

Where Credit is Due

A significant change in Harvard's fundraising policies came into effect December 1. Henceforth, graduates of the Faculty of Arts and Sciences (FAS), Harvard Business School (HBS), and Harvard Law School (HLS) can receive class credit for gifts they make to identified priorities elsewhere in the University. The new policy aims to augment alumni support for their individual schools with gifts related to graduates' interest in other Harvard research and teaching.

Qualifying donations include gifts of any size to a new University fund for graduate and professional-school student financial aid; gifts of \$250,000 or more for collaborative academic activities, financial aid, or professorships at the schools of design, divinity, education, government, or public health; gifts of \$250,000 or more to the president's and provost's academic innovation fund (used to support interdisciplinary research and teaching); and gifts of any amount for the Radcliffe Institute's priorities. Other categories may be added in the future as the president, provost, and deans proceed with academic and financial planning and confer about suitable University goals.

Explaining the new policy, President Lawrence H. Summers said in an interview, "Something I've been emphasizing since I came here is that a lot of what's most important for the University cuts across schools." He also noted that donors have "broad interests in which Harvard can be engaged"—for example, College alumni who support efforts to improve urban education, or HBS graduates who seek to enhance healthcare in less developed nations. Finally, he cited "the reality that if Harvard is going to make the contribution to public service that it can, the schools that have their primary orientation to public service have to be as strong as they can be," even as their alumni—in education, public health, religious service, and so on—cannot donate as generously as can others in higher-income careers.

The new policy, Summers said, "is an important step in bringing the University together for the common strength of all of its constituent parts." Separately, he has also directed the creation of a University-wide donor database to help match alumni with interests in other schools. Moreover, the priorities established in the new policy build on the planning process directed by the provost, rather than conferring blanket class credit for *any* gift to another school, regardless of its academic import.

"Ownership" of one's graduates, and their potential financial support, has long been a jealously guarded prerogative of each of Harvard's independent "tubs." But long-term deans Kim B. Clark of HBS and Robert C. Clark of HLS are in the public and pre-announcement stages, respectively, of large capital campaigns for their schools, with the shared class-crediting system in place. Kim Clark has already noted interest among HBS alumni in supporting public education (see "Capitalism Campaign," November-December 2002, page 55). After the policy was announced, HBS associate dean for external relations Donella Rapier confirmed that "a lot of our graduates who are supportive of the school are supportive of public service and especially of education." For instance, she noted, the fortieth-reunion class has designated its class gift next fall for the HBS-Graduate School of Education program for school superintendents.

New FAS dean William C. Kirby also regards the broadened approach to fundraising with equanimity. Citing the opportunities for boundary-crossing research, he said, "My hope is that this would be the occasion to look at various intellectual connections between the College, the graduate school, this faculty, and the faculties of other schools," to forge collaborations, say, between scholars of religion in FAS and those at the divinity school. "We don't want to diminish the wonderful sense of loyalty and incredible support" that College alumni have provided, Kirby said, but rather to "allow them a new flexibility in helping Harvard," while interesting others in the scholarly work of the arts and sciences faculty. Even as he enumerated FAS priorities—adding professorships, augmenting financial aid, rebuilding the libraries—Kirby said the move toward funding University priorities is "an extension of what we do, but it doesn't change the core of what we do."

A Reischauer Returns

THE NEWEST MEMBER of the President and Fellows of Harvard College (as the Corporation, the University's executive governing board, is formally known) is a familiar Harvard figure. Robert D. Reischauer, who was elected on October 6, is Harvardian by blood, education, marriage, and service. Son of the late University Professor Edwin O. Reischauer, the renowned scholar of Japan, Robert graduated from the College in 1963. Charlotte N. Scannell, now his spouse of 40 years, received her degree from Radcliffe the same year. (The couple have two grown children: Alyssa, a fisheries biologist, and Peter, a social worker.) Reischauer's most recent election followed by just three months the completion of his six-year term on the Board of Overseers, Harvard's other governing body.

An economist with a Ph.D. from Columbia, Reischauer has since 1970 had a career as a preeminent policy analyst in Washington, D.C. In a city of politics and lobbying, he has been the social scientist par excellence. He has served three tours of duty as a researcher at the Brookings Institution; two at the nonpartisan Congressional Budget Office (CBO), where he was the second employee at its founding in 1975, and then director from 1989 to 1995; and two at the Urban Institute, where he is now president, directing social and economic policy studies in nine areas including education, health, housing and metropolitan development, and income and social-insurance programs. Consistent with his interest in the federal budget and fiscal questions, Reischauer has also served on relatively unheralded but important policy bodies such as the Medicare Payment Advisory Commission and the Manpower Demonstration Research Corporation. The latter evaluates programs designed to help low-income citizens.

In an interview at Loeb House after the Corporation meeting on November 4, Reischauer said his experience on the Board of Overseers had been like training on "the farm team" of Harvard governance, and that having "reconnected" with the University, he had been sad to

step down last June. Of the opportunity to become involved anew on the Corporation, he said, "You can be on boards like this at uninteresting times, and at interesting ones. I had the feeling this would be one of the most interesting times in Harvard's history." With new leadership, "issues can be rethought, priorities rearranged," and President Lawrence H. Summers is "clearly someone who is interested in moving the University forward." Reischauer also cited the role of new Arts and Sciences dean William C. Kirby in "reassessing the current structure of undergraduate education."

He mentioned two specific issues of personal interest: international matters and the sciences. "At a time when the world has become much smaller and international pressures and interconnections much more important in how the University positions itself for that new world," he said, "a lot of new challenges" arise. Similarly, the "revolution in life science" leads to questions about science education, the role of Harvard Medical School and the School of Public Health (where Reischauer has served on the visiting committee), and how to resolve the challenges to "best serve Harvard and society at large."

Because Corporation members are stewards of Harvard's long-term future, Reischauer was asked about a topic of professional interest: the likely effect of changing financial circumstances on Harvard, in light of sharp budget cutbacks recently announced at Dartmouth, Duke, Stanford, and elsewhere. He has had two pertinent experiences as a senior manager in the nonprofit world on which to draw for guidance. As noted, he has in the past helped run, and now leads, the Urban Institute. And in directing the Congressional Budget Office staff, he was responsible both for its operations and, more importantly, for oversight of and recommendations on the federal budget for Congress (where his CBO directorship overlapped part of the Treasury Department service of fellow Corporation mem-

bers Robert E. Rubin '60, LL.D. '01, and President Summers).

Reischauer's characteristic comment on the fisc of the United States—speaking of a large nonprofit "organization"—in his thirty-fifth-reunion report provides useful insight both on how much the country's circumstances have changed since 1998, and on the big-picture perspective he will bring to the Corporation. "The budget deficit, which has restrained policy for over a decade and a half," he wrote then, "has been reduced to manageable levels and surpluses could emerge in the next few years. The economy, with low unemployment and inflation, moderate growth, and no significant structural imbalances, is in better

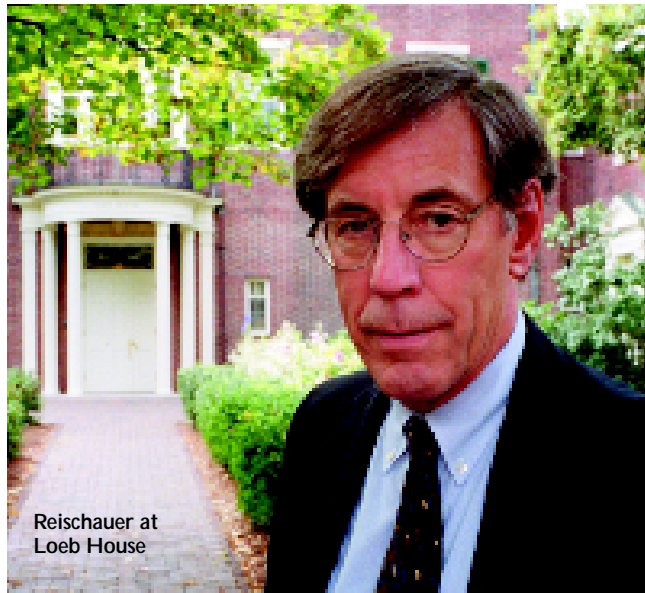
which is budgeting for the long term." In managing the University's assets to avoid cycles of feast or famine, he said, "Many in the community will be grateful that Harvard increased its payout during this period moderately but not excessively, so any period of retrenchment will be moderate."

Clearly, he would not be surprised by *some* retrenchment. Leaner times encourage an organization to "assess where efficiencies can be realized and to carefully weigh the competing priorities that those in the University community have." In such a complex community, he said, "politics with a small 'p' and the desire to avoid conflict and contention can play a larger role than they should in an optimal sense. I don't think a bit of adversity now and then is a terrible thing in a nonprofit organization" pursuing many goals. "The easy times are over, and Larry Summers is a careful decision maker and good at rethinking how priorities will be set, as would be the case with any new president."

What about more transparency in reporting the University's financial situation and decision-making processes? (Though most of the current public debate focuses on corporate accounting, questions have been raised about the tenure process, investment decisions by Harvard Management Company, and the Corporation's veil of privacy.)

"I am clearly an advocate of transparency," Reischauer said, even as he maintained that "the degree to which that can be realized in an environment like Harvard's is limited somewhat." He noted that a first step is assuring "the information, data, and analysis that the University uses are accurate and appropriate." He said he assumed the incoming financial vice president, when appointed, will likely worry about such matters.

In a recent interview with *Resource*, Harvard's staff newspaper, President Summers spoke of "keeping financial records in a consistent way in all the schools." And in his introductory letter to the University's annual financial report (see page 58), he wrote of an effort led by the provost to engage "each faculty in an effort aimed at strengthening their budgeting...processes."



Reischauer at
Loeb House

shape than at any time in the past few decades. Now is the time," he urged classmates, "to do something meaningful about the continuing inequality of opportunity that faces racial and ethnic minorities, the yawning income disparities that have developed over the past two decades, and the problems that will emerge when the large baby boom generation begins to draw its Social Security and Medicare benefits."

Of the immediate situation, Reischauer said the booming late 1990s and stock-market bubble "were unreal times, and Harvard managed itself prudently during the period of euphoria." Of criticisms then that Harvard lagged in investing the bounty from its burgeoning endowment in academic programs, he said, "I thought Harvard was doing the appropriate thing,

Presumably, one of the payoffs from new University financial-information systems will be more timely and coherent reports for the institution as a whole, and more consistent, complete income statements and balance sheets for the individual schools. In materials released last fall for the beginning of its fundraising effort, the Business School moved toward a bit more public disclosure of its revenues (see "Capitalism Campaign," November-December 2002, page 55). Should society or Harvard's supporters demand clearer or more comprehensive reporting from this nonprofit institution, it seems, the tools to do so are being put in place.

On matters like these, Reischauer will clearly have a good deal to say. Overall, he has found "the scope of the issues the Uni-

versity deals with daily and monthly rewarding." Having apprenticed as an Overseer, he said, he felt that in these "interesting times" he "had learned enough about the workings of the University now to be of some use."

Poetry and Politics

ON NOVEMBER 12, two days before poet Tom Paulin was scheduled to deliver the annual Morris Gray Lecture, sponsored by the department of English and American language and literature, his reading was canceled "by mutual consent." So read a statement posted on the department's website by its chairman, Cabot professor of English Lawrence Buell. The terse announcement expressed sincere regret

about the "widespread consternation that has arisen as a result of this invitation, which had been originally decided on last winter solely on the basis of Mr. Paulin's...accomplishments as a poet."

The "consternation" arose—within the department and from external sources, such as an article titled "Welcome Voice? Harvard invites academic who wants Jews 'shot dead,'" posted on the *National Review Online* website November 12—due to Paulin's harsh published comments about Israeli troops and settlers in contested territories. Thus issues of free speech contended with the boundaries of hate speech—so the lecture committee members, who had sought to arrange a poetry reading, suddenly confronted something different and much more divisive. They reportedly weighed the likelihood of protest beyond what might be accommodated in a discussion separate from Paulin's presentation itself, and then acted. Editorials in the *Crimson* and the *Boston Globe* supported the decision to cancel the appearance.

Then others weighed the issue differently. In a November 15 letter to the *Crimson*, law professors Alan M. Dershowitz, Charles Fried, and Laurence H. Tribe described Paulin as "By all accounts...a despicable example of the anti-Semitic and/or anti-Israel posturing" current in some circles; regretted the initial invitation; but called the cancellation "truly dangerous" and pointed to Harvard's ability to engage speakers who have included "cranks, monsters, scoundrels, and charlatans." The English department met on November 19 and reinstated the invitation. Buell's statement on the new decision said, in part, "All faculty members present, constituting nearly the entire department, approved this decision," noting that the action was "initiated and pursued by the English department alone." The decision was motivated by "belief in the importance of free speech as a principle and practice in the academy," and members of the department "in no sense endorse the extreme statements by Mr. Paulin that have occasioned concern in the Harvard community...." The statement concluded by noting that if Paulin appears on campus, tentatively this spring, "we hope that his delivery of the Morris Gray Lecture may serve as a learning occasion for us all."

Scoreboard 2.0

"We're never really going to be 'finished' with the website," says John Veneziano, director of sports information, but on-line access to news about Harvard athletics strode boldly forward this past October, when the athletic department launched its newly enhanced site (<http://gocrimson.ocsn.com/>). The OCSN (Official College Sports Network)—which serves 125 colleges nationwide, including Brown, Cornell, Penn, and Princeton, as well as sports powerhouses like UCLA and Notre Dame—built and manages the website. Previously, a typical autumn day attracted about a thousand visitors to the Harvard sports home page, but on the new site's first day, 4,000 showed up. "We expect that number to grow," Veneziano says.

Enriched options should spur that growth. More complete and accurate schedules and scores, updated daily, are now only a click away from the home page. There are more photographs of more athletes, from a wider range of sports. Potential recruits can complete an on-line questionnaire; the data go directly to the appropriate coach, who can add it directly to a database. There is webcasting of radio coverage of Harvard games. There are fan polls. More statistics and box scores, along with improved layout and design, complete the package.

"The world is moving away from printed materials and traditional forms of media," Veneziano says. "We want to be ahead of the curve when it comes to electronic forms of communication. The upside is that we get our message out unfiltered as we bypass other media which, because of space and time limitations and editorial judgments, aren't covering Harvard athletics to the extent that we can." Some colleges have already eliminated printed media guides in favor of their websites. Harvard hasn't yet ventured that far into the post-Gutenberg world, but, Veneziano says, "that day is coming."

