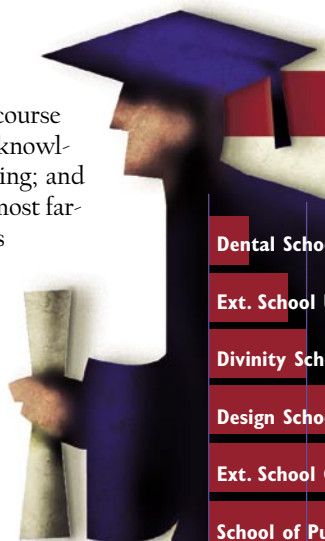


rhetoric and speaking; on more pertinent course evaluations and innovative course design, better informed by knowledge of teaching and learning; and on science. Potentially the most far-reaching recommendations addressed College advising, perennially seen as a weakness.

The advising committee proposed as an “expectation that all faculty participate in some way in the undergraduate advising system,” as a form of teaching outside the classroom that offers students a valuable way to shape their learning. Just 39 regular faculty members now advise first-year students, when their ability to explore subjects is greatest, said committee chair David Pilbeam, Ford professor of the social sciences. Among the committee’s many recommendations are upper-class peer advisers, simplification of the current overlapping layers of advisers, improved Web-based information for students and advisers, and detailed calendars promoting student-adviser meetings at critical intervals (with guides for the conversations). Implementing even a fraction of these ideas, in part through a new associate dean of advising (who is being hired), would enhance prospects for realizing the goals of whatever new curriculum emerges.

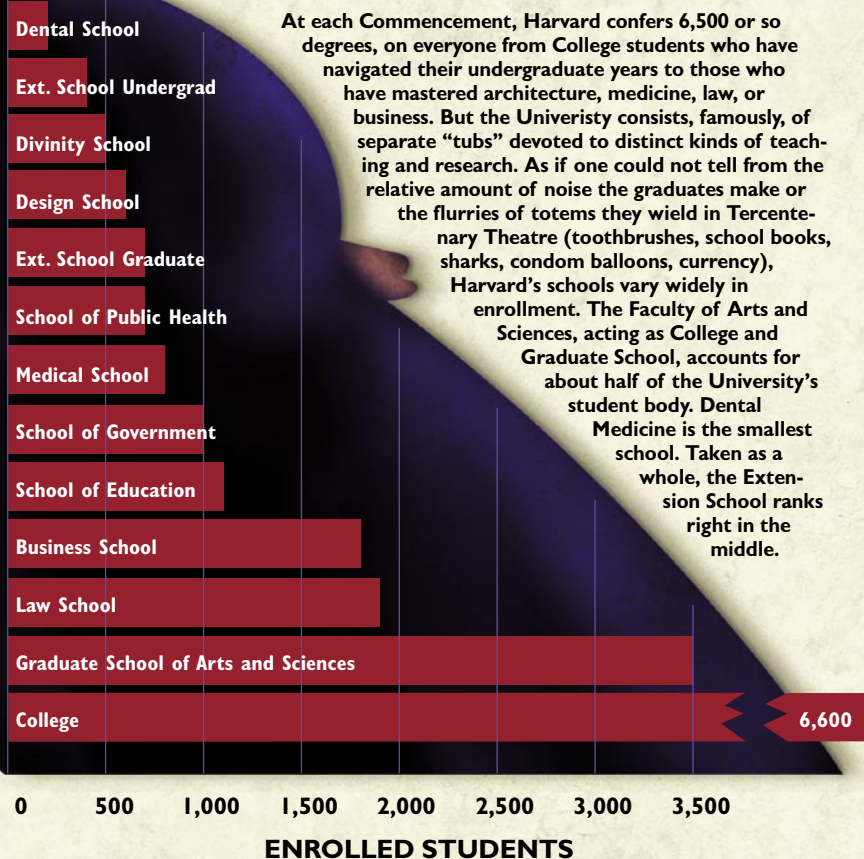
Much else remains to be done, of course. Offering a broader perspective, Folger Fund professor of history Andrew R. Gordon, the department chair, on May 3 compared the current all-encompassing curriculum review to narrower examinations of general education in the 1940s and 1970s. He thought it “not outrageous” for the effort, begun in 2003, to take five to six years to complete and urged that the faculty be given the chance to consider all the proposals at once, so it could consider their interaction, before voting on any one. Dean Kirby, also an historian, though obviously not relishing Gordon’s timeline, agreed.



HARVARD BY THE NUMBERS

Where the Students Are

At each Commencement, Harvard confers 6,500 or so degrees, on everyone from College students who have navigated their undergraduate years to those who have mastered architecture, medicine, law, or business. But the University consists, famously, of separate “tubs” devoted to distinct kinds of teaching and research. As if one could not tell from the relative amount of noise the graduates make or the flurries of totems they wield in Tercentenary Theatre (toothbrushes, school books, sharks, condom balloons, currency), Harvard’s schools vary widely in enrollment. The Faculty of Arts and Sciences, acting as College and Graduate School, accounts for about half of the University’s student body. Dental Medicine is the smallest school. Taken as a whole, the Extension School ranks right in the middle.



Aftershocks

IN THE WAKE of its March 15 vote that it “lacks confidence” in his leadership (see “At Odds,” May-June, page 55), the Faculty of Arts and Sciences (FAS) and President Lawrence H. Summers worked toward redefining their relationship during the rest of the spring term. The sharp confrontation over management style and University decisions that dominated winter faculty meetings lessened in the three spring meetings, leaving time to focus on scheduled business such as changing the College curriculum (see page 60). Still, questions of Harvard governance and other matters of substance continued to arise, suggesting that University affairs remain in an unsettled state.

Phillips professor of early American his-

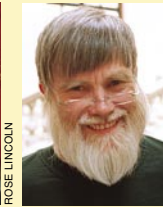
tory Laurel Thatcher Ulrich reported May 3 on the second meeting, held on April 25, of a six-member Faculty Council delegation with Corporation members James R. Houghton and Hanna H. Gray. Three significant pieces of news emerged from what she characterized as “very candid,” intense discussions.

First, she said, all agreed that the work of curriculum revision is the faculty’s province. That seemingly obvious conclusion in fact represented a sea change, given the president’s previous high-profile engagement, from his 2003 Commencement address outlining parameters for the curriculum review through his extensive involvement, ex officio, in the committee on general education. Following Ulrich’s general comments, the *Crimson* on May 11 quoted Summers as saying, “The review is

Honor Roll



Philip Fisher



Howard Georgi



Margo I. Seltzer



Lino Pertile



Daniel Gilbert



Caroline M. Hoxby

Peak Professors

Faculty of Arts and Sciences dean William C. Kirby named six faculty members Harvard College Professors, to honor their superior undergraduate teaching: Reid professor of English and American literature Philip Fisher; Malinckrodt professor of physics Howard Georgi, the master of Leverett House; professor of psychology Daniel Gilbert; professor of economics Caroline M. Hoxby; professor of Romance languages and literatures Lino Pertile, the master of Eliot House; and Smith professor of computer science Margo I. Seltzer.

Students' Pet Teachers

Separately, the Undergraduate Council conferred its Levenson Teaching Prizes, for teaching excellence, on professor of Latin (and Harvard College Professor) Kathleen M. Coleman, cited in part for commenting on each of the 150 student papers in her Core class; Danziger associate professor of government Dvesh Kapur (see page 36), who is moving on to the University of Texas at Austin; and teaching fellows Anna Lisa Izzo (Italian) and Morten Ernebjerg (physics).

Supreme Scientists

In a year when the National Academy of Scientists admitted a record 19 women among its 72 new members, four Har-

vard faculty members were recognized: professor of medicine Christophe O. Benoist; Higgins professor of biology Daniel L. Hartl; professor of cell biology Tom A. Rapoport; and professor of medicine Christine E. Seidman (see "Harvard Portrait," November-December 2002, page 56). Also elected was Harvey D. Tananbaum, associate of the Harvard College Observatory, who directs the Chandra x-ray satellite center at the Smithsonian Astrophysical Observatory. From the Kennedy School, Calestous Juma, professor of the practice of international development, was elected one of 18 foreign associates.

PBK Picks

At the Literary Exercises on June 7, Phi Beta Kappa members from the class of 2005 conferred their awards for teaching excellence on professor of history Peter E. Gordon and Weatherhead University Professor Samuel P. Huntington.



Samuel P. Huntington

A Duo and a Dozen

Two deans and 12 faculty members were elected fellows of the American Academy of Arts and Sciences. The deans are Elena Kagan (Law) and William C. Kirby (Arts and Sciences). The professors are art historian Yve-Alain Bois, Latin American historian John H. Coatsworth, English and comparative literature scholar James Engell, sociologist Robert J. Sampson, and physicist Cumrun Vafa (all FAS); demographer David Elliot Bloom (Public Health); organizational-behavior expert Jay W. Lorsch (Business); legal theorist Duncan Kennedy; cell biologists Alfred L. Goldberg and Tom Rapoport, and geneticist Louis M. Kunkel (Medicine); and foreign-relations specialist Stephen M. Walt (Government).

at a stage where it is natural for the faculty to take full responsibility." And in fact the president, who had other pressing concerns, stopped attending the committee's meetings.

Second, Ulrich said, the Corporation emphasized that there had to be much more faculty involvement in the planning for Allston campus development—and greater transparency in the process. Although faculty members and deans from throughout the University have served on Allston advisory committees, physical planning has proceeded as a closely held administrative concern. Ulrich quoted the Corporation members as saying, "Planning has barely begun." Some FAS faculty members have expressed special concern about science facilities (see page 58).

Finally, Ulrich made the faculty meeting the unusual venue for disclosing that no major fundraising campaign would be launched for at least two years. Invoking a word the Corporation members used, she said that in their view, a period of "convalescence" was in order. This fiscal reality is of interest to all faculties, but perhaps none more so than FAS, which is borrowing heavily to build and renovate facilities; staffing and operating them as they come on line; expanding the professorial ranks relatively rapidly; and contending with higher costs for benefits and utilities.

Such strains heighten faculty anxieties over other issues. As an example of the general skittishness, at the April 12 faculty meeting, Richard F. Thomas, professor of Greek and Latin, asked Summers whether he had, as rumored, discussed granting other schools permission to confer the Ph.D. degree, or even separating the Graduate School of Arts and Sciences (GSAS) from FAS and assigning it, for reporting purposes, to the provost or another authority. Alluding to Virgil, Thomas spoke of the poet living "between republic and empire, when strong men sustained the fiction of more or less democratic systems while in fact subverting them." Skirmishing over doctoral degrees is not novel; other schools, with their own degrees, can get in on FAS's Ph.D. monopoly only via joint programs. But the GSAS talk was new.

Having absorbed the poetry lesson, Summers flatly said there was no truth to

either rumor, and was echoed by FAS dean William C. Kirby. The latter revisited the issue on May 3, suggesting that the apprehensions had arisen as a result of a consultant's survey he had commissioned to gather professors' views on GSAS. He described that effort as routine data-gathering as he searched for the successor to GSAS dean Peter Ellison (see right).

Deeper apprehensions were voiced by Philip A. Kuhn, Higginson professor of history and of East Asian languages and civilizations. In a motion introduced May 3, he asked that the undergraduate curriculum review be joined to a "thorough, documented projection" of the effects on graduate education. His past queries along these lines had been met by assurances from Summers that the University would raise sufficient funds to underwrite graduate financial aid and support.

As Kuhn explained separately, he worried, among other issues, that a shift in the undergraduate curriculum toward more science requirements, and less humanities coursework, would undercut teaching fellowships—a principal means of support for graduate students, especially outside the sciences, whose financial-aid packages are far from fully endowed. (Efforts to boost the number of undergraduates concentrating in the sciences, and to enlarge the science faculty, would heighten that effect; see pages 58 and 61.) Porter professor of medieval Latin Jan Ziolkowski supported Kuhn's motion. He cited the need to staff undergraduate courses in general, and has expressed concern about the effects on graduate enrollments in the humanities if undergraduate demand wanes. The motion carried unanimously.

Airing of these undercurrents in a sense represented progress toward finding some new basis on which the faculty and the president could interact. During the April 12 and May 3 meetings, professor of anthropology and of African and African American studies J. Lorand Matory—author of the March 15 motion—pressed Summers with questions about faculty members' freedom to criticize the administration, and about the University's commitment to diversity. Summers answered levelly, and no other faculty member took up the debate. (In FAS bal-

A Notable Dean

The appointment of Thomas professor of government and sociology Theda Skocpol as dean of the Graduate School of Arts and Sciences (GSAS), announced June 3 by Faculty of Arts and Sciences (FAS) dean William C. Kirby, was front-page news in the *Boston Globe*. It was seen there as a sign of current campus conditions after the winter's conflicts between Massachusetts Hall and FAS. Skocpol, a scholar of social-welfare policies, bluntly criticized President Lawrence H. Summers during the February 15 faculty meeting, saying that he was attempting to "turn our deans into transmission belts to implement centralized directives." When the faculty voted its lack of confidence in Summers on March 15, she offered a motion expressing regret about his management, proposing "collegial" ways of proceeding, and asserting "longstanding" faculty prerogatives; it passed 253 to 137 (see "At Odds," May-June, page 55).

Skocpol, Ph.D. '75, denied tenure in 1980, filed a grievance that was ultimately decided in her favor by President Derek C. Bok. She became professor of sociology in 1986. (Full disclosure: Skocpol was an FAS-nominated director of Harvard Magazine Inc., 1993-1999, and has since been a member of its Board of Incorporators.)

Upon her appointment, Skocpol declared GSAS "a vital part" of FAS and of Harvard. Effective July 1, as FAS's highest-ranking woman academic dean, she will grapple with aid for doctoral students, their role in teaching undergraduates, and the proliferation of joint and interdisciplinary programs with other Harvard schools.



Theda Skocpol

loting for the Faculty Council for next academic year, Matory stood for office but was not elected; other faculty critics of Summers were elected or re-elected.)

Out of the spotlight, department chairs met with the Corporation and with each other. They and Faculty Council members have the summer to prepare for a new year in which FAS plans to meet as many as 14 times (the usual schedule is nine), to take on an agenda including the heavy lifting on curriculum revision; implementing the recommendations of the task forces on women faculty and women

in science and engineering (see page 55); and whatever role FAS assumes in shaping Allston.

The underlying agenda, as one faculty member put it, is that "There is no trust." In that, the professor echoed President Summers, who told FAS on March 15, "I am committed to doing all I can to restore the sense of trust that is critical to our work together"—a challenge involving sustained change, rather than any single decision. That uncharted effort, now under way, is very much part of the University's current business.

Approaching Africa

SINCE 1969, Harvard has had a Committee on African Studies (CAS), an interdisciplinary group of scholars who sponsor seminars and fund summer travel for student research. Beginning in 1993, CAS coordinated an honors "certificate" program (not a distinct concentration) for undergraduates pursuing work on that continent. But the University has no Africa center, comparable to the substantial centers for academic work on Europe, Asia (with separate East Asian, Japanese, and Korean units), and

Latin America. Widener Library holds about 100,000 volumes on or from Africa—a significant, growing collection, but only a fraction of the Harvard-Yenching Library's 1.1 million Asian volumes.

Such differences, crude as they are, indicate the relative status of African research and teaching at the University. But fresh initiatives are beginning to take hold: a new departmental home for African studies, an expanding languages program, faculty growth, and fresh resources for interdisciplinary work.

Professors active in the field say that for