

with a series of faculty presentations and Harvard events in India during the third week in March. Unlike the revenue-generating focus of other business schools' international outreach, Light said, HBS's goal is "intellectual capital": research for cases the faculty can "bring back to Soldiers Field" for education on campus. HBS has also entered into partnerships to train the fledgling business-school faculties of indigenous institutions in China, especially, and in Spain and Latin America.

Finally, although HBS is among the least endowment-dependent of Harvard's schools (M.B.A. student and executive-education tuition, revenues from its publishing operation, and current-use gifts provide more than 80 percent of operating revenue), campaign donors gave about \$60 million in unrestricted and undesignated gifts—a substantial source of funding for future ventures that lack specific endowment support.

Aid Augmented

TO MAKE ATTENDING the College more affordable for lower- and middle-income families, Harvard has extended the financial-aid initiative it inaugurated in 2004 (see "Class-conscious Financial Aid," May-June 2004, page 62). As announced on March 30, parents in families whose income is less than \$60,000 will no longer have to contribute to the cost of their children's undergraduate education (the limit had been \$40,000), and the parental contribution will be reduced for families whose incomes are between \$60,000 and \$80,000 (the ceiling had been \$60,000). In addition, students can now apply any outside scholarships they receive to offset their summer-savings obligation of \$2,150; previously, such offsetting use of scholarship funds had been permitted to apply only to the students' academic-year obligation, which has been \$3,650.

The additional \$2.4-million annual cost of the enhanced program will be funded by the central administration, rather than by the Faculty of Arts and Sciences (FAS) budget, at least until additional fundraising can cover the incremental expense. At the time it posted the 2006-2007 undergraduate term bill, FAS had already an-

HARVARD PORTRAIT



Kevin Eggan

LAST YEAR KEVIN EGGAN was a Junior Fellow at Harvard. He met developmental biologist Douglas Melton, of the Harvard Stem Cell Institute, and the two decided to launch a project to create new human embryonic stem-cell lines tailored to individuals with diabetes and Parkinson's. Eggan became assistant professor of molecular and cellular biology last fall and set up and staffed a laboratory next to Melton's. Now he is poised to take a donated human egg, remove its nucleus (and thus its DNA), and put into the egg cell the nucleus of an adult cell from a patient. In theory the egg will somehow reprogram the nucleus of the adult cell back to its earliest state, and the cell will divide and develop into an embryo with only the patient's DNA, producing stem cells with the potential to generate any of the body's tissues. The tiny embryo, of huge ethical import to some constituencies, will be destroyed. By studying the stem cells, Eggan hopes to learn how disease proceeds and to test ways of curing it. He made headlines last summer with an experiment that created human stem cells by fusing an adult skin cell with a stem cell from an existing line, rather than with an egg. But that technology, which avoids destroying an embryo, produces cells with twice too much DNA and "is not ready for prime time yet," says Eggan. "It will remain speculative until we can understand how reprogramming works." Raised in the flatlands of Normal, Illinois, he climbs for recreation and recently scaled Mount Kilimanjaro. He loves to do French cooking and to entertain, and he attempts exceedingly complicated recipes with fervor, "to see whether I can successfully climb each one of these little Mount Everests."

nounced that its regular financial-aid budget would increase by 6.2 percent, to \$90 million (see "Brevia," page 77).

A recent analysis of the aid initiative found a 1.8 percentage point gain in enrollment from targeted families during the first year of outreach. Enrollment rose to 16.6 percent of the class of 2009, a gain of 29 students (to 245 of 1,478). The study, which excludes international students, showed that recruiting efforts encouraged more applications from students in these economic strata, and that with further outreach, still more applications could be expected. The lead authors of the study ("Cost Should Be No Barrier," www.nber.org/papers/w12029) are Larsen professor

of public policy and management Christopher Avery (see page 17) and Freed professor of economics Caroline M. Hoxby; their coauthors are four Harvard students.

Harvard's 2004 initiative sparked similar efforts at many other schools. A year later, Yale began a program with a \$45,000 threshold. Stanford, having wooed away Yale's admissions and financial-aid dean, cloned that program this March. The next week, the University of Pennsylvania announced that it would eliminate the contribution for families earning \$50,000 or less—a particularly significant commitment, given Penn's \$4-billion endowment, a fraction the size of its rivals'. Taking a different approach, MIT beginning this fall

will match the Pell Grants received by all eligible students—an aid increment worth up to \$4,050 per year. And the Jack Kent Cooke Foundation and eight selective institutions (including Amherst, Cornell, the University of North Carolina at Chapel Hill, and Berkeley) will jointly commit \$27 million to assist qualified low-income students in transferring from community colleges to four-year schools.

With the new resources invested in its aid program, Harvard raises the bar, and furthers the trend toward attracting academically qualified students whose family economic circumstances might well discourage them from pursuing an elite education that costs well above \$40,000 a year.

Gender Gains

IN THE WAKE of last year's upheaval over appointing women to professorships in the Faculty of Arts and Sciences (FAS) and the challenges facing women in academic science and engineering (see "Engineering Equity," July-August 2005, page 55), both subjects have become staples of campus conversation and policymaking.

The week before Thanksgiving, Harvard hosted the first of three nationwide symposiums (cosponsored with the Howard Hughes Medical Institute, the National Institutes of Health, and two other universities) to advance retention of underrepresented students in science programs. In her opening remarks, senior vice provost for faculty development and diversity Evelyn M. Hammonds spoke about her transformative experience when, as a physics student, she encountered black scientists at a Bell Laboratories summer research program (see www.provost.harvard.edu/reports). President Lawrence H. Summers later made the case for diversity in science and engineering on the grounds of fairness, inclusion of prospectively excellent scholars, and benefits from applying multiple perspectives to problems (see president.harvard.edu/speeches).

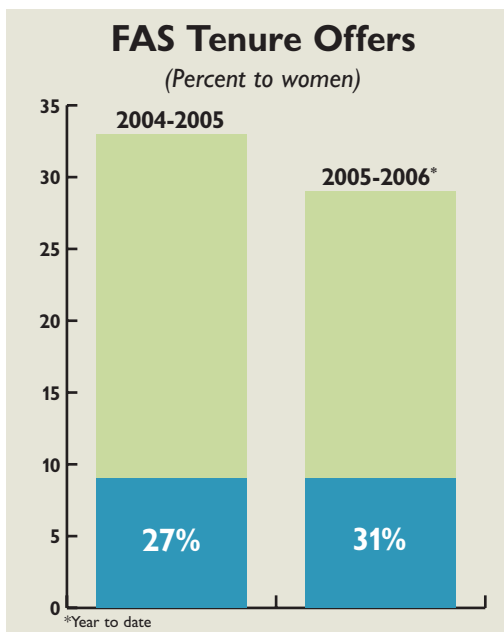
On December 6, the presidents of Cal Tech, Harvard, MIT, Princeton, Stanford, Berkeley, Michigan, Penn, and Yale issued a statement recognizing that "barriers

still exist to the full participation of women...in academic fields throughout higher education." They acknowledged that "there are still significant steps to be taken toward making academic careers compatible with family caregiving," and pledged personnel policies, resources, and a culture that "supports family commitments," to ensure "equitable and produc-

faculty members to 19 percent by 2012. (The proportions for the main arts and sciences faculty, including tenured and junior members, are now 25 percent and 14 percent.)

At the FAS faculty meeting on January 10, Dillon professor of international affairs Lisa Martin, speaking in her capacity as senior adviser to the dean on diversity issues, reported on the recruitment of new professors. The data (subsequently updated through late March for this article) show that 9 of 29 tenure offers during the 2005-2006 academic year to date, or 31 percent, were made to women. In the previous year, 9 of 33 senior offers (27 percent) went to women. But she noted with concern that the rate of acceptance by men of the 2005 offers resolved to date significantly exceeded that by women: 79 percent versus 33 percent, with just 2 men and 3 women in that cohort still considering Harvard's bid. (It is too soon to calculate acceptances for offers made this academic year.)

Turning to policy matters, Martin reviewed University support for junior faculty trying to balance professional and family responsibilities: funds for childcare during travel; childcare referrals; extension of the tenure clock; and other services. FAS, she said, is collecting better data on the candidate pools for junior-faculty searches. Among the issues she is now studying are mentoring for such colleagues; maternity leave, not just



tive career paths for all faculty." Separately, Yale deputy provost for science, technology, and faculty development H. Kim Bottomly, an immunologist, announced that university's goal of increasing the proportion of women faculty members to 30 percent and of minority