

Harvard University Program in Ethics and the Professions

5 June 1987

President Derek Bok
Massachusetts Hall
Harvard University

Dear Derek:

I am writing to report on the activities of the Program in Ethics and the Professions during 1986-87. Because this is the first year of the Program, my report is longer than it will normally be in the future. Although we are barely through the first year, we have accomplished more than I anticipated, and (I must confess) more than I intended. What I had once naively imagined would be a year of reflective planning turned out to be a nearly full-scale agenda of activities. As I answered many new and strange callings, I found fresh meaning in the idea of role morality.

Entrepreneur: Establishing the Program

According to my friends at the Business School, ethics is what entrepreneurs think is most necessary in their calling. My own entrepreneurial efforts, however, called more for the skills of an anthropologist (as I tried to understand the exotic cultures of the various schools into which I ventured) and for the temperament of a politician (as I tried to mobilize support and implement policies). In the fall, I spent a great deal of the time learning about the people and the programs in the several professional schools, soliciting views about the form our Program should take, and securing commitments from faculty to support the Program in various ways. A partial list of the people I consulted is in Appendix I.

By December, we had achieved a consensus on the basic purposes of the Program (developed through several drafts of a Statement, the final version of which is attached as Appendix II). We prepared a brochure describing the Program, and an announcement about the Fellowships. (For the record, copies of these are also enclosed.) The members of the Faculty Committee were selected, and a group of distinguished Senior Fellows was named. I was pleased that every single person we asked to serve on the Committee or as a Senior Fellow accepted. Indeed, my main problem proved to be how to find a role for the many people who wanted to be associated with the Program. So far, the members of the Committee, as well as the Senior Fellows, have more than fulfilled my expectations. No less difficult than these programmatic efforts were the administrative tasks of setting up an office from scratch. I was ably assisted in these by our new Administrator.

Talent Scout: Recruiting the Fellows

We devoted considerable effort to recruiting the best possible applicants for the Fellowships. We developed an extensive mailing list from many different sources, and sent out announcements and other forms of publicity to some 5,000 persons. At my request, several of the Deans and faculty members helpfully wrote personal letters to administrators and faculty members at other institutions. On the phone and in person at conferences, I was accused of acting like a Harvard football coach trying to recruit freshmen. I was concerned that, because we could not announce the Fellowships until December and had to set an application deadline in February, our pool of applicants might be few in number and weak in quality.

The concerns proved unwarranted. About 75 persons submitted applications. They came from more than 20 states and four foreign countries. Almost all were faculty members at colleges or universities, about one-third from professional schools. All four fields (business, government, law, and medicine) were well represented, though medicine and law had a larger proportion of applicants. The average age of the applicants was 41, in a range from 25 to 63. Thirty-four percent of the applicants were women. The quality was outstanding among the top dozen or so applicants, though after that it dropped off significantly.

The Committee chose four finalists and two alternates. Three of the finalists and one of the alternates accepted. ... I was pleased with the class of Fellows, though in the future I hope that we will not have only men and so many with only Harvard connections. A brief description of each of the Fellows is given in Appendix III.

Missionary: Educating the Faculty

I spent a lot of my time in the various professional schools preaching the gospel of the importance of ethics. (Though I did it with less charisma than Oral Roberts, I hope I also showed more discretion than Jim Bakker.) There are already many converts (missionaries from Massachusetts Hall have gone before me), and even the many heathen who remain are eager to listen to the word.

At the Kennedy School, we instituted a regular seminar (it came to be known as the "Policy Values" seminar), in which faculty members presented papers that they believed raised ethical issues. I led off the discussion each time by suggesting some ways in which the paper had correctly (and, sometimes, incorrectly) understood the ethical issues. The seminar appeared to help fulfill a widely felt need in the School for more discussion of these questions, and we intend to continue it next year. The participants included a large number of senior faculty members of diverse interests, including Tom Schelling, Bill Hogan, Dick Neustadt, Joe Nye, Don Price, and Mark Moore. A regular group of junior faculty also attended each time. My co-conveners were Bob Reich and Steve Kelman.

At the Medical School, I attended and occasionally took part in the classes on medical ethics taught by Lynn Peterson. This experience plus some impressions of the New Pathway Curriculum gave me a greater sense of the difficulty of using philosophical literature in the medical school. The most successful teaching seems to make use of, or at least imitates, the clinical setting. I also was involved in the effort to recruit a person to fill the chair in medical ethics at the Massachusetts General Hospital. Although the person who was named (Ruth Purtilo) will be a useful addition to the community, her appointment does not reduce the need for a chair in this field in the Medical School itself. In the spring, I delivered the George W. Gay Lecture on medical ethics to a group of faculty and students in the medical school. I had some anxiety about speaking to this group on a subject on which I am not an expert, but helpful advice from some of my medical school friends and a month of diligent preparation saved me from disgrace.

At the Law School, I regularly attended the Seminar on the Legal Profession. In the spring I spoke to the group about the Program and also expressed some opinions about the place of ethics in the curriculum at the School. The discussion was spirited, as I evidently touched some raw nerves, though all of those who had challenged what I said told me afterward that they appreciated the chance to talk about such questions in a civil atmosphere, and that having an outsider raise the questions helped maintain the civility.

The most time-consuming ventures were in the Business School. In two separate day-long sessions, I addressed the Board of Directors of their Associates and their Visiting Committee. I spoke at three sessions of the conference on the Concept of the Corporation, at which I also met many corporate executives, who are more committed than many faculty members to the value of the teaching of ethics.

I spoke at length to many faculty members, individually and in groups, and I wrote many memos and proposals suggesting what the School might do in the area of ethics. ... everyone warmly welcomed me....

It was not only faculty at the four major professional schools who took an interest in our message. I spoke at Paul Ylvisaker's workshop for casewriting in the Education School, conferred with Ron Thiemann about collaboration between the Divinity School and the Program, consulted with members of the sub-committee on Moral Reasoning Curriculum for the Core, addressed Henry Rosovsky's Jewish Faculty Luncheon Group, advised the Harvard Film Center, spoke to the Government Department graduate students on "Ethical Issues in Social Science Research," and presented a report to the Board of Overseers.

In addition to these forays among the Harvard heathen, we also met with many individuals and groups from outside the University. I met with executives from training centers at several national corporations and several Health Maintenance Organizations who are setting up courses on ethics. We sat for interviews with reporters from National Public Radio, Time, the Wall Street Journal, the Globe, the New York Times, The Chronicle of Higher Education, and many other newspapers and magazines.

Impresario: Producing the Speaker Series

The series of speakers we arranged in the spring ... not only drew attention to the Program, but stimulated discussion of ethical issues in the professions among a wide range of faculty and students who do not usually interact. Each of the four public lectures was followed by a discussion period and dinner for invited guests. All of the lectures dealt with topics in professional ethics and raised questions that concerned more than one profession. As a result, the audiences were made up of faculty and students from diverse backgrounds, including persons from the Schools of Business, Law, Medicine, Government, Divinity, and Education. We also attracted a number of persons from the local community. The discussions that followed, including those over dinner, were deliberately designed to encourage some cross-professional conversation, and they succeeded admirably.

Our first speaker was Carlos Nino, currently the advisor to President Alfonsín of Argentina, and the Director of the Council for the Consolidation of the Democracy. Nino has played a major role in helping to formulate the policy for prosecuting the military leaders who committed crimes during the previous regime. The title of his talk was "The Human Rights Policy of the Argentine Government: Some Philosophical Aspects."

Stephen Toulmin, university professor in the Department of Philosophy at Northwestern University, and author of some of the earliest and most influential studies in applied ethics, delivered a lecture on "The Remoralization of the Professions, 1950-1990." This talk was one of the first scholarly efforts to explain the recent revival of ethics in the professions.

Peter Singer, a professor of Philosophy at Monash University and director of the Human Bioethics Center there, spoke on "Awkward Consequences for Professional Ethics." He argued that the roles of doctors, lawyers and other professionals do call for actions that may violate more general moral rules, and these duties therefore require a special set of rules.

Our final speaker of the year was a philosopher-physician, Grant Gillett, a neurosurgeon at London and also a Fellow in philosophy at Magdalen College, Oxford. His talk, entitled "Why End a Person's Life?" presented four criteria, which he called marks of personhood, that were intended to provide a philosophical foundation for decisions to terminate life.

Panhandler: Raising Funds

Although our efforts at the Mellon Foundation did not yield any funds, they laid the groundwork for future requests that may be more successful... Many hours and many trips to New York to see the people at American Express looked as if they would prove futile after the Shad gift was announced. But at the last minute we revised the proposal to emphasize the importance of reaching undergraduates, and...we secured the gift. Although the funds will not directly benefit the central activities of the Program, they will be administered through the Program. I spent more time on fundraising than I expected I would do, but I also minded it less than I expected. If this job doesn't work out, I may have a future as a panhandler at least on Harvard Square.

Soothsayer: Planning for the Future

As I look into the future, three general issues seem to me to deserve some serious discussion.

First and most obvious, we need a substantial amount of money to maintain the Program of the scope that all of us think is desirable. The commitment from the Business School of course will help, but the remaining gap is large, and will become larger as the needs of the Program grow.

Second, there is some disagreement about the kinds of Fellows we should be recruiting for the Program. So far the problem has not so much concerned the balance of philosophers and professionals (the problem that evidently bothered the Rupp Committee) but more the mix of younger and older Fellows. Should we choose younger scholars or established scholars? This is a more troublesome question than it may seem, since the most natural answer--that we should seek both--is itself controversial. John McArthur and most of his senior colleagues think that we should not bother with the younger scholars at all because they will not have any influence at least in the business schools. Furthermore, more established scholars may be less likely to come if they expect to spend the year in a seminar with younger scholars. Others argue, on the contrary, that if the Program is to have a long-range impact, it must begin to build a group of younger people who are committed to this field and will devote their entire career to it. Also, the established scholars who are most willing to spend a year developing a new field are not likely to be the strongest members of their own profession.

Several members of my Committee suggested that we could seek both kinds--but service them separately. The younger scholars would take part in the fellowship program as it now exists, while older scholars would come for shorter periods as Visiting Fellows, or for a series of weekend or week-long workshops. This is a promising idea, but like so many of the other helpful suggestions we have received, it requires more faculty actively involved in the Program (which brings me to the last concern).

Third and most important, we need more faculty members at Harvard who are prepared to devote time and energy to the Program, to the curriculum in the College and the professional schools, and to seminars and workshops that could help other faculty become more comfortable with discussing ethical issues in their courses. I have begun to enlist the cooperation of some faculty who are already here, but (as you know) the pool is limited. We need to make some new appointments, and I am eager and ready to help in this effort, as the resources become available.

Pooh Bah: Suspending the Roles

In the Mikado when the Emperor asks his adviser Pooh-Bah how much he should spend on his wedding, Pooh-Bah in one short scene gives ten different answers, each from the perspective of one of the various roles he holds. As Private Secretary, Pooh-Bah says "don't stint." But as Chancellor of the Exchequer, he counsels frugality. Finally, he seems to realize that he must have a personal view that is not simply the sum of all the views from his various roles. The views of "all these distinguished

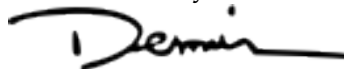
people" can be "squared" if the Emperor gives him "a very considerable bribe," which he will accept not in any particular role but simply as Pooh-Bah.

I do not suggest a bribe, but I do want to step outside of the various roles from which I have been reporting and end on a more personal note. The activities of the year have been rather overwhelming. Even though we have no Fellows and many people are just now discovering the Program, the demands are already formidable. Throughout academia and in many of the professions, there is a voracious desire for discussing ethics in one form or other. Some of this desire springs from questionable motives, and some of it expresses suspect notions of ethics, but much of it is well-intentioned and intellectually respectable, realizing some of the aims you yourself urged many years ago. Whatever their aims, everyone, it seems, now calls the Program first, and expects us to provide solutions to their ethical problems. The requests range widely: organizing faculty workshops, reading manuscripts, lecturing to corporate executives, teaching a part of a class, and serving on ethics committees. We have been asked to advise on "land ethics" in Australia, and on animal rights in a school of veterinary medicine. So far I am holding the line at "people ethics."

In the face of this fervor, I have abandoned all hope of doing scholarship for a while, and am beginning to wonder how I can manage to teach any new courses. The problem is not that I do not like what I am doing, but rather that I do not feel I am doing all (or even enough) that ought to be done.... That is why I think an urgent priority is the making of some new appointments.

More positively, the year has been one of the most exhilarating and challenging I can remember. I have enjoyed meeting new people in many different fields and learning about the many different cultures of this institution. The issues to which the Program is dedicated are among the most important of our time, and it is a privilege to be part of the growing movement to give the study of ethics a more prominent place in the professions and public life more generally.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Dennis". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dennis F. Thompson

APPENDIX I

Faculty and Administrators Consulted

Below is a partial list of Harvard faculty and administrators consulted by Dennis Thompson in individual interviews during 1986-87.

Graham Allison, Don K. Price Professor of Politics and Dean, Kennedy School of Government
Elizabeth Anderson, Ph.D. Candidate, Department of Philosophy
Joseph Bower, Professor of Business Administration and Director of External Relations
Constance Buchanan, Acting Associate Dean for Development and Director of Women's Programs,
Divinity School
Alfred D. Chandler, Jr., Isidor Straus Professor of Business History
Leon Eisenberg, Maude and Lillian Presley Professor of Social Medicine
Daniel Federman, Dean for Students and Alumni, Medical School
J. Ronald Fox, Jaime and Josefina Chua Tiampo Professor of Business Administration
Charles Fried, Carter Professor of General Jurisprudence
Kenneth Goodpaster, Associate Professor of Business Administration
Elizabeth Huidekoper, Director, Office of Budgets and Acting Director of Sponsored Research
Andrew Kaufman, Charles Stebbins Fairchild Professor of Law
Phyllis Keller, Associate Dean for Academic Planning, FAS
Steven Kelman, Professor of Public Policy
Sharon Kleefeld, Associate in Communication, Management Communication, Business School
Lance Liebman, Professor of Law
Jay Lorsch, Louis E. Kirstein Professor of Human Relations, Business School
John B. Matthews, Joseph C. Wilson Professor of Business Administration
Ernest May, Charles Warren Professor of American History
John McArthur, George Fisher Baker Professor of Administration and Dean, Business School
Martha Minow, Professor of Law
Gordon Moore, Associate Professor of Medicine
Mark Moore, Daniel and Florence Guggenheim Professor of Criminal Justice and Policy Management,
Kennedy School
Laura Nash, Director, Best Practice Project, Center for Business and Government
David Nathan, Robert A. Stranahan Professor of Pediatrics
Richard Neustadt, Lucius N. Littauer Professor of Public Administration
Joseph Nye, Jr., Professor of Government and Director, Center for Science and International Affairs
Lynn Peterson, Assistant Professor of Medical Ethics, Department of Social Medicine and Health Policy
Thomas Piper, Professor of Business Administration
Don K. Price, Weatherhead Professor of Public Management
John Rawls, James Bryant Conant University Professor
Robert Reich, Lecturer in Public Policy
Henry Rosovsky, Lewis P. and Linda L. Geyser University Professor
Kenneth Ryan, Kate Macy Ladd Professor of Obstetrics and Gynecology
James Sabin, Lecturer on Psychiatry
Michael Sandel, Associate Professor of Government
Frank Sander, Bussey Professor of Law
Thomas M. Scanlon, Professor of Philosophy

Thomas Schelling, Lucius N. Littauer Professor of Political Economy
John Shattuck, Vice President for Government and Public Affairs
Judith Shklar, John Cowles Professor of Government
Daniel Steiner, Vice President and General Counsel
Ronald Thiemann, John Lord O'Brian Professor and Dean, Divinity School
Barbara Toffler, Assistant Professor of Business Administration
Daniel Tosteson, Caroline Shield Walker Professor of Physiology and Dean, Medical School
James Vorenberg, Roscoe Pound Professor of Law and Dean, Law School
Lloyd Weinreb, Professor of Law
Kenneth Winston, Visiting Professor, Kennedy School
Paul Ylvisaker, Charles William Eliot Professor of Education

APPENDIX II

Statement on the Purposes of the Program

Fall, 1986

The Harvard Program in Ethics and the Professions seeks to encourage teaching and research about ethical issues in the professions. Newly established by the President and the Council of Deans, it is intended to help meet the growing need for teachers and scholars who address these issues in schools of business, government, law, and medicine. Each year the Program invites a group of outstanding individuals to Harvard to pursue a course of study designed to develop their competence to teach and write about professional ethics broadly understood. In this and its other activities, the Program brings the perspectives of moral and political philosophy to bear on fundamental ethical choices faced by professionals and those whom they serve.

The Aims of the Program

Despite increasing interest and activity in the field of professional ethics, it has yet to find a secure place in American higher education. There are now a great number of courses being taught in this field, but (as far as we know) no other programs to help prepare faculty to teach them, and few other programs to support the scholarship that could be taught in them. Two related obstacles—one affecting teaching, and the other research—have impeded further progress.

Most of the teachers of professional ethics have had to acquire the knowledge they need on their own, whether in philosophy or in the profession about which they teach. Few feel fully competent in the relevant literature in both philosophy and their respective professions. Still fewer have had an occasion for systematic and integrated study of both. Furthermore, most find themselves isolated from colleagues in other professional schools and in departments of philosophy and political science who share their interests. The Program offers these teachers the opportunity not only to develop their competence in the aspects of the field about which they need to know more, but also to broaden their understanding of professional ethics more generally through contact with those teaching and writing from the perspective of other professions. The associations that they form are likely to continue beyond the term of the Fellowship at Harvard, and can help sustain a sense of collegiality among teachers in this field at many different institutions. Through such cumulative effects on only a relatively small number of teachers each year, the Program hopes eventually to have a major influence on professional education.

For similar reasons, the research has yet to integrate philosophical theory and professional practice in a way that would most enrich the study of ethics in the professions. Many theorists have written about professional ethics without having much direct contact with students and faculty in the professional schools. This isolation, to be sure, promotes the scholarly virtues of detachment, helping to preserve a necessary critical distance from the prejudices of the practical affairs. But the isolation is generally carried too far. It reinforces a tendency, abetted by the abstract nature of philosophy, to ignore the circumstances of actual professional life. It also reinforces the common view among professionals that philosophy is irrelevant to their problems. The Program provides a setting that encourages philosophers to give more attention to the concerns of professionals, and professionals to give more attention to the concerns of philosophy. Because of its inter-faculty basis and the diverse backgrounds of its Fellows, the Program can stimulate research that overcomes these effects of isolation.

The Program is well-situated to carry out its goals. It can draw on the extensive and excellent resources of Harvard's distinguished schools of medicine, law, business and government. It enjoys the contributions of leading faculty in the fields of moral and political philosophy and political theory. The ancillary activities of many of the schools (for example, the Center for Business and Government, the Legal Services Center, the Clerkships in Medical Ethics) also benefit the Program. The President of the University, as well as several of the Deans and faculty of the professional schools, have long been known as enlightened advocates of strengthening ethical education in the professions. Members of each of the Harvard faculties have committed themselves to participating in the activities of the Program.

The Agenda of the Program

The Program draws on moral and political philosophy to identify and clarify ethical issues in the professions in the context of modern society. The issues include not only those that confront individuals in their professional roles but also those that involve the broader social and political structures in which the professions function. One of the most important objectives is to establish connections between the problems that individual professionals confront and the social and political context in which they act.

Among the questions with which the Program is concerned are: the conflict between duties of role and those of more general morality (for example, may lawyers engage in deception to protect their clients, physicians to protect their patients, government officials to protect national security, and businessmen to make their companies more profitable?); the duty to serve the public good (for example, to what extent are lawyers obliged to do pro bono work, doctors required to consider social justice in the allocation of scarce life-saving treatment, legislators expected to pursue the national interest instead of the wishes of their constituents, businessmen obliged to take account of the social responsibility of their corporations?); the role of professional authority (to what extent should lawyers refuse to help clients pursue litigation that seems against the clients' interest, doctors withhold information from patients or force treatment upon them, government officials prevent citizens from using certain drugs or taking other kinds of risks, businessmen refrain from selling products they know are likely to harm consumers; and the accountability of professionals (for example, how and by whom should professional ethics be enforced, and what place is there for personal moral responsibility and individual dissent in the complex organizations in which many professionals work?).

Questions such as these, which focus on the morality of roles, cannot be adequately understood without also considering the morality of the structures in which the roles reside. Accordingly, the agenda also includes some topics with which recent philosophy has been preoccupied (questions of justice, rights, liberty, community, relativism). It situates them, however, in the context of the practices of the professions. Among the questions are: the distribution of medical care and legal resources, the justifiability of preferential hiring, the legitimacy of distinctions between public and private life (including the morality of the free market), the possibility of shared conceptions of morality in a society, and the legitimacy of criticizing the morality of other societies and other cultures. More generally, the Program is concerned with the characteristics of the process of moral deliberation in which professionals and other citizens should engage to confront their common ethical problems.

The Activities of the Program

The dual purposes of the Program in promoting teaching and research in professional and applied ethics are furthered in each of three major activities.

The most important activity is the support of the Fellowships. The Fellows spend at least one academic year and a summer at Harvard participating in the Program's core seminar, attending courses in the professional schools and the departments of the faculty of arts and sciences, and conducting their own research on professional ethics. The seminar, led by the Director of the Program, discusses ethical problems that arise in some form in all of the professions (such as those mentioned above as part of the Program's agenda). Problems of pedagogy in the teaching of ethics are also discussed. With the advice of the Director and other faculty associated with the Program, Fellows choose other courses, including tutorials and clinical experience, to broaden their knowledge of moral philosophy and the professions about which they teach and write. These individualized courses of study are designed to help those who are well-prepared in philosophy learn more about one of the professions, and those who are experienced in professional education gain greater competence in moral philosophy. During the academic year, the Fellows spend part of their time carrying out research in professional ethics, and during the subsequent summer they usually devote full-time to this scholarly work. Throughout their appointment, Fellows have access to the extensive intellectual resources of the entire university, including opportunities to participate in colloquia, curriculum development, collaborative research, casewriting workshops and clinical programs.

Fellows normally hold a postgraduate degree in business, government, law, or medicine; or a doctorate in philosophy, political theory, or theology. Since the field of the degree is less important than the nature of the teaching and research that a Fellow has done and plans to do, candidates with advanced degrees in other fields may also qualify. Some fellowships are also available for faculty members who, though not specializing in professional ethics, wish to integrate the contributions of that field into the courses and research in their own fields.

Fellows are selected on the basis of (1) the quality of their achievements in their field of specialization and their ability to benefit from work in a second field in the Program; (2) the contributions they are likely to make in the future through teaching and writing about ethical issues in the professions; and (3) the probable significance of the research they propose to conduct and its relevance to the purposes of the Program. Applications include a vita, a recent published or unpublished article, a statement describing prior work in professional ethics or related fields and future plans for teaching and research, and letters of reference. Fellows are selected by a committee of Harvard faculty representing each of the professional schools and the faculty of arts and sciences.

Fellows receive a stipend based on their individual circumstances. Younger Fellows who have no regular academic appointment typically receive a stipend equivalent to somewhat less than the starting salary of an assistant professor in the relevant discipline at Harvard. A Fellow who is on leave from a regular academic appointment usually receives a support of up to one-half of his or her academic-year salary of the previous year. In addition, each Fellow receives two-ninths summer support. Study space, library privileges, and a modest research allowance for research are provided. The normal term of appointment is for eleven months starting in September, though renewal for a second year may be possible. In appropriate cases, the Program offers appointments in conjunction with the professional schools and with other programs in the university (such as mid-career programs in the Kennedy School).

The full class of a fully-funded Program is expected to include eight to ten Fellows, representing as far as possible a balance among the various professions. In the earlier years the class is likely to be smaller, and its growth will depend not only on availability of funding but also on the quality of the applicants. Maintaining the highest possible quality of Fellows is essential to achieving the aims of the Program.

A second activity of the Program is the sponsorship of conferences and public lectures on professional and applied ethics. Distinguished philosophers and theorists and prominent professionals are invited to present papers and engage in discussions. Most of the sessions are open to the university community and guests from other institutions. Some of the proceedings may be published. In addition to topics drawn from the agenda of the Program, these sessions may address questions of more practical and current interest to several of the professions, such as the problems of malpractice insurance, the role of shareholders' resolutions, legislation to protect whistleblowers in government and corporations, and reforms to reduce corruption in campaigns, elections and lobbying.

A third activity is the support of teaching and research in professional ethics at Harvard. As funding becomes available, the Program expects to provide small grants and other assistance to help develop new courses on ethics in the professional schools and in the College. It will also offer some support for research by faculty associated with the Program. Teaching and research that involve collaboration by faculty members from different schools, or with different academic backgrounds, are especially welcome.

The Faculty Associated with the Program

The Inter-Faculty Committee for the Program consists of at least one member from each of the associated professional schools, and two members from the faculty of arts and sciences. Its members are appointed by the President in consultation with the Director. The Committee helps select the Fellows and advises the Director on general matters related to the activities of the Program.

The Program also benefits from the contributions of Senior Fellows, who are appointed by the President from among the most distinguished scholars in the University with an interest in the Program. The Senior Fellows are available to advise the regular Fellows in the Program, as well as to provide counsel to the Director and the Inter-Faculty Committee.

The Administration of the Program

The staff of the Program consists of the Director (a permanent member of the Harvard faculty), an administrative assistant, a part-time secretary and a part-time research assistant. The Director of the Program is appointed by the President of the University (with the advice of the Council of Deans). At present the Program does not have a central location of its own, but the hope is that a suitable location and adequate funding can be found so that the Fellows and the staff will share a common space. This geographical proximity is important in creating and sustaining any interdisciplinary enterprise, but is essential in a Program such as this that supports work in separate professional schools while at the same time seeking to establish intellectual and collegial connections among them.

The Program, if funded on an appropriate scale, can give new life and legitimacy to the field of professional ethics. With access to the intellectual resources of Harvard, the commitment of some of the university's leading faculty, and the determination to appoint Fellows of outstanding quality, the Program can create and sustain a distinguished role for the study of ethics in professional schools and higher education more generally.

APPENDIX III

Fellows in Professional Ethics

1987-88

Arthur Isak Applbaum, 29, is a founding member of Harvard Business School's Negotiation Roundtable, a research group that applies negotiation analysis to problems in management strategy. He will complete his Ph.D. in Public Policy at Harvard this summer with a dissertation entitled *Knowledge, Interest, and Negotiation: Learning Under Conflict, Bargaining Under Uncertainty*. Mr. Applbaum co-teaches courses in negotiation and management at Harvard's Kennedy School of Government. He is the author of a widely used case study of strategic management in a federal agency, and currently is preparing a volume of commentaries on management cases. He is a Research Associate of the Program on Negotiation at Harvard Law School and a member of the editorial policy board of *Negotiation Journal*. A former Fulbright Fellow, Mr. Applbaum studied ethics at Princeton University and holds a Master of Public Policy from the Kennedy School. His research through the Program in Ethics and the Professions will focus on the interplay of moral, inductive, and strategic reasoning.

Ezekiel Jonathan Emanuel, 29, is currently a Ph.D. candidate in Political Science at Harvard University and an M.D. candidate at Harvard Medical School. He received an M.Sc. in biochemistry from Oxford University and a B.A. in chemistry and philosophy from Amherst College. His dissertation is entitled *The Ends of Human Life: Medical Ethics in a Liberal Polity*. Mr. Emanuel has taught courses in moral reasoning and social theory at Harvard College, and among his previous honors are the Charlotte Newcombe Fellowship and Danforth Teaching Awards. He has published in *Dissent*, *Nature*, *The Hastings Center Report*, and *The New Republic*. His research focuses on how current medical dilemmas might be informed by political philosophy.

Robert K. Massie, Jr., 30, is an ordained priest in the Episcopal church, having received his Master of Divinity degree from Yale University. He currently serves as priest-in-charge at Christ Church, Somerville, and is working on his doctorate in Business Administration at the Harvard Business School, concentrating in business policy and business ethics. He has served as assistant rector at Grace Episcopal Church in Manhattan and as the outside member of the Ethics Advisory Committee of Children's Hospital in Boston. His research focuses on the effect of shareholder activism on corporate decision-making in the South African divestment campaign.

Robert Eli Rosen, 34, is Associate Professor at the University of Miami School of Law, having received a Ph.D. in sociology at the University of California at Berkeley and a J.D. from Harvard Law School. He also holds an M.A. in sociology from the University of California-Berkeley. He serves on the Board of Directors of the Greater Miami Legal Services Corporation and is editor of the Florida Bar's *Law Office Economics Newsletter*. He has published in the *Berkeley Journal of Sociology* and the *Stanford Law Review* and has taught courses in legal ethics and the sociology of law. His research deals with the relation between the concepts of fiduciary trust and paternalism.