

Allston Agenda

THE CORPORATION has approved the recommendations of the Allston Work Team (released last June) for various Harvard development projects, and a schedule for pursuing near-term actions. The decisions were outlined in a September 19 letter to the community from executive vice president Katie Lapp:

- *Academic planning* for a life-and health-sciences center—what Harvard units would use it, and how—to be built on the foundation for the initial Allston science complex (where work was halted in late 2009), is to be completed by next June. Presumably, new *architectural and engineering* plans for the re-envisioned complex would follow. But the University indicated that construction will rely on funds raised in the forthcoming capital campaign.

- By next March, the University intends to issue requests for proposals to third-party developers who would create Harvard-affiliated rental housing and retail facilities at the intersection of Western Avenue and North Harvard Street, beyond Harvard Business School and the Stadium.

- Following the science and residential initiatives, Harvard will identify partners for the “enterprise business campus” and hotel-conference center envisioned for the 36-acre Allston Landing North site, near the Charles River. Successful planning for these two phases of work should enable Harvard to engage the Boston Redevelopment Authority by late 2012—the first step in creating an institutional master plan that will guide work in the area in coming years.

This roadmap—in scale with the complexity of the development envisioned, and the necessary financing and partnerships involved—probably gives the Allston community a more realistic vision for what might unfold, even if the schedule is slower than neighbors might hope. For details, see harvardmag.com/allston-plan-endorsed.

Financial Aid Refigured

THE COLLEGE ANNOUNCED two significant changes to financial aid on September 1. As of September 2012, families with in-

Yesterday's News

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

1921 For the first time in 40 years, Harvard is planning a Chinese-language course, to be taught by philosophy instructor Yuen Ren Chao, Ph.D. '18.

1931 A new rule on “the entertainment of women in Harvard Houses” requires written permission to be obtained from the House master or senior tutor 24 hours prior to the visit unless the guests are mothers or sisters.

1941 University librarians have completed plans to evacuate 100,000 rare volumes to a secret location if necessary in time of war.

1946 As part of a new experiment in General Education, President Conant delivers his first course lecture since taking office, speaking to undergraduates and the general public on the strategy and tactics of science and on the principles of chemistry.

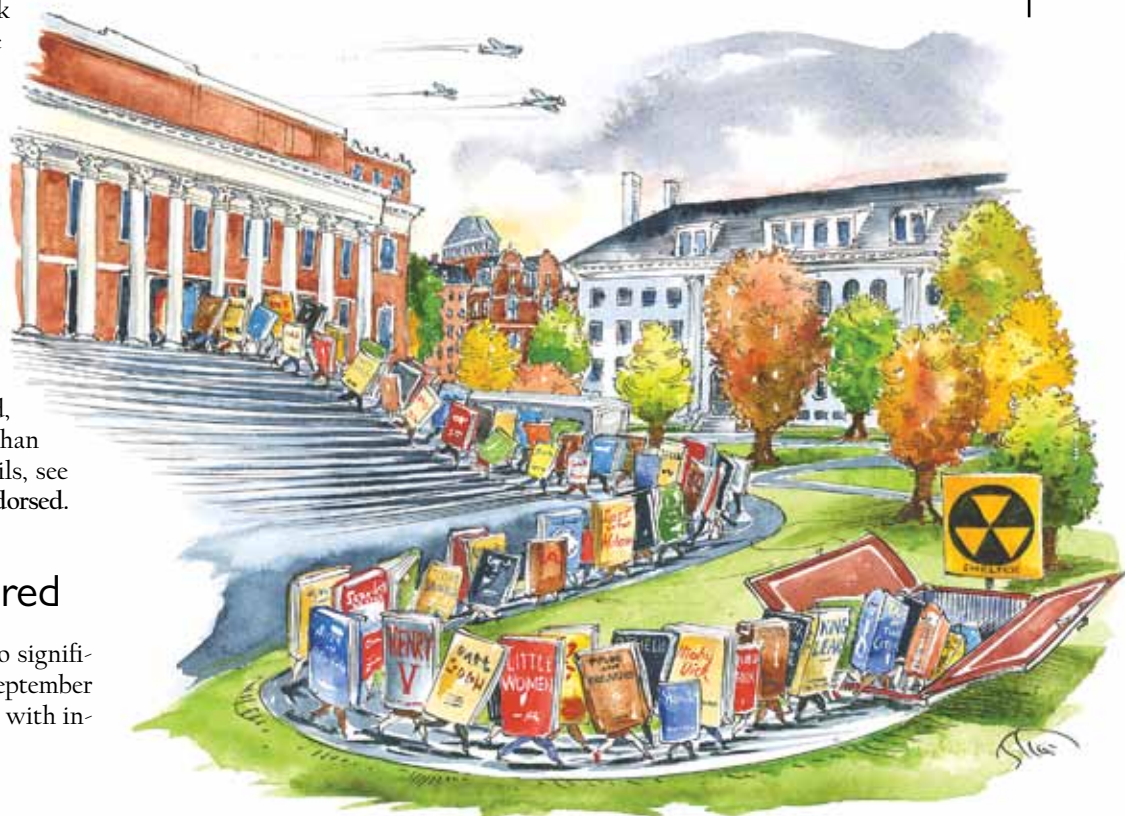
1951 The presidents of Harvard, Yale, and Princeton issue a joint statement declaring that no athletic scholarships

are given out by their institutions. “The athletic program,” they assert, “exists for the contribution it can make to [a] healthy educational experience, not for the glorification of the individual or the prestige or profit of the college.”

1956 Martha May Eliot resigns as chief of the U.S. Children's Bureau to join the School of Public Health as head of the department of maternal and child health, becoming Harvard's third female full professor.

1981 Fifteen junior-faculty professorships have been created thanks to a \$7.5-million gift to the Harvard Campaign from John L. Loeb '24.

1991 A special double issue of the conservative undergraduate magazine *Peninsula* focused on proving that “homosexuality is bad,” prompts a protest rally in response, during which Plummer professor of Christian morals Peter J. Gomes reveals, “I am a Christian who happens as well to be gay, and these realities which are unreconcilable to some are reconciled in me.”



H A R V A R D P O R T R A I T



Rebecca Henderson

Rebecca Henderson began her career studying why large companies find it difficult to change. One part of the answer is the phenomenon of “overload”—essentially, the failure to spend time planning for the future because one is so focused on urgent needs of the present. This phenomenon, the subject of research by the newly minted McArthur University Professor, applies to individuals as well as companies. For example, even though we know that skimping on sleep and exercise can harm us, “we jeopardize long-term health for short-term results.” (Henderson herself recharges by kayaking and hiking with her 15-year-old son, Harry. Her late husband, John Huchra, was Doyle professor of cosmology in the astronomy department.) The dangers of such short-term thinking are also a theme of her current work as co-director of the Business and Environment Initiative at Harvard Business School. Predictions of the likely fallout from climate change are dire—erratic rainfall and drastically diminished crop yields, followed by famine and political unrest—yet environmental legislation failed in Washington again last year. “Are we really going to wait until these things are upon us to take action?” she asks. Yet she remains an optimist: even with government gridlock, she has faith in the power of the private sector. Saving the environment will be the next big wave in innovation and job creation, she believes, as steel, railways, plastics, and information technology were for previous generations. “We need clean energy. We need abundant clean water. We need safe and effective waste disposal,” she says. “Business can do that. That’s what business does.”

comes below \$65,000 will be able to send their children to Harvard at no parental cost, an increase from the current \$60,000 ceiling (established in 2006); this change applies to returning undergraduates and those matriculating with the class of 2016. (According to a chart on the financial-aid website, close to 1,200 scholarship students now in the College are from families with incomes of \$60,000 or less.)

At the same time, the expected parental contribution for newly enrolling students and their successors will grade up from 0 to 10 percent of income for families whose incomes fall between \$65,000 and \$150,000; the prior ceiling for this formula, introduced in late 2007, was \$180,000. Those families in the range of \$150,000 to \$180,000 will, according to the news release, “be asked to pay slightly more than 10 percent of income”—grading up to 16.5 percent, an increase of as much as \$11,700 in their annual bill compared to the prior formula. (According to the website, slightly fewer than 600 families of students now receiving scholarship aid have incomes from \$140,000 to \$180,000.)

The College’s financial-aid payout—\$166 million this year—will likely increase even with the new scholarship parameters, given that the term bill for tuition, room, and board (\$52,652 now) will continue to rise. Part of the aid, in turn, is funded by the unrestricted tuition funds the College collects. (For fuller details, including peer schools’ aid decisions, see harvardmag.com/financial-aid-2011.)

Arts and Sciences Annual Report

DEAN MICHAEL D. SMITH discussed his draft annual message (available at www.fas.harvard.edu/home/content/annual-report) with Faculty of Arts and Sciences (FAS) colleagues at their first meeting of the year on October 4. Among the notable points:

- FAS reduced its unrestricted core deficit from a projected \$35 million to an actual \$16 million during the fiscal year ended last June; Smith still expects to eliminate the structural deficit this year.

- With the size of the tenured and tenure-track faculty holding constant since 2008, the number of junior professors decreased by one-sixth, as promotions to tenure exceeded retirements. Since the in-