

A task-force report released last year had indicated that Harvard might eventually increase the size of the undergraduate student body by building as many as eight Houses in Allston (and then, perhaps, converting the current Quad Houses into graduate-student housing). But although the report released June 2 shows four potential sites that could accommodate as many as 12 to 16 Houses, it discusses just four new undergraduate residences. “The priority for Harvard College now has to be increasing the faculty-student ratio,” said Summers. “We’ve never contemplated the possibility of growing the College over the horizon of the next decade.”

Those Houses could be built between the Stadium and the river, where they would replace existing College athletic facilities such as Blodgett Pool, Briggs Cage, and Palmer-Dixon Courts, which would be relocated nearby; on the river at the Business School, replacing the student dormitories on either side of the lawn fronting the school’s Baker Library; or at two adjacent sites at the eastern edge of the school’s campus, where they would replace or take over existing graduate-student housing. “No definitive decision has been made that undergraduate housing will be built,” Altshuler emphasized in a July interview. He characterized it as a “very expensive” and “not an urgent” decision. Doing so, however, would contribute enormously to making Allston a fully integrated part of the campus. If such housing were built, said Spiegelman, it would go up all at once, as a complex, so that undergraduates would not feel isolated.

The report indicated that the other new academic buildings and the science facilities could rise south of the Business School, either on Ohiri Field and south to Western Avenue, or even across Western Avenue.

None of the options have been combined yet, Spiegelman said, so the potential consequences are not explored in the interim report. Noted McGregor, “If this is going to [work] three decades out, you

**Three options (top strip) for siting various professional schools. The latter two scenarios would require the acquisition of an affordable-housing complex in the wedge of land formed by the intersection of North Harvard Street and Western Avenue. Undergraduate housing (center strip) could replace athletic facilities north of the Stadium, Business School housing to either side of the lawn fronting Baker Library, or graduate-student housing east of the Business School. (A fourth option combining elements of the second and third is not shown.) Science facilities (bottom strip) might be built south of Western Avenue, north of Western Avenue, or diagonally across it at a new intersection that would be formed by a proposed road running north to the Harvard stadium.**



have to have a plan that, while it sets the public framework and makes an attractive campus, leaves flexibility for different kinds of uses as we go ahead.”

The next steps, said Spiegelman, are “conversations with all the stakeholders,

internal and external” at Harvard, in Allston, and in Boston. The fruit of those discussions will be incorporated into Cooper, Robertson’s next draft report, scheduled to be completed this coming spring.

## A Robust Decade at the Business School

KIM B. CLARK’S move from Allston to Idaho—he became president of Brigham Young University-Idaho on August 1, in response to a call from the Church of Jesus Christ of Latter-day Saints—concluded his nearly 10-year deanship at Harvard Business School (HBS). That decade, during which business became far more global and technologically enabled, with abundant opportunities for entrepreneurship, proved fruitful for HBS’s brand of business education as well. Returning to the West (he grew up in eastern Washington and Utah) severs Clark from his nearly continuous academic and profes-

sional home since he enrolled in Harvard College in 1967. In an interview a week before his departure, Clark ’74, Ph.D. ’78, outlined a series of initiatives the school had undertaken during his tenure. Most seem likely to be sustained under his interim and ultimate successors (see next page); a

Kim B. Clark



fundraising effort that has well exceeded its half-billion-dollar goal will fuel the work (see "Capitalism Campaign," November-December 2002, page 55).

Gregarious and open in conversation, as ever, Clark traced the school's priorities to its perception, in the mid 1990s, that it was at an inflection point—driven by a changing world—that required new ways of pursuing its mission: to educate business leaders who are prepared "to make a difference in the world." That obviously requires adapting to new conditions. Just what those might be, Clark conceded, was only "dimly perceived" in 1995. In retrospect, four themes have become clear.

- **Globalization.** "Massive geo-political changes are taking place in the world," Clark said, making it "imperative that the school reach out" in practice, leadership, and engagement with research. The resulting global initiative has taken tangible form, first, in "build[ing] intellectual capital" through research centers—outposts that facilitate local contacts and support faculty scholarship, first in Silicon Valley and then in Hong Kong, Buenos Aires, Tokyo, Paris, and Mumbai. Work conducted there shows up in course development and across the spectrum of classroom case studies. A second effort involves extending HBS education into the world through those centers. Executive-education courses are already conducted far and wide, but M.B.A. students, Clark said, have been reluctant to give up the residential experience to do coursework and research away from campus. That evolution of HBS teaching thus remains prospective.

Meanwhile, international students have risen from 23 percent to 33 percent of the M.B.A. class during the past 10 years.

- **Technology.** It is now commonplace, Clark continued, that information technology is reshaping business and management "fundamentally." That means students must be able to deal with information systems, which in turn drives the use of technology in the education HBS provides. Clark cited "huge investment" in human resources, infrastructure, and software, to the point where "being on the Net, being on the Web, is like breathing here" today. An enthusiast on the subject, he detailed how colleagues are making progressive use of these tools. For example, a new case study on the *Columbia* shuttle disaster involves students in on-line virtual role-playing: they pursue the flight day by day, receiving and reacting to phone messages, e-mails, and other audiovisual information in real time, while classmates, observing, discuss why organizations "fail to see the disasters that come down upon them when the data are right in front of them."

Faculty, Clark said, can "create an educational experience you could not create without the technology." Electronic classrooms equipped for such teaching are available in the new Hawes Hall, and Aldrich Hall's amphitheaters have been retrofitted to the same standard. The reconstructed Baker Library, reopened in Clark's final days on campus, is a state-of-the-art electronic-information utility.

- **Entrepreneurship.** "All businesses in all industries are going to face more turbulence, more uncertainty, more change, more stuff," said Clark, putting a premium

on adaptiveness and innovation even in the largest corporations (long thought, at least externally, to be the central HBS concern). As a result, entrepreneurship is now understood not as a separate activity, but as part of general management. Once peripheral, therefore, the subject has become "absolutely at the center of the school," with a required first-year M.B.A. course, large second-year enrollment in related electives, and—to support research, course development, and teaching—expansion from five to 32 faculty members during the past decade, a large part of HBS's 20 percent faculty growth during that time. In a sense, Clark said, "This means the school has caught up with its alumni." Reunion surveys indicate that nearly 70 percent of graduates have founded, helped fund, or led an entrepreneurial enterprise.

- **Values.** Those other priorities aside, Clark said, "The most important thing we've done" is to refine HBS's focus on leadership to clearly emphasize leaders' values and responsibilities. The curricular expression is a required first-year M.B.A. course, "Leadership and Corporate Accountability," launched in January 2004. Drawing on psychology, law, and studies of organizational behavior, the course explicitly introduces students to "role-related responsibilities" along economic, legal, and ethical dimensions, under conditions of ambiguous standards, factual lacunae, competing constituencies, and the pressure to act quickly. Readings range from cases on Enron and WorldCom to "Letter from Birmingham Jail," by Martin Luther King Jr.

LOOKING AHEAD, at the June 6 news conference where he announced his resignation, Clark propounded an agenda for HBS of much more expansive and intensive internationalization of research and teaching; renewed commitment to research and education for practice, even as business's global reach makes that more difficult and costly; and deepening engagement with technology and educational innovation. He sounded very much ready to carry on—and indicated that he would have done so for some time had he not been summoned by his church.

HBS appears well positioned to pro-



Jay O. Light

HARVARD BUSINESS SCHOOL

**Jay O. Light**, Dwight P. Robinson Jr. professor of business administration, became acting dean of Harvard Business School on August 1. A member of the faculty since 1970 and most recently senior associate dean for planning and development, Light fills in during the search for a permanent successor to Kim B. Clark. Light's research has focused on institutional asset management and on entrepreneurial management of technology enterprises. Likely as he is to maintain the school's priorities during his interim leadership, Light might nevertheless want to choose a new confection to replace the miniature Clark bars in the large bowl outside the dean's office.



## University Housing on the Rise

**More than 300 units** of new housing (500 beds), primarily for graduate students but some for faculty and staff, are being built on two sites in the Riverside area of Cambridge, near Mather House and Peabody Terrace. The development was made possible when Harvard reached an agreement with the Cambridge city council and neighborhood representatives that involved significant downzoning of some of the parcels and a commitment by Harvard, once occupancy permits are issued for the new structures, to erect 34 units of affordable housing in a former industrial building on Blackstone Street and to provide publicly accessible open space at the corner of Memorial Drive and Western Avenue.

At the Grant Street site, six new wood-frame buildings will hold six units each. On Cowperthwaite Street, one three-story wood-frame building and a large

glass and brick structure above a new underground garage will replace an existing parking lot. Halvorson Design Partnership will handle the landscape features, while Elkus/Manfredi Architects will design the buildings, as well as three wood-frame houses at the Memorial Drive site. A large, two-section building by Kyu Sung Woo Architects will rise on Memorial Drive. Michael Van Valkenburgh Associates will provide the landscape design there. As Harvard planners had hoped, the use of project managers Spaulding & Slye Colliers is facilitating progress toward the University's goal of housing 50 percent of its graduate students.



Architects' elevations of new University housing, primarily for graduate students, to be erected along Grant Street (top, wood-frame structures) and Cowperthwaite Street (middle, a wood-frame building and a brick-and-glass complex), and on Memorial Drive (bottom, large red complex and three smaller buildings).



ceed in those directions. A critical article by Warren G. Bennis and James O'Toole on "How Business Schools Lost Their Way" in the May *Harvard Business Review* lamented the rise of "scientific" research, divorced from practice, and of education that does not prepare students for managing as a profession. The authors cited HBS's emphasis on case development and its focus on course creation as a criterion in tenure decisions as healthy antidotes to these problems.

Moreover, needed resources are amply at hand. HBS weathered the slowdown following the collapse of the Internet bubble and the ensuing recession by tightening its belt. Its capital campaign, scheduled to end in December, will likely raise more than \$560 million, Clark indicated.

Of course, his successors will face new issues. Accelerated planning for Harvard campus development in Allston changes

HBS's physical and academic setting. "When I became dean," Clark said, "I think it's fair to say the [Charles] river was like a moat and the drawbridge was up." Now, he said, HBS has become engaged in University planning to a degree that is "amazing to us." He said the school was excited about possible academic involvement with scientific and engineering facilities that may be located nearby, even as he acknowledged "regret that it did not work for the law school to move across. I think that would have been very powerful." In the near term, HBS's physical expansion along Soldiers Field Road is in somewhat of a

holding pattern, he said, while plans are fleshed out to the south, along Western Avenue, and closer to the river "There are lots of possibilities," he said, with lots of negotiations underway, but "nothing set yet."

One ingredient missing from those negotiations will be the long, close rapport between Clark and Harvard president Lawrence H. Summers, who first met and worked together as economics graduate students nearly 30 years ago. At the June 6 briefing, Summers recounted Clark's accomplishments extensively, and made it clear that he felt more than a professional transition was taking place. Asked if he

## Yesterday's News

From the pages of the *Harvard Alumni Bulletin* and *Harvard Magazine*

**1920** The Graduate School of Education registers its first female students, making them the first women ever admitted to candidacy for a Harvard degree.

**1925** The College establishes a board of faculty advisers to counsel freshmen.

**1930** Six hundred students move into Dunster House and Lowell House, the first completed units of the House plan.

**1935** Massachusetts passes a law requiring every U.S. citizen teaching in the Commonwealth to swear to "support" the state and federal constitutions. President Conant, who opposed the bill's passage, says he will take the oath and urges all faculty members to do the same, to avoid involving Harvard in a technical controversy regarding its enforcement of the law against its own teaching staff.

**1945** Paul H. Buck, dean of the Faculty of Arts and Sciences, is named Harvard's first provost—"a further step," according to President Conant, "in arranging for the organization of modern Harvard...commensurate with its size and vast complexity."

**1950** "Joint instruction" is extended to Radcliffe fresh-

men, allowing them to take most of their courses with their Harvard counterparts.

**1955** An administrative decision lifts the ban on TV cameras in the Stadium, allowing Harvard football games to be broadcast regionally; officials still refuse to allow games to be shown nationwide. Maintaining its commitment to scholarship and athletics, Harvard states that it will not take part in "big time" football.

**1965** In an address to Harvard freshmen, dean of the College John U. Monro urges caution in exploring the "wonderful, happy, healthgiving, and finally dangerous world of women," warning that D.H. Lawrence, Norman Mailer, and Paul Goodman may not be the most reliable guides on this complicated and explosive matter.

**1975** President Bok loses a World Series bet (an unspecified amount of baked beans, reports the *Crimson*) to the president of the University of Cincinnati when the Red Sox lose to the Reds in seven.

**1985** In response to antiapartheid protests and demands by 300 alumni that the University divest, President Bok declares his continued opposition to blanket divestment and emphasizes "the need to respond to social problems affirmatively, instead of trying to cut all one's ties with the situation."

had tried to retain Clark, Summers said, "[I]t became clear to me almost instantly that I was the president of Harvard and the president of Kim's church had spoken. And so I was best off accommodating the reality that I faced."

Clark's chemistry radiated widely, contributing to HBS's fundraising prowess and ability to plan and complete extensive construction during his tenure. It is perhaps telling that the stories about his deanship frequently revolve around very personal anecdotes. Cizik professor of business administration Clayton M. Christensen, who completed his thesis under Clark, lived in the same town, and attended the same Mormon congregation, told how Clark led 12-year-old scouts on monthly campouts and hikes, even during winter storms, as he took up his duties at HBS's helm. With Clark heading off to Idaho, said Christensen—the very model of an HBS scholar of technology and operations management—"I feel like half of my heart is getting ripped out."

## A Humanist Who Knows Corn Flakes

HOMI BHABHA TELLS A STORY about corn flakes to illustrate the relevance of the humanities to international commerce. "For many years in India there was a ban on imported goods because the government wanted to encourage local markets," he says. "But people travel, and while you can stop traders from importing things, you can't stop people from knowing about them. Indian manufacturers would produce imitations of foreign goods—for instance, corn flakes.

"When the Indian market opened with globalization," says Bhabha, "Kellogg's set up a branch in India and started producing corn flakes to give consumers the real thing. What they didn't realize was that Indians, rather like the Chinese, think that to start the day with something cold, like cold milk on your cereal, is a shock to the system. You start it with warm milk. But you pour warm milk on

