

JOHN HARVARD'S JOURNAL

dent." Bol cited an atmosphere where the dean was being derogated in private conversations with his own faculty colleagues. Other FAS members echoed those accounts.

In his letter, Kirby cited "the allure and the increasingly dynamic nature of my field of study" as factors making his decision "timely and compelling." He cited accomplishments in faculty growth, facilities investments, and, "most important," in the faculty's recommitment to Harvard students. Kirby then reflected on the "serious challenges" during the past year.

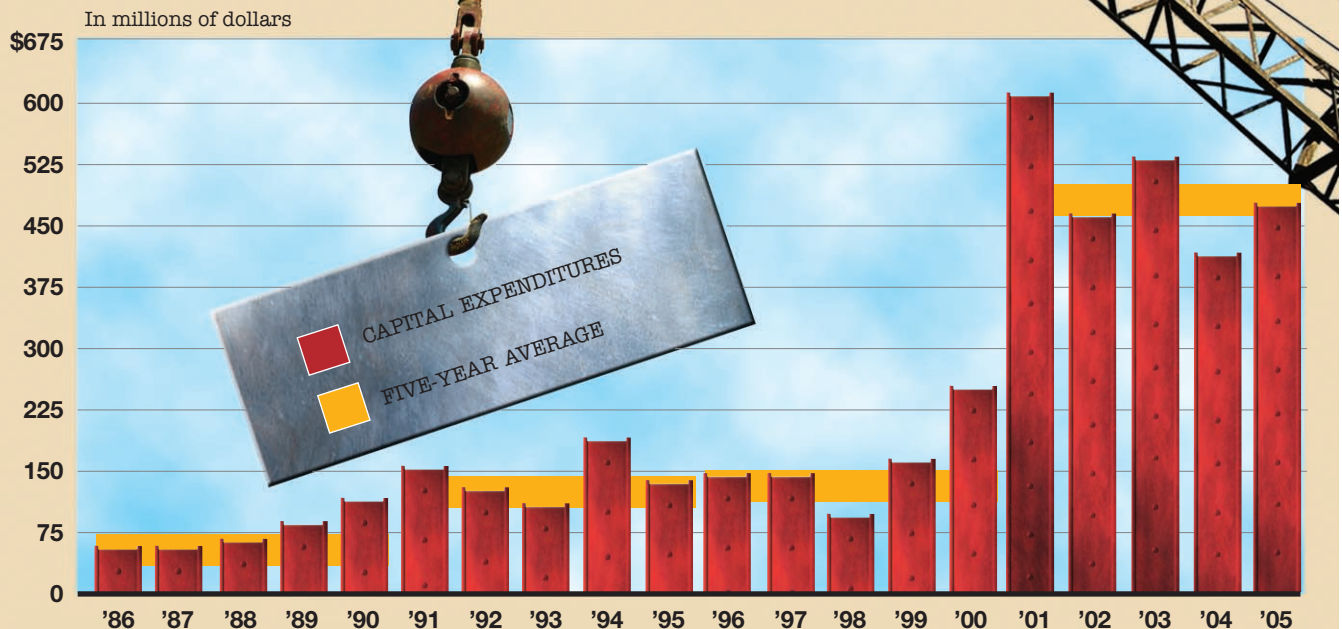
(Despite his previous plea that the faculty not emerge "divided, fractious, and polarized," those challenges culminated in the faculty's sharp debate about Summers's management and, last March, its unexpected vote of lack of confidence in his leadership; see "At Odds," May-June 2005, page 55.) Kirby observed that in the future, "it will be important for the president and the dean to work closely together, in collaboration with the faculty, toward our common objectives." He then expressed gratitude for working with and on behalf of "this stellar faculty," the

FAS staff, "our wonderful alumni," and, "above all," Harvard's students.

Summers used his letter to "express my gratitude, personally and on behalf of the Harvard community," for Kirby's "imaginative and dedicated leadership" during what he acknowledged "has been a not-uncomplicated time in the life of the University." He cited the curriculum review, rapid expansion of the faculty ranks, new paths for study abroad, enhanced financial aid, and "critical large-scale investments" in facilities as among the accomplishments of Kirby's deanship, a "transformative pe-

HARVARD BY THE NUMBERS

ANNUAL FACILITY EXPENDITURES



Capital Costs

The dimensions of Harvard's current building boom—readily obvious to sidewalk superintendents along Memorial Drive at Western Avenue (graduate-student housing), across from Mather House (ditto), behind the Science Center (physical sciences and engineering laboratories), north of the Museum of Comparative Zoology (life-sciences laboratories), and elsewhere—are quantified in the *Financial Report to the Board of Overseers of Harvard College* for the 2004-2005 fiscal year. The exhibit on annual facility expenditures, adapted here, shows capital spending for new construc-

tion, building renovations, and acquisitions of structures and land—the latter principally in Allston. The sharp rise since 2000 is made more graphic when five-year averages are calculated:

that figure rises from \$78.8 million in the first period, 1986-1990, to \$494.5 million from 2001-2005. Even adjusting for inflation, the recent expenditures have been at a rate two to three times higher than in any previous year. As a direct result, University debt outstanding has grown from \$1.6 billion in 2001 to \$2.8 billion last June. A discussion of the financial implications of this extensive building program for the Faculty of Arts and Sciences, which is particularly affected, begins opposite.

