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Changing of the guard

Harvard Business School, home of the case study and citadel of financial scholarship, is also blossoming as a center of modern entrepreneurship.

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Online Highlights

▼ THE HUMANITIES AND WAR

Harvard President Drew Faust delivered the 2011 Jefferson Lecture in the Humanities, citing similarities between the Civil War and current conflicts. ▶ <http://hvd.gs/80691>



◀ EXPANDING LEARNING ABROAD

President Drew Faust announced grants to six faculty members who are designing new international experiences for undergraduates, from new summer school programs in Kenya to studies in global health to other programs in Italy, Argentina, and Germany. ▶ <http://hvd.gs/81422>



▲ HONOR FOR NATIVE AMERICAN

Harvard University plans to honor Joel Iacomes, one of the first Native Americans ever to attend the College, with a special posthumous degree. Iacomes died shortly before Commencement in 1665. ▶ <http://hvd.gs/81426>



▶ IN PRAISE OF AMERICA'S MUSIC

As part of a two-year lecture and performance series, jazz great Wynton Marsalis performed with a seven-piece band at Sanders Theatre. ▶ <http://hvd.gs/80686>



▲ GIFT OF OPPORTUNITY

Anand Mahindra '77, M.B.A. '81, joined President Drew Faust, faculty, staff, students, and other members of the University community to celebrate the largest gift dedicated to the study of the humanities in Harvard history at the Mahindra Humanities Center. Mahindra made the gift in honor of his mother. ▶ <http://hvd.gs/80337>

Police Log Online ▶ www.hupd.harvard.edu/public_log.php

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Matthew Salettes, a faculty and staff assistant at Harvard Kennedy School, moonlights as an up-and-coming fiction writer, editor, and columnist. Page 17

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Claire Richardson '11 is an unusual example of what happens after college athletes graduate. Page 22

REUNION APP
Alums can stay connected thanks to the new Harvard/Radcliffe Reunion app for smartphones available in mid-May. Page 22



Scott Edwards (below), an ornithologist and professor of organismic and evolutionary biology at Harvard, said the birds in the MCZ's collection are commonly used by scholars to study anatomy. Their tissues, he noted, function as a time capsule for the world in which they lived.



Old specimens, fresh answers

A project details changing levels of mercury in endangered albatrosses and highlights the importance of museum specimens in understanding past conditions.

By Alvin Powell | Harvard Staff Writer

Research conducted by a Harvard undergraduate has traced the rise of mercury pollution in endangered seabirds and highlighted the importance of museum collections as a time capsule concerning conditions on Earth over the past century.

The research, by Anh-Thu Elaine Vo '08, now a graduate student at the University of California, Berkeley, details mercury levels in the feathers of endangered black-footed albatrosses from 1880 to 2002, showing increased levels after World War II and after 1990, when Asian industrialization is believed to have increased emissions. Similar studies have documented the rise of environmental mercury levels in other seas, including the Atlantic and the North Sea, but this is the first to do so for the Pacific.

Mercury is known as a highly toxic pollutant that can have detrimental effects on the environment. It can become particularly toxic for top predators in a food web, because the consumption of creatures with lower mercury levels concentrates it in their tissues. This environmental concentration has led to human consumption advisories for some marine predatory fish, such as tuna.

Black-footed albatrosses, with 7-foot

wingspans, are among the oceans' top predators, living on small fish, squid, and crustaceans. Though Vo's work illustrated that mercury does concentrate in the birds' tissues, it is not known at what level mercury becomes poisonous in the birds. The albatrosses are considered endangered by the IUCN Red List, but the main threat to them is believed to be longline fishing, which snares an estimated 3,000 birds a year.

"We don't know whether these concentrations are deleterious for this specific species although adverse effects are associated with the observed concentrations in other waterbirds," said Vo.

Vo's research was conducted under the guidance of Scott Edwards, an ornithologist and professor of organismic and evolutionary biology, and Michael Bank, a research associate in the Harvard School of Public Health's Trace Metals Lab, where some of the mercury testing was done, and with the assistance of James Shine, a senior lecturer on aquatic chemistry. It was published online in the Proceedings of the National Academy of Sciences in April.

Vo examined mercury concentrations in feathers taken from two museum collections. One is Harvard's Museum of Comparative Zoology (MCZ), which had specimens collected from 1880 to 1949, and the second is at the Univer-

sity of Washington, which had more-recent specimens. Vo said the assistance of the Harvard Trace Metals Lab and Dartmouth College Trace Metals Analytical Laboratory were critical to the research because she couldn't have done the mercury analysis without it.

"We knew from the literature that mercury is highly toxic to animals, and we knew that humans have changed levels of environmental mercury," Vo said.

The work analyzed levels of total mercury and of methyl mercury, a form of the element that is absorbed into an animal's body. It also examined isotopes of carbon and nitrogen as a way to rule out the possibility that changes in the birds' bodies were due to a shift in food sources. The research showed that the level at which the birds fed in the food chain didn't change appreciably over time.

Bank said there had been speculation that mercury levels were rising in the Pacific, but the results provided confirmation.

"We don't have just a model, we have actual data," Bank said.

Edwards said the research highlights the value of museum collections. The birds in the MCZ's ornithology collection, of which Edwards is curator, are commonly used by scholars to study their anatomy. But Edwards pointed out that their tissues also function as a time capsule for the world in which they lived.

"The collections are key," Edwards said. "These birds were collected without any ... thought about mercury."

Bank said the research built on the "ghost" of past collecting work.

"We've harnessed the power of past expeditions," Bank said.

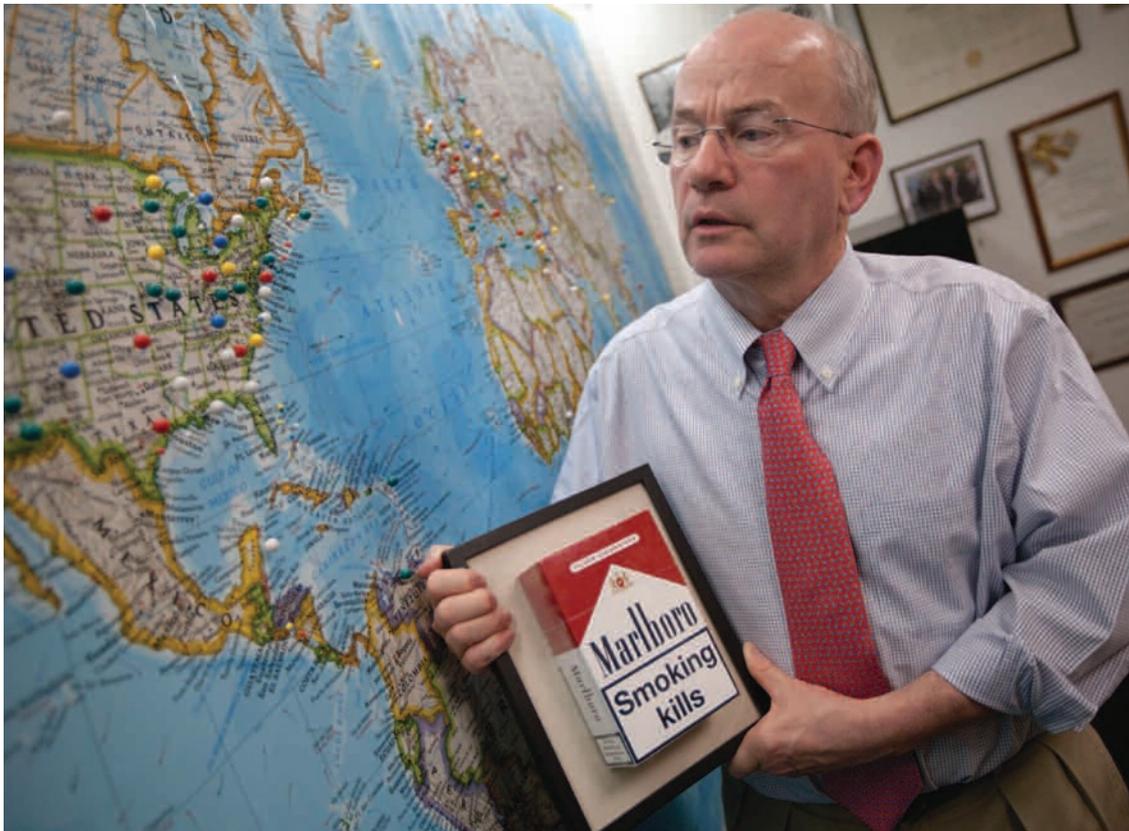
Edwards and Vo said there are several follow-up studies that could be undertaken, including on whether this level of mercury in the tissues is detrimental to the birds' breeding.

"We don't really know if this has really impacted their reproductive success," Edwards said. "I think there are some great follow-up studies to be done."

The battle of the butts

Gregory Connolly and the HSPH Center for Global Tobacco Control conduct research around the world to illuminate ongoing health problems caused by tobacco.

By Alvin Powell | Harvard Staff Writer



To Professor Gregory Connolly of the Harvard School of Public Health, estimates that smoking may be banned in the United States by 2050 aren't good enough.

"I want to see the last cigarette sold to a child by 2020," Connolly said. "I want to accelerate that because I want to go to the party."

Connolly, professor of the practice of public health and director of the School's Center for Global Tobacco Control, heads a team of affiliated faculty members, students, and fellows conducting research in the United States and overseas on the health effects of tobacco use and on the effectiveness of interventions designed to stop it.

Just since the beginning of the year, Connolly and his colleagues authored publications covering second-hand smoke in Israeli bars, menthol cigarettes and Japanese women, and the attitudes of nonsmokers toward smoking in Greece, finding that the nonsmokers would work toward compliance with smoking laws. Together with colleagues, he has also published work on asthma and anti-smoking laws, smokeless tobacco, and electronic cigarettes. A research project is in the works, Connolly said, that will examine tobacco company documents available from the court cases against cigarette companies.

To fight tobacco globally, Connolly said, one has to be willing to travel. On a recent May day, he had just gotten off a plane after talking to a small group in Alaska and was anticipating an upcoming trip to Kuwait. Though he lectures extensively, Connolly said that research is key to the center's activities. In every country, he said, it is important to conduct studies on smoking's impact and on the effectiveness of interventions to bring the scope of the problem home.

It's also important to communicate research results effectively, Connolly said, citing one 2006 project that examined air quality levels in Irish pubs around the world. The Irish Pub Study found that air pollutants were 91 percent lower in pubs actually located in Ireland — which has a nationwide smoking ban — than in Irish pubs in parts of the world where smoking was allowed. Released on St. Patrick's Day, the study received broad media coverage.

More recently, Connolly has been working closely with officials in Greece, which has the world's highest smoking rate, and in Middle Eastern nations such as Kuwait.

Connolly, whose initial training is in dentistry, has a long history fighting for smoke-free air. Before coming to Harvard's Department of Society, Human Development and Health in 2005, he worked for 10

"We're the country that first learned how to smoke. We're the country that taught the rest of the world to smoke," said HPSH Professor Gregory Connolly (left). "We created the industry and the product that created this burden."

years as director of the Massachusetts Tobacco Control Program and then for two years as a scientific adviser to the program. The state program was successful at reducing tobacco consumption in Massachusetts by 60 percent between 1994 and 2004 and in reducing the portion of the state population that smokes from 24 percent to 14 percent.

Statistics from the U.S. Centers for Disease Control and Prevention say that though smoking is declining in this country, tobacco use still is responsible for one in five U.S. deaths each year, killing 443,000 people. Worldwide consumption continues to rise, meanwhile, with 80 percent of smokers now in low- and middle-income countries. Deaths related to tobacco use worldwide are expected to rise from 5 million presently to 8 million by 2030. The global spread of tobacco use falls squarely on this country's shoulders, Connolly said, calling it "one of the sins of the 20th century."

"We're the country that first learned how to smoke. We're the country that taught the rest of the world to smoke," Connolly said. "We created the industry and the product that created this burden."

Connolly, 62, said that when he was a child, lung cancer was a rarity among women. Over the decades since, more and more women took up smoking, and lung cancer rates soared. In April, researchers reported women's lung cancer rates dropping for the first time, which anti-smoking advocates hope mirrors a trend among men that began a decade ago. Despite that good news, Connolly said he probably won't live to see lung cancer rates among women return to where they stood when he was born.

In addition to research, Connolly is wielding another weapon in the fight against tobacco: HSPH students. Each year he trains a postdoctoral fellow and three master's or doctoral students. These students often take leadership positions in public health programs in the United States or elsewhere. One result of the spread of international students whom he has trained is that he has to field phone calls at odd hours of the night, but Connolly said that's a small price to pay.

There have been several major positive developments in the fight against smoking-related illnesses in recent years. In 2003, 171 nations adopted the Framework Convention on Tobacco Control, which aims to manage tobacco supply and consumption globally. In the United States, the government gave the Food and Drug Administration the power to regulate tobacco for the first time in 2009. With that weapon, Connolly said, the FDA could deal with the tobacco problem once and for all by regulating the addictive ingredient nicotine, reducing it from 7 milligrams to the harmless level found in say, a tomato — 0.3 milligrams.

"If I was head of the FDA, the meeting [to solve the tobacco problem] would take about an hour," Connolly said.

Truth, beauty, goodness

In his latest book, prolific Professor Howard Gardner insists that the enduring values of truth, beauty, and goodness remain humanity's bedrock.

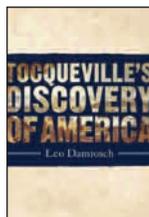
By Sarah Sweeney | Harvard Staff Writer

HARVARD BOUND



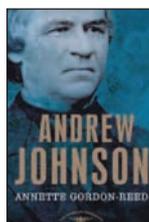
THE AGING INTELLECT
(Routledge, May 2011)
By Douglas H. Powell

In this important book, Douglas H. Powell, a clinical instructor in psychology, discusses lifestyle habits and attitudes linked to cognitive aging, and provides evidence-based strategies to minimize mental decline.



TOCQUEVILLE'S DISCOVERY OF AMERICA
(Farrar, Straus and Giroux, April 2010)
By Leo Damrosch

Ernest Bernbaum Research Professor on Literature Leo Damrosch retraces the nine-month journey through America by historian Alexis de Tocqueville, author of "Democracy in America," who cannily predicted the growing social unrest toward slavery in America.



ANDREW JOHNSON
(Times Books, January 2011)
By Annette Gordon-Reed

Professor of Law Annette Gordon-Reed tackles one of the worst presidents in American history, claiming that his own racism was to blame for his shoddy performance during the Reconstruction era.

In his own words, Howard Gardner is a pessimist who tries to live like an optimist.

But the ever-prolific Gardner remains upbeat in his latest book, "Truth, Beauty, and Goodness Reframed," a contemporary look at how our conceptions of these three virtues have shifted over time. Yet, Gardner insists, these virtues remain the crucial bedrock of our existence — even in light of postmodern skepticism and the side effects of technological advances on our attention spans and ways of thinking.

In an era of constant flux, where Wikipedia has become a go-to source for information, Gardner, the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education, says the odds of ascertaining the actual truth about something are actually better than ever.

"In a totalitarian society, they only give you one version of the story. When I was growing up, there were only three television networks, so you'd watch them or you got no news at all," he said.

"But now we have huge amounts of information available, and if we have the patience to go through it, to sift what has evidence and what doesn't, we have a better sense of figuring out what's truth than ever before. And that's the wonderful thing happening now in the Middle East, where 'mind control' is no longer possible."

For Gardner, education is crucial for parsing the truth. "The only way you can learn to think like a disciplinarian is by studying those things in depth — not by surfing the Internet or casual postings on Facebook."

The story on beauty is also optimistic, he maintained. "We're no longer going to have a single canon where a central authority will be able to decide what's great and what's not." But, he contrasted, "Everybody can make his or her judgments about beauty, and it doesn't impinge on anybody else."

Still, judgments can't be made just on a whim, he

said. "The crucial thing in making judgments of beauty is whether you can perceive the distinctions between experiences: one work of art and another, one performance and another ... because then you can decide which one you think is more beautiful."

Gardner defines beauty as something that's interesting, that has a memorable form, and that invites revisiting. "And as a bonus," he said, "it gives you a tingle."

He suggests keeping lifelong portfolios of beauty, either in our brains or a physical catalog that chronicles the experiences, music, art, and more that we find beautiful over time.

The most important distinction in Gardner's concept of goodness is what he calls "neighborly morality" as contrasted with "the ethics of roles."

He likens the former to the Ten Commandments or the Golden Rule, basic principles of not cheating, lying, stealing, or committing adultery. "But what the Ten Commandments don't tell us is how to behave as professionals or citizens," he said.

"People have always worked, but you didn't have a problem with good when everybody was a farmer or a hunter gatherer. Now we have dozens and dozens of different roles, and we did not evolve as a species to know what to do as journalists, or lawyers or pharmacists."

The test now for a citizen, said Gardner, is how to behave not just for "numero uno, or for your neighbors, but for a wider public."

Given that technology has linked humanity in unprecedented ways, "We have a greater opportunity than ever before to become global citizens," said Gardner.

"We have to revisit things like truth, beauty, and goodness all the time. What would a world be like where no one had any agreement about truth, where there were no longer any experiences that people called beautiful, and where good and bad were indistinguishable?"

Photo by Stephanie Mitchell | Harvard Staff Photographer



Rescuing ancient languages

With the help of native speakers, Harvard Linguistics Professor Maria Polinsky and her lab team work to understand and preserve ancient Mayan tongues.

By Colleen Walsh | Harvard Staff Writer

In fluent English with a soft accent, Pedro Mateo, a Harvard postdoctoral fellow in linguistics, recalled the restrictive signs plastered on the walls of Guatemalan schools in the past.

They read “no native languages,” said Mateo, whose mother tongue is the increasingly rare Mayan language Q’anjob’al.

Then, as now, Mayan languages were often sadly associated with impoverished communities. School officials wanted students to speak the dominant Spanish instead, because it was considered the language of progress and prosperity.

“You didn’t want to be discriminated against,” said Mateo, adding that even for its native speakers, the Mayan language can carry a “negative connotation.”

Now with Harvard Linguistics Professor Maria Polinsky and several colleagues in her lab, Mateo is helping to preserve, promote, and better understand the ancient Mayan languages.

In May and again in June, Mateo and other members of the linguistics lab will visit Mexico and Guatemala to gather data on the grammar and the architecture of the languages Ch’ol, Chuj, and Q’anjob’al.

Expert linguists like Polinsky and her team explore language design and structure in an effort in part to understand how and why certain languages vary greatly but also resemble each other. Such work, they say, helps provide understanding about how the human brain works.

“What’s really unique to humans as a species is our language abilities,” said Jessica Coon, also a postdoctoral fellow in Polinsky’s lab, who will travel to Mexico in May. “By studying a wide range of diverse languages we can get a glimpse at the common threads that tie all language together and explore

further what that tells us about cognition.”

In Central America, the Harvard crew will work with local communities to observe and record both child language and the ways that parents speak to children, which can differ significantly from how they speak with other adults.

“People often think that little kids just talk funny. But the mistakes they make are consistent and can tell us about the structure of the language they are acquiring, as well as about human language more generally,” said Coon.

A second component of their work involves “ergativity.” It’s a universal feature in Mayan languages, one that sets the standard English sentence on its head.

“Ergativity is a way of encoding who is doing what to whom in a sentence that is different than English,” said Polinsky. She offered the example of a Mayan language that might use the sentence “Me went, I bought coffee.”

“They have different ways of saying ‘I,’” said Polinsky, “depending on whether you use the verb ‘to go’ or ‘to buy.’”

In addition, most Mayan languages put the verb first in a sentence, a feature found in about a tenth of the world’s languages.

To study Mayan ergativity, Polinsky and her team developed a series of pictures created with the help of a Mayan artist that show various scenes.

In one double image, a snake bites a chicken. Next to it, a chicken bites a snake. Researchers show the images to a test subject, then play a single ambiguous recorded sentence. Next they note the subject’s preference and how long it took her to choose one image over another.

“You are asking them to identify which thing the

sentence represents,” said Polinsky. “Their preferences tell us a great deal about the structure of the language.”

The Harvard team realizes there is urgency in their work.

There are 30 Mayan languages currently spoken, but experts fear those numbers are on the decline. In 1976 there were an estimated 50,000 speakers of Chuj. Now there are about 40,000.

Aside from gaining knowledge about Mayan languages and linguistics in general, the researchers also hope to give something back to their Mexican and Guatemalan host communities.

By training native Mayan language speakers who will then help them both to acquire and translate the data they collect, the Harvard team aims to inspire in the locals a sense of pride and empowerment.

“You don’t want to treat your native language consultant as a vending machine, where you put your quarter in, the sentence comes out, and you are done,” said Polinsky. “The idea is that you want to get people involved in the work you do.”

“In our experience, you can never force people’s pride in their language from the outside,” she said. “What we can do is provide this perception that their language is valuable, and if the impression is strong enough, hopefully that will help people keep it alive.”

Harvard linguist Maria Polinsky (bottom, left) and her colleagues, including Pedro Mateo (below, from right) and Jessica Coon, are engaged in field studies of little-known Mayan languages in Chiapas, Mexico, and Guatemala. Their studies will document these languages, collect data on child language, and provide an opportunity for lab members to train local teachers in language research.

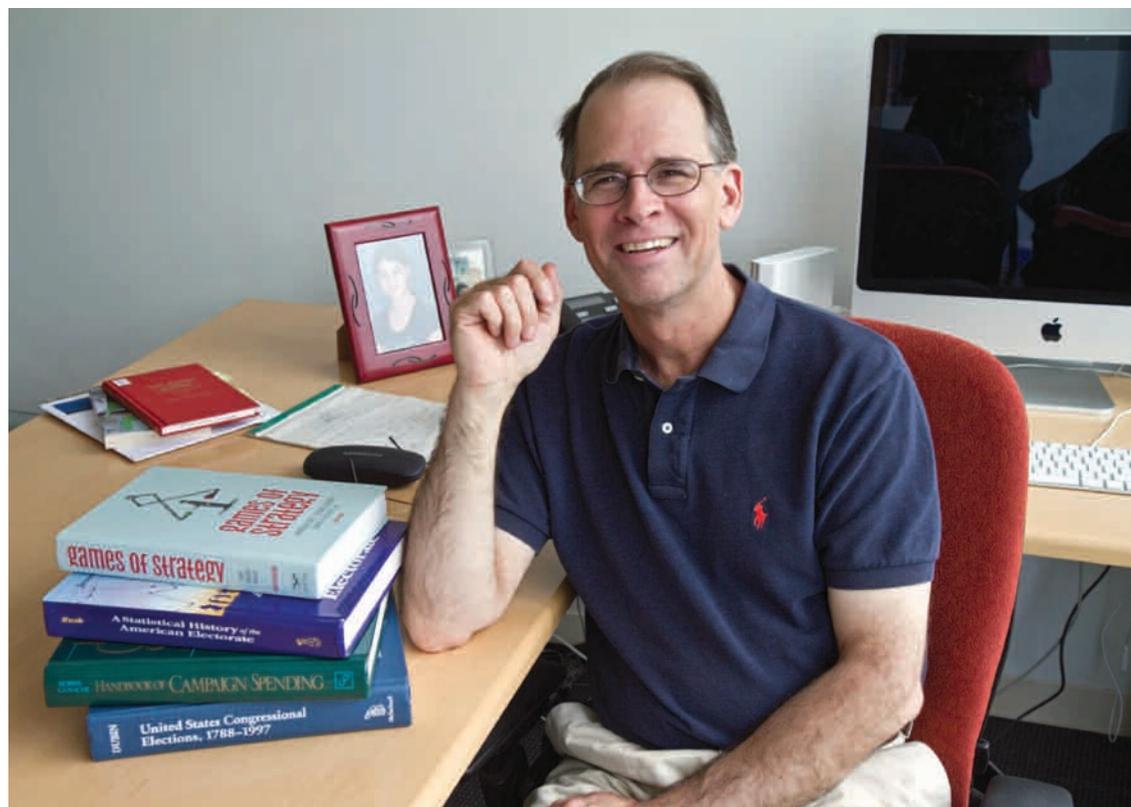


FACULTY PROFILE

Where money meets politics

James M. Snyder Jr., an economist and Harvard's newest professor of government, is a student of American elections, where he finds that campaign contributions don't have the sway you might suppose.

By Corydon Ireland | Harvard Staff Writer



James M. Snyder Jr., Harvard's newest professor of government and an economist by trade, is one of a handful of experts unraveling the enduring puzzle of American elections: how they unfold, and how they are influenced by campaign financing, interest groups, the media, and the economy. In short, what are voters thinking when they cast their ballots?

No one really knows, of course. But with the right data, surveys, and programs to tease out inferences, he said it is possible at least to arrive at broad models of voter behavior. Along the way, some conclusions can prove surprising, such as:

A voter's personal economic travail has less influence on her vote than perceptions of how the larger economy is doing. "Do people engage in 'pocketbook voting?'" Snyder asked. "The answer seems to be no."

The implication is that "people are not narrowly expecting the government to help us — but we expect the government to handle the economy well over time." Despite the common wisdom, a person's vote is not driven wholly by local or even personal considerations, said Snyder. "People are rewarding — or punishing — an incumbent for national outcomes."

This is just a sliver of what scholars like Snyder infer from vast data sets of election results and complex voter surveys.

He has also observed that while the economy drives votes, partisanship drives them even harder. Identifying with a political party applies even to independents, said Snyder, because this growing fraction of the electorate is seldom purely neutral; most are "leaners," he said, weakly preferring one political camp or the other — but strongly voting with that camp.

Snyder, the son of a peripatetic executive with General Electric Co., moved five times in his childhood, including Ohio, Pennsylvania, Connecticut, Italy, and upstate New York. "Dying GE cities is the theme here," he said, with the exception of still-vibrant Milan, Italy, where he landed as a 10-year-old. His mobile childhood turned him inward and gave him a precocious ability to focus, which served him well as a student (he excelled at math) and later as a scholar. "It helps you detach yourself from the world," said Snyder of that fruitful inwardness, "and focus on your research world."

By the time he arrived at Duke University as a freshman in 1977, Snyder was toying with the idea of majoring in philosophy. Then came a life-changing

"Do people engage in 'pocketbook voting?'" asks James M. Snyder Jr., Harvard's newest professor of government. "The answer seems to be no." The implication is that "people are not narrowly expecting the government to help us — but we expect the government to handle the economy well over time."

moment: an introductory economics course with H. Gregg Lewis, a legendary pioneer in labor economics. "He made everything clear, and was interested in students," said Snyder, and "he was very funny."

In his junior year came another inspiration, a stint as a programmer for two economists, Henry Grabowski and John Vernon, in the days when "programming" meant dealing with decks of punch cards. The rich data wowed Snyder, along with the intensity of effort it took to derive conclusions from it. "I thought: 'My gosh, this is such a nice life,'" he said of economics scholarship. "You basically get to do what you like all day long. It might be 10 hours a day, but it's your 10 hours."

His Ph.D. studies at the California Institute of Technology, though, slighted the importance of the empirical in favor of pure theory. "We never looked at a data set," said Snyder. But his first job, a seven-year stint at the University of Chicago, awoke him to the realities of his new profession. "It was clear," he said. "Economists look at data all the time."

Now, after an 18-year stop at the Massachusetts Institute of Technology, a continuing appointment at the London School of Economics, and a longtime association with the National Bureau of Economic Research, Snyder is known for his creative and rich data sets. He is writing a paper on American media coverage of political scandals and is co-writing another on levels of U.S. political corruption in the mid-19th century. Who got rich, the study asks, and how did wealth correlate with time in office.

Snyder has also investigated how campaign contributions influence modern political decision-making. His conclusion — that such money doesn't make much difference — defied conventional wisdom. Politicians know that constituents have diffuse interests, and they can't be ignored in favor of the one that gave the maximum contribution, said Snyder, because "too many people want too many different things."

Outside of work, the trim, energetic Snyder plays tennis, bikes to work from his home in Belmont, and sails — all of that "when I can." Even travel to Europe's Mediterranean rim, a favorite pastime with his wife and 15-year-old daughter, is tempered by the demands of work. Said Snyder, "I used to have a life."

Venturing forth

By Katie Koch | Harvard Staff Writer



Privahini Bradoo, M.B.A. '08, presenting BioMine (clockwise from top left); BOSS Medical presenter and M.B.A. student Romish Badani; and an image of Sana Care's smartphone-powered medical device.

COVER STORY

Harvard Business School has long known that many of its graduates found companies. But in the wake of Wall Street's recent meltdown — and at a time when starting a new venture has become far easier — campus culture is embracing entrepreneurship in a big way.

Diapers in Brazil, heart disease diagnostic tools in Africa, and taxi services in Malaysia would seem to have little in common. But at Harvard Business School (HBS) last month, impassioned M.B.A. students were making the case that all three areas shared a key trait: They were underserved markets where new start-ups could succeed.

As student finalists presented their ideas at the 15th annual HBS Business Plan Contest, they showcased not just ingenuity and business savvy, but the driving entrepreneurial spirit that increasingly guides the highly respected graduate institution.

"I think this is what Harvard Business School is all about," Dean Nitin Nohria told the crowd. "It's a place where people can come and imagine extraordinary possibilities. This is what entrepreneurship at its core is."

In its first 100 years (1908-2008), HBS made its mark as one of the world's best B-schools, and in recent decades as a golden ticket to competitive, high-paying jobs in finance, consulting, and banking.

But if the massive crowd of professors, students, alumni, and others who turned out for the contest finals on April 26 were any indication, the School's second century will be defined not by the Fortune 500 firms that its M.B.A.s work for after graduation, but by the companies that they create.

The contest finalists are hardly the only HBS students pondering bypassing the Wall Street fast track for an unknown path. In the wake of the recent recession, traditional jobs in finance and investment banking no longer seem like safe bets to many students. As technology lowers the cost of starting a new business, students are finding it easier to chase dreams of changing the world and making money without venturing far from Soldiers Field Road.

HBS's efforts range from the contest, in which more than 100 students participated, to a gleaming innovation lab that will open next fall, to student-led groups such as the new Startup Tribe with 150 members, to the voluminous research published by the 30-plus faculty members in the School's entrepreneurship unit.

The idea that students come to HBS specifically to start new ventures is relatively new. What young upstarts are drawn to, professors and students said, is a growing culture of entrepreneurship — a critical mass of other like-minded professors, visiting business authorities, and even students who are already experienced at starting companies.

"When you see a good entrepreneurial example, you say: I can do it too," said Howard Stevenson, M.B.A. '65, Sarofim-Rock Baker Foundation Professor of Business Administration.

ENTREPRENEURSHIP'S RECENT HISTORY

It's hard to believe, given the popularity of entrepreneurship courses at HBS, that the subject was virtually unheard of in business school curricula as recently as the 1980s.

There's a popular quotation in the business world often attributed to Stevenson: "Entrepreneurship is

(see *Entrepreneurship* next page)

Entrepreneurship

(continued from previous page)

like raising children; it starts with a moment of enthusiasm, followed by decades of hard work.” The same could be said of starting an entrepreneurship program.

When Stevenson came to HBS in the early 1980s as the School’s first chair in the subject, he helped to build the entrepreneurship unit to its current levels. Finding good teachers was no easy task; the field was still in its infancy.

“A lot of research was about personality and risk taking,” Stevenson said. “But those descriptions [of what makes an entrepreneur] didn’t fit what I knew and the people I knew.”

Stevenson’s work in those years helped to reshape the concept of the entrepreneurial mindset as a management approach, rather than an inherent trait. Entrepreneurship — which Stevenson defines as the pursuit of a business opportunity beyond one’s immediately available resources — became something that could be taught.

And many students wanted to learn. Stevenson and a new recruit, William Sahlman, M.B.A. ’75, now the Dimitri V. D’Arbeloff-M.B.A. Class of 1955 Professor of Business Administration and senior associate dean for external relations at HBS, found that their entrepreneurship-focused electives (one of which, “The Entrepreneurial Manager,” is now required of all M.B.A.s) always filled up quickly.

“Students had always led faculty in their interest in entrepreneurship,” Stevenson said.

The School has long known that 40 to 50 percent of its graduates go on to start their own companies by their 10th or 15th reunions, and HBS counts among its alumni such entrepreneurial legends as Michael Bloomberg, M.B.A. ’66, and Tom Stemberg, M.B.A. ’73, the founder of Staples.

“The perception that HBS is only about finance and big business is just false,” said Sahlman.

A CHANGING STUDENT BODY

It remains true that many students come to HBS from traditional business backgrounds — consulting, investment banking, or finance — and that many leave the School on the same track. But as the average age of the typical HBS student has risen in recent decades, more students are arriving ready to jump off the career ladder to try something different.

“There are lots of young adults in my classroom who have a sense that they’ve tried something, and they’ve made a decision either about what they do or don’t want to do,” said Joseph Lassiter, MBA Class of 1954 Professor of Management Practice. “There’s the fishing you do to be entertained and to think about the world, and there’s the fishing you do when you’re hungry. A lot of people reach this point in life where they’re ready to catch a fish.”

That was true for Roman Itskovich and Anita Venkiteswaran, who at 28 and 27, respectively, sheepishly call themselves “old.” Both HBS students had worked for McKinsey & Co. as consultants. They see their time at HBS as a chance to reflect on whether they want to stick with consulting or strike out on

The next big things

Other bright ideas to come out of this year’s Business Plan Contest:

BOSS Medical

Working with Johns Hopkins researchers and physicians, M.B.A. students Romish Badani and Derek Poppinga have developed a minimally invasive device to extract bone grafts. If approved by the FDA, their product could transform spinal fusion procedures by reducing pain, cost, and medical error.

MyTeksi

Malaysian taxis, or “teksis,” are a traveler’s nightmare: wait times are long, customer service is poor, and passengers are frequently mugged or even killed. Harvard Business School (HBS) students Anthony Tan, Hooi Ling Tan, and Adeline Chan want to bring mobile technology to the growing industry that would match drivers and riders, enable mobile tracking, and allow customers to rate their service.

Ubiquitous Energy

Imagine if energy were as ubiquitous as paper. HBS’s Bart Howe, Harvard Graduate School of Design student Jutta Friedrichs, and researchers and students at the Massachusetts Institute of Technology have created SolSheets, disposable solar panels made of paper. The company hopes to transform energy markets in off-the-grid countries, and is in talks with Nokia to pilot its technology in Kenya.

Sana Care

Much of the developing world now has access to mobile phones, but not to high-cost medical technology that could save lives. M.B.A. student Sidhant Jena and MIT researchers have developed low-cost wireless sensors and software that transform a smartphone into a portable electrocardiograph machine, a cheap diagnostic tool to catch cardiovascular disease.

AppSuccess

Inspired by their experiences working in schools and education nonprofits, HBS and Harvard Kennedy School students Miki Litmanovitz, David Baron, David Shepard, and Andrew Offit (along with Harvard undergraduate Daniel Choi) developed a web-based platform to pair low-income high school seniors with college-student mentors, who will guide them through the college application and financial aid process.

their own.

“Unlike Roman, I’m not one of those people who knows I want to” become an entrepreneur, Venkiteswaran said. “This is the best low-risk environment I could have to try something like this, to see if I like it and want to do it long term.”

Itskovich and Venkiteswaran are about as different as two M.B.A. students can be. Itskovich, a calm, collected Israeli who paid his way through college by running his own marketing business, has always been drawn to “start-uppy stuff.” Venkiteswaran, a native of Calcutta, India, with “the most traditional back-

Photos by Kris Snibbe | Harvard Staff Photographer



Privahini Bradoo, M.B.A. ’08, presents the business plan for BioMine, an electronics-waste recycling venture that would target the \$70 billion worth of rare earths and metals discarded globally each year, at Harvard Business School on April 26. Her plan won a first-place prize of \$25,000 in HBS’s second annual Alumni New Venture Contest.

ground at HBS,” exudes matter-of-fact drive and relishes numbers crunching.

But at HBS, the two first-year students found something in common: a great idea for a company, and a desire to make it work.

Inspired by a call center worker’s complaint that Itskovich once overheard — Why is it so hard to schedule shifts so the right number of employees work at a given time? — they’ve partnered with a developer at Massachusetts Institute of Technology to create Qweek, software that makes scheduling fast and intuitive for large, customer service-oriented businesses.

Qweek has completed two successful pilot programs in Israeli hospitals and is testing a second phase of the software with a Boston Panera Bread franchise. Their pitch received a runner-up prize of \$10,000 in this year’s Business Plan Contest. But the real value, Venkiteswaran and Itskovich said, was in being pushed to get their company off the ground sooner rather than later.

“We got to real feedback. It wasn’t just networking, but substantive talks,” Itskovich said of the contest. “Getting to hear from the judges was the real prize.”

PLANTING THE ENTREPRENEURIAL SEED

Entrepreneurship is thriving in the classroom as well. Through its history, HBS has been defined by the case method, a successful teaching model that the School pioneered. As it turns out, many professors and students said, the method of presenting students with real-world business scenarios and asking them to come up with and debate their own approaches and solutions jibes well with fostering an entrepreneurial mindset.

“The very essence of the case method is asking questions,” said Sahlman. “If you’re leading a large organization, you often lead by asking the right questions and allowing your employees to figure out the answers. The answers change, but what stays the same is the questions.”

Derek Poppinga, an M.B.A. student and a member of BOSS Medical, one of two winning teams in the contest’s business venture track, said he has found his classes surprisingly helpful in shaping his work on the medical device start-up.

“It introduces you to a lot of the thoughts and dilemmas and choices one has to make,” Poppinga said.

Still, there are some old habits that M.B.A. students must unlearn if they want to become entrepreneurs, Sahlman said. For instance, the School tries to teach students that there are many paths to success, and that an initial failure doesn’t mean that their next venture won’t succeed.

“People who end up in elite business schools have often almost over-performed through their early career,” Sahlman said. “They got A’s, they were presidents of the class, they got recruited by Goldman Sachs. They’ve never experienced a failure.”

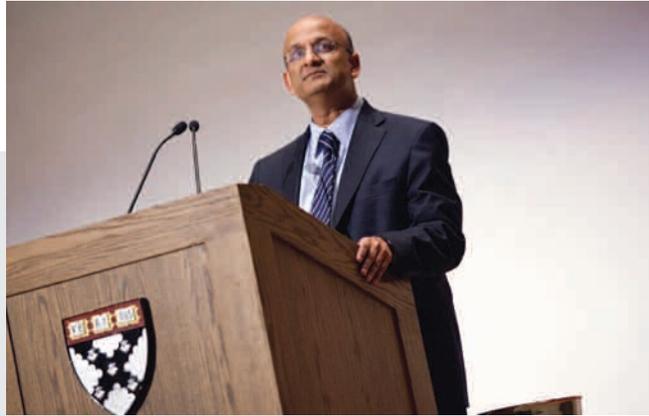
There are plenty of ways to help students avoid beginners’ mistakes. HBS programs can guide student entrepreneurs as they conceive ideas, search for investors, and write business plans. As the hub of non-classroom entrepreneurial activity at HBS, the Rock Center helps with more than 100 student proposals a year, said Michael Roberts ’79, M.B.A. ’83, Ph.D.’86, who is James M. Collins Senior Lecturer at HBS and the center’s executive director.

“Successful entrepreneurs rarely stick to their original business plan,” Roberts said. “Even people whose ideas I might not think are great, there’s often some germ there that if they pursue it — and if they’re smart and open-minded about the way they pursue it — they will learn some things that help transform the idea into something that’s quite good.”

THE GROWTH OF SOCIAL ENTERPRISE

Within the entrepreneurship field, however, the types of businesses that students see themselves creating have changed in recent years, professors said. As the world’s problems grow more complex, and as the boundaries between the for-profit and nonprofit sectors blur, more students see an HBS education as a steppingstone to creating social change — by creating a business.

“Whether it’s Teach for America or Facebook or Diag-



HBS Dean Nitin Nohria addresses the crowd at the HBS Business Plan Contest finals.

The rise of the microfinance industry, for instance, has shown business’s ability to address persistent societal problems (in this case, poverty) on a vast scale, said Michael Chu, M.B.A. ’76, a senior HBS lecturer who specializes in social enterprise and emerging markets.

Chu is one of about 25 HBS professors whose backgrounds are largely nonacademic. He is co-founder and managing director of the IGNIA Fund, a Latin American micro-credit organization.

In 2006, in partnership with the Harvard School of Public Health, he created Project Antares, a grant-funded effort that pairs public health and business students to launch enterprises that address such global problems as malaria, HIV/AIDS, and maternal and child health. In five years, Antares has launched 14 projects in 11 countries, utilizing the work of more than 75 students.

The challenges that the Antares teams face, he said, are no different from those confronting any type of entrepreneur.

“You may understand the problem, but you then have to apply it to a given reality that always has its challenges,” he said. His student advisees learn theories — in business, what is profitable; in public health, what makes an effective health intervention — “but then you have to apply it in the messy reality of the street.”

“The problems in the real world, and the opportunities, don’t come completely separated into cubbyholes,” Chu said. “Addressing almost any problem is a multidisciplinary affair.”

INNOVATION AND COLLABORATION

Collaboration across Harvard’s Schools and hospitals is the next step in the evolution of entrepreneurship at HBS. The nascent Harvard Innovation Lab, the brainchild of Peter Tufano, Sylvan C. Coleman Professor of Financial Management, is taking shape on Western Avenue as the most prominent example of how the entrepreneurial bug has spread across Harvard.

“I think the use of business to spread ideas is something that has swept the entire University,” said Lassiter, faculty co-chair of the new Innovation Lab. “But that’s merely a symptom that, in every endeavor, a lot of people are increasingly interested in putting their ideas to use.”

The I-Lab will house research groups of students and faculty working across disciplines to address problems in everything from business to law to medicine. Last month, the University announced that Gordon S. Jones, an adjunct professor at Bentley University with extensive marketing and sales experience with companies of various sizes, will lead the lab, which will be housed in the old WGBH headquarters in Allston.

“The world of entrepreneurship is alive and well across the University,” Lassiter said.

HBS upstarts

Many M.B.A. students dream of starting a company one day. But the founders of the buzzworthy businesses described here began shaping their visions into reality before they even left Harvard Business School.

Finale

Paul Conforti, M.B.A. ’97, Kirsten Krzyzewski, M.B.A. ’97, and Kim Moore, M.B.A. ’97, first developed their idea for an upscale dessert restaurant, then called Room for Dessert, for the Business Plan Contest. They now operate four locations — including one in Harvard Square — and hope to take the chain nationwide.

Rent the Runway

Recent grads and Business Plan Contest participants Jennifer Hyman, M.B.A. ’09, and Jennifer Carter, M.B.A. ’09, have generated a wave of media coverage for RenttheRunway.com, a user-friendly site that allows would-be fashionistas to rent designer dresses at a fraction of the retail price.

RelayRides

Not even a year out of HBS, Shelby Clark, M.B.A. ’10, and Nabeel Al-Kady, M.B.A. ’10, have expanded their car-sharing service — imagine ZipCar allowed you to borrow your neighbor’s car instead — from Boston to start-up-friendly San Francisco. (For more on RelayRides, see page 16.)

Global Citizen Year

Tapping into a growing need to prepare young people for a global economy, the young company founded by Abigail Falik, M.B.A. ’08, has already helped nearly 50 high school graduates complete an educational “gap year” abroad.

nostics for All,” a Harvard-based global health care nonprofit, Lassiter said, “students see business as a vehicle for putting ideas to use and for spreading those ideas in society.”

Electives in social enterprise, where organizations apply business strategies to social problems, now attract 500 students per semester, said Laura Moon, director of HBS’ Social Enterprise Initiative. Up to 20 percent of those students are cross-registered from Harvard’s other Schools.

“It’s been a somewhat tumultuous last few years, and partly as a result of that we’ve seen students taking a different look at their career paths,” Moon said. “They’re looking at how and when social enterprise will fit within their professional and personal lives.”

Hail fellows, well met

The Harvard College Fellowship Program has proven to be a boon to students, academic departments across the Faculty of Arts and Sciences, and the fellows themselves, many of whom have gone on to land tenure-track faculty positions in a tough job market.

By Steve Bradt | Harvard Staff Writer

Some of the most coveted spots on campus this spring aren't in Harvard College. They're as Harvard College Fellows.

Since 2009, these teaching-focused postdoctoral positions have proven a boon to Harvard students, to academic departments across the Faculty of Arts and Sciences (FAS), and to the College Fellows themselves, many of whom have gone on to land tenure-track faculty positions in a tough job market.

This fall, departments from Statistics to Sociology to Slavic Languages and Literatures will welcome a total of 30 College Fellows. More than 500 individuals who've received their Ph.D.s since 2007 have applied.

"These exceptional new Ph.D.s have become highly valued members of virtually every academic department," said Allan Brandt, dean of the Graduate School of Arts and Sciences, which has administered the program with the FAS Office for Faculty Affairs. "Departments have reciprocated with strong mentoring and support, doing all they can to make sure their College Fellows succeed."

The Harvard College Fellows program arose from the financial crisis, when FAS had to reduce the number of visiting faculty brought to Harvard each year. To help compensate for this loss of teaching staff, Brandt engaged, with Nina Zipser, the dean for faculty affairs and planning, in "creative administrative thinking" to match the skills and interests of energetic young Ph.D.s with the needs of FAS departments.

"It lets the fellows do what they've been working so hard to do," he said. "They benefit from working with our exceptional students, honing their teaching skills, and greatly enhancing their prospects in a difficult job market."

While College Fellowships last just a year (with the possibility of renewal for a second year), the program does all it can to ensure that fellows become full-fledged members of their departments and of the broader Harvard community. Fellows devote 75 percent of their time to teaching, with the remainder set aside for their research and scholarship. They receive a salary and benefits, but as important,



"These exceptional new Ph.D.s have become highly valued members of virtually every academic department," said Allan Brandt (left), dean of the Graduate School of Arts and Sciences, which has administered the Harvard College Fellows program with the FAS Office for Faculty Affairs.

they receive intensive mentoring and training from faculty in their departments and from the Derek Bok Center for Teaching and Learning.

The first two classes of College Fellows have discovered an experience that gives would-be professors a leg up in the job hunt. Of 21 College Fellows in 2009-10, two-thirds either landed a tenure-track faculty position or so impressed their Harvard host departments that they were kept on for a second year.

After receiving his Harvard Ph.D. in Romance languages and literatures in 2008, Dana Lindaman found permanent jobs scarce and the competition fierce.

"The Harvard Fellows program allowed me to build my teaching corpus while polishing some of my own work," said Lindaman, now an assistant professor of French at the University of Minnesota, Duluth. "I think that the extra year spent honing my craft helped me to feel more comfortable in the job interviews when it came to talking about my own teaching philosophy, career trajectory, and research interests."

As a 2009-10 College Fellow in the Department of Romance Languages and Literatures, Lindaman was treated like a colleague and included in the rotation of department faculty teaching theory to graduate students.

"Former professors of mine now solicited my professional opinion," he said, adding that they also served as mentors in his move to the other side of the desk. "You spend so much time as a graduate student learning the content that you hardly have time to deal with ... the teaching and the administrative side of things."

Several current College Fellows already have landed permanent academic jobs. Aarthi Vadde, who spent this year in the Department of English, has obtained a tenure-track job at Duke University. Thomas Herold, a member for the past year of Harvard's Department of Germanic Languages and Literatures, will start this fall as assistant professor of German at Montclair State University in New Jersey.

"This position enabled me to ride out the storm of

recession-induced reduced job prospects and gave me the cushion I needed to change my approach to the job market," said College Fellow William Bares, who will take a tenure-track position in the fall as director of jazz and popular music studies at the University of North Carolina, Asheville. "Were it not for this program I simply do not know what else I would have done."

Music Department Chair Anne Shreffler said Bares' courses were a hit with students.

"William has taught courses in areas we are normally not able to cover: jazz harmony and jazz improvisation," said Shreffler, the James Edward Ditson Professor of Music. "The jazz course enrollments far exceeded our initial expectations and clearly filled a need for teaching in that area."

Herold was similarly essential to his department's ability to maintain course offerings this year.

"We had three ladder-rank faculty on leave for the entire year, so we really needed help to cover our curriculum," said Judith Ryan, the Robert K. and Dale J. Weary Professor of German and Comparative Literature and chair of the Department of Germanic Languages and Literatures.

Herold filled the gap by teaching a new course titled "Love and Betrayal in German Literature," as well as "German Literature from Goethe to Nietzsche" and "Advanced Conversation and Composition: The Two Germanies."

"He has been doing a fabulous job in all of these courses, and we're very pleased to have him as a colleague," Ryan said. "The students really appreciated the care he took with their writing, as well as the way in which he conducted classroom discussions. I know this not only from anecdotal evidence, but also from the CUE evaluations he received."

Though initiated in response to budget cuts, Brandt said he expects the College Fellows program to be sustainable and beneficial in the long run.

"Two years on, we feel we've created a program that creates tremendous opportunities," he said. "We're urging peer institutions to consider establishing similar programs."

College Professorships for 5

Honor provides support for research, recognizes outstanding teaching of undergraduates.

By Alvin Powell | Harvard Staff Writer

Five faculty members have received Harvard College Professorships in recognition of their dedication to undergraduate teaching.

They teach an array of subjects: mathematics, biology, philosophy, English, and anthropology. But they share a common trait. Each is dedicated to ensuring that the students under their tutelage get the opportunity to grow as people, to learn and develop a passion about a subject, and to understand that subject in the context of a complex, fast-moving world.

The five are Leverett Professor of Mathematics Benedict Gross, Agassiz Professor of Zoology Farish Jenkins, Rabb Professor of Anthropology Arthur Kleinman, Cabot Professor of Aesthetics and the General Theory of Value Elaine Scarry, and Samuel H. Wolcott Professor of Philosophy Alison Simmons. Their selection was announced by Faculty of Arts and Sciences Dean Michael D. Smith on May 3.

“Harvard is an institution of truly great teachers,” Smith said. “Each year, it is a pleasure to recognize great scholars like Benedict Gross, Farish Jenkins, Arthur Kleinman, Elaine Scarry, and Alison Simmons for their pedagogical excellence. As Harvard College Professors, they are made visible to their colleagues as rich sources of insight and experience.”

The Harvard College Professorships are five-year appointments, begun in 1997 through a gift of John and Frances Loeb. They provide extra support for research or scholarly activities and a semester of paid leave or summer salary.

The faculty members said they were honored by the award, with some saying it will spur them to continue to earn it in the classroom and others saying it is good to be recognized for something they love doing.

“No honor could give me greater pleasure, given the value I place on teaching and working with students,” Scarry said.

UNDERSTANDING THEMSELVES

Harvard students are at a time in life where they’re figuring out what they believe about the world around them and their place in it. As a philosopher, Alison Simmons said her job is to challenge the assumptions and beliefs that students have when they arrived at Harvard.

“They may leave Harvard endorsing the same beliefs they came here with, but if they do so reflectively and for reasons they can articulate, then I’ve done my job,” Simmons said. “So I try to take my students seriously, but not take myself too seriously. My job isn’t to turn my students into images of me, but to help them become who they are.”

HALF A BILLION YEARS OF LIFE FORMS

For Farish Jenkins, covering 500 million years of



vertebrate evolution in 26 lectures is an improbable undertaking. He can introduce students to the panorama of vertebrate history as well as demonstrate how knowledge about vertebrate evolution itself continues to evolve. Most important, he said, is conveying his own excitement to students, with the hope of igniting their own curiosity about animals, living and extinct.

“I don’t ‘teach’ the subject in the sense that this is some kind of drill, an end point to be reached of encompassed knowledge,” Jenkins said. “At my best, I can excite, intrigue, and ignite curiosity, because these are my genuine feelings. I don’t always succeed — it’s too easy to become mired and then crippled by minutiae — but when I do succeed, then I’m teaching.”

AN INTRINSIC BEAUTY

Mathematics has an intrinsic beauty to Benedict Gross, which he tries to convey to undergraduates in several courses each year. As he teaches, he’s mindful that some students may never take another math class. With them in mind, he designed the General Education course “Fat Chance” with his colleague Joe Harris, to help students who’ve taken not much more than high school algebra understand probability and statistics. For the more serious students, who Gross said, “would break through a concrete wall to do mathematics,” he tries to convey his own appreciation of the subject.

“The structure, the beauty, the coherence, the long lines of thought,” Gross said. “More than any other discipline, mathematics is a world of its own.”

THEORY INTO PRACTICE

To Arthur Kleinman, a medical anthropologist who teaches both undergraduates and graduate students

Farish Jenkins (clockwise from top left), Benedict Gross, Arthur Kleinman, Alison Simmons, and Elaine Scarry have been awarded College Professorships.

in the Faculty of Arts and Sciences as well as students at Harvard Medical School, teaching is incomplete without a connection to the real world. He describes one of the world’s major challenges, global health, as “a bunch of problems in search of a theory.”

Theories to understand the problems of global health exist in anthropology, the social sciences, and the humanities, disciplines that together help scholars understand people and societies, Kleinman said. It is there that students are exposed to con-

cepts like the unintended consequences of social action, and how suffering is a social problem as well as an individual issue. Both of those concepts lend greater understanding when facing problems of health in situations of poverty.

“For me, it’s a seamless connection between theory and practice,” Kleinman said. “I view knowledge creation as requiring translation to the real world. I’m very committed to making that translation with and for my students.”

A CLOSE READING, FROM POETRY TO LAW

Elaine Scarry lectures and teaches seminars covering various authors and genres, such as poetry and the novel. One of her favorites is “Philosophy and Literature: The Problem of Consent,” in which she guides the class through a range of readings, from Homer’s “Iliad” to the ratification debates that raged over the U.S. Constitution. The course emphasizes that consent and the withholding of consent will be crucial to every path in life.

In addition to her classroom interactions with students, Scarry said she enjoys mentoring students across years, and getting to know not only people but also their scholarship.

Ultimately, Scarry said, she hopes students leave her classes loving literature, as many do when they arrive, and with a sense of its formal elements. She also hopes they leave with a skill at reading analytically that will serve them well in other endeavors, whether further literature classes or in other fields entirely, such as law.

“The ability to close read, whether a legal document, a medical text, or a novel, is at the heart of being educated,” Scarry said.

Radcliffe welcomes 2011-12 fellows

Fellows ‘poised for a year of discovery, innovation, and creation.’

By Alison Franklin | Radcliffe Communications

Just as Harvard College accepted only 6 percent of its applicants this year, so did the Radcliffe Institute for Advanced Study. A leader among institutes for advanced study, the Radcliffe Institute at Harvard selected just 51 fellows from 800 applicants for the 2011-12 year. These fellows are award-winning artists, academics, and professionals, including musicians, mathematicians, filmmakers, anthropologists, biologists, and writers who convene at the institute for a full year to focus on individual projects and research while benefiting from a multidisciplinary community in the University setting.

“These exceptional scholars, researchers, and artists are poised for a year of discovery, innovation, and creation,” said Dean Barbara J. Grosz, Higgins Professor of Natural Sciences in the Harvard School of Engineering and Applied Sciences. “As they work within and across disciplines, transformative ideas emerge during the year that have a lasting impact well beyond the fellowship itself.”

The 51 men and women were chosen based on prior accomplishments and the project they seek to undertake during their fellowship, as well as the potential of their projects to have long-term impact.

AMONG THE FELLOWS FOR 2011-12

Author Chimamanda Adichie, from Nigeria, who was recently included in the *The New Yorker*’s “20 Under 40” for fiction, will be working on her next novel. Her books include “Purple Hibiscus” (2004) and “Half of a Yellow Sun” (2007).

University of Toronto Professor of Observational Astrophysics Ray Jayawardhana is a leader in the emerging field of exoplanetology. At the institute, Jayawardhana will apply the principles of planetary science, atmospheric physics, geochemistry, and astrobiology to the study of close-in and far-out extrasolar planets.

Journalist and commentator Diane McWhorter writes about race and civil rights. Her first book, “Carry Me Home: Birmingham, Alabama, the Climactic Battle of the Civil Rights Revolution,” won a Pulitzer Prize in 2002. As a fellow, she will work on a book that interweaves space exploration, World War II, and the segregated American South.

The range of interests of Harvard Professor of Government Eric Nelson — from political thought in early-modern Europe and America to Thomas Hobbes’ translations of Homer — make him especially well-suited to the institute’s multidisciplinary community, in which he will be working on a book about the political thought of



Among the 51 fellows are Chimamanda Adichie (clockwise from upper left), Eric Nelson, Ray Jayawardhana, and Pamela Silver.

the American Revolution.

Stanford University Professor of Philosophy Tamar Schapiro studies the nature of inclination — desire, passion, appetite — and the ways it affects practical reasoning. The focus of her fellowship year will be the study of an individual’s agency in making decisions.

Pamela Silver, a professor at Harvard Medical School and the first director of the Harvard University Ph.D. program in systems biology, studies bioenergy, metabolic engineering, and sustainability. At the institute, she will be exploring the potential for the emerging field of synthetic biology to address environmental concerns and global sustainability.

At the intersection of theory and practice is Margaret Weir, a professor of sociology and political science at the University of California, Berkeley, who also chairs the MacArthur Foundation Network on Building Resilient Regions. She will bring her focus on politics and policy to the institute with a project assessing the war on poverty.

In the decades since Frederick Wiseman’s groundbreaking documentary “Titicut Follies” was released in 1967, he has made more than three dozen documentaries — most recently, “La Danse.” Each documentary is a powerful combination of minimalism and artistry. During his year at the institute, he will work on a film about public higher education in the United States.



Online ► Full list of fellows and their projects: <http://www.radcliffe.edu/about/news/2011newfellows.aspx>

Photos: (top left, lower right) courtesy of Radcliffe; (top right, lower left) by Rose Lincoln | Harvard Staff Photographer

High yield for 2015

Nearly 77 percent of those admitted to the Class of 2015 opt to attend College.

Students admitted to the Class of 2015 from the largest applicant pool in Harvard’s history have responded with great enthusiasm. At nearly 77 percent, the yield on admitted students exceeds last year’s 75.5 percent, and may rise further. Selected from upwards of 35,000 applicants, the class is almost complete. Only a small number of other students, perhaps as few as 10 to 15, are expected to be admitted from the waiting list in the weeks ahead.

“The entire Harvard community offered an unprecedented welcome to the admitted students in April this year, ensuring they were fully aware of the remarkable new opportunities that await them at Harvard,” said William R. Fitzsimmons, dean of admissions and financial aid. “Beyond improvements in financial aid, substantial changes in the past decade provide new levels of support for students once they enroll, and enrich their academic and extracurricular experiences throughout their time at Harvard.”

Among the enhancements added in the past decade are: a program in General Education; a fourfold increase in the number of small freshman seminars; a program offering more than 40 secondary fields of study; the School of Engineering and Applied Sciences; an augmented advising system that doubles the number of freshman advisers to more than 400 (and also includes 200 peer-advising fellows and 60 resident proctors); expanded opportunities for close collaboration with faculty through research and regional centers; an arts initiative and the New College Theatre; and many options for studying abroad, supported by a \$100 million gift from David Rockefeller.

More than 60 percent of the enrolling students will receive need-based scholarships, averaging more than \$40,000, benefiting from a record \$160 million in financial aid. Families with students on scholarship contribute an average of \$11,500 annually toward the cost of a Harvard education.

Harvard’s April Visiting Program for admitted students, recently renamed “Visitas” by current undergraduates, allowed students to experience Harvard life and meet future professors and classmates. This year’s program, which hosted a record 1,300 students, included a welcoming address by President Drew Faust, as well as faculty panels, departmental open houses, opportunities to meet with senior administrators, and myriad extracurricular and social activities.

Throughout April, faculty members, students, alumni, and staff called, emailed, and hosted admitted students in Cambridge and at Harvard clubs around the world.

At this time, men make up 50.8 percent of the class. Prospective social science concentrators constitute 26.9 percent, with 24.8 percent interested in the biological sciences, 18.4 percent in the humanities, 12.6 percent in engineering or computer science, 8.4 percent in the physical sciences, 7.6 percent in mathematics, and 1.4 percent undecided. African-American students make up 9.8 percent of the class, Asian Americans 18.9 percent, Latinos 10.3 percent, and Native Americans 1.6 percent.

The class will be the most international in Harvard’s history. The yield on international students was an unprecedented 90.4 percent, and 11.9 percent of the class are citizens of other countries.

Online ► Full story: <http://hvd.gs/81737>



HAA names 2011 Harvard Medalists Albert Carnesale (from left), Frances Fergusson, and Peter Malkin.

Harvard Medal recognizes service

Alumni Association honors three during its annual meeting.

The Harvard Medal was first given in 1981 with the principal objective of recognizing extraordinary service to Harvard University. Extraordinary service can be in as many different areas of University life as can be imagined, including teaching, fundraising, administration, management, generosity, leadership, innovation, or labors in the vineyards. President Drew Faust will present the medals during the annual meeting of the Harvard Alumni Association on May 26.

2011 HARVARD MEDALISTS

Albert Carnesale '78 (hon.) donned many hats during his service to Harvard. While concurrently serving as dean of the Harvard Kennedy School (HKS) and provost of the University, he served as acting president of the University during President Neil Rudenstine's leave of absence. Upon Rudenstine's return, Carnesale played an important role in the University's \$2.1 billion capital campaign, particularly with the "international aspects" of the campaign.

Carnesale joined the HKS faculty in 1974 and was appointed dean in 1991. During his term, he increased collaboration among faculty members and academic programs across the University, and by continuing in his position as dean while serving as provost, he strengthened the School's ties with the rest of the University.

Known for his expertise in international affairs, national security, and science and technology policy, he has maintained ties to Washington over the years, serving as an adviser to every administration since President Richard Nixon's. Carnesale retired from Harvard as Lucius N. Littauer Professor of Public Policy and Administration Emeritus in 1997; he then served as chancellor of the University of California, Los Angeles, from 1997 to 2006, and he remains a professor there.

Frances Fergusson '66, Ph.D. '73, president of Vassar College from 1986 until 2006 and professor of art emerita, is unequalled in the breadth of her involvement across the University. President of the Harvard Board of Overseers (2007–08), she serves on several visiting committees, including those to the College and the Graduate School of Design. She is currently the chair of the visiting committee to the Harvard Library, which advised on the reorganization of the Harvard libraries. A 1999 recipient of the Graduate School

of Arts and Sciences Centennial Medal, she is a former head teaching fellow in Fine Arts 13 at Harvard and a 1974 Bunting Institute fellow at the Radcliffe Institute for Advanced Study.

She was a member of Harvard's Presidential Search Committee (2006–07) that selected Drew Faust as Harvard's 28th president and, most recently, she was a member of the Harvard Corporation Governance Review Committee, which embraced a number of significant changes, including its first expansion since its creation 360 years ago.

Peter Malkin '55, J.D. '58, cares deeply for Harvard, and his tireless service over the years has been substantial.

He has served on many boards and committees of the University: as an Overseer, an HAA elected director, a John Harvard Fellow, the founding chair of the New York Major Gifts Committee, and also as a member of the visiting committees to the Law School, natural and applied sciences, humanities and arts, and finance, management, and administration, and as a member of the College and Law School Dean's Councils, among others. He is an original member of the Executive Committee of the Committee on University Resources.

Malkin has been a leader at the Kennedy School (HKS), serving as founding chair of the Dean's Council, a member of the visiting committee continually since 1986, and chair of the campaign executive committee during Harvard's last capital campaign. A generous donor to HKS, he has endowed professorships, contributed unrestricted funds, and made possible the Peter and Isabel Malkin Penthouse in the Littauer Building.

Malkin has also directed major gifts toward the Law School and to the Faculty of Arts and Sciences, including the first electronic classroom in Hauser Hall and the restoration of the Malkin Athletic Center, and has served as reunion gift co-chair for every reunion of his Harvard College and Law School classes. He also chaired the College's Schools and Scholarship Committee for Greenwich, Conn.

He is chairman of the New York law firm Wien & Malkin and chairman of Malkin Holdings and Malkin Properties, national real estate investment and asset management enterprises.

Chief marshal named

Arne Duncan '86 to greet classes as they process into Yard.

The Harvard Alumni Association (HAA) announced that Arne Duncan '86 has been elected by his classmates to be this year's chief marshal for Commencement. Selected from the ranks of the 25th reunion class, the chief marshal greets classes as they process into Harvard Yard, presides over the chief marshal's spread, and selects "marshal's aids" to help with various Commencement duties as part of the HAA's Committee for the Happy Observance of Commencement ("The Happy Committee").

With a history dating back to 1899, the important post of chief marshal has been held by many notable alumni including Franklin Delano Roosevelt 1904, Henry Cabot Lodge '24, and Linda Greenhouse '68.

"It is an honor to be chief marshal for the 2011 Harvard Commencement,"



Arne Duncan

Online ► Luncheon, meeting information: <http://alumni.harvard.edu/commencement>

Duncan said. "President Obama has challenged America's young adults to lead the world in college completion by the end of the decade. At Harvard today and at thousands of institutions of higher education this spring, young men and women are celebrating their work toward helping America reach that goal and begin their roles as future leaders of this country."

Duncan has been active in Harvard affairs since graduating. Along with working on the HAA's Schools and Scholarships Committee as an alumni interviewer, he has served on the Board of Overseers for Harvard College and on the visiting committee to the University's Graduate School of Education.

Duncan, who is currently the U.S. secretary of education, recently received Harvard's Phillips Brooks House Association's Robert Coles Call of Service Award and has been honored by the Civic Federation of Chicago and the Anti-Defamation League. Prior to his tenure in Washington, Duncan was CEO of Chicago Public Schools, serving from June 2001 through December 2008, thus becoming the nation's longest-serving big city education superintendent. Before serving as Chicago superintendent, Duncan led a nonprofit foundation, the Ariel Education Initiative, that helped fund college for a class of inner-city children under the I Have a Dream program. In 2006, the City Club of Chicago named him Citizen of the Year.

"We are very pleased that Arne will be leading the alumni at Commencement," said HAA President Robert "Bob" Bowie Jr. '73. "He'll be a wonderful marshal and will surely help make this year's Commencement a great day."



A community that rides together stays together

CommuterChoice partners with two start-ups to promote car sharing.

By Katie Koch | Harvard Staff Writer

To own a car or not to own a car? That is the question in cities like Boston and Cambridge. Whether 'tis nobler in the winter to suffer the shoveling and parking wars after snowstorms or to rent a Zipcar just to fetch groceries makes for a seemingly lose-lose proposition.

But as gas prices rise, and traffic remains congested, two new start-ups are looking to give Harvard's weary travelers more options. Zimride and RelayRides have partnered with the University's CommuterChoice Program in hopes of making community-based car sharing easier.

Zimride, a social networking site, allows drivers and passengers to post their ride times — dates for a one-time trip to New York, for example, or their weekday commuting schedules — so they can pair up for carpools.

RelayRides offers more straightforward financial transactions: Car owners can register their cars, set hourly rates and hours of availability for their vehicles, and rent them out to other RelayRides users, a process akin to renting a Zipcar, but often cheaper.

CommuterChoice has been promoting the services around campus since last fall. The Harvard network on Zimride.com currently has nearly 900 members, while RelayRides.com boasts 100 cars and 2,000 renters in the Boston area. Registration on both sites is free for members of the Harvard community.

"Any time we add a benefit, it's all about giving people more choices," said Kris Locke, manager of CommuterChoice. "But we're also trying to get people to take more sustain-

able modes of transportation to work, and any time we can offer a new program to help with that, that's what we try to do."

When it comes to promoting sustainable behavior, new research shows, car sharing works. A recent study out of the University of California, Berkeley's, Transportation Sustainability Research Center estimated that over the past decade, between 90,000 and 130,000 cars have been taken off the road because of Zipcar and similar services.

Accounting for car owners who give up their vehicles and carless commuters who forgo the decision to purchase one, the study's authors found that for every car-sharing vehicle in use today, nine to 13 automobiles have been taken off the road.

"People are changing the way they consume things," said Shelby Clark, M.B.A. '10, co-founder of RelayRides, who launched the company while at Harvard Business School (HBS) and was named a runner-up in last year's Business Plan Contest (see sidebar, page 11). "It doesn't make sense to own something if you're better off just being able to access that good" within the community.

Ben Ganzfried '09, a research assistant at the Harvard School of Public Health, is one such potential customer. He'd prefer not to buy a car, he said, and with a Zipcar membership he can make the occasional visit to his grandmother or to the grocery store.

Ramona Islam, a curricular design and research librarian at Widener Library, signed up for Zimride in the fall, hoping to find a ride to Connecticut for Thanksgiving. She has since expanded her network.

He signed up for RelayRides in December and has found it to be a cheaper, more convenient alternative. (Harvard also offers a discount on Zipcar memberships. The regular Boston rate is \$60 a year; Harvard affiliates pay \$25 a year.)

"In my experience, a RelayRides car has never been more than three blocks from my house, and it has always been available when I have needed it," Ganzfried said.

Car sharing makes sense financially and environmentally, Clark said, and it can be lucrative for those who rent out their cars. (One RelayRides user who keeps his car on the HBS campus makes up to \$600 a month, Clark said.) But he also hopes his company and others like it will help restore a sense of trust and sharing among neighbors.

"It's helping to renew the sense of community," he said. "The conduit is the Internet. Services like RelayRides are just the matchmaker."

Indeed, some Harvard employees who use both sites have found them to be a good way to meet new people while snagging a cheap ride.

Ramona Islam, a curricular design and research librarian at Widener Library, signed up for Zimride in the fall, hoping to find a ride to Connecticut for Thanksgiving. She expanded her network to search for rides beyond Harvard and found a man in Brookline who, for \$20, took her and two other passengers to their destinations on his way to New York.

"I was a little bit nervous," Islam said. "But after talking with him on the phone and finding out other people were going, I thought the chances for disaster were slim."

On the ride she talked with her trip mates about everything from dancing to political organizing to religion. The trip went so smoothly that Islam arranged to meet up for a ride back to Boston at the end of the long weekend.

"It was actually really nice," Islam said. "I would encourage more people to take advantage of it, because it has great potential the more people sign up for it."

Work by day, write by night

Matthew Salesses, a faculty and staff assistant at Harvard Kennedy School, moonlights as an up-and-coming fiction writer, editor, columnist, and, soon, a new dad.

By Katie Koch | Harvard Staff Writer

Not long ago, Matthew Salesses learned a lesson, cherished by many writers, that truth can be stranger than fiction. Unfortunately, he had to learn it through a relationship (and a literal) trial by fire.

As it turns out, he said, the story of accidentally setting his wife's hair ablaze — while in the act of apologizing for accidentally breaking her hand in a slammed door — made for pretty good material.

"In fiction, you're always trying to make it feel like an event could actually happen," said Salesses, whose stories have been published in "American Short Fiction," "Glimmer Train," and elsewhere. "When you're writing something that's already true, people just accept it, even if it seems insane."

He certainly has enough real-life material to write about. For the past two years, Salesses, a faculty and staff assistant at Harvard Kennedy School (HKS), has been balancing a full-time day job with a thriving, productive writing career he pursues by night. In December, he learned he would soon be adding another ball to his juggling act: fatherhood.

Although trained in fiction writing, Salesses, 29, has been chronicling his young marriage, and now the road to parenthood, at the online men's magazine *The Good Men Project*, where he also serves as fiction editor. Like his fiction, his "Love Recorded" column injects a sharp dose of insight into everyday domesticity. When he writes of himself and his wife, "We are worriers," it's a sign of both their impending-birth anxieties and Salesses' tendency to read meaning into the most mundane events.

"I wasn't interested in writing memoir at all, until I started writing this column," he said. "Now I almost enjoy it more than fiction."

Salesses was born in South Korea and adopted by American parents at age 2. He grew up in Storrs, Conn., and attended the University of North Carolina, Chapel Hill, where he studied English and creative writing.

After college he decided to teach English abroad, first in Prague and then in South Korea. He spoke no Korean, and ate Frosted Flakes for three weeks because he couldn't figure out how to order food.

"It was awful," he said. "I lost 20 pounds."

Salesses met another English instructor, Cathreen, a Korean woman who would become first his translator, then his wife.



For the past two years, Salesses, a faculty and staff assistant at Harvard Kennedy School (HKS), has been balancing a full-time day job with a thriving, productive writing career he pursues by night.

"There was a period of time where she was like, 'I'm never going to marry an American,'" he said with a laugh. "I think at the end of that period she still didn't like America, but she liked me."

He moved back to the United States in 2006 to pursue an M.F.A. at Emerson College, where he worked closely with novelist Margot Livesey and edited "Re-divider," Emerson's literary journal. The period was fruitful; he has already published a book of flash fiction, "Our Island of Epidemics," and has a novella, "The Last Repatriate," coming out this fall.

After graduating, he took the job at HKS, organizing weekly seminars for the Multidisciplinary Program in Inequality and Social Policy, and assisting Christopher Jencks, Malcolm Wiener Professor of Social Policy, and Jane Mansbridge, Adams Professor of Political Leadership and Democratic Values.

He's grateful to have a day job at Harvard, but recognizes that as a writer he's had to embrace a double life.

"There's no career path for this," he said.

Still, Salesses wouldn't be the first person in his position at HKS to crack the code of the literary world. In 2009, Jencks and Mansbridge's former faculty assistant, Paul Yoon, published a collection of stories, "Once the Shore," to rave reviews, including in the *New York Times Book Review*.

For now, Salesses is busy editing a manuscript for a novel and preparing for baby Grace, due July 4. But the arrival of a new daughter won't deter Salesses from his writing, he said.

"I think writers are always thinking about writing as high a priority as anything else in their lives, or they'd quit," he said.

STAFF NEWS

BIKE TO WORK, OR THINKING ABOUT IT?

CommuterChoice holds its annual Bicycle Breakfast on Wednesday (May 18), 7:30-9:30 a.m., at Au Bon Pain, Holyoke Center, as part of Bay State Bike Week 2011 (massbike.org/bsbw/), May 16-20, and National Bike Month. Anyone who shows a bike helmet gets breakfast, a safety tune-up, and is eligible for raffle prizes and giveaways. (Bring a reusable mug to save a tree!)

You're also invited to join Harvard's team at 2011 MassCommuter Challenge by selecting "Harvard University" from the Employer/Institution dropdown menu. Log your bicycle trips including commuting, errands, and social activities to help Harvard win this friendly competition among Massachusetts businesses, institutions, and municipalities. First 50 Harvard registrants win a Bike Week T-shirt, which can be picked up at the Commuter-Choice breakfast. For more information, visit commuterchoice.harvard.edu/.

HOT JOBS

COMPTROLLER/SR. FINANCIAL MANAGER, REQ 21594BR, GR. 059

American Repertory Theater, FT

STAFF ASSISTANT III, REQ 23625BR, GR. 053

Office of the President, FT

FINANCIAL ASSOCIATE II, REQ 23490BR, GR. 055

Harvard Public Affairs & Communications, FT

FACILITIES & OPERATIONS MANAGER, REQ 23620, GR. 057

University Operations Services, FT

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/.



 STUDENT VOICE

Wholly (and holy) organic

Harvard Divinity School has a new blessing, a pluralist plot of paradise, in its own community garden.

By Tim Severyn

At Harvard Divinity School (HDS), we talk a lot about gardens — the biblical fruits of Eden, the blissful states of Sukhavati, the verdant blessings of Al-Janna — and now we too have a pluralist plot of paradise: the HDS Community Garden.

This space was converted from lawn to lushness three years ago, through a combined effort of HDS staff (the HDS Green Team) and students (members of the student group EcoDiv). Thanks to them, we now have a holy, wholly organic garden, with garlic already on the rise.

It was here, halfway through the first season and my first semester, that I received my own baptism by soil, anointed by the dirt under my nails as I dug into the ground, pulling up pound after pound of the most beautiful golden potatoes I'd ever seen. It was love. Hours later, we roasted those potatoes for the community and I dug in once more: CHOMP!

With that bite, the covenant was formed. The next season, spring to fall 2010, I took on some real responsibilities as one of two student garden managers. My green-thumbed partner was and is Grace Egbert

(M.T.S. '12). Along with Leslie MacPherson Artinian in the Office of Ministry Studies, we expanded the project, helping the garden to grow to nearly 1,000 square feet of sacred space (though isn't all space such?). With a Student Sustainability Grant courtesy of the Office for Sustainability, we were able to add some serious infrastructure: tomato towers, cucumber trellises, raised beds, even a drip irrigation system to reduce water waste and create a sustainable, localized food system.

I've learned a lot through my study of environmental ethics here at Harvard, but the garden has really been where the rubber meets the road, or more appropriately, the shovel meets the soil. Through a lived relationship with this community of plants, animals, and people, I've come to be me. I've learned to live in a world that is borderlands, transgressing the boundaries of human-nature dualism, dwelling in a community of life abundant. Is a comparison to the concept of Pure Land really out of the question here?

My most important learning has been this: Nature is so much more than a pristine forest atop the mountain. In the garden that is the world, nature is some-

Tim Severyn: I've learned a lot through my study of environmental ethics here at Harvard, but the garden has really been where the rubber meets the road, or more appropriately, the shovel meets the soil.

thing familiar — us yet not quite — something near enough to love yet other enough to welcome us back into a forgotten covenant. Try to rope it in, to pound it into rows, and the plants will remind you of what's what. A bean plant reaches out to the cucumbers, joining tendrils and becoming friends. A group of greens stubbornly reseed themselves throughout the garden. Even the squirrels can set us straight, raiding the trash to plant a kernel of corn, our single ear that year. Too many tomatoes? No problem. Squirrels like them too.

Like them, eating is our most basic connection to nature, wholly obfuscated by the modern industrialized food system. I believe growing gardens is one of the most radical acts in which we can engage. By re-entering a direct relationship with other forms of life, we can see rightly once more. We can say, with a single bite of a fresh tomato, still holding that earthy smell that comes after a summer's rain, that this relationship matters — that pesticides, chemical additives, and plastic packaging can't take this away, that nothing can.

At HDS, we've been fortunate that the community has been open to building these relationships. Once people tasted the bounties of this space, the joy of communal work, the peace of respite, a rainbow of colors — heirloom tomatoes, eggplant, greens, carrots, squash blossoms — our garden has grown and grown. This bounty was shared at more than 20 School-wide events last year, including a harvest festival turned dance of gratitude around the garden.

In the garden, we co-create with the sun and the rain and the earth, participating in the divine. I urge everyone to have their own baptism by soil, to form a covenant with the land, the people, animals, and plants already around them, to dig in, and to relate.

I'm a gardener for life now, and I have Harvard to thank for that. CHOMP!

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.

Newsmakers



Students from New Orleans College Prep visit with Harvard University President Drew Faust on April 25. The school was founded in 2006 by a group of local residents committed to a new vision of public education in New Orleans.

TOP 25 INNOVATIONS IN GOVERNMENT ANNOUNCED

The **Ash Center for Democratic Governance and Innovation** at **Harvard Kennedy School** announced the Top 25 Innovations in Government in competition for the **Innovations in American Government Award**. These innovative programs represent the creative problem solving of local, state, and federal municipalities around the country and were selected from a pool of more than 560 qualified government applicants. Five finalists and one winner of the Innovations in American Government Award will be announced in the fall.

The Top 25 Innovations in Government offer unique solutions in health and wellness, social services delivery, the environment, economic development, and education policy areas. To read the Top 25 program descriptions, visit <http://bit.ly/iRe3EK>.

TWO HARVARD STUDENTS NAMED HERTZ FELLOWS

The Fannie and John Hertz Foundation announced the selection of its 2011-12 Hertz Fellows, including Harvard students **Megan M. Blewett '11** and **Jesse Engreitz**, a graduate student at Harvard-MIT Division of Health Sciences and Technology (HST). The fellowship, valued at more than \$250,000 per student, was also awarded to 13 other recipients, who will receive financial support lasting up to five years of their graduate studies.

For more information on the award, visit <http://www.hertzfoundation.org/dx/newsevents/press-release.aspx?d=138>.

A DIRECTOR OF BGLTQ STUDENT LIFE

Harvard College Dean **Evelynn M. Hammonds** announced on April 27 that she will appoint a new director to coordinate resources and develop programming in support of bisexual, gay, lesbian, transgender, and queer (BGLTQ) undergraduates on campus.

Hammonds, the Barbara Gutmann Rosenkrantz Professor of the History of Science and of African and African American Studies, said the director will be a resource for undergraduates who identify as BGLTQ or have questions about their sexuality, and for all students who want to help create a supportive climate for their classmates.

"The new director will bring together the College's ex-

isting — and substantial — supports for BGLTQ students, and also take a leadership role in the creation of new programs and initiatives," she said. "I'm very pleased to announce the establishment of this important new position within the College's student support services."

To read the full story, visit <http://hvd.gs/80343>.

'KOREAN NOBEL PRIZE' GOES TO CHOI

Augustine M.K. Choi, Parker B. Francis Professor of Medicine at **Harvard Medical School**, was selected as the 2011 Ho-Am Laureate in Medicine, often referred to as the "Korean Nobel Prize" and an incredible recognition for a lifetime achievement in medicine. Choi is currently the chief of the Pulmonary and Critical Care Medicine division at Harvard-affiliated Brigham and Women's Hospital.

For more information on the prize and Choi's research, visit <http://hoamprize.samsungfoundation.org/eng/prize/medalist/winnerview.asp>.

JILL JOHNSON APPOINTED DANCE DIRECTOR

The **Office for the Arts at Harvard (OFA)** and Harvard's **Music Department** have announced the appointment of **Jill Johnson** as director of the OFA Dance Program and senior lecturer in the Department of Music. Johnson, a 23-year veteran of the dance field as a performer, choreographer, educator, and producer, succeeds Elizabeth Weil Bergmann, who retired from the post after 11 years of service. Johnson assumes her duties at Harvard beginning July 1.



Johnson

and co-chair of the dance director search committee. "Jill has distinguished herself as a performer on international stages, as a restager of William Forsythe's works, as an innovative choreographer, and as a teacher who truly inspires and draws out the best from her students. Her energy and vision for dance at Harvard has excited all who have met her, and we can hardly wait to begin the next phase of Harvard dance under her leadership."

To read the full release, visit http://ofa.fas.harvard.edu/ofa/pdf/johnson_harvard_spring11.pdf.

'THE YOUNG ONES' NOMINATED FOR BAFTA

"The Young Ones," a BBC series filmed with Harvard Professor of Psychology **Ellen Langer**, which replicates her Counterclockwise study using British celebrities, has been nominated for a British Academy of Film and Television Arts (BAFTA) Award. The BAFTAs are the British equivalent of the Emmy Awards. The awards ceremony will be held May 22.

For more on the nominees, visit <http://www.bafta.org/awards/television/winners-nominees-2011,1766,BA.html>.



Viktorii Liublinska receives the Bok Award from GSAS Dean Allan Brandt.

FIVE RECEIVE DEREK C. BOK AWARD

The **Derek C. Bok Award for Excellence in Graduate Student Teaching of Undergraduates** is given each year to five teaching fellows who have been nominated by their departments. Recipients are chosen from the list of nominees by the Graduate School of Arts and Sciences. The award includes a \$1,000 prize distributed from a gift by David G. Nathan '51, M.D. '55 (Robert A. Stranahan Distinguished Professor of Pediatrics at Harvard Medical School) and his wife Jean Louise Friedman Nathan.

The winners of the 2011 Derek C. Bok Award are **Katherine Baldiga**, **Rowan Dorin**, **Jennifer Hou**, **Jack Huizenga**, and **Viktorii Liublinska**.

DUMBARTON OAKS ANNOUNCES FELLOWS

Dumbarton Oaks Research Library and Collection has announced its 2011-12 fellowships. Fellows carry out research in Byzantine Studies, including related aspects of late Roman, early Christian, Western medieval, Slavic, and Near Eastern studies; Pre-Columbian studies of Mexico, Central America, and Andean South America; and garden and landscape studies, including garden history, landscape architecture, and related disciplines.

To read the complete story, visit <http://hvd.gs/80087>.

2011 ROBERT GARDNER FELLOW IN PHOTOGRAPHY NAMED

The **Peabody Museum of Archaeology and Ethnology** has selected **Miki Kratsman** as the **2011 Robert Gardner Fellow in Photography**. Kratsman, a prize-winning Argentine-born photographer who has lived in Israel since 1971, will create a project called "Palestinian Semblance" (working title). His work has appeared in the Venice Art Biennale, and in solo exhibitions from Tel Aviv to Seoul, Madrid, and New York.

To read the full release, visit <http://www.peabody.harvard.edu/node/694>.

HARVARD FOUNDATION SENDS 1,000 BLANKETS TO JAPAN

The **Harvard Foundation** recently sent more than 1,000 new wool blankets and other relief items to the victims of the catastrophic March earthquake and tsunami in Japan.

Foundation Director **S. Allen COUNTER**, a professor of neurology at Harvard



MEMORIAL MINUTE

Reinhold Brinkmann
Faculty of Arts and Sciences

At a Meeting of the Faculty of Arts and Sciences on May 3, the Minute honoring the life and service of the late Reinhold Brinkmann, James Edward Ditson Professor of Music *Emeritus*, was placed upon the records. Professor Brinkmann's writings on music of the nineteenth and twentieth centuries made an indelible mark on musicology in Germany and the United States.

To read the full Memorial Minute, visit <http://hvd.gs/81224>.

OBITUARY

Renato Tagiuri
Harvard Business School

Renato Tagiuri, professor of social sciences in business administration *emeritus* at Harvard Business School (HBS) and a renowned expert on interpersonal relations and the human aspects of management as well as a pioneer in the field of family businesses, died on April 15. He was 91.

A memorial service is planned for later in the spring. To read the full obituary, visit <http://www.hbs.edu/news/releases/renatotagiuri-obituary.html>.



Medical School, arranged for the blankets to be shipped from the United States to Tokyo, where a Japanese carrier transported the relief items to the areas affected by the earthquake and tsunami in Ibaraki prefecture.

The initiative was supported by a grant from the Will Smith and Jada Pinkett Smith Family Foundation, on behalf of their children, Trey, Jaden, and Willow "to enable the students and faculty of the Harvard Foundation to purchase needed relief items for families who were victims of the tragic earthquake and tsunami in Japan."

HARVARD FOUNDATION HONORS KLEINMAN, STUDENTS

The **Harvard Foundation** honored **Arthur Kleinman**, Esther and Sidney Rabb Professor of Anthropology in the **Faculty of Arts and Sciences** and professor of medical anthropology and psychiatry at Harvard Medical School, on May 3 with its 2011 Distinguished Faculty Award at the annual Harvard Foundation Student/Faculty Awards Dinner in Quincy House.



Kleinman

Kleinman was recognized for his years of superb scholarly contributions in the areas of social anthropology, medical anthropology, and psychiatry; for his development of scores of students and graduates in these academic fields; and for his contributions to advancing the intercultural life of the University.

Faculty, administrators, House masters, and students nominated the student award recipients, who were then chosen by the faculty and the foundation's student advisory committee. For more on the student winners, visit <http://hvd.gs/81116>.

RICHARD LAZARUS NAMED PROFESSOR OF LAW

Lazarus

Richard J. Lazarus, J.D. '79, one of the nation's foremost experts on environmental law and also a leading practitioner in the U.S. Supreme Court, will join the Harvard Law School (HLS) faculty this summer as a tenured professor of law.

Lazarus currently teaches environmental law, natural resources law, Supreme Court advocacy, and torts as the Justice William J. Brennan Jr. Professor of Law and faculty co-director of the Supreme Court Institute at the Georgetown University Law Center. He also recently served as executive director of the National

Commission on the BP Deepwater Horizon Oil Spill and Offshore Drilling, appointed by President Barack Obama, J.D. '91, to investigate the root causes of the Gulf oil spill.

To read the full release, visit http://www.law.harvard.edu/news/2011/04/20_richard-j-lazarus-appointed-professor.html.

OFA AWARDS 8 STUDENTS FOR ARTISTIC EXCELLENCE

The **Office for the Arts at Harvard** (OFA) and the **Council on the Arts at Harvard**, a standing committee of the **Faculty of Arts and Sciences**, have announced the recipients of the annual undergraduate arts prizes for 2011.

The awards, presented to more than 100 undergraduates over the past 28 years, recognize outstanding accomplishments in the arts undertaken during a student's time at Harvard.

For a list of prize winners and their achievements, visit <http://ofa.fas.harvard.edu/ofa/pdf/prizes11pr.pdf>.

READY TO MAKE A DIFFERENCE

Harvard honored the first group of students awarded grants from the University's new **Presidential Public Service Fellowship Program** during a luncheon at the **Harvard Faculty Club** on April 20.

Newsmakers

Created by Harvard President **Drew Faust**, the program provides grants of up to \$5,000 for undergraduates and \$10,000 for graduate students for a range of efforts, including government and community service, nongovernmental organization and non-profit work, and innovative projects that serve the common good. An anonymous donor funds the program.

More than 100 students from across the University applied for the program's 10 spots. Students submitted personal statements, proposals detailing their work, detailed budgets, and two recommendations apiece to a committee of Harvard faculty and administrators, who reviewed the applications and interviewed finalists.

To read the full story, visit <http://gvd.gs/80177>.

NHC NAMES JASON STEVENS A FELLOW

Harvard Assistant Professor of English **Jason Stevens** has been named a fellow at the National Humanities Center (NHC) for the upcoming academic year. He will join 31 other distinguished scholars from institutions across the United States and two foreign countries working on a wide array of projects. Stevens is the 20th faculty member from Harvard University to be named an NHC Fellow.

For more information, visit <http://nationalhumanitiescenter.org/newsrel2011/prfells201112a.htm>.



Burke Fellows include Joshua Salomon (clockwise from top left), Matthew Miller, Kim Wilson, and Daniel Shapiro.

BURKE GLOBAL HEALTH FELLOWS NAMED

The **Harvard Global Health Institute** has announced the selection of the second annual Burke Global Health Fellows.

Joshua Salomon, associate professor of international health at the **Harvard School of Public Health** (HSPH), has been awarded a fellowship to support original research. Three Harvard junior faculty members have been awarded fellowships to support innovative education: **Daniel Shapiro**, assistant professor of psychology at **Harvard Medical School** (HMS); **Matthew Miller**, associate professor of health policy and management at HSPH; and **Kim Wilson**, assistant professor of pediatrics at HMS and **Children's Hospital Boston**.

The Fellowships are made possible through the support of Katherine States Burke '79 and her husband, T. Robert Burke. The fund aims to launch and advance the careers of promising junior faculty in global health from across the University by providing support for innovative research and development of undergraduate courses and/or mentorship focused on global health.

For more on the fellows and their research, visit <http://hvr.me/IPpp3S>.

HONORS AMONG WOMEN

Tina Tchen '78, chief of staff to first lady Michelle Obama, encouraged young women to be part of a "vanguard of change," and **Harvard College** senior **Madeleine Ballard** touted everyday leadership during the 2011 Women's Leadership Awards on April 20 at the Charles Hotel in Cambridge. The two women were recipients of this year's awards.

They were honored at a dinner coordinated by the **Harvard College Women's Center**, which promotes awareness of women's and gender issues, and supports "contributions by women that challenge, motivate, and inspire."

To read the full story, visit <http://hvd.gs/80209>.

REGISTRATION FOR BSC SUMMER COURSE OPEN

Registration is open for the **Bureau of Study Counsel's** 14-day reading course. The fee is \$150.

Through readings, films, and classroom exercises, students learn to read more purposefully, selectively, and with greater speed and comprehension. The hourlong classes will be held Monday-Friday, July 5-22, 4 p.m.-5 p.m., at 5 Linden St.

Register in person at the bureau, or call 617.495.2581.

— Compiled by Sarah Sweeney

— 360TH COMMENCEMENT —

What you need to know

GATES: On Commencement morning the Harvard Yard gates will open at 6:45 a.m. Parents and guests of degree candidates who have tickets to attend the Morning Exercises should plan their arrival accordingly. All guests will be required to show their tickets at the gates in order to enter Tercentenary Theatre. All guests should be seated by 8:30 a.m. for the start of the academic procession, which begins at 8:50 a.m.

Note: A ticket allows admission into the Tercentenary Theatre, but does not guarantee a seat. Seats are on a first-come basis and cannot be reserved. The sale of Commencement tickets is prohibited.

ACADEMIC REGALIA: All degree candidates must wear academic regalia (caps and gowns) to the Commencement Morning Exercises. Regalia may be ordered through the Harvard Coop for distribution in May. Degree candidates will receive ordering instructions from their House or School.

AFTERNOON EXERCISES: The annual meeting of the Harvard Alumni Association (HAA) convenes in Tercentenary Theatre on Commencement afternoon. All alumni and alumnae, faculty, students, parents, and guests are invited to attend and hear Harvard's president and featured Commencement speaker deliver their addresses.

Online ►► **Commencement sites:**
www.commencementoffice.harvard.edu/

<http://commencement.harvard.edu>

Good fit for families

Ribbon-cutting fete marks reopening of upgraded child care centers.

There were no children at a ribbon-cutting ceremony celebrating the reopening of two child care centers on Harvard's campus in late April, but there was plenty of evidence of them: kids' colorful artwork lines the walls and sand toys dot the playgrounds at Harvard Yard Child Care Center and Oxford Street Daycare Co-operative, which happen to be neighbors on Francis Avenue.

Instead of infants, toddlers, and preschoolers, dozens of adults filled the centers' new classrooms. Members of the Harvard community were there to tour the renovated child care centers and to hear Marilyn Hausamann, vice president for human resources, and Katie Lapp, executive vice president, join the project team in formally inaugurating them.

Online ►► **Full story:**
<http://hvd.gs/80393>



Co-directors Courtney Martell (top photo) and Marcia Lieberman (above) chat with and show children the upgraded Oxford Street Daycare Cooperative, including the renovated playroom.

Committing to customer services

The new Campus Service Center will merge Harvard University Housing, ID Card Services, and the Parking Office in one convenient location.

Lisa Hogarty, who took on the role of vice president for Campus Services almost a year ago, made her strategic vision clear from the start: taking the exceptional service already being performed by Campus Services staff to the next level. One way this is happening is through the creation of a Campus Service Center, which will bring together in one place Harvard University Housing, ID Card Services, and the Parking Office. Located on the eighth floor of Holyoke Center, the Campus Service Center will be staffed by customer service representatives who will be able to assist clients with any of the services currently offered by these three business units.

Led by Paul Malagrifa, director of Campus Services Operations and Logistics, the planning for the center was a months-long process that involved representatives from the three business units that will be colocated there. Discussions focused around the business processes of each unit as well as space, security, storage, and technical needs.

Online ►► **Full story:** <http://hvd.gs/80565>



Ted Galante (left), architect with Galante Architecture Studio, looks at blueprints of the new campus center services space with Lisa Hogarty, vice president for Campus Services.

Photos by Jon Chase | Harvard Staff Photographer

Smartphone app connects alums

New app will allow reunion-goers to follow events, check in.

Harvard and Radcliffe College alumni/ae returning to campus for this spring's reunions will be able to connect in more ways than ever, thanks to the new Harvard/Radcliffe Reunion app for smartphones.

The app, which launches mid-May, will allow reunion-goers to browse reunion events, add them to their calendars, see who else is attending, and view their own location on the campus map. Alumni will also be able to check in at events on Foursquare, monitor reunion-related activity via Twitter, and share photos and video with classmates via Facebook.



"Our alumni are accustomed to a mobile-first culture of information consumption and social connection in their daily lives, and their experience on campus should be no different," said Philip Lovejoy, deputy executive director of the Harvard Alumni Association. "The Harvard/Radcliffe Reunion App will facilitate and enhance the way they engage with their returning College classmates at reunion as well as the University."

The app is a collaborative effort between Harvard Public Affairs and Communications and the Harvard Alumni Association, and is available both as a mobile web application, accessible by browser on any smartphone, as well as native iPhone and iPad applications.

The mobile web application is available at <http://m.reunion.harvard.edu>. The free iPhone and iPad applications will be available mid-May in the iTunes app store, and can be used with the iPhone 4, 3GS, and 3G hardware.

— Tania deLuzuriaga

Online ►► For more information:
<http://alumni.harvard.edu/connect/college-alumni/mobile>

Athlete for life

Claire Richardson '11 is an unusual example of what happens after college athletes graduate. Eligible to continue competing in college because of a year lost to injury, she's headed to Georgetown for graduate school, and more running.

By Sarah Sweeney | Harvard Staff Writer

The peregrine falcon can reach a speed of more than 200 miles per hour. The legendary cheetah can reach 70. We mere humans can hit 27 mph, and if anyone could accomplish that it's Claire Richardson '11. She can dash 1,500 meters in a smidge above four minutes.

A runner since middle school, Richardson said she's an athlete who's never satisfied, but one thing she's certainly pleased about is receiving her Harvard diploma this month.

Richardson is an unusual example of what happens after college athletes graduate. Rather than throwing her hands up in defeat, Richardson is headed off to Georgetown University for graduate school, carrying an undying love of running with her.

Because of a stress fracture she incurred last fall, Richardson has one season of NCAA cross-country eligibility that she can use in a fifth year. "The Ivy League is a bit picky about these rules, so they kick all student-athletes out after four years, meaning that any Ivy League athletes with extra eligibility have to use it outside of the Ivy League," explained the St. Paul, Minn., native and history of science concentrator. She plans on using her eligibility while at Georgetown, pursuing a master's degree in either social and public policy or religion.

In her track and field career at Harvard, Richardson earned all regional cross-country honors in 2007, 2008, and 2009. In September, she was second overall at the HYP Meet, turning in a career-best 5K time of 17:20.

Once Georgetown's cross-country season ends, "I plan to continue training in Washington, D.C., and competing unattached during the spring season," she said. "After next year, all options are open. We'll see where my fitness and career take me! No matter what, running will always be a part of my life, and once I'm done competing on the track, I'll definitely move on to road and trail races."

Richardson said there is much to love about running: "First, it allows for moral development by making you fight your mental demons and doubts."

"Second, the feeling of running on a trail in the middle of the woods, being powered by my own energy and body, is absolutely freeing, an experience for which I don't depend on anyone or anything else. And the



This June, Claire Richardson will travel with the track team to England for the Harvard-Yale/Oxford-Cambridge meet.

ATHLETICS

bond that I feel with my teammates when we suffer, fail, and triumph together is priceless, and has given me many of my closest friends."

This June, Richardson will travel with the track team to England for the Harvard-Yale/Oxford-Cambridge meet. Anyone who qualifies out of the Harvard-Yale meet this spring goes along for the paid trip. After that, Richardson plans to spend a few months in Colorado Springs, Colo., running and doing odd jobs until school starts next fall.

Richardson looks forward to watching Harvard track and field continue to improve after she graduates — but her most treasured memory of running is outside of competition.

"Every Sunday we go to Walden Pond for long runs, where there are miles and miles of wooded trails. My favorite run of the week is this long run, when I'm in a group with a bunch of my really good friends, and we start to push the pace as we near the end of our run, flying through the forest and hopping over rocks and branches. No one is watching us, and it doesn't matter how we perform, but we're still there, pushing each other to be better in the quiet and beautiful wooded setting," she said.

"This particular experience sums up what's really important to me about this sport and my team: the communal pursuit of improvement for our own satisfaction."



MAY 13

Calendar

HIGHLIGHTS FOR MAY 2011

See complete Calendar online ►► news.harvard.edu/gazette/section/calendar

su	m	tu	w	th	f	s
				5	6	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. Email calendar@harvard.edu with questions.



THROUGH MAY 23

MAY 13

I Am Guilty (Falscher Bekenner).

Harvard Film Archive, 24 Quincy St., 9 p.m. Part of the series "The Berlin School Now." hcl.harvard.edu/hfa/films/2011apjun/berlin.html#guilty.

MAY 14

Harvard Group for New Music: ICE.

Paine Hall, 6 p.m. International Contemporary Ensemble, music by Harvard composers. Free. musicdpt@fas.harvard.edu, hgnm.org.

MAY 18

The Mystery of Sleep: How Neuroscientists Are Solving One of the Brain's Most Interesting Puzzles.

Pfizer Lecture Hall, 12 Oxford St., 7-9 p.m. Part of the Science in the News spring lectures. Free. sitn.hms.harvard.edu.

Harvard Extension School, 2nd and 3rd floors, West Lobby, 51 Brattle St., Mon.-Thu., 8:45 a.m.-8:30 p.m.; Fri., 8:45 a.m.-5 p.m.

MAY 24

Jung in a New Light: The Red Book as a Psychology of Personal Transformation.

Swedenborg Chapel, Quincy at Kirkland St., 7:30-8:30 p.m. Annual Wilfred Gould Rice Lecture on Psychology and Religion, presented in honor of returning alums, with Eugene Taylor, lecturer on psychiatry, HMS. Free. Reception to follow.

MAY 25

Mouth Wide Open: A Journey through Hollywood, Hospitals, and Holy Hotspots.

Loeb Drama Center, 64 Brattle St., 7:30 p.m. Autobiographical show with Amy Brenneman, May 24-29. Cost: \$25 and up. 617.547.8300, american-repertorytheater.org/events/show/mouth-wide-open-art-first-look.

MAY 21



Photo by Kayla Willis

MAY 21

Exhibit Opening: New England Forests.

Debut of the Zofnass Family Gallery, Harvard Museum of Natural History, 26 Oxford St. Free with museum admission. 617.495.3045, hmn.harvard.edu/press-room/new-england-forests.html.

THROUGH MAY 23

Exhibit: "20 BOOKS VII."



A look inside: Dunster House

The goat roast (yes, goat roast)

Of Dunster House's three major yearly events, those being its "Messiah" sing, the Dunster House opera, and the spring goat roast, it is the tradition of the roast that sets it apart from the other Houses.

The roast, held this year on May 3, started in the 1980s as a lesson in primitive survival by former House tutor and current anthropology Professor Daniel Lieberman. The roast calls for students to skin a goat carcass with sharp-edged stones, the way our ancestors did in the

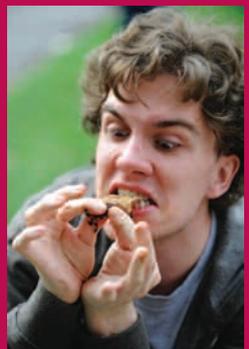
Stone Age. The meat is then steeped overnight in a marinade of lime, curry, salt, pepper, fresh herbs (including thyme and oregano), and a bit of garlic. The following day, the meat is suspended on a spit over a bed of coals, and roasted until done.

Years ago, a woman walking along Memorial Drive saw the goat meat displayed in the courtyard, and thought she was witnessing some primitive, sacrificial rite. Cambridge Police were called. Though they confirmed that there was no problem, since then, the roast is discreetly

cooked away from the outer gate so as not to alarm anyone.

In addition to the actual roast, students enjoy a smorgasbord that includes hot-dogs and hamburgers, corn on the cob, salads, and vegetarian dishes, with watermelons and brownies for dessert.

All this takes place against a backdrop of Frisbee, Wiffle ball, and padded jousting matches, set to music pulsating from outdoor speakers, and framed by cherry trees bursting in bloom. In short, it is Dunster spring revelry in full swing.



Photos and text by Jon Chase | Harvard Staff Photographer

Online ▶▶ View photo gallery: hvd.gs/81714