

wasn't—but the smile on his face showed he had been thinking about it. The safety-conscious Murphy was unmoved. "It's a good rule," he said.

It was Murphy's 221st game on the Harvard sideline, moving him past Joe Rescic (1971-93) for most games by a Crimson head coach. Murphy marked the occasion with some trademark trickery. After Harvard had spotted Brown an early field goal, the Crimson came back with 25 second-period points. After the second of three touchdowns—a seven-yard Viviano bolt up the middle—Harvard lined up for an extra-point kick. But when the ball was snapped to the holder, backup quarterback Cam Tripp '19, he did not put it down for placekicker Jake McIntyre '20 to boot but instead picked it up, rolled to his right, and cantered into the end zone for two points, with nary a Bruin within 20 yards.

There were other strong elements. The defensive line stuffed the Brown running attack, limiting the Bruins to 74 yards. Running behind the emerging offensive line, the workhorse Smith gained 89 yards on 22 carries and rumbled for two touchdowns. Linebacker Tanner Lee '18 and defensive back Wes Ogsbury '19 made interceptions to blunt Bruin drives. And while you can create kickoff rules that might contain Shelton-Mosley, you can't stop him, as proven by two plays from scrimmage: a splendid, stretching, 34-yard grab of a Viviano bomb and a slick 33-yard reverse, each triggering a score.

The next week, at the Stadium against Georgetown, Harvard played without Shelton-Mosley and Rich, who were held out

with minor injuries. They weren't needed. The Crimson pushed the Hoyas up and down the field, racking up 33 first downs to Georgetown's nine and winning the total-offense battle 535 yards to 266. Nevertheless, the final score was restrained: Harvard 31, Georgetown 17. This was partly due to two big-play Hoya touchdowns (a 76-yard pass and a 74-yard run), and also to Viviano's playing only 17 minutes. In that span, however, he completed 15 of 21 pass attempts for 210 yards and three touchdowns, including a 75-yarder to Firkser.

So far, so good. But the meat of the schedule—and, perhaps, health—would determine whether the media had gotten it right.

IN MEMORIAM: Chester M. Pierce '48, M.D. '52, died in September after a long illness. He was the first African American to play in a major college football game south of the Mason-Dixon line when he suited up at tackle in 1947 at the University of Virginia over the initial objections of its administrators. (The game passed without incident.) Pierce went on to become a distinguished psychiatrist and educator; the Division of Global Psychiatry at Massachusetts General Hospital is named in his honor. (For more, see "New Faces," January-February 2011, page 64.)

TIDBITS: With the victory over Georgetown, the Crimson is now 14-0 in night games at the Stadium....Under Murphy, Harvard is 18-5 in its Ivy League openers.... In geographical representation on the 2016 roster, California leads with 17 players, followed by Texas (16), Georgia (9), Connecticut (8), and Ohio (6). ~DICK FRIEDMAN

"Acting As If" for 35 Seasons

Basketball coach Kathy Delaney-Smith lives, and inspires with, her motto.

HARVARD WOMEN'S basketball coach Kathy Delaney-Smith insists that her accomplishments are not "extraordinary." But as she enters her thirty-fifth season, she is the second-longest tenured head coach in Division One women's college basketball. She has the most overall wins of any coach in Ivy League men's and women's basketball history (546-375 overall, 322-142 Ivy). And

she is the lone coach (male or female) to lead a 16-seed over a one-seed in the NCAA tournament (the Crimson's 1998 victory over Stanford, 71-67, on the Cardinal home floor).

Many coaches who have enjoyed such enduring success are associated with a specific style of play. Pete Carril—the former Princeton men's basketball coach who is second to Delaney-Smith among Ivy coaches on the all-time win list, at 514—created the Princeton Offense, a methodical system that slowed the game and allowed the Tigers to compete with more athletic opponents.

Delaney-Smith, in contrast, is most closely associated with three words that at first glance have nothing to do with any sport: "Act as if." The subject of an eponymous

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documentary by former player Melissa Johnson '00, "act as if" involves convincing oneself that challenges are surmountable and goals are attainable. As Delaney-Smith explained in the film, she encourages players to act as if they are not tired and to act as if they are great shooters. "The body," Johnson wrote in a *New York Times* essay accompanying the film, "follows where the mind leads."

"Act as if" embodies Delaney-Smith's belief that performance is at least 80 percent mental. She has long drawn on motivational techniques from academic disciplines like psychology and leadership. As Maura Healey '92 and Trisha Brown '87 recalled, their coach employed visualization, mindfulness, and sports psychology in the 1980s, decades before they were in vogue. She and her players are currently studying Harvard Business School associate professor Amy Cuddy's work on body language and presence. And for new approaches, the coach can always turn to her bookshelf, which is lined with still more Crimson academic volumes, among others, like Ron Heifetz's *Leadership on the Line* and Rosabeth Moss Kanter's *Confidence*.

Delaney-Smith complements these motivational techniques with a knack for forg-

ing strong relationships, a critical skill for recruiting and molding top athletes. She connects with people through her approachability (her players call her "Kathy," not "Coach") and sense of humor. She also demonstrates concern for her players' holistic development—an attribute that, as Healey said, is critical for young women at a pivotal stage in their lives.

Nonetheless, Delaney-Smith is unusually

Kathy Delaney-Smith, the winningest coach in Ivy League basketball

candid, even during the recruiting process when many coaches bombard prospects with praise and attention using social media and text messages. As former player and assistant coach Lindsay Hallion '08 noted, Delaney-Smith makes more limited use of these techniques; she prefers instead to speak to players directly and openly. One



New-Look Lavietes

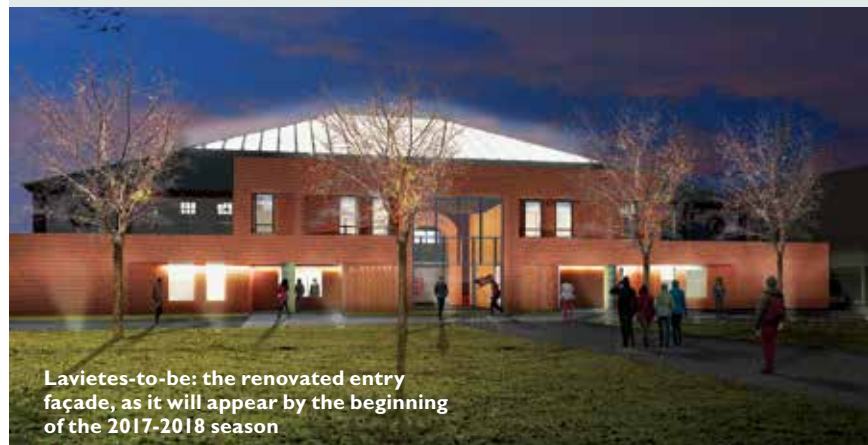
Basketball Fans will navigate through construction-work-in-progress, temporarily in abeyance during the Crimson's season, as they enter Lavietes Pavilion for this season's games. Although the University's 2013 master plan for Allston construction envisioned a new and larger arena located farther down North Harvard Street, well past Harvard Stadium, that would have been an

expensive and long-term project, with no certain date for completion.

Now, the decision has been made to overhaul Lavietes, which was built in the 1920s as an indoor-track center and converted to basketball use in 1982. The visible construction extends the front façade, ultimately yielding 5,000 square feet of additional space to accommodate new team locker rooms and coaches' offices. When the work is completed, before next season, fans will pass through a new entry, and be served with upgraded concession, merchandise, and restroom areas. The bleacher seating will be replaced; all the heating, cooling, electrical, and lighting systems will be modernized; and there will be that most au courant of amenities: a jazzy video board and sound system.

The renovation will retain the intimate scale of Lavietes and its proximity to the main campus in Cambridge, and is obviously ready soon—perhaps, one can hope, as a venue for the new Ivy League conference tournament, which launches next March at Penn's venerable Palestra. Read complete coverage at harvardmag.com/lavietes-16.

—J.S.R.



Lavietes-to-be: the renovated entry façade, as it will appear by the beginning of the 2017-2018 season

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of the first things she did when recruiting Kit Metoyer '16 was tell the future Crimson co-captain that she wasn't a good defender. The comment stung, Metoyer recalled, but that candor—which, several alumnae noted, continued throughout their time at Harvard—proved beneficial. “You don't always love the person who holds the mirror up to you and shows you all of your weaknesses... while you're growing,” said Katherine Rollins '09, “[but] when you're on the other end of it...[you] respect that person so much.”

Delaney-Smith's emphasis on psychology and relationship-building does not come at the expense of managing her players' game; rather, it gives the squad the confidence to play in the coach's adaptive style. On offense, she encourages her teams to run (i.e., move the ball quickly up the floor) and look for a three-pointer in transition—a play she emphasizes, she explained, because it is a relatively easy and high-yield shot. But she's prepared to emphasize getting the ball into the post during years when she has tall, talented forwards and centers. When the other team has the ball, Delaney-Smith mixes aggressive man-to-man defense with unorthodox permutations and shifts. These unusual defenses—along with trick plays on offense—keep opponents off guard and provide opportunities to engage in “risk-taking” that she and her players enjoy. Finally, Delaney-Smith aims to avoid overcoaching—she doesn't want to dampen her players' instincts and self-assurance with excessive schemes and instructions.

Delaney-Smith's competitive drive and her ability to form relationships and mold her teams have produced extraordinary success. A case in point was that 1998 upset of Stanford. According to Allison Feaster '98, the fifth pick in that year's WNBA draft, the win was the perfect culmination of four years of building cohesion. Still, that victory would not have been possible without Feaster, a three-time Ivy League Play-

er of the Year who committed to Harvard in part because she sensed that Delaney-Smith was a “strong woman”—something she picked up on thanks to the coach's hyphenated last name.

That points to Delaney-Smith's long advocacy for women and women's sports. Before coming to Harvard, she coached at Westwood (Massachusetts) High School, where she compiled a 204-31 record—and filed four Title IX lawsuits to ensure that her players had the resources they needed, including equitable access to the school gym. She received numerous college coaching inquiries, but the only call she took seriously was Harvard's, because the hiring committee demonstrated a commitment to gender equity.

Nonetheless, Delaney-Smith has had to continue her advocacy in Cambridge, soliciting financial support and promotional coverage for her team and, at times, directly confronting sexism. Several recent alumnae recalled arriving for a pre-game shoot-around on the road and discovering that the opposing school's men's team occupied the floor. Delaney-Smith—who subsequently voiced her concerns to the host university's administrators—instructed her players to stand at the edge of the court, basketballs in hand.

Such stances have made an impression. Stemberg Family coach of men's basketball Tommy Amaker noted parallels between Delaney-Smith's journey and that of Democratic presidential nominee Hillary Clinton. Similarly, Maura Healey, now attorney general of Massachusetts, depicted her coach as leading by example, and a formative influence on her career in civil-rights law.

Delaney-Smith identifies her mother as her own role model. Peg Delaney laid the foundation for “act as if” by encouraging her children to push through injuries. She also coached Delaney-Smith at Newton's Sacred Heart High School, where her daughter became the first woman in Massachusetts high-school history to



Close and candid bonds with players have helped fuel Delaney-Smith's success.

score 1,000 points.

Delaney-Smith set that record playing the now-outmoded six-on-six version of basketball, so when she began coaching at Westwood, after graduating from Bridgewater State, she had to learn how to coach five-on-five—the first “act as if” moment in her career. She has not stopped since, even during the 1999-2000 season, when she underwent chemotherapy for breast cancer.

Several years ago, following a disappointing season, Delaney-Smith considered retiring. But while watching the NCAA Tournament, she started diagramming a play—a signal that the game still energized her. She also has a very concrete goal. Having last won an Ivy title in 2008, the coach is emphatic about her top priority now: “Winning a title. Period.”

With the addition of a talented recruiting class led by McDonald's All-American Jeannie Boehm '20 and the return of a young nucleus from last year's NIT team, the Crimson has a legitimate chance of achieving that goal soon. Delaney-Smith is poised for a dramatic final act. ~DAVID L. TANNENWALD

Harvard Hardwood

Follow the men's and women's teams all season long: visit harvardmag.com/basketball to read game dispatches and analysis by David Tannenwald '08, and sign up at harvardmag.com/email to receive basketball alerts.

