

Together, the fellows form a community of researchers with diverse backgrounds united by intellectual curiosity, top-

quality scholarship, and a drive to understand some of the most important environmental challenges facing society.

For more on the fellows and their research, visit www.environment.harvard.edu/about/fellows.

EXTENSION SCHOOL INSTRUCTOR DEBUTS ONLINE LITERARY MAGAZINE

Talking Writing, a monthly online literary magazine, has released its first issue. A group of professional writers and editors created the new publication to provide a forum for writers to share high-quality work and exchange ideas. “In a time of transformation for print publishers,” says Harvard Extension School instructor and Editor-in-Chief **Martha Nichols**, “we want to encourage talk about writing — one of the most creative, scary, nurturing, frustrating, difficult-to-pin-down endeavors around.”

Talking Writing features poetry, fiction, reviews, personal essays, visual art, and commentary about writing topics. It also provides space for writers to spread the word about book tours and publishing venues. Each issue of Talking Writing includes a series of blog posts that foster discussion about a specific theme, often exploring challenges that writers confront daily.

September's theme, “Why We Blog: Authors, Trolls, and Thieves,” covers the joys and dilemmas bloggers encounter. The premier issue also features an excerpt from a novella in progress by Kelcey Parker, author of “For Sale By Owner,” a collection of stories forthcoming in February 2011, and poems by Jessica Greenbaum, author of “Inventing Difficulty.”

“As an increasing number of publications appear online, the editorial vision of magazines is more important than ever in supporting unique journalistic and creative voices,” says Nichols.

To read Talking Writing, visit www.talkingwriting.com.

NEUMAN ELECTED TO HUMAN RIGHTS COMMITTEE

Gerald Neuman '80, the J. Sinclair Armstrong Professor of International, Foreign, and Comparative Law at Harvard Law School, has been elected to the Human Rights Committee, the premier treaty body in the U.N. human rights system. The committee monitors compliance by 166 states parties with their obligations under the International Covenant on Civil and Political Rights, which is part of the International Bill of Rights.

The committee is composed of 18 independent members from 18 different countries with recognized expertise in the field of human rights. Members are elected to four-year terms by states parties.

“After years of study of the global and regional human rights regimes, I am grateful for the opportunity to help increase the persuasiveness and effectiveness of the Human Rights Committee's work,” said Neuman.

Said Harvard Law School Dean Martha Minow: “Gerry Neuman has not only deep expertise in international human rights law but also superb judgment, an impeccable sense of fairness, and remarkable powers of analysis. He will bring these qualities to the critically important responsibility of implementing the International Covenant on Civil and Political Rights — protecting the rights of individuals and also advancing into practice the vision of human rights that member nations endorsed on paper. This is a terrific appointment for the Human Rights Committee — and a very proud moment for Harvard Law School.”

To read the full announcement, visit http://www.law.harvard.edu/news/2010/09/08_neuman.html.

PUTNAM NAMED RADCLIFFE'S ASSOCIATE DEAN

Karen Putnam has been appointed associate dean for advancement at the Radcliffe Institute for Advanced Study at Harvard University. Putnam's position became effective on Sept. 15.

Putnam has had a distinguished career in fundraising, begin-

ning with service in Harvard's Development Office, where her primary responsibility was the Fogg Art Museum. She went on to hold fundraising positions at Bryn Mawr College, the University of Pennsylvania, Yale University, and the Brooklyn Museum, where she was director of development.

In 1993, Putnam became vice president for development, marketing, and public relations of the Central Park Conservancy and, in 1995, became president and CEO of the conservancy. Most recently, she worked at the Bessemer Trust in New York City, advising clients about philanthropy and wealth management. Putnam holds an undergraduate degree from Wellesley College and a doctorate in American Studies from Yale University.

“I'm delighted that Karen Putnam has joined our leadership team and look forward to working with her,” said Radcliffe Institute Dean Barbara J. Grosz. “She brings a stellar background in academic fundraising and arts and civic organizations that will serve the Radcliffe Institute well.”



Karen Putnam (above) has been appointed associate dean for advancement at the Radcliffe Institute for Advanced Study at Harvard University.

TWO RECEIVE SCIENCE OF GENEROSITY GRANTS

Rohini Pande, Mohammed Kamal Professor of Public Policy at Harvard Kennedy School, and Assistant Professor of Psychology **Felix Warneken** have received grants of \$149,000 and \$150,000, respectively, from the Science of Generosity, an initiative at the University of Notre Dame.

Launched in 2009, the initiative supports and conducts research on the sources, origins, and causes of generosity; the manifestations and expressions of generosity; and the consequences of generosity for both donors and recipients.

For more about the Science of Generosity, visit generosityresearch.nd.edu.

TOFFEL AWARDED FOR ENVIRONMENTAL RESEARCH

Harvard Business School (HBS) Assistant Professor **Michael W. Toffel** has won the Emerging Scholar Award from the Academy of Management's Organizations and the Natural Environment (ONE) Division. The award recognizes a stream of research that has substantial ONE content and that has been published in premier scholarly outlets.

Toffel's research focuses on corporate environmental sustainability and examines companies' environmental, safety, and quality programs. He also inspects information disclosure and seeks to understand why some companies are more transparent than others. In conjunction with that research, he is co-founder of MapEcos.org, a mapping website that provides government pollution data about thousands of facilities across the United States and gives them the opportunity to disclose information about their environmental management activities.

Toffel's numerous articles have appeared in publications such as Administrative Science Quarterly, Management Science, Strategic Management Journal, Environmental Science and Technology, and the Journal of Industrial Ecology. He teaches the award-winning second-year elective course “Business and the Environment” in HBS's M.B.A. program.

— Compiled by Sarah Sweeney



Genevieve Fisher (left) and Clif Colby (below) have one thing in common: 25 years as Harvard employees.

Upcoming ►► The 55th annual 25-Year Recognition Ceremony will be held Oct. 15 in Sanders Theatre.

Fisher had traveled extensively across England performing fieldwork, but once hired at Harvard, she realized that museum administration “was a better field for me.” Fisher had left her doctorate dangling in the balance when she moved north, but completed it in 1999 while at Harvard, in what Fisher refers to as her “20-year project.”

She counts assisting with the Lewis and Clark bicentennial exhibit as her midcareer highlight. “The Peabody was the largest institutional lender,” she said. “We loaned 50 objects. It was incredibly important nationally ... as well as just being really cool.”

“I love that I am still learning every day,” she said. “When I was informed about my 25-year service I was so blown away, because I feel really lucky.”

Colby loved working alongside the Rowland’s scientists, especially those from its junior fellows program. “They’re all young, which fits with my teaching,” said Colby, who’d help them outfit a lab from scratch. “It’s been exciting because we’ve hosted so many people from around the world.”

Colby worked his final day at Harvard last Thursday (Sept. 30). After a quarter century, Colby is officially retired.

“I am going to miss it,” he said on his last day. “Although I’ve been weaning myself with a lesser schedule, I feel it now.”

He plans to travel with his wife, Annie, to visit relatives in Arkansas and Nevada. An avid gardener, Colby is also rehabbing a barn behind his 165-year-old house.

“I’ll still miss the people,” he said. “This is a great place, it really is.”



25 years of service

Viva Fisher and Clif Colby are two of dozens of Harvard staff and faculty being honored at the 55th annual recognition ceremony.

By Sarah Sweeney | Harvard Staff Writer

Genevieve “Viva” Fisher and Clif Colby hold very different jobs at opposite ends of Harvard.

Fisher is the registrar at the Peabody Museum of Archaeology and Ethnology, where she oversees acquisitions, loans, and documentation of the museum’s vast collection of artifacts. Sometimes, this Maryland native even serves as a liaison for those artifacts, escorting them to the airport, overseeing their proper handling and adherence to TSA regulations.

Colby is a scientific instrument maker at the Harvard School of Engineering and Applied Sciences’ Rowland Institute at Harvard, located along the Charles River. He calls himself a machinist, can work with virtually any material, and labors in a basement workshop so equipped it would make your handyman blush.

Yet Fisher and Colby are more alike than not in a key way. Both have worked at Harvard for 25 years.

They are but two of dozens of Harvard staff and faculty being honored at the 55th annual 25-Year Recognition Ceremony. The event, which will be held on Oct. 15 in Sanders Theatre, will be hosted by President Drew Faust and will feature remarks from honorees as well as musical performances.

But Fisher and Colby never had Harvard on their

radar. Working here was all a matter of happenstance, circa 1985.

Colby worked with machines his whole life, even dabbled in the family business of plumbing before teaching art and technical education for 20 years at Taunton High School. It suited him, he said, “working with young people.” While completing a master’s degree in vocational administration from Fitchburg State College, Colby learned that “a friend at the Rowland Institute was looking for an assistant.” And that was that. At Harvard, Colby furthered his work with young people — burgeoning scientists, he said, who needed equipment tailor-made to their liking.

“My career all started with an overdue library book,” Fisher recalled.

Then a newlywed, Fisher wrapped up fieldwork for a Ph.D. in anthropology at the University of Pennsylvania and moved to Cambridge to be with her husband. At the time, she had no job, and, while returning a late book to Tozzer Library, stumbled into an old Penn colleague who suggested she apply at the Peabody Museum.

STAFF PROFILES

More Staff & Administration Online
news.harvard.edu/gazette/section/campus-n-community/staff-n-administration/



Economist explains Harvard’s new retirement investment options.
<http://hvd.gs/53704>



“I thought we Vietnam vets were long forgotten,” said Harvard employee Paul Dunphy, who is a mentor to young veterans. <http://hvd.gs/54476>

STAFF NEWS

MessageMe TEST ON OCT. 7

On Thursday (Oct. 7), the Harvard MessageMe emergency notification system will be tested. All MessageMe registered subscribers will receive a test message between noon and 1 p.m. The test message will be delivered as a text message, email, and/or voice mail message depending upon the delivery method selected by each subscriber. No action will be required as a result of this test. Any and all emergency test messages can and should be deleted.

For more information on MessageMe, to sign up for service, or to update your information, visit messageme.harvard.edu.

FLU SHOTS AVAILABLE

Vaccination clinics are being held at HUHS-Holyoke Center Mondays and Tuesdays from noon to 3 p.m. Visit huhs.harvard.edu/NewsAndEvents/Events/Event.aspx?id=200284 for details.

HOT JOBS

GREEN HOUSE GAS REDUCTION ANALYTICS MANAGER, GR. 57

University Operations Services, FT
(9/20/2010)

SENIOR SOFTWARE ENGINEER, REQ. 20792, GR. 58

University Information Systems, FT
(4/12/2010)

SYSTEMS LIBRARIAN, REQ.22087, GR. 56

University Library, FT (9/9/2010)

SENIOR INFORMATION AUDITOR, 21382, GR. 58

Office of the VP of Finance, FT (06/15/2010)

Online ► See complete opportunity listings at www.employment.harvard.edu or contact Employment Services at 617.495.2772.

HOW TO APPLY

To apply for an advertised position or for more information on these and other listings, please connect to our new system, ASPIRE, at www.employment.harvard.edu/. Through ASPIRE, you may complete a candidate profile and continue your career search with Harvard University. Harvard is strongly committed to its policy of equal opportunity and affirmative action.

JOB SEARCH INFO SESSIONS

Harvard University offers information sessions that are designed to enhance a job-seeker's search success. These sessions may cover topics ranging from preparing effective resumes and cover letters to targeting the right opportunities to successful interviewing techniques. Sessions are held monthly from 5:30 to 7 p.m. at the Harvard Events and Information Center in Holyoke Center, 1350 Massachusetts Ave., in Cambridge. More specific information is available online at employment.harvard.edu/careers/findingajob/.



Relaxation station

The Center for Wellness has a new space in Harvard's Holyoke Center, but its focus on health and quality of life remain unchanged.

By Sarah Sweeney | Harvard Staff Writer

It's a serene space, with the cooling color palette of a luxe spa — or even your pillowy dreamscapes. The Center for Wellness, now settling into its new home in Harvard's Holyoke Center Arcade, has an updated look and more swoon-worthy offerings.

Formerly located on the second floor of Harvard University Health Services (HUHS), the center was in the right environment, but the wrong space. The center's director, Jeanne Mahon, had a vision for change when the Holyoke Center's Allston Room became available.

"We wanted the space to be calming and relaxing, which was nice after fitting the center into an office suite for many years," said Mahon. "And with the Holyoke Center location there's a greater accessibility to students."

Planning began last fall and renovations wrapped up in time for this semester's start. Though equipped with four large treatment rooms that can accommodate more classes and services, the Center for Wellness still utilizes the space in Monks Library at HUHS, and its classes are so in-demand they often sell out.

Popular activities such as yoga offer many physical and mental health benefits, Mahon notes, such as weight loss, improved concentration, lower blood pressure and cholesterol, and more.

"Our offerings are proactive and preventative. It's all about quality of life, stress reduction, reducing muscular fatigue, and tension," said Mahon.

The center also boasts special workshops in meditation, self-massage for migraine sufferers and runners, even knitting. The classes are for a fee, and participants in the Harvard University Group Health Plan receive a discount of up to 50 percent on certain services. On-site acupuncture, massage, reiki, and shiatsu appointments can be booked with a licensed professional, with students receiving special pricing for one-hour massage or acupuncture sessions. And on Mondays, Wednesdays, and Fridays at the center, \$12 will get you a 10-minute chair massage.

"The Center for Wellness allows us to better demonstrate the importance of complementary therapies such as acupuncture and massage in improving the overall health and quality of life for the Harvard community," said David S. Rosenthal, director of HUHS.

The center's website lists all programs and workshops, and registration can be completed online. There's also an interactive "relaxation room," which can be activated on the website.

The exercise — perfect for those stressful Mondays — flashes calming photographs of nature. Lulling music swirls in the background as the voice asks the viewer to breathe and let go of any tension.

The only thing missing is a massage. But not for long.

Online ► To view a list of services: <http://csw.uhs.harvard.edu/>

Photos by Justin Ide | Harvard Staff Photographer

ATHLETICS



Fancy footwork

Carl Junot, the new head coach of men's soccer, is excited about the Crimson's season on the heels of the hotly watched FIFA World Cup.

By Sarah Sweeney | Harvard Staff Writer

In the Crimson's opening game against Stanford, men's soccer coach Carl Junot noticed a sign of the times: packed bleachers.

Junot, the Virginia B. and James O. Welch '52 Head Coach, is excited about the Crimson's season on the heels of the hotly watched FIFA World Cup.

"Our game against Stanford was the biggest-attended game in six or seven years here at Harvard," said Junot. "Any time there's a World Cup year people are much more excited about soccer. Across the country, there's been a lot more people attending soccer games."

Adding to Harvard soccer's sudden momentum is last month's unveiling of the Soldiers Field Soccer Stadium in Allston.

"It's a new environment for fans to come watch the game. And you can play under the lights, which we've never had here before," Junot said. "When you get a great audience and people are really into the game, there's nothing that lifts the team to play better."

But Junot, a native of San Antonio who started play-

ing soccer when he was 6, nearly left Harvard for good this year.

From 2008 to 2010, he served as an assistant under head coach Jamie Clark. Recruited to coach at Tufts University, Junot announced his leave in April and then, suddenly, his return to Harvard in July. Clark had accepted a coaching position at Creighton University in Omaha, Neb.

"Thirteen weeks after I left, I got a phone call from Harvard's administration asking if I was interested in coming back," said Junot.

He accepted the position, noting that the most diffi-

Online ►► See complete coverage, athletic schedules at: www.gocrimson.com

cult aspect of returning to Harvard was breaking the news to the Tufts team. "We had already started building expectations," Junot said. "But Harvard's resources allow you to create one of the best student-athlete experiences in the country."

In mid-September the Crimson traveled to the University of New Mexico — a familiar setting for Junot, an assistant at UNM for six years — to play in the Lobo Classic. It was the first time in seven years that the Crimson played a school not on the East Coast.

"Coach Clark had organized the New Mexico trip," said Junot. The Crimson played against UNM and University of California, Santa Barbara (UCSB) — two teams that have been in the national championship games in the past six years, said Junot.

Harvard men's soccer coach Carl Junot (left and below): "When you get a great audience and people are really into the game, there's nothing that lifts the team to play better."

"Our goal was to go in there and compete and get results, and learn by playing against the best teams and to grow as a team by competition," he said.

"The trip is also pretty unique because Albuquerque is completely different from Cambridge. As always, I hoped that the players experienced something new as a culture and were exposed to something they might not otherwise be able to do."

The Crimson fell to UCSB, and against UNM both teams failed to score in double overtime. Forward Zack Wolfenzon '13 and forward/midfielder Alex Chi '11 blogged from the road about their trip, which included some unexpected excitement — because of overtime, the team missed their flight home.

On Sept. 24, the Crimson tied Stony Brook University 1-1 in double overtime. The squad suffered losses to Boston University on Sept. 26 and Providence College on Sept. 29, and won 1-0 against Yale University on Oct. 2.

"I think potentially our greatest challenge is to create more offensive production," Junot said. "But we have returned some very good attacking players — Brian Rogers '13, Jamie Rees '12, Scott Prozeller '13, Zack Wolfenzon '13, and we've added some very talented freshmen like Connor McCarthy '14 and Kyle Henderson '14. So once some of our younger players blossom and grow with confidence, they'll start filling the role of being our special goal-scoring players."

The first objective for any Harvard team is to compete for the Ivy League Championship, Junot added.

"This year, we've got a greater work ethic, we're very organized. . . . We have a complete understanding of how we want to play."



OCT. 8

CAPS Seminar Special Pre-Election Panel:
"What Will Happen in the 2010 Elections?"

Room K262, CGIS Knafel Building,
1737 Cambridge St., 4-6 p.m.
Stephen Ansolabehere, Harvard Uni-
versity; Thomas Edsall, Columbia Uni-
versity and The Huffington Post;
Morris Fiorina, Hoover Institution and
Stanford University. Free and open to
the public.

OCT. 9

Scorpio Rising (U.S., 1964).

Harvard Film Archive, 24 Quincy St., 7
p.m. Director Kenneth Anger will be
present for the screening. Special
event tickets \$12. [hcl.harvard.edu/
hfa/films/2010octdec/anger.html#scorpio](http://hcl.harvard.edu/hfa/films/2010octdec/anger.html#scorpio).

OCT. 11

Zooarchaeology Laboratory Open House.

Peabody Museum, 11 Divinity Ave.,
noon-4:30 p.m. Free with museum ad-
mission (\$9 adults, \$7 students and
senior citizens, \$6 children 3-18).
617.496.1027, [peabody.harvard.edu
/node/544/#zooarch](http://peabody.harvard.edu/node/544/#zooarch).

OCT. 12

Honeybee Democracy: Author Lecture.

Harvard Museum of Natural History,
6-7 p.m. Thomas Seeley, Cornell Uni-
versity. Free and open to the public.
hmnh@oeb.harvard.edu, [hmnh.har-
vard.edu/lectures_and_special_event
s/index.php#democracy](http://hmnh.harvard.edu/lectures_and_special_events/index.php#democracy).

OCT. 13

A Conversation with Alfred Brendel.

Kirkland House Junior Common
Room, 95 Dunster St., 3 p.m. Infor-
mal conversation and audience Q&A
with legendary pianist Alfred Brendel,
moderated by Harvard's Anne C.
Shreffler. Sponsored by Learning
From Performers, Department of

Music, Harvard Piano Society, and
Kirkland House. Free. 617.495.8676,
[ofa.fas.harvard.edu/lfp/details.php?I
D=41556](http://ofa.fas.harvard.edu/lfp/details.php?ID=41556).

OCT. 14

American Liberalism at Home and Abroad.

Belfer Center Library, Littauer 369,
Harvard Kennedy School, 12:15-2
p.m. Brendan Rittenhouse Green, re-
search fellow, International Security
Program. susan_lynch@harvard.edu,
[belfercenter.ksg.harvard.edu/events/
5306/american_liberalism_at_home_
and_abroad.html](http://belfercenter.ksg.harvard.edu/events/5306/american_liberalism_at_home_and_abroad.html).

OCT. 15

Verdi, Yannatos & Dvorak.

Sanders Theatre, 8 p.m. Harvard-Rad-
cliffe Orchestra. 617.496.2222, [box-
office.harvard.edu](http://box-office.harvard.edu), [ofa.fas.harvard.
edu/cal/details.php?ID=41664](http://ofa.fas.harvard.edu/cal/details.php?ID=41664).

OCT. 19

Making the Case for Housing: Balancing
Regional Needs and Local Concerns.

Allison Dining Room, 5th floor Taubman
Building, 15 Eliot St., 5-6:30 p.m. Tina
Brooks, undersecretary, Massachu-
setts Executive Office of Housing and
Economic Development; commentary
by Alexander von Hoffman, senior fel-
low, Joint Center for Housing Studies;
moderated by Edward Glaeser, Harvard
University and director, Rappaport Insti-
tute and Taubman Center. Free.
617.495.5091, [polly@rappaportinstitute-
org](mailto:polly@rappaportinstitute.org), rappaportinstitute.org.

OCT. 20

Opening Reception: "The Changing
Face of South Asia."

CGIS South Building, CGIS South Con-
course, 1730 Cambridge St., 5-7 p.m.
An exhibit of visual art featuring origi-

nal works by Gay Gillies, Mona God-
bole, Seher Jalal, Yanick Lapuh,
Lenore Sempert, Manika Srivastav,
and Sridevi Thumati. Exhibit on view
through Nov. 23. Free. [sainit@fas.har-
vard.edu](mailto:sainit@fas.harvard.edu), [fas.harvard.edu/~sainit/
events.htm](http://fas.harvard.edu/~sainit/events.htm).

Photo by Greg Martin



OCT. 21

2010-11 Dean's
Lecture Series:

"The Art of
Choosing."

Radcliffe Gym-
nasium, 10 Gar-
den St.,
Radcliffe Yard, 4

p.m. Sheena Iyengar, Columbia Busi-
ness School, author of "The Art of
Choosing." 617.495.8600, [rad-
cliffe.edu/events/calendar_2010iyen-
gar.aspx](http://radcliffe.edu/events/calendar_2010iyengar.aspx).

Calendar

HIGHLIGHTS FOR OCTOBER 2010

See complete Calendar online ► [news.
harvard.edu/gazette/section/calendar](http://news.harvard.edu/gazette/section/calendar)

su	m	tu	w	th	f	s
october				7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

The deadline for Calendar submissions is Wednesday by 5 p.m., unless otherwise noted. Calendar events are listed in full online. All events need to be submitted via the online form at [news.harvard.edu/
gazette/calendar-submission](http://news.harvard.edu/gazette/calendar-submission). Email [calen-
dar@harvard.edu](mailto:calendar@harvard.edu) with questions.

See Alfred Brendel Oct. 13.



A look inside: Currier House

House and home: Growing up on campus

When Mara Cavallaro started fifth grade last month, she titled her introductory essay, "Me as a House Master's Daughter." The first sentence said, "I live in a Harvard residence in the middle of a quad which is already blooming with white and yellow flowers."

Ten-year-old Mara, who has a pile of Mad Lib magazines and a blue beta fish named "Bloofey," lives in Currier House in the Radcliffe Quad with her parents, Nadejda Marques, a research coordinator at the Har-



Photos and text by Rose Lincoln | Harvard Staff Photographer

Online ► View photo gallery: hvd.gs/62240

vard School of Public Health, and James Cavallaro, a clinical professor of law.

Her parents are the interim Currier House masters.

Asked what she likes about living at Currier, Mara fires off a list: "I like the soft-serve machine, I like the quad, I like the Cabot House master's daughter ... I like the pool table, the ping pong table, the air hockey table, and the dining hall."

Mara has two jobs at Currier. "I am the official Currier House event-poster-flier maker. I hang them too. I am also Patricia C. Machado's assistant in I.D. swiping for ... dining services. I get paid in brownies. They owe me six."

