Blind Spots
Why We Fail to Do What’s Right and What to Do about It

Max H. Bazerman & Ann E. Tenbrunsel

When confronted with an ethical dilemma, most of us like to think we would stand up for our principles. But we are not as ethical as we think we are. In Blind Spots, leading business ethicists Max Bazerman and Ann Tenbrunsel examine the ways we overestimate our ability to do what is right and how we act unethically without meaning to. From the collapse of Enron and corruption in the tobacco industry, to sales of the defective Ford Pinto and the downfall of Bernard Madoff, the authors investigate the nature of ethical failures in the business world and beyond, and illustrate how we can become more ethical, bridging the gap between who we are and who we want to be.

Explaining why traditional approaches to ethics don’t work, the book considers how blind spots like ethical fading—the removal of ethics from the decision-making process—have led to tragedies and scandals such as the Challenger space shuttle disaster, steroid use in Major League Baseball, the crash in the financial markets, and the energy crisis. The authors demonstrate how ethical standards shift, how we neglect to notice and act on the unethical behavior of others, and how compliance initiatives can actually promote unethical behavior. Distinguishing our “should self” (the person who knows what is correct) from our “want self” (the person who ends up making decisions), the authors point out ethical sinkholes that create questionable actions.

Suggesting innovative individual and group tactics for improving human judgment, Blind Spots shows us how to secure a place for ethics in our workplaces, institutions, and daily lives.

Max H. Bazerman is the Jesse Isidor Straus Professor of Business Administration at Harvard Business School. He is the author and coauthor of many books, including Negotiation Genius. Ann E. Tenbrunsel is the Rex and Alice A. Martin Professor of Business Ethics at the Mendoza College of Business, University of Notre Dame. She is the coeditor of several books, including Codes of Conduct.

“When we think of unethical behavior, the images that often come to mind are those of robbers, thieves, the executives at Enron, or Bernie Madoff. Blind Spots is not just about these criminals, but about a much larger problem—the dishonest actions that we all take while still thinking of ourselves as wonderfully moral people. In this important book, Bazerman and Tenbrunsel show us how we fail to see our own immoral actions in an objective light, and the trouble that this biased view gets us into.”
—Dan Ariely, author of Predictably Irrational
“I really can’t wait to get my eyes on this thing.”
—Grant McCreary, Birder’s Library

“Richard Crossley, in his forthcoming book, The Crossley ID Guide: Eastern Birds, has used photography to aid pattern recognition. He has created scenes that depict the way birds actually appear in their natural habitats and by emphasizing the context, he hopes to make it easier for us to perceive the shape and size of birds.”
—Fannie Peczenik, Pittsburgh Birdwatching Examiner

The Crossley ID Guide
Eastern Birds

This stunningly illustrated book from acclaimed birder and photographer Richard Crossley revolutionizes birding by providing the first real-life approach to identification. Whether you are a beginner, expert, or anywhere in between, The Crossley ID Guide will vastly improve your ability to identify birds.

Unlike other guides, which provide isolated individual photographs or illustrations, this is the first book to feature large, lifelike scenes for each species. These scenes—640 in all—are each composed of 12–20 color images showing the bird in a wide range of views—near and far, from different angles, in various plumages and behaviors, including flight, and in the habitat in which they live. These beautiful compositions show how a bird’s appearance changes with distance, and give equal emphasis to characteristics experts use to identify birds: size, structure and shape, behavior, probability, and color. This is the first book to convey all of these features visually—in a single image—and to reinforce them with accurate, concise text. Each scene provides a wealth of detailed visual information that invites and rewards careful study, but the most important identification features can be grasped instantly by anyone.
By making identification easier, more accurate, and more fun than ever before, *The Crossley ID Guide* will completely redefine how readers look at birds. Essential for all birders, it also promises to make new birders of many people who have despaired of using traditional guides.

- *The Crossley ID Guide* revolutionizes birding and field guides
- Lifelike scenes composed from multiple color photos of the same species—seen near and far, from different angles, and in various plumages and behaviors, including flight
- Highlights the most important identification characteristics: size, structure and shape, behavior, probability, and color
- Most comprehensive guide available, with 640 scenes incorporating more than 10,000 of the author’s images
- An interactive Web site that includes videos—www.crossleybirds.com—helps readers further sharpen and test their identification skills

Richard Crossley is an internationally acclaimed birder and photographer who has been birding since age 7. He is a coauthor of *The Shorebird Guide.*

“Really cool and totally different…. Crossley gives us birds as we see them, in action…. We’ve been inundated with ‘new’ birding field guide books in recent years, no single one of them offering a compelling reason for purchase. This book will offer such a reason.”
—Jim Williams, *Minneapolis Star Tribune*

“Richard Crossley has conceived and actually implemented a breakout idea for a general field guide to bird identification…. [W]hat…Crossley is doing with his idea of image, gestalt, wordlessness, and recognition is mind-blowing. And it will revolutionize bird ID practice, discussions, and the scope of what each species is. Whether you have seen a bird and want to figure it out or you have been perusing his intuitive selection of what/how a bird looks and then you see it and know it too, I think you’ll find Richard’s guiding eye a game-changer for your birding endeavors.”
—Hawks Aloft
Few writers are more quotable than Henry David Thoreau. His books, essays, journals, poems, letters, and unpublished manuscripts contain an inexhaustible treasure of epigrams and witticisms, from the famous (“The mass of men lead lives of quiet desperation”) to the obscure (“Who are the estranged? Two friends explaining”) and the surprising (“I would exchange my immortality for a glass of small beer this hot weather”). *The Quotable Thoreau*, the most comprehensive and authoritative collection of Thoreau quotations ever assembled, gathers more than 2,000 memorable passages from this iconoclastic American author, social reformer, environmentalist, and self-reliant thinker. Including Thoreau’s thoughts on topics ranging from sex to solitude, manners to miracles, government to God, life to death, and everything in between, the book captures Thoreau’s profundity as well as his humor (“If misery loves company, misery has company enough”). Drawing primarily on *The Writings of Henry D. Thoreau*, published by Princeton University Press, *The Quotable Thoreau* is thematically arranged, fully indexed, richly illustrated, and thoroughly documented. For the student of Thoreau, it will be invaluable. For those who think they know Thoreau, it will be a revelation. And for the reader seeking sheer pleasure, it will be a joy.

- Over 2,000 quotations on more than 150 subjects
- Richly illustrated with historic photographs and drawings
- Thoreau on himself and his contemporaries
- Thoreau’s contemporaries on Thoreau
- Biographical time line
- Appendix of misquotations and misattributions
- Fully indexed
- Suggestions for further reading

**Jeffrey S. Cramer** is curator of collections at the Thoreau Institute at Walden Woods, an independent research institution that holds the world’s most comprehensive collection of Thoreau-related material. Cramer is the editor of *The Portable Thoreau* (Penguin), *Walden: A Fully Annotated Edition*, and *I to Myself: An Annotated Selection from the Journal of Henry D. Thoreau*, among other books.
**Whatever Gets You through the Night**
A Story of Sheherezade and the Arabian Entertainments

**Andrei Codrescu**

I fear each passing night that I will not receive my maintenance dose of suspense, and then I will cease to exist.
—Whatever Gets You through the Night

*Whatever Gets You through the Night* is an irreverent and deeply funny retelling of the *Arabian Nights* and a wildly inspired exploration of the timeless art of storytelling. Award-winning writer Andrei Codrescu reimagines how Sheherezade saved Baghdad’s virgins and her own life through a heroic feat of storytelling—one that kept the Persian king Sharyar hanging in agonizing narrative and erotic suspense for 1001 nights. For Sheherezade, the end of either suspense or curiosity means death, but Codrescu keeps both alive in this entertaining tale of how she learned to hold a king in thrall, setting with her endless invention an unsurpassable example for all storytellers across the ages. Liberated and mischievous, Codrescu’s Sheherezade is as charming as she is shrewd—and so is the story Codrescu tells.

**Andrei Codrescu** is an award-winning poet, novelist, essayist, and NPR commentator. His recent books include *The Posthuman Dada Guide* and *The Poetry Lesson* (both Princeton).

“Like a supercomputer concealed inside an exotic, aphrodisiac fruit, Codrescu’s retelling of this ancient bawdy wonderwork ends up by surprisingly calculating the future of our race.”
—Tom Robbins, author of *Even Cowgirls Get the Blues*

“This extraordinary rewriting of the *Arabian Nights* is a tour de force. Andrei Codrescu writes with verve, eloquence, and a fervent imagination.”
—Jack Zipes, adapter of the Signet Classics *Arabian Nights*

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LITERATURE • FAIRY TALES

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“Garry Wills rescues Augustine’s Confessions from its posterity, peeling away layer after layer of anachronistic reactions to the text and providing an invaluable aid to readers. A master restorer, Wills gives us a picture carefully cleaned of a millennium and a half of varnish…. This is vintage Wills—punchy, clear, well-argued, and beautifully translated, both linguistically and culturally.”

—Peter Brown, Princeton University, author of Augustine of Hippo: A Biography

In this brief and incisive book, Pulitzer Prize–winning historian Garry Wills tells the story of the Confessions—what motivated Augustine to dictate it, how it asks to be read, and the many ways it has been misread in the one-and-a-half millennia since it was composed. Following Wills’s biography of Augustine and his translation of the Confessions, this is an unparalleled introduction to one of the most important books in the Christian and Western traditions.

Understandably fascinated by the story of Augustine’s life, modern readers have largely succumbed to the temptation to read the Confessions as autobiography. But, Wills argues, this is a mistake. The book is not autobiography but rather a long prayer, suffused with the language of Scripture and addressed to God, not man. Augustine tells the story of his life not for its own significance but in order to discern how, as a drama of sin and salvation leading to God, it fits into sacred history. “We have to read Augustine as we do Dante,” Wills writes, “alert to rich layer upon layer of Scriptural and theological symbolism.”

Wills also addresses the long afterlife of the book, from controversy in its own time and relative neglect during the Middle Ages to a renewed prominence beginning in the fourteenth century and persisting to today, when the Confessions has become an object of interest not just for Christians but also historians, philosophers, psychiatrists, and literary critics.

With unmatched clarity and skill, Wills strips away the centuries of misunderstanding that have accumulated around Augustine’s spiritual classic.

Garry Wills is the best-selling author of many books on religion and American history, including the Pulitzer Prize–winning Lincoln at Gettysburg (Simon & Schuster). His recent books include St. Augustine: A Life (Viking) and a translation of Augustine’s Confessions (Penguin Classics).
An interview with Garry Wills

Has the Confessions always been read as an autobiography?

Originally, the book was read as autobiography by Pelagians, to launch personal attacks on Augustine, but it did not become the basis for biographical paintings and relief sculptures until the fourteenth century.

Why are its last four chapters rarely read?

The last chapters are too theological and exegetical to fit easily with what precedes.

Why did the Confessions seem to vanish from the world of letters in Europe during the Middle Ages?

The Middle Ages were more interested in “hot” doctrinal matters like original sin, grace, free will, predestination, and church-state relations—subjects treated more fully in other works of Augustine.

Was the Confessions a completely unique book in its time?

It was and it is still a unique book, an extended prayer, a palimpsest of the Book of Genesis and personal salvation.

Where have modern interpretations of this book gone wrong?

The use of psychobiography is entirely misleading, though often indulged, on this work.

When did you first read this book, and how did it affect you?

I first read it (in translation) in high school, where it struck me as the greatest prayer I had ever encountered. In a Jesuit seminary, where we could not read “secular” books, I spent a long time reading it in Latin, partly as an exercise and to avoid the inane “pious” books that were foisted on us.

Some forthcoming series titles

- The Book of Revelation
  - Bruce Chilton
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- The I Ching
  - Richard J. Smith
- The Yoga Sutras of Patanjali
  - David Gordon White
“Martin Marty’s biography of Dietrich Bonhoeffer’s widely acclaimed *Letters and Papers from Prison* is riveting. It was difficult to put it down. Under Marty’s assured direction we are led on a fascinating journey…. We come away from Marty’s opus thankful and exhilarated: deeply thankful that Bonhoeffer’s brother-in-law Bethge preserved these ‘letters and papers,’ and exhilarated to discover yet again how God’s deep reverence for our creaturely autonomy and integrity allows for such different apprehensions of the irruption of the divine.”

—Archbishop Emeritus Desmond Tutu

For fascination, influence, inspiration, and controversy, Dietrich Bonhoeffer’s *Letters and Papers from Prison* is unmatched by any other book of Christian reflection written in the twentieth century. A Lutheran pastor and theologian, Bonhoeffer spent two years in Nazi prisons before being executed at age thirty-nine, just a month before the German surrender, for his role in the plot to kill Hitler. The posthumous *Letters and Papers from Prison* has had a tremendous impact on both Christian and secular thought since it was first published in 1951, and has helped establish Bonhoeffer’s reputation as one of the most important Protestant thinkers of the twentieth century. In this, the first history of the book’s remarkable global career, National Book Award–winning author Martin Marty tells how and why *Letters and Papers from Prison* has been read and used in such dramatically different ways, from the cold war to today.

In his late letters, Bonhoeffer raised tantalizing questions about the role of Christianity and the church in an increasingly secular world. Marty tells the story of how, in the 1960s and the following decades, these provocative ideas stirred a wide range of thinkers and activists, including civil rights and anti-apartheid campaigners, “death-of-God” theologians, and East German Marxists.

In the process of tracing the eventful and contested history of Bonhoeffer’s book, Marty provides a compelling new perspective on religious and secular life in the postwar era.

Martin E. Marty is professor emeritus of religious history at the University of Chicago. He is the winner of the National Book Award and the author of more than fifty books. His recent books include *Martin Luther: A Life* (Viking) and *The Christian World: A Global History* (Modern Library).
The Tibetan Book of the Dead is the most famous Buddhist text in the West, having sold more than a million copies since it was first published in English in 1927. Carl Jung wrote a commentary on it, Timothy Leary redesigned it as a guidebook for an acid trip, and the Beatles quoted Leary’s version in their song “Tomorrow Never Knows.” More recently, the book has been adopted by the hospice movement, enshrined by Penguin Classics, and made into an audiobook read by Richard Gere. Yet, as acclaimed writer and scholar of Buddhism Donald Lopez writes, “The Tibetan Book of the Dead is not really Tibetan, it is not really a book, and it is not really about death.” In this compelling introduction and short history, Lopez tells the strange story of how a relatively obscure and malleable collection of Buddhist texts of uncertain origin came to be so revered—and so misunderstood—in the West.

The central character in this story is Walter Evans-Wentz (1878–1965), an eccentric scholar and spiritual seeker from Trenton, New Jersey, who, despite not knowing the Tibetan language and never visiting the country, crafted and named The Tibetan Book of the Dead. In fact, Lopez argues, Evans-Wentz’s book is much more American than Tibetan, owing a greater debt to Theosophy and Madame Blavatsky than to the lamas of the Land of Snows. Indeed, Lopez suggests that the book’s perennial appeal stems not only from its origins in magical and mysterious Tibet, but also from the way Evans-Wentz translated the text into the language of a very American spirituality.

Donald S. Lopez, Jr., is the Arthur E. Link Distinguished University Professor of Buddhist and Tibetan Studies at the University of Michigan. His many books include The Story of Buddhism (HarperOne) and Prisoners of Shangri-La: Tibetan Buddhism and the West. He has also edited a number of books by the Dalai Lama.

“On the history of Buddhism and its transmission to the West, Donald Lopez is the unsurpassable master. The story he tells here about a book that is ‘not really Tibetan’ and ‘not really about death’ glistens with delicious ironies and arresting historical parallels. Who else but Lopez would begin a history of The Tibetan Book of the Dead with the story of Mormon prophet Joseph Smith—and then, like a mystery writer, reveal the connections at the end? This is a sly and wildly entertaining book.”

—Kenneth L. Woodward, contributing editor, Newsweek
“This exceptionally readable book combines wide, practical political experience with intellectual breadth, and does an excellent job of drawing together the big historical themes that surround the birth, development, and travails of the European Union. Marquand succeeds admirably in showing where Europe might be headed.”
—David Runciman, author of Political Hypocrisy: The Mask of Power, from Hobbes to Orwell and Beyond

Has Europe’s extraordinary postwar recovery limped to an end? It would seem so. The United Kingdom, Belgium, France, Italy, and former Soviet Bloc countries have experienced ethnic or religious disturbances, sometimes violent. Greece, Ireland, and Spain are menaced by financial crises. And the euro is in trouble. In The End of the West, David Marquand, a former member of the British Parliament, argues that Europe’s problems stem from outdated perceptions of global power, and calls for a drastic change in European governance to halt the continent’s slide into irrelevance. Taking a searching look at the continent’s governing institutions, history, and current challenges, Marquand offers a disturbing diagnosis of Europe’s ills to point the way toward a better future.

Exploring the baffling contrast between postwar success and current failures, Marquand examines the rebirth of ethnic communities from Catalonia to Flanders, the rise of xenophobic populism, the democratic deficit that stymies EU governance, and the thorny questions of where Europe’s borders end and what it means to be European. Marquand contends that as China, India, and other nations rise, Europe must abandon ancient notions of an enlightened West and a backward East. He calls for Europe’s leaders and citizens to confront the painful issues of ethnicity, integration, and economic cohesion, and to build a democratic and federal structure.

A wake-up call to those who cling to ideas of a triumphalist Europe, The End of the West shows that the continent must draw on all its reserves of intellectual and political creativity to thrive in an increasingly turbulent world, where the very language of “East” and “West” has been emptied of meaning.

David Marquand has been a member of the British Parliament, an official of the European Commission, and principal of Mansfield College, University of Oxford. He is a fellow of the British Academy and the author of many books, including Britain since 1918.

THE PUBLIC SQUARE
Ruth O’Brien, Series Editor

THE END OF THE WEST
The Once and Future Europe

DAVID MARQUAND
Andrea Carandini’s archaeological discoveries and controversial theories about ancient Rome have made international headlines over the past few decades. In this book, he presents his most important findings and ideas, including the argument that there really was a Romulus—a first king of Rome—who founded the city in the mid-eighth century BC, making it the world’s first city-state, as well as its most influential. *Rome: Day One* makes a powerful and provocative case that Rome was established—if not built—in a one-day ceremony, and that Rome’s first day was also Western civilization’s.

Historians tell us that there is no more reason to believe that Rome was actually established by Romulus than there is to believe that he was suckled by a she-wolf. But Carandini, drawing on his own excavations as well as historical and literary sources, argues that the core of Rome's founding myth is not purely mythical. In this illustrated account, he makes the case that a king whose name might have been Romulus founded Rome one April 21st in the mid-eighth century BC, most likely in a ceremony in which a white bull and cow pulled a plow to trace the position of a wall marking the blessed soil of the new city. This ceremony establishing the Palatine Wall, which Carandini discovered, inaugurated the political life of a city that, through its later empire, would influence much of the world.

Uncovering the birth of a city that gave birth to a world, *Rome: Day One* reveals as never before a truly epochal event.

Andrea Carandini is professor of archaeology at the University of Rome, La Sapienza, and the author of many books. For more than two decades, he has supervised some of the most important archaeological excavations in Rome, and he was instrumental in the discovery of the ancient Palatine Wall and the earliest phase of the Sanctuary of Vesta.

“A fascinating examination of how Rome began some twenty-eight centuries ago, written by an archaeologist whose many years of excavation have profoundly altered our understanding of the city and its history. Challenging, and often controversial, this book is a rewarding read both for the long-standing enthusiast and the newcomer to the subject.”

—Adrian Goldsworthy, author of *Caesar: The Life of a Colossus*
How is consciousness possible? What biological purpose does it serve? And why do we value it so highly? In Soul Dust, the psychologist Nicholas Humphrey, a leading figure in consciousness research, proposes a startling new theory. Consciousness, he argues, is nothing less than a magical-mystery show that we stage for ourselves inside our own heads. This self-made show lights up the world for us and makes us feel special and transcendent. Thus consciousness paves the way for spirituality, and allows us, as human beings, to reap the rewards, and anxieties, of living in what Humphrey calls the “soul niche.”

Tightly argued, intellectually gripping, and a joy to read, Soul Dust provides answers to the deepest questions. It shows how the problem of consciousness merges with questions that obsess us all—how life should be lived and the fear of death. Resting firmly on neuroscience and evolutionary theory, and drawing a wealth of insights from philosophy and literature, Soul Dust is an uncompromising yet life-affirming work—one that never loses sight of the majesty and wonder of consciousness.

Nicholas Humphrey has held posts at Oxford and Cambridge universities, and is now professor emeritus of psychology at the London School of Economics. His many books include A History of the Mind and Seeing Red.
Braintrust
What Neuroscience Tells Us about Morality

Patricia S. Churchland

What is morality? Where does it come from? And why do most of us heed its call most of the time? In Braintrust, neurophilosophy pioneer Patricia Churchland argues that morality originates in the biology of the brain. She describes the “neurobiological platform of bonding” that, modified by evolutionary pressures and cultural values, has led to human styles of moral behavior. The result is a provocative genealogy of morals that asks us to reevaluate the priority given to religion, absolute rules, and pure reason in accounting for the basis of morality.

Moral values, Churchland argues, are rooted in family values displayed by all mammals—the caring for offspring. The evolved structure, processes, and chemistry of the brain incline humans to strive not only for self-preservation but for the well-being of allied selves—first offspring, then mates, kin, and so on, in wider and wider “caring” circles. Separation and exclusion cause pain, and the company of loved ones causes pleasure; responding to feelings of social pain and pleasure, brains adjust their circuitry to local customs. In this way, caring is apportioned, conscience molded, and moral intuitions instilled. A key part of the story is oxytocin, an ancient body-and-brain molecule that, by decreasing the stress response, allows humans to develop the trust in one another necessary for the development of close-knit ties, social institutions, and morality.

A major new account of what really makes us moral, Braintrust challenges us to reconsider the origins of some of our most cherished values.

Patricia S. Churchland is professor emerita of philosophy at the University of California, San Diego, and an adjunct professor at the Salk Institute. Her books include Brain-Wise and Neurophilosophy. In 1991, she was awarded a MacArthur Fellowship.

“This is a terrific, clear, and finely sensitive account of human moral and social behavior and its neurobiological—and decidedly secular—underpinnings. Patricia Churchland once again leads the way.”

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The financial collapse of Fannie Mae and Freddie Mac in 2008 led to one of the most sweeping government interventions in private financial markets in history. The bailout has already cost American taxpayers close to $150 billion, and substantially more will be needed. The U.S. economy—and by extension, the global financial system—has a lot riding on Fannie and Freddie. They cannot fail, yet that is precisely what these mortgage giants are guaranteed to do. How can we limit the damage to our economy, and avoid making the same mistakes in the future?

Guaranteed to Fail explains how poorly designed government guarantees for Fannie Mae and Freddie Mac led to the debacle of mortgage finance in the United States, weighs different reform proposals, and provides sensible, practical recommendations. Despite repeated calls for tougher action, Washington has expanded the scope of its guarantees to Fannie and Freddie, fueling more and more housing and mortgages all across the economy—and putting all of us at risk. This book unravels the dizzyingly immense, highly interconnected businesses of Fannie and Freddie. It proposes a unique model of reform that emphasizes public-private partnership, one that can serve as a blueprint for better organizing and managing government-sponsored enterprises like Fannie Mae and Freddie Mac. In doing so, Guaranteed to Fail strikes a cautionary note about excessive government intervention in markets.

Viral Acharya, Matthew Richardson, Stijn Van Nieuwerburgh, and Lawrence J. White are professors at the Leonard N. Stern School of Business at New York University, and are experts in applied financial economics. Acharya and Richardson are the coeditors of Restoring Financial Stability and Regulating Wall Street. Van Nieuwerburgh is an expert on household finance and mortgage markets. White has studied government-sponsored enterprises for many years and served on the board of Freddie Mac from 1986 to 1989 as part of his government service as a board member on the Federal Home Loan Bank Board.
An interview with Matthew Richardson, one of the authors of *Guaranteed to Fail*

What role did Fannie Mae and Freddie Mac play in precipitating the Great Recession?

Fannie and Freddie contributed to the Great Recession through both of the economic functions that they play in mortgage finance. In their portfolio or investment business, they increasingly held high-risk mortgages with very high loan-to-value ratios (and securitized assets backed by such mortgages), especially from 2003 to 2007. In their guarantee business too, they expanded their activities by substantially lowering their underwriting standards. This expansion was financed largely with debt that was implicitly backed by the U.S. government and supported with inadequate capital for the increasing risk of their mortgages and guarantees. Fannie and Freddie’s expansion contributed to the housing price bubble, and the subsequent deflation resulted in massive losses, which had to be backstopped since the two enterprises were too big and too interconnected to fail. As of now, the losses for U.S. taxpayers have accumulated to $150 billion.

Don’t Fannie and Freddie play an important role in making home ownership affordable to people who might otherwise be shut out of owning a home?

There is little evidence that Fannie and Freddie increased U.S. home ownership rates. Their primary effect has been to lower mortgage rates across the board, from which high-income households profited disproportionately. Internationally, countries that do not have Fannie and Freddie equivalents—and even have restrictions on the minimum quality of mortgages, such as a maximum loan-to-value ratio—exhibit home ownership rates similar to those in the United States.

Why has it been so difficult to reform Fannie and Freddie?

Fannie and Freddie have been a political football, tossed between the left and the right of American politics. They were the key tool for successive administrations to fight rising income inequality. During the recession, they were used to prop up the housing market and modify mortgages. Fannie and Freddie’s activities, while enjoying the implicit and later explicit support of the government, were never explicitly recognized on the government’s balance sheet. Absent such recognition, their enormous growth has allowed each successive government—under the ostensible purpose of supporting home ownership—to indirectly support housing-related borrowing and spending by households. Due to the unsustainable nature of such borrowing and spending, the housing markets have collapsed, and the costs have now materialized as the government honors the guarantees to Fannie and Freddie.

If policymakers could implement only one of your suggestions, which one should that be?

That would be to close Fannie and Freddie in the long run, starting with shutting down their portfolio or investment operation. There is no room for a government-sponsored multi-trillion-dollar hedge fund that is allowed to bet against economic catastrophes.
“This insightful book will stimulate a rethinking of the respective roles of private and public action. Donahue and Zeckhauser draw from an incredibly rich set of case studies that illustrate both the strengths and potential pitfalls of collaboration. Until now, there has been no formal articulation of the kinds of principles that this book provides for guiding policy. A genuine pleasure to read.”
—W. Kip Viscusi, author of *Smoke-Filled Rooms: A Postmortem on the Tobacco Deal*

**Collaborative Governance**
Private Roles for Public Goals in Turbulent Times

**John D. Donahue & Richard J. Zeckhauser**

All too often government lacks the skill, the will, and the wallet to meet its missions. Schools fall short of the mark while roads and bridges fall into disrepair. Health care costs too much and delivers too little. Budgets bleed red ink as the cost of services citizens want outstrips the taxes they are willing to pay. **Collaborative Governance** is the first book to offer solutions by demonstrating how government at every level can engage the private sector to overcome seemingly insurmountable problems and achieve public goals more effectively.

John Donahue and Richard Zeckhauser show how the public sector can harness private expertise to bolster productivity, capture information, and augment resources. The authors explain how private engagement in public missions—rightly structured and skillfully managed—is not so much an alternative to government as the way smart government ought to operate. The key is to carefully and strategically grant discretion to private entities, whether for-profit or nonprofit, in ways that simultaneously motivate and empower them to create public value. Drawing on a host of real-world examples—including charter schools, job training, and the resurrection of New York’s Central Park—they show how, when, and why collaboration works, and also under what circumstances it doesn’t.

**Collaborative Governance** reveals how the collaborative approach can be used to tap the resourcefulness and entrepreneurship of the private sector, and improvise fresh, flexible solutions to today’s most pressing public challenges.

**John D. Donahue** and **Richard J. Zeckhauser** both teach at the Harvard Kennedy School—Zeckhauser economics and analytics, Donahue public management and business-government relations. They write on related themes, Donahue mostly books (this is his twelfth) while Zeckhauser favors articles (he’s done hundreds, several of them seminal). Donahue chairs Harvard’s Master in Public Policy program and held senior roles in the Clinton administration. Zeckhauser pioneered the field of policy analysis and is a national-champion bridge player.
The Economics of Enough
How to Run the Economy as If the Future Matters

Diane Coyle

The world’s leading economies are facing not just one but many crises. The financial meltdown may not be over, climate change threatens major global disruption, economic inequality has reached extremes not seen for a century, and government and business are widely distrusted. At the same time, many people regret the consumerism and social corrosion of modern life. What these crises have in common, Diane Coyle argues, is a reckless disregard for the future—especially in the way the economy is run. How can we achieve the financial growth we need today without sacrificing a decent future for our children, our societies, and our planet? How can we realize what Coyle calls “the economics of enough”?

Running the economy for tomorrow as well as today will require a wide range of policy changes. The top priority must be ensuring that we get a true picture of long-term economic prospects, with the development of official statistics on national wealth in its broadest sense, including natural and human resources. Saving and investment will need to be encouraged over current consumption. Above all, governments will need to engage citizens in a process of debate about the difficult choices that lie ahead and rebuild a shared commitment to the future of our societies.

Creating a sustainable economy—having enough to be happy without cheating the future—won’t be easy. But The Economics of Enough starts a profoundly important conversation about how we can begin—and the first steps we need to take.

Diane Coyle runs Enlightenment Economics, a consulting firm specializing in technology and globalization, and is the author of a number of books on economics, including The Soulful Science (Princeton), Sex, Drugs and Economics, and The Weightless World. A BBC trustee and a visiting professor at the University of Manchester, she holds a PhD in economics from Harvard.

“This is a fine and interesting book with plenty of wise observations and good economic analysis. Diane Coyle is a terrific writer and an economist of real insight.”
—Edward Glaeser, Harvard University

“This Diane Coyle has written a lively and challenging examination of the state of economic policymaking following the recent financial crisis.”
—Nicholas Crafts, Warwick University
“Nobody is better qualified than Michael Hoskin to assess the crucial role of the Herschels in transforming our cosmic perspective. He clearly conveys their extraordinary energy and commitment, and sets their great achievements in the context of their lives and their era. His elegant writing ensures that this book can be enjoyed even by those with no background in astronomy.”
—Martin Rees, Astronomer Royal

Discoverers of the Universe tells the gripping story of William Herschel, the brilliant, fiercely ambitious, emotionally complex musician and composer who became court astronomer to Britain’s King George III, and of William’s sister, Caroline, who assisted him in his observations of the night sky and became an accomplished astronomer in her own right. Together, they transformed our view of the universe from the unchanging, mechanical creation of Newton’s clockmaker god to the ever-evolving, incredibly dynamic cosmos that it truly is.

William was in his forties when his amateur observations using a homemade telescope led to his discovery of Uranus, and an invitation to King George’s court. He coined the term “asteroid,” discovered infrared radiation, was the first to realize that our solar system is moving through space, discovered 2,500 nebulae that form the basis of the catalog astronomers use today, and was unrivalled as a telescope builder. Caroline shared William’s passion for astronomy, recording his observations during night watches and organizing his papers for publication. She was the first salaried woman astronomer in history, a pioneer who herself discovered nine comets and became a role model for women in the sciences.

Written by the world’s premier expert on the Herschels, Discoverers of the Universe traces William and Caroline’s many extraordinary contributions to astronomy, shedding new light on their productive but complicated relationship, and setting their scientific achievements in the context of their personal struggles, larger-than-life ambitions, bitter disappointments, and astonishing triumphs.

Michael Hoskin is fellow of Churchill College at the University of Cambridge, where he lectured in the history of astronomy from 1959 until his retirement in 1988, and founding editor of the Journal for the History of Astronomy. His books include The Herschel Partnership as Viewed by Caroline and The Cambridge Illustrated History of Astronomy.
Strange New Worlds
The Search for Alien Planets
and Life beyond Our Solar System

Ray Jayawardhana

Astronomers soon expect to find alien Earths by the dozens in orbit around distant suns. Before the decade is out, telltale signs that they harbor life may be found. If they are, the ramifications for all areas of human thought and endeavor—from religion and philosophy to art and biology—will be breathtaking. In Strange New Worlds, renowned astronomer Ray Jayawardhana brings news from the front lines of the epic quest to find planets—and alien life—beyond our solar system.

Only in the past fifteen years, after millennia of speculation, have astronomers begun to discover planets around other stars—hundreds in fact. But the hunt to find a true Earth-like world goes on. In this book, Jayawardhana vividly recounts the stories of the scientists and the remarkable breakthroughs that have ushered in this extraordinary age of exploration. He describes the latest findings—including his own—that are challenging our view of the cosmos and casting new light on the origins and evolution of planets and planetary systems. He reveals how technology is rapidly advancing to support direct observations of Jupiter-like gas giants and super-Earths—rocky planets with several times the mass of our own planet—and how astronomers use biomarkers to seek possible life on other worlds.

Strange New Worlds provides an insider’s look at the cutting-edge science of today’s planet hunters, our prospects for discovering alien life, and the debates and controversies at the forefront of extrasolar-planet research.

Ray Jayawardhana is professor and Canada Research Chair in Observational Astrophysics at the University of Toronto, as well as an award-winning science writer.

“If you have ever wanted to know how astronomers are going to find an Earth-like planet, this engaging book explains it all. Not only is Strange New Worlds fantastic storytelling about the checkered and dramatic history of exoplanet discovery, but it also gives a compelling description of the path to future discoveries.”

—Sara Seager, author of Exoplanet Atmospheres

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POPULAR SCIENCE • ASTRONOMY

Not for sale in Canada

PRESS.PRINCETON.EDU
Shumeet Baluja

What happens when a naive intern is granted unfettered access to people’s most private thoughts and actions? Young Stephen Thorpe lands a coveted internship at Ubatoo, an Internet empire that provides its users with popular online services, from a search engine and shopping to e-mail and social networking. When Stephen’s boss asks him to work on a project with the American Coalition for Civil Liberties, Stephen innocently obliges, believing he is mining Ubatoo’s vast databases to protect the ever-growing number of people unfairly targeted in the name of national security. But nothing is as it seems. Suspicious individuals—do-gooders, voyeurs, government agents, and radicals—surface, doing all they can to access the mass of desires and vulnerabilities gleaned from scouring Ubatoo’s wealth of intimate information. Entry into Ubatoo’s vaults of personal data need not require technical wizardry—simply knowing how to manipulate a well-intentioned intern may be enough.

Set in today’s cutting-edge data mining industry, The Silicon Jungle is a cautionary tale of data mining’s promise and peril, and how others can use our online activities for political and personal gain just as easily as for marketing and humanitarian purposes. A timely thriller, The Silicon Jungle raises serious ethical questions about today’s technological innovations and how our most confidential activities and minute details can be routinely pieced together into rich profiles that reveal our habits, goals, and secret desires—all ready to be exploited in ways beyond our wildest imaginations.

Shumeet Baluja is a senior staff research scientist at Google. He was formerly the chief technology officer of Jamdat Mobile and chief scientist at Lycos. He holds a PhD in computer science and has served as an adjunct faculty member in both the computer science department and the Robotics Institute at Carnegie Mellon University.
The Blind Spot
Science and the Crisis of Uncertainty

William Byers

In today’s unpredictable and chaotic world, we look to science to provide certainty and answers—and often blame it when things go wrong. The Blind Spot reveals why our faith in scientific certainty is a dangerous illusion, and how only by embracing science’s inherent ambiguities and paradoxes can we truly appreciate its beauty and harness its potential.

Crackling with insights into our most perplexing contemporary dilemmas, from climate change to the global financial meltdown, this book challenges our most sacredly held beliefs about science, technology, and progress. At the same time, it shows how the secret to better science can be found where we least expect it—in the uncertain, the ambiguous, and the inevitably unpredictable. William Byers explains why the subjective element in scientific inquiry is in fact what makes it so dynamic, and deftly balances the need for certainty and rigor in science with the equally important need for creativity, freedom, and downright wonder. Drawing on an array of fascinating examples—from Wall Street’s overreliance on algorithms to provide certainty in uncertain markets, to undecidable problems in mathematics and computer science, to Georg Cantor’s paradoxical but true assertion about infinity—Byers demonstrates how we can and must learn from the existence of blind spots in our scientific and mathematical understanding.

The Blind Spot offers an entirely new way of thinking about science, one that highlights its strengths and limitations, its unrealized promise, and, above all, its unavoidable ambiguity. It also points to a more sophisticated approach to the most intractable problems of our time.


“Byers has taken on a tremendously challenging task, one so daunting that it is hardly conceivable that it could be accomplished. The Blind Spot represents a serious advance, which in itself is very important and impressive.”
—Reuben Hersh, National Book Award–winning coauthor of The Mathematical Experience
They were abolitionists, speculators, slave owners, government officials, and occasional politicians. They were observers of the anxieties and dramas of empire. And they were from one family. The Inner Life of Empires tells the intimate history of the Johnstones—four sisters and seven brothers who lived in Scotland and around the globe in the fast-changing eighteenth century. Piecing together their voyages, marriages, debts, and lawsuits, and examining their ideas, sentiments, and values, renowned historian Emma Rothschild illuminates a tumultuous period that created the modern economy, the British Empire, and the philosophical Enlightenment.

One of the sisters joined a rebel army, was imprisoned in Edinburgh Castle, and escaped in disguise in 1746. Her younger brother was a close friend of Adam Smith and David Hume. Another brother was fluent in Persian and Bengali, and married to a celebrated poet. He was the owner of a slave known only as “Bell or Belinda,” who journeyed from Calcutta to Virginia, was accused in Scotland of infanticide, and was the last person judged to be a slave by a court in the British isles. In Grenada, India, Jamaica, and Florida, the Johnstones embodied the connections between European, American, and Asian empires. Their family history offers insights into a time when distinctions between the public and private, home and overseas, and slavery and servitude were in constant flux.

Based on multiple archives, documents, and letters, The Inner Life of Empires looks at one family’s complex story to describe the origins of the modern political, economic, and intellectual world.

Emma Rothschild is the Jeremy and Jane Knowles Professor of History and director of the Joint Center for History and Economics at Harvard University, and a fellow of Magdalene College, University of Cambridge. She is the author of Economic Sentiments: Adam Smith, Condorcet, and the Enlightenment.
When Mustafa Kemal Atatürk became the first president of Turkey in 1923, he set about transforming his nation from a feudal monarchy into a secular republic where nationalism sanctified by science—and by the personality cult Atatürk created around himself—would reign supreme as the new religion. This book provides the first in-depth look at the intellectual life of the Turkish Republic’s founder. In doing so, it frames him within the historical context of the turbulent age in which he lived, and explores the uneasy transition from the late Ottoman imperial order to the modern Turkish state through his life and ideas.

Shedding light on one of the most complex and enigmatic statesmen of the modern era, M. Şükrü Hanıoğlu takes readers from Atatürk’s youth as a Muslim boy in the volatile ethnic cauldron of Macedonia, to his education in nonreligious and military schools, to his embrace of Turkish nationalism and the modernizing Young Turks movement. Who was this figure who sought glory as an ambitious young officer in World War I, defied the victorious Allies intent on partitioning the Turkish heartland, and defeated the last sultan? Hanıoğlu charts Atatürk’s intellectual and ideological development at every stage of his life, demonstrating how he was profoundly influenced by the new ideas that were circulating in the sprawling Ottoman realm. He shows how Atatürk drew on a unique mix of scientism, materialism, social Darwinism, positivism, and other theories to fashion a grand utopian framework on which to build his new nation.

M. Şükrü Hanıoğlu is the Garrett Professor in Foreign Affairs in the Department of Near Eastern Studies at Princeton University. His books include A Brief History of the Late Ottoman Empire (Princeton).

“This is the best book on Mustafa Kemal Atatürk ever written. Hanıoğlu deals with virtually every single aspect of Atatürk’s biography without drowning in the partisan battles surrounding it. I am certain that this powerful book will become a classic.”
—Cemil Aydin, author of The Politics of Anti-Westernism in Asia
“This book is a milestone. It breaks important new ground in the refounda-
tion that macroeconomics and finance so badly need. The authors’ rereading of
Keynes will come as a revelation both to Keynesians and behavioralists.”
—Edmund S. Phelps, Nobel Laureate in Economics

In the wake of the global financial crisis that began in 2007,
faith in the rationality of markets has lost ground to a new
faith in their irrationality. The problem, Roman Frydman and
Michael Goldberg argue, is that both the rational and behav-
ioral theories of the market rest on the same fatal assump-
tion—that markets act mechanically and economic change is
fully predictable. In Beyond Mechanical Markets, Frydman and
Goldberg show how the failure to abandon this assumption
hinders our understanding of how markets work, why price
swings help allocate capital to worthy companies, and what
role government can and can’t play.

The financial crisis, Frydman and Goldberg argue, was
made more likely, if not inevitable, by contemporary economic
theory, yet its core tenets remain unchanged today. In re-
response, the authors show how imperfect knowledge econom-
ics, an approach they pioneered, provides a better understand-
ing of markets and the financial crisis. Frydman and Goldberg
deliver a withering critique of the widely accepted view that the
boom in equity prices that ended in 2007 was a bubble fueled
by herd psychology. They argue, instead, that price swings are
driven by individuals’ ever-imperfect interpretations of the
significance of economic fundamentals for future prices and
risk. Because swings are at the heart of a dynamic economy,
reforms should aim only to curb their excesses.

Showing why we are being dangerously led astray by
thinking of markets as predictably rational or irrational, Beyond
Mechanical Markets presents a powerful challenge to conven-
tional economic wisdom that we can’t afford to ignore.

Roman Frydman is professor of economics at New York Uni-
versity. Michael D. Goldberg is the Roland H. O’Neal Profes-
sor at the University of New Hampshire. They are the coau-
thors of Imperfect Knowledge Economics (Princeton).

APRIL

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304 pages. 6 x 9.

POPULAR ECONOMICS \ CURRENT AFFAIRS

PRESS.PRINCETON.EDU
In the second half of the twentieth century, the United States engaged in the most ambitious and far-reaching liberal order building the world had yet seen. This liberal international order has been one of the most successful in history in providing security and prosperity to more people. But in the last decade, the American-led order has been troubled. Some argue that the Bush administration, with its war on terror, invasion of Iraq, and unilateral orientation, undermined this liberal order. Others argue that we are witnessing the end of the American era. Liberal Leviathan engages these debates.

G. John Ikenberry argues that the crisis that besets the American-led order is a crisis of authority. A political struggle has been ignited over the distribution of roles, rights, and authority within the liberal international order. But the deeper logic of liberal order remains alive and well. The forces that have triggered this crisis—the rise of non-Western states such as China, contested norms of sovereignty, and the deepening of economic and security interdependence—have resulted from the successful functioning and expansion of the postwar liberal order, not its breakdown. The liberal international order has encountered crises in the past and evolved as a result. It will do so again.

Ikenberry provides the most systematic statement yet about the theory and practice of the liberal international order, and a forceful message for policymakers, scholars, and general readers about why America must renegotiate its relationship with the rest of the world and pursue a more enlightened strategy—that of the liberal leviathan.

G. John Ikenberry is the Albert G. Milbank Professor of Politics and International Affairs at Princeton University. His books include After Victory: Institutions, Strategic Restraint, and the Rebuilding of Order after Major Wars (Princeton).

“Nobody has thought longer or deeper about the nature of the American liberal world order than John Ikenberry. Tough-minded yet visionary and optimistic, this inspirational volume should become required reading for all those tasked with the great responsibility of steering us to safety through the very choppy international waters into which we are now heading.”
—Michael Cox, London School of Economics and Political Science
Poems Under Saturn
Poèmes saturniens

Paul Verlaine
Translated and with an introduction by Karl Kirchwey

Poems Under Saturn is the first complete English translation of the collection that announced Paul Verlaine (1844–1896) as a poet of promise and originality, one who would come to be regarded as one of the greatest of nineteenth-century writers. This new translation, by respected contemporary poet Karl Kirchwey, faithfully renders the collection’s heady mix of classical learning and earthy sensuality in poems whose rhythm and rhyme represent one of the supreme accomplishments of French verse. Restoring frequently anthologized poems to the context in which they originally appeared, Poems Under Saturn testifies to the blazing talents for which Verlaine is celebrated.

The poems display precocious virtuosity, mingling the attractions of the flesh with the longings of the spirit. Greek and Hindu myth give way to intimate erotic meditations and wickedly satirical society portraits, mythological landscapes alternate with gritty narratives of mid-nineteenth-century Paris, visions of happiness yield to nightmarish glimpses of deep alienation, and real and imaginary characters—including Achilles, Valmiki, Charlemagne, and Spain’s baleful King Philip II—all figure as the subject matter of a supremely ambitious young poet.

Poems Under Saturn presents the extraordinary devotion and intense musicality of an artist for whom poetry remained the one true passion.

Karl Kirchwey is professor of the arts and director of the Creative Writing Program at Bryn Mawr College, and, from 2010–2013, the Andrew Heiskell Arts Director at the American Academy in Rome. For many years he was director of the 92nd Street Y Unterberg Poetry Center in New York City. His six books of poetry include The Happiness of This World and Mount Lebanon.
The Age of Anxiety
A Baroque Eclogue

W. H. Auden

Edited and with an introduction by Alan Jacobs

When it was first published in 1947, The Age of Anxiety—W. H. Auden’s last, longest, and most ambitious book-length poem—immediately struck a powerful chord, capturing the imagination of the cultural moment that it diagnosed and named. Beginning as a conversation among four strangers in a barroom on New York’s Third Avenue, Auden’s analysis of Western culture during the Second World War won the Pulitzer Prize and inspired a symphony by Leonard Bernstein as well as a ballet by Jerome Robbins. Yet reviews of the poem were sharply divided, and today, despite its continuing fame, it is unjustly neglected by readers.

This volume—the first annotated, critical edition of the poem—introduces this important work to a new generation of readers by putting it in historical and biographical context and elucidating its difficulties. Alan Jacobs’s introduction and thorough annotations help today’s readers understand and appreciate the full richness of a poem that contains some of Auden’s most powerful and beautiful verse, and that still deserves a central place in the canon of twentieth-century poetry.


“Fascinating and hair-raising.”
—Leonard Bernstein

 “[Auden’s] most significant piece of work…. [W]e have in W. H. Auden a master musician of rhythm and note, unable to be dull, in fact an enchanter, under the magic of indigenous gusto…. The Age of Anxiety assures us that fear and lust have, in faith and purity, a cure so potent we need never know panic or be defeated by Self.”
—Marianne Moore, New York Times

APRIL

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POETRY

PRESS.PRINCETON.EDU
New Impressions of Africa

Raymond Roussel

Translated and introduced by Mark Ford

Poet, novelist, playwright, and chess enthusiast, Raymond Roussel (1877–1933) was one of the French belle époque’s most compelling literary figures. During his lifetime, Roussel’s work was vociferously championed by the surrealists, but never achieved the widespread acclaim for which he yearned. New Impressions of Africa is undoubtedly Roussel’s most extraordinary work. Since its publication in 1932, this weird and wonderful poem has slowly gained cult status, and its admirers have included Salvador Dalí—who dubbed it the most “ungraspably poetic” work of the era—André Breton, Jean Cocteau, Marcel Duchamp, Michel Foucault, Kenneth Koch, and John Ashbery.

Roussel began writing New Impressions of Africa in 1915 while serving in the French Army during the First World War and it took him seventeen years to complete. “It is hard to believe the immense amount of time composition of this kind of verse requires,” he later commented. Mysterious, unnerving, hilarious, haunting, both rigorously logical and dizzyingly sublime, it is truly one of the hidden masterpieces of twentieth-century modernism.

This bilingual edition of New Impressions of Africa presents the original French text and the English poet Mark Ford’s lucid, idiomatic translation on facing pages. It also includes an introduction outlining the poem’s peculiar structure and evolution, notes explaining its literary and historical references, and the fifty-nine illustrations anonymously commissioned by Roussel, via a detective agency, from Henri A. Zo.

Mark Ford teaches in the English Department at University College London. He is the author of Raymond Roussel and the Republic of Dreams and the poetry collections Landlocked, Soft Sift, and Six Children. He has also published two volumes of essays, A Driftwood Altar and Mr and Mrs Stevens and Other Essays. He is a regular contributor to the London Review of Books and the New York Review of Books.

“That anyone could translate Nouvelles Impressions d’Afrique at all is unlikely, but that it could be done with such sparkle and brio seems downright mysterious. This version rescues Roussel’s bizarre masterpiece from its status as an intriguing rumor and turns it into a valuable resource for contemporary English-speaking readers. Poets especially will be in Mark Ford’s debt.”
—John Ashbery
Trade 29

At Lake Scugog
Poems

Troy Jollimore

This is an eagerly awaited collection of new poems from the author of Tom Thomson in Purgatory, which won the National Book Critics Circle Award and was hailed by the New York Times as a “snappy, entertaining book.” A triumphant follow-up to that acclaimed debut, At Lake Scugog demonstrates why the San Francisco Chronicle has called Troy Jollimore “a new and exciting voice in American poetry.”

Jollimore is a professional philosopher, and in witty and profound ways his formally playful poems dramatize philosophical subjects—especially the individual’s relation to the larger world, and the permeable, constantly shifting border between “inner” and “outer.” For instance, the speaker of “The Solipsist,” suspecting that the entire world “lives inside of your skull,” wonders “why / God would make ear and eye / to face outward, not in.” And Tom Thomson—a character who also appeared in Jollimore’s first book—finds himself journeying like an astronaut through the far reaches of the space that fills his head, an experience that prompts him to ask that a doorbell be installed “on the inside,” so that he can warn the world before “intruding on’t.”

Troy Jollimore’s first book of poetry, Tom Thomson in Purgatory, won the 2006 National Book Critics Circle Award.

Carnations
Poems

Anthony Carelli

In Anthony Carelli’s remarkable debut, Carnations, the poems attempt to reanimate dead metaphors as blossoms: wild and lovely but also fleeting, mortal, and averse to the touch. Here, the poems are carnations, not only flowers, but also body-making words. Nodding to influences as varied as George Herbert, Frances Ponge, Fernando Pessoa, and D. H. Lawrence, Carelli asserts that the poet’s materials—words, objects, phenomena—are sacred, wilting in the moment, yet perennially renewed. Often taking titles from a biblical vocabulary, Carnations reminds us that unremarkable places and events—a game of Frisbee in a winter park, workers stacking panes in a glass factory, or the daily opening of a café—can, in a blink, be new. A short walk home is briefly transformed into a cathedral, and the work-worn body becomes a dancer, a prophet, a muse.

Anthony Carelli was raised in Poynette, Wisconsin, and studied at the University of Wisconsin–Madison before completing an MFA in poetry at New York University. His poems have appeared in various magazines, including the New Yorker.
Lessons Learned gives readers unprecedented access to the university president’s office, providing a unique set of reflections on the challenges involved in leading both research universities and liberal arts colleges. In this landmark book, William G. Bowen, former president of Princeton University and of the Andrew W. Mellon Foundation and coauthor of the acclaimed best-seller The Shape of the River, takes readers behind closed faculty-room doors to discuss how today’s colleges and universities serve their age-old missions.

With extraordinary candor, clarity, and good humor, Bowen shares the sometimes-hard lessons he learned about working with trustees, faculty, and campus groups; building an effective administrative team; deciding when to speak out on big issues and when to insist on institutional restraint; managing dissent; cultivating alumni and raising funds; setting academic priorities; fostering inclusiveness; eventually deciding when and how to leave the president’s office; and much more. Drawing on more than four decades of experience, Bowen demonstrates how his greatest lessons often arose from the missteps he made along the way, and how, when it comes to university governance, there are important general principles but often no single right answer.

Full of compelling stories, insights, and practical wisdom, Lessons Learned frames the questions that leaders of higher education will continue to confront at a complex moment in history.

William G. Bowen is president emeritus of the Andrew W. Mellon Foundation and Princeton University. His many books include Crossing the Finish Line: Completing College at America’s Public Universities (see page 61) and The Shape of the River: Long-Term Consequences of Considering Race in College and University Admissions (both Princeton).
Over the past decade, a small revolution has taken place at some of the world’s leading universities, as they have started to provide free access to undergraduate course materials—including syllabi, assignments, and lectures—to anyone with an Internet connection. Yale offers high-quality audio and video recordings of a careful selection of popular lectures, MIT supplies digital materials for nearly all of its courses, Carnegie Mellon boasts a purpose-built interactive learning environment, and some of the most selective universities in India have created a vast body of online content in order to reach more of the country’s exploding student population. Although they don’t offer online credit or degrees, efforts like these are beginning to open up elite institutions—and may foreshadow significant changes in the way all universities approach teaching and learning. Unlocking the Gates is one of the first books to examine this important development.

Drawing on a wide range of sources, including extensive interviews with university leaders, Taylor Walsh traces the evolution of these online courseware projects and considers the impact they may have, both inside elite universities and beyond. As economic constraints and concerns over access demand more efficient and creative teaching models, these early initiatives may lead to more substantial innovations in how education is delivered and consumed—even at the best institutions. Unlocking the Gates tells an important story about this form of online learning—and what it might mean for the future of higher education.

Taylor Walsh writes on behalf of Ithaka S+R, a not-for-profit strategy and research service that supports innovation in the academic community.

“Unlocking the Gates is a splendid introduction to a fascinating and fast-changing world.”
—from the foreword by William G. Bowen, president emeritus, Andrew W. Mellon Foundation and Princeton University

“[E]ssential reading for those interested in online learning, indeed for those thinking about the evolution of higher education in the United States and globally.”
—from Henry Bienen, president emeritus, Northwestern University

JANUARY

Cloth $29.95T
978-0-691-14874-8
320 pages. 24 line illus. 6 x 9.
EDUCATION

PRESS.PRINCETON.EDU
“Jill Lepore is a national treasure. There is no other writer so at home both as a trenchant scholar of American history and as an on-the-scene observer of our present-day follies. She etches the connection between past and present with a wisdom, grace, and sparkle that makes this book even harder to put down—if that’s possible—than her previous work.”
—Adam Hochschild, author of *Bury the Chains: Prophets and Rebels in the Fight to Free an Empire’s Slaves*

Americans have always put the past to political ends. The Union laid claim to the Revolution—so did the Confederacy. Civil rights leaders said they were the true sons of liberty—so did Southern segregationists. This book tells the story of the centuries-long struggle over the meaning of the nation’s founding, including the battle waged by the Tea Party, Glenn Beck, Sarah Palin, and evangelical Christians to “take back America.”

Jill Lepore, Harvard historian and *New Yorker* staff writer, offers a wry and bemused look at American history according to the far right, from the “rant heard round the world,” which launched the Tea Party, to the Texas School Board’s adoption of a social-studies curriculum that teaches that the United States was established as a Christian nation. Along the way, she provides rare insight into the eighteenth-century struggle for independence—the real one, that is. Lepore traces the roots of the far right’s reactionary history to the Bicentennial in the 1970s, when no one could agree on what story a divided nation should tell about its unruly beginnings. Behind the Tea Party’s Revolution, she argues, lies a nostalgic and even heartbreaking yearning for an imagined past—a time less troubled by ambiguity, strife, and uncertainty—a yearning for an America that never was.

*The Whites of Their Eyes* reveals that the far right has embraced a narrative about America’s founding that is not only a fable but is also, finally, a variety of fundamentalism—anti-intellectual, antihistorical, and dangerously antipluralist.

**Jill Lepore** is the David Woods Kemper ’41 Professor of American History at Harvard University and a staff writer at the *New Yorker*. Her books include *New York Burning: Liberty, Slavery, and Conspiracy in Eighteenth-Century Manhattan*, a finalist for the Pulitzer Prize; and *The Name of War: King Philip’s War and the Origins of American Identity*, winner of the Bancroft Prize.