

2006, as HMI was losing its champions within the University: HMS dean Joseph B. Martin announced plans to step down in October of that year, and the presidency of Lawrence H. Summers, an ardent supporter of the Dubai project in particular, came to an early end. Interim president Derek Bok brought to Massachusetts Hall a skeptical view of Harvard's involvement in commercial enterprises—his books include *Universities in the Marketplace: The Commercialization of Higher Education*, which warns against allowing the profit motive to compromise universities' academic mission.

And in the wake of huge federal fines against the Harvard Institute for International Development (another Harvard-run provider of international consulting services) following alleged misconduct by leaders of its economic advising work in Russia, and the institute's dissolution, University leaders reviewed controls over all overseas projects. Harvard vowed to evaluate all its freestanding "centers" on a regular basis and convened a task force that considered the University's international priorities; Domínguez, Madero professor of Mexican and Latin American politics and economics, chaired this task force in 2004 and 2005.

In July 2006, Domínguez joined the provost's office, and a report on HMI from an external review committee—comprising people from outside HMS, appointed by Martin—landed on his desk. The report judged HMI's activities insufficiently academic, citing a number of factors including, says Domínguez, the finding that HMI work did not count in promotion and tenure considerations for HMS. (Not everyone agrees with this assessment. Robert K. Crone, who was HMI's president and CEO from 1994 until 2007 and now works in the higher-education practice of the Huron Consulting Group in Boston, says work for HMI has factored into two promotions to full professor at HMS in the past year alone.) The external review committee's findings led Harvard to commission McKinsey & Company to recommend "options" for HMI's future, says Domínguez. The McKinsey report, he says, provided additional justification for severing ties with HMI: it found that three-quarters of

HARVARD PORTRAIT



John Chervinsky

Like many people, John Chervinsky takes his work home. But what this lab engineer takes home may one day end up in a museum. In his second career, as a still-life photographer, he places scientific bric-a-brac (a magnet, a tuning fork) alongside other objects (a candle, a lily), aiming to ask a question or illustrate a problem. "The creative side of good science comes from the same place in the mind as the creative side of making art," he says, "yet scientists and artists don't interact with each other as much as they should." His own propensity to tinker, whether with photographs or lab equipment, comes from his father, who was a machinist and factory foreman in Niagara Falls. In 1984, after earning a degree in electrical engineering, Chervinsky moved to Boston, where in time he got a job as a lab technician with Rumsford professor of physics and McKay professor of applied physics Jene Golovchenko, and also began experimenting with photography. (He still works with Golovchenko, now as the laboratory engineer for the Harvard Nanopore Group; see "A Personal Genome Machine?" March-April 2007, page 11.) When, all within a few weeks in 2001, his wife, Kirsten, became seriously ill, the World Trade Center was attacked, and his friend and fellow photographer Guy Pollard died unexpectedly, Chervinsky found himself retreating often to his attic studio. Photography, no longer merely a hobby, helped him deal with a life that then was "just falling apart." The work he did impressed the local arts community, and in 2005 the Griffin Museum of Photography mounted his first solo exhibition. Since then, he's shared his scientific still-lives with gallery-goers from Santa Fe to New York City.