The New Provost

Alan M. Garber '77, Ph.D. '82 (M.D. Stanford '83), now Kaiser professor and professor of medicine and economics at Stanford, will become Harvard's provost on September 1, President Drew Faust announced on April 15. Garber succeeds Steven E. Hyman, M.D. '80, who has been provost since 2001; he announced last December that he would step down at the end of this academic year, in June.

"I am humbled but extremely excited at taking this important position at Harvard," Garber said during an interview at Massachusetts Hall (where he appeared wearing a vintage Harvard necktie). "I would be much less excited," he said later, "if this was the Harvard I knew when I was a student." The University of the 1970s, he explained, was extraordinary, "but the progress it has made since then has been nothing short of spectacular," both in the caliber of the individual faculties and in the ways the parts of the institution work together; he gave particular credit to Hyman in effecting the latter gains.

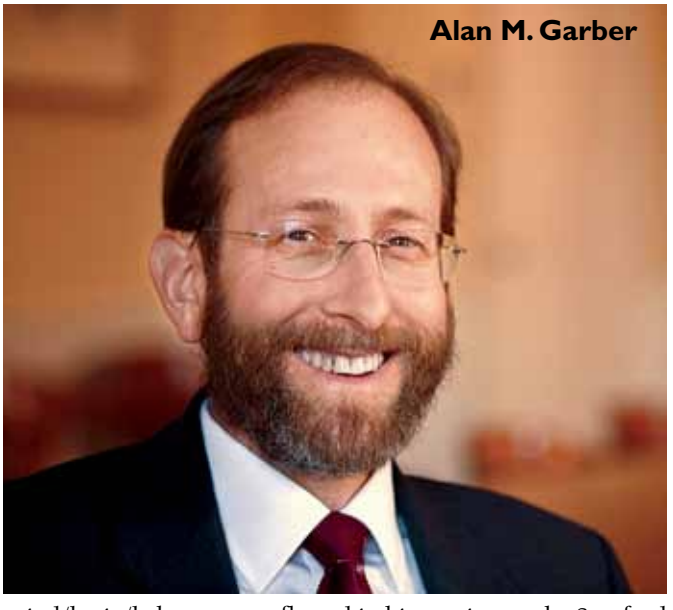
In a statement accompanying the announcement, Faust cited her new colleague's "talent, range, and versatility" and said, "Alan is a distinguished academic leader who brings to Harvard an extraordinary breadth of experience in research across disciplines. He has an incisive intellect, a deep appreciation for the challenges facing research universities, and a loyalty and commitment to Harvard, where he has maintained strong ties since his years as an undergraduate."

The disciplinary breadth is evident. At Stanford, Garber is professor (by courtesy) of economics, health research and policy, and of economics in the Graduate School of Business. He is also a senior fellow in the Freeman-Spogli Institute for International Studies and in the Stanford Institute for Economic Policy Research. He has directed both Stanford's Center for Health Policy and the Center for Primary Care and Outcomes Research at the School of Medicine since their founding and is a staff physician at the Veterans Affairs Palo Alto Health Care System, associate director of the VA Center for Health Care Evaluation, and research associate of the National Bureau of Economic Research (NBER), in Cambridge, where he founded and, for 19 years, directed the healthcare program (responsibilities that brought him back to Massachusetts four times yearly, he reported).

Garber thus straddles two very large academic fields within Harvard—medical research and practice, and the social sciences—a particularly useful qualification for a senior administrator whose responsibilities have come to focus on interdisciplinary collaboration and on University-wide issues such as the operation of the library system. (His predecessor, Hyman, studied philosophy and the humanities at Yale, became a Harvard Medical School professor of psychiatry, served as founding faculty director of the interdisciplinary mind/brain/behavior program, and in 1996 was named head of the National Institute of Mental Health. On the day Garber's appointment was announced, Hyman joked about another similarity: their common "rabbinical look"—although being bearded is not thought to be a formal qualification for the job.)

In an interview, Faust said that as she thought about those qualifications, a commitment to the University's mission and values was central, as was personal compatibility. Beyond that, she sought someone with "a really wide range" of interests and curiosity about the broad spectrum of the University's activities. It was "a high priority for me to find the right person with the first set of qualifications," she continued, "and, if possible, in a different area from my own, with science as an example," complementing her work as an historian.

In considering Garber's administrative experience, she said, her conversations with him and those who know him brought out the clear judgment that "he's a leader" who enjoys colleagues' respect—as reflected in his service on the Stanford committee that oversees tenured appointments (see below). As he returns to an institution where he was an undergraduate, a graduate student, a professor acquainted with many faculty members, and a Medical School visiting committee member, Faust said, Garber "knows the geography, literally and figuratively."



Alan M. Garber

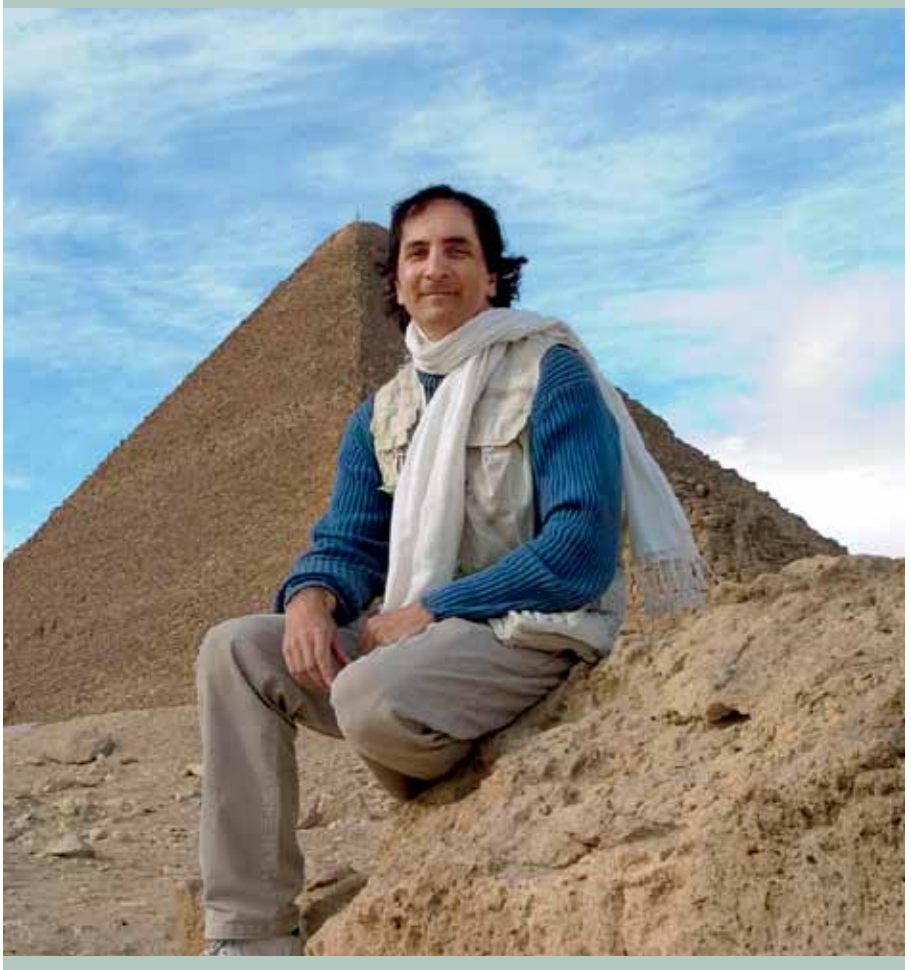
Garber is now a Harvard parent as well; he and his wife, Ann Yahanda (a nonpracticing oncologist), have four children, including son Daniel, a sophomore at the College this past academic year.

Garber's dual interests in economics and medicine emerged early. He recalled in his class's twenty-fifth anniversary report (a member of the class of 1977, he earned his A.B. in 1976, and an A.M. in his fourth

Photograph by Justin Ide/Harvard News Office

IN THIS ISSUE

HARVARD PORTRAIT



Peter Der Manuelian

In fourth grade, the lure of ancient Egypt grabbed Peter Der Manuelian '81, King professor of Egyptology. "I think it strikes everybody—and they grow out of it. I just didn't. For most people it's mummies. For me, it was the grandeur and scale of the monuments and architecture, the beauty of Egyptian art, the fascinating code of hieroglyphs." Manuelian is Harvard's first full-time Egyptologist since 1942. (He previously taught at Tufts.) His life's work has centered on the pyramids at Giza, built in the third millennium B.C. In 1977, he finally got to Egypt, as a teenager doing epigraphy—producing publishable facsimile line drawings of tomb wall scenes and inscriptions for Boston's Museum of Fine Arts (MFA). (He's since become a graphic designer who has designed 30 Egyptological monographs, his own included.) After concentrating in Near Eastern languages and civilizations at Harvard, Manuelian earned his Ph.D. at the University of Chicago in 1990. He has published four scholarly books and three for children, including one that teaches kids how to draw hieroglyphs. An MFA curator since 1987, he has directed its Giza Archives Project since 2000—gathering, digitizing, and cross-referencing all archaeological materials on the pyramids. He's also working with iPad apps to teach hieroglyphs interactively, and gearing up to write a biography of George Reisner (1867-1942), his predecessor as Harvard's resident Egyptologist. A squash player, Manuelian and his wife, writer Lauren Thomas, live in the Back Bay with four cats. A recent *Newsweek* essay he wrote on the Egyptian protests was uncharacteristic. "I usually don't write about A.D. things," he says. "I stick to B.C."

year), "As a freshman, I was a reluctant and ambivalent pre-med. After Ec 10 exposed the latent economist in me, I switched my concentration from biochem to economics. That decision led to a Ph.D. in economics at Harvard and a simultaneous M.D. at Stanford, and eventually to a career that combined the two interests." His dissertation was titled "Costs and Control of Antibiotic Resistance."

His research has focused on improving healthcare delivery and financing, especially for the elderly. According to his Stanford biography, Garber has "developed methods for determining the cost-effectiveness of health interventions" and studied "ways to structure financial and organizational incentives to ensure that cost-effective care is delivered. In addition, his research explores how clinical practice patterns and healthcare market characteristics influence technology adoption, health expenditures, and health outcomes in the United States and in other countries."

In deciding now to turn from research and—at least initially—teaching, Garber said that he had probed the challenges facing Harvard's faculty and students, and higher education, "But overwhelmingly, my impression has been that this is an amazing institution that is well positioned" to maintain and sustain its preeminence [in the future]. He is looking forward, he said, to "assisting Drew in easing that path to the future."

One of the things that made him excited about taking the post, he said, was "the people I'll be working with," particularly a team of deans whom he described as effective collaborators and visionary leaders of their individual schools. In the provost's office, he said, he would be making the transition from a professor, with all the academic autonomy that implies, to a "role of service to the University." The change, he said, is "dramatic," but "the mission is compelling."

At Stanford, Garber was elected to, and chaired, a committee "with no Harvard analog," the University Advisory Board, which makes the final decision on all faculty and tenure appointments. That experience, he said, exposed him to "the work of tremendously talented people" who do "extraordinary work" in fields ranging from studio art to engineering to English to physics. That appreciation for how faculty members in different fields view their

Photograph courtesy of Peter Der Manuelian

work should serve Garber well in one of the Harvard provost's key responsibilities: leading the ad hoc committees that make the final decisions on appointments to tenured professorships—a role the president has now in part devolved.

As for moving from the relatively centralized Stanford to Harvard's legendary decentralization, with each school proceeding "on its own bottom," Garber said, "The reality is that neither institution is at the extreme that's sometimes portrayed." Within research universities, he noted, organization charts aside, "in fact, leadership occurs by a process of persuasion and consensus." Of late, he added, Harvard had shown "a much greater ability to work together" across the boundaries of schools and units. "It's not so much about *centralization* as about what you can accomplish" academically, he pointed out, citing collaborations such as the Harvard Stem Cell Institute and the associated department of stem cell and regenerative biology.

Garber said he hoped to build on such collaborations, enlarging their scale and pursuing them wherever appropriate. The task force report on the arts, for example—released as financial crises arose in late 2008—is full of "compelling" ideas, he noted; a high priority is to "make the arts more central to the University's life."

Turning to the environment for higher education, Garber acknowledged "threats to our traditional sources of funds," particularly federal grants for research from the National Science Foundation and the National Institutes of Health. He also cited the growing breadth and excellence of universities in other countries, and the general economic "uncertainty." In light of the latter, he said, "Every major university has to be prepared for all kinds of eventualities," putting a premium on flexibility and nimbleness.

Fundraising will be a priority, too. Garber's involvement in Stanford's capital campaign (now drawing to a close) was limited to that of a faculty member who spoke at events; he said he did not have an administrative role. Where he was involved, he found meeting alumni "enormously rewarding," and he "very, very much look[s] forward to my interactions" with fellow Harvard alumni.

Ramsey professor of political economy Richard Zeckhauser, who was one of

Fellows Three

A day before Commencement, the Harvard Corporation elected three new members, with the consent of the Board of Overseers: Lawrence S. Bacow, M.P.P.-J.D. '76, Ph.D. '78; Susan L. Graham '64; and Joseph J. O'Donnell '67, M.B.A. '71. When they began serving, on July 1, the trio increased the Corporation's ranks from seven to 10, a major step in implementing its planned expansion to 13 members with a new committee structure, among the reforms announced last December (see "The Corporation's 360-Year Tune-Up," January-February, page 43).

Bacow, who is about to retire after a decade as president of Tufts, was previously chancellor of MIT. He thus brings to the Corporation both extensive higher-education experience (complementing Fellow Nannerl Keohane, president emerita of Duke and Wellesley) and long engagement in the Greater Boston community. When William F. Lee '72 was elected a Fellow last year, he became the first current member other than President Drew Faust to live locally—an advantage in keeping current with the campus. Now, with Bacow and O'Donnell on the board, there will be three Bostonians, plus Faust.

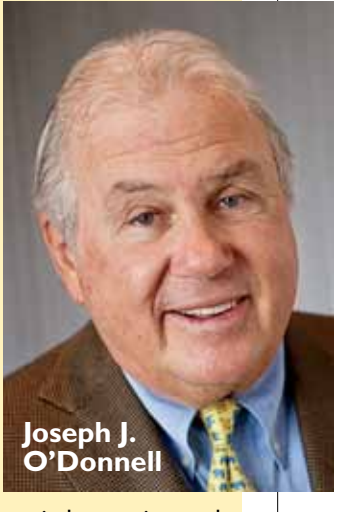
Graham, Chen Distinguished Professor emerita of electrical engineering and computer science at Berkeley, was an Overseer from 2001 to 2007 and chaired that board in 2006-2007, serving on the search committee that chose Faust as president. Complementing this knowledge of Harvard governance is her service as the first chair of the Radcliffe Institute's visiting committee; she also helped effect the transition from division to school of Engineering and Applied Sciences—her area of expertise, and a field where Harvard plans significant growth.

O'Donnell is a Boston business executive, past Overseer, current member of the Allston Work Team (which is formulating new plans for campus development, and through which O'Donnell has worked closely with several current deans), and a leading force in Harvard and other philanthropic activities. His fundraising experience—useful as Harvard launches a new capital campaign, and an avowed area of new interest for the Corporation—includes service as a member of the executive committee of the $2.6-billion fund drive that concluded in 1999. He is also a recent College parent, of Kate '09 and her sister, Casey '11 (see page 49).

For more detailed coverage, see **harvardmag.com/new-corporation-members**.


JON CHASE/HARVARD NEWS OFFICE
Lawrence S. Bacow


ROSE LINCOLN/HARVARD NEWS OFFICE
Susan L. Graham


JUSTIN IDE/HARVARD NEWS OFFICE
Joseph J. O'Donnell

Garber's dissertation advisers (the others were Baker professor of economics Martin Feldstein and the late Warburg professor of economics Zvi Griliches), remembers his former student as "a very bright doctoral student" and a "successful academic entrepreneur" who has run a "quite successful" research operation at Stanford melding physicians and economists, and also—not a given—"a nice person, easy to get along with."

Garber's appearance on campus on April 15 immediately preceded the annual running of the Boston Marathon, an event in which he has previously competed. Citing the new provost's roles as marathon runner, physician, and microeconomist, Zeckhauser said that Garber combines "the energy of the first, the bedside manner of the best of the second, and the understanding of resources of the third"—a broad and eminently useful set of characteristics for the challenges he now faces.

SAEED KHAN/AFP/GETTY IMAGES

May 2011: Libyan women in Benghazi look for family members among photographs of those killed or missing during the popular uprising against Muammar el-Qaddafi.

Lessons from Libya?

In the spring of 2007, this magazine published a brief news item observing that "Lawrence University Professor Michael Porter, perhaps the world's preeminent corporate strategist, is advising the government of Libya on economic reform," that the consulting firm he founded, Monitor Group, "is focusing on energy, tourism, and other industries," and that other consultants were examining issues of financial reform. Porter was quoted to the effect that Libya "pretty much needs universal reform" after years of Colonel Muammar el-Qaddafi's rule.

At the time, Libya had made efforts to settle the claims from its role in the bombing of Pan Am Flight 103 and to disavow its previous ambitions to obtain nuclear weapons. Both steps were part of its campaign to end its status as a pariah nation.

In this context, the engagement of outside experts with the Libyan government did not seem to raise questions.

Porter had already become involved in advising on that nation's economy, as he had earlier tackled hard problems ranging from the economy of America's inner cities to the delivery of healthcare. Other specialists were advising the country as well.

Yet as is now evident—as Qaddafi has turned his weapons on his own people, and as the United States and NATO allies have resorted to bombing his forces—the reform effort came to naught. And, as has come to light through reporting by Farah Stockman in the *Boston Globe* and others, Monitor Group not only offered advice on the economy, but proposed measures ranging from the commissioned writing of a book on Qaddafi, "the man and his ideas," to importing experts to meet with him and perhaps burnish his reputation. In a March 24 statement posted on its website, Monitor acknowledged "some errors in judgment" in the context of "a period of promise in Libya," when "[i]nternational policy at the time sought to seize an opportunity to re-engage a rogue nation for the benefit of global security and the people of Libya."

"We are aware," the statement went on, "that questions have been raised regarding activities that could conceivably be construed as 'lobbying,' and therefore introduce questions of regulatory compliance. We take these questions very seriously." On May 6, Monitor announced that it had retroactively registered "some of its past work in Libya, as well as recent work with Jordan" with the U.S. government in accordance with the Foreign Agents Registration Act—in effect acknowledging that its image-related work had gone beyond consulting to attempting to influence opinion and perceptions as a lobbying entity.

Given that Harvard faculty members have wide discretion to pursue outside activities, did the direct involvement of Porter in Libya, and the engagement of Monitor as a consulting firm, bear on Harvard as an institution? McKay professor of computer science Harry Lewis, a former Harvard College dean, raised the issue at the April 5 Faculty of Arts and Sciences meeting, during the formal question period. (Porter, of the Business School faculty, was not in attendance; for full texts and links to other reports, see harvardmag.com/lessons-from-libya).

In 2006, he recounted, Porter, "acting as a consultant to a firm he founded, prepared a report for the Libyan government. The report promised that the country was at 'the dawn of a new era'" and touted "Gaddafi's Libya as a 'popular democracy system' that 'supports the bottom-up approach critical to building competitiveness....'" The year 2006, Lewis continued, "was not some now-forgotten springtime of Libyan democracy. In the *Economist*'s democracy index, published a few months later, Libya edged out the likes of Myanmar and North Korea for 161st position, out of 167 nations....I don't know that Professor Porter broke any laws or University rules, and I would not want

any new regulatory apparatus. Yet taking money to support a tyranny by dubbing it a democracy is wrong. Shouldn't Harvard acknowledge its embarrassment...?" He suggested that President Drew Faust might "remind us that when we parlay our status as Harvard professors for personal profit, we can hurt both the University and all of its members."

Faust, having been notified in advance of Lewis's queries, responded, "When I... think about the different ways that the president's institutional voice can be genuinely useful, serving as the University's public scolder in chief is not high on the list." She continued:

> What is high on the list for me is to help foster an environment in which individual members of our community can openly say what they think and can disagree with one another when their points of view diverge.... What is also high on the list is for me to support the wide discretion of all...the faculty across the University, to pursue the directions of academic inquiry...and the outside activities and engagements that you choose—subject to the norms that are reflected in the policies of the University and the faculties, and always with the hope that each of us will exercise our privileges as faculty members in thoughtful and responsible ways.

In that context, she said that increasing individual and institutional engagement with the world "is a good thing," but also obviously "require[s] us all to be sensitive and self-reflective about our engagements, about how they embody our fundamental commitments and how they relate to our principles of academic freedom and independence and to issues of conflict of interest."

For his part, Porter subsequently weighed in with a statement released initially to the *Crimson*:

> I have worked with dozens of countries around the world on competitiveness and economic development, which is one of my primary fields of research....

Yesterday's News

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

1931 Immediately after Commencement, workers begin demolishing Appleton Chapel to make room for the new Memorial Church.

1946 Cambridge celebrates its centennial as a municipality and Harvard provides the Stadium as the site for a Boston Symphony Orchestra concert and performances of a pageant, *Pillars of Power,* in which faculty members, alumni, and undergraduates take part.

1951 The *Bulletin* notes that, during the summer, women enrolled in Harvard courses have access to many "precincts sacred to the male" during the academic year: they live in Yard dorms (Grays, Matthews, Straus, and Wigglesworth), enjoy full privileges in Lamont Library, swim in the pool, eat in the Union, and use the boathouses.

1956 Among the various summer jobs reported by undergraduates are clamdigging, Bahamian smack fishing, serving as a surfacing inspector for the Alaska road commission, beer-tasting, and interpreting in Rome for Ava Gardner.

1971 In his final Commencement afternoon address to the alumni, retiring president Nathan M. Pusey foresees an era of "radically altered conditions, sharp change, and formidable obstacles—not just financial, but curricular, methodological, and philosophical as well."

1986 Urging the graduating seniors to think globally, President Derek Bok warns: "Our attitude toward international organizations has grown petulant and shrill. We have left UNESCO, repudiated the World Court, and rejected new initiatives by the World Bank."

1991 Eppie Lederer, better known as syndicated columnist Ann Landers, establishes a $1-million fellowship program at Harvard Medical School to support needy students.

1996 Tom Brokaw, anchor and managing editor of *NBC Nightly News,* is the College's Class Day speaker. Speaking of the information superhighway, he observes, "This is the first time in history that kids are teaching their parents to drive."

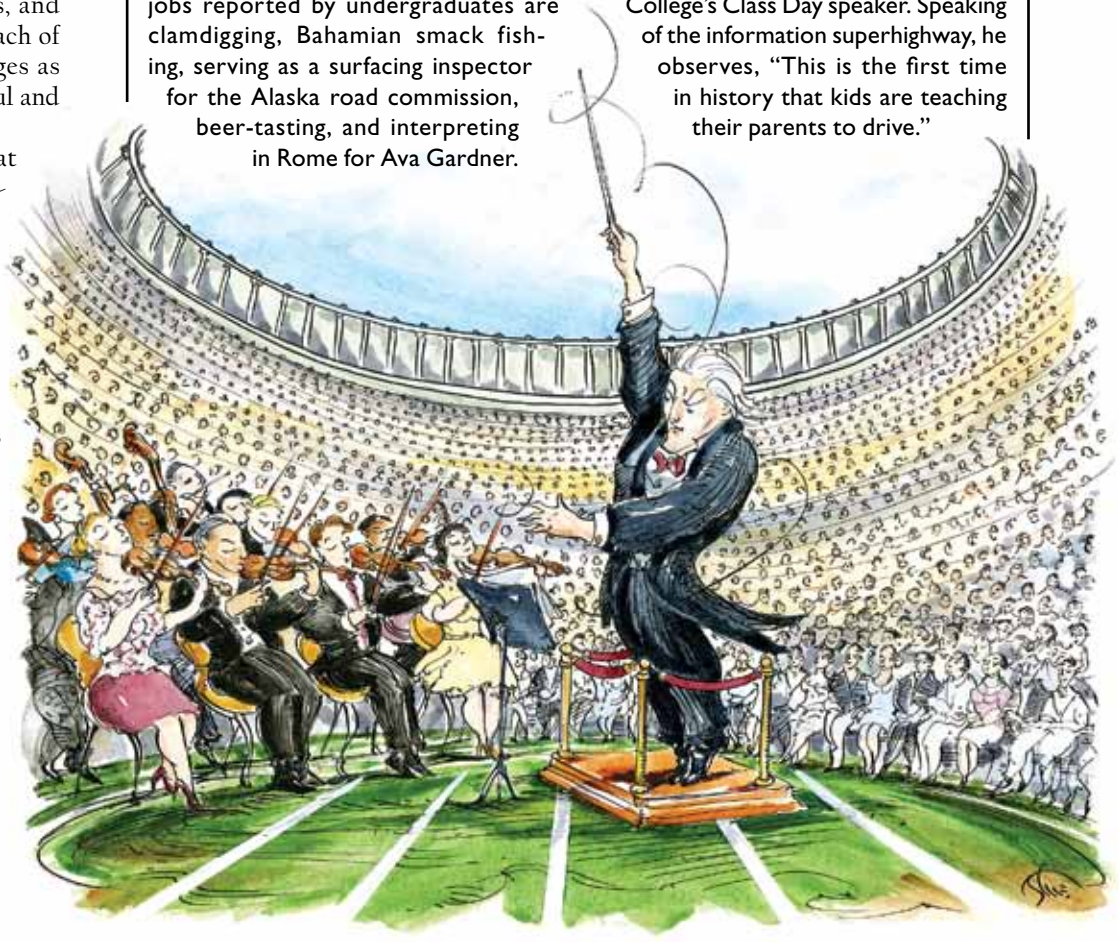


Illustration by Mark Steele

The period beginning in 2004, after Libya had opened up, renounced weapons of mass destruction, and settled international sanctions, marked the first opportunity for true reform in Libya for decades. The reform efforts were strongly supported by the U.S. government. The study was conducted primarily in 2005 and 2006. Among other things, the study identified numerous fundamental weaknesses that needed to be addressed if Libya was going to advance economically and socially, including weaknesses in governance....As it became clear over the following year that vested interests and conservatives had succeeded in halting the reform process, I stopped my work in Libya in the first quarter of 2007 and have not worked there since.

In the immediate aftermath of these exchanges, it seemed unlikely that any changes in fundamental University policy concerning faculty members' outside activities would be forthcoming. But at the least, the potential risks of accepting certain engagements have been made vividly clear once again.

Marc Hauser's Return

Professor of psychology Marc Hauser will be returning to Harvard this fall—but not to teaching. At a psychology department meeting this spring, "a large majority" of the faculty voted against allowing him to teach courses in the coming academic year, according to Faculty of Arts and Sciences (FAS) spokesman Jeff Neal.

Hauser, who studies animal cognition as a window into the evolution of the human mind, has been on a yearlong leave of absence after a faculty investigating committee found him "solely responsible" for eight instances of scientific misconduct. The University has never said whether Hauser's leave was related to the questions about his research. (Last summer, his automatic e-mail response said he was on leave to work on a book, *Evilicious: Explaining Our Evolved Taste for Being Bad*; that title is still forthcoming, reports the publisher, Viking Penguin.)

The courses he was scheduled to teach in 2011-2012, "Origins of Evil" and "Hot Topics in Cognitive Science and Neuroscience," were canceled, said Morss professor of psychology Susan Carey, the department chair. She said the department exercised what power it could; it cannot control whether Hauser advises students or conducts research. Neal said the psychology faculty vote effectively means that Hauser cannot teach in other Harvard departments or faculties, either.

Carey said she was troubled by the fact that the University had released so little information about the case against Hauser: "Harvard has not told us what he was found guilty of, what the evidence was, what the sanctions were." In light of this incident, an FAS committee is considering the procedures involved in such investigations, asking whether they properly balance transparency with concern for the privacy of scholars accused of misconduct.

Last August, FAS Dean Michael D. Smith said five of the eight counts related to studies that "either did not result in publications or where the problems were corrected prior to publication." For the three counts that related to published work, Smith provided citations for the articles, and said, "While different issues were detected for the studies reviewed, overall, the experiments reported were designed and conducted, but there were problems involving data acquisition, data analysis, data retention, and the reporting of research methodologies and results."

Of the three published papers, one, a 2002 *Cognition* article, was retracted. Hauser (who has repeatedly declined interview requests) notified another journal, the *Proceedings of the Royal Society B*, in June 2010 that the video records and field notes that supported a 2007 finding published there "were found to be incomplete" for two of the experimental conditions. He and a colleague returned to the Puerto Rican island where the experiment had taken place and re-ran those parts of the experiment; the new findings replicated the old.

The journal that published the third paper, *Science*, offered more detail about the 2007 article it printed. A coauthor notified the journal in June 2010 that field notes on rhesus monkeys—one of three species involved in the study—were missing. Those notes had been handwritten by a research assistant, and discarded after each day's results were "tallied and reported to [the lead author] over e-mail or by phone," the journal said. In this case, too, the researchers returned to the site (the same Puerto Rican

University People

Innovation Chief

Gordon S. Jones has been appointed the inaugural director of the Harvard Innovation Lab, now being created on Western Avenue adjacent to the Harvard Business School campus. The lab aims to serve entrepreneurs throughout the University and from the surrounding community. Jones previously worked in marketing, product development, and other capacities for the Gillette Company, and as a consultant, among other experiences, and has been a lecturer on marketing at Bentley University and an admissions adviser for the HBS M.B.A. program.

Journalism Director

STEVEN KAGAN

Ann Marie Lipinski

Ann Marie Lipinski, who shared a Pulitzer Prize for reporting on corruption in Chicago and subsequently served as editor of the *Chicago Tribune* for more than seven years, will succeed the retiring **Bob Giles** as curator of the Nieman Foundation for Journalism. Lipinski was a Nieman Fellow in 1989-1990, joining other reporters who enjoy a year of study at the University, and chaired an external review committee, organized by the provost's office, that visited the foundation last year.

Stellar Scientists

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

Gary Chamberlain

Six faculty members were elected to the National Academy of Sciences in May: Berkman professor of economics **Gary Chamberlain**; professor of genetics **George C. Church** (a genomics pioneer who was the subject of the cover story in this magazine's January-February 2004 issue); Higgins professor of mathematics **Joseph D. Harris**; York professor of physics **Andrew Strominger**; Rotch professor of atmospheric and environmental sciences **Steven C. Wofsy**; and Mallinckrodt professor of chemistry and chemical biology **X. Sunney Xie**.

KRIS SNIBBE/HARVARD NEWS OFFICE

George Church

COURTESY OF X. SUNNEY XIE

X. Sunney Xie

Top Teachers

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

Benedict Gross

The Faculty of Arts and Sciences has named five Harvard College Professors—a title conferred for five years on its most outstanding undergraduate teachers who are also distinguished in graduate education and in research. Each also receives funding for a semester of research. Those honored are Leverett professor of mathematics **Benedict Gross**, who separately received the Undergraduate Council's Levenson Memorial Teaching Prize for superb teaching (and who previously served as Harvard College dean); Agassiz professor of zoology **Farish A. Jenkins Jr.**; Rabb professor of anthropology **Arthur Kleinman**, who is also professor of medical anthropology and professor of psychiatry (see page 63 for a graduate-student perspective); Cabot professor of aesthetics and the general theory of value **Elaine Scarry**; and Wolcott professor of philosophy **Alison Simmons** (who co-led the group that devised the General Education curriculum). Separately, at its annual Literary Exercises on May 24, Phi Beta Kappa conferred its teaching prizes on lecturer on sociology **David L. Ager**; Brooks professor of international science, public policy, and human development **William C. Clark**; and Baird professor of science emeritus **Dudley R. Herschbach** (see also page 47).

KRIS SNIBBE/HARVARD NEWS OFFICE

Farish A. Jenkins Jr.

Bradley Prize, Prince of Asturias Award

Kenan professor of government **Harvey C. Mansfield** has been awarded the $250,000 Bradley Prize, given to those whose work is consistent with the Bradley Foundation's emphasis on "preserving and defending the tradition of free representative government and private enterprise" (www.bradleyfdn.org). Mansfield, a prominent campus conservative (see the September-October 1999 cover story, "The 30 Years' War"), used the occasion to speak about University values; read his text at harvardmag.com/mansfield-speech. And Hobbs professor of cognition and education **Howard E. Gardner** has won Spain's Prince of Asturias Award for social sciences, complete with a 50,000-euro honorarium and a Miró sculpture, for his work on multiple intelligences, deemed "decisive in the evolution of the education system" [for] taking into consideration the innate potentialities of each individual."

KRIS SNIBBE/HARVARD NEWS OFFICE

Harvey C. Mansfield

Radcliffe Institute Fellows

ROSE LINCOLN/HARVARD NEWS OFFICE

Michael P. Brenner

KRIS SNIBBE/HARVARD NEWS OFFICE

Annette Gordon-Reed

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

Maria E. Gough

Among the 51 Radcliffe Institute fellows for 2011-2012 (see the complete list at radcliffe.edu) are eight faculty members: Glober professor of applied mathematics and applied physics **Michael P. Brenner**; Lowell professor of Romance languages and literatures and of visual and environmental studies **Tom Conley**; professor of law and of history **Annette Gordon-Reed**; Pulitzer professor of modern art **Maria E. Gough**; associate professor of urban planning **Judith Long**; professor of government **Eric Nelson**; associate professor of organismic and evolutionary biology **Anne Pringle**; professor of systems biology **Pamela Silver**; and professor of history **Daniel Lord Smail**.

ROSE LINCOLN/HARVARD NEWS OFFICE

Eric Nelson

island) and repeated the experiment; again, the results matched the earlier findings.

The charges leveled against Hauser suggest that his transgressions went beyond mere sloppiness: the "Grey Book" (the document that sets forth FAS policies governing research, instruction, and other professional activities) defines research misconduct as falsification, fabrication, or plagiarism. The fact that two of the studies were not retracted altogether means that "neither of these journals can believe that there was credible evidence of falsification or fabrication," says Carey.

Hauser's peers are split on whether the research practices described in the *Science* correction, and the missing data cited by the other two journals, should have been deemed misconduct by this definition. "At Harvard you're expected to run a huge lab and be collaborating with people all over the place," said Bennett Galef, a psychologist who studies social learning in animals at McMaster University in Canada. "You have very little control over what's going on on a day-to-day basis." In his lab, says Galef, "I see every piece of data every day as it's coming in. But if you have 20 students, you can't do that."

Gordon Gallup, a psychology professor at the State University of New York-Albany (and a previous critic of Hauser's work), disagreed. "The principal investigator has to take primary responsibility" for vouching for the experiment results, and to do that, he said, that investigator has to have direct knowledge of "all of the evidence and all of the procedures and all of the technicalities."

Carey has collaborated with Hauser on three papers herself; that work "was extremely carefully done, and carefully done partly because of Marc's involvement," she said. "I had no inkling of any of these problems."

If there is a finding against Hauser by a federal funding body, more details may emerge. These agencies do not, as a rule, discuss open investigations, but a spokeswoman for the U.S. Department of Health and Human Services Office of Research Integrity told the *Boston Globe* that the office is investigating Hauser; Smith said last year that Harvard was also cooperating with the National Science Foundation and the U.S. Attorney's Office.

HMD

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Ants through the Ages

TWO AND A HALF CENTURIES AGO, a young Spanish doctor named José Celestino Mutis arrived in present-day Colombia and promptly began writing hundreds of pages of groundbreaking observations about ants. He sent them in book form to the great Swedish taxonomist Carl Linnaeus, but the volume was lost at sea. "This remarkable man, working entirely on his own, was a real pioneering scientist," says renowned biologist and ant scholar E.O. Wilson, Pellegrino University Professor emeritus and two-time winner of the Pulitzer Prize. "There was nothing for him to read on ants. He learned everything by himself from scratch." Now Wilson, collaborating with Spanish myrmecologist José Gómez Durán, has reconstructed Mutis's field work from rediscovered diaries and papers. In their new book, *Kingdom of Ants: José Celestino Mutis and the Dawn of Natural History in the New World* (Johns Hopkins), the modern scholars "essentially write Mutis's book for him"—restoring a long-lost chapter to the annals of the history of science.

PHOTOGRAPH COURTESY OF ROMÁN LORES RIESGO

José Celestino Mutis, in a portrait from the Royal Academy of Medicine, Madrid

The science that, in effect, began with Mutis was unable to benefit from his lost work, and only "began seriously in the mid nineteenth century with an author named Auguste Morel, a scientist from Switzerland," Wilson explains. "Studies really began their modern phase in the United States under the leadership of William Morton Wheeler, who was a professor at Harvard." Wheeler's work strongly influenced the teenage Wilson, who recalls, "When I was 16 and decided I wanted to become a myrmecologist, I memorized his book."

The field now finds in Wilson one of its most accomplished and best-known contemporary experts. Alongside the book on Mutis, he is simultaneously releasing, with his frequent co-author and former colleague, Bert Hölldobler, a second book, *The Leafcutter Ants: Civilization by Instinct* (W.W. Norton), which comprehensively consolidates the scholarship on

BERT HÖLLDOBLER

ALEX WILD

ALEX WILD

Top, an *Atta sexdens* forager shears off a fragment; above, a leafcutter of the same species completes its cut; right, an *Atta cephalotes* worker carries a leaf to the nest.

Brevia

FAS's Fitter Fisc

Faculty of Arts and Sciences dean **Michael D. Smith** told colleagues on May 3 that FAS had reduced its unrestricted deficit during fiscal year 2011 (ended June 30) to approximately $16 million—better than the $35-million deficit originally budgeted. He forecast a balanced budget for the new fiscal year, given continued financial discipline, and room for investments in priorities such as information technology and the libraries (where significant administrative savings and service enhancements are sought) and in staffing for the forthcoming capital campaign, intended to be the source of funds for more significant priorities such as House renewal and academic growth. For more details, see **harvardmag.com/fitter-fisc**.

House Renewal Updates

The College has identified Harvard-owned properties that will provide temporary residences for 180 undergraduates displaced by the renovation of **Old Quincy** during the 2012-2013 academic year, the pilot project for the subsequent renovation of all the Houses (see "Prototyping House Renewal," March-April, page 44). Students will live in Hampden Hall, near the Harvard Book Store; Fairfax Hall, opposite the rear entrance to Widener Library; and Ridgely Hall, on Mount Auburn Street. They will continue to dine in Quincy, while enjoying kitchens and cable TV connections in their interim quarters. The graduate students now housed in the buildings will be given priority access to other Harvard-owned apartments. Separately, designs for the renovation—including horizontal links between entryways and new social and arts spaces—were released May 20; see **harvardmag.com/housing-plans** for details and images.

RADCLIFFE'S CHANGING ROSTER. Radcliffe Institute dean Barbara J. Grosz, who assumed the position on an acting basis in 2007 and became dean the following year, announced in mid April that she would relinquish the post on June 30. After a year of leave, the computer scientist will resume her teaching and research activities at the School of Engineering and Applied Sciences, where she is Higgins professor of natural sciences. In thanking Grosz for her service, President Drew Faust said, "Barbara has a talent for nurturing intellectual communities—forging new interdisciplinary collaborations, bringing together scholars from Harvard's schools and around the world." At month's end, Faust named Lizabeth Cohen, Jones professor of American studies, as interim dean, while the search for a permanent successor is organized. Cohen, a past chair of the history department, was a Radcliffe fellow in 2001-2002, and co-chaired Faust's Common Spaces Steering Committee, which examined opportunities to use campus spaces better to promote social, artistic, and intellectual interaction. In other news, the institute announced that it had appointed 51 fellows for the 2011-2012 academic year, after cutting back for two years following the financial crash.

KRIS SNIBBE/HARVARD NEWS OFFICE

Lizabeth Cohen

On Other Campuses

Forging ahead with its ambitious $250-million **Stanford Arts Initiative**, that University has retained **Diller Scofidio + Renfro** (which redesigned Lincoln Center in New York City) as architects for the new McMurtry Building, a 90,000-square-foot home for its department of art and art history, including studios for art practice, design, film, media studies, and documentary film, plus library and gallery space. Construction is scheduled for 2012....**Stanford** is also exploring opening a second campus, in New York City, focusing on applied science, engineering, and graduate education....The **University of Pennsylvania** received a $225-million endowment gift for its School of Medicine from Raymond G. and Ruth Perelman, for whom the school will be named; their gifts to Penn's capital campaign now total $250 million....**Yale** announced that it would make access to all the public-domain digital images in its museum, archive, and library collections available online, free, without license or restrictions on use; 250,000 images are available initially, with millions more forthcoming....**University of Southern California** engineering alumnus John Mork and his wife, Julie, have given his alma mater $110 million for scholarships. He is chief executive of Energy Corporation of America.

Nota Bene

FROM CHILE AND CHINA. In April, the government of Chile and the state-affiliated China Scholarship Council separately reached agreement with the University to finance students pursuing graduate and professional study at Harvard. The University and Chile will share the expense of supporting 15 Ph.D. students at a time (an increase from the current number of Chileans enrolled), and some master's-degree candidates. The Chinese nonprofit institution will underwrite transportation, living expenses, and tuition for 15 doctoral and 20 master's students annually.

Photograph by Jon Chase/Harvard News Office

ARCHITECTURE AND ENGINEERING. The *Crimson* reported in April that two new undergraduate concentrations are being designed for the fall of 2012. The department of history of art and architecture and the Graduate School of Design are collaborating on a program in architectural studies, encompassing theory, studio work, and architectural history, but not aiming for preprofessional certification. Separately, the School of Engineering and Applied Sciences would create a separate course of study in electrical engineering, to distinguish it from the five current tracks within engineering sciences.

ROTC ROLLS ON. Both **Columbia** and **Yale** have reached agreement with the U.S. Navy to reinstate Naval Reserve Officers Training Corps (NROTC) programs. Columbia's will function through the ROTC unit at SUNY Maritime College in Throgs Neck, New York—an agreement very similar to the one Harvard reached with the Navy in March (see "ROTC Returns," May-June, page 45). Yale's NROTC unit will be located on its campus, in the absence of any existing program nearby. Meanwhile, **Stanford**'s ad hoc committee on ROTC recommended that the university also invite the program back to campus.

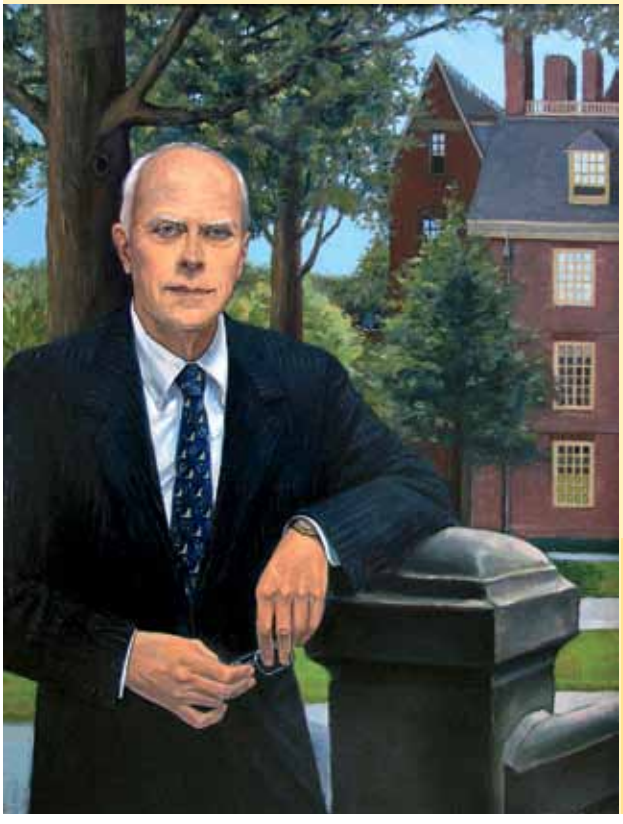
BGLTQ RESOURCES. Harvard College dean **Evelynn Hammonds** accepted the principal recommendation from a working group she formed last fall and will create a staff director position to coordinate the "existing—and substantial—supports" for bisexual, gay, lesbian, transgender, and queer undergraduates and to create needed new programs. The task force was co-led by **Susan Marine**, assistant dean for student life and director of the College's Women's Center, which has informally functioned in part as a center for BGLTQ students. Marine noted that Harvard is "the only institution among the Ivies and other elite colleges that does not have a designated point person" for BGLTQ resources and support. Separately, Marine announced her departure at the end of June to become an assistant professor and program director at Merrimack College; she did not have a teaching role in Cambridge.

JON CHASE/HARVARD NEWS OFFICE

Susan Marine

WINTER ACTIVITIES WEEK. Students will be permitted to return to campus two days earlier in 2012, during the **January break** created by moving College reading and exam periods to December, with residences opening on the Friday before the Martin Luther King Jr. holiday. In April, College dean Evelynn Hammonds reported to Faculty of Arts and Sciences colleagues that just 37 percent of students surveyed had participated in the events and programs offered during "optional winter activities week." She expressed the hope that in future years, faculty members would organize more of the offerings; they provided just 4 percent of the nearly 100 options in 2011 (staff and students submitted the rest).

MISCELLANY. Harvard Kennedy School has announced the creation of a new chair—the Schlesinger professorship of energy, national security, and foreign policy—honoring **James R. Schlesinger** '50, Ph.D. '56, a former Overseer who served as U.S. secretary of defense and of energy, as CIA director, and as chair of the Atomic Energy Commission.... Construction has begun on the new $207-million Allston housing complex to which the **Charlesview** residences (south of Harvard Stadium, at the intersection of Western Avenue and North Harvard Street) will be relocated. The current site is at the center of Harvard's now-stalled plans for Allston campus development; the University swapped parcels to gain control of the critical site....**James Cuno**, Ph.D. '85, former director of the Harvard Art Museums and since 2004 president and director of the Art Institute of Chicago, has been appointed president and chief executive of the J. Paul Getty Trust, with its associated museum, conservation institute, and research wing....**Laurie Patton** '83, a professor of South Asian culture and religion at Emory University, has been appointed dean of Duke University's faculty of Arts and Sciences....**Ted Mayer**, assistant vice president for hospitality and dining services—Harvard's director of food services for the past 15 years—has relinquished the position to pursue consulting opportunities.



CAPTURED ON CANVAS. This April saw the unveiling of a portrait of John P. "Jack" Reardon Jr. '60, associate vice president for University relations and, since 1990, executive director of the Harvard Alumni Association. In recognition of a Crimson administrative career that began in 1965, Reardon's class of 1960 commissioned the portrait at their fiftieth reunion. The oil painting by Juan Bastos, an accomplished portraitist from Los Angeles, depicts Reardon standing on the landing in front of Harvard Hall, with Massachusetts Hall in the background. In a nod to Reardon's long service as director of athletics, it hangs in the Murr Lounge of the Murr Center, home of the athletics department.

Photograph courtesy of Juan Bastos

two of the most sophisticated of ant genera: *Atta* and *Acromyrmex*. As the subtitle suggests, these two species are notable not only for their practice of harvesting vegetation, but also for the complex division of labor they adopt in order to use leaves as a matrix for farming the fungi that provide their food. "These ants have the most complex social systems of all the social insects," Wilson explains, "and that makes them the most complex socially of all animals, except for humans."

The two books were conceived independently, but felicitously have ended up bookending a 250-year tradition within myrmecology: Mutis was the first person to record extensive observations of the leafcutter ants. "They excavate the soil, while eating all the green vegetation in the sown lands, and [carrying away the vegetation] with intelligence and speed," he wrote in his diary sometime within five years of 1770. Wilson and Durán present the material from his notebooks on ants in English for the first time, framing it within modern research on the same organisms and behaviors that Mutis puzzled over in an age when Spain still ruled much of South America. "It's rather extraordinary," Wilson points out, "to be able to bracket the beginning of the study of one of the most important insects in the world some 250 years ago and then present the latest that we know about them, which is a great deal."

He notes admiringly that Mutis's science has proved not merely novel for its time, but also quite accurate. "For possibly one of the last times in the history of science, we see how a young scientist began working in a field where there was virtually nothing to go on or published—all he had was folklore and what he could see with his own eyes—and his book shows what it was like to be thinking as a scientist in an early era, and the sort of problems he came up against—how he made do." Wilson also stresses that, even after the thorough treatment he and Hölldobler provide in *The Leafcutter Ants*, there are still many myrmecological observations to be made and problems to be solved: "I hope if you're a young scientist who wanted to work with these ants, and you wanted to know what new areas are open and discoveries to be made, you'd still find some big gaps in this book."

—SPENCER LENFIELD

Mentoring and Moral Experience

On learning how to live • *by* DARJA DJORDJEVIC

ON MARCH 4, Kolokotrones University Professor Paul Farmer, Ph.D.-M.D. '90, and Jim Yong Kim, M.D. '86, G '91, president of Dartmouth College (where he is also professor of anthropology and of medicine), jointly convened "From Social Suffering to Caregiving," a symposium and celebratory dinner honoring Arthur Kleinman on his seventieth birthday. The many-hatted Kleinman—Rabb professor of anthropology, professor of medical anthropology, professor of psychiatry, Fung director of Harvard's Asia Center—had taught both men, who were among the co-founders of Partners In Health, now internationally known for its pioneering delivery of health services to impoverished people in Haiti and elsewhere.

As it turns out, he has shaped entire academic fields, and taught dozens of influential professionals engaged in healthcare, medical scholarship, social policy, and service around the world. Twenty-five of those people joined Farmer and Kim to talk about how Kleinman had influenced their thinking and work. Among them was Darja Djordjevic '08, now a third-year M.D.-Ph.D. student in social anthropology at Harvard. As an undergraduate, Djordjevic had studied with Arthur Kleinman and become acquainted with his wife, Joan Kleinman, a Chinese literature scholar (whose suffering from Alzheimer's disease Arthur described in "On Caregiving," July-August 2010, page 25). Like other participants in the symposium, she knew that it proceeded under the cloud of Joan's terminal illness (she died two days later). Here are her remarks about her teacher, mentor, and friend. —*The Editors*

"YOU'RE DOING FINE. But don't become merely a drudge," he wrote to me in an e-mail during the summer of 2007. "Spend some nights in the cafés eating *tourchon de fois gras*, sipping a premier wine, and enrich your own aesthetic, gastronomic, and oenological experiences."

A rising Harvard senior, I was doing my first ethnographic fieldwork in Paris, researching the condition of African refugee women at the Comede, a nongovernmental organization that provides free healthcare and social services to migrants from across the globe. For three months, I interviewed female patients, served as an English-French interpreter, and otherwise observed and assisted the staff. I was keen on building my life around what I saw as the powerful union of medicine and anthropology. Nevertheless, I felt anxious and overwhelmed. I doubted my ability to advance health equity and social empowerment of the global poor, and questioned whether I was simply buying into the discourse of scholarly abstractions or truly reaching for a service-oriented life. Arthur's words allayed much of my anxiety. I realized that

Student and mentor: Darja Djordjevic and Arthur Kleinman

Photograph by Jim Harrison

I was not expected to be a martyr, to leave my former self behind in order to embrace an ethos of heroism. Arthur conveyed to me that the source of moral experience is a wholehearted, intense, and multifaceted engagement with all the arts, ideas, sensibilities, and values that brew within us or stir our curiosity. I have come to see this as emblematic of what it takes to be a rigorous anthropologist, and ultimately, what it means to hone our ability to care about and for other people. By pursuing such endeavors and commitments, we sway the homeostasis of our own physiology so that life can become a pragmatic realization of moral values and struggles that define who we are.

During my summer at the Comede, I interviewed women from across West and Central Africa. We shared little in the way of common experience. They were all victims of sexual and political violence. Their stories of poverty, persecution, and loss consumed me. Under Arthur's tutelage, my goal was to interpret their narratives and interactions within the French asylum system, to illuminate the lived experience of gendered violence and social vulnerability. I listened to these women. Although their ability to take action was terribly constrained, I came to recognize their concrete acts of moral resistance, such as denouncing the exploitative acts of their former persecutors in asylum court, or the sexual harassment encountered in migrant housing projects. I saw that macroscale political and economic processes may ensure marginalization in seemingly distant contexts: the transformation from indigent African woman to female asylum seeker did not empower, despite migration from a war zone to the stable outskirts of Paris.

I struggled with my own feelings of inadequacy and inaction as I witnessed the misery of my female informants, fearing that I was a naïve scholar selfishly collecting thick descriptions of suffering for my own academic advancement. Deep in the intersection of the French medical, immigration, and welfare systems, I was receiving a priceless education. What did I have to offer in return? Confronting my first moral crisis as a neophyte anthropologist, I did what Arthur had trained me to do best: I dove in head first. My informants from Anglophone West Africa spoke no French and had to navigate French bureaucracy on their own. I accompanied them to state offices, serving as their interpreter. I quickly took on the same role at the Comede. I spent some Saturday mornings hollering in the pristine boulevards of Paris at protests organized by refugee activists to demand healthcare, education, and asylum. These minor actions defined my moral response and allowed me to try out the habitus of a scholar-activist-advocate.

Migrant-rights protest, Paris, July 2007

DARIJA DJORDJEVIC

As soon as I graduated, I returned to France to earn a master's. At the Comede, I helped lead a new women's mental health program, did research at the National Court of Asylum, and engaged in activism for women refugee rights. Colleagues and I secured a meeting with a high-ranking official in the ministry of immigration. In the field, I was fortunate to be surrounded by people whose values and visions of a just society, in which the poor, the refugee, and the citizen should all enjoy the same right to health, resonated with my own. I acquired a more nuanced understanding of what it means to build community and to build communion: to do so we must identify what matters most to us, and thus become better equipped to care for others.

Having worked with Africans in France, at the intersection of the developed and developing worlds, I sought a way to integrate my interests in women's health and chronic disease. I found this in Rwanda, where I volunteered at Partners in Health and helped with the inaugural phase of the national cervical cancer program. On my third day at Butaro Hospital, we saw 42-year-old Vestine, a mother of four and subsistence farmer in a village eight hours away. She was both anxious and happy to be at the hospital. Prior to coming to Butaro, she had consulted a traditional healer, the only care available in her immediate community. With her soft features and warm demeanor, she radiated vitality. Under her white linen shirt, though, she was concealing advanced breast cancer. We kept her in the hospital for a few days and took a needle biopsy, which I packaged for a Boston pathology lab. She was sent home with palliative chemotherapy. Even in Boston, the chances of a cure would have been slim.

Lamenting our defeat, I tried to accept this moment as an inevitable part of the caretaker's confrontation with the limits of individual agency and the enduring imperative to carry on. My commitment was solidified by the momentum and enthusiasm the cancer program had stirred among Rwandan health workers and local peasant women. I was convinced that together, we could make it sustainable.

So often in medicine, there is no cure, no Band-Aid, no clear solution. Anthropology helps us respond to that reality: we move beyond "Do no harm" to deconstruct what is before us and ask, "What can still be done?" We acknowledge that the human race will never eradicate all disease or suffering. Yet if we constantly reevaluate our responses to human need, we propel ourselves to a greater humanity, to a more enduring and meaningful involvement in the lives of others. Anthropology complicates what we take for granted in medicine, reminding us to do better, to look for answers in the backyard of everyday moral and social experience.

Immersed in a society recovering from unspeakable catastrophe, I ruminated on the themes of my own path. In retrospect, I could identify caregiving as a pivotal value in my immediate family. Beginning early in my childhood, I witnessed and participated in the moral, emotional, financial, and deeply personal investments of caretaking, as my parents assumed responsibility for poor and sick relatives liv-

ing through the wars of secession in the former Yugoslavia. They struggled with disillusionment and exhaustion while collecting humanitarian supplies for the daily victims of a disintegrating society and state that had defined itself as uniquely suited to care for its citizens. It was in my parents' home that I first encountered caregiving as a process in which we repeatedly recast our priorities, identities, and personal narratives in reaction to the plethora of emotions and changes that come with crisis. Even with pure intentions and self-sacrifice, caregiving is a moral act that inevitably brings us face to face with failure, loss, and despair.

Moved by the suffering of others and enraged by injustices, we respond from moment to moment as best we can because the alternative is to remain disengaged, even more powerless. We learn to care for others by being thrust into contact with another human being, another self. However, it may be that the best caregiving involves a dichotomous experience: self-fulfillment and self-knowledge allow for greater empathy and efficacy, but there is a certain element of self-effacement that allows for true service, altruism, and generosity of spirit. In other words, caretaking involves abandoning self-interest to step into the world of another, thus becoming part of something greater than oneself. It was this ideal, so well articulated in Arthur's teaching, that drew me into the space between medicine and anthropology. As in caretaking, the ethnographer abandons her comfort zone to enter a foreign culture: the social codes are unfamiliar; participation is gradually defined; her speech seems tedious with the clumsy cadences of a new language; trust and solidarity evolve slowly. Ultimately, it becomes another home.

If we believe Arthur's assertion that "the world and self are divided, and that is the human condition," the link between medicine and anthropology is hardly elusive. With a stethoscope in one hand and a tape recorder in the other, my task as a physician-anthropologist will be to find the place where the moral interests of the individual and society meet, so that the maximum good can be achieved for both. Arthur has trained me to observe, reflect, and analyze as an aspiring caretaker and social scientist. He has shown me the art of listening, of serving others while staying attuned to the resounding chords of my own narrative. He has introduced me to an ethnography and moral experience that is intensely personal and transformative. Above all, he has taught me how to live! ▽

THE UNDERGRADUATE

Messy Questions, Messy Answers

by SARAH ZHANG '11

Some questions reveal more in the asking than in the answering. As I ranted about the impracticalities of unpaid internships, a friend interrupted, "Can you be on welfare if you're working an unpaid internship?"

Can you? The question was so absurd in its juxtaposition of privilege and poverty, the only proper response was to laugh. "It's never even occurred to me," I said. (All those ways to eke out a living that *had* occurred to me as I was sending my résumé to the land of unpaid internships, a.k.a. New York City, and this was not one of them.) My curiosity piqued, I began asking this question over dinner. The responses of fellow students were similar to my own: *Um... haha...I wonder.* When I posed the question to Gail Gilmore, arts career counselor at the Office of Career Services for more than 13 years, she looked equally surprised: "No one has ever asked me that before." Even my foremost authority on all other matters, Google, was no help on this one. The search term, "unpaid internship welfare" yielded no relevant hits.

The answer to the question is beside the point—more telling is why the question seemed so strange in the first place. For one, it runs counter to the very spirit of social-welfare programs, as the unpaid intern's lack of income is usually a choice. Although unpaid positions at prestigious magazines or nonprofits lack financial compensation, they offer cultural capital, which in turn operates in a completely different paradigm from welfare. To equate the "poverty" of a Harvard graduate who has *chosen* an unpaid internship to real poverty, in fact, feels distasteful. Although I never had any plans to apply for welfare, I was always a tinge embarrassed asking the question, in case people thought that I did.

Socioeconomic class runs as an undercurrent through Harvard. At its meritocratic ideal, college is meant to be an equalizer, but achieving that goal is not just a matter of making college affordable through financial aid, because socioeconomic class is manifest in the myriad large and small lifestyle choices that undergraduates make. Harvard does recognize this. Unlike most other universities, it charges the same room and board regardless of whether you're living in a cramped walkthrough or the top floor of Leverett tower, and it has only one dining plan, which offers the same food to everyone. Of course, indicators of socioeconomic status exist that can't be erased by any official technique short of mandating institutional conformity: how often you eat out, where you go for spring break, whether you know how to act at fancy events, how you decorate a dorm room, what you can afford to leave behind as trash when you move out of that dorm room. (Working dorm crew after the May move-out, I found designer clothes and whole sets of perfectly nice furniture.)

But even if Harvard cannot provide a completely level playing field, it can provide a lever. Regardless of your parents' income, you can, if you so choose, go into

a career that pays in the 90th percentile straight out of college.

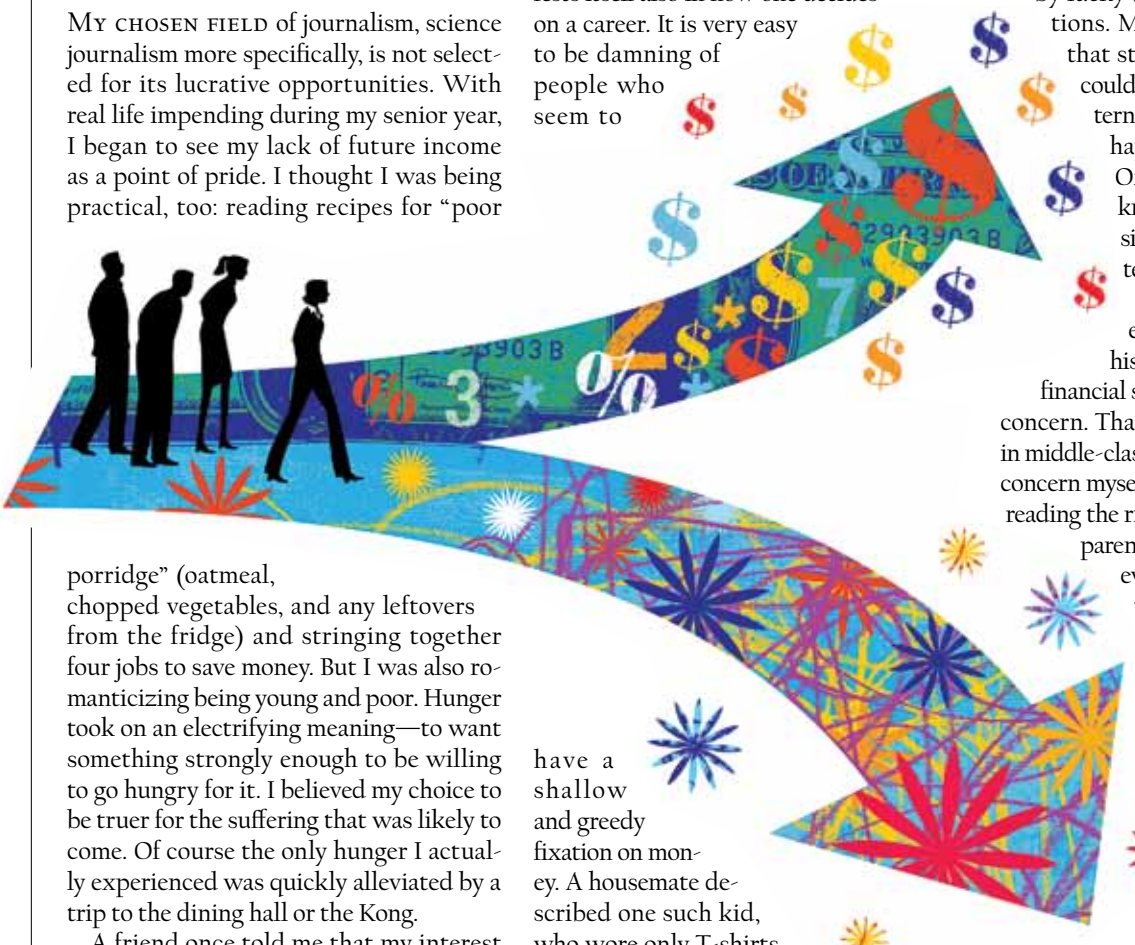
At the same time I was grumbling about unpaid internships, I had friends from the same middle-class background who were planning a very different type of post-graduate New York life. They had lived there the previous summer, completing the internships that led to their imminent Wall Street jobs. They called brokers to rent Manhattan apartments and self-consciously protested that half their five-figure signing bonus went for taxes—a sum that still amounted to several months' salary for an entry-level editorial assistant. I sensed our lifestyles diverging.

My chosen field of journalism, science journalism more specifically, is not selected for its lucrative opportunities. With real life impending during my senior year, I began to see my lack of future income as a point of pride. I thought I was being practical, too: reading recipes for "poor porridge" (oatmeal, chopped vegetables, and any leftovers from the fridge) and stringing together four jobs to save money. But I was also romanticizing being young and poor. Hunger took on an electrifying meaning—to want something strongly enough to be willing to go hungry for it. I believed my choice to be truer for the suffering that was likely to come. Of course the only hunger I actually experienced was quickly alleviated by a trip to the dining hall or the Kong.

A friend once told me that my interest in writing had everything to do with status. I looked at him skeptically: "What status? I'm never going to make any money." But if I couldn't admit it then, I do admit it now. Although careers in journalism and the arts rarely pay well, they generally carry prestige that a similarly paid blue-collar job does not.

To reconcile myself to my likely lack of future financial compensation, I developed an allergic reaction to certain high-salaried jobs, such as finance and medicine. These were also the fields that I, as the child of Chinese immigrants, felt not so subtly pushed into—and not just by my parents. When my Chinese dentist found out that I studied neurobiology at Harvard, she remarked, "You're going to med school right? You'll make so much money as a doctor!" I protested against her fingers, firmly lodged in my mouth, but she took my ambiguous grunting as a yes.

My romanticizing of being poor and my desire for a job with cultural capital were both, I came to realize, reflections of my own privilege. Socioeconomic class manifests itself also in how one decides on a career. It is very easy to be damning of people who seem to have a shallow and greedy fixation on money. A housemate described one such kid, who wore only T-shirts from recruiting fairs and whose one goal in life was a six-figure salary. It turned out that he was supporting his single mother and younger sibling. His obsession with money was not greedy but merely practical.



Most of my close friends are academics and artists whose chosen careers have no guarantee of financial stability. This probably does reflect a bias, conscious or not, on my part. But those friends who come from lower- or middle-class backgrounds have all expressed anxiety about the worthiness and practicality of their chosen paths. Lack of money makes us realize money's true value.

I always thought my parents were unimaginative when they told me to consider finance or medicine, but now I realize they were being practical. Because these careers have a delineated path, they are actually the most meritocratic: if you jump properly through a series of hoops, success awaits at the end. In contrast, careers in journalism and the arts are governed much more by lucky breaks and personal connections. My parents did not belong to that stratum of society where they could call a friend and get me an internship at the *Wall Street Journal* (as happened to someone I know). Of course, who and what you know both matter in all professions, but one or the other matters more in different jobs.

My father came to the United States with less than $100 in his pocket, and, understandably, financial stability was my parents' main concern. Thanks to that, I largely grew up in middle-class comfort. This allowed me to concern myself with going to museums and reading the right kinds of books, which my parents encouraged to some extent, even if they recognized none of the artists' or authors' names. What I desired was capital of the cultural kind. Being able to afford an unpaid internship reflects privilege, but the very notion that you can choose the type of career where unpaid internships are the norm reflects a kind of privilege, too.

I did try to find out whether unpaid interns are eligible for welfare, but the answer is messy, varying state by state and program by program. As to why we choose the careers we do—that answer is messy, too. ▽

Berta Greenwald Ledecky Fellow Sarah Zhang '11 has graduated and heads to Israel this fall to travel, write, and do field research on a Booth Fellowship. In other words, she does not have a job.

Illustration by Michael Austin

Dominant Flotilla

SINCE HARRY PARKER became head men's crew coach in 1963, Harvard has been a steadfast powerhouse on the water. Yet some years are more powerful than others, and this spring Parker's crews dominated Eastern rowing in a way that was rare even for the Crimson. At mid May's Eastern Springs regatta at Lake Quinsigamond in Worcester, Massachusetts, Harvard captured the Rowe Cup for overall heavyweight supremacy, sweeping (for the sixth time in Harvard history) the freshman, junior-varsity (JV), and varsity events. In the varsity final the Crimson were two seconds in front of Princeton, which edged Wisconsin for the silver.

Next up was Yale, at the annual, ancient Harvard-Yale boat race on the Thames River in New London, Connecticut (see "The Mystique of Red Top," May-June 2010, page 66). Last August, Yale hired Steve Gladstone, the 68-year-old head crew coach and former athletics director at the University of California at Berkeley, to run their men's crew program. Gladstone is one of the nation's preeminent rowing mentors; during his long career, his crews have won 11 Intercollegiate Rowing Association (IRA) championships, i.e., national titles. Yale, with some fine athletes in its boathouse, was aspiring to improve its competitive results—having been swept, for example, in each of the past three years by Harvard. But the tide has not yet turned: on May 28, Harvard again brought out the broom at the 146th running of the boat race, leaving Yale's varsity 13.4 seconds behind, its JVs 20 seconds back, and the Eli frosh 21 seconds astern for a fourth consecutive Crimson sweep. Yet the Bulldogs were hardly unique victims. In the 2011 spring season, those three Crimson heavyweight eights entered 27 dual races and regattas: final record, 27-0.

Charlie Butt's lightweight crews were similarly overpowering. At the Eastern Sprints, Harvard won the Jope Cup for overall lightweight superiority, taking the varsity and JV championships and thus bringing to Newell Boathouse five of the six Sprints titles that 18 different colleges' crews had vied for at the regatta. Harvard's varsity and JV lights were both undefeated all spring; only the freshman lightweights, 3-3 in head-to-head races and seventh at the Sprints, suffered losses.

COURTESY OF CRIMSON ATHLETICS

At the Eastern Sprints in Worcester, Harvard's heavyweights (above) and lightweights celebrate their wins.

In early June, the heavyweight crews and the varsity lights all made their respective grand finals at the IRA regatta in Camden, New Jersey, but none was able to record a national championship there. University of Washington crews edged both the Crimson varsity and JV boats, by 2.7 seconds and 1.6 seconds, respectively, while the freshmen claimed the bronze, 3.7 seconds behind California, with Washington second. In a true photo finish, Yale nipped the varsity lights by a mere .022 seconds. Given the sterling spring of rowing, Harvard will no doubt send crews to the Henley Royal Regatta in England, in late June (after this issue went to press).

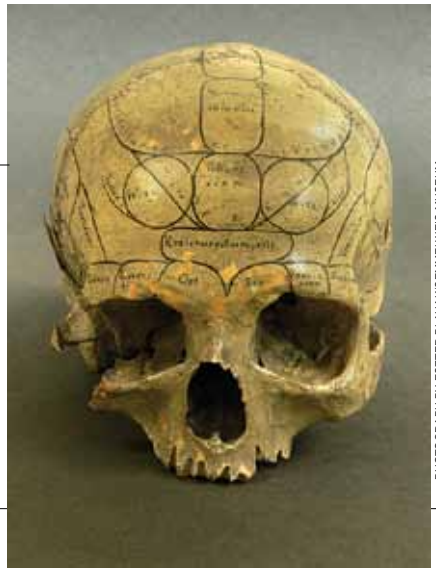
ALUMNI

The Brain as Art

Carl Schoonover '06 merges science and aesthetics.

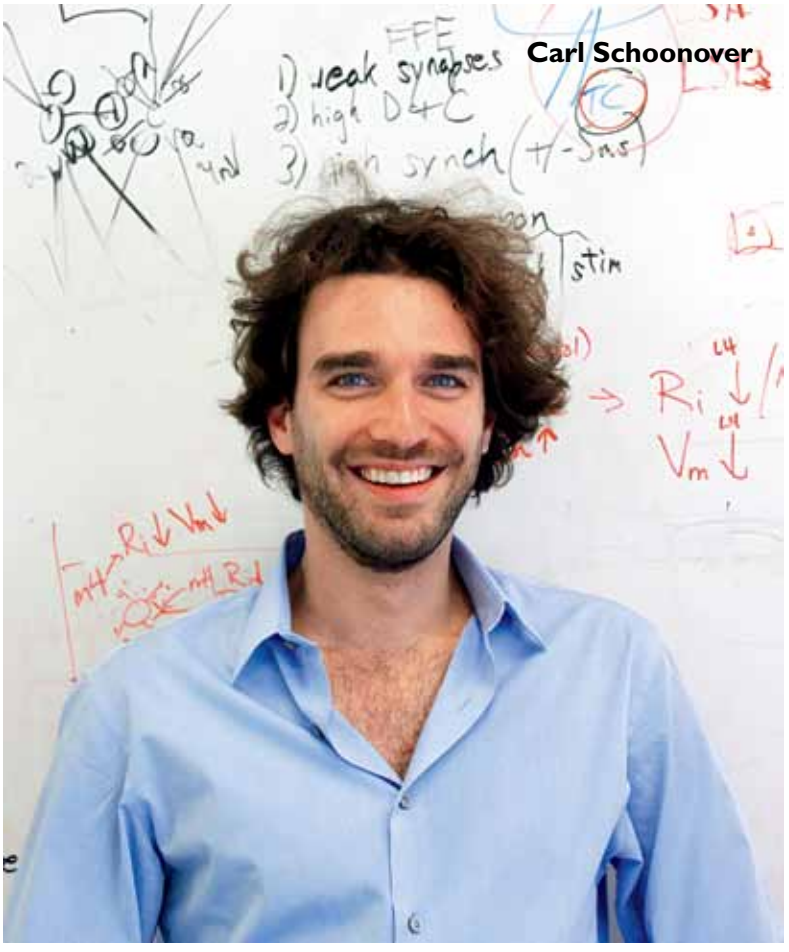
WITH flyaway hair and distinctive scarves—a fashion holdover from his childhood in France—Carl Schoonover '06 cuts a stylish figure in the lab at Columbia's doctoral program in neuroscience. But as a National Science Foundation-funded graduate student dedicated to researching brain circuits, he's more inspired to talk about what goes on inside the head than what grows on top.

The convergence of the aesthetically beautiful and the scientifically compelling forms the heart of Schoonover's *Portraits of the Mind: Visualizing the Brain from Antiquity to the 21st Century.* The recent book features stunning images, ranging from medieval sketches and delicate nineteenth-century drawings by the founder of modern neuroscience, Santiago Ramón y Cajal, to the modern Brainbow, in which neurons are seen in color thanks to fluorescent proteins. (Brainbow was developed in the lab jointly run by Knowles professor of molecular and cellular biology Jeff Lichtman and professor of molecular and cellular biology Joshua Sanes, where Schoonover worked as an undergradu-



PHOTOGRAPH BY ESZTER BLAHA/SEMMELWEIS MUSEUM

Phrenologists held that the specific site of bumps on the skull, as marked on this nineteenth-century specimen, helped indicate a subject's cognitive or moral strengths and weaknesses by revealing the volume of brain area beneath each one.



ate; see "Shedding Light on Life," May-June 2008, page 40.) "It seems improbable," Schoonover says, "that we can extract so much structure from something that, just looked at under a microscope, is gray and fairly amorphous. There are many beautiful stories about how you treat that slice of brain tissue—manipulate it, denature it—in order, paradoxically, to reveal its true nature."

So entranced was Schoonover by the brain that he used to keep especially wondrous images of neurons in his wallet and show them off like a proud parent. Once he and a woman struck up a conversation at a Manhattan café, "and things led as they invariably do to brains," he explains. Out came the pictures and the woman, an editor at Abrams Books, soon became *his* editor for *Portraits of the Mind*. "This is the stuff scientists are looking at on a day-to-day basis," Schoonover explains, yet the images and data are usually cordoned off in the pages of scientific journals. To reach a wider, lay audience, each chapter in the book details different techniques for studying the brain, such as Brainbow, electrical recordings of neuron activity, and antibody staining. "If the images are extraordinarily beautiful," Schoonover writes in the preface, "I would argue that the principles underlying the techniques that created them are in some instances even more exquisite."

The book balances the scientist's obsession with detail and the artist's appreciation for beauty, a reflection of Schoonover's own multifaceted sensibilities: hands-on researcher, student of philosophy, writer, and lover of the arts. At Harvard, he organized concerts at the Signet Society and Lowell House—he used to play the saxophone and the violin—and was klappermeister for Lowell's Russian bells. At Columbia, he works full-time in a lab, but has made time to cofound NeuWrite (a collaborative forum for scientists and writers), attend music concerts weekly, and host a radio show on classical and contemporary music that occasionally discusses music's relationship to the brain and counts, among its past guests, neurologist Oliver Sacks and Daniel Levitin, author of *This Is Your Brain on Music.*

"He's very eager and kind and intent on drawing people out," says his roommate, fellow doctoral candidate Andrew Fink. One day Schoonover struck up a conversation with a man on the subway who turned out to be an important administrator at the Morgan Library and Museum, who was carrying a box of opera records he was getting rid of. Schoonover offered to add the LPs to his own collection (2,500 albums in his apartment and 1,000 more in storage). The man became a friend and frequent dinner guest. One of the few things Schoonover cooks is Julia Child's recipe for beef bourguignon; the recipe is covered with meticulous annotations that often have him in the kitchen acting "with ferocious exactitude" at 3 A.M., Fink reports. "Carl," he adds, "is very good at bringing together people who care about things and creating situations where it feels okay to be weirdly passionate about what you do."

Schoonover's ability to pursue, in tandem, what are sometimes seen as opposed interests made him stand out even at Harvard, his friends and colleagues say. "Carl proposes these fairly ambitious projects that look like they're straddling fields in a way that doesn't seem realistic," says his mentor, Joshua Sanes. "They seem like a prayer for disaster, but he's pulled off every one of them." That gift, combined with a highly adaptable intellect, a bottomless well of enthusiasm, and what a former lab mate described as "an unusual lack of self-consciousness" may help explain why he seems to be extremely good at so many things.

Schoonover's expatriate American parents, a retired information-technology security specialist and a homemaker, moved to France, looking for a "change of scene," shortly before he and his siblings were born. Although he recalls no special early love of science, he says he chose that track over humanities (despite being clearly drawn to philosophy) in secondary school to preserve options in the European system of education. "I did not enjoy the science classes," he reports, but was always drawn to the intersection of philosophical and scientific questions, such as how language develops and how the mind works. He was devoted to the concept of open inquiry fostered by both disciplines, and did have one thrilling glimpse into the creative and entrepreneurial aspects of scientific experimentation, thanks to his lycée's biology teacher, Emmanuel Ferraris, "who taught me many years ago that biology can be beautiful, even when it is confusing." (*Portraits of the Mind* is dedicated to him.)

"In the classroom, the way you learned science was to learn facts and replicate

experiments with known outcomes," Schoonover says of his French education. "But Ferraris had us design and do an experiment of our own." Schoonover focused on a friend who was a heavy smoker and structured an experiment to see what would happen to the latter's oxygen capacity if he quit for a few weeks. "You could formulate a question and, if you did the process carefully enough, you would get an answer," he says. "To this day, I find that mode of inquiry exhilarating."

Throughout college, Schoonover balanced his interests in philosophy and biology, first at Columbia, where he was so intrigued by lab work that he approached a research director, said, "I am very eager and completely ignorant," and landed a position washing dishes. That slowly evolved into actual research and three summers of working on neuroscience projects.

At the same time, he was still exploring philosophy, and transferred to Harvard in his junior year to pursue subjects like Wittgenstein and logic, along with science. "I was more idealistic when I started out about the possibility of doing both science and philosophy," Schoonover recalls. But in the end, he found that "the neuroscience I am most interested in is at the level of molecules, cells, circuits, which doesn't have much to do with the questions philosophers were asking about mind and language."

In an introductory neuroscience course taught by another formative teacher, professor of molecular and cellular biology Venkatesh Murthy, Schoonover read a paper by Sanes about following the day-by-day development of microscopic neuronal structures in a living mouse. "I was blown away," he recalls. When he found out Sanes was coming to Harvard to open the Center for Brain Science, he immediately e-mailed to ask about joining the lab. They met, and Sanes welcomed him aboard. "He was very generous, and gave me a chance," says Schoonover, who worked in the lab for the rest of his time at Harvard, even taking a semester off, funded by Sanes, to be there full-time. "If there was one person who launched me into a life of science, it was Josh," he adds. "The time there convinced me that this was the right thing for me."

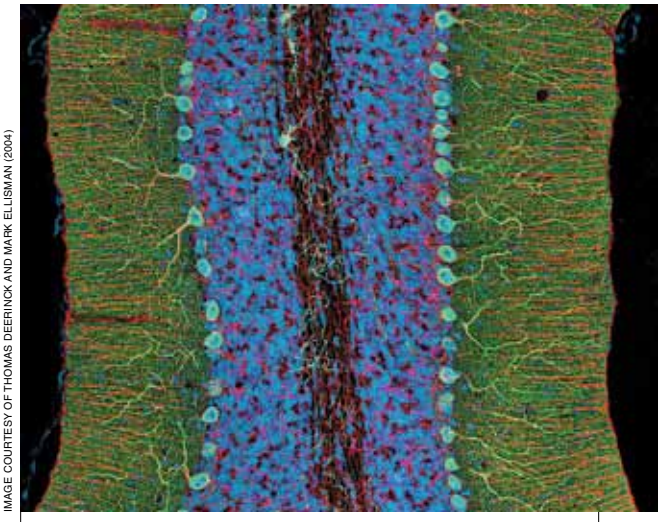


IMAGE COURTESY OF THOMAS DEERINCK AND MARK ELLISMAN (2004)

A photomicrograph showing different components of the rat cerebellum, including Purkinje neurons in green, glia (nonneuronal cells) in red, and cell nuclei in blue.

Still, Schoonover deliberately concentrated in philosophy, thereby avoiding a raft of required science courses. "I knew there was a good chance that science would be my life in the future, but I did not see coursework as the means of getting there," he explains. "In a lab you are asking questions; in the classroom, the main activity is to absorb knowledge and things that are already established. It's a

The Senior Seniors

The oldest graduates of Harvard and Radcliffe present on Commencement day were **Marjorie Thomas** '42, 92, of Bedford, Massachusetts (accompanied by her husband, Edward Thomas '41, who was celebrating his seventieth reunion), and **Donald F. Brown** '30, Ph.D. '55, 102, of Stow, Massachusetts. Both were recognized at the afternoon ceremony. (The oldest *class* representative was **George Barner** '29, 102, of Kennebunk, Maine, who is three and a half weeks younger than Donald Brown.) Marjorie and Edward Thomas were married while she was still at Radcliffe College. Because he was in the U.S. Navy at the time, she left college to be with him, but more than three decades later she returned to campus "because I had made a promise to my mother that I would graduate." She received her bachelor's degree in 1978.

According to University records, the oldest alumni include: **Halford J. Pope** '25, M.B.A. '27, 107, of Hilton Head, South Carolina; **Rose Depoyan** '26, 105, of Brockton, Massachusetts; **Edith M. Van Saun** '29, 104, of Sykesville, Maryland; **Priscilla Bartol Grace** '58, 104, of Woods Hole, Massachusetts; **Ruth Leavitt Fergenson** '28, 103, of Rockville, Maryland; **Dorothy P. Collins** '30, 103, of Hyde Park, Massachusetts; **Rawson L. Wood** '30, 102, of Center Harbor, New Hampshire; **Elliott C. Carter** '30, 102, of New York City; and **Bertha Fineberg** '31, 102, of Gloucester, Massachusetts.

Marjorie Thomas

Donald F. Brown

Photographs by Stu Rosner

very different mindset. I found that I like getting my hands dirty."

Today, in Randy M. Bruno's lab at Columbia, Schoonover studies how the physical connections between neurons affect the flow of information in the brain. His area of specialization is the rat barrel cortex, where movements from the whiskers are registered: How does a neuronal circuit translate the movement of individual whiskers into a representation of the rat's environment? In pursuit of an answer, Schoonover divides his time between live rats and the microscope, where he is working on a novel technique for identifying synapses, the connections between neurons. "It's a fun surgery," he says of the delicate two-hour operation he performs to insert electrodes that record neuronal activity in an anesthetized rat's brain. A dentist drill is used to thin down the skull, then a square half a millimeter on the side is cut into the now paper-thin bone. Once the bone is removed, Schoonover peels away the dura mater, the one-tenth-of-a-millimeter-thick membrane surrounding the brain—all without touching or damaging the soft tissue underneath.

Now midway through his doctoral training, Schoonover says his current work focuses on where synapses are formed on the branches of individual neurons. "The spatial arrangement of synaptic connections on a neuron can strongly influence its electrical function. Thus, as for many other areas of biology, there is a tight relationship between structure and function," he says. "The work contributes a tiny piece to the giant puzzle of looking at how synapses are arranged and transmit information."

COURTESY OF DR. PAOLO MAZZARELLO/ UNIVERSITY OF PAVIA/DEPARTMENT OF EXPERIMENTAL MEDICINE/SECTION OF GENERAL PATHOLOGY

Italian histologist and future Nobel laureate Camillo Golgi made this drawing of a dog's olfactory bulb in 1875. The features were revealed by a revolutionary method for staining nerve tissue that today bears his name.

Schoonover is intent on explaining science; *Portraits of the Mind* was partly born from frustration with how inadequately scientific techniques—and science in general—are presented to the general public. The media often focus too much on results over process, he believes: "They get this final packaged story that has a weird, misleading ring of truth along the lines of 'This is how things are,' instead of, 'We conclude this, based on circumstantial evidence that relies on these techniques that are more or less reliable.' *That's* how scientists actually communicate." NeuWrite, the forum he co-founded at Columbia late in 2007 with biology department chair Stuart Firestein and then-graduate student Clay Lacefield, was set up to bring scientists and writers together to foster more accurate and enticing narratives. *Portraits of the Mind* was workshopped there, and several other book projects by members are pending, as well as a stream of mainstream science articles, including one on optogenetics coauthored by Schoonover published in the *New York Times* science section in May. The long-term plan is to scale up NeuWrite, Schoonover adds; a second, parallel, New York City-wide group is set to launch this fall and there is talk of starting a Boston counterpart.

Schoonover has been giving public presentations across the country and in Europe. He argues that dialogue is essential because American scientists serve, for the most part, at the discretion of the public, thanks to their government funding. "It is incumbent on us," he adds, "to explain what we are doing."

—Sarah Zhang

From left to right: Richard Wall Lyman, Nell Irvin Painter, Heisuke Hironaka, and Jeffrey Alan Hoffman

Graduate School Medalists

The Graduate School of Arts and Sciences Centennial Medal, first awarded in 1989 on the occasion of the school's hundredth anniversary, honors alumni who have made contributions to society that emerged from their graduate study at Harvard. It is the highest honor the Graduate School bestows, and awardees include some of Harvard's most accomplished alumni. The 2011 recipients, announced at a ceremony on May 25, are: **Heisuke Hironaka,** Ph.D. '60, Fields Medal-winning mathematician and popular author of 26 books on science, mathematics, education, and creativity; space-walking astrophysicist **Jeffrey Alan Hoffman,** Ph.D. '71, professor of the practice of aerospace engineering at MIT; historian and former Stanford president **Richard Wall Lyman,** Ph.D. '54, now Stanford's Sterling professor of humanities emeritus; and scholar of U.S. history **Nell Irvin Painter,** Ph.D. '74, Edwards professor of history emerita at Princeton.

Photograph by Jim Harrison

Voting Results

The names of the new members of the Board of Overseers and elected directors of the Harvard Alumni Association (HAA) were announced during the HAA's annual meeting on the afternoon of Commencement day.

As Overseers, serving six-year terms, voters chose:

Flavia B. Almeida, M.B.A. '94, of São Paulo, Brazil. Partner, The Monitor Group.

Richard W. Fisher '71, of Dallas. President and CEO, Federal Reserve Bank of Dallas.

Verna C. Gibbs '75, of San Francisco. General surgeon and professor in clinical surgery, University of California, San Francisco.

Nicole M. Parent '93, of Greenwich, Connecticut. Co-founder and managing partner, Vertical Research Partners, LLC.

Kenji Yoshino '91, of New York City. Chief Justice Earl Warren professor of constitutional law, New York University School of Law.

Candidates selected as elected directors of the HAA, serving three-year terms, were:

Rohit Chopra '04, of Washington, D.C. Policy adviser, Consumer Financial Protection Bureau.

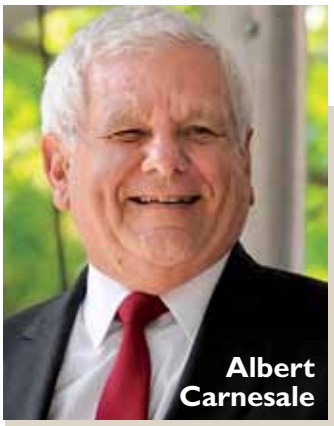
Tiziana C. Dearing, M.P.P. '00, of Bedford, Massachusetts. CEO, Boston Rising.

Katie Williams Fahs '83, of Atlanta. Marketing consultant/community volunteer.

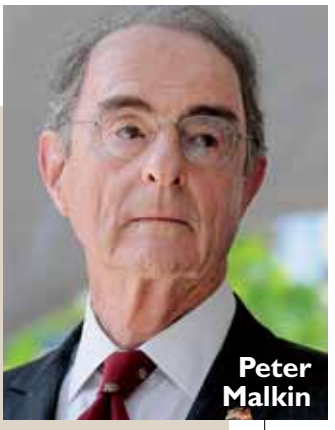
Charlene Li '88, M.B.A. '93, of San Mateo, California. Founding partner, Altimeter Group; author.

Sonia Molina, D.M.D. '89, M.P.H. '89, of Los Angeles. Endodontist.

James A. Star '83, of Chicago. President, Longview Asset Management.


Albert Carnesale


Frances Fergusson


Peter Malkin

Harvard Medalists

Three people received the Harvard Medal for outstanding service to the University and were publicly thanked by President Drew Faust during the Harvard Alumni Association's annual meeting on the afternoon of Commencement day.

Albert Carnesale—*You were a towering source of strength for the Harvard community, serving as a professor and dean of the Kennedy School, fostering a new era of collegiality, curiosity, and cross-school collaboration as provost, and providing incisive intellectual leadership—to this University and to several United States presidents—on international affairs and the security of the nation.*

Frances Fergusson, Ph.D. '73, RI '75—*Your service to Harvard knows no bounds; as president of the Board of Overseers, as a leader on visiting committees, and as a thoughtful voice on governance, you have acted with energy, creativity, and resolve, advancing the University's devotion to learning and helping imagine its future.*

Peter Malkin '55, J.D. '58—*Inspiring all who care deeply for Harvard, you have been a true University citizen, serving as a trusted adviser to presidents and deans, championing public service as a core University ideal, and making it possible through your extraordinary generosity for new generations of outstanding young men and women to fulfill their dreams of a Harvard education.*

Malkin was surrounded by Harvard children and grandchildren—among the latter, no fewer than six who've been in the College in recent years (Louisa Malkin '09 and Matthew Blumenthal '08), are still enrolled (Malkins Eliza '13 and Emily '14), or had just "joined the fellowship of educated men and women" (Michael Blumenthal and Becky Malkin, both class of '11).

Cambridge Scholars

Four members of the class of 2011 have won Harvard Cambridge Scholarships to study at Cambridge University during the 2010-2011 academic year. English concentrator **Molly Fitzpatrick,** of Winthrop House and River Edge, New Jersey, will be the Lionel de Jersey Scholar at Emmanuel College; social studies concentrator **Jacob McNulty,** of Dunster House and Short Hills, New Jersey, will be the John Eliot Scholar at Jesus College; chemical and physical biology concentrator **James Pelletier,** of Adams House and Attleboro, Massachusetts, will be the Governor William Shirley Scholar at Pembroke College; and applied mathematics concentrator **Jackson Salovaara,** of Pforzheimer House and Bernardsville, New Jersey, will be the Charles Henry Fiske III Scholar at Trinity College.

Alumni Gifts

The University had received 77,000 gifts as of May 24, including those from reuniong classes, reported University Treasurer James F. Rothenberg '68, M.B.A. '70, during the HAA's annual meeting. The Harvard and Radcliffe classes of 1961 not only had the largest attendance of a fiftieth reunion in history, he announced, "they have also broken the all-time reunion gift record—for any Harvard class—by raising a remarkable $61 million." The class of 1986 achieved the "highest class turnout in twenty-fifth reunion history and exceeded their immediate-use funding target," he noted, and the class of 1981, celebrating their thirtieth reunion, "are well on their way to setting a new standard for immediate-use fundraising at Harvard." (No additional figures were announced.) Rothenberg added that the senior-gift campaign yielded an 82 percent participation rate and a record number of leadership gifts. "You are profoundly generous," he said, thanking alumni, students, parents, and friends of the University. "You have given of your time and resources. You have shared your creativity and energy for the enduring benefit of this remarkable institution, as it continues to expand the boundaries of knowledge, here and around the world."

Photographs by Stu Rosner