integrity committee focused on "studying honor codes and other mechanisms" to "reinforce the culture of academic integrity," Harris said. Effective honor codes have historically emanated from students themselves—and must, if they are to succeed.

Now, his committee's work will obviously proceed in a heightened context, as it aims to make concrete recommendations for FAS deliberation and action this year. According to the College announcement, the committee has been "assessing the practices of peer institutions on a range of actions, from the adoption of new ethics policies to the introduction of an honor code." Princeton and Stanford have student-focused and -administered honor codes and enforcement mechanisms. The Stanford Honor Code, for example, "is an undertaking of the students, individually and collectively: that they will not give or receive aid in examinations; that they will not give or receive unpermitted aid in class work, in the preparation of reports, or in any other work that is to be used by the instructor as the basis of grading; that they will do their share and take an active part in seeing to it that others as well as themselves uphold the spirit and letter of the Honor Code."

Harris noted that honor codes work by "suffusing the culture of the place," and that educational and other efforts might ensure academic integrity even absent a formal code and process for administering it. (A *Crimson* editorial endorsed an examination honor code in February 2011, during the academic-integrity survey.) To that end, he said, his committee was examining what more might be done to emphasize academic integrity during freshman orientation, in teaching students about proper citations, and so on. "Integrity training has been lacking," he said.

Formal steps toward making academic integrity an overriding priority have now begun with the College announcement, Smith's letter to faculty members, and Harris's own letter to students. Among other actions taken:

- An Ad Board staff member has been "tasked with building awareness among faculty and students about Harvard's academic-integrity policies."
- Harvard will engage the International Center for Academic Integrity and other outside experts as the College initiates a

The Corporation, Complete

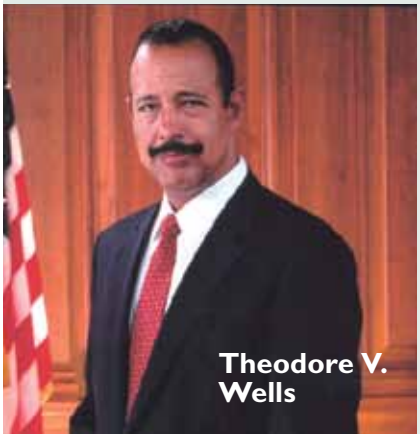
Jessica Tuchman Mathews

The announcement on September 23 that Jessica Tuchman Mathews '67 and Theodore V. Wells Jr., J.D.-M.B.A. '76, have been elected members of the University's senior governing board, effective January 1, is an important milestone in effecting the changes in Harvard governance unveiled in late 2010 (see "The Corporation's 360-Year Tune-Up," January-February 2011, page 43). Their election completes the Corporation's planned expansion from seven fellows to 13—intended to broaden the senior board's expertise; enable it to establish permanent committees focused on its most important fiduciary duties (including governance, finances, capital planning and budgeting, and alumni affairs and development); and make it possible for the fellows to focus on matters of greatest strategic importance to Harvard.

Tuchman, who earned a Ph.D. in molecular biology at California Institute of Technology, was a Radcliffe College trustee from 1992 to 1996. Since 1997, she has served as president of the Carnegie Endowment for International Peace; earlier, she worked at the National Security Council, the U.S. Department of State, and the Council on Foreign Relations. She said, "I'm thrilled to be coming home to Harvard. The world of education is globalizing, with consequences as profound as those for government and business. Having spent more than a decade building a global think tank, I look forward to helping think through this great University's international role and contributing all I can to the full range of the Corporation's work."

Wells, a graduate and former trustee of the College of the Holy Cross, is partner and co-chair of the litigation department at Paul, Weiss, Rifkind, Wharton & Garrison LLP. He is widely known for high-stakes white-collar criminal-defense cases and corporate practice. He served as national treasurer for Senator Bill Bradley's 2000 presidential campaign and is co-chairman emeritus of the board of the NAACP Legal Defense Fund. Wells said, "Education opens minds and expands opportunities, and nothing matters more to me. I greatly look forward to serving a university that has helped shape my own outlook and aspiration s, and to supporting the work of people across Harvard whose ideas and efforts do so much to better the world."

Welcoming these new colleagues, Senior Fellow Robert D. Reischauer '63 and President Drew Faust said in a statement: "Jessica Mathews is a widely admired figure in the international-affairs domain, with a career that has combined excellence in nonprofit leadership with experience in government, policy, science, environmental affairs, and journalism. Ted Wells is an extraordinarily accomplished lawyer renowned for his wise counsel, his powers of analysis and persuasion, and his devotion to education and the public interest. Harvard will be fortunate to have the benefit of their service."


Theodore V. Wells

For a full report, see **http://harvardmag.com/board-12**.

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