

10-30 NOVEMBER 2011
VOL. CVII NO. 5
NEWS.HARVARD.EDU/GAZETTE

HARVARDgazette

Treasure in the margins

Houghton archivists safeguard literary gems, from precious manuscripts to scribbled notes. Page 11

Online Highlights



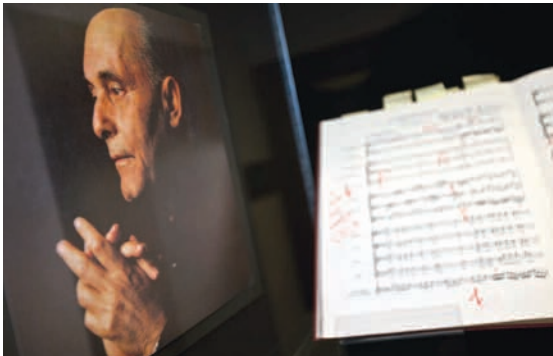
◀ **A SCHOOL'S MAJOR TURNAROUND**
The Boston Public Schools' Greenwood Academy has shown major improvement, thanks in part to the Harvard Achievement Support Initiative. ▶ <http://hvd.gs/94340>



◀ **ZUCKERBERG 'FRIENDS' HARVARD**
Mark Zuckerberg returned to campus to recruit students for jobs and internships at Facebook, the popular social networking site that he created when he was a Harvard undergraduate. ▶ <http://hvd.gs/95626>



▶ **EXHIBIT CELEBRATES ARRIVAL OF SOLTI ARCHIVES**
The famously detailed scores of conductor Georg Solti will now live at Harvard's Loeb Music Library — and soon on the Web. A reception celebrated a new exhibit of his work, as well as the visit of Solti's widow and the collection's donor, Lady Solti. ▶ <http://hvd.gs/94526>



▲ **CORPORATION COMMITTEES SET**
A major conclusion of the Harvard Corporation's 2010 governance review came to fruition earlier this fall, with the launch of committees on governance, finance, and facilities and capital planning, as well as a joint governing boards committee on alumni affairs and development. ▶ <http://hvd.gs/94982>

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Distribution and Subscriptions: mirlind_zhabjaku@harvard.edu
Delivered free to faculty and staff offices, undergraduate residences, and other locations around the University. U.S. delivery (periodical mail) of 15 issues per year, \$32. Surface delivery in other countries (including Canada), \$39.

Address Changes: Harvard Gazette
Attention: Circulation, Holyoke Center 1060
Cambridge, MA 02138

Periodical postage paid at Boston, Mass.
Harvard Gazette (issn: 0364-7692) is published twice monthly except November, January, June, July, and August by Harvard Public Affairs and Communications, Holyoke Center 1060, Cambridge, MA 02138.

Harvard Public Affairs and Communications: 617.495.1585
News Office Fax: 617.495.0754

HARVARD *gazette*



4

SCIENCE & HEALTH

CANCER CLUES FROM ANOTHER SPECIES

Researchers have decoded the genome of an unlikely ally in the fight against cancer and aging, the naked mole rat, to find clues on why it resists the disease and lives 10 times as long as ordinary mice. Page 4

AMERICA'S FIRST TIME ZONE

The Harvard College Observatory built the system's foundation in the mid-1800s, after an epidemic of train wrecks prompted the railroads to seek a regional standard for greater accuracy and safety. Page 5

**COVER STORY**

An inside look at Houghton Library's operations shows how the stuff of great literature is carefully conserved, from the first jumbled box of an author's papers to the final neat archive of an important life. On the cover is a sample of 19th-century poet John Keats' handwriting that demonstrates cross-writing, a way to preserve precious paper. Page 11



6

ARTS & CULTURE

SCALING UP, AND DOWN

Harvard physicist Lisa Randall helped to develop an offbeat new show at the Carpenter Center that explores the concept of size through scientific and artistic lenses. Page 6

HARVARD BOUND

In his latest book, psychologist and linguist Steven Pinker cites data to show that the world is becoming far more peaceful than you might have thought. Page 8



9

NATIONAL & WORLD AFFAIRS

TO HONOR LIVING AND DEAD

A ceremony on 11/11/11 at the Memorial Church will dedicate a tablet honoring Harvard's 17 Medal of Honor recipients and also will celebrate the return of an ROTC presence to campus. Page 9

HARVARD GOES TO WAR

University's expansive role in World War II, from research to recruits, helped the Allies to triumph. Page 9

HARVARD'S STARTUP UPSTART

Gordon Jones, director of the new Harvard Innovation Lab, has ideas on how to foster an entrepreneurial mentality at the country's oldest university. Page 10



14

CAMPUS & COMMUNITY

LIGHTS, CAMERAS, REACTION

A popular Harvard Kennedy School program makes the spotlight, whether in front of a camera, an audience, or a keyboard, less intimidating for future leaders. Page 14

STUDENT VOICE/MUREJI FATUNDE

A Harvard undergrad explains how visiting other lands has helped to shape her College experience. Page 14

FACULTY PROFILE/JOSEPH BLITZSTEIN

Statistics professor teaches the art of teaching, while making a complex subject accessible. Page 16

ALL IN THE HARVARD FAMILY

The WATCH Portal, a new online child-care service, aims to connect Harvard parents with a vast pool of potential babysitters, from undergraduates and graduate students to the teenage children of employees. Page 17

STAFF PROFILE/DAVID DAVIDSON

Growing up in a home of 14, David Davidson was used to big Thanksgiving dinners. As the new managing director of Harvard's Dining Services, he's now preparing to feed hundreds. Page 18

ATHLETICS/BASKETBALL

After winning a share of the Ivy League championship last season and setting a program record for wins, Harvard's men's basketball team looks to build on its success when the season starts Nov. 11 against M.I.T. Page 22

HOT JOBS, PAGE 20**NEWSMAKERS, PAGES 20-21****MEMORIAL MINUTE, PAGE 21****OBITUARY, PAGE 21****CALENDAR, PAGE 23****HARVARD HOUSES, PAGE 24**

Cancer clues from another species

RESEARCHERS HAVE DECODED the genome of an unlikely ally in the fight against cancer and aging, the naked mole rat, to find clues on why it resists the disease and lives 10 times as long as ordinary mice.

By Alvin Powell | Harvard Staff Writer



Harvard researchers have decoded the genome of a creature that may prove an unlikely ally in the fight against both cancer and aging: the naked mole rat.

The animal, which lives in large, underground colonies, has many attributes that cause it to stand out from its mammalian relatives. Most important for medical research is that it has never been observed to develop cancer, and lives far longer than the mice and rats that are its best-studied relatives, according to Vadim Gladyshev, a professor of medicine at Harvard Medical School and Harvard-affiliated Brigham and Women's Hospital.

Naked mole rats, which are native to equatorial Africa, are one of only two known eusocial mammals that live in colonies headed by a queen, who does all the breeding. The animals, hairless, with poor eyesight and protruding teeth, are adapted to living in the dark and in a very low oxygen environment that has high levels of carbon dioxide. They also have trouble regulating their body temperature and don't feel certain types of pain.

Gladyshev led a team of researchers from several institutions in the work, which decoded the naked mole rat's genome and analyzed the genes for several key attributes. Gladyshev and his team

found that the naked mole rats have 22,561 genes — in the same ballpark as humans and other mammals — and diverged from mice and rats about 73 million years ago.

Researchers identified genes that have undergone positive selection and amino acids that uniquely changed in the animal, a first step in identifying those genetic changes that underlie its unusual features. They also examined gene expression in a 4-year-old and a 20-year-old naked mole rat to begin to understand how the animals' bodies change as they age.

Their bodies change very little with age and differently than ours, it turns out. A recent examination of human aging showed 54 genes whose functions change as people age, 33 of which slow down and 21 of which speed up. When researchers looked at those genes in the naked mole rat, they found that 30 of them showed no change at all and two did the opposite of human genes.

Gladyshev said the work provides a jumping-off point for researchers to examine the genetic roots of cancer and aging, research that will continue in his lab.

"It is a starting point," Gladyshev said. "These days the genome is the foundation for biological

research and this applies to naked mole rats, too."

The research, published in the journal *Nature* in October, involved scientists from Harvard Medical School, the Brigham, the Broad Institute of Harvard and MIT, the University of Texas, the University of Illinois, Ewha Woman's University in Seoul, BGI-Shenzhen in China, and the University of Copenhagen.

Before this work, Gladyshev's lab focused on redox biology and determining the role of trace elements in the human body. He didn't even know about naked mole rats until four years ago when, during a visit to San Antonio, he sat next to a researcher who worked with them. Gladyshev's first work with the animals involved their metabolism of selenium, a trace element important in human health but in which naked mole rats are deficient.

After working with the animals on that project, Gladyshev became intrigued with their unique biology enough to embark on the work to decode their DNA.

"Once you work with the animals, you become attached. They're very nice animals that provide insights for various areas of biology and medicine," Gladyshev said.

America's first time zone

THE HARVARD COLLEGE OBSERVATORY built the system's foundation in the mid-1800s, after an epidemic of train wrecks prompted the railroads to seek a regional standard for greater accuracy and safety.

By Alvin Powell | Harvard Staff Writer

As Harvard celebrates its 375th anniversary, the Gazette is examining key moments and developments over the University's broad and compelling history.

In 1849, New England's growing railroads faced a deadly problem. The rails were getting busier, and the number of wrecks was climbing. The crashes killed people, and the public was grumbling that the railroads were cutting corners. To the railroads, though, the problem wasn't money, but time.

There were too many time standards: Boston time, Worcester time, Springfield time.

Train conductors of the day set their clocks by the time at their main departure station, found locally by marking the stars or the sun's passage in the sky. That meant time differed for trains originating in towns to their east or west. The further away the towns were, the bigger the time difference in clocks aboard the trains.

With many lines having just a single track, the trains traveled in both directions. Knowing where another train was, and when it would pass, allowed conductors and engineers to pull their train onto a siding to avoid colliding. But the proliferation of trains and times made train wrecks more common, with 97 between 1831 and 1853.

The railroads decided they needed to run according to a single standard time. That need drew a Boston clockmaker, William Cranch Bond, and the Harvard College Observatory into the business of standardizing time. Starting in 1849 and for the

next 43 years, a time signal originating in the Harvard College Observatory not only let New England's trains run more safely, but also created what was in effect the first American time zone.

People today may not think of a clock as an important scientific instrument, but in the mid-1800s, the ability to build increasingly precise clocks was opening new scientific frontiers, according to Peter Galison, Pellegrino University Professor and faculty director of Harvard's Collection of Historical Scientific Instruments.

Researchers were beginning to measure things once believed to be instantaneous, such as the speed of thought. They were marking the time it took for a visual cue to run through the brain and cause a reaction, like a subject pressing a key that generated an electric signal.

Precise timekeeping was also important in astronomy, Galison said. It was used in finding longitude and in understanding the solar system. Venus' periodic transits across the face of the sun were eagerly observed and timed, providing important information that astronomers used to calculate the Earth's distance from the sun.

Boston's best clockmaker in 1849 was also the head of the Harvard College Observatory. William Bond's clocks had a reputation for precision, so the railroads agreed that they would use the time kept at William Bond & Sons' Boston shop, plus two

(see *Time zones* next page)

An astronomical regulator from 1902. By the end of the 19th century, clock movements were enclosed in a constant-pressure chamber. This design enabled accuracy to within a few seconds per year.

Sara Schechner, the David P. Wheatland Curator of the Collection of Historical Scientific Instruments, explains how Harvard played a vital role in standardizing time in the 1800s.



Photos by Jon Chase | Harvard Staff Photographer



Time zones

(continued from previous page)

minutes. The firm's most accurate clock, today on display in the Putnam Gallery in Harvard's Science Center, was at the Harvard observatory, where it informed the work of astronomers.

Sara Schechner, the David P. Wheatland Curator of the Collection of Historical Scientific Instruments, said that initially, the proper time was communicated from the observatory to the Bond & Sons' shop by setting a chronometer at the observatory and physically transporting it into Boston. In 1851, Bond established the world's first public time service in which time signals were sent via telegraph lines and the Observatory's electrical ticktock became the synchronizing signal that traveled to Boston.

That first voluntary time agreement among the railroads became mandatory a few years later, after an 1853 wreck occurred outside Pawtucket, R.I., on a blind curve known as the "Boston Switch." The collision, which killed 14 people, was due to a "reckless conductor and a faulty watch," Schechner said. "He thought he could make it."

After that, railroad time was mandated along the region's tracks. From there, the synchronization of time spread. People and businesses relying on trains became tired of needing to keep track of both local time and railway time.

"Towns started to say, 'We don't want 10:56 as town time and 11 a.m. as railway time, so let's just use railway time,'" Galison said.

The spread of a single standard time was abetted by the telegraph, which soon carried the observatory time signal to fire alarm call boxes all around the city, ringing bells at noon, and thereby giving all of Boston a time cue.

By the 1870s, the observatory even began selling time, sending hourly signals over the fire alarm system and working with Western Union to distribute time across the region. The observatory's time signal even went to ships in Boston Harbor through a time ball — like the one dropped in Times Square on New Year's Eve — that fell daily from the Equitable Life Insurance Building as a visual signal so mariners could set their clocks.

The result of all this, said Galison and Schechner, was America's first time zone, albeit one that was oddly shaped. Instead of covering the large geographic swaths we're familiar with today, that first zone followed the rail lines, creating a spider web of towns across the region whose clocks were all synchronized to the observatory.

Harvard did all right with its time business, Schechner said. The observatory earned \$2,400 a year through the 1870s and about \$3,000 in 1892, the year when time distribution was taken over by the U.S. Naval Observa-

tory. Schechner said the money helped to defray costs, but added that Bond and the observatory directors were more interested in having the public understand that astronomy could provide an important public value.

Of course, not everyone was happy with the adoption of a standard time. Though Americans today are surrounded by devices that keep time, the ability to find time has become something of a lost art.

"If you live at the edge of a time zone when it's noon, the sun is not in the highest point in the sky. We don't know or even care about that anymore, but they knew it good and well when all this was happening," Galison said. "Many people didn't like it at all. They didn't like being told by New York or Boston that it was noon when they could see that it wasn't noon."

Still, Galison said, the installation and wiring of public clocks in town centers synchronized to the time of a big city became exciting affairs that people gathered to watch. "It was a sign of modernity," Galison said. "As trains, time zones, and markets demanded simultaneity, we were willing to give up this idea of noon being when the sun is highest in the sky."



For additional events, visit
<http://375.harvard.edu>

HARVARD STORIES

The Harvard Stories project offers all members of the Harvard community the opportunity to record, share, and preserve personal stories relating to their experience with the University.



Scan QR code or visit
<http://375.harvard.edu/harvard-stories>.

NOV. 15, 4 P.M.

"NIXON IN CHINA" PANEL DISCUSSION

American Repertory Theater,
64 Brattle St., Cambridge
Panelists include Drew Faust, Harvard president, and panel moderator; Diane Paulus '88, A.R.T. director; John Adams '71, A.M. '72, "Nixon in China" composer; Peter Sellars '81, "Nixon in China" director; Alice Goodman '80, "Nixon in China" librettist.

The event is free and open to the public. Tickets are required, however, and can be obtained at www.americanrepertorytheater.org.

Scaling up, and down

Harvard physicist Lisa Randall helped to develop an offbeat new show at the Carpenter Center that explores the concept of size through scientific and artistic lenses.

By Colleen Walsh | Harvard Staff Writer

Breaking down heady scientific concepts is Lisa Randall's specialty.

The Harvard theoretical physicist, an authority on both the study of the minute, such as the building blocks of matter, and the massive, like the makeup of the universe, has written works that help to demystify the worlds of cosmology and particle physics.

Now the dark-matter guru is illuminating science with art.

In "Measure for Measure" a new exhibition at Harvard's Carpenter Center for the Visual Arts, Randall and eight Los Angeles-based artists dive into the artistic and scientific notion of scale.

The concept is central to the role of the Large Hadron Collider (LHC), a mammoth ring of superconducting magnets buried underground on the French-Swiss border, whose goal is to unlock secrets of the universe by smashing together subatomic particles. Much of Randall's own theoretical work involves the LHC. She describes the giant machine's relationship to scale in her recently published "Knocking on Heaven's Door: How Physics and Scientific Thinking Illuminate the Universe and the Modern World."

In "Measure for Measure," Harvard Professor Lisa Randall (right) and eight Los Angeles-based artists investigated the artistic and scientific notion of scale.





The “Measure for Measure” exhibit at the Carpenter Center lets science and art collide. “The question is how do you get good art while thinking about real scientific themes,” said Lisa Randall, the Frank B. Baird Jr. Professor of Science.

Elizabeth Tobias explored the concept of economic scale (below). Over several months, she hit the streets of Los Angeles, asking people to jot down on an index card their thoughts on hunger and poverty in return for a cupcake. One card read, “My sister is homeless and has a 9-year-old that does not get cupcakes even on her birthday.”

It was while Randall, the Frank B. Baird Jr. Professor of Science, was finishing her new book that the Los Angeles Art Association asked her to curate a show. Randall chose to develop the exhibition around the idea of scale, a subject much on her mind, and a vital concept for artists and scientists alike.

“The question is how do you get good art while thinking about real scientific themes,” said Randall. “The idea I had was to come up with a theme that would resonate with both artists and scientists. Of course, artists are thinking about scale all the time, and so are we.”

Randall curated the show with artist Lia Halloran, asking contributors to develop works that examined scale. The resulting exhibition features contemporary works that include a video installation, photography, and a social experiment involving cupcakes.

The show debuted at the Los Angeles association and then moved to the Guggenheim Gallery at Chapman University.

This isn’t Randall’s only foray into the art world. Two years ago she collaborated on her first opera with the Spanish composer Hector Parra, who asked her to write a libretto based on her theory of extra dimensions to the universe. The result, “Hypermusic Prologue: A Projective Opera in Seven Planes,” premiered at the Pompidou Center in Paris in 2009.

“I see art not so much as teaching science but maybe making people aware of scientific ideas and intricacies,” said Randall. “Within this new show, there are themes and ideas that are resonating and can really make people think more broadly about art and science.”

For David Rodowick, the show’s collaborative nature represents an important innovative direction for Harvard. “I am interested more and more in opening the Carpenter Center to collaborations with other parts of the University,” said Rodowick, who is director of the center and is the William R. Kenan Jr. Professor of Visual and Environmental Studies. “One of the things we should be doing at the Carpenter Center is framing art within broader dialogues.”

Each piece in the new exhibition engages viewers in dynamic, sometimes difficult ways. Barbara Parmet’s work, “Redwood With Floating Pine Needles,” challenges the notion of scale with a dizzying photograph of a giant Redwood tree that extends from floor to ceiling.

Adding her clever twist on scale is the work of artist Susan Sironi, called “Actual Size: A Self Portrait in Four Parts.” Using classic tales that play with scale, like Lewis Carroll’s “Alice’s Adventures in Wonderland” and Jonathan Swift’s “Gulliver’s Travels” as her base, Sironi carved into the books tracings of her hand and foot, her profile, and a cross section of her neck.

Perhaps the most surprising take on the show’s theme is the work of Elizabeth Tobias, who explored the concept of economic scale. Over several months, Tobias hit the streets of Los Angeles, asking people to

jot down on an index card their thoughts on hunger and poverty in return for a cupcake.

The result of her efforts, “The Cupcake Project,” is housed in a yellow emergency tent on the center’s first floor. The space is softly lit with pastel Chinese lanterns, from which hang those index cards. The gentle tone of the presentation is in sharp contrast to the hard message of the work. One card reads, “My sister is homeless and has a 9-year-old that does not get cupcakes even on her birthday.”

The show, on view through Dec. 22, is made possible with support from the Provostial Fund for Arts and Humanities at Harvard University.





On the side of the angels

IN HIS LATEST BOOK, psychologist and linguist Steven Pinker cites data to show that the world is becoming far more peaceful than you might have thought.

By Sarah Sweeney | Harvard Staff Writer

Steven Pinker wants you to know that violence has declined.

Despite civil wars in Africa and the Mideast, ongoing strife in Afghanistan, and the barrage of local and national crimes reported on the nightly news, people are living in a much more peaceful era than they might think.

“During the thousands of years humans spent as hunter-gatherers, the average rate of violent death was higher than the worst years of World War II, and about five times higher than the rate of death from all wars, genocides, and human-made famines in the 20th century,” said Pinker, the Johnstone Family Professor of Psychology and Harvard College Professor.

“Believe it or not ... today we may be living in the most peaceable era in our species’ existence,” wrote Pinker in his latest book, “The Better Angels of Our Nature: Why Violence Has Declined,” which takes its title from that age-old dichotomy: the devil on one shoulder, whispering temptation, enticing us to act on sinister urges, and the angel on the other shoulder, holding us back with caution and consequence.

“Human nature is extraordinarily complex, and includes both bellicose and peaceable motives. Outbreaks of violence or peace depend on which is more engaged in a given time and place,” said Pinker. “Among the better angels of our

nature — the psychological faculties that caused violence to decline — are self-control, empathy, and a sense of fairness.”

But, Pinker added, “My most surprising discovery was that the most important better angel may be reason: the cognitive faculties with which we understand the physical and social world. It was an ironic discovery, given that cognition and language are my research specialty.”

What historical forces have been engaging these better angels? Pinker cites “the outsourcing of deterrence and revenge to a disinterested third party, including the police and court system; the growth of commerce, which replaces zero-sum plunder with positive-sum trade and reciprocity; the forces of cosmopolitanism, such as mobility and literacy, which encourage people to take other vantage points

and hence consider their interests; and the growth of education, public discourse, science, and abstract reasoning, which discourage parochial tribalism and encourage people to treat violence as a problem to be solved rather than as a contest to be won.”

To put this all in context, Pinker shows that homicide rates in Europe have declined 30-fold since the Middle Ages. Human sacrifice, slavery, punitive torture, and mutilation have been abolished around the world. And, he said, “Great powers and developed countries have stopped going to war. And in the world as a whole, deaths in warfare may be at an all-time low.”

In his research, Pinker’s favorite discovery was learning that “every category of violence — from deaths in war to the spanking of children to the number of motion pictures in which animals were harmed — had declined.” That, he admitted, “makes the present less sinister, the past less innocent.”

He believes that “forms of institutionalized violence that can be eliminated by the stroke of a pen — such as capital punishment, the criminalization of homosexuality, the callous treatment of farm animals, and the corporal punishment of children in schools — will continue to decline, because decision-making elites will continue to be swept by the humanitarian tide that has carried them along for centuries.”

Pinker is now working with graduate student Kyle Thomas on a new project, studying “common knowledge,” the state where two people not only know something important, but each knows that the other knows that he knows it, ad infinitum.

“My next book project will be a style manual for the 21st century — a competitor to Strunk and White that will incorporate insights from modern linguistics and cognitive science,” he said.

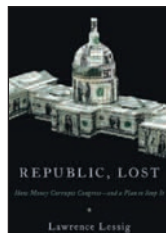
“But ‘Better Angels’ made me appreciate the forces of civilization and enlightenment which have made our lives so much more peaceable than those of our ancestors: the police, a court system, democracy, education, literacy, commerce, science, the Enlightenment, and the forms of secular humanism that grew out of it — which are easy to take for granted.”

HARVARD BOUND

REPUBLIC, LOST: HOW MONEY CORRUPTS CONGRESS — AND A PLAN TO STOP IT

(Twelve Books, October 2011)
By Lawrence Lessig

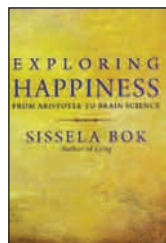
Lawrence Lessig, the Roy L. Furman Professor of Law, presents a road map for how to get the U.S. Congress back on track, and examines the issues of campaign financing, corporate lobbying, and other outside monetary interests that derail the government.



EXPLORING HAPPINESS: FROM ARISTOTLE TO BRAIN SCIENCE

(Yale University Press, July 2011)
By Sissela Bok

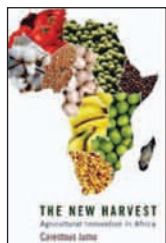
Happiness — how do we get it, how do we keep it, and where does it come from? Distinguished visiting fellow Sissela Bok plumbs the theories of philosophers, neuroscientists, and other specialists, and synthesizes her research into a comprehensive overview of the subject.



THE NEW HARVEST: AGRICULTURAL INNOVATION IN AFRICA

(Oxford University Press, January 2011)
By Calestous Juma

Professor of the Practice of International Development at Harvard Kennedy School Calestous Juma presents three opportunities that can transform African agriculture: advances in science and technology; the creation of regional markets; and the emergence of entrepreneurial leaders dedicated to the continent's economic improvement.





Navy ensigns E. Schwerin (from left), Norma Meyer, Olga Quadland, and Edith Paulsen in an engineering class in Pierce Hall, October 1943.

Harvard goes to war

By Corydon Ireland | Harvard Staff Writer

This year will mark the 70th anniversary of the Japanese attack on Pearl Harbor on Dec. 7, 1941, the “day of infamy” that drew the United States into World War II.

And tomorrow (Nov. 11) is Veterans Day, the first at Harvard since the University reinstated a campus office for the Reserve Officers’ Training Corps. So what better time to recount Harvard’s role in World War II:

■ On May 29, 1940, Harvard President James Bryant Conant, speaking as a private citizen, delivered a national radio broadcast urging aid to the Allies in preparation for war. “We must rearm at once,” he said, sentiments that earned him jeers from the isolationist community.

■ That same year, Harvard faculty members formed the American Defense-Harvard Group in support of aiding the Allies.

■ Early in 1941, Conant — an increasingly influential voice for the military draft, lend-lease programs, and other preparedness stances — led a mission to England on exchanging scientific information.

■ By 1941, Harvard scientists were mobilizing, and had started research on explosives, radio electronics, and military medicine.

■ The day after the Pearl Harbor attacks, Conant spoke to 1,200 students gathered in Sanders Theatre to hear the broadcast of President Franklin Roosevelt’s war message to Congress. Conant pledged to bend Harvard’s full resources to the war effort.

■ By 1942, with Harvard dubbed “Conant’s Arsenal,” researchers were at work on radar jamming, night vision, aerial photography, sonar, explosives, napalm, a proto-computer, blood plasma derivatives, synthesized quinine, anti-malarial drugs, and new treatments for burns and shock. Other researchers

worked on code-breaking and atomic bomb research. By 1945, Harvard income from government contracts was \$33.5 million, the third highest among U.S. universities.

■ Harvard redid its academic calendar to add a third (summer) semester, and for a time largely became a military training school. ROTC members drilled in Memorial Hall with WWI-era rifles. Drills in Harvard Yard scalped off the grass.

■ By May 1942, Army and Navy ROTC members at Harvard numbered 1,600.

■ Harvard’s curriculum was expanded to include aerial mapping, meteorology, camouflage, military geology, and accelerated programs in Japanese and Russian.

■ A secret radio electronics detection course trained 2,000 Army, Navy, and Marine officers a year. An Army chaplains’ school, with non-Harvard faculty and 330 students per four-week session, met in the Germanic (now Busch-Reisinger) Museum.

■ By June 1942, all of Harvard was on a wartime footing. Secretary of War Henry L. Stimson spoke at Commencement, along with Secretary of the Navy Frank Knox. About 200 faculty members had already joined the service.



To read the full timeline, <http://hvd.gs/95265>

To honor living and dead

A ceremony on 11/11/11 at the Memorial Church will dedicate a tablet honoring Harvard’s 17 Medal of Honor recipients and also will celebrate the return of an ROTC presence to campus.

By Corydon Ireland | Harvard Staff Writer

Veterans Day this year comes on the numerically memorable 11/11/11.

The holiday is especially significant for Harvard, since it’s the first Veterans Day in 40 years when there has been a Reserve Officers’ Training Corps (ROTC) office on campus.

“That means an awful lot to a lot of us,” said Thomas Reardon ’68, who was an Army infantry officer in Vietnam. He praised President Drew Faust for her “great, bold, decisive moves” in bringing ROTC back.

Reardon is president of the Harvard Veterans Alumni Organization, a nonprofit that is sponsoring an 11 a.m. Veterans Day ceremony at the Memorial Church and a luncheon afterward. The event will celebrate the return of ROTC, he said, and commemorate the more than 1,250 Harvard affiliates who lost their lives in America’s wars.

A new plaque will be unveiled at the Memorial Church, honoring the Harvard men who received the Congressional Medal of Honor, the highest U.S. military decoration for bravery. Harvard claims 17 recipients of the medal, more than any university other than the service academies.

The Nov. 11 ceremony will bring attention to “the long Crimson line of service of Harvard alumni,” said retired Navy Capt. Paul E. Mawn ’63, a onetime ROTC midshipman. “These are people who should not be forgotten. Some gave all, and all gave some.”

Mawn is chairman of Advocates for Harvard ROTC, an organization with 2,600 members, three-quarters of them graduates of the College. The group’s website includes thumbnail sketches of Harvard’s Medal of Honor recipients.

The first was U.S. Army Maj. Richard J. Curran, M.D. 1859, one of seven graduates awarded the honor during the Civil War. He was commended for his bravery as a field surgeon at the Battle of Antietam in 1862. The last recipient was Army Staff Sgt. Robert C. Murray, who was killed in



Lt. Col. Theodore Roosevelt Jr., A.B. 1908/1909, A.M. 1919 — here in 1919 — was awarded the Medal of Honor in 1944.

Vietnam in 1970. He dove on a grenade to save the lives of those around him. Murray, 23, was in the M.B.A. Class of 1970 at Harvard Business School, but joined the service before finishing his degree.

The Medal of Honor tablet is hand-engraved from a slab of Vermont slate and will replace a 10-name tablet installed in the church in 2009. Both were paid for by donations to the Harvard veterans group. The guest speaker will be U.S. Air Force Maj. Gen. John E. Hyten ’81, an ROTC graduate. He is director of space programs acquisitions for the Air Force.

During the 2009 plaque ceremony, Faust said that Harvard’s Medal of Honor recipients “remind us of the meaning of character.”

A buffet luncheon will follow at the Queen’s Head Pub. Among those invited are the 150 veterans and active military members currently studying at Harvard.

“*Crimson Valor*,” a new book on Harvard’s Medal of Honor winners, is available at Amazon.com. Its author is Philip A. Keith ’68, a Vietnam veteran.

Online ► A sampling of content from around the University that honors those who are veterans of military service and those serving around the world today. <http://bit.ly/uXaCge>

Photos courtesy of Harvard University Archives

Harvard's startup upstart

Gordon Jones, director of the new Harvard Innovation Lab, has ideas on how to foster an entrepreneurial mentality at the country's oldest university.

By Katie Koch | Harvard Staff Writer

Entrepreneurs often put in long hours, and Gordon Jones, director of the new Harvard Innovation Lab, is no exception. But unlike the Mark Zuckerbergs of the world, Jones won't be up late hunched over a laptop, perfecting code.

Instead, on a recent Monday afternoon, Jones was preparing to host 200 Harvard undergraduates for an evening session of CS 50, the enormously popular computer science course, at the I-Lab.

"I'll be here until midnight," he said.

The I-Lab, the University's new initiative to foster team-based and entrepreneurial activity across campus and with Greater Boston's business community, is a startup itself. No one understands that better than Jones, who took the job in May.

"It's an experiment in 'one Harvard,'" he said. And just like anyone hoping to launch a new venture, Jones will need vision to succeed.

"We're not a program on innovation," Jones said. "We're more about encouraging you to take advantage of the resources Harvard has, at whatever stage you're at" in a company's development.

Jones doesn't necessarily look the part of a slick M.B.A. Clad in a short-sleeve shirt and jeans, and sporting boyish red hair, he blends in easily with the Harvard students and recent graduates who currently populate the I-Lab's workspaces, brainstorming their new ventures. He has their energy, too.

Jones recognizes his role as a busy mix of the high-stakes and the hands-on. He might start the day host-

ing the I-Lab's board — an intimidating lineup of seven Harvard deans, Provost Alan M. Garber, and Stem Cell Institute co-director Doug Melton — for a quarterly meeting and end it by making a snack run to restock the building's fridge.

"It's Diet Coke-fueled," he said of his work at the I-Lab, taking a gulp from his second can that hour. "I love this job. I get up every morning energized, and I go to bed exhausted — or at least very tired."

Jones describes his background as "part entrepreneur, part intrapreneur, and part educator." His career has given him both an "empathy for the entrepreneur" and a savvy for navigating large organizations, a prerequisite for his Harvard role.

The last credential is no afterthought. His first job was in education two decades ago. After graduating from Brown University in 1991, he moved to rural Arizona to teach math at a struggling school.

"It struck me as an opportunity to step into a leadership role without regard for my immediate qualifications," he said. Like later forays into building products and companies, he said, "It was less about your pedigree and more about seeing what people can do."

He then matriculated at Stanford Business School, earning his M.B.A. in 1996. From there he began a successful career in business, launching more than a dozen new products at several companies, from established giants to scrappy startups.

As senior vice president of marketing and sales for American Biophysics Corp., he helped take the com-

pany's Mosquito Magnet trap to market; in 2003, the company was named the fastest-growing in America by Inc. Magazine.

Jones isn't entirely new to Harvard. Since 2007, he has evaluated applicants for the Harvard Business School (HBS) admissions office. The following year, he began teaching marketing as an adjunct lecturer at Bentley University. Just as the "entrepreneurial bug" once bit him, the higher education bug soon took hold.

"That educator in me is starting to come forward," said Jones, 42, who has settled into a home in Needham with his wife, a physical therapist, and their three boys, ages 5, 3, and 1. "This is a wonderful opportunity for a second career."

Universities are full of "people who are looking to solve the big problems," Jones said, and "Harvard students have a passion for big issues."

The I-Lab is more than just an ambitious idea — it's a place. And Jones' job is to get people to come to the HBS campus and see what the new lab, housed in the former WGBH building at 125 Western Ave., is all about.

Rather than having grand light fixtures hanging from the ceiling, power strips dangle from pulleys, ready to be pulled down at a moment's notice for a laptop. Several walls were in the process of being coated in white-board paint, "so you're never far from what you need to get your ideas down," Jones explained.

"We want to be consistent with what innovation looks like," he said. "But it's not just looking the part."

That means reaching out to the people with ideas, from faculty to students to the entrepreneurial community at large.

"We want to be student-centered, faculty-enabled," he said. "If we make the mistake of ... leaving students out of that process, we run the risk of not having a strong partnership with students, who are really our focus."

Like any startup, the I-Lab carries a degree of risk. As Jones noted, in the real world, 80 to 85 percent of new consumer products fail. Not every venture that gets its start in the I-Lab can be the next Facebook, he said. But that's not the point.

Failure is "going to happen, and it's going to happen a lot when you innovate. It's something for student entrepreneurs to get comfortable with and learn from."

The real measure of the I-Lab's success, he said, will be the amount of learning and community engagement it fosters. The building officially opens to the public on Nov. 18.

Already, five courses are being taught in the building, Jones said. The I-Lab will shortly host Harvard Startup Weekend, an "unconference" for 100 would-be entrepreneurs from Harvard and Massachusetts Institute of Technology.

For now, Jones' job remains hectic, if exciting.

"It's a full-on, pedal-to-the-floor, keep-building-the-car-while-it's-moving approach," he said. But as most entrepreneurs would attest, the journey can be just as rewarding as the destination.



"We're not a program on innovation. We're more about encouraging you to take advantage of the resources Harvard has, at whatever stage you're at" in a company's development, said Gordon Jones (below), director of the Harvard Innovation Lab.



Leslie Morris (pictured) shares stories about the curatorial process in the Houghton stacks. The manuscript boxes contain papers by John Updike.

Treasure island

HOUGHTON LIBRARY illustrates how the stuff of great literature is conserved, from the first jumbled box to the final neat archive.

By Corydon Ireland | Harvard Staff Writer

COVER STORY

Almost three years ago, two archivists from Harvard's Houghton Library appeared at author John Updike's front door in Beverly. Barely three weeks later, America's master stylist would die from lung cancer. "He knew it was time," said Leslie Morris, Houghton's curator of modern books and manuscripts. "He asked us to come."

Leaning on a walker, Updike chatted with Morris and her assistant while they packed cartons in his upstairs study. Into one box went the unfinished novel from his writing desk.

Updike had wanted to know that the outward signs of his literary ardor — decades of handwritten drafts, typescripts, galleys, and research files — would survive him. And he knew death was near. "Old age," he had written in a short story, "arrived in increments of uncertainty."

But there was no uncertainty about what should happen next at Houghton, the first building at an American university that was designed to house rare books and manuscripts. For decades, Houghton had been collecting the material now known as the John Updike Archive, which will be fully cataloged and ready for researchers by next summer.

In the end, the lives and thoughts of literary greats live on through their work and papers. Houghton and other Harvard libraries carefully tend the records left by dozens of prominent authors, providing pivotal research material for scholars.

The largest University repository is the Harvard University Archive, home to thousands of cubic feet of material, from doctoral dissertations and annual reports to books, maps, photographs, paintings, and artifacts. In addition, Baker Library at the Harvard Business School has about 1,400 collections of business manuscripts dating back to the 15th century. Radcliffe's Arthur and Elizabeth Schlesinger Library on the History of Women in America has more than 2,500 manuscript collections. Harvard Law School's historical holdings include 2,000 linear feet of legal manuscripts, some more than 800 years old.

But it is fair to say that Houghton is the mother ship for Harvard's literary collections. Its 20th century holdings alone include the papers of T.S. Eliot, Thomas Wolfe, E.E. Cummings, Robert Lowell, John Ashbery, and Leon Trotsky. From the century before come world-class collections from Emily Dickinson, Ralph Waldo Emerson, and all of the creative James progeny: Alice, Henry, and William.

(see Archives next page)

Photo by Stephanie Mitchell | Harvard Staff Photographer



Archives

(continued from previous page)

The point of such avid collection is scholarship. Houghton alone registers approximately 5,000 scholarly visits a year. In a hushed reading room, researchers — half of them Harvard faculty and students — pore over manuscripts, rare books, and letters that yield clues to literary creation.

But before that can happen, a busy and expert hive of specialists goes to work on the raw material that needs cataloging. Houghton typifies the intricate, difficult, time-consuming effort of processing and conserving rare documents, books, and other artifacts. That process begins the moment material arrives (sometimes haphazardly) in cartons, and continues until it is archived and housed in acid-free boxes.

“THE REFUSE OF MY PROFESSION”

Updike ’54 began depositing papers at Houghton in 1966, just seven years after his first book was published. He later wrote of “the library’s meticulous, humidified care” for what he called “the refuse of my profession.”

That early “refuse” included James Thurber-like drawings, plays, proofs, manuscripts, and a paper written for a Harvard English class. It was about a former high school basketball player, and foreshadowed “Rabbit, Run,” the 1960 novel that catapulted Updike to fame. (He got an “A.”)

The author delivered a carton or more of material every year, said Morris. Other writers have a harder time parting with anything, and even stop by Houghton to visit their own papers. “Their archives,” she said, “are an extension of themselves.”

In their final visit to Updike’s house, Morris and an assistant retrieved the author’s Harvard Lampoon collection, some sketches he did in a postgraduate year at the Ruskin School of Drawing and Fine Art in Oxford, U.K., a box of recent correspondence, and all the multilanguage first editions of his books, which the meticulous Updike had neatly shelved in the order in which they appeared.

Very large literary collections destined for Houghton — Gore Vidal’s, for example — go straight to the Harvard Depository, a 25-year-old facility in Southborough with the capacity to shelve 3 million linear feet of material. One room there is often used to stack and store literary papers while experts begin the intake

Photos by Stephanie Mitchell | Harvard Staff Photographer

John Updike added back passages (left) that had been expurgated from the first American edition of “Rabbit, Run” (1960). Houghton Library’s hushed reading room (right) records about 5,000 scholarly visits a year. Updike, a meticulous stylist, reworked his manuscripts extensively (below).

process they call “accessioning.”

But for the last of the Updike material, Morris and her assistant simply rented a Zipcar, drove to the author’s home, and spent the morning packing — but not before they had photographed the books as shelved.

EACH COLLECTION STARTS WITH A DOORWAY

Large or small, a literary collection first enters Houghton through a doorway across from Widener Library. In a copy room just inside, Morris and others make a rough estimate of what the collection includes. Boxes may then get moved a few feet to Morris’ offices. Lining a hallway there earlier this year, packed into archive-quality Paige boxes, was a trove of material from Andrei Sakharov, the Soviet dissident and physicist.

Through a door on the other side of the copy room is the office of Melanie Wisner, Houghton’s accessioning archivist, an expert on the first overview of a new archive.

“It’s order-making,” she said of the intake process, which includes writing a “box list,” entering it on a spreadsheet, and filing the collection in preliminary folders. Categories of order-making include correspondence, manuscripts, and materials related to research, biography, and photos. Wisner called the process an archive’s first “rough sort.” But Updike was so neat, she said, that “there was little to do.”

Accessioning means making initial judgments about what material is fragile and requires technical conservation. It also means being an author’s advocate, by identifying material that might be very private.

Privacy at Houghton is plentiful two floors below, in the sub-basement with its thousands of feet of shelving. Far back in the dark stacks — beyond the Theodore Roosevelt collection and the wide boxes of John James Audubon originals — shelves of Updike material await formal cataloging. Morris opens a box containing a complete set of the Harvard Lampoons from the year when Updike was editor (1953-54). Another box contains neat manuscript folders of his art reviews.

Nearby, up one ramp, is a large, well-lit space. Tables



there are lined with open cartons and manila folders from the Updike archive. Jennifer Lyons, Houghton’s manuscript and visual resources cataloger, is looking at manuscript pages from “Rabbit at Rest,” the final novel of Updike’s famed Rabbit Angstrom tetralogy. Lying nearby is what seems like an unlikely addition to literary scholarship: an empty, 99-cent bag of Keystone Snacks corn chips.

“He was a meticulous person in his research,” said Lyons, who started on the collection in July 2010. She pointed out other examples of the kind of studying Updike did to make his work shine with reality: reams of material about Toyota dealerships (the source of Rabbit’s prosperity), an outline of state license plates, and medical literature on heart disease (the cause of Rabbit’s death).

Updike was deeply involved in every detail of his final literary products, said Lyons. As a young writer in 1959, he even offered to design the cover for “The



Jennifer Lyons (below), Houghton's manuscript and visual resources cataloger, is putting the Updike papers in order for scholars. Among Houghton's treasures (right) are the personal diaries of Ralph Waldo Emerson, each in its own archival box.

shelves holding a selection of the 1,357 books that Morris retrieved from Updike's personal library. (Others, largely foreign-language and later editions, are stored at the depository.)

Some materials are housed in acid-free boxes, as part of what archivists call "end-processing," the final step to assure that a literary artifact is protected, housed, bar-coded, and ready to hand over to a researcher. Other books have polypropylene jackets to protect fragile, first-edition covers. Still others are just coded and shelved, like the books Morris took off Updike's writing desk.

Those included his dictionary, two volumes on St. Paul (the subject of an unfinished book), and a book he had just reviewed, complete with annotations.

Elsewhere on the shelf are two of Updike's books from his undergraduate years, one Melville and one Shakespeare. Houghton has both the teaching copy of "King Lear" used by celebrated Harvard English Professor Harry Levin (1912-1994) and Updike's student copy from the same class. Both books have extensive marginalia. For a scholar, that could prove a perfect storm. Through such parallel artifacts, said Morris, "You can see the intersection of lives."

On one shelf is Updike's first-edition copy of "Rabbit, Run" (1960), an expurgated edition that he reworked for the British edition that allowed him to restore original passages about the euphoria and celebration of sex. Most of these additions and changes appear in Updike's handwriting in the margins. Others are passages he typed and pasted onto relevant pages. Both provide a window onto the author's creative process. "You can see what he's adding back in," said Morris.

Back upstairs, near the door where the material arrives, is the room where the process is completed. It's the spacious realm of curatorial assistant Vicki Denby, Houghton's resident expert on end-processing. Hers is a world of acid-free folders and stacked flip-top Hollinger boxes, in which most literary papers are finally "housed," the term that archivists use when precious papers are finally snug and safe. Like houses, the boxes have addresses — bar codes these days — that allow staffers to find requests, and record who made them.

Looking up from one box, Denby said, "It's a lot of work."



Poorhouse Fair," his first novel. (The publisher graciously declined.)

The two-year task of cataloging the Updike material has been comparatively "fast and furious," said Lyons. In the end, scholars will get a database of all the material related to his novels, poetry, essays, correspondence, and photographs. Archivists call this a "finding aid," which lists folder-by-folder details. Such aids are not meant to be the granular details of everything, said Morris, but "a minimum level of description for a literary collection." Discovery is up to researchers, she said, but synthesis is the responsibility of the archivists. They must be interested enough to do the work, but not fascinated enough to be stalled by every detail. Lyons said she might read more Updike one day, but for now "I go home and read something else."

TWELVE SHELVES OF UPDIKE'S BOOKS

Down another Houghton corridor is an example of the end point of an archivist's exhaustive processing: 12



The history at Houghton

Houghton, a template for university literary archives everywhere, also has room for the odd: A Thoreau pencil, a Dickinson teacup, and more.

By Corydon Ireland | Harvard Staff Writer

In the deepest sub-basement at Houghton Library, thousands of feet of shelves are lined with neat black boxes — the resting places of eye-popping literary treasures. Leslie Morris, Houghton's curator of modern books and manuscripts, carefully opened one slipcase box earlier this year. Inside was the 1856 journal of Ralph Waldo Emerson, its pages alive with bold handwriting. Some passages were crossed out, a sign they had been mined for literary product elsewhere. "He used his journals," said Morris, "as his quarry."

Each generation of literary materials presents its own challenges, said Morris. Keats, for instance, wrote with "iron gall" ink, whose corrosive chemical profile, as acidic as lemons, can eat holes through paper.

A more modern challenge is the fragile chemistry of fax paper, a signature problem in Houghton's voluminous Gore Vidal papers. To this day, the prolific author refuses to use email, and over the years has sent and received volumes of faxes. But facsimiles quickly fade, said Morris, and there is no reliable way to recover these "fugitive" images, except to copy what is still readable.

The Vidal collection presented another major challenge for contemporary archivists: film, videotape, and audiotape — thousands of feet of magnetic and electronic material in a span of formats, some of them archaic.

By contrast, the John Updike papers include little such material, and could be mistaken for papers from an earlier era. The author himself packed and labeled his yearly donations in neat cartons. "He could have been an archivist," said Morris. "He was very organized in his habits."



To read more about Houghton's history, <http://hvd.gs/95386>

STUDENT VOICE

Travel as its own education

A Harvard undergrad explains how visiting other lands has helped to shape her College experience.

By Mureji Fatunde '12

“Now entering ... London Bridge Station. Change here for the Northern Line and National Rail services.”

As the doors opened, I was thrust out in a tide of briefcases and stilettos. Bracing myself for the eight-minute walk to my next train, I stepped onto the escalator and began to soak in the surreal and quintessentially London scene before me: the captivating advertisements for musicals in the West End, a fleeting glimpse of a red double-decker bus on the street outside — until a deep cockney accent brought me out of my daze.



“Excuse me, miss — excuse me!”

I hopped to the right just in time to see a burly gentleman rush past me in a dark suit. Several others followed. Flustered, I turned to the man directly behind me. He shrugged and gestured ahead.

“Stand to the right. Walk to the left.” His bemused smirk told me it was obvious. He turned back to read the front page of the Metro.

Scanning the area, I realized that each of the seemingly mile-high escalators was identical, with a solid line of “standers” on the right and a parallel, steadily flowing stream of hurried passengers on the left. Somehow I had missed the memo. Reaching the ground level, I laughed it off and rushed to catch the 8:41 to Denmark Hill.

This embarrassing but otherwise inconsequential experience came back to me at key points during my time in London this past summer. I had trouble shaking the sense that I was disconnected from my surroundings. Furthermore, I became acutely aware that I was just another person among hundreds passing through the station that morning.

After some initial hesitance, I began to cling to that feeling for dear life. The result was a slight but certain shift in my mindset: Though I was in London to attend a seminar, my focus became not what I could learn or gain, but rather how I could engage and contribute.

Going forward, this new sense of anonymity gave me the freedom to interact with people, to ask questions,

and to humiliate myself without fear of judgment. I was able to enjoy aspects of London beyond the superficial: the myriad opportunities available in the arts, the distinct, undiluted elements of foreign cultures, and the remnants of history that added a touch of majesty to every street corner.

This trip was not my only travel experience as a Harvard student. During the past year, I’ve been able to travel to Ghana with the Aphoto Partnership for Ghana (founded by Harvard alumni) and to Nicaragua as part of an MIT engineering course. I’ve developed a global outlook that motivates me to study languages as diverse as Spanish, Yoruba, and Urdu, and to explore other parts of the world.

The truth is, traveling the world doesn’t only allow us to see breathtaking sights or to exercise our fluency in foreign languages. More broadly, travel allows us to put our education in context. It demonstrates that we’re capable of having impact, but only if we enter the field and share what we’ve learned with others.

Most importantly, it unwraps the carefully packaged concept that we often develop of different cultures. Being shoved aside on an escalator in London, navigating cultural subtleties in Saudi Arabia, being interrogated while passing through the mountains in Nicaragua, constantly facing challenges to service provision in the slums of central Ghana — it’s these jarring experiences that have coupled my adventurous spirit with a grounding sense of humility, greeted me with the magnitude of my own ignorance, and left me starving for deeper engagements with other cultures.

Harvard’s undergraduate population comprises hundreds of driven students who will someday have global impact. But solving the world’s major issues requires a sense of understanding that comes only with seeking and listening to other perspectives. I’m grateful for these opportunities to complement the personality that has allowed me to thrive at Harvard with a more observant and introspective perspective.

As I returned to Boston for my senior year, it occurred to me that the gates of Harvard Yard and the comforting outline of the Charles River were never meant to be boundaries enclosing my Harvard experience. That brief moment of confusion on a London escalator, and the small reality checks I’ve been giving myself ever since, keep me aware that there’s a big world outside of the infamous Harvard “bubble” that is waiting to be noticed and engaged.

Looking out the window of my United Airlines flight, I felt as though I was simply taking a trip from one corner of my new, more expansive “home” to another. A small smile crept to the corners of my mouth — I knew I’d be back for more.

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.

Lights, cameras, reaction

A popular Harvard Kennedy School program makes the spotlight, whether in front of a camera, an audience, or a keyboard, less intimidating for future leaders.

By Katie Koch | Harvard Staff Writer

In a hidden basement room in the Littauer Building, M.P.A. student Ashley Orynich was preparing for her close-up. Armed with talking points and a dazzling smile (she’s also a newly minted dentist), she took a seat in front of a large camera, ready to win over the imaginary Bill O’Reilly or Rachel Maddow on the other side of the lens.



Ashley Orynich takes part in the on-camera workshop.

The leaders of that day’s “On-Camera Interview Basics” workshop, Molly Lanzarotta, senior communications officer at Harvard Kennedy School (HKS), and Doug Gavel, HKS associate director of media relations and public affairs, warned her that the questions — which Lanzarotta would read from the other side of a soundproof door — wouldn’t be easy.

The lights dimmed, and Lanzarotta dusted Orynich’s face with powder.

“Visualize that the little orange light is your friend,” Lanzarotta advised.

In a world where every candidate, nonprofit director, or government official is never more than a blog post or a YouTube video away from capturing an audience (or from a potentially ruinous flub), HKS students have learned they need to embrace the spotlight. And to gain the skills they need to communicate effectively, they’ll need more than just the comfort of a friendly blinking light.

Enter the HKS Communications Program, a long-standing resource that offers elective courses, one-on-one writing consultations, and workshops



like the one Orynich used to practice interviewing.

HKS recently surveyed its graduates five years out of the School, asking alumni what they found most valuable about their education. The survey found that the tools alumni say they use most often in the real world were their communication skills.

The finding was surprising, given the fact that communications classes aren't mandatory for any of the School's degree programs. But the results speak to the popularity and utility of the program, which existed for more than 20 years under the guidance of Marie Danziger, a lecturer on public policy who taught the beloved "Arts of Communication" course. When Danziger decided to retire last year, the Joan Shorenstein Center on the Press, Politics and Public Policy took over the program.

The move to a permanent home is just one of several ways HKS is beefing up the program, said Jeffrey Seglin, the new director. The program also hired another full-time lecturer, Luciana Herman, who joins the ranks of several adjuncts and two writing consultants.

"While the students who come to the Kennedy School are amazingly diverse and talented, many of them have never had strong writing programs or a lot of experience writing or speaking professionally or even dealing with digital media or technology," Seglin said. "They have expertise in their field, but not necessarily in writing or public speaking."

That dictum seems to hold true across many professional schools, if HKS enrollment is any indication. Students from the Graduate School of Design, Harvard Business School, Harvard School of Public Health, and elsewhere regularly cross-register for HKS communications classes, according to Seglin.

"Regardless of where you are in your career, it's never a bad idea to work on these skills," he said. "The print world may be shrinking a bit, but [students] see the online world expanding. It's an opportunity for them to get their voices out there, and they're in the prime market for doing it."

While there aren't hard numbers on how many students take advantage of the offerings, Seglin said the communications program offers 60 to 70 workshops per academic year and six or seven elective courses per semester. The classes routinely fill, with a long wait list.

Workshops are first come, first served. One recent evening, Holly Weeks' workshop on "Giving Bad News Well" drew a curious crowd that overflowed from a small classroom in the Littauer Building. The premise was irresistible, for masochists at least: a chance to practice speaking before an audience that hates your guts.

"This is a safe environment," Weeks, an adjunct lecturer in public policy at HKS, told her students. "I hope you'll rise to the occasion and give people a re-

ally nightmarish experience."

Federico Cuadra Del Carmen, an M.P.A. student pursuing a joint law degree at Northwestern University, went into Weeks' workshop with a solid public speaking background. He had competed in Model United Nations in high school and college, then did communications and marketing for a grassroots nonprofit in Nicaragua.

But when he got up in front of the group — in the guise of a candidate running against Nicaraguan President Daniel Ortega — the crowd's convincing heckling quickly threw him off course. Weeks stopped him midsentence.

"You're following us, and we're not going in a direction you want to be going in," she told him. Refine your key points and stick to them, she advised.

"Straight repetition is not necessarily a bad thing as long as you're saying what you need to say," Weeks said.

With just a few tweaks to his language — lots of "your" and "our"; no "but" statements; simple, forceful sentences that "start, go forward, and end" — Del Carmen quickly regained control of the crowd, making compelling points about Nicaragua's failing schools and the need for more jobs.

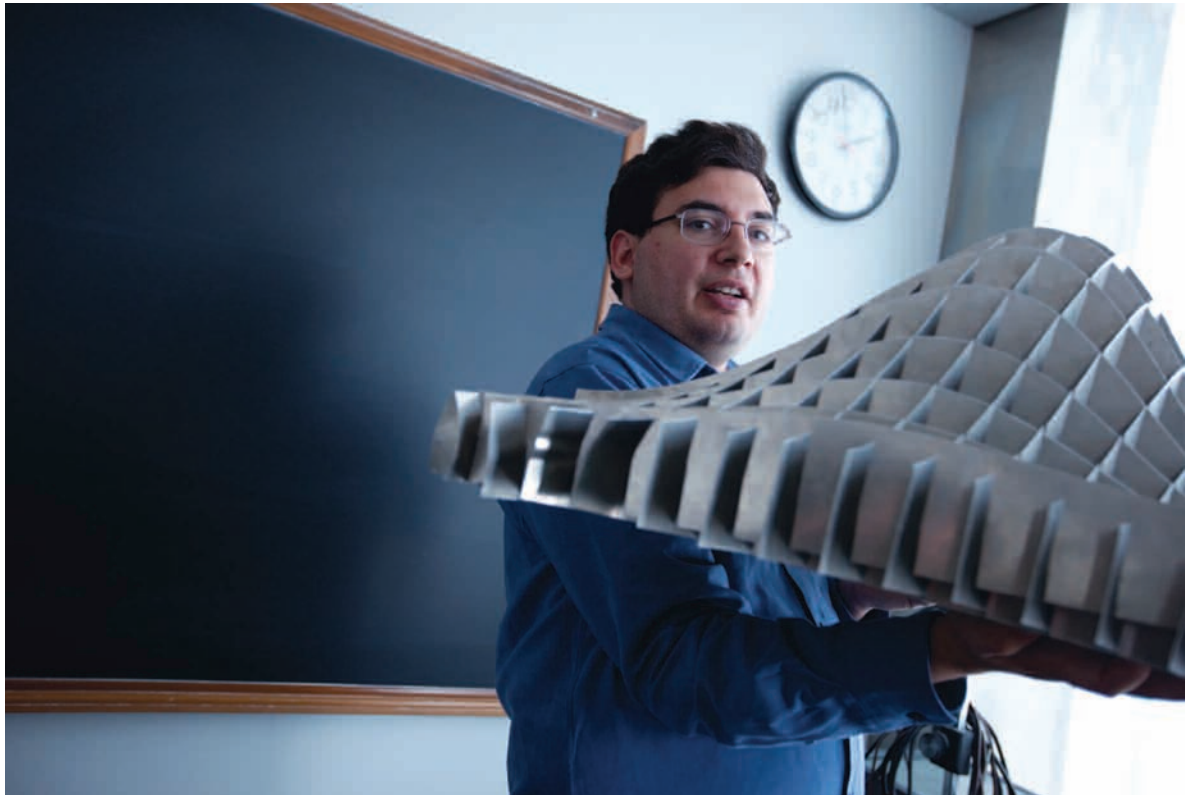
"Classes like these, for people who have some kind of background in politics, may be undervalued or overlooked," Del Carmen said afterward. "But what these classes offer are strategies for how to improve or polish the skills you already have."

The workshop made him even more eager to take "Arts of Communication" in the spring — if he makes the cut, that is. "I couldn't get in this semester," he said.

Online ► Watch video: hvd.gs/95399



Joseph K. Blitzstein, a new professor of statistics and an award-winning teacher, holds a two-dimensional normal distribution built by Fred Mosteller, who founded the department in 1957. Bending it illustrates different correlations.



FACULTY PROFILE

The lasting lure of logic

Statistics Professor Joseph Blitzstein teaches the art of teaching, while making a complex subject accessible.

By Corydon Ireland | Harvard Staff Writer

Ask Harvard statistician Joseph K. Blitzstein about chess, probability, logic puzzles, network theory, combinatorics, the novels of George R.R. Martin, and even cats. He's your man, and you'll learn something.

Harvard seniors think so. This month they voted Blitzstein a "favorite professor" — the fourth senior class in a row to so anoint his kinetic and sweeping introductory course, Statistics 110. He has also won Harvard's Phi Beta Kappa teaching prize (2009), headlined the first David K. Pickard Memorial Lecture (2010), and won the 2010-2011 Levenson Prize for teaching.

The California native is the latest senior professor in Harvard's small but influential Department of Statistics. (Its graduate students, like Blitzstein, win teaching awards with metronome regularity.) He is also the department's first professor of the practice, a senior, permanent position.

Blitzstein will admit that statistics — a subject widely feared and widely required — is "difficult to teach well. Not many people are trained in statistics education, which is still in its infancy." The science of confounding variables and regression analysis "often turns into this ugly cookbook thing, with ugly formulas," said Blitzstein. But if it's taught as a real-world science, with elegant principles, he said, students go beyond fragmentary facts into a world of "expert knowledge."

Blitzstein has co-taught Stat 303 many times with department chair Xiao-Li Meng. It's a course required of all first-year Ph.D. statistics students. The intention is to make young scholars good teachers and communicators in general, and to remind them that teaching and research are interwoven. To impart the fundamentals of statistics, a graduate student has to have a

grasp of more than formulas. They practice-teach, said Blitzstein, and "Xiao-Li and I ask very hard questions."

When news of his tenure appointment arrived earlier this year, Blitzstein would have celebrated, he said, "but I have too much work to do." This semester, he is teaching three courses: Stat 110 with 280 students (it had 80 registrants when he took over in 2006); Stat 210, a Ph.D.-level probability course with 54 students; and a graduate seminar on reading landmark statistician and geneticist Ronald A. Fisher (1890-1962) in the original, right back to journals from the 1920s. "You can see all the brilliance there," said Blitzstein. Then there are this semester's advisement obligations. He oversees four Ph.D. dissertations and two undergraduate theses, and co-advises 50 undergraduate concentrators — many of them drawn in by Stat 110.

But nothing these days matches the stress of his last and sixth year as a mathematics Ph.D. student at Stanford University. "I was desperately trying to finish my thesis, look for jobs, and teach," said Blitzstein. "In my life, I've been pretty lucky — I don't get stressed out. But the stress was really getting to me." To wind down every night, he gave himself 30 minutes to read from George R.R. Martin's "A Song of Ice and Fire" fantasy series — mystical, dark novels set in a Middle Ages that never was. Despite the brooding subject matter, he said, "I started having very sweet dreams."

The sweetest of them for young Blitzstein came in March 2006, in the form of a late-night phone call from Meng. Did he want a job at Harvard? "It was incredibly exciting news," he said, and it took him quickly from a lifetime in California to a fresh start in New England. "I made three simultaneous life transitions," said Blitzstein: moving from west to east; mov-

ing from student to faculty; and moving from mathematics to statistics. "I've really engaged all three of them."

Of the first, he said: No California house ever needed heat, but it could get cold. "Here," said a cheerful Blitzstein, "there is always heat." Of the last, he said that statistics satisfied an urge he acquired as a graduate student in mathematics to engage the world in practical ways, beyond pure numbers. As an undergraduate at the California Institute of Technology, Blitzstein considered a career in astronomy and physics before settling on mathematics. He admired the "brilliant, intuitive arguments" physicists made, but "felt more comfortable with things I could prove."

At Stanford, Blitzstein discovered the world of probability theory, an interface between mathematics and statistics and one way a mathematician can address real-world problems. He was helped by Ph.D. adviser Persi Diaconis, a magician-turned-scholar famous for proving theorems about card shuffling and coin flips.

Blitzstein specializes in the statistics of networks, developing models and methods for studying vastly complicated "natural" patterns of interdependency and connection at the heart of social networks, ecology, biology, information systems, and even disease patterns. Social scientists and others are confronted with masses of data, said Blitzstein, but so far there is "little statistical theory" about how to analyze it.

Is there life outside Harvard? "I have cats," said Blitzstein, as if that answered everything. His website — illustrated by M.C. Escher drawings, formulas, and diagrams — includes the sentiment, "Books, cats. Life is sweet."



Harvard Professor Charles Davis brings his 11-month-old son, Leo, to day care. Davis is among those who have used the WATCH Portal, which connects parents at Harvard with babysitters. “I’m totally delighted that there is this resource for parents,” he said.

All in the Harvard family

The WATCH Portal, a new online child-care service, aims to connect Harvard parents with a vast pool of potential babysitters, from undergraduates and graduate students to the teenage children of employees.

By Katie Koch | Harvard Staff Writer

Do you need some last-minute child care or an after-school sitter? Do you want to get your teenager a regular babysitting gig? Now there’s an alternative to asking around the office for recommendations — or worse, turning to the vast, unfiltered offerings of the Web — thanks to a new Harvard-sponsored website designed to bring together parents and sitters from across the University community.

The Web Access to Care at Harvard Portal, or WATCH Portal, developed by the Office of Work/Life and the Office of Faculty Development and Diversity (FD&D), launched Oct. 17.

The site, which is only accessible to Harvard PIN holders, allows affiliated parents and potential babysitters to create profiles in the hopes of tapping into the wide pool of potential child-care providers at Harvard. Faculty and staff can even sign up their high school or college-age children to be babysitters, or offer child-care swaps with other employees.

“It’s by Harvard, for Harvard,” said Judith Singer, senior vice provost for FD&D and Harvard’s James Bryant Conant Professor of Education. “If you have a

kid, you want to be on this site.”

Parents can post jobs, from ongoing child-care positions to last-minute requests for babysitters, and browse potential sitters. Students, including Harvard undergraduates and graduate students, can post résumés and receive email alerts for job opportunities that meet their criteria, including emergency emails if they choose to be available on short notice.

In the first week alone, more than 700 users signed up for the service, including faculty, staff, postdoctoral fellows, and graduate and undergraduate students. The numbers belie a formidable demand for babysitters at Harvard: 76 percent of Harvard faculty have children, and 17 percent have a child under the age of 5, according to a 2007 survey by FD&D. Work/Life estimates that there are roughly 3,000 children of Harvard employees under age 13.

“We also knew there were hundreds of students who wanted to babysit,” said Sarah Bennett-Astesano, assistant director of the Office of Work/Life. Parents have been using the Harvard Student Employment Office to find sitters for years, she added. “We wanted to find a better way to connect them.”

The idea originated after a 2005 University task force report found that faculty could use more support in finding affordable, reliable child care. FD&D took up the task of expanding Harvard’s offerings, and teamed up with Work/Life to extend the WATCH Portal to the staff.

Both groups acknowledged that it’s hard to find affordable child-care options. (Harvard already subsidizes \$15-an-hour emergency child care for employees through a Brookline-based provider service, Parents in a Pinch.)

“We’re in a different financial universe,” Bennett-Astesano said. “This is a good way, at no cost, to provide a service that creates efficiencies and community for employees.”

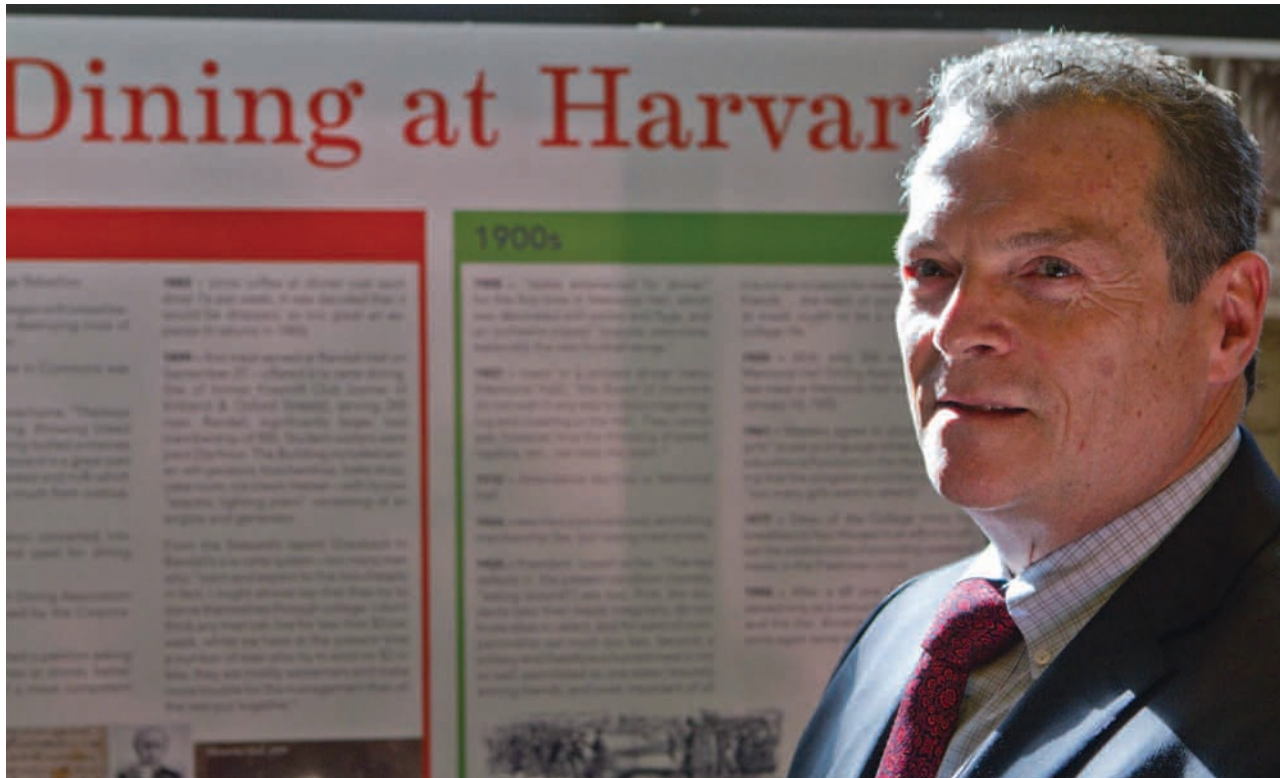
Charles Davis, a professor of organismic and evolutionary biology and the father of 6-year-old and 11-month-old boys, is one parent who appreciated a Harvard-only option. His children are in school and day care during the day, Davis said, but he and his wife like to have a regular sitter for the occasional dinner out, or when one of the children is sick.

“We do our own vetting and work with people to see if it’s a good fit,” he said. “But having [access to] the local community and parents in a similar boat is more comforting in terms of making that choice.”

The family recently lost their longtime regular babysitter, Davis said, and when he heard about the WATCH Portal he signed up right away. He has already heard from three students willing to babysit.

“I’m totally delighted that there is this resource for parents, especially for new parents and those coming from outside the area” to Harvard jobs, he said. “It automatically brings people together in positive ways.”

Photo by Rose Lincoln | Harvard Staff Photographer



Feeding a bigger family

Growing up in a home of 14, David Davidson was used to big Thanksgiving dinners. As the new managing director of Harvard's Dining Services, he's now preparing to feed hundreds.

By Katie Koch | Harvard Staff Writer

Preparing a big Thanksgiving dinner has been known to overwhelm even the most seasoned host — but not David Davidson.

As that fateful fall Thursday approaches, the new managing director of Harvard University Dining Services (HUHDS) seems positively peaceful. Chalk it up to his years of experience in Harvard's dining establishments, or his ease with feeding large crowds daily.

Or it could be that the seasoned food services director actually enjoys the hospitality. After more than 30 years in the industry — nearly half of them at Harvard — he's ready to take the helm for his first Adams Hall Thanksgiving.

"I've just loved being in this environment from day one," Davidson said. Since September, when he stepped into his new role, Davidson has been in charge of spreading that enthusiasm across Harvard's 29 dining halls and retail operations and to HUHDS's 650 employees.

Add to that his responsibility for making Harvard's Dining Services cost-efficient, keeping customers satisfied, and striving for sustainable practices across campus, and Davidson's left juggling more plates than an overworked hostess with one too many Turkey Day side dishes.

"I wake up every morning, and I want to come to work," he said. "I want every one of our employees to come to work feeling that way. If they do, then the sky's the limit on what we can get accomplished."

Photo by Meghan Dhaliwal | Harvard Staff Photographer

STAFF PROFILE

Growing up on the North Shore, Davidson was used to large family gatherings around the table. He was the third of a dozen children in an Irish-Italian family, born to a mother who was also one of 12.

"Sunday dinners at home were always a very big deal," he said. His upbringing shaped his philosophy on hospitality. "As a large family, we had to work together — we had to collaborate and compromise."

Food, hospitality, and community have defined Davidson's career, as well. His first job as a teenager was washing dishes at a local nursing home, where his grandmother worked in the kitchen.

"Slowly, my grandmother taught me about the food, and I ended up being the cook on the weekends," he said.

At 21, he got his first big break not far from Harvard Square, managing a McDonald's in Davis Square in Somerville and then moving on to serve as general manager of a new location in Porter Square.

Culturally, a fast food restaurant might seem miles away from the Yard, but Davidson insists they're not so different. In fact, he said, his time at McDonald's in the 1980s — including a stint at the company's famed Hamburger University — taught him skills he uses every day at Harvard.

"I learned a lot from a business standpoint," he said. "Most importantly, I learned you have to listen to folks. You have

"I wake up every morning, and I want to come to work," said David Davidson. "I want every one of our employees to come to work feeling that way. If they do, then the sky's the limit on what we can get accomplished."

to let people complete a thought before you jump into the conversation."

In 1991, Davidson responded to a classified ad for a café manager. As it turned out, the position would have him running Dudley Café. It was a simpler time for Harvard dining, long before sustainable diets and international palates came to rule college campuses. Back then, he said, anything too fancy might elicit a sidelong glance.

"I remember at one point the purchasing director asking me, 'Why do you need three different kinds of mustard?'" Davidson said with a laugh.

From there, Davidson ascended through the ranks of HUHDS. Despite taking jobs elsewhere over the years — four years directing dining services at Yale, three years managing food services at Phillips Exeter Academy, and a brief stint as vice president of the Back Bay Restaurant Group — he has always returned to Harvard.

In 2007 he became director of operations at HUHDS, and he's been treated like a prodigal son returned. It's not uncommon for Davidson to be bombarded with handshakes, hugs, and kisses when he enters a dining hall.

"People want to see you, and we should be seen," he said of the HUHDS management. "My first boss here would walk every square inch of the facility. He would talk to every employee. It wasn't just the people who were visible. He'd go into the kitchen, the dish room."

Davidson and his next-in-command — Martin Breslin, director for culinary operations, and Rudolf Gautschi, director for residential dining — hold their twice-weekly meetings in a rotating lineup of dining halls.

And of course, Davidson will be in Adams on Thanksgiving morning, passing out small gifts to the dining hall employees who volunteer to feed 600 students, and snacking on turkey and mashed potatoes.

"What people see is not make-believe," he said. His love of hospitality and the Harvard community "is who I am as a person."

A step up through Year Up

IN THE YEAR UP PROGRAM, high school graduates and GED recipients are provided with six months of training in professional skills and education, followed by six-month internships at their corporate partners, including Harvard.

By Jennifer Doody | Harvard Correspondent

Muhammed Konneh, a refugee from Sierra Leone, came to the United States in 2005 when he was just 16. “War brought me to America,” Konneh said. “I came to the U.S. in the hopes of a better life and a good education.”

Fast forward to now, and Konneh is amid a six-month internship at Harvard University Information Technology (HUIT) with the Faculty of Arts and Sciences (FAS), thanks to the University’s involvement in the Year Up Boston program. A one-year training and education program that provides urban youth in Greater Boston with hands-on skill development and internship opportunities, Year Up works to close the opportunity divide by providing urban young adults with the skills and support to reach their professional potential.

In Year Up, high school graduates and GED recipients ages 18 to 24 years old are provided with six months of training in professional skills and education, followed by six-month internships at one of Year Up Boston’s 50 corporate partners, including Harvard. This year, Konneh was among eight interns placed at the University, including four with HUIT, one with the Department of Organismic and Evolutionary Biology, and three at the Harvard Business School IT Group. Since the University’s affiliation began in 2003, 39 interns have been placed at Harvard, with 19 earning offers of employment at the end of their internships.

Now three months into his internship, Konneh said that his time at the University has been a welcome change from the chaos and instability of his childhood.

“I applied to Year Up because I was tired of being stuck — having no job, no money, and nothing to do

with my life,” Konneh said. “I was surprised at how nice and supportive the staff members at Harvard have been. Harvard is one of the best universities in the world, and I am learning a lot. It’s a great opportunity to have on my resume, which will help me greatly in looking for a job once my internship ends.”

“Bringing together diverse perspectives is the most effective means for stimulating creativity and knowledge production,” said FAS Dean Michael D. Smith. “To develop a pipeline of diverse talent, programs like Year Up are invaluable. It is a partnership that benefits both the interns and the University.”

“We recognize that our FAS student and faculty constituencies are diverse populations on a number of dimensions,” said Christine Ciotti, FAS associate dean for human resources. “It is essential that we too reflect this rich diversity within the FAS staff population that supports them. Year Up is an excellent program that gives FAS access to talent pipelines we might not otherwise have. Our ability to both build and nurture a diverse FAS community for students, faculty, and staff is what will keep FAS strong and innovative.”

At an Oct. 4 FAS Year Up Partnership Breakfast, Casey Recupero ’99, executive director of Year Up Boston and a member of the group’s national leadership team, pointed out that the current difficult economic climate is challenging not only for job seekers, but also for employers.

“Employers are suffering from an opportunity divide, and struggling to find the right people for the right jobs,” Recupero said. “In the past 10 years, 90 percent of our intern supervisors said that their interns met or exceeded their expectations. At the end of their in-

ternship, 85 percent of our interns are either placed in a position with an average income of \$30,000 — often tripling their household income — or they enroll in college full time. Our internship program is a great way to meet the needs of local employers, and at the end you have a group of people who are ready to step into full-time employment with that organization.”

At the breakfast, Jared Thomas, IT supervisor with HUIT who oversees Konneh, said that working with the interns was mutually beneficial. “When we first began our partnership with Year Up and collaborated with our first set of interns, we were not sure what to expect,” Thomas said. “But we quickly came to understand how prepared the interns were and how we could make their experience one of tremendous growth and value, in addition to providing opportunities for these young people to change their own lives.

“I am deeply impressed by the energy, motivation, and skill they bring to their work site every day, despite the immense challenges that they have experienced within their own lives. We personally have hired Year Up interns postgraduation, and are excited about the opportunity to train motivated employees who are very successful at their jobs,” he added.

Another of Thomas’ interns is Pedro Bernabel of Dorchester, who cites his family as his motivation for joining Year Up. “I have two kids: a 4-year-old daughter, Jazlyn Bernabel, and a 1-year-old son, Pedro Bernabel Jr. I had a few run-ins with the law that changed my life, and I lost visitation of my daughter. It’s been two years, 11 months, and 24 days since I’ve seen her,” Bernabel said. “Year Up was my last chance to really get things together for myself and my kids.”

When Bernabel first heard of his assignment at Harvard, he had some concerns. “I was a little scared,” he said. “Coming from the area I did, none of us ever thought of going to school at Harvard or even working there. I thought I wouldn’t fit in. But staff members and students have been so nice and welcoming. I never went to college, so just to be in this atmosphere with so many people has been awesome.”

Fellow intern Emmanuel Casseus, student contact manager at HUIT, agreed. “I was amazed that Harvard offered such assistance in helping students from all over the city of Boston in getting a good experience for their future career, regardless of their backgrounds in school or the neighborhood they came from,” Casseus said. “Working at Harvard doesn’t mean you have to be ‘book smart.’ You must have strong professional skills, good communication skills, and great customer service to satisfy the clients.”

Initially, Bernabel said, he had no desire to continue his education. “I felt like working was more important. But now I really want to go to college and obtain a bachelor’s degree. I understand it will be difficult, but Year Up has really made me understand that with a degree my life can be so much easier, and I feel that my going to school will be a great model for my kids to follow. My life goals went from just having money and a house to having a degree and a whole list of new achievements for me to go after.”

For more information, visit <http://www.yearup.org>.



Interns Justin Walker (from left) and Muhammed Konneh are joined by Konneh’s supervisor, Jared Thomas, at the Year Up breakfast.

Photo by Kris Snibbe | Harvard Staff Photographer

STAFF NEWS

HARVARD TO LAUNCH STAFF SURVEY

Next week, Harvard will launch a University-wide staff survey to hear from employees about a range of important workplace topics. The quick, confidential survey — the first since 2008 — will provide valuable feedback to University leaders as they consider how best to create and sustain an engaging, rewarding workplace at Harvard.

Each staff member will receive an email invitation to the survey on Nov. 15 and will have until Nov. 30 to complete it. Those who do will be entered to win an iPad2.

Results from the survey, along with findings from employee focus groups held earlier this year, will be posted on HARvie in early 2012. More information is available at http://harvie.harvard.edu/Employee_Community/Staff_Survey/.

HOT JOBS

MANAGER OF FINANCIAL OPERATIONS, REQ 25277BR, GR. 059

HUIT: Harvard University Information Technology, FT

SENIOR FINANCIAL ACCOUNTANT/BUDGET ADMINISTRATOR, REQ 25122BR, GR. 057

American Repertory Theater, FT

BUSINESS SYSTEMS ASSOCIATE, REQ 25205BR, GR. 057

Alumni Affairs and Development, FT

ASSOCIATE DIRECTOR CSTL BUSINESS SOLUTIONS, REQ 25155BR, GR. 060

Campus Services IT & Logistics, FT

PRECEPTORS IN EXPOSITORY WRITING FOR FALL 2012

To apply, go to <http://academicpositions.harvard.edu/postings/3804>. Deadline Dec. 1, 2011.

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/.

Newsmakers



The Harvard Organ Society invited 16-year-old Karen Christianson to perform Oct. 27 at Adolphus Busch Hall. Christianson, the assistant organist at the Philadelphia Cathedral in Philadelphia, is currently a student at the Episcopal Academy in Newtown Square, Pa. The organ concerts are performed on the Flentrop organ. The next concert is Nov. 10 and features Jonathan Schakel, director of music ministry, Westminster Presbyterian Church, Charlottesville, Va. For upcoming concerts and other musical performances listed on the Memorial Church website, visit <http://www.memorialchurch.harvard.edu/music.php>.

FILM FORUM TO HOST GARDNER RETROSPECTIVE

The Film Forum in New York City will host a one-week retrospective of documentarian and ethnographer **Robert Gardner**'s influential films from Nov. 11 to Nov. 17.

As a founder of the Harvard Film Archive, the founding director of the Film Study Center at Harvard, and an associate of the Department of Visual and Environmental Studies, Gardner has exerted an immeasurable influence on the creation of the vibrant film community that continues to thrive at Harvard and throughout the Greater Boston area.

For more information, visit

<http://www.filmforum.org/films/robertgardner.html>.

SHEILA JASANOFF LECTURES AS SARTON CHAIR

Sheila Jasanoff, Pforzheimer Professor of Science and Technology Studies and director of the Program on Science, Technology, and Society at the Harvard Kennedy School, is the **2010-11 Sarton Chair in History of Science at Ghent University, Belgium**. Jasanoff is the first Harvard scholar to receive this distinction. The chair honors the life and work of the late George Sarton, a pioneer in history of science who served on Harvard's history of science faculty for many years. As this year's Sarton chair, Jasanoff gave two lectures in Ghent on Oct. 27

and 28, which will be published in the annual journal *Sartoniana*.

For more information on the Sarton Chair, visit <http://www.sartonchair.ugent.be/en>.

SERVICE PROJECT HELPS OUT AT THANKSGIVING

A food packaging service project sponsored by the **Harvard Interfaith Collaborative** will be held on Nov. 20, from noon to 4 p.m. at the Student Organization Center at Hilles (SOCH), adjacent to the Radcliffe Quadrangle. Members of the Harvard community are invited to give thanks in a day of interfaith com-



Sheila Jasanoff is the first Harvard scholar to receive the distinction of the 2010-11 Sarton Chair in History of Science at Ghent University, Belgium.

munity service and dialogue by assembling food packages on the Sunday before Thanksgiving. Volunteers are welcome to drop in at any time. The event will also include facilitated dialogue on what motivates people of different faiths and philosophical convictions to engage in service work. Refreshments will be provided.

Following the enormous success of this year's 9/11 interfaith community service project, organized by the Humanist Chaplaincy at Harvard, where more than 9,110 nutritious meals were packaged for food-insecure children, the collaborative hopes to double that effort by packaging 20,000 meals to distribute during Thanksgiving week through the Kids Care program at the Outreach Program and the Humanist Chaplaincy's new "Values in Action Initiative."

Donations, which go directly to pay for the food package supplies, may be made here: <http://bit.ly/uCVBE5>.

HARVARD COLLEGE EUROPE PROGRAM MAKES HISTORY AT SIGNING CEREMONY

A signing ceremony of the "Memorandum of Understanding" marked an agreement between Harvard University and **Albert-Ludwigs-Universität Freiburg** (University of Freiburg), which will provide study abroad opportunities for Harvard undergraduates through the **Harvard College Europe Program**.

"The Harvard College program to be launched in Freiburg is the first faculty-led semester-long study-abroad program in Harvard history," said **Jorge Dominguez**, vice provost for international affairs, who was present at the Oct. 31 ceremony.

The University of Freiburg will also instantly become the largest site for semester-long Harvard undergraduate study during this academic year — Paris will rank second and Havana third, Dominguez noted.

The development of the program was funded by the **President's Innovation Fund for International Experiences**. During the inaugural year, the David S. Howe Fund for the Harvard College Europe Program will support program activities such as student and faculty excursions to Warsaw and Istanbul.

The Harvard College Europe Program's goal is to introduce Harvard students to "European answers to the challenges of the modern world," according to the program's designer, **Sven Beckert**, Laird Bell Professor of American History.

The undergraduates selected for the inaugural spring 2012 exchange program include **Emma Langham Brown '14**, **Marlee Chong '13**, **Daniel Gross '13**, **Emily Howell '13**, **Es-ther Lee '13**, **Anna Mapes '13**, **Samuel Mendez '14**, **Alexandra (Sasha) Mironov '13**, **Dennis Mwaura '12**, **Rose Nyameke '14**, **Debanjan Pain '13**, **Lauren Paul '13**, **Catherine Rea '14**, **Eleanor Regan '13**, **Mikaël Schinazi '12**, **Minh Trinh '14**, **Christopher Walleck '14**, **Jinzhao Wang '14**, **Colby Wilkason '13**, and **Julie Yen '14**.

To learn more about the program, visit www.fas.harvard.edu/~oip/HCEP_press.html.

To read the full story, visit <http://hvd.gs/95081>.

— Compiled by Sarah Sweeney



Harvard President Drew Faust (left) met with Sun-Uk Kim, president of Ewha Womans University in Seoul, South Korea, during a visit to Massachusetts Hall on Oct. 28.

Photo by Kris Snibbe | Harvard Staff Photographer

MEMORIAL MINUTE

Ihor Ševcenko

Faculty of Arts and Sciences



At a Meeting of the Faculty of Arts and Sciences on October 4, 2011, the Minute honoring the life and service of the late Ihor Ševcenko, Dumbarton Oaks Professor *Emeritus* of Byzantine History and Literature *Emeritus*, was placed upon the records. Professor Ševcenko was a scholar in the fields of Byzantine and pre-modern Slavic studies and developed a Ph.D. program in Byzantine Greek in the Department of the Classics, a course of study that reflected his firm belief in a comprehensive understanding of Byzantine culture and history.

To read the full Memorial Minute, visit <http://hvd.gs/93792>.

OBITUARY

James Yannatos, 82,

Leader of Harvard-Radcliffe Orchestra 45 years



Composer and conductor James Yannatos, who as leader of the Harvard-Radcliffe Orchestra for more than 45 years worked with thousands of young musicians, died at his home in Cambridge on Oct. 19 from complications of cancer. He was 82.

In 1964, he was appointed music director of the Harvard-Radcliffe Orchestra, and led that group on tours to Europe, Russia, South America, and Asia. He organized and co-directed the New England Composers Orchestra, the Tanglewood Young Artists Orchestra, and taught conducting at Tanglewood. He appeared as guest conductor-composer at the Aspen, Banff, Tanglewood, Chautauqua, and Saratoga festivals; with the Boston Pops, Winnipeg, Edmonton, Baltimore, and San Antonio symphonies; and the Sverdlovsk, Leningrad, Cleveland, and American Symphony chamber orchestras.

He leaves behind his wife, Nyia O'Neil; daughter, Kalya, of Malboro, Vt.; and son, Dion, of West Hurley, N.Y.

A memorial tribute will be held at 3 p.m. Dec 10 in Harvard's Sanders Theatre.

To read the full obituary, visit <http://hvd.gs/94729>.

Drive, they said

After winning a share of the Ivy League championship last season and setting a program record for wins, Harvard's men's basketball team looks to build on its success when the season starts Nov. 11 against M.I.T.

By Paul Massari | Harvard Staff Writer

The Harvard men's basketball team was 2.8 seconds away from its first NCAA tournament berth in 65 years. Up 62-61 in a playoff with Princeton, the Crimson needed only to defend the Tigers' last possession. Princeton guard Douglas Davis took the inbounds pass, dribbled to his right, and paused. Harvard's Oliver McNally '12 jumped to block Davis' shot, but was too early and flew past his opponent. Davis coolly leaned forward for a 12-footer. The ball fell through the net as time expired, and Princeton won, 63-62.

Crimson coach Tommy Amaker acknowledges that his team and its rejuvenated fan base were heartbro-

ATHLETICS

ken by last March's loss, as they were in 2010, when Harvard's bid for an Ivy League title came down to the last games of the season. Yet Amaker is excited both by his team's recent successes and by its prospects for the 2011-12 season, which begins Nov. 11 against Massachusetts Institute of Technology.

"We look at last season as a whole, which is what we always would do," said Amaker, now in his fifth year at Harvard. "The loss to Princeton was a gut-wrenching, painful moment. After we got through that, though, we were very fired up about the year we had. Now we're on to a brand-new season. We hope that we can have another successful year."

In fact, Amaker's team has delivered many more triumphs than disappointments. In 2009-10, the Crimson men won 21 games, the most in the program's history. In 2010-11, the team set the record again with 23 wins. While the loss to Princeton kept Harvard out of the NCAA playoffs, the Crimson did beat the Tigers in the last game of the regular season to earn a share of the Ivy championship — another first for the men's program. Harvard also earned a trip to the National Invitational Tournament (NIT) last March, the first post-season play for the men's basketball team since 1946.

"We didn't get over the hump to make the NCAA tournament," Amaker said, "but it's amazing to think that, four years in [to his coaching tenure], we won a share of the Ivy League title. We went to the NIT. We're very proud of our program."

Photo by Jon Chase | Harvard Staff Photographer



Co-captain Keith Wright '12 (left) and coach Tommy Amaker. "This year, I want to be a better leader and a better captain," said Wright.

This year's team has been named the Ivy League's best in a preseason media poll, thanks to a remarkable balance of stability and new blood. The Crimson return all of last year's starters — including co-captain Keith Wright '12, the 2011 Ivy League Player of the Year, and All-Ivy juniors Kyle Casey, Brandyn Curry, and Christian Webster. Wright, a 6-foot-8-inch forward who led the team with an average of 14.8 points and 8.3 rebounds per game last season, was recently named a preseason candidate for the John Wooden Award, given each year to the best player in college basketball. Wright says that he appreciates the recognition, but his focus is on getting better and on helping his team win.

"Ivy League Player of the Year is definitely something that I looked at last year and thought, 'It would be awesome if I could win this,'" he said. "This year, I want to be a better leader and a better captain. I want to work harder than I did last year. Defense in the post is definitely key: ball screens, stepping out, hedging. I think I can also be a better rebounder."

The Crimson will welcome seven freshmen to the team, including big men Kenyatta Smith and Wesley Saunders, two of the top high school prospects in the country. Amaker says this year's recruits will make an impact.

"This group is going to be tremendous throughout their time at Harvard," he said. "I think they bring different dynamics to the table: size, athleticism, shooting ability. I really am high on the future of this recruiting class."

The infusion of young talent has inspired Amaker to stress the concept of sacrifice in the team mindset. The coach said that, while the Crimson have some talented players, the team will only reach its potential if everyone adopts an unselfish approach on the floor.

"Sacrifice is going to be a key word for us this season," Amaker said. "Will our players be willing to sacrifice a little bit of their individual performance — minutes, shots, points — for the sake of the team? I think that if we adopt an attitude of sacrifice, the chances of us having a strong season increase tremendously."

Amaker believes the Crimson have to beat the best to be the best, so he has sought throughout his tenure to schedule games with some of the toughest teams in college basketball. This year will be no different. In

late November, Harvard will travel to the Bahamas for the Battle 4 Atlantis tournament, which includes the University of Connecticut, the defending NCAA champion, as well as perennial top 25 team Florida State University. Moreover, if the Crimson don't meet UConn in the Bahamas, they will see them in Storrs, Conn., when they play a game in the Huskies' home arena.

"We have a very challenging schedule," Amaker said. "We have road games at UConn, Boston College, Boston University, and Holy Cross. Then we have Fordham, George Washington, and St. Joseph's at home. We're playing a lot of teams that are incredibly challenging for us to compete against, but that's what we want — to go into some difficult places and play some tough teams."

As for league play, Amaker won't say there are any games circled on his team's calendar, but he does mention several schools that will be hard to beat.

"Penn is going to be a bear," he said. "I think Yale is a team that many people are overlooking in the Ivy League and beyond. Princeton shared the title with us last year, and they will still be tough, even with a new coach. To win our league would be a monumental achievement for our program and our school."

While the team's self-confidence appears on the upswing, Amaker says there are some important ways in which success has not changed his players' mindset or approach.

"It's important that, no matter where we are, we remain true to our identity," he said. "I think that's been a staple of our program. Our kids are clear about who we are and who we want to be. They're very clear about our goals: We want to get better today. We've benefitted from staying very focused on what's right in front of us."

Wright agrees, but still gives himself some room to dream. He wants his last season at Harvard to be special, and said he's looking forward to every game. He has his sights set on the Ivy League championship, but added that his ultimate goal is not just to reach the NCAA tournament. He wants to advance ... deep.

"I want to make the 'Sweet 16,' the 'Elite Eight,' the 'Final Four,'" he said with a smile. "Advancing in the 'big dance,' that's the final goal."

Calendar

HARVARD.EDU/EVENTS

HIGHLIGHTS FOR NOVEMBER 2011

su	m	tu	w	th	f	s
november				10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

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.

Nov. 10. Men Who Tiptoe Into Their Marital Bedroom: The Novelist in a Revolution. Center for Middle Eastern Studies, 38 Kirkland St, Room 102, 5:30-7:30 p.m. Hisham Matar, Libyan author and associate professor at Barnard College. cmes.hmdc.harvard.edu/node/2844. elizabethflanagan@fas.harvard.edu.

Nov. 12-13. New England Marxism Conference. Science Center, 1 Oxford St. Sherry Wolf, Khury Petersen-Smith, Neil Peterman, Amanda Haziz-Ginsberg. \$20 registration (\$5-10 student/low-income). contact@boston-socialism.org. boston-socialism.org/2011/10/nov-12-13-boston-new-england-marxism.html.

Nov. 14. Experiments in Audio and Interactive Documentary. Radcliffe Gym, 10 Garden St., 4 p.m. Kara Oehler, Radcliffe-Harvard Film Study Center Fellow. Free. radcliffe.edu/events/calendar.aspx#November.

Nov. 15. Nixon in China. A.R.T., Loeb Drama Center, 64 Brattle St., 4-5:30 p.m. Drew Faust, John Adams, Alice Goodman, Peter Sellars, Diane Paulus. Free. 617.547.8300, <http://bit.ly/tkffr8>.

Nov. 15. An Evening with Israeli Author David Grossman. Science Center C, 1 Oxford St., 7-9 p.m. Free. 617.495.4326, cjs@fas.harvard.edu, cmes.hmdc.harvard.edu/node/2705.

Nov. 16. Good Government. Good Ideas. Six Reasons Why These Words Go Together. JFK Jr. Forum, Littauer

Building, Harvard Kennedy School, 79 JFK St., noon-2 p.m. Free. 617.496.1714, kara_o'sullivan@harvard.edu, ash.harvard.edu/Home/News-Events/Events/Innovations-in-American-Government-Finalist-Presentations.

Nov. 16. Harvard & Slavery: Seeking a Forgotten History. Gund Hall, Rooms 121/122/123 (Portico Rooms), 48 Quincy St., 5:15-7:15 p.m. Sven Beckert, Harvard; Evelyn Higginbotham, Harvard; Craig Wilder, MIT; students of the Harvard and Slavery Research Project. Free. 617.495.4477, 617.497.0230, henle@fas.harvard.edu.

Nov. 18. Give Thanks, Get Laughs Improv Comedy Show. Democracy Center, 45 Mt. Auburn St., 8-9:30 p.m. Cost: \$5. Bring a box or can of food for the homeless; \$1 of proceeds to go nearby homeless shelter. rebelsimprov.com.

Nov. 19. Family Day: Measuring the World: Creating and Using Scientific Instruments. Sackler Museum, 485 Broadway, 1-3 p.m. Featuring gallery explorations and art-making experiences. Free; space is limited. 617.496.8576, erin_loeb@harvard.edu, harvard-art-museums.org/calendar/detail.dot?id=39188.

Nov. 19. The Good, the Bad and the Ugly (Il buono, il brutto, il cattivo). Harvard Film Archive, 24 Quincy St., 7 p.m. \$9 general; \$7 non-Harvard Students, Harvard

faculty and staff, and senior citizens; free for Harvard students. Part of "Once Upon a Time ... Sergio Leone" film series. hcl.harvard.edu/hfa/films/2011octdec/leone.html.

Nov. 20. Thanksgiving Week Service Project. Student Organization Center at Hilles, 59 Shepard St., anytime between noon and 4 p.m. Donate your time to package food for "Kids Care." Donations may be made on the "ChipIn!" site: harvard911.chipin.com/interfaith-thanksgiving-20000-meal-packing. Open to students and the public, with facilitated interfaith dialogue and refreshments. cdstedman@gmail.com, debra_dawson@harvard.edu, 617.495.5529, chaplains.harvard.edu.

Nov. 20. The Species Seekers. Harvard Museum of Natural History, 26 Oxford St., 4 p.m. Free with museum admission. NPR commentator Richard Conniff. 617.495.3045, hmnh@oeb.harvard.edu, hmnh.harvard.edu/lectures_and_special_events/index.php.

Nov. 28. Four Quartet: A Variation. Oberon Theatre, 2 Arrow St., 8-9:30 p.m. Reginald Dwayne Betts, Oni Buchanan, Thalia Field & Jon Woodward. Free. Recitations by four poets accompanied by four actors, interspersed with performances by the Bryant Park Quartet and the Guidonian Hand. onibuchanan@gmail.com, hcl.harvard.edu/poetryroom/.

Photo from Sergio Leone's "The Good, the Bad and the Ugly (Il buono, il brutto, il cattivo)"



A look inside: Cabot House

A café sprouts and thrives

As 8 p.m. approaches, three baristas scurry about Cabot Café in the Radcliffe Quadrangle. They arrange fresh pastries on glass shelves, slice a gooey Mississippi mud pie, and unlock the doors. When they grind the coffee, the delicious smell fills the space, and students from around the quad filter in with friends or homework or both.

Before the official opening of the café on Sept. 25, general manager Jesse Kaplan '13 hired a professional roaster to teach the dozen new hires how to run

the shop. The intensive, weeklong “barista boot camp” paid off; any of the dozen undergraduate baristas can smoothly run the shop alone on a given night.

Kaplan and his classmates/business partners — Laura Hinton, Chandan Lodha, Daniel Lynch, and Carolyn Stein — last spring proposed their idea of opening a coffee shop in the basement of Cabot to House Masters Rakesh and Stephanie Khurana. Both masters have extensive business experience, and

Rakesh is a Harvard Business School professor. The five received hearty encouragement. Says Kaplan, “We would never have been able to pursue this project without the House masters’ continual enthusiasm and support.” They borrowed grant money from the House to launch a spring preview and later to buy machinery and supplies.

In the feedback jar beside the espresso machine is one question: “Where will the profits go?” Kaplan’s response is business minded: The organizers will in-

vest the profits back into the café. They plan to renovate a back room into a food preparation area, buy new furniture, and install better lighting. They also plan to host nights featuring slam poetry, open microphones, games, and musical performances.

For now, students sit at tables huddled over homework, sipping cappuccinos, and taking part in a business endeavor that Kaplan says “has been incredibly rewarding” and will not be his last entrepreneurial venture.

Photos and text by Rose Lincoln | Harvard Staff Photographer

Online ► View photo gallery: hvd.gs/95058