Underway, the skipper sits aft and controls the tiller and mainsail; the crew, in front, controls the jib. “You’re trying to create the perfect flow [of wind] over both sails,” says Bonney. Teams try to anticipate wind shifts and manipulate the next puff coming in. “You’re a weird short-term weather forecaster,” Doyle explains, then adds, “Making the boat go fast is only a small part of winning—everyone knows how to do it. Olympic and America’s Cup sailing is so boring to watch; all it is is two boats going fast. Our races are only 20 minutes long; speed might gain you six feet in five minutes. You can get a bigger gain than that from a perfectly executed roll tack.” The roll tack involves close coordination of skipper and crew, who quickly shift their bodies from one side of the dinghy to the other while changing from port to starboard tack or vice versa. The force of the sail swinging to the opposite side and immediately filling with air can jump the boat forward. With two upwind legs and perhaps 20 tacks in a race, cumulative gains can be great. “A lot of little things makes the difference,” says Doyle.

The same might be said of the Harvard sailing program. O’Connor arrived in 1990 as assistant to longtime coach Mike Horn ’63. In 1997 O’Connor became head coach and has seen his team finish in the top five at the coed dinghy championships each year since 1998.

Though the program has roots in the Harvard Yacht Club, founded in 1894, and despite the display of alumni names like Harold Vanderbilt on the walls of the Sailing Center, the Crimson’s success is anything but the triumph of a socioeconomic elite. College sailing, with its short course and small, standardized, inexpensive boats, is designed to be practical almost anywhere, and in fact about 160 colleges have sailing teams, including 44 in New England. Except at the U.S. Naval Academy, sailing scholarships are not allowed. And don’t forget all those freshmen beginners. Of course, they can also prove to be an advantage. “It’s better to train crews from scratch,” says a smiling Bonney. “We have no bad habits!”

~CRAIG LAMBERT

A Rebel with Numerous Causes

Carl Pope has spent nearly 30 years fighting for the environment.

It was November 1966, and Carl Pope ’67, stationed in front of Quincy House, was about to get one of his first tastes of political activism. Pope, now executive director of the Sierra Club, the country’s oldest and largest environmental advocacy group, recalls that he and his pacifist friends were geared up for what they called “Indian corraling: where you surround someone nonviolently and hope they talk to you.” That someone was then U.S. Secretary of Defense Robert S. McNamara. He had been invited by the new Kennedy Institute of Politics to meet with a small group of undergraduates at Quincy House. “That was not acceptable to us,” Pope recounts. “We wanted a public debate on the war and we thought, ‘If he won’t do it, then we won’t let him leave.’ What would that actually accomplish? It wouldn’t accomplish much, but we hadn’t done anything for a while. We were 19 and wanted to do something” about Vietnam. “I wasn’t very happy with the decision and wasn’t planning to go. But there was a girl I thought was very cute and she was going.” As it happened, McNamara was able to make it to a car (“thanks to a bunch of pro-war fellows from Quincy House,” Pope recalls). “I was standing right next to the car. Nobody seemed to have any idea what we were going to do to prevent him from leaving, so I got in front of the car and lay down,” he says. “It played out very badly. They got my bursar’s card. Everyone got a black eye. [Dean of students Robert B.] Watson called me in and said, ‘Mr. Pope, I cannot believe that a cabinet officer of the United States of America cannot walk through the streets of Cambridge.’ And I thought, ‘I can’t believe the University doesn’t read the Crimson,’” because the stu-
JOHN HARVARD'S JOURNAL

After 43 Years

In her early days at the Harvard Alumni Association, Joanne K. Woods not only worked closely with the board of directors, she took care of almost everything else around the office: human resources, payroll, supplies, the reception area. “If the Xerox machine broke down, I was the person to call,” she says. “If someone felt too hot or too cold, they called me to fix it.”

Of late, her role has been more narrowly defined. As assistant director of board services, she organized events and information for the board, and served as liaison for the Happy Observance of Commencement Committee. But some of the hundreds of alumni who worked with her for the last 24 years still turned to her for help—which she consistently provided with a knowing smile. “I’ve been here so long—it’s the institutional memory,” she says. Just before Commencement, for example, Woods received a call from the Boston Globe asking her for a list of Harvard’s Commencement speakers.

“Someone gave them my name, and thought I would have the answer to that—off the top of my head,” says Woods, laughing. “The Globe wanted everyone from the last century. I thought, ‘Gee, I haven’t been around that long.’” She patiently listened, and sent them to the correct place—University Archives. “I’ve always believed in customer service,” she explains, “and doing as much as we can to get people an answer.”

It’s true. Her hard work, grace, and congenial spirit have deeply affected the organization, which is why her retirement at the end of June demanded more than a simple good-bye party. “She’s a solid person, a model of everything you would like to see,” he adds. “The alumni are always drawn to her—her style is such that they love her.”

Woods came to work at Harvard’s Office of the Governing Boards as a staff assistant in 1959, fresh out of Colby College. “It’s been a long one. It’s been a great one—obviously,” she says of her career. “Otherwise I wouldn’t have stayed here all this time.” She spent a decade working for William Bentinck-Smith, assistant to President Nathan Pusey; then worked at the previous incarnation of the HAA for a year (1971-2), before moving to the Office of Alumni Affairs and Development at Holyoke Center; then on to athletic fundraising (where she first met Jack Reardon). She returned to the HAA for good in 1978, under the leadership of David Aloian. Over the years, says Wood, she has seen the organization grow from a “club-like” group of College graduates into a much larger, more dynamic and diverse organization focused on University-wide endeavors.

As for her own immediate plans, Woods says she might use one of her retirement gifts—plane tickets to travel anywhere in the United States—to visit Glacier National Park. Reinvigorating her golf game is also high on the list, as is reading, playing bridge, and volunteering through her Wellesley church. Retired friends say, “You need some structure, you can’t waste the days,” she says, “but I don’t think that will be a problem.” She talks of missing colleagues and alumni, and “ending my relationships with all the wonderful people I’ve worked so closely with over the years. That is the hardest part.”

—N.P.B.

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until he moved to California in 1973 “to live somewhere else and try somewhere different.” Once there, he gravitated toward the politically active, San Francisco-based Sierra Club, founded in 1892. Over the years, he has worked as a lobbyist, community organizer, fundraiser, and analyst. He co-wrote what is known as California’s Proposition 65, the Safe Drinking Water and Toxic Enforcement Act of 1986, and has written widely for environmental magazines; in 1983 he coauthored *Hazardous Waste in America*, published by Sierra Club Books.

During his tenure, Pope has seen the organization grow from 139,000 members to more than 700,000 members and a staff of 500, which he oversees. “I never actually planned to be the executive director,” he concedes. “I was always two or three years away from leaving, and then my job would change. Eventually I outlasted almost everybody else. I found myself in senior levels,” and in 1992 got the job. As the organization’s highest-ranking staff member (the presidency job, held by Jennifer Ferenstein, is voluntary), Pope is also its most vocal and visible representative.

The Sierra Club ranks as less political and left-leaning than Greenpeace, but more so than the National Audubon Society and the National Wildlife Federation, the other U.S. environmental groups with which it is most closely aligned. John Flicker, president of the National Audubon Society, calls Pope “a visionary in public-policy thinking.” The two have worked together on a variety of issues since Flicker took his post seven years ago. “Carl is usually on the cutting edge for advocacy for the environment. He’s extremely articulate and especially adept at turning a phrase to make it sink in with the public,” Flicker adds. “When it comes to a debate on environmental policy, I’m glad he’s on our side. He is good.”

Pope says “shortsightedness” is the biggest, most frustrating obstacle to enacting environmental changes. “The hardest projects are those that have the longest time horizons and the least urgency, even if they are very important,” he says. “Our political leaders are less and less likely, in both parties, to look at the overall, long-term needs of the nation, and more likely to put parochial, narrow, partisan, and local short-term needs ahead of what the nation needs. This was most spectacularly shown by the [March 2002] vote on fuel economy,” he says, referring to congressional rejection of a bill that would have raised mileage standards for sport-utility and other vehicles—requiring, for example, that a Ford Explorer get 34 miles per gallon, not 19.

The Sierra Club is launching a major, multiyear campaign to get American auto consumers to demand that the industry offer an option called the “Freedom Package” on all models. “It’s a set of technologies like multivalve injection and variable-speed transmissions that would,” Pope says, “enable cars to get dramatically more miles per gallon, would save drivers thousands of dollars over the life of a vehicle, would eliminate millions of tons of the carbon pollution that causes global warming, and would reduce our dependence on Middle East oil.” (For the record, he drives a 1995 Ford Aspire—“41 mpg,” he adds.)

Pope counts among his accomplishments “beating back the Newt Gingrich ‘Contract with America’ in 1995, which virtually every major environmental group called an attack against the laws that protect natural resources. As for the current Bush administration, Pope declares that it “is the most diligently opposed to long-range protection of the air, water, and lands of this nation of any we have had in my lifetime.” He also faults the Clinton administration for “the decision in 1995 to sign the clear-cut logging rider that delayed for years the reform of the National Forest Service.”

Pope is encouraged, however, by a “renewed commitment of America’s churches, synagogues, and mosques to do their part in protecting the environment, and the similar dramatic upswing in direct involvement by African-American, Hispanic, and Asian communities all over the country.” Though the environmental movement “is still far, far too white,” he says, “environmental issues are now engaging a much more diverse cross-section of America.”

One of the challenges the Sierra Club faces in broadening its predominantly white, middle-class base, is that “it’s quite difficult to get people comfortalbe with working in a multiclass, multiethnic context,” Pope says. For example, “most of our members are well-educated, and better at talking than at listening. That’s pretty intimidating for someone without a formal education who comes to a first meeting. Unless we’re careful—and we haven’t been careful enough—that person is not going to have a positive experience, and won’t come back.”

The Sierra Club recently announced that it would place more emphasis on what it stands for, instead of what it is against. “We have a tendency to act as if people are motivated mainly by anger or fear, when in fact we know better—that hope and optimism are more critical motivational factors,” Pope explains. “We have a large body of data suggesting, for example, that as long as we keep telling people all the awful things that will happen if we don’t deal with global warming, they just get depressed, and depressed people don’t take action. But if we start emphasizing that they can make a difference just by making sure that they ask their local auto dealer for the ‘Freedom Package’ when they buy a car, or changing the kind of light bulbs they use, this empowers them to take action.”

Meanwhile, along with its book-publishing arm, the Sierra Club is moving into television production. This year it coproduced (with Ric Burns) the documentary *Ansel Adams*, which first aired in April on

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**Double Duty**

*When he stepped down as president of the Harvard Law School Association on Class Day, June 5, ending a two-year term, Robert N. Shapiro ’72, J.D. ’78, completed a unique form of service to the University. He is the only person known to have been president of both the Harvard Alumni Association (1991-1992) and a graduate or professional school’s alumni body. In addition to his law practice at Ropes & Gray in Boston, Shapiro is or has been active in the HAA’s Harvard-Cambridge Scholarships Committee, as a trustee of Phillips Exeter Academy and Peabody Essex Museum, a director of Harvard Magazine, and cochair of his College class’s thirtieth reunion, which mercifully occurs after the end of his HLSA presidency.*

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Elected to the Board of Overseers for six-year terms were:

- Frances D. Fergusson, Ph.D. ’73; B.A. ’65, Wellesley. Poughkeepsie, N.Y. President, Vassar College.
- Penny Pritzker ’81; J.D.-M.B.A. ’85 Stanford. Chicago. President and CEO, Pritzker Realty Group; chair and CEO, Classic Residence by Hyatt.
- Jaime Sepulveda, M.P.H. ’80, M.P.T. ’81, S.D. ’85; M.D. ’78 National Autonomous University of Mexico. Mexico City. Director general, National Institute of Public Health; dean of the School of Public Health of Mexico.

The newest HAA Directors, elected for three-year terms, were:

- Peter A. Carfagna ’75; J.D. ’79; M.A. ’77, Oxford. Cleveland. Chief legal officer, general counsel, and senior staff vice president, IMG Worldwide Inc.
- Eleanor Greenberg White ’67, Loeb Fellow ’79 (Graduate School of Design); M.P.A. ’75 Northeastern University. Newton. Mass. President, Housing Partners Inc.


Four other winners were also publicly honored by HAA president Karen Spencer Kelly ’80 at the organization’s annual meeting on June 6.

For Peter A. Brooke ’52, M.B.A. ’54—Harvard’s 33rd Overseer and ambassador at home and abroad, your leadership and loyalty are only surpassed by your service and generosity to the University and its alumni over half a century.

For Sharon Elliott Gagnon, Ph.D. ’72—As President of the Board of Overseers and President of the Harvard Alumni Association, you have guided us with grace and skill, firmly anchored in Alaska while opening new frontiers for Harvard.

For Jeremy Knowles, —Distinguished Dean of the Faculty of Arts and Sciences, retiring but never shy, you have met every challenge to improve and strengthen Harvard, reaching out to students, faculty, and alumni with wonderful wit and warmth.

For John A. Lithgow ’67—Our irrepressible and intellectual impresario, whether resplendent in an Overseer’s top hat or marching at the front of a parade, you have played a starring role in making the arts a vital part of a Harvard education.

For Daniel C. Tosteson ’46, M.D. ’48—True citizen of Harvard and devoted Dean of the Medical School for 20 years, you have forged new pathways of learning and influenced medical education around the world by your exemplary teaching, research, and leadership.