noted “the much improved flexibility of the portfolio we are managing today,” the result of “attend[ing] closely over the last two years to liquidity, capital commitments, and risk management.” Having built up cash during fiscal 2009, through sales of investments and other actions, she said, “We redeployed funds throughout this year.”

In a notable sign of that repositioning, she reported that uncalled capital commitments (contractual obligations to provide funds in the future to real-estate and private-equity investment managers) had been reduced to $6.5 billion at the end of fiscal 2010, down from $8 billion a year earlier, and by nearly a half from the $11 billion at the end of fiscal 2008. These reductions apparently reflect fulfilled obligations plus sales of interests in investment partnerships, maturing investments, and renegotiation of terms with fund managers.

More generally, she added later, across the portfolio, “We have evolved toward more liquidity and fewer long-term lock-ups” of Harvard funds under management. “That has given us more direct access to our capital, so we are able to shift to better opportunities.” For every asset class, HMC has adopted a “much more multilayered approach,” she said, considering liquidity, investment horizon, manager relationships, and other risk factors.

Looking ahead, Mendillo wrote that depressed conditions in the real-estate market have so reduced values that this is now “one of the areas we find most interesting in terms of current and future opportunities.” Mendillo helped launch

---

**William James:**

**Summers and Semesters**

A century after his death in August 1910, William James, M.D. 1869, LL.D. 1903, remains an outstanding figure in both philosophy and psychology. He is as illustrious a scholar as Harvard has ever produced, and one of the very few to shine brightly in two disciplines.

In mid August, the William James Society (www.wjsociety.org) convened an unusual conference, “In the Footsteps of William James,” for the centennial. For its first three days, about 80 Jamesians gathered in Chocorua, New Hampshire (where their cynosure maintained a summer residence from 1886 onward), to sample dozens of scholarly presentations, tour James’s house and barn thanks to the cooperation of its current owners, and enjoy the trails and lake. For the final day, the group decamped to Cambridge, taking in an exhibition of Jamesiana, “Life is in the Transitions,” at Houghton Library (http://tinyurl.com/wjames), which runs until December 23.

The transitions include James’s personal crisis of March and April 1870, an episode of what he called “soul-sickness.” The Houghton exhibit explores several of his life passages using letters, sketches, photographs, diary entries, and lecture notes, as well as a few personal objects like the large envelope he inscribed, “My unfinished book,” which held a working manuscript.

There is a touching 1876 love letter to his future wife, Alice Howe Gibbens, that declares, “To state abruptly the whole matter: I am in love, und zwar [namely] (—forgive me—) with Yourself.” There’s also correspondence with his novelist brother Henry James, Litt.D. 1911, whose large, florid script contrasts sharply with William’s neat handwriting. The exhibit fleshes out how James was first hired to teach at Harvard, his academic home for virtually his entire career. It also explores his forays into psychical research, séances, and, of course, several varieties of religious experience. Lastly, it records James’s final transition—with a death mask and a photograph of the beloved professor in repose after passing away at his summer home on August 26, 1910.