

FELLOWSHIP



THE WOODROW WILSON
National Fellowship Foundation

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THE NEWSLETTER OF THE WOODROW WILSON NATIONAL FELLOWSHIP FOUNDATION

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KEEPING ON: EARLY SIGNS SHOW WW TEACHING FELLOWS STICKING WITH THE CLASSROOM

They care. They know what to expect. They get to try new things. And they have colleagues to talk to on the inevitable rough days.

Woodrow Wilson Teaching Fellows cite a range of reasons to keep teaching. The profession typically sees one-third to one-half of new teachers leave the classroom in the first three years. But in Indiana, where two cohorts of Woodrow Wilson Teaching Fellows are now in their own classrooms, 103 of the 104 Fellows who have begun teaching are still at it.

They're matter-of-fact about the commitment: The Fellowship requires them to teach for three years in a high-need urban or rural school in Indiana. "But what will keep me at it, even after the third year, is that when it works, the richness is fabulous," says Laura Cummings, a former lab tech and stay-at-home mother named one of the first WW Indiana Teaching Fellows in 2009.

Ms. Cummings now teaches chemistry at Tindley Accelerated School in a low-income Indianapolis neighborhood. While some days are tougher than others, she says, the clinical experience she gained as a Fellow at the University of Indianapolis helps her rise to the challenges.

Over the course of a year, she practiced and observed in nearly a dozen high-need schools while pursuing her master's degree. "The preparation did help immensely," she says. "I know what's out there—I remember some of the things I saw during that year, and now I know what was going on."

Peggy O'Connell, a former business owner and 2010 Fellow at Indiana University-Purdue University Indianapolis (IUPUI), has also seen tough days, especially in her first year. She teaches special education math at Ben Davis High School, where half the students are on free or reduced-price lunch programs. When the department chair who hired her left, she wound up in a different job than expected, isolated all day in one classroom with six different classes, "trying to be the best teacher anywhere."

But even on days when she thought of packing it in, Ms. O'Connell says, "All I could think was, what's this kid going to do, what's that kid going to do. These students



Laura Cummings (top) and Melvin Bridges (bottom) working with students in the Indianapolis area.

need an advocate to actually work with them, mentor them, give them the confidence to believe in themselves."

Now, in her second year, her classes are inclusion classes, she has more contact with other teachers, she feels more confident—and her new chair has remarked on how she spends every free minute, including lunchtime, with her students. "It's the kids who make me come back every day," she says. "Days start at quarter to five in the morning, and I drive home at four. But I've never been happier."

Melvin Bridges, a recent math graduate who moved from Alabama to Indiana specifically for the Fellowship, agrees. He and another 2010 Fellow from the University of Indianapolis, Amanda Eades, both teach at Achieve Virtual Education Academy, a special school for at-risk students who can't attend traditional classes—including those who are incarcerated, homebound,

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MISSION

The mission of the Woodrow Wilson National Fellowship Foundation is to identify and develop leaders and institutions to address the critical challenges in education.

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EDITOR'S NOTE

For 67 years, the Woodrow Wilson Fellowships have been associated with excellence in the American academy, with a powerful commitment to research, scholarship, service, and teaching—first at the college level, and now also in middle and high schools.

Throughout the years, many Woodrow Wilson Fellows have also created careers beyond the academy, in the arts, government, the nonprofit sector, and the business world. These Fellows continue, in every arena, to demonstrate intellectual leadership.

This issue of *Fellowship* presents several Fellows who have become influential leaders in finance, business, and the corporate world. They include a former U.S. Ambassador who has played a long-term role in the emergence of the global economy; two attorneys who have helped reshape corporate governance, ethics, and diversity; and a business journalist who reframes larger economic issues for a popular audience.

Also featured in this issue are two other Fellows who have blazed trails outside the academy—one a Nobel Laureate whose work at NASA will yield new perspectives on space for generations to come, another a leader in the world of Washington think tanks who has created new opportunities for millions of students and is now working to diversify the policy sector.

Within education, this issue profiles a Fellow pressing the academy and K-12 schools, as well as society as a whole, to rethink technology's role in learning. We also look at a noted poet's commitment to help extend the Woodrow Wilson Women's Studies Fellowships and at the persistence of some Woodrow Wilson Teaching Fellows who are passionate about the classroom.

These stories illustrate the broad network of excellence that the Woodrow Wilson Foundation represents. What's yours? Find us on Facebook or Twitter, email us at communications@woodrow.org, or drop us a note. The Foundation is proud of the accomplishments of its Fellows, and we want to tell your story too. 

ABBREVIATIONS USED IN THIS ISSUE:

CH = JOHNSON & JOHNSON CHILDREN'S HEALTH FELLOW

CN = CHARLOTTE NEWCOMBE FELLOW

H = HONORARY

MLK = MARTIN LUTHER KING FELLOW

MN = MELLON FELLOW

VF = VISITING FELLOW

WF = WOODROW WILSON FELLOW

WS = WOMEN'S STUDIES FELLOW

WWTF = WOODROW WILSON TEACHING FELLOW

LET US KNOW YOUR RECENT NEWS!

Comments, suggestions, and news of recent accomplishments are welcome; please email the *Fellowship* newsletter staff at communications@woodrow.org, or call 609-452-7007 x131.

WW TEACHING FELLOWS STICKING WITH THE CLASSROOM

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or hospitalized. Mr. Bridges works with these students in person, when they can come to school, and online and by phone when they can't.

"You have to have a passion for it," he says. "It takes a lot of communication to help them individually, a lot of screen-sharing and tech tools, and yet we have these great relationships with them, and we're always in touch with their parents," he says. "We have to motivate them. These students don't have a choice; as mostly African American students, they're not going to get respected in the world without an education. As an African American teacher I can tell them it's not a choice—not *are* you going to college, but which one are you going to and how can I help you get there?"

Mr. Bridges finds it exciting to be learning to teach in a whole new way. "There's potential for growth. It's not the same thing all day every day—I'm a teacher-leader and a digital educator. Definitely there's ongoing development. I feel really onboard to help this school grow." It helps, he adds, to have another Fellow, Ms. Eades, as a close colleague—she teaches science right next door—and to have strong mentors, both at UIndy and in the school itself.

Sheila Pritchett, an Army veteran and 2010 IUPUI Fellow teaching biology at Arsenal Tech High School in Indianapolis, is also motivated by a special opportunity: When a teacher in Project Lead the Way (PLTW), an enriched



Peggy O'Connell and student dig in to a math problem.

biomedical and engineering curriculum, decided to retire. Ms. Pritchett was hired into the job—and selected the retiring teacher, Beverly Ransdell, as her ongoing mentor.

Ms. Pritchett calls the assignment "the opportunity of a lifetime," and considers it "a blessing" to work with Ms. Ransdell. "I do have to admit the first semester was very overwhelming, mainly because of the newness and not really having a plan of action that worked," Ms. Pritchett recalls, but thanks to strong support, "this whole situation has made it easy for me to be a teacher. The students need me and I need the students. My mentor is an added bonus that keeps the process flowing."

In the end, notes Ms. Cummings, "It's true in all professions. If you push yourself and you really care, you're going to have rough days. Teachers support each other immensely—we listen and we keep at it." **WW**

FOUNDATION ANNOUNCES 2012 WOODROW WILSON-ROCKEFELLER BROTHERS FUND FELLOWSHIPS FOR ASPIRING TEACHERS OF COLOR

The Woodrow Wilson National Fellowship Foundation has selected its third cohort of Woodrow Wilson-Rockefeller Brothers Fund (WW-RBF) Aspiring Teachers of Color.

Chosen through a competitive selection process, the 25 WW-RBF Fellows will each receive a \$30,000 stipend to complete a master's degree in education, preparation to teach in a high-need public school, support throughout a three-year teaching commitment, and guidance toward teaching certification. Each Fellow was nominated by one of the program's 48 nominating institutions and 29 graduate education programs.

The Fellows, a number of whom understand first-hand the educational challenges students face in high-need schools, are deeply committed to teaching, and to creating opportunities for young people. Calling the WW-RBF program an opportunity to "live out my passion for teaching every day," 2012 Fellow Jeannette Jackson of New York City said, "Good teaching is as much about passion as it is about reason. It's about not only

motivating students to learn, but teaching them how to learn, and doing so in a manner that is relevant, meaningful, and memorable." (See full list of Fellows at right.)

Established in 1992 by the Rockefeller Brothers Fund, the Fellowships for Aspiring Teachers of Color were created to help recruit, support, and retain individuals of color as public education teachers and administrators. Since the program's inception, it has awarded nearly \$8 million in grants and financial assistance to 400 Fellows. In January 2009, RBF transferred the program to the Woodrow Wilson Foundation following a national review of potential host organizations.

"The Foundation is pleased to add this impressive group of young and promising teachers to its national network of outstanding teachers and scholars," said Bill Dandridge, program officer and director of the WW-RBF Fellowships for Aspiring Teachers of Color. "Their desire to serve children in the nation's most challenging schools and communities is an important reason to be hopeful about the future of our public schools." **WW**

The Woodrow Wilson-Rockefeller Brothers Fund Fellowships For Aspiring Teachers of Color, 2012

Nanor Balabanian, University of California, Santa Barbara

Oliver Benders, Montclair State University

Christell Boyd-Abner, University of Pittsburgh

Shanée Brown, Dartmouth College

Nicole Caldwell, The City College of New York

Donna Chung, Brown University

Gabriella Corales, Texas State University

Jessica Correa, Pomona College

Dustin Dacuan, University of Washington

Hillary Higgs, Williams College

Ogechi Irondi, Swarthmore College

Jeannette Jackson, The City College of New York

Deborah Loperena, California State University, Northridge

Cynthia Ma, University of California, Los Angeles

Allyson Miller, University of California, Santa Barbara

Olufemi Ogunnaiké, Swarthmore College

Jamilah Pitts, Spelman College

Pamela Otunnu Porensky, University of Southern Maine

Lisa Sullivan, University of Arizona

Lindsey Todd, University of Pennsylvania

Madelyn Troiano, Lewis & Clark College

Kamilah Welch, Wellesley College

Randy Wilkerson, Wesleyan University

Nastassia Williams, Wesleyan University

Taylor Williams, Morehouse College

WOODROW WILSON FOUNDATION NAMES WOMEN'S STUDIES FELLOWS FOR 2012

Ostriker grant supports program, creates named fellowship



Julie Enszer, the 2012 Alicia S. Ostriker Fellow in Women's Studies, American Literature. Photo: Charlie T Photography/ Copyright 2010

With support from a nationally noted feminist poet, the Woodrow Wilson Foundation has announced the recipients of the Woodrow Wilson Doctoral Dissertation Fellowship in Women's Studies for 2012.

A gift from Alicia Ostriker and her husband, astronomer Jeremiah Ostriker, made possible awards to six Woodrow Wilson Women's Studies Fellows in this year's competition. Their work addresses questions that range from the social and political dynamics of gender-segregated spaces in Iran to the ways in which gender and race influenced mid-20th century perspectives on juvenile justice in Chicago.

A designated Alicia S. Ostriker Fellowship in Women's Studies, American Literature was awarded to Julie Enszer of the University of Maryland for her work on lesbian print culture in the United States during the 1970s and 1980s.

Created in 1974, the WW Women's Studies Fellowship supports the final year of dissertation writing for Ph.D. candidates in the humanities and social sciences whose work addresses topics of women and gender in interdisciplinary and original ways. Each Fellow receives \$3,000 to be used for expenses connected with completing their dissertations, such as research-related travel, data work/collection, and supplies. In addition, their dissertation titles will be publicized with leading scholarly publishers at the conclusion of the dissertation year.

"As a woman writer, poet, critic who has been a feminist since the 1970s, I am deeply aware of how much we have gained and how much there remains to do," said Alicia Ostriker of her commitment to the program.

"When I became a feminist, I realized I would never have to be bored because the system that had been in place for 6,000 years wouldn't be changed overnight. I have always supported feminist scholarship and poetry, and helping Woodrow Wilson support feminist work is just an extension of what I do personally.

"For me, of course, the history of women's poetry in our time has been particularly important. To make sure that that history is known is tremendously important for all of us."

Dr. Ostriker, author of 15 volumes of poetry and author or editor of seven scholarly books, has received numerous fellowships, prizes, and awards. Her collections *The Little Space* and *The Crack in Everything* were both finalists for the National Book Award. She also received the 2010 National Jewish Book Award in Poetry for *The Book of Seventy*. Her poetry has appeared in such publications as *The New Yorker*, *The Nation*, *Poetry* magazine, *American Poetry Review*, *The Atlantic*, and others.

Also funded by the Ford Foundation, the Hans Rosenhaupt Memorial Endowment, and other private donors, the Woodrow Wilson Dissertation Fellowships in Women's Studies is the only national program supporting doctoral work on women's and gendered issues. The program has supported more than 500 Ph.D.s in various fields, many of them now on the faculty at major research institutions and noted liberal arts colleges. The roster includes a Pulitzer Prize winner, two MacArthur Fellows, eight Guggenheim Fellows, a number of Fulbright Fellows, and many others who have achieved significant distinctions in their fields. [WW](#)

The Woodrow Wilson National Fellowship Foundation Dissertation Fellowships In Women's Studies, 2012

Tera Agyepong • African American Studies,
Northwestern University
Boundaries of Innocence: Race, Sex, and the Criminalization of Black Children in Chicago's Juvenile Justice System, 1896-1940

Kerry Crawford • Political Science,
George Washington University
Punctuated Silence: Variation in the International Response to Wartime Sexual Abuse

Julie Enszer • Women's Studies,
University of Maryland (**Alicia S. Ostriker Fellow**)
The Whole Naked Truth of Our Lives: Lesbian Print Culture in the United States from 1969 to 1989



Kerry Crawford



Carly Thomsen

Julia Kowalski • Comparative Human Development,
University of Chicago
Claiming Care: Regulating Gendered Violence in Jaipur's Women's Rights Network

Nazanin Shahrokni • Sociology,
University of California, Berkeley
Gender Segregated Spaces: Traversing the 'Public' in the Islamic Republic of Iran

Carly Thomsen • Feminist Studies,
University of California, Santa Barbara
I'm Just Me: Queer Challenges to Visibility and Identity Politics from Lesbian Women in the Rural Midwest

SHAPING CHANGE FROM THE GROUND FLOOR UP

Lois Rice WF '54 promotes think tank diversity in D.C.

Lois Dickson Rice WF '54 has a long history of working with think tanks, including her past two decades as a guest scholar in economic studies at the Brookings Institution in Washington, D.C. Now she has a new project: The Think Tank Consortium on Diversity, a group of 18 policy, research, and analytical organizations working to bring more people of color into mid- and senior-level administrative and policy positions.

It's a fitting new direction for a longtime policy analyst and advocate for more equal educational opportunities. After her own initial doctoral work in English at Columbia, Ms. Rice held a series of posts in organizations working with higher education—including the National Scholarship Service and Fund for Negro Students (NSSFNS), extending educational opportunities in the 1950s, and the College Board, where she focused on broadening access to college for low- and moderate-income students. This work carried her increasingly into policy circles, and she took part in several “pitched battles,” as she recalls, on Capitol Hill, particularly the passage of the basic grants program later named the Pell Grants. She is considered by many to be “the mother of Pell Grants.”

Her current efforts with the Consortium on Diversity, she explains, developed several years ago, when her daughter, Susan Rice—now U.S. Ambassador to the United Nations—also held a Brookings post. In a conversation with Brookings' president, Strobe Talbott, she expressed concerns about that organization's small number of scholars of color and about widening the pool of talent for future hires. “‘It's worse right now than it was in the '90s when I got my doctorate, particularly in such fields as economics and political sciences, in terms of producing Ph.D.s of color,’” Ms. Rice recalls her daughter's saying.

As a result, Brookings decided to form the new consortium “to improve the lot of underrepresented students, scholars and administrators in the various think tanks,” Ms. Rice recalls. The consortium first received a one-year planning grant from the Ford Foundation in 2008, followed by a more substantial Ford grant for a pilot program.

Current data on diversity in Washington think tanks, says Ms. Rice, “is so terribly poor you don't even want to

hear it. There is diversity at certain levels—as in every organization, there are more people of color among support staff, but it's very uneven. At the top scholarly and administrative levels at most of the think tanks within the consortium, diversity is sparse—even sparser now since the Obama administration attracted a large number of senior people. So the need is clear. The question is, how do you encourage more potential candidates to learn about opportunities in the policy world?”

Finding more scholars and administrators of color for think tanks, Ms. Rice believes, is a matter of strengthening the pipeline of such candidates and developing an awareness of these opportunities among master's and doctoral candidates. “In the late 1990s, the data showed that, in the hard sciences and social sciences, about 3 percent of Ph.D.s were African American—and it's not improving, particularly,” she observes.

From its inception, the Consortium on Diversity included a partnership between Brookings, the Urban Institute, and CNA focused on the training, recruitment and retention of people of color. Initiatives like one headed by Ms. Rice's son, John Rice, offer other models. A graduate of Yale and of Harvard Business School, Mr. Rice has parlayed his own experience in international business with Disney, AT&T, and the NBA into a nonprofit mentoring organization, Management Leadership for Tomorrow. MLT prepares and places young people of color in graduate schools of business and public policy, to develop leadership qualifications suitable to corporations, nonprofits, and government. It's an approach, says Ms. Rice, that think tanks could also adopt.

Ms. Rice also cites a trend at various institutions to develop joint graduate programs in public policy and business. “Such programs,” she says, “can bring in people of color who are interested in social justice and societal change.”

In seeking to identify and cultivate a next generation of talent, Ms. Rice hopes to find others who will share the delight she took, early in her career, at being in on the ground floor of change. “It was fun,” she says. “I wasn't the least bit reluctant to put myself there. It was where I wanted to be.” 



Photo: Courtesy of Lois Rice

If you are a Fellow who might enjoy a midcareer venture into the policy world, if you know Ph.D. candidates of color who might like to talk with Consortium representatives about policy careers, or if you are aware of and can identify campus contacts who might engage in this work, please email communications@woodrow.org. Your message will be forwarded to Ms. Rice's group.

OUR HISTORY IN THE STARS

John C. Mather WF '68 on space science and the next generation space telescope



Photo: NASA/Bill Ingalls

Nobel Laureate and astrophysicist John C. Mather WF '68 is senior project director of NASA's James Webb Space Telescope (JWST), successor to the Hubble Telescope. Nearly cancelled in summer 2011 during a flurry of federal budget cuts, the project was fully funded by Congress in November 2011. *Fellowship* spoke with Dr. Mather about his thoughts on the importance of funding space science and the JWST.

"The government is the only organization large enough to invest funds on the scale that it takes to maintain our national position," says Dr. Mather. "We don't just do space projects because it's cool; we do them because it's important for the whole nation's economic and intellectual future." On an international scale, he adds, "We know other [countries] are doing it. They feel that their national interests are at stake the way that, I think, ours are."

Through space science, Dr. Mather says, "We learn about our own origins—and as far as I can tell the public really cares about things like that." His example: when the first Hubble pictures were released, the number of people trying to view them online all but crashed the Internet. "To me, it seems that the pub-

lic is very strongly supportive of both the emotional part of people in space and the technical part of what we discover about ourselves and our history."

Scheduled for launch in 2018, the JWST is based on the development of ten new technologies and four scientific instruments. While the instruments are in various stages of completion in Europe, Canada, and America, the telescope's primary mirror is finished—a great achievement, according to Dr. Mather, requiring the perfect polishing and testing of eighteen smaller pieces. "That was just accomplished late last year. We're really pleased with that."

Once the telescope is completed, it will undergo a thorough test program in the same chamber the Apollo astronauts used to prepare for the first moon landing. "We cannot actually go out and fix the observatory if it's not working properly because it's too far away from Earth," explains Dr. Mather. "We've become more cautious and realized that if you're going to invest all this work, then you need to be sure that it *will* work. I think we've come to appreciate that nature doesn't forgive you when you screw that one up!"

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DIGITAL REVOLUTION, HUMAN INSTITUTIONS

Cathy Davidson WF '70 studies attention and information in the 21st century



Photo: Chris Hildreth, Duke Photography

"Distraction is our friend," says Dr. Cathy Davidson WF '70. "The most efficient patterns we have come from learning and forming habits"—and that very efficiency can lead to what she calls attention blindness. "Technology ... disrupts our habits, so suddenly we start seeing our patterns in a way we didn't before."

Co-founder and principal administrator of Humanities, Arts, Science, and Technology Advanced Collaboratory (HASTAC), Dr. Davidson also serves on the National Council on the Humanities. In her new book *Now You See It: How the Brain Science of Attention Will Transform the Way We Live, Work, and Learn*, she argues that attention blindness operates both for individuals and for society as a whole.

At the individual level, she says, "The more we focus in one direction, the more we miss in another.

But we aren't aware of that pattern. That's one reason the largest proportion of accidents occur within five miles of your home. Because [the road] looks familiar, you believe you're seeing, so you're not taking special care. You're focusing but you're also not. And that's the single most important part of attention blindness."

The second, more societal level of Dr. Davidson's argument is more metaphorical. "We've spent the last 100 years learning a kind of timely attention to task... Yet now we're in a do-it-yourself mash-up, remix, work-anytime culture. We've been trained to give a certain type of focused attention to task in a world where that doesn't apply less and less."

Today's schools and businesses, Dr. Davidson notes, were shaped largely by the 19th century for the industrial age. As people moved from farms to factories or from shops to firms, different rules defined attention

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“ON A SCALE THE WORLD HAS NEVER SEEN”

David Mulford WF '61 Witnesses the Rise of the Global Economy

For a half-century, Ambassador David C. Mulford WF '61 has played a significant supporting role in the emergence of the new global economy. “My entire career,” he says, “has been devoted to the globalization of world economy and capital markets, either in the private sector or in government.”

Currently Vice Chairman International at Credit Suisse, Ambassador Mulford studied emerging African democracies at the beginning of the 1960s at Oxford. In the 1970s, he helped Saudi Arabia create its first sovereign wealth fund. In the mid-1980s, President George W. Bush appointed him Assistant Secretary, then Under Secretary for International Affairs at the United States Treasury. And, from 2004 to 2009, he served as U.S. Ambassador to India.

“With the financial crisis of 2008, we arrived at the end of a long cycle of global markets evolution which my career just happened to have matched,” he says. “It began following the Second World War. If you had asked the leading statesmen of that time—founders and leaders of the United Nations, the World Bank, the IMF, other institutions formed after the war—‘What are your key objectives?’ you would have heard one constant: That we must seek to spread freedom and prosperity more widely in the world. And if you look at the period from, say, 1960 to 2008, that is exactly what happened. We have gradually worked towards global markets. Freer movement of capital, of goods and services, of people, of technology—all of this has created a global economy, which has in fact spread prosperity and growth more widely and on a scale the world has never seen before.”

After undergraduate work in economics at Lawrence University, Mr. Mulford studied Northern Rhodesia’s first elections as a Woodrow Wilson Fellow at Boston University, then finished his doctorate at Oxford. In 1965, he was in the first class of White House Fellows, assigned for a year to the U.S. Treasury. He recalls, “I could see that if things were going to be organized and accomplished, it would be closely tied up with money and finance. So I thought, why don’t I try to understand how the U.S. economy works? I opted for that assignment, and that changed my life.”

Dr. Mulford then joined the investment bank White, Weld & Co. In the mid-1970s, White, Weld seconded him to lead an advisory team in Saudi Arabia, which was

receiving cash inflows of up to \$100 million daily following the 1973 oil price increases. He became the senior investment advisor to the Saudi Arabian Monetary Agency (SAMA), where he would stay for nine years.

“SAMA was a central bank—a government agency. It enjoyed government-to-government financial relationships that permitted access for SAMA to all the main national markets, which in those days were not fully open to cross border flows. So I witnessed the growth of a global market, in a way, before the global market took shape. Then, as other countries began to deregulate in the 1980s, a real global market emerged,” Dr. Mulford observes.

This perspective and his previous Washington experience helped prepare Dr. Mulford for his next post. Donald Regan, then-CEO of Merrill Lynch, had met him after Merrill Lynch bought White, Weld; when appointed Secretary of the Treasury, Mr. Regan called on Dr. Mulford. From 1984 to 1992, Dr. Mulford served first as Assistant Secretary, then Under Secretary for International Affairs. As the United States’ finance deputy to the G5 and later the G7, he prepared economic summits for Presidents Ronald Reagan and George H.W. Bush, and guided U.S. engagement with emerging global markets. (He also oversaw the work of Special Assistant Timothy Geithner, now Secretary of the Treasury.)

A decade later, as Chairman International of Credit Suisse, Dr. Mulford received another Washington call—President George W. Bush’s request that he serve as U.S. Ambassador to India. During his tenure, he notes, India “established itself as one of the two key emerging market countries in the world, with a hugely important future in world affairs.” Ultimately, Ambassador Mulford became the longest concurrently serving U.S. Ambassador to India.

When young people ask how someone from a small Midwestern town became a global figure, Ambassador Mulford credits liberal arts education. “The most important thing about education is not information; it’s confidence,” he says. “If you have a sufficient base in a wide variety of subjects, you feel confident that you can cope with the kind of world we live in today.”

Read more about David Mulford at <http://www.woodrow.org/newsletters> . 



Photo: Katharine Andriotis Photography, LLC



CHOOSING HIS BATTLES

Frank A. Bolden MLK '69

An apartment and a dog led Frank Bolden MLK '69 to realize that his real battles to fight were in the corporate world, creating progress from within.

After completing his undergraduate degree at the University of Vermont, Mr. Bolden intended to become a career officer in the U.S. Army. Stationed in Germany as an Airborne Ranger Infantry Officer, he was rushed back to the United States in 1966 to redeploy to Vietnam, with a temporary posting at Fort Bragg in Fayetteville, North Carolina.

Unable to find quarters on base for themselves and their baby, Mr. Bolden and his wife began searching for apartments. After several phone calls, his wife found a landlord with vacancies. "But he couldn't tell on the phone if my wife was black or not, so he asked to speak to me," recalls Mr. Bolden. While he had been raised in Georgia, Mr. Bolden's travels had changed his accent enough that his ethnicity was not recognizable by phone, and the landlord invited the Boldens to view the apartment. Mr. Bolden added, "Listen, there's something you should know. We've just returned from Germany and we have a great big black German shepherd dog.' He said, 'Oh, the dog's not a problem. Come on over.'

"I put on my uniform with all my ribbons and badges, put my family in the car, and drove over. And the look on his face was one of absolute disgust. 'Oh, no, I can't let the apartment to you.' Now, I was on my way to Vietnam, maybe to give my life, so that this guy could enjoy his freedom here, and it was okay for my dog to live in that apartment, but my wife and my baby and I couldn't."

As Mr. Bolden served in Vietnam during 1967, the civil rights riots took place back home. He recalls, "I said to myself, I'm fighting the wrong war." He resigned his Army commission and received a Martin Luther King Fellowship from the Woodrow Wilson Foundation. Designed specifically for veterans of color, the award helped finance Mr. Bolden's law degree at Columbia. He planned to work on Wall Street, learning how wealth and power can further progress, and to live with his family in Bedford-Stuyvesant, helping to revitalize the community from within.

The demands of an increasingly successful Wall Street career, however, strained his family life. In 1975 Mr. Bolden chose to move to a corporate position at Johnson & Johnson. "I still had a gratifying practice of law, but I was able to manage my time a little better and do the things for my children that I had always wanted to do," Mr. Bolden says.

At J&J, Mr. Bolden recalls, "I was the last of the generalists as far as lawyers are concerned," with responsibilities that ranged from mergers and acquisitions, international law, real estate, permitting for the building of J&J's corporate headquarters, and human relations matters. In 1984, he was appointed corporate secretary, then promoted to vice president. In 2000, he was asked to form an office of diversity, leading to his final position as J&J's vice president of diversity worldwide.

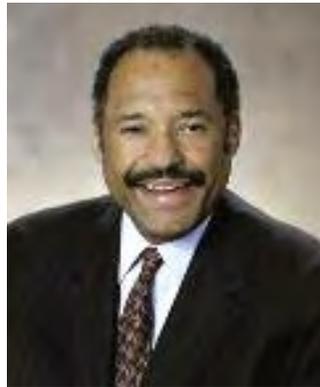


Photo: Courtesy of Frank Bolden

Thinking back, Mr. Bolden says, "The Johnson & Johnson I went into in 1975 was different from the Johnson & Johnson that I left in 2006, but it kept getting better and better. At Johnson & Johnson, they live by a credo of putting the customers first and the business afterwards"—a credo in which all employees were trained. "Being an attorney there was a pleasure," he recalls, "because whenever we were close to the line when I would have to make a judgment as to whether we could do something or not, if I said that this runs afoul of the credo, then everyone would back away. Nobody, in all of Johnson & Johnson, wanted to do anything that would tarnish the wonderful credo the company enjoyed." This ethical stance, he says, has also helped the company avoid the corporate ethical conflicts of recent years.

Mr. Bolden currently serves on New Jersey's Banking Advisory Committee and the Board of Trustees of Union County College. He is also a former chair of the University of Vermont Board of Trustees. "I think that my experience in corporate America has helped me make some nice contributions," he says. "Every little bit of experience you encounter in your journey helps you in whatever role you play." And for him, he says, "Leadership is the role I've been designated to play."

Read more about Frank Bolden at <http://www.woodrow.org/newsletters> . 

AN UNEXPECTED CAREER

Over Three Decades, Pamela McGuire WF '69 Lives the Changing American Workplace

Pamela McGuire WF '69 expected to become an archaeologist. Instead, her career in corporate law spanned major changes in American business.

As a Vassar undergraduate, Ms. McGuire discovered an interest in urban issues. While she had initially accepted a spot in New York University's art history doctoral program, her aspirations toward public service drew her to Columbia, where she completed a master's in urban planning as well as a law degree. But after she clerked for a federal judge and pursued an assignment with the U.S. Attorney's office in Brooklyn, NY, her career took a turn away from the public sector. A brief stint with a Wall Street law firm was followed in 1977 by a surprising position as an operations lawyer for PepsiCo.

"The idea, to me, of going to a big corporation was an anathema," Ms. McGuire recalls, "but actually I really liked it. ... I was in a setting where what I did every day made a difference to somebody," she says.

Initially one of just four women executives at the company, Ms. McGuire saw firsthand the evolution of attitudes toward women over her three decades with Pepsi. While she always felt recognized for her work—"I give Pepsi huge credit for that"—she still felt the need to work harder than male executives: "Whatever you did, you fell into a stereotype and it was very hard to break out of that and to be taken seriously." Ms. McGuire recalls that work style issues were especially frustrating; one year she was urged to be tougher, the next she was told she was too tough. "A lot of women," she says, "felt [they] couldn't win."

"But all that changed dramatically," she points out, "and from probably 1990 on, [the climate for women] was much more supportive. I had the great benefit of being [at PepsiCo] at a time when companies were under pressure to promote women and to have more women in senior positions. Because people knew that I was willing to work hard and make the sacrifices ... to get the job done, I was given the opportunities."

In 1998, when PepsiCo's bottling and distribution division became a separate, publicly traded company, Pepsi Bottling Group (PBG), Ms. McGuire became general counsel. "That gave me my first real experi-



Photo: Courtesy of Pamela McGuire

ence in corporate governance," she says, "working with a board of directors, auditors, accountants; SEC reporting; all of the New York Stock Exchange issues."

Such matters would become even trickier in 2002, with Sarbanes-Oxley's strict governance and compliance standards. "PBG, like all companies, went through major changes in how we did business," recalls Ms. McGuire. "[T]here were very important issues around

making sure that we were deciding our key business strategies independently of PepsiCo while still satisfying them as our major shareholder."

Parent company PepsiCo ultimately created a senior vice presidency of business practices and compliance; in 2005, Ms. McGuire was named to the position. "[S]etting up this compliance function definitely had its challenges," she says, "but it was a marvelous experience."

Her role included not only developing standards and systems, but also training employees—a situation in which her teaching experience as a Woodrow Wilson Fellow "came in handy," she remembers.

"Throughout my corporate career, but especially in the last five years, a great deal of my work was spent educating people, and thinking about how to communicate effectively." She developed online training programs and traveled around the world to educate employees on a range of ethical issues, from antitrust compliance and corrupt business practices to expense account fraud, sexual harassment, bullying, and more. "The challenge," says Ms. McGuire, "[is] to create an ethical climate within the company, and to have it be so instinctive that people know the right thing to do."

In retirement, Pam McGuire has returned to her art history roots, pursuing a master's degree in museum studies through Johns Hopkins University. She also works with the Rye (NY) Historical Society. Her early liberal arts education, she says, "gave me a breadth of perspective that I think people without that training didn't have. It allows you to develop a whole range of other interests, and... that makes you a better lawyer because you have a broader view of the world."

Read more about Pam McGuire at <http://www.woodrow.org/newsletters>. 



Photo: David Surowiecki

Comments on Current Economic Issues From James Surowiecki

On how the banking crisis has played out: “One of the things people hate pretty much across the board is inflation. But given the current unemployment rate, I think a little more inflation would have gotten people to put money to work instead of keeping it in the bank or essentially having banks just sit on their reserves.”

On jobs and the economy: “The real driver of the unemployment rate is that businesses haven’t been hiring, which created a profound dichotomy in the labor markets. If you have a job, things have been okay. If you don’t have a job, it’s been really hard to get a job, and the longer you stay unemployed, the harder it is to get a job. That’s the biggest challenge policymakers face.”

Read more from James Surowiecki online at www.woodrow.org/newsletters.

“BUSINESS AS A WAY OF THINKING ABOUT THE WORLD”:

Perspectives from James Surowiecki MN '88

How does a scholar of America’s civil rights movement wind up as a columnist on business and the economy for major national magazines?

Both fields, says James Surowiecki MN '88, “[represent] certain systems of thinking—how do systems of thinking work, how do they affect the way people actually behave in the world, how do they affect the way certain policymakers make policy or the way institutions work?”

Mr. Surowiecki, author of *The Wisdom of Crowds* (Doubleday, 2004) and editor of *The Best Business Crime Writing of the Year* (Random House, 2002), writes “The Financial Page” and blogs on “The Balance Sheet” for *The New Yorker*. He previously penned “The Bottom Line” for *New York* magazine and was a contributing editor for *Fortune*.

“Most of my life [has evolved] by chance,” says Mr. Surowiecki. During his undergraduate studies at the University of North Carolina, one professor suggested he attend divinity school because of his interest in religious history. The same professor ultimately nominated him for the Woodrow Wilson Foundation’s Mellon Fellowship, which took Mr. Surowiecki to Yale for doctoral studies in American history.

While he enjoyed the intellectual milieu of graduate school, Mr. Surowiecki was about two-thirds of the way through his dissertation—“a kind of cultural and intellectual history of the civil rights movement and post-war American liberalism,” he says—when he began to realize that academia was not his path.

Meanwhile, David Gardner, one of Mr. Surowiecki’s friends from UNC, had cofounded *The Motley Fool* and, in 1995, asked Mr. Surowiecki to become editor-in-chief of *Rogue*—a branch of *The Fool* on AOL focusing on culture and politics.

The new offer, Mr. Surowiecki recalls, “seemed like an incredible boon. When I left graduate school, the transition to writing for *Rogue* was very smooth; it made a lot of sense. I was very culturally engaged and was interested in the intersection between cultural ideas and politics and policy.”

The larger shift into business and the economy came soon thereafter. When *Rogue* folded in 1997, Mr. Surowiecki went to work directly for *The Fool*, writing primarily on finance and investment. Not long after, the online magazine *Slate* formed a partnership with *The Fool*, and Mr. Surowiecki became *Slate*’s “Moneybox” columnist. The position launched his later work for *New York* magazine, *Fortune*, and, in 2000, *The New Yorker*.

“The important context for all of this is that I was really coming to this [field] from the outside, having been a grad student in American history,” says Mr. Surowiecki. “In the late 1990s ordinary readers, so to speak—people who didn’t necessarily have a lot of financial background, or who were not all that interested in finance—started to think that finance was probably important to know about. It had to do with people managing their own money, the cultural energy that the stock market started to take on, and people watching CNBC. So it started to make sense for non-business magazines and websites to write about this stuff in a way that felt accessible and engaging.”

While the content of his current work seems far from his erstwhile scholarly interests, Mr. Surowiecki cites the intellectual similarities. “I’m most interested in business as a way of thinking about the world, a way of thinking about how people can be organized, and about ideologies and biases shape our decisions.

“Business is fascinating, like any human endeavor—it’s fascinating when people come together collectively to try to accomplish some goals. Sometimes they’re good goals; sometimes they’re not good goals. It gives you a really fascinating look at why some things work and other things don’t, why people make mistakes, what biases we bring to these endeavors that end up shaping our decisions.”

Although Mr. Surowiecki’s trajectory has taken him outside the academy, the academic spirit of intellectual inquiry, he says, continues to shape his life. “That model of spending your days reading and writing and thinking—that’s something I have carried over and tried to model my life with. What I do now, it’s not really that different.” **WWW**

OUR HISTORY IN THE STARS

Continued from page 9

The JWST is not a replacement for the Hubble but an extension, says Dr. Mather. “They really do different science,” as the Hubble observes ultraviolet and visible light wavelengths, while the JWST will observe infrared wavelengths. “Hubble has discovered [things that] tell us there are mysteries just beyond where it can see. Hubble says, ‘See all these beautiful galaxies from the earliest times of the universe? We can tell that there are more beyond that and we can’t see them.’ We need something that’s able to look at longer wavelengths.”

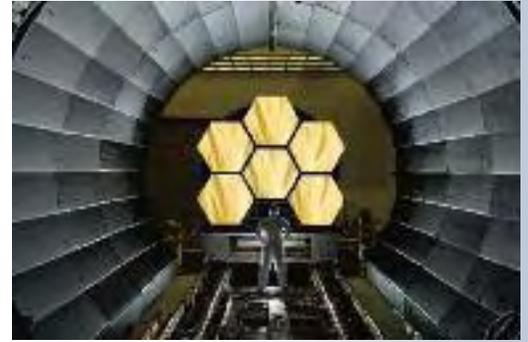
In addition to being able to see these “first galaxies,” the JWST will also “see inside the birthplaces of new stars and planets,” says Dr. Mather. “It’s happening as we speak...but they’re mostly hidden from us because they’re inside dusty clouds of gas. The infrared light will go through the dust, or around the dust, and we can see in.

“To me this is really exciting because it’s part of working out our own history—the history of how we got

here from the Big Bang. It’s a long story. The biologists have a part to play, they need to figure out the life part; but we on the astronomy side can tell them about the physics part.” For example: “How does the earth come to have the right temperature and pressure and chemistry to support life here?”

As amazing as the astronomical discoveries have been and will be, the “practical arm of NASA is really important too,” Dr. Mather points out. “We can tell very clearly, from Earth observations from space, that we have a big problem here—where climate is changing, rainfall patterns are changing, the oceans are warming up, the oceans are getting more acidic...It might not be as surprising to people as what we discover with astronomy, but it’s absolutely critical to our future.”

Read the full transcript of Fellowship’s interview with Dr. Mather at <http://www.woodrow.org/newsletters>. 



A NASA engineer looks on as the first six of 18 primary mirror segments are prepped to begin final testing.
Photo: NASA/MSFC/David Higginbotham

DIGITAL REVOLUTION, HUMAN INSTITUTIONS

Continued from page 9

to tasks, individual achievement, hierarchy, and place within a larger managed structure. “We’re still trying to keep up with the 20th century. We’re still educating young people pretty much as if the Internet didn’t exist—both in K-12 and in some ways even more so on the university level. ...We can think right now about making [institutions] that reflect the new ways we interact with one another as a democracy, as thinkers and workers, as learners.”

As vice provost for interdisciplinary studies at Duke University, Dr. Davidson was charged to create true cross-university programs. Committed to using technology in innovative ways, she and her team decided in 2003 to give the new music-listening device of the iPods to all incoming Duke freshmen. When upper-classmen felt excluded, the team offered an incentive: “We said they could have free iPods if they could come up with educational uses for iPods and convinced a faculty member to build the iPod into the syllabus,” she says. Soon, students across campus had invented a wide variety of iPod uses, including a diagnostic tool for heart arrhythmias and an environmental studies project that led to some of the earliest podcasts. Within one semester, Duke had given away more iPods to student innovators than to the entire freshman class.

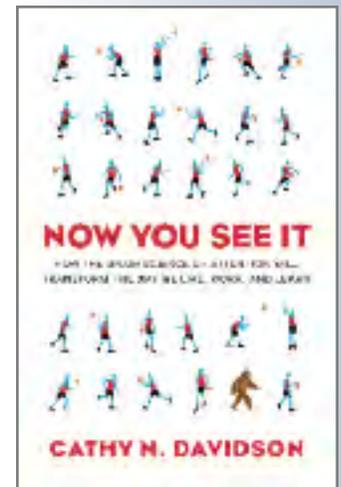
Technology encourages not only new uses, but new and unanticipated ways of working, such as crowdsourcing. “I went back to 2002 to see if anyone predicted

Wikipedia’s success. A good deal of rational choice economic theorists said there was no way people would, for free, contribute knowledge to an online encyclopedia that would be available for free.” Today Wikipedia is the biggest, multilingual encyclopedia in history, and one of the 10 most visited websites. “Nobody could have even imagined that humans were capable of that kind of collaborative, non-profit productivity.” She cites other examples of crowdsourcing—the Arab Spring, Occupy Wall Street, the Stop PIPA blackout, even medical research—as evidence of the fundamental change the Internet makes possible.

As with any advancement, she says, resistance is inevitable. When Dr. Davidson first started hearing complaints about the Internet—how it would make humans shallow or leave children susceptible to predators—she realized they echoed Thomas Jefferson’s criticisms of the novel, as well as arguments about industrial technology in the late 18th and 19th centuries. She has one word for those concerned about the deleterious effects of technology: “Relax.”

“We’ve gone through an amazing change since 1993 [when the Internet became publicly accessible]. One generation in, this is a time to be introspective, to figure out what we need from this technology,” she says. “‘Do it yourself’ is the motto of the Internet, and we need institutions that teach us how to do it ourselves, well.”

Read more about Cathy Davidson at <http://www.woodrow.org/newsletters>. 



BOOK SPOTLIGHT

AWARD WINNERS

THE SWERVE

How the World Became Modern

Stephen Greenblatt WF '64 H

**Pulitzer Prize, General Nonfiction
National Book Award, Nonfiction**

In *The Swerve*, Stephen Greenblatt WF '64 H argues that one man's discovery of a manuscript of Lucretius' *On the Nature of Things* changed the world. The ideas in the epic poem inspired influential thinkers such as Galileo, Freud, Darwin, and Einstein. Traces of it can even be found in the *Declaration of Independence*.

"Of all ancient masterpieces, this poem is one that should certainly have disappeared," he explains. "That it did not disappear, that it surfaced after many centuries and began once again to propagate its deeply subversive theses, is something one could be tempted to call a miracle. But the author of the poem in question did not believe in miracles...He posited instead what he called a 'swerve,'...an unexpected, unpredictable movement of matter. The reappearance of his poem was such a swerve."

The John Cogan University Professor of the Humanities at Harvard University, Stephen Greenblatt's previous book, *Will in the World: How Shakespeare Became Shakespeare*, was a finalist for the Pulitzer Prize and the National Book Award in Nonfiction.

LIBERTY'S EXILES

American Loyalists in the Revolutionary World

Maya Jasanoff MN '97

National Book Critics Circle Award, Nonfiction

Much has been written about the American Revolution—most of it about the victors. What happened after the war to those who had been loyal to British Crown? That is the question Maya Jasanoff MN '97 undertakes in *Liberty's Exiles*, taking up the story of and following the loyalists after the Revolution. The story is a global one, she says, as many loyalists fled and relocated to areas such as Nova Scotia, the Bahamas, Jamaica, Sierra Leone, and, of course, India.

Searching an array of archives in the United States and abroad, Dr. Jasanoff studied records and letters of a "cast of characters" that includes a Mohawk Indian raised under British patronage who recruited Iroquois to the British cause; a runaway slave from Virginia who later led a project to relocate black loyalists to Sierra Leone; and a loyalist doctor's wife whose post-revolution life took her first to Edinburgh, then Jamaica, then Nova Scotia.

Maya Jasanoff is professor of history at Harvard University. Her previous work *Edge of Empire: Lives, Culture, and Conquest in the East, 1750-1850* was awarded the 2005 Duff Cooper Prize and selected as book of the year by several publications.

LONG-TIME BESTSELLERS

ONE FLEW OVER THE CUCKOO'S NEST

Ken Kesey WF '58

One Flew Over the Cuckoo's Nest by Ken Kesey WF '58 was recently reissued with its original jacket design in honor of its fiftieth anniversary. A book often overshadowed by its cinematic version, its cover usually includes a knit-cap wearing Jack Nicholson. *Los Angeles Times* critic Carolyn Kellogg recently read the reissued novel, endeavoring to answer if it stands the test of time.

"Although the formula that makes a book popular remains impossibly mysterious, one factor is the cultural environment in which it lands," says Ms. Kellogg. "As the culture changes, some books that appear significant for a time may fail to endure. I had feared *One Flew Over the Cuckoo's Nest* would be one of those books. But it isn't. In it, a stranger walks into a closed environment and subverts the rules, asking all along why anyone would passively live that way. This was a message embraced by the hippies of the '60s, but it resonates just as strongly with those who occupied Wall Street. Fifty years later, Kesey's work is still great."

Ken Kesey was awarded his fellowship in 1958, enabling him to enroll in Stanford University's creative writing program. There he studied under Wallace Stegner and began the manuscript that would become *One Flew Over the Cuckoo's Nest*. The story was based on Mr. Kesey's experiences working the night shift at a veterans' hospital.

IN OTHER WORLDS

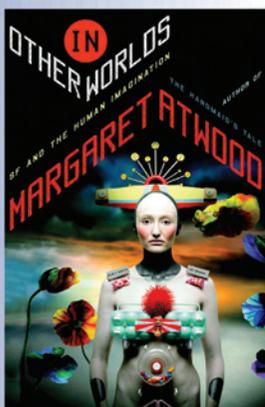
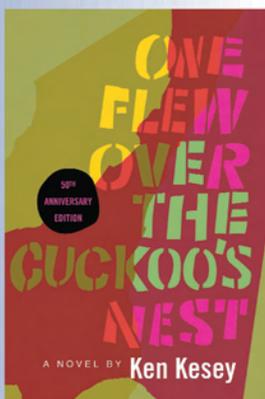
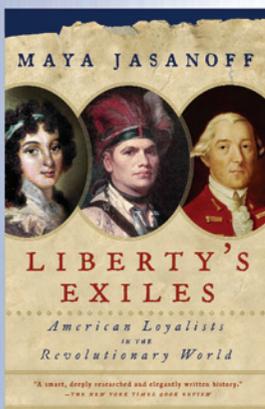
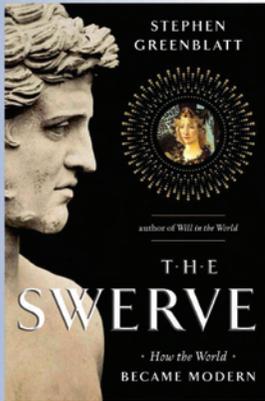
SF and the Human Imagination

Margaret Atwood WF '61

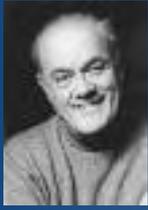
In Other Worlds is a series of essays exploring Ms. Atwood's relationship with "science fiction." It is also partly an answer to a criticism by acclaimed science fiction writer and critic Ursula Le Guin—to whom the book is dedicated—published in the *Guardian* in 2009.

Ms. Atwood's books *The Handmaid's Tale*, *Oryx and Crake* and *The Year of the Flood* are wonderful examples of science fiction, says Ms. Le Guin and claims that Ms. Atwood argues against the categorization—preferring them to be called "speculative fiction" instead—for fear that they will be not be considered for major literary prizes if called "science fiction." "The motive imputed to me is not in fact my actual motive for requesting separate names," says Ms. Atwood, explaining that, for her, "If it is realistic or plausible, then it is not science fiction."

Margaret Atwood is an award winning author of more than forty books, including *The Edible Woman*, *Surfacing*, *Alias Grace*, *The Blind Assassin*, *Oryx and Crake*, and *The Year of the Flood*. [WW](#)



NOTES ON FELLOWS



Charles Rosen WF '47, pianist and scholar, was awarded a 2011 National Humanities Medal “for his rare ability to join artistry to the history of culture and ideas. His writings—about Classical composers and Romantic tradition—highlight how music evolves and remains a vibrant, living art.” Dr. Rosen earned a Ph.D. in French literature from Princeton University, teaching for two years at M.I.T. before leaving to pursue his music career full-time. Among his many achievements are the first complete recording of Claude Debussy’s *Études* and a 1972 National Book Award for his work *The Classical Style*. A new collection of his essays is forthcoming from Harvard University Press.

Sharon Ann Holt WS '87 has been appointed executive director of the New Jersey Council for the Humanities. For the last three years, she was executive director of the Sandy Spring Museum, a community history museum in the Maryland suburbs of Washington, DC. After earning a Ph.D. in American history, Dr. Holt spent almost ten years in academic teaching before she began her public history career by founding Living Legacy Chau-



taquua, a nonprofit outreach organization that used humanities-based programs to undermine hate group recruiting in Pennsylvania. She is the author of *Making Freedom Pay: North Carolina Freedpeople Working for Themselves, 1865-1900* and *Constructing a Modern Past: Museums, Democracy, and the 21st Century*, a work in progress.



Fredric Jameson WF '54 H was awarded the sixth Lifetime Scholarly Achievement award from the Modern Language Association. Currently the William A. Lane Jr. Professor of Comparative Literature and professor of Romance studies at Duke University, Dr. Jameson has taught at Harvard University; the University of California, San Diego; Yale University; and the University of California, Santa Cruz. The author of more than twenty books, Dr. Jameson is known for his contributions to Marxism, his work on Continental literary theory, and his articulation of the concept postmodernism. In 2008, he received the Holberg International Memorial Prize for his scholarship.

Photo credits: Charles Rosen – Don Hunstein; Sharon Ann Holt – Sharon Ann Holt, Fredric Jameson – Chelsea Pieroni, Duke University, The Chronicle

AWARDS

Elizabeth Anderson CN '86 received the 2011 Joseph B. Gittler Award from The American Philosophical Association for her work *The Imperative of Integration* (Princeton University Press, 2010).

Michael K. Bourdaghs MN '89, Atsuko Ueda, and Joseph A. Murphy received the 9th Aldo and Jeanne Scaglione Prize for a Translation of a Scholarly Study of Literature from the Modern Language Association for their translation of *Theory of Literature and Other Critical Writings*, by Natsume Sôseki (Columbia University Press, 2009).

William A. Lovis WF '73 received the 2011 Distinguished Career Award from the Midwest Archaeological Conference.

Janel Mueller WF '59 and Joshua Scodel received the 9th MLA Prize for a Distinguished Scholarly Edition for *Elizabeth I: Translations, 1544–1589* and *Elizabeth I: Translations, 1592–1598* (University of Chicago Press, 2009).

Arnold Rampersad BS NAC was named the recipient of the Biographers International Organization’s 2012 BIO Award.

Vivasvan Soni AP '00 was awarded the 18th Annual MLA Prize for a First Book for *Mourning Happiness: Narrative and the Politics of Modernity* (Cornell University Press, 2010).

APPOINTMENTS

Ezekiel J. Emanuel CN '86 was appointed the 13th Penn Integrates Knowledge University Professor at University of Pennsylvania in September 2011. He also serves in the newly created position of Vice Provost for Global Initiatives at the university.

Ambassador June Carter Perry WF '65 was appointed the Cyrus Vance Visiting Professor of International Relations at Mount Holyoke College.

David Schwebel CH '99, professor of psychology at the University of Alabama at Birmingham, was appointed Associate Dean for Research in the Sciences at the College of Arts and Sciences.

OTHER ACCOMPLISHMENTS

Jing Tsu MN '95 became the first person to be tenured professor of modern Chinese literature and culture at Yale University in 2011 and is a fellow at the Center for Advanced Study in the Behavioral Sciences at Stanford (2011–2012). She is a recent recipient of the New Directions Fellowship (Andrew W. Mellon Foundation, 2011) and will be at the School of Historical Studies at the Institute for Advanced Study at Princeton University in spring 2013.

RECENT PUBLICATIONS

Christopher Breiseth WF '58 and Kirstin Downey—editors, *A Promise to all Generations: Stories & Essays about Social Security and Frances Perkins* (Frances Perkins Center, 2011)

Eleanor Courtemanche MN '91—*The “Invisible Hand” and British Fiction, 1818–1860: Adam Smith, Political Economy, and the Genre of Realism* (Palgrave Macmillan, 2011)

Sarah Damaske WS '07—*For the Family?: How Class and Gender Shape Women’s Work* (Oxford University Press, 2011)

Kirsten Marie Delegard MN '92—*Battling Miss Bolsheviki: The Origins of Female Conservatism in the United States* (University of Pennsylvania Press, 2011)

Continued on page 14

FOUNDATION UPDATES

Fred Grauer WF '69, Woodrow Wilson Board Chair, to Complete Term



Frederick L.A. Grauer WF '69, a Trustee of the Woodrow Wilson Foundation since 2000 and Chair of the Board since 2009, will complete his third and final year-long term of service as Chair in June 2012.

Under Dr. Grauer's leadership, the Board has streamlined its governance, meeting structure, and committees, and has continued to build out its membership. He has also provided guidance for the Foundation's development of its strategic planning process, and for thoughtful new approaches to capital issues.

During Dr. Grauer's tenure as Chair, the Woodrow Wilson Teaching Fellowship has grown from one state to three, with at least two others in discussion. More than 600 Teaching Fellows have been named, with an estimated impact on the lives of 60,000 students annually. In addition, 250 Fellowships have been awarded in other Woodrow Wilson programs, such as the Newcombe and Pickering Fellowships. During the same period, the Foun-

ation's annual unrestricted fundraising has grown by nearly 50 percent to more than \$1.25 million, with more than \$50 million raised from foundations and other funders to support specific Woodrow Wilson programs.

Dr. Grauer, who also chairs the board of Purfresh, Inc., was for nine years Senior Advisor to Barclays Global Investors and its acquiror, BlackRock, Inc., and was for 15 years the Chairman and Chief Executive Officer of Barclays Global Investors and its predecessors. He holds a Ph.D. from Stanford University and was a professor at M.I.T. and Columbia University. *Global Custodian* recognized him as one of the 100 most important contributors to modern finance in the 20th century.

Chair-Elect Walter W. Buckley, Jr., co-founder and president of Buckley Muething Capital Management (Bethlehem, PA), will take office as Chair as the Foundation's new fiscal year begins on July 1. Dr. Grauer will serve as immediate past chair. [WW](#)

Lauren Maddox Joins WW Board of Trustees



In February 2012 the Woodrow Wilson Board elected new Trustee Lauren Maddox. A principal at the Washington, DC-based Podesta Group, Ms. Maddox provides clients with insider advice on how public policy is created and communicated.

During President George W. Bush's administration, Ms. Maddox was appointed Assistant Secretary for Communications and Outreach at the Department of Education. She began her career on Capitol Hill in 1989, serving as senior spokesperson and communications strategist for two national health care trade as-

sociations. She eventually became a senior communications adviser to the House Republican leadership, including former Speaker of the House, Newt Gingrich, former Republican Conference Chairman J.C. Watts, Jr., and former Rep. Joel Hefley.

A Milwaukee native, Ms. Maddox holds a bachelor's degree in psychology from Creighton University and a master's in journalism from Northwestern University. She serves on the Board of the American Action Forum and the DC Advisory Board of Education Pioneers. [WW](#)

RECENT PUBLICATIONS

Continued from page 13

Joellyn Duesberry WF '66, Carl Little, and David Curry—*Elevated Perspective: The Paintings of Joellyn Duesberry* (Rose Fredrick Fine Art Publishing/distributed by University of New Mexico Press, 2011)

Brenda Dixon Gottschild WS '79—*Joan Myers Brown and the Audacious Hope of the Black Ballerina: A Biohistory of American Performance* (Palgrave Macmillan, 2011)

Sandra M. Gustafson CN '91—*Imagining Deliberative Democracy in the Early American Republic* (University of Chicago Press, 2011)

Michael Lempert CN '02—*Discipline and Debate: The Language of Violence in a Tibetan Buddhist Monastery* (University of California Press, 2012)

Mary Mackey WF '66—*Sugar Zone* (Marsh Hawk Press, 2011)

Ralph Nader WF '63—*Getting Steamed to Overcome Corporatism: Build It Together to Win* (Common Courage Press, 2011)

Carole Watterson Troxler WF '64—*Farming Dissenters: The Regulator Movement in Piedmont North Carolina* (North Carolina Office of Archives and History, 2011)

Hilma Wolitzer VF—*An Available Man* (Ballantine Books, 2012)

Due to space limitations we cannot print the full list of recent publications by Fellows. A more complete list can be found on the Woodrow Wilson website at http://www.woodrow.org/about_fellows/news.php.



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NOTED POET ALICIA OSTRIKER SUPPORTS WW WOMEN'S STUDIES FELLOWSHIPS



Photo: J. P. Ostriker

This year's Woodrow Wilson Doctoral Dissertation Fellowships in Women's Studies have been made possible, in part, by a gift from noted feminist poet Alicia Ostriker and her husband, astronomer Jeremiah Ostriker.

Created in 1974, the WW Women's Studies Fellowship supports the final year of dissertation writing for Ph.D. candidates in the humanities and social sciences whose work addresses topics of women and gender in interdisciplinary and original ways. For 2012, six Fellows have been named,

including the first Alicia S. Ostriker Fellow in Women's Studies, American Literature.

"As a woman writer, poet, critic who has been a feminist since the 1970s, I am deeply aware of how much we have gained and how much there remains to do," said Alicia Ostriker of her commitment to the program. "I have always supported feminist scholarship and poetry, and helping Woodrow Wilson support feminist work is just an extension of what I do personally."

For the full story, including the list of the 2012 WW Women's Studies Fellows, see p. 4.