

On the University's Agenda

AS THE ACADEMIC YEAR ended, University leaders in various forums outlined Harvard priorities and impending business concerning Allston, a new science initiative, and the University's international aims. Expect further developments on these and other items on the agenda when campus resumes its busier autumn tempo.

• Allston. In a briefing for the Faculty of Arts and Sciences (FAS) at its May 6 meeting, President Drew Faust described the land assembled in Allston not as an end in itself, but rather as a “place to dream for Harvard.” Accordingly, to guide where and how the University should grow during the next several decades—in Cambridge, Longwood, and Allston—she has broadened the Allston advisory group to include her entire council of deans, not just those from schools most directly affected by a likely move to the new campus (such as education and public health). Their work must be integrated, she noted, with Harvard's financial plans, with the logistical details of what the University can manage, and with the desires of the communities adjoining the new development in Boston, Allston, and Brighton.

She noted that work on the initial science building in Allston was under way, with completion scheduled in 2011, and that Harvard's long-term master plan for the area was being revised for submission to Boston late this year.

Christopher M. Gordon, chief operating officer of the Allston Development Group (www.allston.harvard.edu), then reminded the faculty that the current “framework” plan for Allston (see “Harvard's 50-Year Plan,” March-April 2007, page 58), filed in early 2007, had evolved during four years of internal and community consultation (and with the assistance of Cooper, Robertson & Partners). That overall scheme, which depicted 10 million square feet of potential development, is now being refined, he said, with Ayers/Saint/Gross, who specialize in campus planning. Working within the 2007



framework—which allowed for new athletic facilities south of the current ones, undergraduate Houses by the Charles River and, if desired in the future, east of the core Harvard Business School (HBS) campus, professional schools in the middle, a “culture zone” perhaps where the Charlesview apartments are now sited, science and academic buildings south of Western Avenue, and perimeter graduate-student housing and a conference center—the planners are envisioning the space in finer detail, block by block.

Among the refinements Gordon sketched—all subject to debate and further revision in coming months—were:

Landscaping Western Avenue as a green twenty-first-century “Yard.”

Envisioning Barry's Corner (at North Harvard Street and Western Avenue) as a mini Harvard Square—minus the T stop, of course—with restaurants and stores.

Breaking down “superblocks” with more roadways and smaller buildings, to make the developed campus more permeable.

Extending Rena Park. The 2007 plan envisioned a new park well within the campus development. Now planners are exploring the possibility of reconfiguring it to stretch to the Charles River, providing a second green corridor, walkway, and perhaps a waterway and more natural plantings, the length of the campus.

Reorienting sight lines throughout the campus; designing the new development to extend the business school's radial orientation—it spreads out from a center point at the Eliot

Construction begins for the first Allston science building—future home of the department of stem cell and regenerative biology; a bioengineering program; and the department of systems biology.

House cupola—would maintain views of the Cambridge campus from well within the Allston development.

Melding physical plans and pedagogy, perhaps by arranging buildings from different schools (business, education, public health, laboratories) around a common green, as did Thomas Jefferson's plan for the University of Virginia, to promote interdisciplinary connections.

Gordon noted that the Allston Development Group had detailed plans for how to resite the athletic facilities, and was working with the museums and FAS dean Michael Smith, respectively, on plans for the cultural district and new residential houses. Detailed program plans and anticipated costs were nearly done for the Graduate School of Education, and were about half done for the Harvard School of Public Health (HSPH) facilities, he said, with the School of Engineering and Applied Sciences (SEAS) newly interested in exploring whether to locate in Allston. Provision has also been made, Gordon said, for HBS expansion on the parking lots south of its current structures.

Construction of the first science complex, he said, began last November; excavation is proceeding, with the workforce on the five-acre site expected to number 1,000 by year end, and twice that next summer. The four



Pamela Silver

STEPHANIE MITCHELL/HARVARD NEWS OFFICE

linked buildings include amenities and support facilities—a conference center, retail and cafeteria spaces, a fitness center, and even a rooftop “function room”—that Faust noted would ultimately serve other Harvard buildings as they arise nearby.

• **Bioengineering.** One tenant for that science facility may be a new, University-wide bioengineering initiative. The committee charged with designing it delivered a preliminary report to the deans of Harvard Medical School (HMS) and SEAS in early May. According to co-chairs Pamela Silver, professor of systems biology, and Joanna Aizenberg, McKay professor of materials science (see page 59), the recommendations include undergraduate and graduate curricular components and a research program. Aizenberg said students find bioengineering appealing “because it

is so easy to relate to the existing problems of society—healthcare problems, energy problems.”

The principal intellectual challenge is defining a whole new field. A number of peer institutions have bioengineering departments, but most focus on biomedical subjects. The Harvard planners envision biomedical engineering as just one component among many others, including computational biology, synthetic biology, biomimetics, and what is known as “predictable biology”—application of principles learned from engineering disciplines (including computer science) to create new living materials or genetically engineered machines. Harvard has all the ingredients it needs to create a world-leading program in the field, Silver and Aizenberg said, including HMS, HSPH,

HBS, SEAS (which operates without departmental boundaries), and the Law School. Following review by the Harvard University Science and Engineering Committee, the bioengineering task force hoped to issue a final report by June 30.

• **International Harvard.** *Much* farther afield, addressing alumni at the HAA meeting in Shanghai on March 29, and the advisory committee meeting of the David Rockefeller Center for Latin American Studies in Cambridge on May 10, President Faust posed a sweeping series of questions about the University’s global opportunities. Drawing on the data collected by Jorge I. Dominguez in his still-nascent position as vice provost for international affairs, Faust cited many strengths: existing regional and international study centers; 4,000 international

University People

Finance Farewell

On April 15, vice president for finance Elizabeth Mora, Harvard’s chief financial officer, “announced her intention to step down” as of mid May, at the conclusion of budgeting for the next fiscal year, according to an unusually plain news release. “I



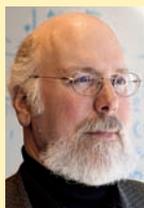
Elizabeth Mora

will miss all of my colleagues and will count my years at Harvard as a very important part of my career,” Mora was quoted as saying. President Drew Faust was quoted as offering “our thanks for all she has done to advance the sound workings of Harvard’s internal economy,” and treasurer James F. Rothenberg cited her “diligence and skill” in enhancing Harvard’s financial management and accountability. No further comment was forthcoming from anyone. Mora joined Harvard in 1997, from a career in public accounting, and had served in her current post since 2006. Of late, she has worked

on financial planning for Allston development, the search (recently concluded) for Harvard Management Company’s new president, and endowment-spending policies. She has been succeeded on an acting basis by Dan Shore, director of budgets and financial planning.

Social Sciences Dean

Lindsley professor of psychology Stephen M. Kosslyn, chair of the psychology department, has been appointed divisional dean for the social sciences within the Faculty of Arts and Sciences (FAS), effective July 1. He succeeds Eckstein professor of applied economics David Cutler, the first person to serve in that capacity, who has concluded a five-year term. Kosslyn’s research interests focus on visual mental imagery and the design of visual displays (he has written a popular book on effective PowerPoint presentations). He assumes the divisional deanship as FAS dean Michael D. Smith has invested the position with significant new responsibilities for hiring and resource allocation (see “A ‘Pause’ and Progress in FAS,” page 68).



Stephen M. Kosslyn

FAS’s Faculty Facilitator

Nina Zipser, Ph.D. ’00, has been appointed dean for faculty affairs in the

Faculty of Arts and Sciences. The newly defined position encompasses the office for faculty affairs (responsible for faculty appointments and promotions), plus data collection and assess-



Nina Zipser

ment—a function created by FAS dean Michael D. Smith. Zipser will be familiar with the latter tasks, having run the University’s institutional research function until now. She will also assist the divisional deans with their new responsibilities for working with research centers and institutes.

Law Library Leader

John G. Palfrey ’94, J.D. ’01, who had been clinical professor of law and executive director of the Berkman Center for Internet & Society, was appointed professor of law and associate dean of library and information resources at Harvard Law School (see “Born Digital,”

March-April, page 11, on his current research). Palfrey, who remains Berkman Center faculty director, succeeds Harry S. Martin, Ess librarian and professor of law, who directed the law library for 27 years.



John G. Palfrey

students enrolled in degree programs; numerous courses with international content; and the upsurge in students having some international experience during their Harvard years (see “A Giant’s Gift,” page 57). She wondered what might be wrought if all those activities were examined strategically, throughout Harvard.

That she pledged to do as one of the priorities of the council of deans, beginning this summer. Should Harvard launch international operations—and if so, where and of what kind? Should it establish alliances or partnerships? How would it engage with truly global issues (the environment, public health) while remaining a *university*, focused on education and research, as opposed to a consulting firm or a nongovernmental organization delivering social services? How would it engage with different cultures while maintaining its academic values and principles? (A new website—www.worldwide.harvard.edu—prepared by Domínguez’s office gives an overview of Harvard’s international activities.)

The answers to those questions, Faust said, would illuminate much about the future work of faculty members and students, whose lives will increasingly be “lived internationally.”

Running Radcliffe

PRESIDENT Drew Faust on April 28 appointed Higgins professor of natural sciences Barbara J. Grosz to the deanship of the Radcliffe Institute for Advanced Study (RIAS). Grosz, a computer scientist who has been a Harvard faculty member since 1986 (www.radcliffe.edu/about/222_228.aspx), has been serving as interim dean since July 1, 2007; she now becomes the regular successor in that post to Faust, who was dean until her selection as the University’s president last year. In a statement announcing the appointment, Faust cited Grosz’s “leadership, and her lively mind, her scholarly distinction, her deep sense of institutional commitment, and her talent for creating intellectual communities and connections.” She noted that Grosz “has been one of the institute’s principal architects from its beginnings,” and, because of her responsibilities there, “is exception-

ally well positioned both to guide its next phase and to strengthen its bonds with other parts of Harvard across a wide span of fields.” (For the text of the announcement, see www.news.harvard.edu/gazette/2008/05.01/09-grosz.html.)

At a reception that afternoon at Greenleaf House, the Radcliffe dean’s Brattle Street residence, with several other deans and Harvard Corporation Senior Fellow James R. Houghton in attendance, Faust also noted that Grosz was “extremely accomplished in the realm of gender and women,” referring to her many efforts to encourage the success of women in science (see “Engineering Equity,” July-August 2005), and said, “The gender mission of Radcliffe is very well served” by the new dean. “I’m going to be thrilled to have her as a colleague in the council of deans,” Faust said (alluding to her senior academic advisory group), and pointed out the natural fit between the institute’s emphasis on a fellowship of scholars and the council’s focus on pursuing intellectual opportunities across disciplinary boundaries among Harvard schools.

Grosz’s appointment came at a symbolically important time, as the renovation of Byerly Hall neared completion in Radcliffe Yard. This fall, RIAS fellows’ offices and studios are scheduled to be brought together on campus there for the first time—a tangible sign of the institution’s ambitions to foster its distinctive brand of high-level, interdisciplinary advanced study closer than ever to the center of Harvard.

Grosz, who was recently elected to membership in the National Academy of Engineering, first deeply engaged in the institute’s leadership as the RIAS dean of science, beginning in 2001. In that position, she made it possible for laboratory-based researchers to assume Radcliffe fellowships. Clusters of fellows in related fields—cosmology, for instance, or computer modeling of music in this past academic year—were appointed, to enable them to work together fruitfully during their residencies.

At the reception, Grosz spoke of an “extraordinary” year as interim dean, during which she broadened her work with all the RIAS fellows and participated in selecting



**Barbara J.
Grosz**

the coming year’s class. She became actively involved in acquisition committee meetings at the Schlesinger Library, and now cites one of its fundamental principles—that, as library director Nancy Cott puts it, “whenever history is written, women are a central part of the story”—as a paradigm for one of Radcliffe’s roles: helping to ensure the presence of women at the frontiers of scholarship. And she plunged into other activities that were “eye-opening and greatly rewarding intellectually”—several of them detailed in an interview at Fay House a week later.

- Next year’s gender conference. The planned theme, gender and law, will be explored widely by experts from around the world: judges, lawyers, social scientists, humanities and legal scholars.

- Policy studies. Radcliffe has now provided some 400 fellowships, and involved scores of Harvard faculty members in exploratory and advanced seminars—limited-duration working groups that probe new research opportunities. From those contacts, Grosz said, it is conceivable that RIAS could find areas of policy where its flexibility, neutrality, and convening power could usefully be employed to bring academic and policy leaders together to research, set an agenda for, and prompt action on important but under-examined issues. She said an advisory group drawing on several professional schools and the Faculty of Arts and Sciences (FAS) has helped her imagine mul-