The new old

Harvard researchers study what it means to have a rising population of healthy elderly. Page 4
WHERE SURGERY IS LACKING
Authorities on global health and surgery gathered Nov. 5 to discuss how to address the lack of trained surgeons and adequate operating rooms in developing nations.
http://hvd.gs/65755

‘ANOTHER SET OF FINGERS’
An interdisciplinary group of leading Harvard geneticists and stem cell researchers has found a new genetic aspect of cell reprogramming that may ultimately help in the fine-tuning of induced pluripotent stem cells (iPS) into specific cell types.
http://hvd.gs/65598

HONORING GREAT TEACHING
The Harvard Statistics Department’s inaugural David K. Pickard Memorial Lecture highlights the importance of passion, clarity, and accessibility in undergraduate teaching.
http://hvd.gs/66367

QUEEN OF SOUL — AND BODY
Author and Radcliffe Fellow Daphne Brooks discussed Aretha Franklin’s role as a feminist icon in a lecture at the Radcliffe Gymnasium.
http://hvd.gs/66097

Online Highlights
GETTING A GENETIC LEG UP ON CLIMATE CHANGE
Harvard botanist Charles Davis is examining evolutionary relationships between species affected by climate change for clues to past and future shifts.

YOU ARE WHERE YOU LIVE
A Harvard School of Public Health associate professor examines the link between health and neighborhoods to see whether people’s residential landscapes matter.

FACULTY PROFILE/FLORIAN ENGERT
Florian Engert, a new professor of molecular and cellular biology in Harvard’s Bio Labs, works and plays hard.

BEING BLACK IN WESTERN ART
A research project and photo archive, as well as an art installation and reissued books on depictions of Africans and their descendants, come to life at Harvard’s W.E.B. Du Bois Institute.

A MASTER AT HIS CRAFT
Author and Harvard graduate Tracy Kidder is the first writer in residence at the Kennedy School’s Joan Shorenstein Center on the Press, Politics and Public Policy. For the fall semester, he is sharing his insights about the art of writing with the campus community.

MYSTERY WOMAN
Harvard Extension School instructor Suzanne Berne has written “Missing Lucile,” a family memoir about the grandmother she never knew.

HARVARD BOUND
Passion abounds in these books on white advocates for racial justice, the influence of literature on moral character, and Bao Luong, a Vietnamese revolutionary.

DIVIDED THEY STAND
What to expect in 2011 and beyond? After this month’s midterm elections, Harvard’s resident analysts look ahead to Congress’ upcoming agenda, from tax reform to foreign policy to the 2012 political calculus.

Winter Break Options Will Abound
Students looking for something to do will find exciting activities offered by Harvard and its alumni, on and off campus.

Student Voice/Marcel Moran
Senior Marcel Moran recalls the classes he loved, but, more importantly, he realizes how his education has helped him to analyze and synthesize what he learned while at Harvard.

A Program of Exploration
Freshman seminars connect students with new subjects and star faculty.

Hardly the Retiring Kind
A vital resource, the Harvard University Retirees Association keeps former employees plugged into vast campus resources, and to each other.

Staff Profile/José Rosado
For more than 30 years, José Rosado has taken care of more than 300,000 amphibian and reptile specimens in Harvard’s Museum of Comparative Zoology.

Athletics/A Program on the Rebound
After years of bumpy times, coach Tommy Amaker is leading a slow but steady turnaround for the men’s basketball team.

Hot Jobs, Page 18
Newsmakers, Pages 20-21
Obituaries, Page 21
Calendar, Page 23
Harvard Houses, Page 24
Probing the golden years

Harvard researchers are plumbing how to care for the rapidly rising ranks of the healthy old. That trend, coupled with a big increase in the very old, presents a host of challenges.

In the basement of Harvard Law School’s Hemenway Gymnasium, a battle of the ages is being waged. Twice a week, the thwack of a squash ball against the court’s walls signals a match between Goelet Professor of French History Patrice Higonnet, 72, and opponents such as History Professor Dan Smail, 30 years his junior. Higonnet, tall and trim in his white uniform, holds his own, though he confesses that Smail gets the better of him more often than not. Still, at an age when people in past generations would have been content to just watch such a contest, Higonnet is competitive and, sometimes, victorious.

Improvements in medical science and in understanding healthy lifestyles have led to longer lives for many people like Higonnet, who continue to enjoy not only more days, but healthier and more active ones.

While there have always been people with remarkable longevity and health, today the ranks of the healthy old, as well as the very old, are expanding at the fastest rate in history. The U.S. government expects a relative explosion of people reaching the milestone age of 100 in the coming decades. Last year, there were 70,490 centenarians in this country. By midcentury, that number is expected to top 600,000.

Such a large demographic trend is bound to have sweeping societal effects, and Harvard researchers are in the forefront of such studies, in medicine, public health, business, education, and the law.

Across the University, faculty members are examining issues raised by aging, from the underlying medical and biological mechanisms of it, to the stress that...
older populations put on retirement systems, to the opportunities offered by what amounts to a gift of time for those described by sociologist Sara Lawrence-Lightfoot as “neither young nor old” — those living in the first new life phase to emerge since adolescence a century ago.

Researchers at Harvard and affiliated hospitals have made key contributions in recent decades to living longer, such as Joseph Murray’s pioneering work on organ transplants, John Enders’ tissue culture breakthrough in the battle against polio, the Harvard Center for Health Communication’s designated-driver campaign, and the ongoing efforts of faculty members such as Walter Willett, the Fredrick Stare Professor of Epidemiology and Nutrition, to combat obesity and type 2 diabetes through healthier eating.

Researchers there hope that by addressing underlying causes, they can find keys to preventing a suite of age-related ailments, rather than making progress on just a single condition.

“The research at the Glenn Labs is to understand the fundamental biology of aging rather than focus on one particular disease of aging. By doing so we hope to have a broader impact on the many diseases of aging,” Sinclair said.

For instance, it has long been shown that calorie-restricted diets can help a person age healthfully. The SIRT genes underlie the protective benefits of such a diet. Drugs to manipulate the pathways through which these genes operate are in development and could be on the market within five years, Sinclair said.

Sinclair doubted that significant new extensions of life span are possible in the near future, but nonetheless said that continued improvements in health are likely, to the extent that commonly living healthy until age 90 or 100 is not that far away. David Canning, professor of economics and international health at the Harvard School of Public Health, said that having many more people live longer presents its own challenges — including overburdened retirement and medical systems — though those are good problems to have.

“It’s a huge shift, and it’s a good thing,” Canning said. “People were really sick 100 years ago when they got to 60.”

SHIFTING AN AGING POPULATION
The Program on the Global Demography of Aging, run out of the HSPH’s Center for Population and Development Studies, is examining four main themes related to aging globally.

One examines changing patterns of disease and death. A second seeks to understand the social determinants of population health and aging. A third examines Medicare and basic health care financing, while the last seeks to understand the demographics and economic consequences of aging, including the effects on retirement and social security systems.

The program draws on faculty from beyond HSPH, including the Harvard Kennedy School, the Medical School, and the Faculty of Arts and Sciences.

Canning, who serves as the program’s deputy director, said aging populations can affect developed and developing nations differently. In developed ones, populations aged as the nations got wealthier, giving governments and individuals the means to deal with higher costs for retirement and greater numbers of old, sick people. The populations of developing countries, however, are aging faster than they’re accumulating wealth, which probably will lead to larger, older populations reliant on weak retirement and social security systems, to unknown effects.

Though the issue of aging population is often framed
Aging
(continued from previous page)
as a negative because it presents challenges to retirement, health care, and labor, Canning said it is important not to lose sight of the fact that those challenges are actually reflections of outdated institutions.

“These institutions were set up for people with shorter life spans. We have to change the institutions,” Canning said. “The fundamental thing is that having a long, healthy life is a good thing.”

THE COST OF LIVING LONGER
At Harvard Law School, the Pension and Capital Stewardship Project, part of the Labor and Worklife Program, is examining how to pay for longer lives. The project examines how pension systems and retirement plans invest the trillions of dollars they manage, and works to improve handling those funds through working papers and conferences. Project director Larry Beeferman said the project’s researchers examine alternatives in the United States and abroad, seeking ideas about how best to handle retirement funds.

Retirement may still be a career away for Harvard Business School students, but faculty members think it’s not too early for them to think about the problems facing people investing for the future. John Gourville, the Albert J. Weatherhead Jr. Professor of Business Administration and co-author of a case study dealing with a retirement financing option called immediate annuities, said the case offers not just a primer on retirement financing, but also on how to market something that may not want but that still might be good for them.

The annuities, Gourville said, have become attractive options because not only are people living longer, but the method of supporting retirees is changing. A prior generation of workers received pensions that lasted as long as they lived. Those workers could count on getting a specific dollar amount every month, augmented by a second check from Social Security.

But companies are moving away from pension plans to retirement plans that provide not a monthly benefit, but instead an overall amount, but that still might be good for them.

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Getting a genetic leg up on climate change
Harvard botanist Charles Davis is examining evolutionary relationships between species affected by climate change for clues to past and future shifts.

By Alvin Powell | Harvard Staff Writer

A Harvard botanist is citing climate change lessons learned at Walden Pond and urging evolutionary biologists into the global warming fray, where their knowledge of species’ genetic relationships can inform climate change predictions and guide mitigation efforts.

Charles Davis, assistant professor of organismic and evolutionary biology, says that for too long evolutionary biologists have sat on the sidelines as ecologists and other biologists have examined climate change for its impact on the Earth’s living things.

The Harvard Institute for Learning in Retirement (HILR) is one home for some of those seeking to expand their horizons after their work lives end. HILR is a unique, peer-learning institution that attracts engaged retirees who serve as both students and teachers. Classes follow a seminar format. Discussions are lively and informed, according to director Leonie Gordon, but there are neither exams nor degrees involved. The study groups are supplemented by distinguished outside speakers, as well as by theatrical and musical performances.

Gordon said the institute has seen the age of its 520 active members gradually increase over its 34 years until now one in four is over 80.

“We see people living out their lives in a strong, intellectual way,” Gordon said. “When you read Dostoyevsky again in your 60s and 70s, you are likely to bring a different understanding to the text than you did in your 20s.”

Charles Davis, assistant professor of organismic and evolutionary biology, says that for too long evolutionary biologists have sat on the sidelines as ecologists and other biologists have examined climate change for its impact on the Earth’s living things.
The Walden Pond research, published in 2008, showed a definite shift in the plant community since Henry David Thoreau spent time there, with invasive plant species on the upswing and charismatic native plants, such as orchids, roses, and dogwoods, on the decline.

Examination of climate change's Walden Pond winners and losers shows that out of the host of possible traits that could be determining success or failure in a changing world, the ability of plants to adjust their flowering time to keep up with earlier spring warming seems to be key.

The exact reason for this has not been established, Davis said, but it could be due to a plant's ability to flower when its key pollinators are active. As spring arrives earlier, insects stir from their winter hiding places earlier. Plants dependent on that insect must produce blooms when those insects are active or their flowers go unpollinated. Other factors are possible as well, Davis said, such as earlier plants getting a jump on growth, allowing them to shade out or crowd out later-starting competitors.

One key finding of that research, Davis said, is that plants that have trouble adjusting to shifting climate have common genetic roots. Those relationships can be used to predict how related species around the world might be affected by similar changes, even if those species haven’t been studied by scientists.

A recent commentary by Davis and co-authors highlighted a potential problem in an area of South Africa that has very high species diversity, but whose multitude of species come from relatively few genetic lineages. If these species, which include Walden Pond strugglers such as orchids and irises, are subjected to similarly changing climatic conditions, botanists might expect them to suffer similar declines.

It is these sorts of associations, Davis said, that it is important for evolutionary biologists to help make. With help from collaborators, he has already begun the process, examining how orchids are doing in the United Kingdom, which because of the buffering effect of the Atlantic Ocean, does not appear to be undergoing orchid-threatening climate changes.

“Maybe we need to focus our efforts on groups of related species like roses and orchids and lilies because they’ve been in decline and not on legumes and mustards, which are doing well,” Davis said. “We know those groups of species that don’t seem to be able to adjust their responses, those species that, with increased temperatures, can be expected to continue to decline. So you can decide what you want to do. Do you want to let them ride into the sunset? Do you want to do some kind of assisted migration of species from warmer climates?”

While evolutionary biologists’ knowledge of the genetic relationships between species, called phylogeny, is important, Davis said the continued involvement of ecologists is also important. Davis' own Walden Pond research has been greatly assisted by his Boston University ecologist colleagues, he said, and, while that work showed that evolutionary relationships are a possible way of understanding future detrimental effects of climate change, it was less useful in predicting which plants will do especially well.

That's because the ability to shift flowering time — a key trait in plants doing well at Walden — appears to be scattered among a variety of different groups of plants. Perhaps not coincidentally, these plants, Davis said, also seem to be invasive non-native plants, which are adaptable and spread readily. Purple loosestrife, for example, is a native of Europe and Asia. Its purple flowers, which open on average three weeks earlier than in the past, are increasingly seen in American wetlands.

Davis' climate change work spans not just geographical distance, but temporal distance as well. With help from colleague Eric Dechaine at Western Washington University, he is gathering data from fossilized squirrel middens in Alaska from as long ago as 100,000 years to examine how plant communities — whose seeds are preserved in the dung — responded to ancient eras of climate change.

Public lecture “Thoreau as Climatologist: Tracking 160 Years of Climate Change”: Talk by Charles Davis, Nov. 18 at 6 p.m., Geological Lecture Hall, 24 Oxford St., Cambridge, Mass. www.hmnh.harvard.edu/lectures-classes-events/asa-gray-bicentennial.html
You are where you live

A Harvard School of Public Health associate professor examines the link between health and neighborhoods to see whether people’s residential landscapes matter.

By Alvin Powell | Harvard Staff Writer

We know that smoking causes cancer, yet we still light up. We know that overeating causes obesity and diabetes, yet we still overeat. We know that exercise makes us healthier, yet we can’t resist the couch’s siren song.

We all want to be healthier, and we know how to become so. Yet we just don’t do it.

S.V. Subramanian, associate professor of society, human development, and health at the Harvard School of Public Health and a researcher at the Center for Population and Development Studies, has heard all of the theories explaining why living a healthy lifestyle is so difficult. We’re predisposed to pack on pounds to survive the famine that, in olden days, was certainly coming. We’re addicted to the nicotine in cigarettes and the fat in burgers, which get their hooks into us. Convenience is key: Who can drag themselves to the gym every day and cook healthy meals of nuts, fruits, and vegetables when the golden arches beckon?

Subramanian understands that those theories may help explain our resistance to things that are health promoting. Indeed, explanations based on the idea that we are programmed to be who we are and do what we do appear to be returning with some force in recent years with an explosion of genetics research.

But he feels that this has often come at the exclusion of other factors. In particular, the idea that our environments — the places where we live and work and play — may also be important.

“If it’s environment, then there are levers we can pull,” Subramanian said.

Subramanian has embarked on a study that will examine the link between health and location. The study will utilize several longitudinal nationwide data sets to get to the roots of the linkages between neighborhoods and health.

In doing so, he’ll compare health statistics such as those gathered by the Framingham Heart Study, which recorded health outcomes of three generations and followed people as they moved around the country. He’ll probe the age when healthy behavior is formed in the National Longitudinal Study for Adolescent Health, which examines 9- to 16-year-olds. The third data set is a national health and retirement survey of those 50 and older who were recruited in 1992 and revisited several times since then.

Subramanian also plans to use data from national geographic information systems (GIS) and plot the locations of businesses that might be detrimental to health, such as liquor stores and fast-food restaurants, as well as those that might be helpful in maintaining a more beneficial lifestyle, such as health clubs and parks. He can overlay that information with data from the studies and census data on income, race, and ethnicity, creating a rich picture of health and location.

“There’s a thought that poor neighborhoods are underserved, but we don’t know if that’s true,” Subramanian said.

Subramanian, who received an investigator award in health policy research from the Robert Wood Johnson Foundation to pursue this work, said the effort is like finding hot spots, places that are both socially and resource disadvantaged. In addition, he said, instances when these two aspects do not appear together may also offer interesting insights.

Though medical science often looks to intervene at the personal level — helping a patient to make healthy choices — the research may show that there are also effective interventions that can be made at the neighborhood level, such as tax cuts for health-related industries to move into a neighborhood, or incentives for nonprofits to conduct activities that encourage better health.

“What are the things that we can change about a place without having to move the people?” Subramanian said. “It’s an interesting public policy question: Should interventions be at the person level or a higher level, a school or neighborhood?”

One unusual wrinkle that Subramanian is planning to investigate is the extent that free will plays in people living in unhealthy neighborhoods. People generally choose the places where they live, and while some seek parks and good schools, others may select for other factors. Though there is a myth of social mobility in this country, Subramanian said it is actually quite difficult to change social class, and most people end up in neighborhoods like the one they left out of constraints or choice.

“We can learn about health-seeking behavior,” Subramanian said. “I want to quantify how much health and health-related conditions drive the choice of neighborhoods.”

Subramanian said examination of that last factor is important because it has been raised in critiques of other studies, and Subramanian wants to bring data to bear on it.

It’s important, Subramanian said, to understand that exposure to neighborhood landscapes doesn’t equate to taking a fast-acting pill or poison. Instead, effects of neighborhood conditions may lag exposure or accumulate over time. In addition, the life stage at which one is exposed may also matter. When the three-and-a-half-year study is completed, Subramanian plans to write a book on health and disadvantage in American neighborhoods.

“If you have an environmental exposure in a neighborhood, it’s not going to show up for a long time,” Subramanian said. “If you’re exposed in utero, it may not show up for 25 years.”

S.V. Subramanian, associate professor of society, human development, and health at the Harvard School of Public Health and a researcher at the Center for Population and Development Studies, has embarked on a study that will examine the link between health and location.

Photo by Kris Snibbe | Harvard Staff Photographer
Biology researcher’s on a roll

Florian Engert, a new professor of molecular and cellular biology in Harvard’s Bio Labs, works and plays hard.

By Rebecca R. Hersher ’11 | Harvard Correspondent

His parents instilled their intellectual curiosity in their children. As an undergraduate, Engert studied not neuroscience but physics. He also found himself drawn to adventure.

“I love the mountains and the oceans,” he says. He hiked in the Alps. He ran marathons. As an undergraduate, he took a semester off to sail across the Atlantic. “I grew up near a lake,” he offers by way of explanation.

At the end of his undergraduate study, he decided to join a neuroscience lab for his last research project. That led to graduate work in neuroscience at the Max Planck Institute.

“In physics, the choice appeared to be elementary particles or astrophysics,” he says. “But that seemed very far removed from daily life: too large or too small. Neuroscience is really what defines us as humans.”

As a graduate student, Engert embarked on another quest, this time to the Himalayas. His Ph.D. adviser asked him not to go, worried about the future of Engert’s research project, should something untoward happen at high altitude.

“One of the concerns was what would happen to the results if I should die on the mountain. But I came back and finished my degree,” Engert says.

From Munich, Engert went to the University of California, San Diego, where his adventure of choice was surfing. Then, eight years ago, he came to Cambridge, Mass.

“Not a lot of mountains, not a lot of ocean here” to tax him, he muses. “But the community here makes it easy for science to be fun.”

One way that Engert has helped to make science fun for his students is by building a community. His office in the Bio Labs is directly off the common space for his group. If you hope to find the professor by looking for his name on the door, you will find instead a room with a foosball table, a coffee machine, and perhaps a pile of muffins.

“Ttry to promote communal activities,” he says. “We rent a house for a lab retreat twice a year. We play sports.”

Referring to the shockingly competitive annual beach volleyball tournament at the Bio Labs, he adds: “Two years now, we almost won the Rhino Cup. We will win.”

Engert credits the fun, communal atmosphere for the productivity of his group. He gives his students freedom to be creative. The result is a group of self-motivated young neuroscientists who consistently turn out fresh work and new methods.

Staring out his second-floor window in a rare static moment, Engert says simply, “This is the most collaborative scientific community I have been part of. I really like it here.”

“My parents had very blue-collar professions,” he says. In post-World War II Germany, “it wasn’t about how clever you were but what jobs were available. They were intellectual but not highly educated.”
How have people of African descent been depicted in Western art and why? A comprehensive research project and photo archive at Harvard's W.E.B. Du Bois Institute for African and African American Research seek to answer those sweeping questions. “The Image of the Black in Western Art” is based in the efforts of the French couple John and Dominique De Menil, human rights champions, art enthusiasts, and philanthropists who, reacting to U.S. segregation in the 1960s, began the process of documenting the depiction of individuals of African ancestry in the West, creating a five-volume series of illustrated works.

In 1994 their project was handed over to the Du Bois Institute, which now houses the archive of 26,000 photographs of artworks in all media, and offers expanded access to outside researchers. The institute and the Harvard University Press are collaborating on updates of the five original books, and on five additional ones. Calling the reissue of the originals and the new volumes a “historic event,” Vera Grant, the institute’s executive director, said the works include updated color photographs of the previous mostly black-and-white images, as well as new scholarly research and commentary. “Everything that’s in the books has been ramped up to another level,” said Grant, adding that they will allow people to “feast their eyes on images that have really not hit the mainstream before.”

“The scholarly text from the 1970s, ’80s, and ’90s that interpreted those images has now been readdressed to focus on current scholarship on images of blackness, which has changed substantially over the last 20 years.”

Other volumes will be published in the spring and the fall of 2011. In addition, the Du Bois Institute and Harvard University Press will publish two new volumes on the 20th century in 2014/2015.

On Monday (Nov. 15), several scholars involved in republishing the first four volumes took part in the M. Victor Leventritt Symposium on “The Image of the Black in Western Art” at Harvard’s Barker Center.

Jeremy Tanner of University College London explored the concept of race and representation in ancient art, noting that certain Roman art depicting black people also may have conveyed conformity “to the semantic norms of the dominant social and racial group.”

He noted that Roman sculptures of black people of high status, those identified by Frank Snowden, a major scholar of blacks in antiquity, were done in white marble. “These elite blacks certainly did not identify themselves as black in their choice of marble, perhaps because such an image would have seemed just too close for comfort to the black marble images of servants and slaves. “The different character and saliency of racial prejudice and racial stratification in the societies of antiquity

*The Image of the Black in Western Art* is based in the efforts of the French couple John and Dominique De Menil, whose project was handed over to the Du Bois Institute in 1994. The institute now houses the archive of 26,000 photographs of artworks in all media, offering expanded access to outside researchers. The institute and Harvard Art Museums are also hosting *Africans in Black and White; Black Figures in 16th- and 17th-Century Prints* in the Neil L. and Angelica Zander Rudenstine Gallery (top photo).
compared with Western modernity should not be mistaken for their absence,” he added. “Rather, racial prejudice and racial stratification were simply differently configured, both socially and culturally. The visual arts of antiquity, appropriately read, offer some of the most revealing evidence for delineating the configurations of ancient racism, which they participated in constructing as active material agents.”

The institute and Harvard Art Museums are also hosting “Africans in Black and White: Black Figures in 16th- and 17th-Century Prints” in the Neil L. and Angelica Zander Rudenstine Gallery. The exhibition includes works by Albrecht Dürer, Hendrick Goltzius, Rembrandt, and Peter Paul Rubens.

“This is one of the truly great archival projects in the history of African, African-American studies, and the history of art,” said Henry Louis Gates Jr., Alphonse Fletcher Jr. University Professor and director of the institute. “I am honored that at Harvard it is being reborn and completed at the Du Bois Institute and published by the Harvard University Press, and fulfills the great dream that Neil Rudenstine had when he brought it here in the first place.”

Gates and David Bindman, the 2010 Sheila Biddle Ford Foundation Fellow at the institute and emeritus professor of the history of art at University College London, edited the new collection and contributed a preface for the series.

David Bindman (far left), the 2010 Sheila Biddle Ford Foundation Fellow at the institute and emeritus professor of the history of art at University College London, edited the new collection and contributed a preface for the series. “This is one of the truly great archival projects in the history of African, African-American studies, and the history of art,” said Henry Louis Gates Jr. (right), Alphonse Fletcher Jr. University Professor and director of the institute.
A master at his craft

Author and Harvard graduate Tracy Kidder is the first writer in residence at the Kennedy School’s Joan Shorenstein Center on the Press, Politics and Public Policy. For the fall semester, he is sharing his insights about the art of writing with the campus community.

By Colleen Walsh | Harvard Staff Writer

Tracy Kidder ’67 likes to hear a good story, but he loves to tell one. You can hear it in his voice.

The New York native is animated when describing a lumber mill in Maine, a trip to Henry David Thoreau’s cabin, and the history of the humble nail — research all connected to his 1999 book “House.”

He calls those excursions and insights the “exteriors” of his stories, the extra level that goes beyond primary research, the in-depth character studies that he considers the “engines” of most narratives.

Kidder is tall and lean and has a surprisingly soft yet husky voice. In his small office in the Harvard Kennedy School’s Joan Shorenstein Center on the Press, Politics and Public Policy, he spoke recently about his years as a Harvard undergrad, his work as a writer, and his return to campus as the center’s first writer in residence.

Kidder won the Pulitzer Prize for general nonfiction in 1982 for his book “The Soul of a New Machine,” about the computer industry. He has authored eight other books, and is a contributor to several publications. But he is perhaps best known locally for his portrayal in “Mountains Beyond Mountains” (2003) of Paul Farmer, the Harvard doctor and founder of Partners In Health, a mainstay health care provider in Haiti.

He is at Harvard for the semester working on a new book on writing with his collaborator and longtime editor Richard Todd. He has also given a number of talks about the craft of putting a compelling tale on paper.

The residence program was established in honor of New York Times editor Abe Rosenthal and his legacy as a man who “prized journalism, reporting, and writing,” said Alex Jones, director of the Shorenstein Center and Laurence M. Lombard Lecturer in the Press and Public Policy.

“When we started to think about who we wanted as our inaugural writer, there was no question who our first choice was,” he told a crowd while introducing Kidder at one of the author’s Harvard presentations on Oct. 19.

In the talk, Kidder expanded on some of the writer’s arts — pace, point of view, tone, and structure. He also discussed the critical task of making a subject spring to life in the mind of a reader. In the words of his editor Todd, Kidder said the ultimate goal is “to get life off the page and into the reader’s imagination.”

He praised the work of English author Graham Greene for accomplishing exactly that. Though he rarely ever directly describes his characters, “[Greene] puts these people in motion and finds a way to let us imagine them.”

The best structure of a story is one your reader isn’t even aware of, he told the audience.

Kidder clarified the point with a sentiment from his former tai chi instructor: “When you get good you will develop your own style. When you get very good, you will learn to hide it.”

One of the biggest keys to perfecting his own writing is rewriting, an often brutal task that involves much more than simply shifting a paragraph, moving a sentence, or inserting a new word. Sometimes it means, he said, “starting over.”

Another critical key is a second set of eyes. For that he relies on Todd, his friend and editor of more than 40 years. The two met while Kidder was working at The Atlantic and they have been together ever since. (Todd’s wife, Kidder said, has accused him of “sharing a kidney” with her husband.)

Kidder began his time at Harvard studying government. “I wanted to change the world,” he said. But during a lecture by Henry Kissinger, he realized he was “bored” — not with Kissinger, but with his choice of concentration.

He credits poet and classicist Robert Fitzgerald, his first English professor at Harvard, with inspiring in him a love of writing.

“When you meet a teacher who inspires you tremendously, it’s a two-way street,” said Kidder, who first connected with Fitzgerald in a creative writing course. “You also have to be ready for that teacher in a way, but I certainly was.”

He said Fitzgerald took his students seriously, expected “classic work” from them, and taught them one of the most crucial lessons a budding writer can learn: not to fall in love with their own work.

“He would point to the wastebasket,” Kidder remembered, “and say, ‘This is the greatest repository I know for writers.’”

After college and a year as an Army intelligence officer in Vietnam, Kidder clung to the idea of being a writer. He enrolled in the Iowa Writers’ Workshop. The intense seminars made him aware of a higher standard for writing, and of the talented fiction writers who were more likely to write a great novel than he was.

Ultimately, Kidder connected with The Atlantic and decided to give long-form narrative nonfiction a try, and it took.

His inspirations include poets like Emily Dickinson and writers like John McPhee and George Orwell. When he gets stuck, he frequently goes back to writing with a pen and paper. And he will often open to a random page of “Moby Dick” and read for a while, “Just to feel sort of free enough to write again.”

As for finding his subjects, Kidder said it’s not easy, but that he tries to find a person who is doing “something interesting, or who interests me.” It’s not ideas he finds compelling, but people.

Above all, he told his audience last month, “the cardinal rule for nonfiction writers is to make what you have... believable to your readers.”

You have to find a way to credibly tell your readers, said Kidder: “I know this sounds too good to be true, but it happened.”
Mystery woman

Harvard Extension School instructor Suzanne Berne has written “Missing Lucile,” a family memoir about the grandmother she never knew.

By Sarah Sweeney | Harvard Staff Writer

Suzanne Berne never knew her alluring, gone-before-her-time grandmother, Lucile. But neither did Berne’s father, Lucile’s son. Lucile, who died from cancer in her early 40s, left behind a 6-year-old bereft by her absence, with only a few pained memories of her life. Berne, a fiction instructor at Harvard Extension School, grew up witnessing her father’s heartache and fixation over the lost Lucile. He repeatedly told Berne, “I never had a mother.” “That became more and more difficult to hear,” she said. “He blamed everything that went wrong in his life on her.”

Lucile was destined to remain a ghost, if not for Berne’s rediscovery of an old childhood tin of knickknacks. Sifting through these artifacts, taken from her grandfather’s attic when he died in 1973, Berne found they were keepsakes that had once belonged to her grandmother, small clues to her life. “Even at 12, I was interested in this woman,” she said.

Now in a new book, “Missing Lucile: Memories of the Grandmother I Never Knew,” Berne, whose several novels include “A Crime in the Neighborhood,” has découpage a history of Lucile’s brief but vibrant life. An heiress to the Kroger grocery chain and a graduate of Wellesley College, Lucile had the kind of life most women at the time only dreamed about. Old negatives Berne found, for example, show Lucile in post-World War I France, a volunteer with the Wellesley College Relief Unit working to rebuild devastated villages along the Marne River. Berne also found indications of a romance with a French brigadier.

To fill in the holes of Lucile’s life, Berne drew from historical research to suppose what most likely happened. “It’s a book about trying to answer questions, even though you’re not really going to find an answer,” she said. “People contain history, and they contain all sorts of connections to events they lived through.”

Estranged from her father for many years, Berne said that researching Lucile “provided a common ground for us, and, in a strange way, she helped relate us to each other again.” Berne’s father died in 2009, and, though he never had the chance to read the completed manuscript, he read sections along the way and supported her endeavor. “Every family has a missing person of some kind — somebody who died young, who disappeared, or whom the family banished for some perceived crime, and you always wonder, ‘Who is that face in the album? What would we all be like if that person hadn’t disappeared? Would we be a different kind of family?’”

“Nobody is really missing once you start to wonder about them,” she said, “no matter how little information you have.”
Divided they stand

What to expect in 2011 and beyond? After this month’s midterm elections, Harvard’s resident analysts look ahead to Congress’ upcoming agenda, from tax reform to foreign policy to the 2012 political calculus.

By Katie Koch | Harvard Staff Writer

Blue Dog Democrats are out; Tea Party Republicans are in. The days of a unified Democratic majority in Washington are gone, to be replaced by a GOP-controlled House, weakened Democratic control of the Senate, and, undoubtedly, two years of headaches for President Obama.

In the wake of this month’s midterm elections, several of Harvard’s political observers said, the capital is gearing up for showdowns on fiscal reform, economic growth, and a host of other issues, with a distant eye toward Obama’s likely re-election bid in 2012.

“We’ll have between 95 and 97 new members of Congress, and that’s a very high turnover,” said David King, a lecturer in public policy at the Harvard Kennedy School who has run the Institute of Politics’ (IOP) Program for Newly Elected Members of Congress since 1996. “A third of the Republican caucus will be new. It’s a big change, and it’ll be a very big challenge for the leadership, especially for the Republican Party.”

What can the public — not to mention new members of Congress, who arrive at Harvard on Nov. 30 for five days of bonding and a political crash course — expect over the next two years?

For starters, King said, it’s time to lower the expectations for Congress’ output. Blockbuster legislation like the stimulus bill or health care reform won’t be coming down the pike anytime soon.

“The first two years of the Obama administration were the most productive of the past 40 years, since Lyndon Johnson,” King said. “Anything would look like a massive slowdown and gridlock compared to those two years.”

Most analysts agree that kick-starting the economy, particularly by promoting job creation, must top Congress’ agenda.

“Republicans might misread the tea leaves here and think they’ve been given a mandate to enact sweeping change,” cautioned Stephen Ansolabehere, professor of government in the Faculty of Arts and Sciences. “But voters just want the economy to be addressed.”

The Bush administration tax cuts are set to expire at the end of this year, and many analysts believe they’ll be extended before the current Congress leaves office. But with the president’s bipartisan debt-reduction commission set to release its report on Dec. 1, the timing could be right for a major fiscal overhaul, Ansolabehere said.

“The big goal is to do something comparable to the Tax Reform Act of 1986 and completely restructure the tax code,” he said, referencing the sweeping legislation that lowered and simplified income taxes for many Americans.

The commission released an early outline last week that met fierce resistance and debate from both parties. The outline, which included calls for ending tax breaks, cutting domestic spending, and increasing the retirement age for Social Security, was comprehensive, said Linda Bilmes, Daniel Patrick Moynihan Senior Lecturer in Public Policy at the Kennedy School, adding the caveat that it did not sufficiently address wasteful defense spending.

“For a long time, a lot of the discussion in Congress [about reducing debt] has focused on the overt spending, but not on hidden spending such as tax deductions,” she said. “We’re spending a ton of money on mortgage deductions and other tax breaks.”

Bilmes will address those and other issues at a budgeting workshop for newly elected members of Congress that she conducts through IOP.

“You have a lot of [new members] who ran on a platform of tackling the deficit and the economy,” she said. “They’re going to be keen to understand, at Harvard and going forward, what different levers they can use to get a grip on the deficit.”

The next two years may also bring incremental
### Winter Break options will abound

Students looking for something to do will find exciting activities offered by Harvard and its alumni, on and off campus.

By Paul Massari | Harvard Staff Writer

For many undergraduates, Winter Break (Dec. 22-Jan. 23) will be a welcome opportunity to recharge after the fall semester. At the same time, students looking for something to do between semesters will find plenty of exciting activities offered by Harvard and its alumni, on and off campus.

“Winter Break is a time for students to explore experiences they might not have during the semester — whether that’s looking at careers, performing public service, or simply having the opportunity to learn about something outside of their concentration,” says Harvard College Dean Evelyn Hammonds.

Students who want a glimpse of life after college can shadow the head of Fox Music in Los Angeles for a day, meet alumni who work in international relations in Taiwan, or participate in another of the dozens of unpaid externships set up by Harvard alumni. The Harvard Alumni Association (HAA) hopes to offer more than a hundred of these experiences during Winter Break, as well as a global networking night on Jan. 13 for students and alumni around the world. More information is available in the Crimson Careers area on the Office of Career Services (OCS) website.

Nancy Saunders, associate director of career services for employer relations and internships, says that OCS will offer a full slate of services and activities to undergraduates during Winter Break.

“Although the College will not reopen to students until Jan. 16, OCS will offer appointments either in person or by phone beginning Jan. 3,” she says. “Winter Break is a great time to prepare for the internship search, to get your resume in top shape, and to sharpen your interview skills.”

Saunders says that students may also explore different careers through a number of daylong “treks” in New York and Washington, D.C., in addition to the popular weeklong “Harvardwood” arts, entertainment, and media trek in Los Angeles.

“The treks are open to all undergraduates,” she says. “Many of our students live in or near these cities or can get there by reasonably priced Transportation.”

The one-day treks — on Jan. 13 and 14 — will include retail and fashion-themed trips to Bloomingdales and Ralph Lauren Polo; arts and publishing-themed visits to Lincoln Center and a prominent New York publishing house; and visits to the Central Intelligence Agency and the U.S. Department of Education. Enrollment for each trip will be limited to 20 students and will cost $20, not including travel to and from the host city. Pre-registration for treks opens on Nov. 15.

Not all undergraduates will head home for Winter Break. A small group of students who have a demonstrated need to be on campus — varsity athletes, senior thesis writers, lab researchers, and international students who are upperclassmen — will remain at Harvard. The College received 1,375 requests to remain in residence this year, and approved nearly 1,300 of them.

Houses and dorms officially reopen to all undergraduates at 9 a.m. on Jan. 16, eight days before the beginning of spring semester. That time will be crammed with programming for both students and faculty, as part of the College’s new Optional Winter Activities Week (OWAW).

“Winter Break is a chance for students to get out of Cambridge,” says Erin Goodman, manager of Winter Break operations for the College. “With OWAW, students can also do things on campus that they would not otherwise be able to do during the semester.”

OWAW programming will be as diverse as students’ interests — from intensive arts workshops to seminars on writing a summer grant application, learning a language, and making sushi. Paul J. McLoughlin II, associate dean of Harvard College and senior adviser to the dean of the College, says that the administration wants to see what type of programming might be possible between terms.

“We’re taking our cues from students,” says McLoughlin. “The activities they propose and their level of participation for OWAW will tell us a lot about what kind of programming they want during Winter Break — and how to structure future Winter Break periods.”

The Undergraduate Council (UC) will fund many student-led programs, but proposals that do not require funding may be entered into the OWAW online portal at any time and will automatically appear on the Harvard Events calendar. Each event should list a contact and be cost-neutral so as to be accessible to all students, although some may include a small fee for materials and supplies.

“We expect a large range of events to take place during OWAW — from speakers to performances to video projects, and everything in between,” says Luis Martinez ‘12, chair of the UC’s Finance Committee. “The creativity and enthusiasm of my peers has been amazing and I’m positive that students that are here for OWAW will have some great events and projects to choose from.”

College officials encourage undergraduates to visit the Winter Break, OWAW, and OCS websites for updates on new programs and events, and to go to the OWAW portal to propose any activities of their own. First-year students should also visit the Freshman Dean’s Office website for advice and information that can help them navigate the time off.

Nate Flores ’14 of Indiana says that he’s looking forward to his first Winter Break experience, particularly OWAW.

“It sounds appealing,” he says. “I’d like to volunteer at the Greater Boston Food Bank and also go to the summer grant training sessions at OCS. The treks are a really great idea too. If I can get to New York or Washington, D.C., that’s something I’d like to take advantage of.”
Harvard’s lasting effect

Senior Marcel Moran recalls the classes he loved, but, more importantly, he realizes how his education has helped him to analyze and synthesize what he learned while here.

By Marcel Moran ’11 | Human Evolutionary Biology

At the beginning of fall, before my new classes picked up speed, I sat down at my computer with a simple goal: to see if I could, from memory, write down every class I had taken during my previous three years at Harvard.

While my favorite classes immediately came to mind (as well as some of my least favorite), overall the going was pretty slow. After about 20 minutes, I had formed a nearly complete list. There were two classes — one from sophomore spring and another from junior fall — that I had to look up from my student record.

I was somewhat surprised and a bit sad that this process had taken so long, and that a few of my classes lacked any accessible memories. As September went on, I became very mindful of each new class I attended, with the same questions running through my head: What would I remember from this course? Was I learning anything for the long term or just enough to pass a test? I have loved my time at Harvard, but four years from now would I even remember what it was I studied here?

This anxiety persisted for a few days, but it was soon replaced by a feeling of calm. It was certainly true that many details from the courses I have taken here, from the history of photography to the neurobiology of behavior, would fade away. However, these classes together have left me with a tangible set of skills that will be permanent.

The most important intellectual ability that Harvard has taught me is to have an awareness of the sources of information. Every book, article, and speech I read in high school I accepted, and never thought twice about its validity. While I have believed many things I have read in college, a skill that has been ingrained into my reading practice now is suspicion. I’m suspicious of everything I read, not to a compulsive degree, but to one that is cognizant of possible biases, motives, and methods. Harvard has taught me that no matter the ethos of the individual, there is no reason a student cannot disagree, or find fault with others’ conclusions.

I now feel confident to disagree with Paul Farmer’s take on health care, with Michael Sandel’s trolley car logic, or Steven Pinker’s basis for language. As deconstructive as this critiquing ability may seem, the second skill Harvard has afforded me is to build from these accepted and rejected pieces of information my own worldview.

A better reason that I cannot recall the exact details of each class or instructor is because Harvard has helped me make the connections between disciplines. I no longer think simply of my course on the biology of longevity because I bridge its ideas to my classes on nutrition, sociology, and even organic chemistry.

When I studied the role of humanitarian organizations in South Africa, I couldn’t help but see them through the lens of my philosophy class. Reflecting now on the communication between my courses makes me realize that I never actually took them separately, but instead they were always in concert with each other. As critical as Harvard has taught me to be in accepting new information, it has also given me the freedom to synthesize new conclusions from disparate backgrounds.

Next year I may not remember Newton’s third law, or Seamus Heaney’s “Bogland,” but I will be ready to assess how the world is presented to me, and seek new arrangements of those pieces. Harvard has pushed me to develop many skills and to be cautious, inclusive, and constructive in gathering information, skills that won’t soon escape my memory.

If you’re an undergraduate or graduate student and have an essay to share about life at Harvard, please email your ideas to Jim Concannon, the Gazette’s news editor, at Jim.Concannon@harvard.edu.
A program of exploration

Freshman seminars connect students with new subjects and star faculty.

By Paul Massari  Harvard Staff Writer

On an overcast Wednesday at Harvard Medical School, 15 first-year College students crowded around one of the world’s foremost neuroscientists and listen to the sound of brain cells firing.

“The demonstration was to show students that our eyes move, even when we’re looking at an object that’s fixed in space,” says David Hubel, John Enders University Professor of Neurobiology, Emeritus, winner of the 1981 Nobel Prize in medicine, and leader of a freshman seminar on the neurophysiology of visual perception. “The clicks they heard on my computer’s speakers were impulses from the brain of a monkey that was looking at a light line on a dark background. Every time the animal’s eyes moved, its brain cells fired. This is how we learn about the way the brain processes visual information.”

Hubel is one of dozens of senior faculty across the University who participate in the Freshman Seminar Program for the joy of working with students who are, in his words, “uncommitted, eager, and interested.” Founded in 1959, the program connects first-year students with leading faculty to explore topics of mutual interest. Class size is small to encourage discussion rather than lecturer. Courses are taught by faculty from almost all of Harvard’s schools.

Director Sandra Naddaff says that the program — which enrolled 1,307 freshmen in 129 seminars in 2009-2010 — is a “microcosm of liberal arts education at Harvard.”

“Students come to Harvard College not for preprofessional training, but for a liberal arts education,” she says. “The Freshman Seminar Program is an opportunity to explore a topic with a small group of your peers in the company of a member of the faculty. Students learn to participate in a discussion, to develop writing and oral presentation skills, and to cultivate certain behaviors of mind that stand them in good stead throughout their undergraduate careers.”

Last fall, Lillian Nottingham ’13 took “The Economist’s View of the World,” a seminar led by Professor N. Gregory Mankiw. As someone who studied economics in high school, Nottingham was thrilled to find herself in a small course with the chairman of the president’s Council of Economic Advisors during the second Bush administration.

“The Economist’s View of the World” was, without a doubt, my favorite class my freshman year,” she says. “Not only was I in a class of less than 20 students in my first semester of college, I was able to study with a professor who was at the top of his field.”

Mankiw says that the aim of his course is to give students the tools to understand critical economic issues, particularly when opinion diverges among scholars.

“Students try to see the world through the eyes of prominent economists, such as Arthur Okun, Milton Friedman, Paul Krugman, and Friedrich Hayek,” he says. “We wrestle with the question of why these economists sometimes disagree, even while sharing the same academic discipline.”

Naddaff says that the Freshman Seminar Program also exists to encourage students to explore new and different topics. Students do not receive a letter grade, only a mark of satisfactory or unsatisfactory in order to encourage them to take subjects about which they might be curious, but know little.

“The program gives students the freedom to take intellectual risks,” she says. “That’s one of the most important things you can do as a first-year student.”

Few things feel riskier to young adults than performing in front of their peers, but that’s precisely what freshmen are asked to do in Remo Airaldi’s seminar, “The Art and Craft of Acting.” Airaldi, himself a graduate of the College and a 17-year member of the American Repertory Theater’s Resident Acting Company, says that last year he reserved half the slots in class for students with no acting experience.

“The whole point of the program is for people to take a leap of faith,” he says. “Maybe they’re interested in acting, but they’ve never done it. So, I took eight gung-ho students who had been acting since age 3 — theater camps, school shows, etc. — and eight who’d simply written something in their essay that touched me. It ended up being wonderful. There were moments when the people who hadn’t acted before were very truthful on stage, whereas the others had a lot of stuff that needed to be unlearned.”

If there’s one downside to the program, it’s that competition is fierce and not every student gets his or her first-choice seminar. Mankiw, for instance, says that he received 200 applications for 16 slots in his class this fall. Naddaff says that the Freshman Seminar Program has expanded dramatically over the past 15 years and that the College will continue to do all it can to meet demand. In the meantime, she encourages freshmen to apply to several seminars and to look at courses offered during the spring semester, when enrollment drops.

“A student may apply to as many seminars as they’d like,” she says. “We encourage them to apply to at least three and to remember that spring applications are much less intense and competitive.”

Students who participate in the program often develop close relationships with classmates and faculty that last throughout their Harvard careers.

“Dr. Hubel and I still keep in touch, and he encourages me in my pursuit of science as well as my interest in classical music, ballet, and arts journalism,” says Alyssa A. Botelho ’13. “I admire him not only as a scientist, but also as mentor and a friend. It is an honor to learn from him.”

Naddaff says that, once faculty members teach in the seminar program, many want to repeat the experience. That’s certainly the case for David Hubel, who continues his research and teaches small classes of first-year students.

“Not only was I in a class of less than 20 students in my first semester of college, I was able to study with a professor who was at the top of his field.”

Naddaff says that, once faculty members teach in the seminar program, many want to return year after year. That’s certainly the case for David Hubel, who considers himself lucky to have the opportunity to continue his research and teach small classes of first-year students.

“You’re the boss,” he says. “There’s no curriculum you have to fill. You don’t have to have a committee meeting if you want to introduce a new topic. On top of that, I would miss getting to know students if I were to stop doing this course. The Freshman seminar is the best invention to come along in the half-century I’ve been around.”
Hardly the retiring kind

A vital resource, the Harvard University Retirees Association keeps former employees plugged into vast campus resources, and to each other.

By Colleen Walsh | Harvard Staff Writer

When Malcolm Hamilton walked into his first meeting of the board of directors of the Harvard University Retirees Association (HURA) in 2004, he was more than a little taken aback.

“I thought, my God,” he recalled, “the room is full of old people.”

Little did Hamilton realize that this group of distinguished senior citizens, all former Harvard employees like himself, would become, in his words, “the most energized, creative, and interesting group of people I have ever worked with.”

“It’s been a great delight to work with them, and for the hundreds of retirees I have come to know so well,” said Hamilton, who is now president of the association.

Established in 1991, HURA is a nonprofit organization for former Harvard employees at all levels. With partial financial backing from the University, the group offers a range of programs and services for retired Harvard faculty and staff who are eager to stay connected to the University. For this dynamic group, age is just a number.

Eighty-year-old tango dancer Anne Atheling, who retired as business manager at the Arnold Arboretum in 1997, loves the Argentine art form and the fact that HURA helps her publicize her Tango Society of Boston events.

“It’s a wonderful resource,” Atheling said.

As a longtime University library administrator and human resources officer, Hamilton followed a simple mantra during his 37 years at Harvard, one he relies on as HURA president: “Set goals, secure the resources people need to reach those goals, and then stay out of their way.”

His philosophy has “worked very well with HURA,” said Hamilton, who has led HURA for six years and helped usher the organization into the computer age.

There is a new website on HARVie and a robust electronic mailing list that the organization uses to convey information to 1,000 subscribers.

The group coordinates trips to the ballet, behind-the-scenes visits to Symphony Hall and Fenway Park, and of course, outings to Harvard football and hockey games, as well as popular “rambles” — leisurely walking tours of local reservations and parks. Through HURA, members can also connect with volunteer groups and other enrichment opportunities, as well as to each other.

What began as a small group of retirees in the 1980s — brought together initially to help organize Harvard’s 350th anniversary celebration — has blossomed into a network of more than 1,200 members. The group, which has officers and a board of directors, also hosts three major yearly gatherings: a holiday party, an annual meeting, and HURA Day in the spring.

Each March during spring break, the group commandeers the Science Center for a day of meetings and discussions with Harvard’s faculty and University administrators. During the event, Harvard-affiliated organizations like Outings & Innings, the Harvard University Employees Credit Union, and Harvard University Health Services set up information tables.

“We try to give people some impression of all of the services that the University offers to all of its retirees,” said Hamilton.

HURA also produces a newsletter five times a year containing information of interest to retirees, along with cultural and educational happenings, HURA activities, and updates on retiree benefits. HURA members also receive the “Harvard Resources for Retirees” handbook, which describes the services and resources available to them.

“It’s a very vibrant, caring group,” said its longtime secretary and former human resources administrator Carole Lee. “I have stayed with it this long because I enjoy it so much.”

TO JOIN

Membership costs $15 a year and is open to all benefits-eligible Harvard retirees. For more information, contact Carole Lee, 15 Yerxa Road, Cambridge, MA 02140. You can also call 617.864.8694, or email caroleandjack@comcast.net.

HARVARD UNIVERSITY RETIREES ASSOCIATION

Photo courtesy of HURA

Staff News

STANDING OUT TO AN OUTSTANDING EMPLOYER

Free Harvard workshop helps job seekers identify the tools and resources for an effective job search: Wednesday, Dec. 1, from 5:30 to 7 p.m. at the Harvard Information Center in Holyoke Center, 1350 Massachusetts Ave., in Cambridge. More specific information is available at employment.harvard.edu/careers/findajob/.

HARVARD CHILD CARE CENTERS

Six nonprofit, independent child care centers are located in University space — five in Cambridge and one in Allston, near the Harvard Business School campus. To learn more about these centers, including philosophies, rates, and upcoming open houses, visit Child Care@Harvard at http://www.childcare.harvard.edu/childcare/centers.shtml.

Hot Jobs

SENIOR ASSOCIATE DIRECTOR OF UNIVERSITY STEWARDSHIP AND ACKNOWLEDGMENTS, REQ. 22200BR, GR. 059
Alumni Affairs & Development, FT

WEBLOGIC SERVER ADMINISTRATOR, REQ. 22493BR, GR. 058
Office of the University CIO (UCIO), FT

CONTROLLER (SENIOR FINANCIAL MANAGER), REQ. 22443BR, GR. 058
Harvard University Press, FT

EXECUTIVE ASSISTANT, REQ.22474BR, GR.054
University Administration - Allston Development Group, FT

PROGRAM MANAGER, REQ.22450BR, GR.056
University Administration - Interfaculty Initiative, FT

Online See complete opportunity listings at www.employment.harvard.edu or contact Employment Services at 617.495.2772.

HOW TO APPLY

To apply for an advertised position or for more information on these and other listings, please connect to our system, ASPIRE, at www.employment.harvard.edu/. Through ASPIRE, you may complete a candidate profile and continue your career search with Harvard University. Harvard is strongly committed to its policy of equal opportunity and affirmative action.

JOB SEARCH INFO SESSIONS

Harvard University offers information sessions that are designed to enhance a job-seeker’s search success. These sessions may cover topics ranging from preparing effective resumes and cover letters to targeting the right opportunities to successful interviewing techniques. Sessions are held monthly from 5:30 to 7 p.m. at the Harvard Events and Information Center in Holyoke Center, 1350 Massachusetts Ave., in Cambridge. More specific information is available online at employment.harvard.edu/ca reers/findajob/.
“It’s interesting to get paid to do something you love so much,” says José Rosado.

José Rosado has spent the past three decades in the basement of Harvard’s Museum of Comparative Zoology with more than 300,000 formerly crawling, slithering, snaking, swimming specimens. And he couldn’t be happier.

“It’s interesting to get paid to do something you love so much,” said the museum’s longtime curatorial associate in herpetology, who oversees its collection of amphibian and reptile samples, as well as two live lizards and a boa.

As a child growing up in East Harlem, N.Y., Rosado loved animals and spent his free time in New York’s American Museum of Natural History. He admired the museum’s scientific staffers clad in white lab coats, and determined to become one of them. And he did.

After studying biology at City University of New York, Rosado went to work in the Museum of Natural History’s herpetology department. When a job opened up at Harvard three years later, he applied, was offered the spot, and has been at the University ever since. He knows the Harvard collection inside and out and is passionate about every last Sphenodontia and Lissamphibia.

“This is knowing what’s out there. This is fascinating, this is science,” he said, showing off the dermal bones fused to the scales of an Australian crocodile skin, which provide the animal with natural armor.

He also knows that many of his creatures wouldn’t win any beauty pageants. The alien visitor from the Steven Spielberg 1982 smash hit “E.T.” he readily admits, “looks like a Galapagos tortoise.”

But the New York native finds beauty in his motley crew. He particularly loves the creatures that have had to adapt to harsh environments to survive. His favorite is the thorny devil lizard from Australia, because the spiky critter has a unique way of collecting water on its skin from the morning dew in the arid climate — and because its eyes shoot blood (a defense mechanism to fend off canine predators).

“You have heard of extreme sports,” said Rosado. “This is extreme living.”

Much of his job involves protecting the collection for future generations. The museum’s endless rows of jars of salamanders, turtles, snakes, lizards, and more have been painstakingly reorganized thanks to Rosado, who helped to develop the new shelving system that replaced the museum’s outdated wood cabinets.

“This is my baby,” he said, pointing to the majority of the collection now stacked on shiny, movable steel shelves, a 178 percent increase in linear space.

In addition, Rosado manages a staff of five, coordinates the countless loans of items from the collection to different parts of the globe, and connects local graduate and postdoctoral students with the collection.

He also helped digitize the frozen-in-time resource. “Now we are totally electronic,” he said of the 330,000 lines of data about the collection now searchable online. Rosado is also helping to manage the process of photographing and scanning images of the collection.

In his spare time, he hopes one day to advance to the next black-belt level in taekwondo.

His wife, with whom he has two young children, is a biologist who studies beetles at Wellesley College.

Most recently, he visited a fitting locale: the Galapagos Islands, accompanying his wife on a research trip. Hanging out with the friendly giant tortoises, ones that were moving instead of static and stored on a shelf, was, he said, “very cool.”

The dynamic nature of the work is what keeps Rosado smiling. There’s always something new to learn, new research, new ideas, he said, and new students to learn it with.

“It’s the collaboration with both the collection and the people.”

Over the years, Rosado has put his skills to use in other ways around campus. He is the go-to guy when there is a snake on the loose. He recalled showing up one year to a College House to seek out a wayward small boa constrictor. A Harvard police officer met him at the doorway with his weapon at the ready. Rosado opted for simple sticky traps placed against the wall.

Sometimes, he said with a smile, “the students have animals they are not supposed to.”
HARVARD STUDENTS IMPROVE RECYCLING

On a November afternoon, a group of Harvard students urged other students and campus visitors to dance in the open space outside the Science Center. Also outside the Science Center (below), Sam Arnold ’14 (below left) and Brandon Geller ’08, coordinator of the Resource Efficiency Program for the Office for Sustainability, commemorate America Recycles Day (Nov. 15) by helping

Students from the Faculty of Arts and Sciences’ Resource Efficiency Program (REP) and staff from Harvard Recycling conducted the 13th annual waste audit on Nov. 11. The audit assesses how well undergraduate residents separate recyclable papers, cardboard, bottles, and cans by measuring the weight of these items discarded as trash and not recycled.

The team audited a random sample of 34 trash bags generated by undergraduate residences between Nov. 7-10. Dressed in protective gowns, dust masks, goggles, and gloves, auditors separated the refuse into five categories: single-stream recyclables (paper, cardboard, bottles, cans, cups, and containers made of plastics 1-7); reusables; compostables; liquids; and other residuals (trash).

Results showed that recyclables comprised 25 percent of the sampled trash. Last year, 32 percent of Harvard’s trash was recyclable. This is the lowest fraction of recyclables in the trash since the audits began in 1999.

“Boxes, water bottles, and coffee cups were the most abundant recyclables I saw,” said Rob Gogan, recycling and waste services manager for Facilities Maintenance Operations. Reusables were only 6 percent of this year’s trash as compared with 12 percent last year. Overall, recyclables and reusables were 31 percent of the trash as opposed to 44 percent last year. Reusables discarded as trash included various used but serviceable articles of clothing, terry cloth washcloths and towels, and a 2009 SourceBook. Expansion of “reuse shelves” from four pilot Houses last year to all 12 Houses this year may be one reason.

MARSDEN APPOINTED NEW DEAN OF SOCIAL SCIENCE

Peter Marsden, the Edith and Benjamin Geisinger Professor of Sociology and a Harvard College Professor, has been appointed the new dean of social science by Faculty of Arts and Sciences (FAS) Dean Michael D. Smith. He begins his new role on Jan. 1, 2011.

Marsden came to Harvard in 1987, and twice served as chair of the Sociology Department and of the Program and Admissions Committee for the Ph.D. Program in Organizational Behavior. His research interests center on social organization, especially formal organizations and social networks. He has ongoing research and teaching interests in social science methodology, especially survey research techniques and methods for the collection and analysis of social network data.

Marsden replaces Stephen Kosslyn, John Lindsley Professor of Psychology in Memory of William James, who was recently named director of the Center for Advanced Study in the Behavioral Sciences at Stanford University. Kosslyn, who first arrived at Harvard in 1977, has served as dean of social science since July 2006. Smith celebrated Kosslyn’s service to Harvard at a University Hall reception on Wednesday (Nov. 17).

POSTDOC FELLOW WINS NEUROBIOLOGY PRIZE

Christopher Gregg, a postdoctoral fellow in Harvard’s Molecular and Cellular Biology Department, is the 2010 Grand Prize winner in the annual international competition for the Eppendorf & Science Prize for Neurobiology. In his award-winning essay, “Parental Control Over the Brain,” Gregg explained how he and his team at Harvard figured out how mother-and-father-specific genetic cues influence their offspring’s brains.

“My interests are now focused on determining whether maternal and/or paternal gene expression programs in offspring are altered according to stresses and environmental effects experienced by parents,” said Gregg, who will join the University of Utah as an assistant professor in the Department of Neurobiology and Anatomy next year. “This is an exciting possibility that could reveal pathways that prepare offspring for the environment into which they will be born.”

The prize recognizes outstanding international neurobiological research based on current methods and advances in the field of molecular and cell biology by a young early-career scientist. Gregg received $25,000.

HARVARD SHORTS FILM FESTIVAL SEeks SUBMISSIONS

Harvard’s Division of Humanities, with additional support from the Provostial Fund for the Arts and Humanities, and Apple Inc., have announced a University-wide competition of three-minute short films about scholarly research and teaching. Submissions are open to all current students, both graduate and undergraduate, faculty, and staff of Harvard University. The deadline is Feb. 14.

Prizes will be awarded in two categories, and the nominees for most outstanding submissions will be featured in a movie festival in March. Winners will be announced at the festival, and the winning shorts and other works may be featured on the websites of the Division of Humanities, the University libraries, Departments, and other relevant academic programs.

For more information, visit http://shorts.harvard.edu/icb/icb.do.

RADCLIFFE INSTITUTE APPOINTS ALISON FRANKLIN NEW DIRECTOR OF COMMUNICATIONS

The Radcliffe Institute for Advanced Study has named Alison Franklin director of communications. A 1990 graduate of Harvard College, she brings to the institute 20 years of experience as a communications professional in government, politics, and the nonprofit sector.

From 1996 to 2002, Franklin was communications director and press secretary for Massachusetts State Senate Presi- dent Thomas F. Birm- ingham ‘72, J.D. ’78, and was named top press secretary by Beacon Hill, the Boston Phoenix, and the State House Press Association.

She has also worked on statewide campaigns in California and Massachusetts.

Prior to joining the Radcliffe Institute staff, she was City Year’s director of communications, leading media and messaging for the Boston-based headquarters and the organization’s 20 locations in the United States.

Whether she was working for elected officials, campaigning for candidates, or growing a nonprofit, Franklin’s work involved developing and implementing communications strategies, assessing and revitalizing brands, creating effective messages, and working with media. She is eager to put that
expertise to work at the Radcliffe Institute.

“The ideas, people, and events that propel the Radcliffe Institute are characterized by excellence and energy, and I’m honored to be part of the institute and help share its work in new and powerful ways,” said Franklin. “We will be communicating the mission and messages to convey the intellect and innovation that are hallmarks of the institute.”

HARVARD FOUNDATION UNVEILS NEW PORTRAIT
A portrait of Chester Middlebrook Pierce ’48, M.D. ’52, was the latest to be unveiled in the Harvard Foundation’s Portraiture Project. In a Nov. 5 event, co-sponsored by the Harvard Black Men’s Forum, S. Allen Counter, director of the foundation, revealed the new portrait. Diana L. Eck, professor of comparative religion and Indian studies, offered welcome remarks. Other speakers included Eric Smith ’13, president of the Harvard Black Men’s Forum, and Steve Coit ’75, portrait artist. Closing remarks were provided remarks by Pierce, professor of psychiatry and education emeritus.

The goal of the Portraiture Project is to reflect the diversity of individuals who have served Harvard University for 25 years or more with distinction by honoring their notable service with a portrait. Those honored include (but are not limited to) persons of African American, Asian American, Latino American, and Native American backgrounds who deserve special recognition. The Portraiture Committee is chaired by the Rev. Professor Peter J. Gomes and coordinated by Counter, and its members consist of Harvard College students and faculty.

Pierce is one of Harvard’s most distinguished graduates. He has served on the faculties of Harvard Medical School, Harvard Graduate School of Education, and Harvard School of Public Health. He spent 41 years as a Harvard professor, and is revered by his many students as a brilliant, scholarly, kind, and humble professor who brought great dignity and honor to his profession and to the Harvard community. His portrait resides in the Junior Common Room of Lowell House, Pierce’s residence hall while a student at Harvard.

For a complete list of portraits, visit www.harvardfoundation.fas.harvard.edu.

HARVARD PROFESSOR INET GRANT RECIPIENT
The Institute for New Economic Thinking (INET) has selected James Robinson, David Florence Professor of Government at Harvard, and his research partner Steven Pincus of Yale University, to be awarded a project grant through the institute’s inaugural grant program to research the events leading to the British Industrial Revolution.

“The British Industrial Revolution is the key event of modern economic history but the academic literature has completely missed the critical issues,” said Robinson. “Economists want to construct a history-free model of the world, and neither historians nor political scientists care about economics. Since INET is not constrained by arcane disciplinary boundaries its role is crucial in helping this type of research happen.”

“Robinson and Pincus revisit political as well as economic history to analyze the Industrial Revolution of Britain in a crucial, yet forgotten perspective,” said Robert Johnson, executive director of INET. “We are funding a fresh look at the underlying catalysts of historical events that fundamentally altered the world economy and society itself. This will give us a better understanding of how industrialization affects political and economic institutions.

For more information on the institute and its programs, visit http://inet.economics.org/initiatives/grants.

HAMDOWNS, HUNT HONORED AS ‘OUTSTANDING WOMEN’
Harvard College Dean Evelyn Hammonds and Swannee Hunt, Eleanor Roosevelt Lecturer in Public Policy at Harvard Kennedy School (HKS), received the Outstanding Women Award from the YWCA Cambridge on Oct. 29. Hammonds and Hunt were two of nine area women to receive the award at a luncheon at the Charles Hotel.

“It’s an honor to be recognized by an organization that does so much to support the lives of women and people of color,” said Hammonds. “I’m proud to be included in such a distinguished group of recipients.”

The ceremony celebrated the contributions of women who exemplify the YWCA Cambridge’s mission of eliminating racism and empowering women, and highlighted the organization’s work in the community.

Hammonds was introduced by master of ceremonies and longtime WCVB-TV Channel 5 anchorwoman Susan Wornick. In presenting Hammonds with the YWCA award, Wornick cited the dean’s work as the University’s first senior vice provost for faculty development and diversity, and as the founding director of the Center for the Study of Diversity in Science, Technology, and Medicine at M.I.T. The Barbara Gutmann Rosenkrantz Professor of the History of Science and of African and African American Studies, Hammonds is also a scholar of scientific, medical, and sociopolitical concepts of race; gender in science and medicine; and of African-American history.

Hunt was unable to be at the day’s ceremony. Her award was accepted by Cambridge city councilor Denise Simmons, herself a YWCA honoree. Wornick highlighted Hunt’s work as a senior adviser to the Initiative to Stop Human Trafficking at Harvard’s Carr Center for Human Rights Policy, and as a founder of HKS’s Women and Public Policy Program. Simmons called Hunt an “extraordinary woman,” and lauded her work as president of the Cambridge-based Hunt Alternatives Fund, which supports organizations working for social change.

For more on the awards ceremony and the Cambridge YWCA, visit www.ywcacam.org.

FUTURE OF DIPLOMACY PROJECT NAMES FELLOWS
The Future of Diplomacy Project, the newest research initiative to be launched by the Belfer Center for Science and International Affairs at Harvard Kennedy School (HKS), has announced its resident and nonresident research fellows for fall 2010.

“Our research fellows bring a blend of practical and academic expertise in diplomacy to the Harvard community, which is instrumental to the critical examination of international conflict resolution mechanisms today,” said R. Nicholas Burns, The Sultan of Oman Professor of the Practice of International Relations at HKS and director of the project.

“Their research work and the seminars they will conduct with students and faculty at HKS will support our work on how diplomacy, negotiation, and statecraft can contribute to resolving some of today’s most intractable international problems.”

Resident and nonresident fellows contribute to the work of the project through writing, research, and their participation in seminars that are open to students and members of the Harvard community.

The resident fellows are Said Tayeb Jawad and Yvonne Yow; nonresident fellows are Marc Grossman, Kenneth I. Juster, and David L. Phillips.

For complete bios of the fellows, visit http://bit.ly/9tcTZM.

— Compiled by Sarah Sweeney

Obituary

Michael Tinkham, superconductivity pioneer, 82

Michael “Mike” Tinkham, the Rumford Professor of Physics and Gordon McKay Professor of Applied Physics Emeritus at the Harvard School of Engineering and Applied Sciences and the Department of Physics, passed away on Nov. 4. He was 82 years old.

He joined the University of California, Berkeley, in 1957, rising to full professor, and then left in 1996 for Harvard, where he remained for the rest of his career.

To read the full obituary, visit http://hvd.gs/66070.
A program on the rebound

After years of bumpy times, coach Tommy Amaker is leading a slow but steady turnaround for the men’s basketball team.

By Paul Massari | Harvard Staff Writer

Tommy Amaker came to Harvard with a pedigree in big-time college basketball. After playing and coaching at Duke University, one of the country’s top teams and a national champion, Amaker became the youngest head coach in the history of the Big East Conference, leading Seton Hall to the Sweet 16 in the NCAA Division I Tournament. At the University of Michigan, a Big Ten stalwart, Amaker’s squad won the National Invitational Tournament (NIT) in 2004.

So how did he feel when he watched his team struggle through an 8-22 campaign during his first season at Harvard?

“I was very pleased,” he says. “When we were 8-22, we were trying to establish a style that requires a lot from our players. They were willing to work and listen and give their best.”

Two seasons later, Harvard men’s basketball has experienced a remarkable turnaround. After a 14-14 campaign in 2008-09 — during which the Crimson beat 17th-ranked Boston College and bested Ivy rival Penn for the first time in 20 years — Harvard posted a 21-8 record in 2009-10, its best ever.

“We were incredibly excited to reach the milestone,” said Amaker. “Not only did we win the most games, but it was probably the toughest schedule in the history of our program. I was very proud of our kids.”

LIN LEADS WAY

Amaker attributes Harvard’s success to the commitment of the players, who have had to adjust to a fast-paced style. “Our system allowed Jeremy’s talents to come to the forefront,” Amaker said. “We create offense from our defense and get into transition quickly. It’s high-scoring, exciting, and entertaining basketball.”

Though he was undrafted after graduation from Harvard, Lin signed a two-year contract with the NBA’s Golden State Warriors in July. When the season started and he stepped on the court, he became the first Crimson alumnus to play in the NBA in 57 years.

“Jeremy’s success speaks volumes for Harvard and the Ivy League,” said Amaker. “Playing in the NBA was his dream, but it was also a hurdle our program had to get over in order to attract quality recruits. It shows how we prepare and develop players. Now, there’s no barrier to entry. Jeremy shows that it’s possible to go to Harvard and play in the NBA.”

THE NEXT STEP

Last season, Harvard was one of three Ivy League teams to win 21 games or more. Cornell posted an astonishing 29-5 record and an equally impressive 13-1 mark in league play.

Amaker said he expects the fight for the Ivy championship and the conference’s only NCAA berth to be just as tough this year.

“Penn and Princeton have been the two pillars of our league forever,” he said. “Cornell has won the title three years in a row, with a tremendous effort last year in particular. Parity has seeped into a lot of conferences in college basketball, but especially in the Ivy League. It makes for an interesting time.”

While the team can’t expect to replace the contribution of a player like Lin, Amaker said Harvard will field a strong squad this season, led by last year’s Rookie of the Year, Kyle Casey ’13.

“Kyle’s a local kid and a sensational player,” Amaker said. “I’m hopeful we’ll see him grow and develop into our best player and our hardest worker, just as Jeremy was.”

Casey says that he’s up to the challenge and that he and his teammates will draw on their coach for motivation and intensity.

“Coach Amaker is hands-on,” he says. “He pushes to get the best out of us. That’s what I like. He’s defensive-minded. His energy flows right down the line through the coaches, the team, and the managers. If you look at his eyes, you can see the fire.”

Casey and Amaker will have help from some top recruits, including 6 feet 8 inches forward Keith Wright ’12, 6 feet 5 inches wing man Christian Webster ’13, and 6 feet 1 inch point guard Brandyn Curry ’13.

“Brandyn ended last year on fire,”

ATHLETICS

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“Brandyn ended last year on fire,”
NOV. 18-20
Death and the King’s Horseman.
Loeb Experimental Theater, 64 Brattle St., 7:30 p.m. Presented by the Harvard-Radcliffe Dramatic Club, directed by Abigail Schoenberg, and written by Wole Soyinka. hrdctheater.com/season.php?show=death. To reserve your free tickets, email: datkh.tickets@gmail.com.

NOV. 19
Harvard-Yale Football Concert.
Sanders Theatre, 8 p.m. Harvard Glee Club’s annual concert with the Yale Glee Club the night before the Harvard-Yale football game. Tickets are $20 general; $10 students/senior citizens. 617.496.2222, boxoffice.harvard.edu.

NOV. 19-20
Harvard Mainly Jazz Dance Company.
Harvard Dance Center, 60 Garden St., 8 p.m. Tickets are $10 general; $8 for Harvard ID holders. ofa.fas.harvard.edu/cal/details.php?ID=41753.

NOV. 22
Can There Be Judaism Without Revelation? Fackenheim on Jewish Faith After Auschwitz.
Room 211, Divinity Hall, 14 Divinity Ave., 4:30 p.m. Michael L. Morgan, Indiana University, emeritus. Free. cjs@fas.harvard.edu, fas.harvard.edu/~cjs/events/events.html.

NOV. 27
Capitol Steps: The “Liberal Shop of Horrors” Tour!
Sanders Theatre, 5 and 8 p.m. Tickets are $38/$34/29 general; $5 off students (limited to 2 per student with ID). 617.496.2222, ofa.fas.harvard.edu/cal/details.php?ID=41631.

NOV. 30
Seasons of Light.
Andover Chapel, 6:15-7:45 p.m. Harvard Divinity School’s annual multicultural and multi-religious service of songs and readings honoring the sacred interplay of light and darkness in many of the world’s traditions.

DEC. 1
The Poet’s Voice: Gerald Stern and Terrance Hayes.
Room 330, Lamont Library, 6 p.m. An evening of muscular music and Pittsburgh verse. Free and open to the public. hcl.harvard.edu/libraries/houghton/collections/poetry_room.html.

DEC. 1
Sita Sings the Blues (2008).
Schlesinger Library, Radcliffe College Room, 10 Garden Street, Radcliffe Yard, 6 p.m. Free. 617.495.8647, radcliffe.edu/events/calendar.aspx.

DEC. 2
Compline.
Appleton Chapel, the Memorial Church, 10:10-10:20 p.m. Free. 617.495.5508, memorialchurch.harvard.edu/index.php.

THROUGH DEC. 4
The Art of Deceit: Looking at French Trompe l’Oeil.
Floor 4, Sackler Museum. In 18th-century France many artists produced works that “trick the eye” (trompe l’oeil). This installation looks at three masterful examples of this genre, by Jean-Pierre-Xavier Bidauld, Louis-Léopold Boilly, and Jacques-Charles Oudry, that illustrate the humorous and intellectual nature of these pictures. harvardartmuseums.org.

Royalty mans the front desk

Five nights a week, “Your Highness” sits behind the bell desk at Currier House in the Radcliffe Quad, the lord of all he surveys. Students sometimes bring him ice cream or other food offerings. When incoming Currier freshmen arrive for their spring visit, he is proudly sought out for introductions.

Unlike the royalty the name suggests, he readily hops out of his chair to give bear hugs and hearty hellos and to retrieve packages sent from home. He has a thick photo album with hundreds of pictures of himself posed with Currier students. When his shift ends at midnight, he heads downstairs to beat a student or two at Ping-Pong.

Yohannes Tewolde long ago gave up trying to teach others to pronounce the nuances of his first name, and so is known simply as “Your Highness.” An Ethiopian native with master’s degrees in electrical engineering and divinity, Tewolde lives in Allston with his wife and two young children. He began working at Harvard in 2004 as the security guard for Currier.

Last year, when asked to speak at a “Scholars Night,” he was surprised when the expected 20-30 students turned into an overflow audience of more than 100.

He calls Nadejda Marques the “First Lady” because she and her husband, Jim Cavallaro, are the House masters. As for the students, he says, “I hope I’m making a difference in their lives, encouraging them if they’re down. I tell them they’re doing a good job, and I pray for them. Sometimes I tell them to take a nap and get some rest. They tell me I’m like a mom or a dad.”