JOHN HARVARD'S

JOURNAL

Soccer's Lizzy Nichols '10 uncorking one of her killer kicks. Though she's a defensive specialist who plays center back, Nichols has a knack for free kicks and penalty kicks, and ice water in her veins. See page 56.

Finding a New Footing

Although summer provided a break from a financial *annus horribilis*, Harvard continued to grapple with the fallout from the projected 30 percent decline in the value of its endowment assets—and the resulting need to "do business differently," as President Drew Faust put it (see "Still Harvard," opposite).

Beginning in late June, the University laid off personnel. Faculty of Arts and Sciences (FAS) working groups set about devising the changes required to put the school on a new financial footing. And publications from *Barron's* to *Vanity Fair* focused attention on Harvard's and other schools' endowments, a reminder that the institutions remain under heightened scrutiny—and that the investment losses and scenarios for recovery now being quantified remain critical to their future. (For background, see "'Resizing,' before 'Reshaping,'" July-August, page 51, and the financial news archived at www.harvard-magazine.com.)

The workforce. Wages, salaries, and benefits account for 48 percent of Harvard's expenses. Nonunion salaries have been frozen and 531 staff members took an early-retirement incentive during the spring (see "Looming Layoffs," July-August, page 56). But a June 23 community e-mail from Faust noted, "[W]e nevertheless have more we must do." That introduced the layoff of 275 staff members, and a reduction in hours for 40 others—predominantly from the ranks of administrative, professional, clerical, and technical employees.

Some of the individual schools' decisions illuminated their differing financial circumstances. The Harvard School of Public Health was able to avoid layoffs. (It is the unit least reliant on endowment distributions, just 13 percent of revenues in fiscal year 2008, and most dependent on sponsored-research funding, 73 percent of revenues.) So was the School of Engineering and Applied Sciences.

Harvard Business School (HBS) derived only about 20 percent of its revenues from endowment distributions in fiscal year 2008—and has benefited from a capital

Photograph by David Silverman/DSPics.net

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"Still Harvard"

Drew Faust

"We are on it," President Drew Faust said of the University's financial situation during a July conversation in her office at Massachusetts Hall. And she said, with equal emphasis, "Harvard is still Harvard." Those twin messages neatly framed her first two years in office.

Of the budgetary pressures induced by the projected 30 percent decline in the value of endowment assets for the fiscal year ended June 30, she said, the University had been managing the situation actively since last fall. The forecast of investment losses had held steady, she noted. (Other institutions have had to revise estimates, progressively expecting larger losses and budget adjustments.)

In response, Harvard moved to enhance its liquidity [notably, as previously reported, by refinancing $1 billion of debt and borrowing an additional $1.5 billion last December, in part to restructure interest-rate swaps on which the University faced large losses], and, Faust said, to address its "workforce costs." The latter measures have included freezing nonunion salaries, voluntary retirement incentives for staff, and—in June—layoffs. (Following 531 early retirements, 275 layoffs, and other departures, the population of nonfaculty staff in the schools—12,950 full-time equivalents as of last October—may have declined to around the 12,130 employees of October 2005. In June 2005, the endowment had been valued at $25.9 billion, or somewhat above its estimated current level.)

As the schools pursue their separate fiscal challenges, Faust said, the central administration is examining broadly how Harvard could "do business differently," maximizing cooperation and collaboration in pursuit of its academic mission. She cited a task force that is exploring how Harvard's libraries (91 at last count) could enhance collecting and access to information while controlling operating costs. Similarly, she said, capital planning for construction projects will be consolidated by combining the Allston Development Group and the University planning staff, and coordinating those efforts with the Faculty of Arts and Sciences' real-estate organization. (Harvard and FAS face huge projects such as the renovation of the Fogg Art Museum and the multiyear, billion-dollar-plus renovation of the undergraduate Houses.)

Faust said such necessary steps, although impelled by financial pressure, were consistent with her aim from the outset of her presidency to "get Harvard to work better": harnessing its strengths to enhance teaching, learning, and research.

In that vein, she cited examples of intellectual momentum: the College's new general-education curriculum, finally launching this academic year; the revitalized global-health initiative, bringing together faculty members from the public-health and medical schools, of course, but also many other professors—and extending to freshmen seminars, undergraduate courses, and student research opportunities and foreign experiences; and a course last spring on consumer finance, jointly taught by Reid professor of law Howell Jackson and Coleman professor of financial management Peter Tufano. (Despite the obstacles of separate campuses and unaligned calendars, Jackson reported, 60 upper-level students got a multidisciplinary perspective on pressing regulatory and business issues.) The goal, Faust said, is to enable such interactions without the interfering "tariffs and tolls" that have hampered interfaculty collaborations.

Challenges remain, of course. For instance, FAS—about 60 percent reliant on the endowment for funding and already operating at a deficit—has much work yet to do to adjust to a leaner era, especially after recent large growth in its "faculty and footprint." A faculty-retirement incentive and other measures may be in the offing.

But in the present circumstances, Faust recalled telling her deans last winter, "Yes, here we are in a world we never anticipated. But what we do *matters*" to the institution's future. It will be the collective responsibility of Harvard's leaders, she said, to see to the "harnessing of our extraordinary resources…in a more integrated way," to address teaching and find solutions to daunting social problems, from global health to the vexing intersection of energy and the environment.

campaign, concluded in 2005, that raised more than $600 million. But income from business executive-education programs and its large publishing operation is under pressure from the recession. HBS laid off 16 staff members, but its downsizing is much larger. Combining the 42 people who accepted early retirement with the layoffs and other attrition, the school trimmed its staff of 1,187 (excluding faculty members)

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The Endowment Manager's Perspective

Jane Mendillo

Editor's note: Harvard Management Company (HMC) will report investment results for fiscal year 2009 in mid September (see www.harvardmagazine.com and the November-December issue for reports). Given widespread interest in the endowment, the magazine asked HMC president Jane Mendillo to comment now on recent developments. Her response follows.

During the first four months of the fiscal year that began on July 1, 2008—when I joined HMC as CEO—virtually every market underwent sharp losses. Domestic and international equities, emerging markets and commodities—all decreased 25 percent to 45 percent within weeks.

These unprecedented losses, and the continuing extraordinary market conditions, affected Harvard's endowment—and those of every other major university. We expect that when our audited results are reported in September, we will come close to the 30 percent investment losses the University projected in December. Nonetheless, Harvard's endowment remains significantly larger than any other university's, and certainly better off than if we had pursued a more conservative investment strategy.

Indeed, Harvard has enjoyed a 14.6 percent annual average return on endowment investments during the 30-year period ended June 30, 2008, and a return of 13.8 percent annualized during the last 10 years. By comparison, the median fund (from a universe of 151 funds with assets of more than $1 billion) had an average annual return of 6.1 percent during those 10 years.

Managing the Harvard portfolio through the unforeseen and unprecedented market turmoil of the last 12 months has obviously been challenging, but it has also provided us with an opportunity to begin to position HMC and the endowment in new ways.

First, we have critically reviewed our mix of investments and supporting activities, and have adjusted our investment strategies and our organization. This has allowed us to take advantage of the investment windows that we anticipated would emerge when the world economies eventually stabilized. We began immediately to gather the resources to do so.

Second, we moved quickly to "break down the walls" between some of the asset classes within which we traditionally operated. During my 15 years as a senior investment professional at HMC, and subsequently while I managed Wellesley's endowment, I had seen the power of adding lesser-known strategies, like investing in natural resources, to the mix.

While our long-term goal is to seek substantial growth while managing risk in order to allow the University to spend and maintain the purchasing power of the endowment over time, we have responded to short-term pressure and opportunities with intensity and action.

Building on HMC's unusual expertise in real-asset investments (timberland, agriculture, and real estate), we have hired an experienced new leader for our real estate team and explored adding new strategies in natural resources. We have added strength and depth to our exceptionally talented team managing fixed-income and equity-arbitrage assets within HMC. We have changed our traditional 5 percent negative allocation to cash to a position that is cash positive. As a result, we are now poised to quickly pursue what will undoubtedly be attractive investment opportunities coming out of these difficult times, while also providing the resources necessary to meet the University's short-term needs.

HMC continues to pursue its unique hybrid model, employing a mix of internal and external investment-management teams that focus on specific investment arenas, providing depth and breadth to our market perspectives. Our externally managed assets—overseen by a staff of specialists in private equity, real estate, hedge funds, and more liquid public markets—provide us with an unparalleled breadth of expertise and exposure. Our internal team, responsible for investing approximately 30 percent of the assets, is constantly attuned and responsive to changing market conditions, and allows us to be unusually nimble. Internal management is also extremely cost-effective compared to employing outside managers for similar asset pools with similar results.

These best-in-class strategies, coupled with sound portfolio construction and rigorous risk management, will yield long-term results that enable Harvard to pursue its many goals.

Even during this past year, Harvard has performed remarkably well in certain areas: our international fixed-income team, for example, had an extraordinary year. We also earned significant positive returns through active management of our portfolio hedges. And importantly, we have taken action across the portfolio to reduce leverage and increase financial flexibility.

Realistically, it may take many years to regain all of the market value lost as a result of the global economic crisis, but we have ample cause for optimism. While navigating last year's storm, we have strengthened our investment team and positioned HMC and the Harvard endowment to benefit from the growth that will occur as the economy rebounds.

Photograph by Stephanie Mitchell/Harvard News Office

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by 80 full-time equivalents, and reduced its contractors and temporary workers by another 50 equivalent positions: a 130-person decline.

Harvard Law School (HLS), which relied on endowment distributions for 37 percent of its fiscal year 2008 revenue (about 3 percentage points above the University average)—and itself celebrated a $476-million capital campaign just last fall—laid off 12 staff members. Together with 25 early retirements, elimination of current vacancies, and ending of limited-term appointments, HLS expected its staff to decline by nearly 10 percent. Endowment distributions to the school are now forecast to decline as much as $19 million from the level in the fiscal year that ended this past June 30—more than 10 percent of the current operating budget.

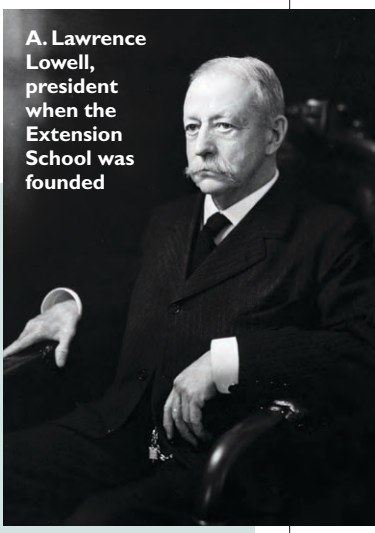
As expected, the cuts fell most heavily upon FAS, which had already absorbed 156 early retirements: 77 staff positions were eliminated, and 15 other workers had their hours reduced. Humanities professors particularly lamented job losses within the Harvard College Library: from an average of some 550 full- and part-time employees, 52 took early retirement, "more than 20" were laid off, and several others had their hours reduced.

FAS RESTRUCTURING. Dean Michael D. Smith announced in April that he would appoint working groups to address the "reshaping" required to align the faculty's operations with its reduced resources.

After cutting costs by $77 million, FAS still faces a budget gap of up to $143 million in the 2010-2011 academic year. That is more than 20 percent of its expected expenses this year after excluding about $425 million budgeted for undergraduate financial aid, debt service, and sponsored research. (FAS derived 52 percent of its revenues from endowment distributions in fiscal year 2008, and a higher proportion in the year just ended. It had expected that to grow by $100 million this year; instead, it faces a $50-million reduction—and a further, likely larger cut next year.)

The working groups have now been selected and charged with "embarking on a process to prioritize [FAS's] academic and intellectual activities to guide further budget reductions and to reshape its programs to be sustainable over the long term" (for the full membership rosters, see www.fas.harvard.edu/home/planning/p/groups.html). Separate groups are examining College student services, College academic life, arts and humanities, sciences, social sciences, and engineering and applied sciences. All six interact with the Graduate School of Arts and Sciences, whose activities overlap all FAS teaching and research.

In a late-July conversation at University Hall, Smith emphasized the groups' mandate to "understand what's core in our different areas" so that "we don't go backwards on any core functions" as FAS restructures. Although each area is "framed" by financial parameters, he stressed that the groups' work is driven "intellectually, first and foremost." They were expected to analyze data during the summer; advance recommendations for community discussion during the fall term; and work with Smith, other deans, and senior administrators through December to prepare plans for the fiscal



A. Lawrence Lowell, president when the Extension School was founded

Extension School Centennial

When John Lowell Jr. endowed a series of public lectures in his will in 1835, he stipulated that the Boston-based courses would cost no more than "the value of two bushels of wheat." This provision is no longer strictly observed by the Harvard Extension School, but its official shield features two baskets filled with golden stalks.

In *"The Gates Unbarred": A History of University Extension at Harvard, 1910-2009,* Michael Shinagel, dean of continuing education and University extension, emphasizes his school's long-standing focus on accessibility—even changing his original title, *Harvard After Dark,* to better underscore this theme. He settled instead on *"The Gates Unbarred,"* a phrase borrowed from "Villanelle for an Anniversary," a poem written by Nobel laureate and then Boylston professor of rhetoric Seamus Heaney for Harvard's sesquitricentennial in 1986, because of the way it aptly captures the school's tradition of open instruction.

Publication of the 247-page volume coincides with the centennial celebration of the Extension School, taking place during the 2009-10 academic year. Beginning with a short biography of John Lowell Jr. himself, *"The Gates Unbarred"* traces the evolution of the institution, highlighting key figures and detailing the implementation of new programs and degrees. Shinagel illuminates some particularly interesting chapters in the school's history, including the development of television courses for navy submarine crews in the 1960s. He also reflects on unsuccessful ventures, mainly the Indian Computer Academy in Bangalore (Harvard withdrew from the project within two years due to financial management problems). More recently, the Extension School has done pioneering work in improving and expanding distance education, and Shinagel outlines the technological innovations that have attracted remote learners seeking online course offerings. His final chapters intersperse history with vignettes about notable Extension alumni.

As a whole, the volume serves as a valuable source of information about an institution dedicated to accessible education and lifelong learning—as its nearly 14,000 students, more than 600 courses, and 605 degrees conferred last Commencement day amply demonstrate.

—KRYSTEN A. KECHES

Leonard Evenchik discusses production of distance-education videos in 2008.

LEFT: JEFFRY PIKE; ABOVE: COURTESY OF HARVARD NEWS OFFICE

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HARVARD PORTRAIT

Federico Cortese

"I don't believe classical music is dying," says Federico Cortese, the new conductor of the Harvard-Radcliffe Orchestra, "but I do believe there is a risk of becoming too aloof from the rest of the world." Since 1999, as director of the Boston Youth Symphony Orchestras, he has relished that "refreshing, exciting, energetic, rewarding" work with young people, who nicknamed him "the Fed." Cortese has also conducted all over the world. As assistant conductor of the Boston Symphony Orchestra under Seiji Ozawa from 1998 until 2002, he once, on short notice, directed Beethoven's Ninth for more than 100,000 people on Boston Common. Of Neapolitan extraction, Cortese grew up in Rome in a cultured family: his father is a professor of medieval history and law, his mother an antiques expert. At age five, Cortese joined a boys' choir, then learned recorder, flute, piano, and oboe, training at the Conservatorio di Santa Cecilia in Rome, where he also studied voice, composition, and conducting. From 17 to 23, he sang early music as a professional baritone and countertenor who could also sing tenor parts, a rarity. He later studied conducting at the Hochschule für Musik in Vienna, and also learned over the years from several great maestros: Herbert von Karajan, for example, granted him full access for two years to all Salzburg Festival rehearsals and performances. "Conducting," Cortese says, "is something you learn through osmosis." Important challenges, he feels, are connecting music with the larger intellectual environment and "getting the sounds you want from an orchestra," he says, smiling. "You know, it's not a computer."

year 2011 budget, to be drawn up then.

Smith described other initiatives under way across FAS to improve operations. These include partnering with the central administration on real-estate project planning and management; pursuing efficiencies in how the libraries work, within FAS and across Harvard; and strengthening information systems and technology—in part to realize savings already identified in the faculty's announced cost reductions. Given that most major building projects are in abeyance University-wide, Smith said, FAS's chief capital concern now was being "much more careful" to assure that before any faculty search proceeds, physical requirements (to fit up a scientist's laboratory, for instance) could be accommodated—preferably in existing space or with modest renovations. And he said analysis continued on the "complicated" issue of whether an effective faculty retirement-incentive program could be designed and financed.

Looking ahead, Smith noted that even as FAS focused principally on priority-setting, it continues to make progress on relatively inexpensive academic goals: creating courses for the new undergraduate General Education curriculum launching this term, for example, and assuring that junior faculty members have the support they need to pursue their research and develop professionally.

Balancing FAS's daunting fiscal constraints and its aspirations will likely be important themes of the dean's annual report, covering the past two years, and his forward-looking letter to the faculty, both expected in early autumn. In discussing the challenges with alumni, Smith said, he has taken heart from their reaction: "Nobody likes to see us struggling. They've been extremely supportive of what we're trying to accomplish."

THE ENDOWMENT. "The Big Squeeze," the cover story in the June 29 issue of *Barron's*, the financial weekly, detailed the extent to which the endowments of Harvard, Yale, Stanford, and Princeton are invested in relatively illiquid assets (private equity, hedge funds, real estate, commodities), and offered sobering estimates of their likely depreciation.

Reporter Andrew Bary then calculated the extent to which each institution has made commitments, through its invest-

Photograph by Stu Rosner

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ment partnerships, to advance funds in the future to the respective managing partners for those assets. He figured that Harvard has $11 billion of future commitments to such partnerships (extending over the next decade; see "Leverage and Liquidity," July-August, page 52), and an endowment now valued at $25 billion. Bary reported that Yale has $8.7 billion of future commitments, and Princeton $6.1 billion—looming larger in relation to their current endowments' values than is the case at Harvard. (Stanford's future commitments were not disclosed.) His forecast: "The brutal market of the past year could mark the end of the alternative-investment boom," as endowment managers "move back toward the traditional stocks and bonds that once were staples of their investment portfolios."

The August *Vanity Fair*, released on July 1, covered some of these topics, more colorfully, in Nina Munk's long article "Rich Harvard, Poor Harvard." It chronicles what Munk termed "overbuilding," "extravagance," "flawed investment decisions," and an atmosphere of "recriminations and backbiting" at a time when "Harvard is in trouble, and no one can decide who's to blame, or what to do next."

The guilty pleasure of reading such retrospectives aside, they prompt some observations about the endowment past and present, and key questions about its future—and the resulting constraints on the University.

First, Harvard Management Company's (HMC) diversified portfolio, with its significant use of alternative assets, has long yielded high returns (see "The Endowment Manager's Perspective," page 46, for some of the data)—outpacing gains from conventional stock and bond investments, and weathering the shock losses of the past 12 months better than many other investments.

Earlier this decade, as the endowment grew rapidly and as alternative-investment options proliferated, HMC's appetite appears to have increased. In part as HMC professionals left to set up their own firms, the share of endowment assets managed in-house declined from 70 percent to 30 percent. According to University financial statements, the endowment was valued at $25.9 billion at the end of fiscal year 2005, and future commitments to investment partnerships during the ensuing decade totaled $3.4 billion. Shortly thereafter, HMC president and CEO Jack Meyer and the large fixed-income team departed to form their own firm. The multibillion-dollar pool of assets they had managed was temporarily parked in cash instruments—and then, apparently, rapidly redeployed, consistent with the strategies put in place by Meyer's successor, Mohamed El-Erian (who in turn returned to his private firm in late 2007). In the following fiscal years, the University reported these endowment values and future commitments, respectively:

2006: $29.2 billion and $7.2 billion
2007: $34.9 billion and $8.2 billion
2008: $36.9 billion and $11 billion

Thus, as the endowment value grew 42 percent from fiscal year-end 2005, future commitments to asset-management partners more than tripled. The challenges are now twofold: funding those commitments when liquid resources are limited (in part because past investments are not generating significant cash distributions to Harvard and other limited partners); and determining whether new investments will now earn the returns anticipated when the commitments were made.

Whatever decisions were made then—and no Harvard leaders are dwelling publicly on the past—the endowment managers and the University, of necessity, are pursuing different courses today. HMC will report its results for fiscal year 2009 in mid September. The endowment overall should be more liquid, but the proportional weighting of certain illiquid assets could increase, depending in part on sales, purchases, and performance throughout the portfolio. (In addition to president and CEO Jane Mendillo's comments on page 46, she hinted about changes in a May interview with the *Gazette*; see www.news.

For the Joy of It

Last year, the Harvard-Radcliffe Orchestra (HRO), formerly known as the Pierian Sodality of 1808, celebrated its bicentennial. It could claim to be the oldest orchestra in America: relative newcomers like the New York Philharmonic (1842), Boston Symphony Orchestra (1881), and Philadelphia Orchestra (1900) arrived decades later (see "Two Centuries of Sound," May-June 2008, page 23). But in its early years, the Pierian Sodality, named for the mythical spring that gave Greek gods musical inspiration, was simply a loose collection of students who liked to play music together. One of their most pleasant pastimes was serenading young ladies. On the night of June 22, 1820, for example, they "...serenaded almost every pretty girl in Boston…and returned to Cambridge at day break on the 23rd."

This detail appears in a graceful, profusely illustrated, and highly readable history of the HRO, *For the Joy of It,* recently published by the Pierian Foundation (copies are available from a foundation director, Christine Balko Slywotzky, at cbslywotzky@yahoo.com). Mixing history and anecdote, the 76-page volume narrates the evolution of that small cadre of musicians (whose number shrank in 1832 to only one, Henry Gassett of the class of 1834, a flutist—and soloist) into a full-scale orchestra that has played in Berlin and Moscow and toured Taiwan, Korea, and Japan, among other foreign travels. *For the Joy of It* traces the growth of the orchestra through its various phases and conductors, and provides a charming account of a long, adventurous voyage conducted on waves of sound.

In 1871, the Pierian Sodality, 16 strong, posed with their instruments.

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harvard.edu/gazette/2009/05.28/mendillo.html). Over time, there may be measurable changes in the "policy portfolio," HMC's model for allocating investments among asset classes.

But it would be surprising to see HMC abandon the strategies that proved successful in the past. For one thing, as Mendillo told the *Gazette*, "I expect we'll see some interesting opportunities across the board, for example in real assets—real estate and natural resources—where we are uniquely positioned, given our experienced and pioneering teams," whose professional ranks have in fact been bolstered by recent hirings. For another, the prices of such assets have declined, as have borrowing costs, making the potential returns on new investments much more attractive than at this time last year. The huge California Public Employees' Retirement System has indicated that it would increase its use of private-equity and hedge funds, commodities, real estate, and other assets, for just these reasons.

In the very near term, legacy investments in real estate, some commodities, and private equity may hold returns on the endowment below HMC's long-term goal of 8.25 percent annual gains. And therein is the continuing challenge to the University's budgets.

Reducing endowment distributions by 8 percent this year and a similar amount next year necessarily means cutting spending much *less*, and much *less rapidly*, than the value of the investments themselves sank last fiscal year. Arithmetically, that pushes the *rate* of distribution up—to a forecast level above 6 percent this year. If endowment returns are lower than that, its value would decline further during the year in nominal terms (absent any gifts received), and even further accounting for inflation.

So far, Harvard officials have not detailed their long-term assumptions about endowment returns, distributions, and values. But Stanford offers a useful analogy. In a presentation to his academic council in late April, President John Hennessy forecast that if spending were not reduced, assuming 3 percent inflation (below historical experience) and 8 percent investment returns for the next five years and 10 percent after that, it would take more than 30 years for the Cardinal's endowment to recover to its mid 2008 peak; substantial endowment gifts might cut the recovery period in half. Those trends underlay Stanford's decision to cut endowment spending (30 percent of revenues) more sharply than Harvard plans to do—10 percent this year and a further 15 percent next—in the hope of beginning to increase the payout again three or four years hence.

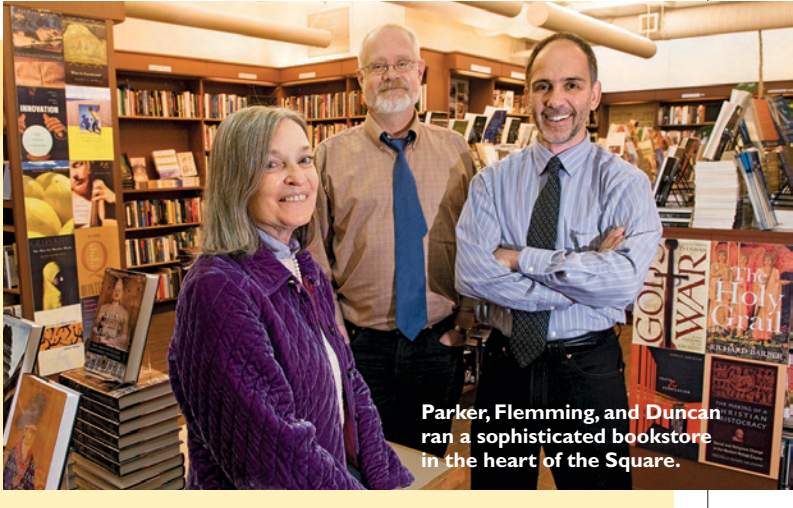
It is reasonable to assume that under similar economic and investment conditions, given Harvard's finances—and the pressure to reduce the payout rate toward a more normal range of 5 percent or so—the beginning of any recovery in endowment distributions here lies at least that far in the future.

The recession may be abating, and the financial-market chaos that punctuated it diminishing in effect. But the University's adjustments have only begun. Income from the endowment remains a critical source of revenue. HMC's experts have to balance new assessments of risk and demands for liquidity against promising investment opportunities—all while watching an uncertain economic environment. And Harvard's academic leaders face a protracted effort to reduce continuing costs, to find new sources of revenue for immediate needs, and, somehow, to invest in the most compelling

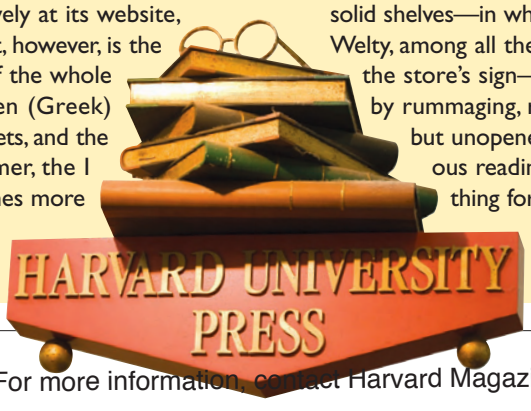
Last Chapter

The display room of Harvard University Press (HUP)—a fixture in the Holyoke Center arcade since 1966—and before that, on Dunster Street since 1948—closed on June 17. The proximate cause was the decision by two of the three employees, manager Jeff S. Flemming '73 and Marygail Parker, to accept the University's early-retirement program; their third colleague, Barry Duncan, was among the Press staffers laid off. The staffing transition came at a time when book sales have declined (in common with retail sales generally)—putting pressure on the Press, which operated the display room more as a customer service and a publicity venue than as a money-making venture. (Longer term, of course, book sales have also increasingly migrated to electronic outlets; Amazon is HUP's largest customer.)

The books themselves remain readily available, and HUP's list can be browsed comprehensively at its website, www.hup.harvard.edu. What is lost, however, is the overwhelming visual impression of the whole Loeb Classical Library in its green (Greek) and red (Latin) cases and dust jackets, and the nearby bright blue of the newcomer, the I Tatti Renaissance Library. It becomes more difficult to assemble, at a glance, the depth of the works published in Slavic studies, or in higher education, or music, or landscape architecture. This was a sturdy place—brick floors, concrete ceiling, solid shelves—in which to encounter Igor Stravinsky and Eudora Welty, among all the scholarly volumes. Above all, as showed by the store's sign—a stack of books disordered by rummaging, rather than positioned neatly but unopened—it was a place about serious reading and publishing: a very good thing for a university-press bookstore embedded in the center of Harvard's campus.



Parker, Flemming, and Duncan ran a sophisticated bookstore in the heart of the Square.



HM Visit harvardmag.com/extras to see photos from HUP display room history.

Photographs by Jim Harrison

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opportunities to advance knowledge and learning. It is the most delicate of balancing acts where, as President Faust told her deans, "What we do *matters*."

The Incident on Ware Street

On July 16, Fletcher University Professor Henry Louis Gates Jr. returned from Logan Airport to the Harvard-owned house he rents on Ware Street. The front door was stuck, so he and the driver who brought him home set about forcing it open. A passerby became concerned that something untoward might be happening; at her behest, another passerby dialed 911. Sergeant James Crowley, of the Cambridge police department, responded to the call.

From those unremarkable beginnings a remarkable nationwide furor arose. Crowley, assuming that he was investigating a breaking-and-entering, sought identification; the exchange between officer and professor somehow escalated; and Gates ended up being arrested for disorderly conduct and handcuffed.

After various negotiations, the charges were dropped on July 21, and a statement issued: "The City of Cambridge, the Cambridge Police Department, and Professor Gates acknowledge that the incident of July 16, 2009, was regrettable and unfortunate. This incident should not be viewed as one that demeans the character and reputation of Professor Gates or the character of the Cambridge Police Department. All parties agree that this is a just resolution to an unfortunate set of circumstances."

That might have put an end to the matter but for three factors. First, Crowley's report on the incident indicated that he was responding to a call identifying two "black males" as potential intruders, suggesting that race had figured into the summons to the police (but see below). Second, Gates continued to speak out after the official statement, criticizing Crowley and demanding an apology.

And third, at the end of a news conference on July 22 focused on healthcare reform, President Barack Obama, J.D. '91, responded to a question about the inci-

Yesterday's News

From the pages of the *Harvard Alumni Bulletin* and *Harvard Magazine*

1919 King Albert of Belgium, hero of World War I, receives an honorary degree and becomes the first reigning monarch to set foot in Harvard precincts.

1929 Alumni initiative and money ($60,000 for a three-year trial run) has created the independent Harvard Alumni Placement Service, open for business with the new academic year and ready to assist graduates "toward a satisfactory vocational adjustment."

1949 Professor Howard Aiken draws 800 mathematicians, engineers, physicists, social scientists, industrialists, and laymen to a Large-Scale Digital Calculating Machinery Symposium that coincides with the unveiling of Mark III. Although the 10-ton Bakelite and steel structure will be shipped to the navy after final tests, the gathering discusses how such machines could be used to work on problems in the social sciences, physiology, psychology, and other areas.

1954 The Athletic Association, tired of spending $75 for new wooden goalposts after every home game, installs a brand-new steel set at the stadium.

1959 A "listening laboratory" of tape recordings opens at the Modern Language Center in newly renovated Boylston Hall.

1969 On October 15, thousands of people around the country participate in Vietnam Moratorium Day, a symbolic "strike for peace" devised by Jerome Grossman '38.

1974 A proposal to extend the subway line farther north triggers discussion on overall planning for Harvard Square. Among the top questions: Should the Kennedy Library be built in Cambridge? And what are Harvard's long-range plans, and how will they affect the city?

1984 In two open letters to the Harvard community, President Derek Bok states that impaired freedom of speech hinders the University's mission, while divestiture of stock holdings in firms doing business in apartheid South Africa threatens that mission—not through financial loss, but through the loss of freedom of action.

1989 The Nieman Foundation welcomes the first Soviet journalist appointed in its 50-year history, Vladimir Voina, chief of the economics, politics, and ideology department of the Moscow-based magazine *USA*. The College registers Uerkesh Daolet (Wuer Kaixi), a leader of the recent Tiananmen Square student protests, as a visiting undergraduate.

Illustration by Mark Steele

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The Kirkland House Shooting

On May 18, Justin Cosby, a 21-year-old Cambridge resident, was shot in the basement of Kirkland House J entry; he died the following day (see Brevia, July-August, page 58).

Jabrai J. Copney, age 20, of New York City, turned himself in to Cambridge police on May 21, and was charged with murder a day later. He was arraigned on July 22 on five charges. A second man, Blayn Jiggets, age 19, was arrested in New York on June 9, and remained there in July, awaiting extradition proceedings; he was indicted on July 30 for murder. A third suspect, Jason Aquino, 23, of Manhattan, was arrested on July 30 and scheduled to be arraigned the next day.

The Middlesex district attorney indicated in statements and in the filing for Copney's arraignment that Cosby was involved in selling marijuana, and that Copney and Jiggets were on the scene (inside a locked, gated undergraduate residence) because they intended to rob him.

However the case ultimately unfolds, Harvard is involved beyond its role as the venue for the shooting. The *Crimson* reported text messages linking Copney to drug sales on campus; the prosector linked the suspects to two undergraduates, Brittany Smith '09, of Lowell House, a friend of Copney, and to Chanequa Campbell '09, of Kirkland House, Smith's friend. Both were reportedly denied permission to graduate, and ordered off campus.

University and College officials have declined any detailed comment on the matter—the normal practice when students are involved in any kind of disciplinary proceeding, and all the more so when a criminal investigation is underway. A May 22 e-mail to the community from College dean Evelynn M. Hammonds observed that "The Middlesex County District Attorney made clear…that drugs were at the center of the events that brought Justin Cosby together with his assailants," without making any link to sales to students. She noted her intention to "work with student leaders and others to address the nature and risks of illicit drug use on campus" and "to underscore the importance of safety and security practices for the entire College community."

As of early August, when this issue went to press, there had been no further official word. Legal proceedings aside, the College would seem to have an urgent need to reinforce the proper use of IDs and gated entries—and to teach in vivid terms about the possibly deadly consequences of casual use of illegal controlled substances.

dent by saying that he did not know all the facts, but that the Cambridge police had acted "stupidly" in arresting Gates after he had demonstrated he was in his own home. The ensuing uproar led to retractions, clarifications, and ultimately a White House "beer summit" on July 30, at which Obama, Vice President Joe Biden, Crowley, and Gates talked things over. (America's humorists weighed in: Andy Borowitz '80 had Obama proclaiming "Drink a Beer with Someone Who Arrested You Day." *The Onion* had Crowley accidentally arresting Gates again as he "observed an unidentified black male sitting near Mr. Obama…" in the Oval Office. Editorial cartoonist Mike Luckovich had Gates and Crowley shouting at each other across Obama's desk: "Tastes Great!!!" "Less Filling!!!")

If the exchanges did little to advance any hoped-for national dialogue on race, they did bring out more facts. Crowley was identified by colleagues as an exemplary officer previously tasked with teaching other policemen how to *avoid* racial profiling in performing their duties—and a black officer at the scene of the arrest gave his full support to Crowley's handling of the incident.

Finally, a bystander who was peripherally involved, but who suffered collateral damage from the uproar, was fully exonerated after the fact. The 911 call was placed by a *Harvard Magazine* employee who had been out walking at lunchtime (the magazine's office is also on Ware Street). The police report on the incident, which became public, inexplicably did not initially redact her name or other identifying information (the usual practice)—including her phone number. Because the police report seemed to indicate that she had described the suspects in the incident by their race, she was subjected to a barrage of threatening calls and e-mails and relentless news-media attention at home and at work. In fact, the transcript of the 911 call, released on July 27, made clear that she had never invoked race and that she had even raised the possibility that the suspected intruders were simply having trouble with the house key.

Although many questions about the whole incident—as refracted through the media and national sensitivities (and biases) about race—remain unresolved, this one is put to rest: it began with a proper, Good Samaritan call to the police, motivated by a desire to avert a possible crime or personal injury.

Systems Biological and Quantitative

GARY KING, Florence professor of government, and Marc W. Kirschner, Walter professor of systems biology, have been named University Professors, Harvard's most distinguished faculty position. King, founder and director of the Institute for Quantitative Social Science (www.iq.harvard.edu, and see "Putting the Science in Social Sciences," September-October 2001, page 71), becomes the Weatherhead University Professor, succeeding the late Samuel P. Huntington. Kirschner, founding chair of Harvard Medical School's (HMS) department of systems biology and previously of the department of cell biology, becomes Enders University Professor, succeeding Nobel laureate David Hubel, now emeritus. (For background on Kirschner's work, refer to "Seeing Biological Systems Whole," March-April 2005, page 67, and the review of his recent book on the mechanisms of evolution, November-December 2005, page 22.)

University Professorships, created in 1935, are intended to recognize especially distinguished faculty members whose research crosses the conventional boundaries of departments and disciplines. There are now 22 such professorships.

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Brevia

Medical and Math Milestones

The Camille and Henry Dreyfus Foundation has conferred its inaugural Dreyfus Prize in the Chemical Sciences on Flowers University Professor **George M. Whitesides**. The biennial prize, with a monetary award of $250,000, recognizes outstanding research in chemistry—in this case, work in materials chemistry. Whitesides is a leader at Harvard in nanoscale research with implications for biology (as described in "Thinking Small," January-February 2005, page 50). Separately, Petschek professor of mathematics **Clifford H. Taubes** was named co-winner (with Simon H. Donaldson of Imperial College London) of the $1-million Shaw Prize, for distinguished, significant advances in three- and four-dimensional geometry, drawing upon insights from theoretical physics and quantum theory. Taubes, a member of the National Academy of Sciences, earned his Ph.D. in physics at Harvard in 1980.

PARK PLANS PROCEED: Although the University's plans for completing its first science building in Allston remain uncertain, it is proceeding with community amenities promised to the neighborhood as part of the long-term ambition to develop academic facilities there. In July, Harvard planners unveiled preliminary designs for a new public park scheduled to be installed behind the local branch of the Boston Public Library, on North Harvard Street. Intended to provide reading spaces and other natural amenities, the park (rendering above, courtesy of design firm Michael Van Valkenburgh Associates Inc.) is scheduled to be constructed beginning next spring.

FAS Financial Leader Leaves

Brett C. Sweet, M.B.A. '00, who joined the Faculty of Arts and Sciences (FAS) as dean for finance and administration last September—just in time to help the faculty come to terms with the severe pressures and budget reductions caused by the declining endowment—departed in July to become vice chancellor and chief financial officer of Vanderbilt University. He had been at Baylor College of Medicine before coming to FAS. Dean Michael D. Smith said Sweet had been "instrumental" in helping to guide and shape the restructuring of FAS, and in major projects such as renovating biology laboratories to accommodate Harvard's stem-cell researchers. While a search for a successor is under way, **Cathy Gorodentsev**, formerly the executive vice president's chief of staff, will oversee FAS's administrative functions; the finance and buildings units will report directly to Smith.

Brett C. Sweet

Nota Bene

RADCLIFFE FELLOWS. The Radcliffe Institute for Advanced Study has announced its resident fellows for the 2009-2010 academic year. There will be 42 fellows (chosen from 853 applicants)—about 20 percent fewer than last year, reflecting budget constraints. Seven faculty members won fellowships: materials scientist **Joanna Aizenberg**, video artist **Lucien Castaing-Taylor**, historian of science **Peter Galison**, economists **Jerry R. Green** and **Daniel A. Hojman**, drama and literature scholar **Elizabeth D. Lyman**, and biogeochemist **Ann Pearson**. Two scholars at risk will be identified following their safe arrival in the United States. See the full list at www.radcliffe.edu.

PRESS, POLITICS, PUBLIC POLICY. The Harvard Kennedy School's **Shorenstein Center on the Press, Politics, and Public Policy** (www.hks.harvard.edu/presspol) has announced its Rosenthal Writer-in-Residence Program, honoring the late **A.M. Rosenthal**, former executive editor of the *New York Times*. It provides an annual $30,000, one-semester residency for an established writer who is pursuing work on a book concerning the center's fields of interest.

BY THE NUMBERS. Harvard School of Public Health has appointed **Giovanni Parmigiani** professor of biostatistics and chair of the department of biostatistics and computational biology at Dana-Farber Cancer Institute. He applies statistical methods to assess biomedical data, particularly for predicting cancer risks. **Francesca Dominici** has been appointed professor of biostatistics; she analyzes the health effects of air pollution. The couple were previously at Johns Hopkins.

EMERGENT ENGINEERS ET ALIA. The Presidential Early Career Awards for Scientists and Engineers—the federal government's highest honor for promising young researchers—has been conferred on Beren professor of economics **Roland G. Fryer Jr.**; **Nonie Lesaux**, who holds the Kargman chair in human development and urban education advancement; associate professor of electrical engineering **Patrick J. Wolfe**; and assistant professor of electrical engineering **Robert J. Wood** (of robotic fly fame: see "Tinker, Tailor, Robot, Fly," January-February 2008, page 8).

GRADUATE SCHOOL OF EDUCATION

Nonie Lesaux

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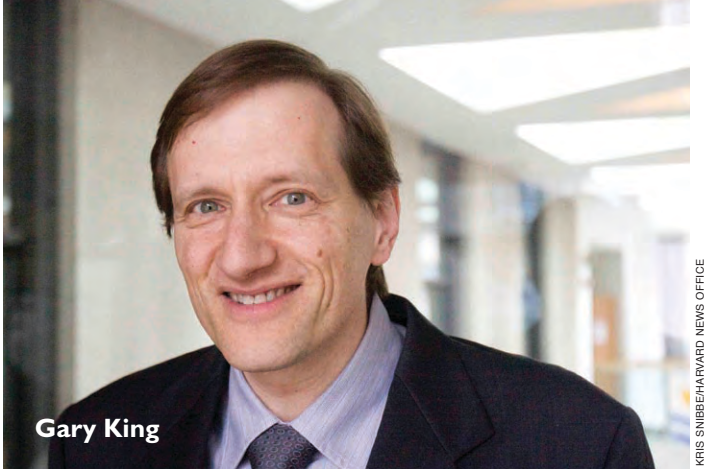
JUSTIN IDE/HARVARD NEWS OFFICE

Marc W. Kirschner



KRIS SNIBBE/HARVARD NEWS OFFICE

Gary King

King, who joined the Harvard faculty in 1987, has done so through quantitative studies probing fields from voting behavior and international conflict to the proper design of survey instruments (see the Harvard at Home video series at http://athome.harvard.edu/programs/vsr).

Kirschner's work on cell division, embryo development, and the evolutionary origins of the nervous system has led him to draw on biology, computer science, physics, engineering, and other disciplines—all encompassed in the nascent systems biology department and its associated Ph.D. program. He joined HMS from the University of California, San Francisco, in 1993. For information on his laboratory, see http://kirschner.med.harvard.edu.

UNDERGRADUATE

Why Harvard Needs to Get Harder

by CHRISTIAN FLOW '10

There are certain e-mails you never want to get from a professor. The one I received the day before winter break this past year was a good example. *Where was my outline for the term paper due Friday?* this professor wanted to know. It was Tuesday. *Could I meet her in her office the following morning?* She was "alarmed," she said, at my lack of preparation, and looking for a way to "rescue the situation." But she couldn't have been as alarmed as I was. So much for staying off the radar! This rescuing business hardly sounded joyous or merry or otherwise in keeping with the spirit of the season.

Wednesday morning, I reported as scheduled and was roundly scolded. *Disengaged, immature, irresponsible:* I was all of these things, or so I was told as I sat in her basement office. Needless to say, I was taken aback. In three years at college, I had never been slapped around like this. This was the kind of thing that happened in high school when you didn't do your reading. Who knew that tenured professors had the time or the temperament for this species of intervention?

She kept going. Term papers were to be written during the term. I now had two days. What had I been doing, she wanted to know.

I mumbled something about the *Crimson*. In a move that had been building all semester, Faculty of Arts and Sciences (FAS) dean Michael D. Smith had announced the previous week that he expected a $100-million deficit for the next fiscal year. Departments were being asked to cut 10 to 15 percent of their budgets. Professors' salaries were being frozen; faculty searches were being suspended or canceled in bulk. Harvard, it seemed, was on the brink of serious change. All of which meant that the good folks at the campus newspaper—including me—had been spending unhealthy amounts of time getting a sense of what was going on.

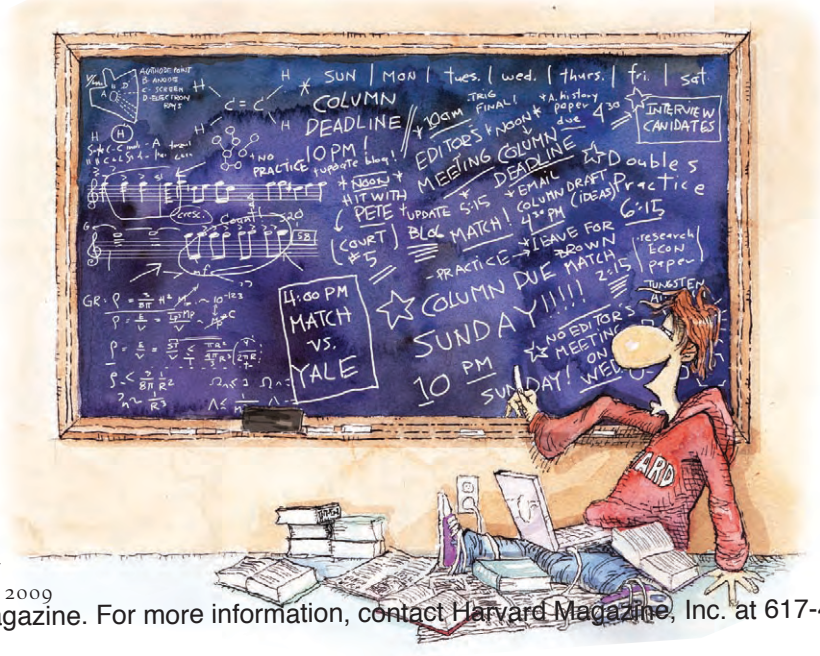


Illustration by Tom Mosser

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This was interesting work: things were happening fast, there were people to talk to, ramifications on the horizon. More important, there were a whole lot of people who wanted to know about this stuff in real time and there was a special satisfaction—a pride—in trying to meet that need. If you wanted to share in this pride, you made sacrifices—most of them academic—in support of the journalistic mission. Courting academic disaster was part of the culture, and after five semesters on the *Crimson*, I more or less knew the game. Harvard's grading scheme, for better or worse, would accommodate cram-sessions and last-ditch, all-night efforts. In the classroom, I had been doing what I needed to do to get by, but emperors and ancient ruins hadn't been my primary focus.

My professor was less than impressed with my tightrope act. Academics were not to be trifled with, she said. The paper would be due Friday, and it had better be done.

I was shocked. Truth be told, I took it all somewhat personally. Still smarting from the morning's lecture, I caught a short flight home with a manila folder full of readings in my hand. I had written quick term papers before, and I knew that two days—one to research, one to write—was just within the realm of possibility. I holed up the next morning in an empty library at one of the University of Maryland's satellite campuses.

When you're on a stiff deadline, you don't have time to be cute about your topic. I seized on the first thing that looked narrow enough to pursue: the legal strictures governing emergency senatorial decrees in ancient Rome. This is an extremely boring topic even by the somewhat stodgy standards of the classical field. But strangely, I was more focused than I've ever been.

What was driving me? I had something to prove—namely, that while I might be irresponsible, I wasn't incapable. In one day, I did as much auxiliary research as I've ever done for a paper. More than that, I did it intensely, with an adrenaline-fueled sense of purpose, as if something—some pride even—was really riding on it. I did this paper as if people would care to read it. I wrote it with much the same attitude, I suppose, as I would a *Crimson* article. And by that evening, I have to admit, the stuff had become rather interesting. I had known there was some pleasure to be had in academic inquiry: this was at once a confirmation and a reminder. I'm not suggesting I was eating up *The Legal Procedure of Cicero's Time* like it was *Vanity Fair*, but I had managed to summon a desire to know where the Porcian Laws belonged in the Roman legal landscape that would have been nonexistent if I hadn't taken the assignment so personally. Which never would have happened if I had not been held accountable in such an oddly direct fashion. It crossed my mind afterwards that my professor might have done me something of a favor.

Now, months removed from that episode, I'd like to suggest that this favor be extended. Harvard would be doing its students a favor by holding them more accountable academically—or at least finding a way to ensure that courses, across the board, match the demands and intensity of the extracurricular organizations where so much undergraduate time is currently spent. It's always struck me as odd that a place notorious for its hard-nosed exam-period threats to hold students "incommunicado" in their hospital beds if they become ill during a test could allow students to take such liberties with its syllabi.

But that is the present reality. It's largely a matter of incentives. Collegiality, social currency, influence—all these things are to be found more easily in an extracurricular setting than in satisfying course requirements. And as far as day-to-day disincentives for underperformance are concerned, student organizations take the cake. Skip your reading for a section and risk an awkward moment with a teaching fellow. Skip out on your responsibilities for an extracurricular, and risk derision or excommunication by your peers: *You're lazy. You're not willing to sacrifice like everybody else. You're a flake. That's* accountability. *That* is personal. Those who say that it's up to students to make sure they are having a challenging academic experience miss the point: engaging meaningfully with course material shouldn't be an option; it should be demanded across the board. There must be keener reasons to treat assignments seriously; keener deterrents for not doing so. Otherwise extracurricular commitments will rule the day, and students' academic experience will suffer.

That's not to say the system doesn't have

Welcome, Fellows

Melanie Long and Spencer Lenfield

Harvard Magazine's Berta Greenwald Ledecky Undergraduate Fellows for the 2009-2010 academic year will be Spencer Lenfield '12 and Melanie Long '10, who were selected after an evaluation of writing submitted by more than two dozen applicants for the two positions. The Fellows, who join the editorial staff during the year, contribute to the magazine as "Undergraduate" columnists and initiate story ideas, write news and feature items, and edit copy. Lenfield, of Paw Paw, Michigan (near Kalamazoo), will live in Eliot House beginning this fall, and may concentrate in literature or history and literature. He plays piano in a classical trio, is on the editorial board of *Tuesday* magazine, and worked at Western Michigan University, near his home town, during the summer. Long, of Atlanta (and previously Cincinnati; Frankfurt, Germany; and Caracas) and Lowell House, is concentrating in English and pursuing a secondary field in film studies. A *Crimson* staff writer and volunteer tutor, she was in Cambridge this summer, serving as a resident tutor in the Crimson Summer Academy, Harvard's academic enrichment program for local high-school students. The Fellowship is supported by Jonathan J. Ledecky '79, M.B.A. '83, and named in honor of his mother.

Photograph by Stu Rosner

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its advantages. A daily newspaper is produced in the 40 to 50 hours a week that my peers and I are able to carve out of our course preparation; whole dramatic productions are written and produced on that kind of time; Ivy championships are won on it. I have cherished my time on the *Crimson* dearly.

But the rub to all this, as I glimpsed briefly last winter, is that many students run the risk of *never* achieving the level of sustained, focused engagement in their studies necessary to spark serious academic interest. It falls to the College to push back a bit, to find a policy tack that will allow the classroom to take back some of the territory currently overrun by student organizations. I'm not advocating stamping out the extracurricular pursuits that give the campus its flavor—just tweaking the equilibrium somewhat. Otherwise, Harvard will have to continue to accept the fact that some of the nation's finest students are barely tapping deep reservoirs of academic potential, and that the beginnings of scholarly curiosity are routinely sliding away like runoff on a badly designed road.

IF THERE WERE EVER A TIME for Harvard to recommit itself on this issue, it would be now, when things appear to be sliding in the wrong direction. FAS announced an initial round of budget cuts in May that promises (despite administrative protests to the contrary) to make classrooms more impersonal than they already are. Fewer TFs will be hired. In the College's most crowded concentration, economics, a seminar program that once offered small, focused classes to juniors has been suspended: a reminder that holding students accountable is expensive and large lectures with few sections and few exams are comparatively cheap. If we see more of the latter, as it appears we must, students will have even more leeway to treat their studies as a secondary pursuit.

Meanwhile, in the venerable classics department, where I am a concentrator, undergraduate requirements were significantly altered this year for the first time in decades (see "Humanities Rebooted," May-June, page 52). Notification came this spring that the general examinations—the comprehensive test long required for graduation—were on their way out. On a symbolic level, at least, this was no small change. The thought of the "generals" alone had been enough to make your palms sweat: six hours of testing—translation in both Latin and Greek (selections chosen from a reading list of seemingly epic proportions), essay questions on literature and history. When I first heard of them as a freshman, they had reminded me of something out of an Oxbridge memoir, a vestige of a time when learning was a sink-or-swim endeavor. Here, I remember thinking, there would be nowhere to run, no room to cherry-pick esoterica and choose ease at the expense of the foundational—it would be demanded that I develop a coherent breadth of knowledge...or fail the generals trying.

Of more concern is the fact that classics is not alone in making this kind of curricular modification. Astronomy also fiddled with its requirements this year, and though it had no generals to cut, it echoed the classics department's desire to ensure that its program of study be less oriented toward preparing students for graduate school.

Here's hoping that this is not part of a general pattern. The intentions behind such changes are well-meaning and well-conceived: concentrations will be more accessible to students who didn't have the luxury of focused high-school preparation in a particular field of study, for instance. But for many students, I think the bottom line is this: these concentrations are less demanding than they used to be. I felt an uneasy relief when I heard about the generals' demise. There was less strain in store for me certainly—more time for other pursuits. But also, probably, less benefit. When it comes to academics, this may not be a trade-off that Harvard—at a particularly vulnerable moment in its long and storied history—can afford.

Berta Greenwald Ledecky Undergraduate Fellow Christian Flow '10 found himself ideally situated to contemplate academics as an extracurricular this summer—"site"-seeing ancient ruins on weekends while professionally involved in a newspaper internship in Athens.

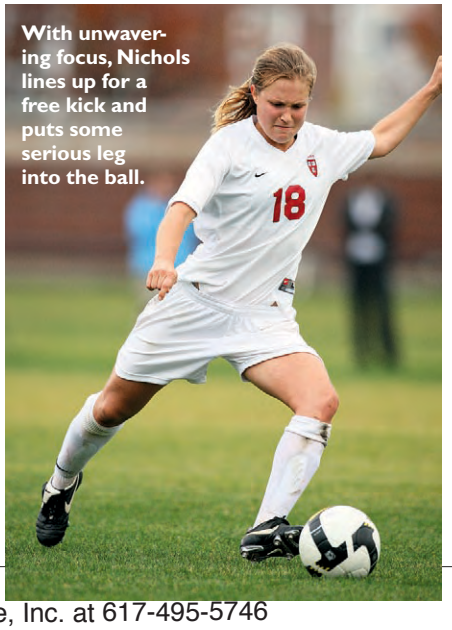
SPORTS

Ice Water and Rockets

Soccer's Lizzy Nichols has both sang-froid and a killer shot.

LAST FALL, the Ivy League women's soccer championship was decided in the final seconds of the season's last game. Harvard, Princeton, and Columbia entered the closing weekend with identical 4-1-1 records. The Crimson needed to beat Columbia at Ohiri Field to at least share the title, but regulation play ended in a 1-1 tie, and neither team could score as two overtime periods unfolded, although Harvard was dominating offensively, outshooting Columbia, 9-2. Then, with a mere nine seconds left in the second overtime, Melanie Baskind '12 beat a few Columbia players and dribbled into the penalty box. She touched the ball forward past a defender—then, getting ready to shoot, was taken down for a foul. That meant a penalty kick, the only one Harvard had been awarded all season.

"I immediately ran to the ball and put it on the 12-yard mark," says Lizzy Nichols '10,



With unwavering focus, Nichols lines up for a free kick and puts some serious leg into the ball.

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who does not believe in dithering at such moments. (Penalty kicks originate at the 12-yard mark, inside the penalty box, which stretches 18 yards from the goal line into the pitch.) The inevitable howls of protest from the Columbia fans subsided after a minute or two. The official cleared everyone from the penalty box and blew his whistle. Then Nichols charged the ball and drilled it into the upper left corner of the net, sealing Harvard's 2-1 victory and its first Ivy title since 1999.

The Crimson shared the championship with Princeton, who beat Penn that day to go 5-1-1, but as Harvard had already vanquished the Tigers, 2-1, they secured the league's automatic NCAA tournament bid. (There, Harvard lost to Northeastern, 3-2, in a shootout.)

In general, soccer players do not have solitary, unobstructed chances to kick the ball. That is what an opponent's infractions afford them: penalty kicks, corner kicks, or free kicks. Play stops and the referee clears everyone else away from the ball. The first question is, who will take the kick. "You don't want to be looking at each other saying, 'Do *you* want to take it?'" Nichols explains. "Sometimes the coach will decide, but the main thing is to have someone who is feeling confident in her shot. Confidence is so important. It's better for a team if somebody steps up and says, 'I've got this.'"

Of course, another factor is having a strong shot. On a free kick, Nichols's powerful right leg can rocket one into the goal from 30 yards out. "She's the best free kicker I've ever coached," says head women's soccer coach Ray Leone. "Her range makes Lizzy a threat from anywhere."

Certain fouls outside the penalty box result in free kicks. (Corner kicks happen when opponents kick the ball past their own endline.) Free kicks can be shots on goal, but "you may want to serve the ball" to a teammate nearer in who takes the shot, Nichols explains. Typically, the opponents form a "wall" of players, no less than 10 yards from the ball, to protect their goal. The free kicker, says Nichols, might choose to "drive it straight, go low, or high, or bend the ball either way, toward the near or far post."

On a penalty kick, Nichols's ritual involves turning the ball so the manufacturer's logo faces her, providing a target to fix on. "I try to make things simple," she explains. "The only thing to focus on is the contact I make with the ball. You know how it feels to strike the ball, and you know where you want it to go. If you hit the ball right, it should go there—you've done it so many times in practice. Choose your spot, and don't change your mind in the middle of it, no matter where the goalkeeper stands. It's a completely mental game. Sometimes, just as the whistle blows, they jump a certain way to try to get you to go in one direction. That's why I never look at the keeper. Some people look at the keeper or at the spot they want it to go—or at the opposite side, to get them guessing. But if you hit it cleanly and hard, and wide enough toward one side of the goal, even if the keeper guesses right, they're not going to be able to save it."

Nichols's success stems from technical proficiency, built on lots of practice on such kicks, says assistant coach Katie

Lizzy Nichols

DAVID SILVERMAN/DSPICS.NET

Shields '06. "And Lizzy has ice water in her veins," Shields adds. "She also has the ability to make the ball 'knuckle'—it dips and curves a bit in the air, exactly like a knuckleball pitch in baseball." (Leone notes, "Only a few can do that—it's kind of a Brazilian thing.")

As a former varsity goalkeeper, Shields knows the cat-and-mouse game between kicker and goalie. The goalie will "look for little cues the shooter may give you," she says. "A glance to one side, or body language in the first couple of steps to the ball. Lizzy doesn't give any cues. The best shooters are the ones who just step up and bury the ball."

The daughter of a printmaker father and architect mother, Nichols grew up in

DAVID SILVERMAN/DSPICS.NET

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Princeton, New Jersey. (There's a picture of her at age two with a soccer ball.) She developed her skills in club soccer and at The Lawrenceville School. A history and literature concentrator, she'll co-captain the team this fall with Gina Wideroff '11; a talented group of freshmen should bolster the Crimson's hopes of defending their Ivy League title.

When not taking free kicks, Nichols plays center back, a "quarterbacking position" where she is vocal in coordinating Harvard's defense. "The attack starts at the back," she says, "and defense starts with the forwards." As a defender, of course, Nichols doesn't accumulate flashy offensive statistics: she scored only two goals last year. But one stat counts more than all the rest. On penalty kicks: one attempt, one goal. —CRAIG LAMBERT

Fall Preview—and Blog

The football team, which last year shared the Ivy League title with Brown (both had 6-1 Ivy records; Harvard was 9-1 overall, Brown 7-3), sustained its only 2008 loss to Brown early in the season. To defend their title, the Crimson will need to replace standouts like quarterback Chris Pizzotti '08 ('09), the Ivy League's Player of the Year last fall. There are several candidates for that job, including junior quarterbacks Matt Simpson and Collier Winters. Expect significant yardage gains from running backs Cheng Ho '10 and Gino Gordon '11. The offensive line graduated three all-Ivy players, but an able corps, led by offensive tackle James Williams '10, remains in place. Various football media chose Williams, along with cornerbacks Matthew Hanson '12 and Derrick Barker '10 and wide receiver Matt Luft '10, for preseason all-American teams. Hanson, who snaffled four opponents' passes last fall, was the 2008 Ivy League Rookie of the Year.

Gridiron Blogging

"Cleat," *Harvard Magazine*'s canny football correspondent, will blog about the fall season on the magazine's website, http://harvardmagazine.com/football. To receive e-mail notification of new posts, sign up at http://harvardmag.com/highlights.

ALUMNI

Scaling Up Charity

Smile Train's Brian Mullaney

Brian Mullaney with a Haitian patient before her surgery this past February. Smile Train has provided roughly 160 surgeries in Haiti and recently launched "Cleft-free Haiti" to completely eradicate cleft there.

AGAINST ALL ADVICE, Brian Mullaney '81 left a secure Madison Avenue career in 1990 to co-found his own ad agency, targeting the high tech industry. Schell/Mullaney opened with Mullaney and one employee working out of his apartment; the partners were so successful that they sold the firm in six years. Suddenly, Mullaney was free to do anything he dreamed of.

Ever the entrepreneur, he chose to focus on what had been a philanthropic pastime: correcting facial disfigurements in poor children. He became the co-founder of Smile Train, now the largest charity devoted to fixing cleft lip and palate injuries around the world.

In just a decade, the New York City-based organization has sponsored more than 500,000 surgeries throughout 76 countries, with a primary focus in China and India. In the last fiscal year alone, Smile Train raised more than $100 million and sponsored about 110,000 operations—with only 42 employees. Says Mullaney, "We basically found a better mousetrap, then scaled the hell out of it."

CLEFT INJURY, the most common birth defect in the United States, affects one in every 594 newborns, or 6,800 infants per year, according to the Cleft Palate Foundation. Most of these babies receive surgery within three to six months. In developing countries, however, such deformities are

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far more numerous, and typically go untreated: Smile Train estimates there are 160,000 new cases a year and a 4.6-million-case backlog.

Though rarely life-threatening, clefts can lead to social ostracism and psychological scarring, as well as severe practical problems: the afflicted children often do not attend school, get jobs, or marry. "A lot of these kids can't talk, or talk well," Mullaney reports. "They sound retarded and they are treated like freaks, like the Elephant Man." Cultural prejudices also abound, some linking the children to evil spirits or Satan, making the condition harder for entire families to bear; in India, Mullaney says, there have even been reports of midwives being paid to smother such babies, especially girls, at birth.

The psychosocial impact of clefts is brought home in *Smile Pinki*, a 2008 film about the charity's work in India that won an Oscar for best short documentary (a goal Mullaney had set out to achieve about three years earlier). "These surgeries transform these kids' lives," he says.

Smile Train excels similar charities in sheer numbers not only by applying strict "best business practices" to its work, but by supplanting the traditional medical mission with a more efficient, "less imperialistic" system that has so far trained about 56,000 local medical professionals to perform cleft surgeries. "In the colonial model, foreign doctors get off the plane and act like Jesus Christ—'Give me your crippled and I'll heal them,'" says Mullaney. "They push the local doctors to the sidelines, have their press conferences, and then pack up every last Q-tip and leave. This was not only very demoralizing to the local staff, it was wrenching because they would operate on 100 kids, but break the hearts of 300 others. It made me very unhappy. What company turns away most of its customers?"

Fostering enterprise while correcting a relatively finite, physical problem that has a huge emotional impact greatly appeals to Mullaney, who is both an empathic idealist and a ruthless pragmatist. "We know where the kids are, in every province of every country all over the world. We know what the cure is: it's a simple, 45-minute procedure that costs donors as little as $250," he says. "It just seemed so unfair that all these kids were suffering unnecessarily."

Smile Train has been especially active in China. Mullaney met these four nurses from Jinzhong No. 1 People's Hospital, one of its partner institutions, in 2005.

With economic conditions improving in many places and more attention being paid to prevention of birth defects (Smile Train also has an educational component), he says that "at this rate, in five to 10 years, we'll have the backlog well in hand, and have facilities in place to address the new cleft cases in all the developing countries combined."

Mullaney first started caring about children with deformities long before his own kids were born. He was working on advertising accounts for Park Avenue cosmetic surgeons, he recalls: "I'd ride the subway to their offices and see all these kids, mostly immigrant and poor children, with giant port-wine stains or a hairy nevus across their face, kids with six fingers, or missing an ear, or a scar that was wide open, or horrible teeth, and I knew my surgeons could fix those," he says.

In 1991, while running Schell/Mullaney, he founded a pilot program that offered free surgeries to city kids; ultimately, it grew to include the entire metropolitan school district. Surgeons did the work pro bono, while Mullaney raised funds to cover operating expenses. One day, he saw an article in *People* magazine about a Virginia-based charity with the same name as his: Operation Smile. He called them up, and by 1994 the two groups had merged to focus on cleft injuries internationally, using two-week medical missions.

The impact of these surgeries hit Mullaney on his first of many trips to China, when he was allowed to scrub into an operation on a nine-year-old whose name meant Beautiful Cloud. "When she woke up in the recovery room, they brought in a mirror and handed it to her—and I will never forget how her hands were trembling and she stared into the mirror and didn't say a word, and nine years of tears ran down her face." He felt he had "witnessed a miracle" and returned to New York "like a man on a mission and began raising millions of dollars for Operation Smile from everyone and anyone I knew." The exposure to charity work in the world's poorest corners "fundamentally reset" his values, he says: "I get the bends like a deep-sea diver going between" his two worlds.

Mullaney was so effective that within two years he, Charles B. Wang (his former client at Computer Associates), and DeLois Greenwood (now number two at Smile Train) had boosted contributions to the New York Operation Smile chapter from $60,000 to $1.2 million. Yet with each new mission, Mullaney says he "learned more about how this medical model from 30 years ago was obsolete. The model of 'teach a man to fish' is just so much more empowering locally, so much cheaper and more efficient and productive."

In 1997, he and Wang (who is as high profile in his philanthropies as in his sometimes controversial business practices) devised the idea of Smile Train. Mullaney says Wang, who immigrated to the United States as a boy, still identifies strongly with China and questioned why Operation Smile did not utilize Chinese surgeons.

Over time, Wang and Mullaney worked with then U.S. and Chinese presidents George H.W. Bush and Jiang Zemin to pave the way for training local surgeons and supporting hospitals in some of that country's poorest regions. In 1998, they split from Operation Smile and established their own organization. Wang, as chairman of the board, put up the initial $70 million: $30 million of his own, $40 million that he raised from friends. That money, Mullaney's sweat equity, and their high-level connections put Smile Train on track.

"Most charities don't see themselves as a business," Mullaney says. They "can be terribly managed, pay people poorly, and yet never go out of business. They're almost like churches; people say, 'That's OK,

Photographs courtesy of Smile Train

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because their hearts are in the right place.' At Smile Train, we pay people market-rate salaries and if they're really good, we give them a bonus, and if they're not, we fire them—we don't care where their heart is, it can go somewhere else."

Also parts of the Smile Train business model: donors are treated like shareholders; doctors are trained via groundbreaking virtual-surgery software that Smile Train helped develop at New York Medical Center; capital investments align with strategic goals (the charity spent $1 million on a digital medical-records system, instead of handling manila folders with more than five million paper documents and photos); surgeons and medical charts/records are rated by outside reviewers to pinpoint problems; and Smile Train holds no direct fundraisers, which Mullaney says are "cost inefficient and wasteful."

"What we're doing differently," Mullaney explains, "is more like franchising the Smile Train operations: financing and working with more than 1,000 local hospitals so that they can do this work themselves."

Since the "divorce" from Operation Smile, as Mullaney puts it, Smile Train's clout and programs have both grown, attracting Hollywood stars and prominent figures such as Colin Powell who provide testimonials and public-service announcements and often also donate to the cause. "One of the advantages I have over other charities is my marketing background," Mullaney allows. In college, the economics concentrator who liked art and graphics joined Harvard Student Agencies and produced marketing materials for various campus groups, including the logo still used by the Din and Tonics. But he's also "like a dog with a bone: to be successful in the charity world, you have to be incredibly thick-skinned and determined, or else you're going to burn out and walk around beating yourself over the head with a stick in frustration."

He believes in operating a small, focused, creative group of people who brainstorm and daydream to generate "big ideas." One such session spawned the notion of a feature film about clefts. So much of the health and medical news from "developing countries—malaria and AIDS—is bad news about diseases we still can't cure, and here you have this little story about something really good that can happen so easily," Mullaney says. When no one in Hollywood bit, he settled for a documentary. He drew director Megan Mylan (*Lost Boys of Sudan*) into the cause, just as he had Wang—and they earned an Oscar.

With *Smile Pinki*'s win, he has refocused efforts on getting a feature film made, with a major star. And with help from surgeon and author Atul Gawande (see page 30), among others, he studies how to apply the Smile Train model to other conditions with surgical remedies: holes in the heart, club foot, burn wounds, and blindness. "All of these exist throughout the world, are as big as cleft, or bigger, and have interventions that are similarly quick, cheap, and 99.9 percent reliable," Mullaney explains. "We're meeting with charities who do this medical work to educate ourselves and think about how to partner with donors." After a second, he adds: "Once you help 1,000 kids, then you want to help 10,000 kids, then 100,000 kids. In a way, it's a great addiction to have."

—NELL PORTER BROWN

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A Call for Public Service

FRED FIELD

"Three things make us happy," says Teresita Alvarez-Bjelland '76, M.B.A. '79, quoting a CNN report on the topic: "Sex, exercise—and public service." She plans to focus on public service this year as the new president of the Harvard Alumni Association (HAA). "It makes us feel good to take care of others," she explains, "and with the Obama administration's [call for community and national service] and the economic recession, it's time to give back something of ourselves." Service is also a unifying cause for alumni, she notes, because it "cuts across all schools and classes and it brings out the best in everyone and can unite us as a University."

The three HAA directors' meetings this year will highlight "Harvard's role in global public service," she says, and will include a session with keynote speaker Julio Frenk, dean of the Harvard School of Public Health (see "A *Global* Health View," March-April, page 48), as well as meetings and events with faculty members from the Graduate School of Education and the Kennedy School. She also hopes to invite undergraduate and graduate students to share their experiences of overseas public-service-related travel and educational ventures supported by Harvard. "I want to share all the wonderful things that are happening through Harvard around the world."

As a Cuban native who has lived for more than 25 years in Norway (the land of her husband, Christian Bjelland, M.B.A. '78), Alvarez-Bjelland knows something about cross-cultural community-building and leadership. "I am Hispanic...by birth and by temperament. I am European by marriage, and place of residence," she told the graduating seniors during her Class Day speech. "But I am very much American by loyalty and gratitude!"

With a professional background in advertising and marketing, the Oslo resident has also spent considerable time and

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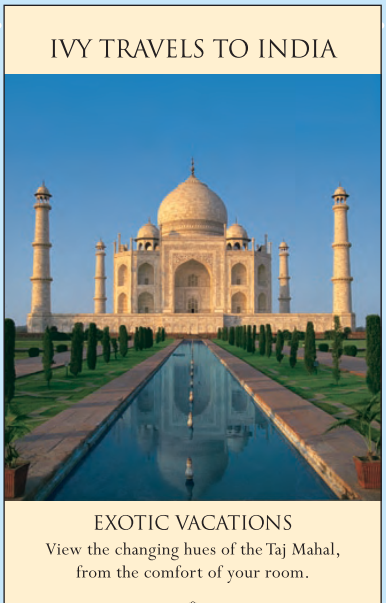

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energy volunteering for Norwegian and other nonprofit arts and culture organizations, including the Stavanger-based International Chamber Music Festival, the Norway-American Association, and the Stavanger 2008: European Culture City competition.

Her contributions to the University have spanned more than two decades, ranging from reunion and club activities and admissions interviews (which she began as a Kirkland House tutor in the late 1970s) to various roles on the HAA board, on which she has served since 1995. She received the Radcliffe Distinguished Service Award in 2001, and two years later the College admissions office Hiram Hunn Award for her extensive volunteer work.

"You get involved as a way to give back," Alvarez-Bjelland explains. "I was grateful from day one with the opportunities I had just being here; this place opened up a whole new world for me." Even moving to Cambridge was a giant culture shock. The atmosphere was nothing like the warm, tropical lifestyle she had always known with her family. (She says she has never adjusted to the Norwegian climate—and plans to be buried in Miami.) "People have asked me, 'Did you feel discriminated against?'" she says. "Never. Not once. People were always very nice to me; they went out of their way to be nice. I was the American Dream—this Cuban refugee who made it to Harvard."

In 1962, Alvarez-Bjelland moved with her family from Cuba to Miami. Talented at math, she soon learned English, rising to the top of her high-school class—the largest senior class in Florida history at the time—and was named valedictorian. Alvarez-Bjelland jokes that she concentrated in "people" at Harvard, "because I like to talk and I'm always talking and meeting new friends." (In fact, she chose psychology and social relations.) Elected her class's First Marshal in her senior year, she recalls giving part of her speech in Spanish to honor her father who was in the audience: *"Gracias, Papi, por todo lo que tu y Mami han hecho por mí.* ("Thanks, Papi, for all you and Mami have done for me").

After graduating, she spent a year at the London School of Economics, then returned to Harvard for business school. Later she worked in marketing and advertising in Denmark for four years, but ultimately left a full-time job as managing director of Bates Advertising in Norway to be home with her children, Tracey '08 and Cristian '10 Bjelland. She is currently a freelance consultant, but is glad to focus this year on the HAA and other University activities. "My kids associate Harvard with 'Mommy being happy,'" she says. "When I got the Hiram Hunn Award, I said, 'You must be giving me this because you want me to work another 24 years.' Well, I *am* still here."

Her work for Harvard is a form of public service, she says; it's a way to promote the resonant results of research, scholarship, and the arts. "I am still receiving wonderful inspiration and pride in all the things Harvard is involved with, like stem-cell research—this was so important to do, especially during the Bush administration," she says. "We should all try to focus on something greater than ourselves. That's what gives us hope for the future." —N.P.B

Aloian Scholars

KARL KMIECIK '10, of Cabot House and Augusta, Georgia, and Kirsten E. M. Slungaard '10 of Eliot House and Saint Paul, Minnesota, are this year's David Aloian Memorial Scholars, and will be honored at the fall dinner of the Harvard Alumni Association in October. The scholarships, established in 1988 to honor the late David Aloian '49, a former HAA executive director and master of Quincy House, and his wife, Mary "Mimi" Aloian, are awarded to two seniors who have made unique contributions to their Houses and to undergraduate life.

Kmiecik, a history and science concentrator, is "a friend to all" who organizes multiple formals, at least a dozen study breaks and stein clubs, and a lively Dutch Auction that raises money for student events. He was instrumental in Cabot's three-year drive to win the Green Cup (for greatest reduction in energy consumption), and serves on the House tutor interview committee. Kmiecik is also president of the Harvard ROTC Association, a volunteer for the Peer Health Exchange, and a member of his department's student-faculty committee.

Kirsten Slungaard, an English concentrator, has been a driving force behind numerous Eliot House initiatives. She spearheaded the renewal of its Grille, a popular late-night gathering spot; as its manager, she organizes study breaks and hires and trains employees, among other duties. A founding member of the Eliot Writing Circle, she is an aspiring professional writer, and a sound supporter of others' creative endeavors. And as a member of the Eliot Boat Club, she rises early most mornings to contribute to Eliot's dominance in intramural crew.

Hiram Hunn Awards

SEVEN ALUMNI are to receive this year's Hiram S. Hunn Memorial Schools and Scholarships Awards, presented by the Harvard College Office of Admissions and Financial Aid. Hunn, a member of the College class of 1921, recruited and interviewed prospective students for more than 55 years in Iowa and Vermont; this year's winners, who are recognized for their work on schools and scholarships committees worldwide, have collectively performed more than 165 years of service. They will be honored at an October 23 ceremony.

Robert R. Bowie Jr.

Robert R. Bowie Jr. '73, of Towson, Maryland. Told when he began interviewing that it was "extremely unlikely" any of his candidates would be admitted, Bowie was surprised when his first one got in. From that moment, he "was hooked." Later, as area cochair, he expanded his geographic coverage and number of applicants. After 30 years, Bowie continues to see the Harvard admissions process as "fun, enlightening, and wise."

Sheila Carr-Stewart, AMP '92, of Edmonton, Alberta. For the past decade, Carr-Stewart has interviewed College applicants from the three Canadian "prairie provinces." And if often chided for "taking the best and brightest" not only for the "east" but for the "American east!" she perseveres in the "rewarding experience" of meeting these young people and their families. Not even "our blissful, negative 40-degree temperatures" can deter her.

Sheila Carr-Stewart

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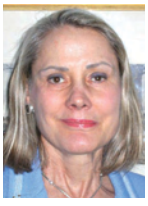
John S. Higgins Jr.

John S. Higgins Jr. '61, of Visalia, California. Higgins was introduced to schools committee work years ago by Harvard legend Fred Glimp '50. So began a more than 30-year sojourn that has found him chairing committee activities throughout the San Joaquin Valley. The work remains a chance to "give back" for the many opportunities afforded by his own Harvard education.



Barbara Long

Barbara Long, Ph.D. '82, of Atlanta. After interviewing in Minnesota for nearly 15 years, where she saw no admits from her efforts but remained "undaunted," Long moved to Atlanta. There, she coauthored a "send-off book" for Georgia freshmen making their way to Harvard and has flourished in an "all-purpose" support role that encompasses interviewing, recruiting, and preparing students for the College.

Lidija Ortloff

Lidija Ortloff '82, of Westwood, Massachusetts. Pressed into service early, Ortloff began interviewing applicants "a few months" after graduating. She has chaired one of the Boston suburb groups for nearly 20 years, although her involvement has extended down the eastern seaboard from Massachusetts to Virginia and back again.

Maria Patterson '70, of New York City. Having begun her schools committee career back when "it was all yellow pads, faxes, and snail mail," Patterson has been fully invested in the work of the Manhattan group for 15 years. As a cochair, she has shepherded the city's alumni through the joys and perils of interviewing applicants, and welcomes "the possibility of perhaps making a difference in someone's life."

Maria Patterson

Nicholas C. Taylor '59, of Midland, Texas. With 35 years of interviewing experience under his belt, Taylor has chaired committee efforts through more than 69,000 square miles of west Texas. Among his interviewees: a brother and sister from a tiny school who were also skilled in herding, roping, branding, and inoculating cattle.

Nicholas C. Taylor

Cairo Conference

HARVARD ARAB ALUMNI ASSOCIATION
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The specter of Charles Darwin hovered over the Harvard Arab Alumni Association's fourth annual Arab World Conference, held in Cairo on May 28, and with good reason. At the formal dinner, HAAA Achievement Award winner Zaid Al-Rifa'i '57, the former prime minister and current senate president of Jordan, touched upon the notion of adaptability in a changing world and quoted the famous scientist: "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

The possibility of the Middle East's adapting to a changing world was the theme of this year's conference, titled "The Arab World: Shaping the Future." It focused on recent economic, educational, financial, and media trends under way in the region; four panels, chaired by Harvard-affiliated guests and alumni, provided a platform for discussion. Panelists touched upon steps that may be taken by private institutions and local governments to ensure a long-term regional recovery, such as increasing investment in tourism for countries such as Egypt, Lebanon, and Jordan, which rely heavily on that industry; the role of private versus public education and its ability to shape a local workforce; the financial strategies of businesses focusing primarily on high-end Middle East consumers; and the problem of censorship within regional media. Speakers included Jorge Domínguez, vice provost for international affairs at Harvard; Tarik Yousef '97, dean of the Dubai School of Government; Hashem Montasser '97, M.B.A. '03, a managing director of EFG-Hermes; and Lara Setrakian '04, the Dubai correspondent for ABC News. Egypt's minister of finance, Youssef Boutros-Ghali, delivered the opening address, in which he discussed strengthening the ties between the Arab world and institutions of higher education such as Harvard and his own alma mater, MIT.

Beyond its educational agenda, the conference, which attracted more than a hundred attendees from some dozen countries, also highlighted the growing presence of alumni who are returning to their homelands. Traditionally, western-educated Arabs have stayed in the West, focusing their intellectual and financial capital abroad. But the HAAA's yearly gatherings now indicate that more Arab alumni are reversing this "brain drain," fostering new trends of local development and investment.

Perhaps the best example is the Dubai School of Government, launched in 2006 as a joint initiative with the Harvard Kennedy School, with the aim of creating a world-class public-policy institute in the Arab world. Researchers such as May Al-Dabbagh '99, who has been with the school since its inception, represent the intellectual force behind progressive institutions that are attempting local transformations, offering increasing opportunities for a new generation—a timely trend in an area where half the population is younger than 25.

HAAA president Sameh El-Saharty, M.P.H. '91, speaking of the difficulty and necessity of creating such opportunities within the region, noted: "As we value the intellectual power that exists at Harvard, we would like to mobilize its academic and research resources in order to contribute to the development of our nation in whatever small increments we can. In this regard, we are realistically ambitious." Saharty, a physician who is now a senior health-policy specialist focused on the Middle East and North Africa at the World Bank in Washington, D.C., envisioned a brighter future. Addressing the opening session, he noted: "I am here reminded of the words of the great Arab poet and writer Gibran Khalil Gibran, who said, 'Progress lies not only in improving what is, but also in advancing toward what will be.'"

—EFFIE-MICHELLE METALLIDIS

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