

JOHN HARVARD'S

JOURNAL

Tear Down

TEN YEARS after the Center for Government and International Studies was first envisioned by a faculty committee, the future site of the complex is finally being readied for construction. The demolition of Coolidge Hall

Ascending a ramp of rubble, a hydraulic excavator tears down the highest walls of what was once Coolidge Hall.

Photograph by Jim Harrison

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For more information, contact Harvard



Dismantling Harvard's cyclotron building (left) has proven a monumental task. Every piece of material that leaves the building—900 tons of concrete and 700 tons of steel—must be checked at least twice for radiation. Even visitors get a full body sweep. The cyclotron device is encased in a 750-ton yoke of concrete and steel with a 20-ton steel door. A saw adapted specially for the purpose will take months to cut the yoke into 40-ton sections that can be safely trucked away. Nearby Palfrey House (below) made its move on Game day.



Hall, on the north side of Cambridge Street, began in November. December saw the rubble hauled away. Still ahead is the demolition of the former University Information Services building on the opposite curb, and the relocation of a neighboring wood-frame building on Prescott Street. The project will proceed with or without a tunnel to link the buildings beneath the public street. Construction of the tunnel has been a bone of contention between Harvard and its area neighbors ever since the idea of a second building and tunnel was suggested; project architects proposed them as a solution to neighbors' requests to save the open green space behind Coolidge Hall.

The next 10 years will see the focus of

construction activity shift to the North Precinct, lying between Oxford Street and the Harvard Divinity School, where the decommissioning of Harvard's cyclotron is well under way, and the adjacent Palfrey House has made the first of two moves across the site to make way for construction of an underground garage. The historic, wood-framed structure will eventually take its place on Hammond Street, the northern edge of Harvard's campus.

Tighter Times

HARVARD IS NOT IMMUNE to the vicissitudes of the economy. During the fiscal year ended June 30, 2002, the University's operations produced a financial surplus of \$70.4 million. That is a comfortable cushion, particularly when compared to Dartmouth and Stanford, which are slashing budgets, freezing hiring, and deferring construction, and Duke, which is talking about such steps even as it concludes a \$2-

billion capital campaign. But despite a very large increase in funds released from the endowment for spending, expenses rose nearly twice as fast as revenues, so Harvard's surplus was nearly \$100 million less than that recorded in the prior fiscal year. The underlying causes, and the current fiscal context for Harvard's plans, are discussed in the annual *Financial Report to the Board of Overseers of Harvard College*, published in December.

In the most recent fiscal year, revenue

rose \$129 million (5.8 percent), to \$2.36 billion. Endowment income distributed for operations increased \$134 million (22 percent), to \$749 million—32 percent of total revenue. Support for sponsored research, the next-largest revenue line, also grew, rising 3 percent, to \$518.8 million, led by the continuing surge in federal grants for biomedical science.

Student income, the funds provided by tuition and fees, increased less than 1 percent, to \$509.5 million. That result reflects modestly higher tuition, offset by the 13 percent increase in scholarships; and an actual decline in revenue from continuing and executive education programs, particularly at the schools of business and government—attributable to the weak economy and reduced travel after 9/11. Gifts for current use decreased by \$28 million, to \$132.2 million. That 17 percent decline (echoed by an even sharper decline