The opening event April 9 was held in a salon at the Westin Vendôme hotel in central Paris. Events April 10-11 were held at the Hôtel de Ville, which houses the offices of the mayor and city council of Paris.

Knowledge for its own sake

On the first evening, David Remnick, editor of The New Yorker and a 1981 Princeton graduate, moderated a panel discussion on tensions over whether higher education should be devoted to knowledge for knowledge’s sake or be a means to create higher-paying jobs and overall economic success.

Christine Musselin, vice president for research at Sciences Po of Paris, said that all knowledge has value yet public expectations have short-ened the time in which results are expected from researchers. “You want that knowledge to be applicable very quickly. You want technology transfer immediately,” she said as she and the other panelists contemplated the meaning of “usefulness” of an education.

Continued on page 7
Princeton offers admission to 7.28 percent of applicants

Princeton University has offered admission to 1,939 students, or 7.28 percent of the near-record 26,641 applicants for the Class of 2018. This compares with Princeton’s admission rate of a record-low 7.29 percent last year. The class size is expected to be 1,308 students for the Class of 2018. This class size is slightly larger than the previously reported estimate of 1,290 because the University has determined it has more capacity for the next academic year.

Of the 1,939 students selected for admission, 714 are students who applied through single-choice early action and were offered admission in December. “We have admitted students this year who are extraordinary in every way,” Dean of Admission Janet Lavin Rapelye said. “They are accomplished both in and out of the classroom, and diverse in their backgrounds, talents and perspectives. Many have distinguished themselves in the arts, in academic research, in leadership roles and in service to their communities. We know they will add to the rich and diverse environment that make Princeton the very special place that it is.”

This year’s applicant pool is among the largest in the University’s history. During the past 10 years, Princeton has seen a 94.5 percent increase in applications. “It is important to note that the pool continues to impress us not only in size, but in excellence,” Rapelye said. “The task of choosing among such a talented group is equal parts humbling and rewarding. As I have said in the past, we could have filled our class five or six times over with qualified candidates, which is a testament to all of the students whose applications we reviewed and to the educators here and abroad who brought them to our doorstep.”

The University’s generous aid program will make a Princeton education accessible to prospective students who may not be able to afford it otherwise. All students on financial aid are offered grants that do not have to be repaid — giving students the chance to graduate debt free.

The University’s admission process also considers both domestic and international students, which means that students are not at any disadvantage if they need financial aid.

Sixty percent of the current students are first-generation, compared with 38 percent in the Class of 2001, the last class to enroll before enhancements to Princeton’s aid program. Currently, the average grant is $39,350, and for the coming year it is expected to be in excess of $40,000. Of the applicants, 11,435 had a 4.0 grade point average, and 13,477 had scores of 2,100 or higher on the three sections of the SAT. Among the high schools that rank their students, 97 percent of the admitted applicants are in the top 10 percent of their class. The pool included more than 8,900 high schools from more than 164 countries around the world.

Students receiving offers of admission to the Class of 2018 come from 49 U.S. states, plus Washington, D.C., Guam and Puerto Rico, with the largest representation from California, followed in order by New Jersey, New York, Texas, Pennsylvania and Florida. International students represent 11.4 percent of the admitted students and are citizens of 68 countries, including Brazil, Canada, China, Egypt, India, Korea, Mexico, New Zealand, Tanzania, the United Kingdom and Vietnam.

Of the students offered admission, 48.4 percent are women and 51.6 percent are men; 49.2 percent have self-identified as people of color, including biracial and multiracial students. Sixty-one percent of the admitted students come from public schools, and 13.8 percent will be the first in their families to attend college. Sons or daughters of Princeton alumni account for 9.4 percent of the admitted students. Of those offered admission, 25.3 percent indicated they want to study engineering, and a record 43 percent of those students are women.

In addition to the 1,939 students offered admission to the Class of 2018, 1,141 candidates were offered positions on the wait list. Students on the wait list may be offered admission in May or June would receive the same financial aid considerations as students offered admission in March.

The University witnessed a 12 percent increase in early action applications. This was the third year since 2006 that the University offered an early application round for prospective students whose first college choice was Princeton. The program requires applicants to apply early only to Princeton, and allows them until May to decide whether to accept Princeton’s offer. Up to 35 members of the new class are expected to defer their enrollment for a year to participate in Princeton’s Bridge Year Program. The University-sponsored program allows incoming freshmen to spend a tuition-free year engaging in international service work abroad in Brazil, China, India, Peru and Senegal. Applications for the Bridge Year Program will be due in May from students who accept the University’s offer of admission.

Admitted candidates have until May 1 to accept Princeton’s offer of admission.

NROTC returns to Princeton

Princeton and the U.S. Navy are bringing the Naval Reserve Officers Training Corps program back to Princeton this fall through a crosstown agreement among Princeton, the Navy and Rutgers University. At a ceremony April 15 in Chancellor Green, (from left) Rutgers President Robert Barchi, Secretary of the Navy Ray Mabus and Princeton President Christopher L. Eisgruber sign the agreement. Princeton’s NROTC program, established in 1945, was last active in 1971.

The Bulletin is distributed free to faculty, staff and students. University employees can manage their delivery options at www.princeton.edu/main/news/subscriptions. Nondiscrimination statement

The Princeton University Bulletin (© 2014 The Trustees of Princeton University) is published once monthly from October through June to coincide with the academic year. The Bulletin is published by the Office of Communications, 22 Chambers St., Suite 201, Princeton, NJ 08542. A total of 5 issues will be published between October 2013 and June 2014. A publication schedule can be found at www.princeton.edu/bulletin or by calling 609-258-3601. Permission is given to adapt, reprint or excerpt material from the Bulletin for use in other media. Application to mail the Bulletin (USPS: 445-080) at Periodicals postage rate is pending at New York, N.Y., and additional mailing offices.

Postmaster: Send address changes to Princeton University Bulletin, Office of Communications, Princeton University, 22 Chambers St., Suite 201, Princeton, NJ 08542.

Subscriptions

The Bulletin is distributed free to faculty, staff and students. University employees can manage their delivery options at www.princeton.edu/main/news/subscriptions. Nondiscrimination statement

The Princeton University Bulletin (© 2014 The Trustees of Princeton University) is published once monthly from October through June to coincide with the academic year. The Bulletin is published by the Office of Communications, 22 Chambers St., Suite 201, Princeton, NJ 08542. A total of 5 issues will be published between October 2013 and June 2014. A publication schedule can be found at www.princeton.edu/bulletin or by calling 609-258-3601. Permission is given to adapt, reprint or excerpt material from the Bulletin for use in other media. Application to mail the Bulletin (USPS: 445-080) at Periodicals postage rate is pending at New York, N.Y., and additional mailing offices.

Postmaster: Send address changes to Princeton University Bulletin, Office of Communications, Princeton University, 22 Chambers St., Suite 201, Princeton, NJ 08542.

Subscriptions

The Bulletin is distributed free to faculty, staff and students. University employees can manage their delivery options at www.princeton.edu/main/news/subscriptions. Nondiscrimination statement

The Princeton University Bulletin (© 2014 The Trustees of Princeton University) is published once monthly from October through June to coincide with the academic year. The Bulletin is published by the Office of Communications, 22 Chambers St., Suite 201, Princeton, NJ 08542. A total of 5 issues will be published between October 2013 and June 2014. A publication schedule can be found at www.princeton.edu/bulletin or by calling 609-258-3601. Permission is given to adapt, reprint or excerpt material from the Bulletin for use in other media. Application to mail the Bulletin (USPS: 445-080) at Periodicals postage rate is pending at New York, N.Y., and additional mailing offices.

Postmaster: Send address changes to Princeton University Bulletin, Office of Communications, Princeton University, 22 Chambers St., Suite 201, Princeton, NJ 08542.

Subscriptions

The Bulletin is distributed free to faculty, staff and students. University employees can manage their delivery options at www.princeton.edu/main/news/subscriptions. Nondiscrimination statement

The Princeton University Bulletin (© 2014 The Trustees of Princeton University) is published once monthly from October through June to coincide with the academic year. The Bulletin is published by the Office of Communications, 22 Chambers St., Suite 201, Princeton, NJ 08542. A total of 5 issues will be published between October 2013 and June 2014. A publication schedule can be found at www.princeton.edu/bulletin or by calling 609-258-3601. Permission is given to adapt, reprint or excerpt material from the Bulletin for use in other media. Application to mail the Bulletin (USPS: 445-080) at Periodicals postage rate is pending at New York, N.Y., and additional mailing offices.
Eisgruber outlines University strategic planning process

Usha Patel

Princeton University President Christopher L. Eisgruber announced at the Feb. 10 meeting of the Council of the Princeton University Community (CPUC) that the University has begun a strategic planning process.

The process, which started at the January meetings of the Princeton University trustees, involves many members of the campus community and will last for the remainder of the 2014-15 academic year. It will be focused on identifying the University's evolving needs and challenges, and creating a framework for allocating resources and assessing new initiatives.

"The strategic planning process will help us guide the University to focus and find the University's energy and mission," Eisgruber said. "The University's mission is about education, research, public service ideals of Woodrow Wilson coined the first half of "In the Nation's Service and in the Service of All Nations." Other characteristics include an endowment-driven budget; a beautiful, walkable, suburban campus; a small scale; and reliance on government revenue for operating expenses.

Some of the significant trends affecting the University's operations are a growing applicant pool and increased competition among top universities in the United States and the rest of the world; the rise of internationalization and online technology in education; the federal government's budget pressures; the possibility of longer-term climate stagnation and market demand for high-quality undergraduate education; public skepticism about the value of advanced education and student debt; and changing patterns of philanthropy.

"I think the trend of growing inequality in America and society and the world is actually the most important right now for defining the set of challenges that we face as an institution, as a university, in the years going forward," he said. "In a world where we're contending with this kind of inequality and where Princeton will be judged partly by reference to that problem in the world, we have to just continue to do the most that we can to solidify our relationship to the common good."

We need to be thinking, as an institution where every student and faculty member who comes onto this campus is blessed by virtue of the opportunities that they have, about how we translate that position into things that matter for the common good.

The University should emphasize expertise in a specific policy area that makes a difference in the world, Eisgruber said. "We need to be thinking about what it means to educate the kind of people who could attract military veterans and international students; how can we respond to the demand for international exchange programs and realize the benefits of international diversity?"

Making leadership, citizenship and service central to the Princeton experience: How can we make public service a defining part of the Princeton experience? How can Princeton itself take a global leadership role in higher education?

Eisgruber said the University should not be focused on rankings, but constantly be asking, "whether or not, given the resources and opportunities we have here, we are contributing to the best possible way to education and research and the well-being of the world. That's the question we should always be asking ourselves," he said.

More news on the Web

Visit the News at Princeton webpage at www.princeton.edu/main/news for recent stories, such as:

• Christopher P. Lu, former White House cabinet secretary and assistant to President Barack Obama and a member of Princeton's Class of 1988, has been selected as the speaker for the University's 2014 Baccalaureate ceremony on Sunday, June 1.

• Former President Al Gore has been selected to deliver the keynote address at the University's Class Day ceremony on Monday, June 2. Norman Augustine, former chairman and chief executive officer of Lockheed Martin Corp. who holds undergraduate and graduate degrees from the University, will speak at the Hooding ceremony for advanced-degree candidates later that day.

• Simon Levin, the George M. Moffett Professor of Biology, has been awarded the 2014 Tyler Prize for Environmental Achievement for bridging ecological research and environmental policy, economics and social science.

• Yakov Sinai, a professor of mathematics, was awarded the 2014 Abel Prize by the Norwegian Academy of Science and Letters for his work in ergodic theory, probability theory and mathematical physics.

• Princeton senior Joe Barrett and Iszy Kasdin have been named co-winners of the University's 2014 Moses Taylor Pyne Honor Prize, the highest general distinction conferred on an undergraduate.

• Performance artist Aaron Landsman and poet Dora Maleh will come to Princeton University in the fall to begin two years of teaching and collaboration as Fellows in the Creative and Performing Arts.

• Six exceptional early-career scholars from around the world will come to Princeton University in the fall to begin a year of research, writing and collaboration as the second class of Fung Global Fellows. The theme for the 2014-15 academic year will be "Global Diffusion," an examination of how certain policies spread to nations around the globe while others never catch on.

• President Christopher L. Eisgruber will ask incoming freshmen to read “Meaning in Life and Why It Matters” by Susan Wolf for the second year of the Princeton Pre-read, an introduction to the intellectual life of the University that centers on a book read by members of the freshman class and others in the Princeton community.

• Renee Theaters, a nonprofit organization with 21 years of experience running community movie theaters, has been selected to operate the historic Princeton Garden Theatre on Nassau Street. The lease agreement between Renee Theaters and Princeton University, which owns the property, will take effect June 1.

• Stressful upbringings can leave imprints on the genes of children as young as age 9, according to a study led by Princeton University and Pennsylvania State University researchers. Such chronic stress during youth leads to physiological weathering similar to aging.

• In a study of 14,000 U.S. children, 40 percent lack strong emotional bonds – what psychologists call “secure attachment” – with their parents that are crucial to success later in life, according to a new report. The researchers found that these children are more likely to face educational and behavioral problems.

• Princeton University and University of Michigan researchers have developed a system that allows computers to “virtually dissect” a kidney in a way that cannot be done by surgery. The machine uses data from an array of gene-activity measurements in patients’ kidneys to digitally separate cells and identify genes that are different in a specific cell type.

• Along with eggs, soup and rubber toys, the list of the chicken’s most lasting legacies may eventually include advanced materials, according to researchers from Princeton University and Washington University in St. Louis. The researchers report that the unusual arrangement of cells in a chicken embryo is one of the first known biological examples of a potentially new state of matter known as “disorderly hyperuniforms,” which is has been shown to have unique physical properties.

• Princeton researchers have discovered that the pitch and tempo of the male fruit fly’s mating song is based on environmental cues rather than a stereotyped pattern. These findings could be substantial for understanding rapid decision-making in more advanced beings such as humans.
Princeton employees honored for dedication and service

By the numbers

Service Recognition Luncheon

In addition to the winners of the President’s Achievement Award and Donald Griffin ’23 Management Award, a total of 388 University staff members were recognized for their years of service, for their dedication to their work, and for their contribution to the University. The Service Recognition Luncheon included:

• 1 employee with 55 years of service
• 2 employees with 45 years of service
• 9 employees with 40 years of service
• 13 employees with 35 years of service
• 36 employees with 30 years of service
• 54 employees with 25 years of service

New hires — a resource with 130 pages of contacts, key documents and a guide to the department’s core values. Football coach Bob Surace, a member of the Class of 1979, received the award as a gift from the Princeton recognition office. "Kim does not just leave a book on her to be honest (a critical quality in people and to go beyond the call of duty to assist me to get the job done," Gruschow said. "What could be more valuable to a Princeton than someone who knows how to hire the best of the best?"

Griffin Management Award

In addition to the President’s Achievement Award winners, two staff members were honored as recipients of the Donald Griffin ’23 Management Award: Sal Rosario of the Office of Information Technology and Sue Winthers of the University Center for Human Values. The award was established to honor Griffin — a 1923 alumus who served as the longtime secretary and general secretary of Princeton’s Alumni Council — through a gift from his son James, a 1955 alumus; his grand-daughter, Barbara Griffin Cole, a 1982 alumna; and her husband, Chris Cole, a 1981 alumus. The award was insti-

"...a critical quality in people who work collaboratively to promote and initiate change on critical academic issues. Rosario will use the Griffin Award to attend a two-part program later this year at Harvard University."

"...a critical quality in people who work collaboratively to promote and initiate change on critical academic issues. Rosario will use the Griffin Award to attend a two-part program later this year at Harvard University."
Campbell has been an administrator vice president for campus services. In her new role, Campbell will model and oversee integrated services University Services; Contract Management and Event Services; University Venues Services; Contract Management and Event Services; University Venues; University Services; including the Digital Print Center; Card and University Ticketing.

Amy Campbell, who has been an administrator vice president for campus services at Princeton, has accepted the University’s first chief information officer (CISO) position. In this newly created position, Campbell will continue managing new University services. In her new role, Campbell will have the opportunity to serve in her new role.

The work the University Services teams do every day has a direct effect on the lives of students, faculty, and staff, with the aim of making a positive difference in their campus experience," said Campbell. "It is a privilege to work with dedicated colleagues and campus partners.

Campbell said it is an honor to have the opportunity to serve in her new role.

"Amy has done an outstanding job as a member of our leadership team and I am very pleased that she will continue serving the University community in her new role," said Klaus. "In implementing new services and initiatives to coordinating services across departments and offices, Amy’s wealth of experience and collaborative skills have been invaluable.”

The engineering school created the position in 2006 for Kelly, a member of the Class of 1963, and his wife, Constance, created a $2 million endowed chair in his honor. The center has grown to support courses in technology and society, entrepreneurship, and innovation in community service. A number of the classes are taught by distinguished visiting faculty drawn from academia and industry.

In recent years, the Keller Center has become a hub of entrepreneurship on campus. It conducts the annual Innovation Forum, a showcase for University research exploring the potential for commercialization, and runs eLab, a summer accelerator program for student startups. As part of its lecture series, “The Creative Mind: Innovation, Design and Entrepreneurship,” the center hosts speakers who share their formidable experiences with the wider campus community.

"Campbell has the experience and breadth of skills that span the University. The center offers a number of internships and supports a wide array of student organizations, including the Princeton Entrepreneurship Club, the Princeton Social Entrepreneurship Initiative, Women in Science, Technology and Entrepreneurship, and University’s chapter of Engineers Without Borders," Klaus said. "Chiang has been heavily involved in online education, both through teaching and analyzing the effectiveness of different online learning systems. In her role as director of the Princeton University Office of Gift Planning for 16 years.

"Rochelle’s broad and deep experience in fundraising, along with her management skills and her ideal candidate to lead Princeton’s gift planning office," said Kerstin Larsen, associate vice president for development. "We look forward to working with Rochelle as we build on this successful track record.

A member of the development staff at Lehigh University since 1999, Makela-Goodman had most recently served as assistant vice president for advancement, leading the strategic direction and execution of a comprehensive fundraising campaign. She also served for five years as assistant vice president for leadership gifts. As a capital fundraiser, Makela-Goodman employed a variety of gift strategies to maximize donors’ giving to Lehigh for priorities and was a key liaision between the development office and Lehigh leadership.

A graduate of Centenary College, Makela-Goodman began her career in development as Centenary’s director of cooperative education and internships in 1995. She moved to Lehigh to hold a similar position in 1999. Makela-Goodman served a term as Centenary College since 2007 and serves on the board of the Hillel Society at Lehigh University.

Chiang, who joined the Princeton faculty in 2003, chairs the University’s Entrepreneurship Advisory Committee and, last year, he headed the Classroom Design Committee. He is also a senior research scientist at the EDGE Lab, which develops network theory, systems and applications that seeks to turn those fundamental results into practical solutions that benefit society.

"Chiang has been the National Science Foundation’s Alan T. Waterman Award, the highest honor that the NSF bestows on scientists or engineers under the age of 35. He is a fellow of the Institute of Electrical and Electronics Engineers and received the institute’s Kiyo Tomiyasu Award in 2012.

"Chiang has been heavily involved in online education, both through teaching and analyzing the effectiveness of different online learning systems. In her role as director of the Princeton University Office of Gift Planning for 16 years.

"Rochelle’s broad and deep experience in fundraising, along with her management skills and her ideal candidate to lead Princeton’s gift planning office," said Kerstin Larsen, associate vice president for development. "We look forward to working with Rochelle as we build on this successful track record.

A member of the development staff at Lehigh University since 1999, Makela-Goodman had most recently served as assistant vice president for advancement, leading the strategic direction and execution of a comprehensive fundraising campaign. She also served for five years as assistant vice president for leadership gifts. As a capital fundraiser, Makela-Goodman employed a variety of gift strategies to maximize donors’ giving to Lehigh for priorities and was a key liaision between the development office and Lehigh leadership.

A graduate of Centenary College, Makela-Goodman began her career in development as Centenary’s director of cooperative education and internships in 1995. She moved to Lehigh to hold a similar position in 1999. Makela-Goodman served a term as Centenary College since 2007 and serves on the board of the Hillel Society at Lehigh University.

Chiang, who joined the Princeton faculty in 2003, chairs the University’s Entrepreneurship Advisory Committee and, last year, he headed the Classroom Design Committee. He is also a senior research scientist at the EDGE Lab, which develops network theory, systems and applications that seeks to turn those fundamental results into practical solutions that benefit society.

"Chiang has been the National Science Foundation’s Alan T. Waterman Award, the highest honor that the NSF bestows on scientists or engineers under the age of 35. He is a fellow of the Institute of Electrical and Electronics Engineers and received the institute’s Kiyo Tomiyasu Award in 2012.

"Chiang has been heavily involved in online education, both through teaching and analyzing the effectiveness of different online learning systems. In her role as director of the Princeton University Office of Gift Planning for 16 years.

"Rochelle’s broad and deep experience in fundraising, along with her management skills and her ideal candidate to lead Princeton’s gift planning office," said Kerstin Larsen, associate vice president for development. "We look forward to working with Rochelle as we build on this successful track record.

A member of the development staff at Lehigh University since 1999, Makela-Goodman had most recently served as assistant vice president for advancement, leading the strategic direction and execution of a comprehensive fundraising campaign. She also served for five years as assistant vice president for leadership gifts. As a capital fundraiser, Makela-Goodman employed a variety of gift strategies to maximize donors’ giving to Lehigh for priorities and was a key liaision between the development office and Lehigh leadership.

A graduate of Centenary College, Makela-Goodman began her career in development as Centenary’s director of cooperative education and internships in 1995. She moved to Lehigh to hold a similar position in 1999. Makela-Goodman served a term as Centenary College since 2007 and serves on the board of the Hillel Society at Lehigh University.

Chiang, who joined the Princeton faculty in 2003, chairs the University’s Entrepreneurship Advisory Committee and, last year, he headed the Classroom Design Committee. He is also a senior research scientist at the EDGE Lab, which develops network theory, systems and applications that seeks to turn those fundamental results into practical solutions that benefit society.

"Chiang has been the National Science Foundation’s Alan T. Waterman Award, the highest honor that the NSF bestows on scientists or engineers under the age of 35. He is a fellow of the Institute of Electrical and Electronics Engineers and received the institute’s Kiyo Tomiyasu Award in 2012.

"Chiang has been heavily involved in online education, both through teaching and analyzing the effectiveness of different online learning systems. In her role as director of the Princeton University Office of Gift Planning for 16 years.

"Rochelle’s broad and deep experience in fundraising, along with her management skills and her ideal candidate to lead Princeton’s gift planning office," said Kerstin Larsen, associate vice president for development. "We look forward to working with Rochelle as we build on this successful track record.

A member of the development staff at Lehigh University since 1999, Makela-Goodman had most recently served as assistant vice president for advancement, leading the strategic direction and execution of a comprehensive fundraising campaign. She also served for five years as assistant vice president for leadership gifts. As a capital fundraiser, Makela-Goodman employed a variety of gift strategies to maximize donors’ giving to Lehigh for priorities and was a key liaision between the development office and Lehigh leadership.

A graduate of Centenary College, Makela-Goodman began her career in development as Centenary’s director of cooperative education and internships in 1995. She moved to Lehigh to hold a similar position in 1999. Makela-Goodman served a term as Centenary College since 2007 and serves on the board of the Hillel Society at Lehigh University.
Forman Slinnicken Acton, a Princeton professor of computer science, emeritus, who wrote and helped pioneer the evolution of his field from its early days as a branch of mathematics to a standard tool for solving complex real-world problems, died Jan. 18 at age 93.

Acton, whose early career included work with the development of the first applications of combined training in engineering and applied math to develop an expertise in numerical analysis, became known for his science of automating complex calculations in accurate and efficient ways. Acton, who worked on military weapons systems by finding practical ways to make the field less reliant on human error and machines solve mathematical problems that were far too arduous to do by hand.

"A lot of computation was done, a lot of calculations, simulta- neous air flow over a wing or simulating a bomb," said Andrew Appel, the Eugene Higgins Professor of Computer Science and chair of the computer science department at Princeton. "In the 1950s that kind of work was at the heart of computer science, and Forman was a real pioneer."

"He was at the right time and right place to do astounding things," said Adam Rosenberg, a former student of Acton at Princeton and a professor at the University of Oxford. "He was a staff member of the National Policy Planning Staff at the RAND Corporation. He has made significant contributions to the Woodrow Wilson School of Public and International Affairs, and his work at Princeton has added "computer science" to the name and then split, making the Department of Computer Science a stand-alone department in 1983. Acton retired as professor of computer science in 1989.

For such of the latter part of his career, Acton was known as a thoughtful teacher who avoided deep theoretical approaches to problems in favor of practical methods. In 1970, he published a book titled "Numerical Methods That Work." After retiring, in 1990, Acton was a consultant to the Pentagon, his 1970 book, and in 1997, published "Real Computing Made Real: Principles, Techniques, and Scientific Engineering Calculations." Acton also was known as a world traveler, a good cook, fine and classical music.

Acton is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.

Richard Ullman, the David. E. Bruce Professor of International Affairs, Emeritus, at Princeton, died of Parkinson's disease March 11 at Park Place Center in Monmouth Junction, N.J. He was 80.

Former colleagues and students of the Woodrow Wilson School of Public and International Affairs and of Princeton University, who was on the Princeton faculty from 1965 until 2001 and became an influential professor, have paid tribute to his influence as a progressive commentator on U.S. foreign policy and world affairs. He also was known for his mentorship of generations of students and as a prolific scholar in the field of international security.

After he received his doctorate from the University of Oxford, where he had studied as a Rhodes Scholar, Ullman's thesis on British-Soviet relations from 1917 to 1921 was published as a trilogy, launching his academic career. His work caught the eye of George Kennan, a 1947 foreign service officer, and act as U.S. ambassador to the USSR.

Throughout his career, Ullman published hundreds of academic papers on foreign policy and became well known for helping to broaden the scope and concept of security. Ullman was among those known as the " Pentagon Papers" and served in many governmental and academic positions. He was a staff member of the National Security Council in 1967, a member of the policy planning staff of the Office of the Secretary for Economic from 1957 to 1968 and the director of studies at the Council on Foreign Relations from 1972 to 1974. He also was a member of the policy planning staff at the U.S. Department of State from 1999 to 2000.

His most prominent academic article, published in 1989 in the journal Foreign Policy, revealed how the French Nuclear test recently confirmed by U.S. government officials and the worst possible day in the history of global security," in the field, colleagues said.

Ullman served on The New York Times editorial board from 1977 to 1978 and also was a foreign editor of Foreign Policy from 1978 to 1980. Throughout his career, he was a trusted source for the media and was often consulted by journalists.

Ullman is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.

Wilson, who was an influential leader in the field of international relations. His influence as a progressive commentator on U.S. foreign policy and world affairs. He also was known for his mentorship of generations of students and as a prolific scholar in the field of international security.

After he received his doctorate from the University of Oxford, where he had studied as a Rhodes Scholar, Ullman's thesis on British-Soviet relations from 1917 to 1921 was published as a trilogy, launching his academic career. His work caught the eye of George Kennan, a 1947 foreign service officer, and act as U.S. ambassador to the USSR.

Throughout his career, Ullman published hundreds of academic papers on foreign policy and became well known for helping to broaden the scope and concept of security. Ullman was among those known as the " Pentagon Papers" and served in many governmental and academic positions. He was a staff member of the National Security Council in 1967, a member of the policy planning staff of the Office of the Secretary for Economic from 1957 to 1968 and the director of studies at the Council on Foreign Relations from 1972 to 1974. He also was a member of the policy planning staff at the U.S. Department of State from 1999 to 2000.

His most prominent academic article, published in 1989 in the journal Foreign Policy, revealed how the French Nuclear test recently confirmed by U.S. government officials and the worst possible day in the history of global security," in the field, colleagues said.

Ullman served on The New York Times editorial board from 1977 to 1978 and also was a foreign editor of Foreign Policy from 1978 to 1980. Throughout his career, he was a trusted source for the media and was often consulted by journalists.

Ullman is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.

Wilson, who was an influential leader in the field of international relations. His influence as a progressive commentator on U.S. foreign policy and world affairs. He also was known for his mentorship of generations of students and as a prolific scholar in the field of international security.

After he received his doctorate from the University of Oxford, where he had studied as a Rhodes Scholar, Ullman's thesis on British-Soviet relations from 1917 to 1921 was published as a trilogy, launching his academic career. His work caught the eye of George Kennan, a 1947 foreign service officer, and act as U.S. ambassador to the USSR.

Throughout his career, Ullman published hundreds of academic papers on foreign policy and became well known for helping to broaden the scope and concept of security. Ullman was among those known as the " Pentagon Papers" and served in many governmental and academic positions. He was a staff member of the National Security Council in 1967, a member of the policy planning staff of the Office of the Secretary for Economic from 1957 to 1968 and the director of studies at the Council on Foreign Relations from 1972 to 1974. He also was a member of the policy planning staff at the U.S. Department of State from 1999 to 2000.

His most prominent academic article, published in 1989 in the journal Foreign Policy, revealed how the French Nuclear test recently confirmed by U.S. government officials and the worst possible day in the history of global security," in the field, colleagues said.

Ullman served on The New York Times editorial board from 1977 to 1978 and also was a foreign editor of Foreign Policy from 1978 to 1980. Throughout his career, he was a trusted source for the media and was often consulted by journalists.

Ullman is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.

Wilson, who was an influential leader in the field of international relations. His influence as a progressive commentator on U.S. foreign policy and world affairs. He also was known for his mentorship of generations of students and as a prolific scholar in the field of international security.

After he received his doctorate from the University of Oxford, where he had studied as a Rhodes Scholar, Ullman's thesis on British-Soviet relations from 1917 to 1921 was published as a trilogy, launching his academic career. His work caught the eye of George Kennan, a 1947 foreign service officer, and act as U.S. ambassador to the USSR.

Throughout his career, Ullman published hundreds of academic papers on foreign policy and became well known for helping to broaden the scope and concept of security. Ullman was among those known as the " Pentagon Papers" and served in many governmental and academic positions. He was a staff member of the National Security Council in 1967, a member of the policy planning staff of the Office of the Secretary for Economic from 1957 to 1968 and the director of studies at the Council on Foreign Relations from 1972 to 1974. He also was a member of the policy planning staff at the U.S. Department of State from 1999 to 2000.

His most prominent academic article, published in 1989 in the journal Foreign Policy, revealed how the French Nuclear test recently confirmed by U.S. government officials and the worst possible day in the history of global security," in the field, colleagues said.

Ullman served on The New York Times editorial board from 1977 to 1978 and also was a foreign editor of Foreign Policy from 1978 to 1980. Throughout his career, he was a trusted source for the media and was often consulted by journalists.

Ullman is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.

Wilson, who was an influential leader in the field of international relations. His influence as a progressive commentator on U.S. foreign policy and world affairs. He also was known for his mentorship of generations of students and as a prolific scholar in the field of international security.

After he received his doctorate from the University of Oxford, where he had studied as a Rhodes Scholar, Ullman's thesis on British-Soviet relations from 1917 to 1921 was published as a trilogy, launching his academic career. His work caught the eye of George Kennan, a 1947 foreign service officer, and act as U.S. ambassador to the USSR.

Throughout his career, Ullman published hundreds of academic papers on foreign policy and became well known for helping to broaden the scope and concept of security. Ullman was among those known as the " Pentagon Papers" and served in many governmental and academic positions. He was a staff member of the National Security Council in 1967, a member of the policy planning staff of the Office of the Secretary for Economic from 1957 to 1968 and the director of studies at the Council on Foreign Relations from 1972 to 1974. He also was a member of the policy planning staff at the U.S. Department of State from 1999 to 2000.

His most prominent academic article, published in 1989 in the journal Foreign Policy, revealed how the French Nuclear test recently confirmed by U.S. government officials and the worst possible day in the history of global security," in the field, colleagues said.

Ullman served on The New York Times editorial board from 1977 to 1978 and also was a foreign editor of Foreign Policy from 1978 to 1980. Throughout his career, he was a trusted source for the media and was often consulted by journalists.

Ullman is survived by several cousins, including a stepson, K.C. Acton, who lives in San Antonio, Texas. He had no children.
Koller described how students around the world had benefited from MOOCs, from the world's best universities and colleges, and universities, including Stanford and Princeton. She said that an online course could have the same weight for employers as a college diploma, but employeers increasingly use online courses to save costs and streamline hiring mechanisms putting a value on online learning.

Koller saw the experts a faster and broader adoption of online education in countries other than the United States that are serving the world, and using MOOCs to bring the benefits of higher education to the world. Koller said that in the U.S. by establishing better digital networks.

William Lawton, director of the Observatory on Borderless Higher Education in London, said MOOCs and online learning do not threaten the core values of higher education. Rather, the threats are commercial imperatives forcing universities to run as businesses and compete against goals with those of government.

“The real revolution will come when there are digital platforms everywhere that are providing hundreds and thousands of courses that are designed specifically for people who want to learn,” Lawton said, and when employers and society in those countries recognize and accept the credit.

Lawton predicted that rather than going to extremes, most institutions will continue to experiment with MOOCs, adding expanding its capacity on its development of a nervous system.

“Teaching for MOOC and the motto of my MOOC on scientific humility are taken from Latin,” he said. “Not egotistical, and I think of a brain expanding its capacity on its development of a nervous system. We think, we thus form a cohesive collective. And that, I think, is a good motto for the university of the future.”

Sustainable success and social change
Over the past several decades most universities in the West have been built in large cities, luring students from rural areas. “Once they finished their studies, they no longer wanted to go back to their rural areas,” said Marcoux. “We can say the result is the university system becomes an internal brain-drain machine, sucking all the talent from the rural (areas) to the urban centers.”

Ambaj Nagur, a professor of policy studies at the Indian Institute of Technolog- ogy, said that MOOCs can help students insulate themselves to protect academic freedom but not isolate themselves; they must stay connected to society.

Looking to the future
The Forum on Education and Society of the Humanities at Princeton University led by President Eisgruber, the forum featured vigorous debate on whether online learning platforms pose real risks or rewards for academia and society.

Gideon Rosen, the Stuart Professor of Philosophy at Stanford University, and vice chair of the council of the Humanites at Princeton University, said the MOOCs are “a nightmare scenario” spawned by Massive Open Online Courses, or MOOCs. In “MOOC World,” Rosen, said, institutions hired by lower cost candidates and students switch to MOOCs to reduce costs.

“Consequences of MOOCs and the social welfare universities can sustain their efforts to educate increasing numbers of people worldwide seeking to take a college education.”

“Education is an investment,” said Cecilia Rousse, the Lawrence and Shirley Katzman and Lewis and Anna Ernst Professor in the Economics of Education and dean of the Woodrow Wilson School of Public Policy and International Affairs at Princeton. “On average in the U.S., it still makes sense for students to think about going to college.”

“Toward Pyatt, director general and chief executive of The Russell Group representing 24 leading universities in the United Kingdom, said that universities “try to catch up with the U.S.,” but now U.K. schools must compete with institutions in China, India and other countries.

Victor Berger, special advisor to French President Francois Hollande, for higher education and research, said France approaches education as an investment, he said. “In the U.S. by establishing better digital networks.”

William Lawton, director of the Observatory on Borderless Higher Education in London, said MOOCs and online learning do not threaten the core values of higher education. Rather, the threats are commercial imperatives forcing universities to run as businesses and compete against goals with those of government.

“The real revolution will come when there are digital platforms everywhere that are providing hundreds and thousands of courses that are designed specifically for people who want to learn,” Lawton said, and when employers and society in those countries recognize and accept the credit.

Lawton predicted that rather than going to extremes, most institutions will continue to experiment with MOOCs, adding expanding its capacity on its development of a nervous system.

“Teaching for MOOC and the motto of my MOOC on scientific humility are taken from Latin,” he said. “Not egotistical, and I think of a brain expanding its capacity on its development of a nervous system. We think, we thus form a cohesive collective. And that, I think, is a good motto for the university of the future.”

Marcoux, who is considered one of the best student-athlete at Princeton and what it took to build and operate Chelsea’s Pier’s state-of-the-art recreational facilities.

Marcoux described her role as the first female athletic director.

Marcoux expressed excitement for the opportunities ahead, and she said she is especially looking forward to building partnerships with coaches.

“I am not alone in the belief that Princeton athletics are the Ivy League, and I would argue, in college sports,” she said. “Princeton coaches are not just competitors for fellow coaches, in the Ivy League, they are also traditional athletic organizations, as competitors, as leaders and as scholars.”

She said she is eager to work with students and help them to compete on the same level both on and off the playing field.

Marcoux said she hopes to continue to deepen the University’s commitment to recreational sports, noting the high number of students who play non-varsity sports and use recreational facilities on campus.

Marcoux said “I have a great deal of experience working in amateur sports and developing programs, and I can’t wait to draw on that experience at Princeton,” she said. “Looking at my predecessor, Wal ter Carnese, a lifetime in athletics, Princeton acknowledged he had “huge, huge shoes” to fill and said she hopes to match Carnese’s extraordinary success during the past 20 years.

She added she’s also excited to move to a partnership with the student-athletes, young children who have long wanted to become part of the greater University community.

Marcoux was recruited by a University search committee led by Vice President for Campus Life Cynthia Chernick, who in turn was recruited by the Princeton athletics director — she sees the landscape through the lens of a coach,” said Henderson. “Over all, we have had a great relationship with Marcoux’s professional experience and her accomplishments at Princeton as a student-athlete.”

Dean of Admission Janet Raperly, also a member of the search committee, said Marcoux’s professional experience and her accomplishments at Princeton as a student-athlete convinced them.

Marcoux’s professional experience and her accomplishments at Princeton as a student-athlete convinced them.

Raperly said, “We have always had a good relationship with Athletics and I can only see this continuing on and Mollie not only sustaining, but enhancing it.”

More information about Marcoux’s background is available at online at www.princeton.edu/main/news/newsarchive/2014/05/757038/.
Perseverance, support keys to women’s success in STEM

It’s unlikely that anyone would have suggested that Emily Carter, Princeton University’s Gerhard R. Andlinger Professor in Energy and the Environment, had no future in science. Carter, who delivered the keynote address March 29 at Princeton’s Women in STEM symposium, described how as a young girl with an aptitude for math and science she was discouraged from pursuing either. Science was not for girls, she was told, especially if a young lady wished to be considered attractive. Carter continued to endure such discouragement as a university student and young professor. In becoming a scientist, she persevered thanks to her personal resolve and the encouragement of her friends, mentors and family, particularly her mother.

The prejudice and resistance she experienced are common for women aspiring to careers in the STEM fields, or science, technology, mathematics and engineering. Unfortunately, many women abandon the sciences in the face of such obstacles long before they can realize their potential as Carter did, she said. “Discouraged and disenchanted, many women choose to leave the STEM fields,” Carter told the audience gathered in the Icahn Laboratory Atrium. “It’s such a waste of 51 percent of the talent pool to not have the contributions of all those women who don’t go into science, or who started to go in and got discouraged.”

Carter, who also is director of the Andlinger Center for Energy and the Environment, imparted stories of the discouragement and hostility she faced as a woman in science, as well as the lessons she learned from her ordeals. Her tales ranged from throughout her life and career, and with each she examined how each transgression — from condescending remarks to outright aggression — could possibly derail a woman’s aspirations. For example, shortly after she had been hired as an assistant professor at the University of California-Los Angeles in 1998, a professor came up to her at a conference and asserted that she’s only attained the position because she was a woman. “How dare he say that,” Carter said. “That can be really devastating to the person who hears it. Luckily, I was confident, but what if I hadn’t been?”

Stories such as this segued into practical advice, the foremost being for women to remove themselves from negative and unwelcoming circumstances. “I believe you can recognize good mentors, who can be very important to overcoming a hostile environment. And they don’t have to be women, said Carter, adding that all of her mentors were male. “Mentors don’t have to look like you — they just have to want to help you,” she said. Yet women should be confident in their abilities, she said. “I feel that women tend to be very introspective and self-critical,” she said. “That can be a force for good, but it also can be bad in laying seeds to doubt yourself. It’s good to be self-critical; it gives you the impetu- sive to do better work. Just don’t overdo it.”

Carter encouraged women to speak up against differential treatment of women. For instance, Carter boycotts professional conferences that do not include women speakers. She helped organize a petition against the 15th International Congress of Chemistry in February when conference organizers posted a partial list of more than two dozen speakers that was all male. Carter also declines to be considered for awards specific to women. “I want science, engineering and mathe- matics to look more like the makeup of the general populace,” she said. “We have to change the culture.”

Carter said “STEM has so much to contribute to the world and should be welcomed for everyone who wants to be a part of it.”

The keynote address preceded a panel discussion featuring seven women from different stages in the science-career spectrum, including undergraduate and graduate students, postdoc- toral researchers, lecturers and deans. The overall message was that challenges facing women in sciences, mathematics and engineer- ing — be it discouragement, or balancing the obligations of work and family — can be overcome with confidence, support and tenacity.

“I think what most women struggle with is a feeling of being inadequate. Not because we are inadequate, but because we are told that we should feel that way,” said Char- via Clandinin, a graduate student in molecular biology at Georgetown University and Ph.D. at the University of Chicago. Frane Prichard, in East Asian studies, will join the faculty on July 1. He studies modern and contemporary Japanese literature, film and cultural studies. Prichard earned his B.A. at Lewis and Clark College and his Ph.D. at the University of California- Los Angeles UCLAC. He is a visiting assistant professor at the University of North Carolina-Chapel Hill and taught at UCLA and Harvard.

Promotions

Twelve faculty members will be pro- moted effective July 1, except where noted.

Professor — Cristianes Galliabi, physics; Brooke Holmes, classics; Françoise de Jesus, associate professor; Gábor Báskos, astro- physical sciences; Bogdan Bernard- ević, physics; Elie Bouloud, civil and environmental engineering; Jonathan Gold, religion; Jonathan Levy, history; Eftymiia Rentzou, French and Italian; Cyndi Knott, Near Eastern studies; Jacob Shapiro, politics and Woodrow Wilson School of Public and Interna- tional Affairs; and Nicholas Turk-Browne, psychology.

Assistant professor — Sarah Chihaya, English, effective Feb. 1.

Endowed professorships

Two faculty members have been named endowed professors, and are:

Sophie Moret, the Henry Burchard Fine Professor of Mathematics, effec- tive July 1, 2015. Sho-Wu Zhang, the Henry Burchard Fine Professor of Mathematics, effective July 1 to Jan. 31, 2015.

Resignations

Two tenure-track faculty members have submitted their resignations.

David Bie, associate professor of com- puter science, Columbia University, effective July 1.

Luc Le Nguyen, assistant professor in mathematics and computer science at Columbia University, effective July 1.

Bhavani Raman, associate professor of information, data and librarian at Uni- versity of Toronto, effective July 1.