

to create the country's premier incubator of talent in the game. She began pitching at age eight, played ball "every month except December" with high-school and club teams, and as a senior at Scripps Ranch High School set a new San Diego record with 400 strikeouts. She and younger sister Meredith, a freshman pitcher for Princeton's softball team, might have faced each other when the Crimson met the Tigers, an historic rival, on March 31; instead, Rachel won the first game, 6-5, whiffing 12, while Meredith pitched two innings of relief in the nightcap, an 8-0 rout by Harvard.

Either sister might have thrown in both games. The underhand motion stresses the shoulder and arm far less than overhand pitching, so the recovery period is much shorter; Brown has often started the first game of a doubleheader and pitched some innings of relief in the nightcap. And she will keep on pitching this summer: a day after Commencement, she'll fly to Sweden to play for the Skövde Saints, one of five semipro softball teams in that country. She might feel right at home there: last year the Saints, like Harvard, were league champions.

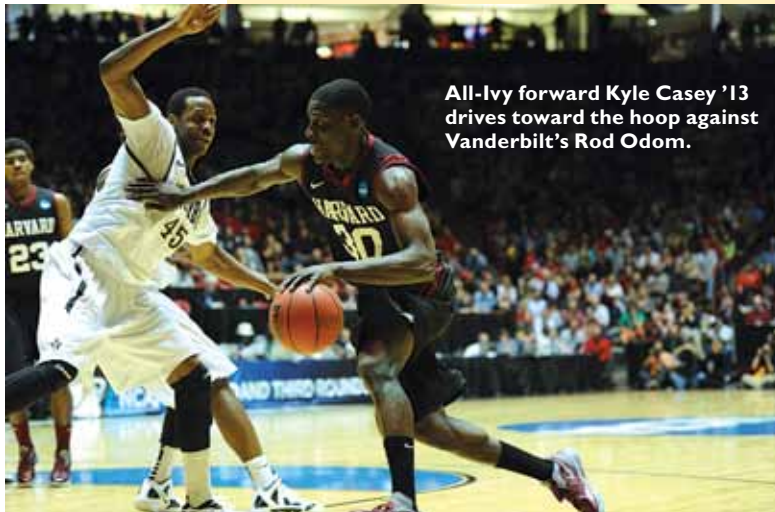
~CRAIG LAMBERT

One for the Books

For only the second time in history and the first time since 1946, Harvard sent a team to the Big Dance—the NCAA basketball tournament—this year. The Crimson earned the Ivy League's NCAA slot with their second consecutive league championship season—after having posted no titles since the Ancient Eight's incarnation in 1956. In 2011, Harvard shared the Ivy laurels with Princeton, which won a one-game playoff for the NCAA bid by one point, but this year, Harvard secured the title outright on the strength of a 12-2 conference record, one game ahead of Penn's 11-3. Harvard's 26-5 overall mark set a Crimson record for victories in a season. The squad also attained the first national ranking in program history, rising as high as #22 in the AP poll and #21 in the ESPN/USA Today Coaches poll.

Seeded #12 in the NCAA's East Region, the Crimson flew to Albuquerque to face Vanderbilt, the #5 seed. Early on, Harvard opened a three-point lead at 20-17, but Vanderbilt responded with a 13-3 run and sank a trey at the halftime buzzer for a 33-23 edge. The Commodores continued their hot outside shooting to build an 18-point second-half lead, threatening a blowout. But Harvard's defense clamped down, and with seven minutes left, the comeback started when Kyle Casey followed

a dunk with a three-pointer to cut the margin to 12. Offensively, Laurent Rivard '14 sizzled, netting a team-high 20 points on 6-of-7 shooting beyond the arc. The Crimson doggedly fought back to 70-65 with 1:51 to play, but could draw no closer; the final was 79-70. *The Boston Globe's* Bob Ryan summed it all up as "the greatest season in Harvard basketball history....They have gone where no Harvard men have gone before. They should be proud."



All-Ivy forward Kyle Casey '13 drives toward the hoop against Vanderbilt's Rod Odom.

GIL TALBOT

THE ALUMNI

Playing with Health

A computer programmer turns his attention to making wellness fun.

VIRTUOUS. Boring. Hard work. This is how most people view managing their health. But if Americans are to truly thrive, they must be convinced that health-promoting behavior can be *fun*, says Adam Bosworth '76. He has built a company around doing just that.

Keas, headquartered in San Francisco, runs a Web-based wellness program that uses social networking and gaming to boost excitement about improving one's health (<http://keas.com>). It is currently available only to corporate clients, not individuals; participants form teams with co-workers and set personal goals, earn-

ing points as the goals are reached. They choose from dozens of options—increasing fruit and vegetable intake, exercising more often, taking "mindfulness breaks" for activities such as journaling, to name a few—selecting those that will be easiest or most fun for them, while still contributing to better health. "We are as undictatorial as possible," reports Bosworth, an Internet entrepreneur who has also launched major products at Microsoft and Google.

That may seem counterintuitive—surely it would be more productive to force people to choose those objectives that would *most* benefit their health, even if reaching them is difficult. Bosworth says this tough-love approach only works in theory. In reality, users who choose overly

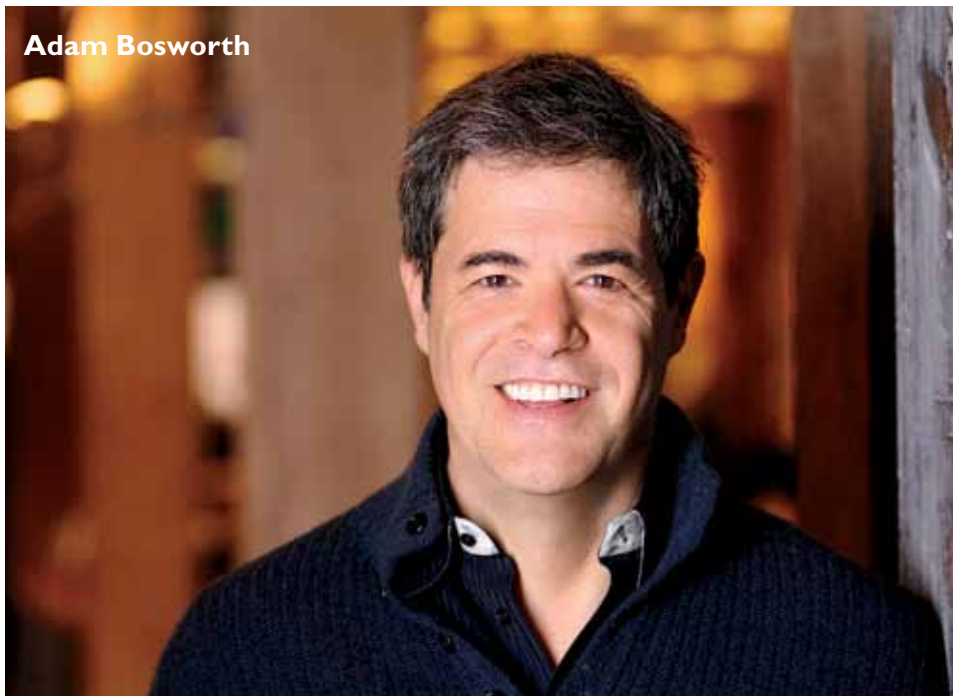
hard challenges are more likely to drop out. “We understand that a wellness program that isn’t being used has zero chance of success,” the company’s website asserts. “Keas is designed to engage employees first, and *then* make them healthy.”

The company’s current product represents a 180-degree turnaround from Bosworth’s initial idea: “The only thing that’s identical,” he says, “is our goal.” Frustrated with the healthcare field’s slow adoption of new technology for communicating with patients and tracking and giving them access to their own information, he founded Keas (named for a species of parrot he encountered during travels in New Zealand) in 2008 with the idea that it could become a Mint.com for the industry. (Mint enables users to analyze their finances by consolidating information for multiple bank, loan, and credit accounts in one place. The site also offers budgeting tools, financial alerts, and advice, and allows users to set savings goals and track different expense categories.)

His initial vision was that Keas would be a repository for users’ health data that could send reminders based on individual conditions (a user with hypertension might be alerted to take medication as scheduled; an overweight user might get prompts to exercise). He forged alliances with two big players in the medical field: Quest Diagnostics and Pfizer pharmaceuticals, tentatively paving the way for a tool that would contain users’ medical-test and prescription information if they authorized it. He envisioned spending ample time lobbying in the 24 states that forbade sharing health information even *with* a patient’s permission. He was girding for battle two years ago when it became clear that the Keas product in use at the time simply wasn’t working: of the 40,000 users who had signed up, only a small percentage returned to the site week after week.

So Bosworth and his team of 20 examined the features that seemed to attract the users who were most engaged. They redesigned the product completely, with crucial guidance from a summer intern with a background in behavioral psychology. (The company has since made a point of hiring others with knowledge of psychology.) Enrollment was restricted to employees of client companies because the team-based format capitalizes on people’s cooperative and competitive instincts, and on preexist-

Adam Bosworth



ing social relationships in the workplace; based on small-group dynamics theory, team size is limited to 6 people. Keas used to offer lengthy articles on health topics, but now it breaks the information into small chunks and makes it interactive by presenting it in quiz form. Topics include nutrition, stress reduction, depression, CPR, and cutting cholesterol intake. The quizzes have been wildly popular: Keas posted 60 of them for a 12-week pilot, assuming one per workday would suffice, but many users completed the full complement in a single week. (The site now has “hundreds and hundreds,” Bosworth reports: so many that users “essentially can’t run out” during the 12-week period.)

As part of the overhaul, Keas also did away with critical feedback. Instead of receiving a notice that they’ve gained weight, users now receive only congratulatory notes when they shed pounds. Bosworth says he realized that “giving people negative information is a good way to ensure that they’re gone in 60 seconds. And if they’re gone in 60 seconds, you can’t help them.”

The revamped product plays up the social-networking element with a Facebook-like interface that users can access via desktop, tablet, or smartphone. In addition to tallying up their points in private, users can post (and get an instant virtual pat on the back) for going for a lunchtime walk or choosing water instead of soda. Keas also borrows elements from Four-

Square: users can earn badges and elevated status within the game’s universe, and see how they rank against other players and other teams. The company’s website proclaims, “The world’s most precocious bird, the kea solves problems through play and social learning. So do we.”

People like to have choices, and this, too, is reflected in the new model: users earn more points for more difficult goals. They can, for instance, set a goal of eating only healthy snacks for an entire week, or choose the more easily attainable goal of five days a week for a smaller point total.

Bosworth knew the new format was working when, on Thanksgiving Day 2010, 30 percent of enrollees went online to report what they were doing to stay healthy. Since then, not a single week has passed without a third or more of the employees in each of the client companies logging in and posting something. Most weeks, in most companies, the numbers are closer to 40 or 50 percent.

Thus far, Keas has done very little marketing or promotion, letting companies find it through word of mouth instead. Many clients are themselves from the health and wellness fields (Quest and Pfizer, Bosworth’s early partners, are among them). Bosworth notes that these firms’ employees are not necessarily more fit and health-conscious than the average American; he says the companies have been drawn to Keas because of the discrepancy between the image they desire to project

and their staff members' actual health. To date, more than 100,000 people from 35 companies have completed the 12-week program (clients pay \$12 per participating employee). Keas has begun enrolling some companies for a second 12-week stint; Bosworth and colleagues are hard at work devising ways to keep the experience fun and novel for repeat visitors.

The product is constantly changing—Keas releases updates two or three times a day—and relies heavily on user feedback, letting the crowd decide which features stay and which go. One change is that the program now limits users to setting three goals; habit creation is sufficiently difficult that when there are too many things to focus on, none of them takes.

After noticing that there was no difference in participation between companies that offered cash prizes to the winning team and those that didn't, Bosworth stopped recommending that companies pony up. "To be honest," he says, "Keas is nothing but a series of psychological surprises to me."

BEFORE BOSWORTH turned his attention to solving problems of health, he spent three decades solving problems of technology. His previous work experience includes leading the design of the Microsoft Access database management system; co-leading a team to redesign the Internet Explorer browser; and overseeing the rollout of Google's Web-based spreadsheet, document, calendar, and photo-sharing programs. But he is best

known as one of the pioneers of XML, a set of rules for how information is shared between computers (and the basis for frameworks such as RSS, as well as common software such as Microsoft Office).

During what he calls a "classic midlife crisis," Bosworth realized he didn't want technological innovation to be his only legacy apart from his children. (Son Alex, 29, has a start-up building smartphone apps in Beijing; daughter Allison, 23, is finishing premedical courses at Washington University; and Zeke, his son with his second wife, is one and a half.)

In 2006, while still at Google, he sought permission to pursue a project of his own design. The result was Google Health, an online health information repository much like his original vision for Keas. But he says the product was not a high priority for the company and he had trouble getting resources allocated, so he left to try it on his own. (Google officially deactivated the service on January 1, citing a low usage rate.)

One gets the sense that Bosworth is almost happier with failures than successes, for the lessons they provide and the problems to solve. Describing his first start-up, a company he founded with friends in 1982 to help people and companies manage data (a precursor to database software), he says it failed because it didn't include a way for users to customize and add functions that weren't part of the standard software. "It was a fatal flaw," he notes, "and very interesting."

At Harvard, he studied history. He sees continuity between his interests then and now: "History teaches you to take data and look for patterns. That's very much what I do in my job." But in some ways, his college years were a time apart. Bosworth grew up in New York City, but spent summers in Vermont, and fondly remembers how he and a sister close to his age spent their time reading voraciously and "running riot" in the woods.

At school, he was no less free. He attended Saint Ann's School in Brooklyn, where his father, Stanley, was the inaugural headmaster. Under his leadership, Saint Ann's became an elite school known for its "reform approach to education," according to Stanley Bosworth's *New York Times* obituary. "The school didn't push you," Adam Bosworth recalls. "You moved at the pace you wanted to move based on the courses that interested you. That worked well for me."

Harvard, on the other hand, "was very much about telling people what to do." He feels he got in "by accident": "I'm very good at test-taking so I appeared smarter than I was." He is dyslexic and says he doesn't deal well with theoretical constructs: "I have to form pictures in my head and work backwards." Surrounded by people with methodical, traditional study skills, this non-traditional learner found the culture stifling.

He found relief in spending the summers programming (projects included rewriting the code that powered off-track betting ticket-printing terminals). He says he likes building things; he once aspired to become an architect, but realized the mathematics involved wouldn't come easily for him. Programming did—and still does. A new Keas "console" screen that allows human-resources representatives at client companies to track the employees' progress was programmed by Bosworth himself.

HE STILL WISHES for change on the doctors-and-hospitals side of medicine, so that providers, insurers, drug companies, and testing labs could share information freely if a patient authorized it. But he no longer believes that he is in a position to drive that transformation. Because of the way payments to providers are structured, "There is absolutely zero financial incentive" for making these changes, even if they would increase efficiency and patient satisfaction. "For most of healthcare," he says, "it's as if the Internet never existed."

Comings and Goings

Harvard clubs offer a variety of social and intellectual events around the country. For information on future programs, contact your local club directly; call the HAA at 617-495-3070; or visit www.haa.harvard.edu. Below is a partial list of spring happenings.

On May 15, members of the Harvard Club of Oregon explore "Spin and Spectacle: The Changing Role of Media in Politics" with Timothy McCarthy, history and literature lecturer, adjunct lecturer on public policy, and director of the human rights and social movements program at the Carr Center for Human Rights Policy. McCarthy also appears at the Harvard Club of San Francisco on May 18 to discuss "Was the Obama Campaign a Social Movement?"

On June 3, the Harvard Club of St. Louis learns about "Higher Ambition: How Great Leaders Create Economic and Social Value" with Michael Beer, Cahners-Rabb professor of business administration. On June 8, Boas professor of international economics Richard Cooper appears at the Harvard Club of Cape Cod for a discussion on "Global Economic Prospects: A Glimpse at 2030." On June 11, Harry Lewis, McKay professor of computer science, lectures on "Life, Liberty, and Happiness after the Digital Explosion" at the Harvard Club in Concord (Massachusetts).

Instead, he is approaching health from the level of the individual, and Keas brings substance as well as fun. At Chilton Memorial Hospital in Connecticut, for example, 114 participants reported losing weight during the 12-week session—1,230 pounds in all. At Pfizer,

the percentage of participants who exercised for 45 minutes at least five times a week rose from 45 to 74 percent, and the percentage who ate at least five servings

of fruits or vegetables daily doubled (from 36 percent to 72). Says Bosworth, “We’re getting major changes in health behavior.”

—ELIZABETH GUDRAIS

Vote Now

THIS SPRING, alumni vote for five new Harvard Overseers and six new elected directors of the Harvard Alumni Association (HAA). Ballots, mailed by April 1, must be received back in Cambridge by noon on May 18 to be counted. The results are announced at the HAA’s annual meeting on the afternoon of Commencement day, May 24. All Harvard degree-holders, except Corporation members and officers of instruction and government, may vote for Overseer candidates. The election for HAA directors is open to all Harvard degree-holders.



Visit harvardmag.com/commencement on Commencement Day for the election results.

For Overseer (six-year term):

Scott A. Abell '72, Boston. Retired chair and CEO, Abell & Associates Inc.

James E. Johnson '83, J.D. '86, Montclair, New Jersey. Partner, Debevoise & Plimpton LLP.

Michael M. Lynton '82, M.B.A. '87, Los Angeles. Chairman and CEO, Sony Pictures Entertainment.

Tracy P. Palandjian '93, M.B.A. '97, Belmont, Massachusetts. CEO and co-founder, Social Finance Inc.

Swati A. Piramal, M.P.H. '70, Mumbai, India. Director, Piramal Healthcare Limited.

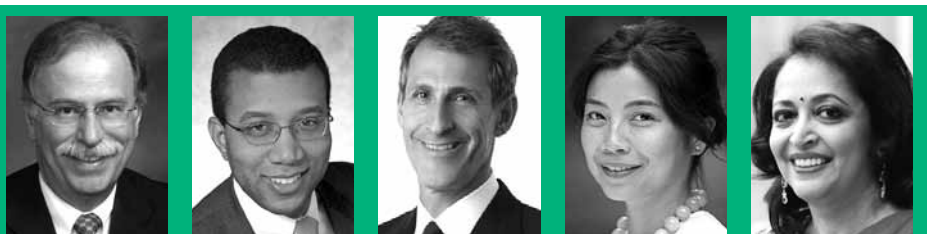
Stephen R. Quazzo '82, M.B.A. '86, Chicago. CEO and co-founder, Pearlmark Real Estate Partners.

William H. Rastetter, A.M. '72, Ph.D. '75, Rancho Santa Fe, California. Partner, Venrock.

Kathryn A. Taylor '80, San Francisco. Co-chair, One PacificCoast Bank Board of Directors.

For elected director (three-year term):

John F. Bowman '80, M.B.A. '85, Santa Monica. Executive producer, Disney Company.



Scott A. Abell

James E. Johnson

Michael M. Lynton

Tracy P. Palandjian

Swati A. Piramal



Stephen R. Quazzo

William H. Rastetter

Kathryn A. Taylor

OVERSEER

DIRECTOR

Yvonne E. Campos, J.D. '88, San Diego. Superior Court Judge, State of California.

John H. Jackson, Ed.M. '98, Ed.D. '01, Cambridge. President and CEO, The Schott Foundation for Public Education.

Michael T. Kerr '81, M.B.A. '85, Canyon Country, California. Portfolio counselor and senior vice president, Capital Research Company.

Sabrina Fung '93, Hong Kong. Executive director and brand managing director, Trinity Ltd.

Susanna Shore Le Boutilier '86, Larchmont, New York. Director, corporate communications, Colgate-Palmolive Co.

E. Scott Mead '77, London. Fine-art photographer and financial adviser.

Brian Melendez '86, J.D. '90, M.T.S. '91, Minneapolis. Partner, Faegre Baker Daniels LLP.

Loulan J. Pitre Jr. '83, J.D. '86, New Orleans. Attorney, Gordon, Arata, McCollam, Duplantis & Eagan, LLC.



John F. Bowman



Yvonne E. Campos



John H. Jackson



Michael T. Kerr



Sabrina Fung



Susanna Shore Le Boutilier



E. Scott Mead



Brian Melendez



Loulan J. Pitre Jr.