

• *Reframing the question.* President Bacow has left no doubt about his commitment to Harvard's use of race as a plus factor in holistic admissions reviews: he attended the closing arguments on February 13, lending his personal and presidential support to the University's case.

As Lemann has noted, opponents of affirmative action, and disappointed applicants, like to cite students' quantitative, seemingly meritocratic qualifications: grades, test scores. If universities are academic enterprises, shouldn't objective, academic criteria govern admissions? Take the students with the highest GPAs and SATs and declare victory.

Universities, of course, point out that they are broad intellectual communities. They seek to enroll not report cards, but undergraduates who might study diverse fields ranging from literature or foreign languages to microeconomics or bioengineering—and whose activities encompass athletics, artistic performance, public service, and more. As Bacow has pointed out, it would be a dull place if everyone at the College concentrated in one thing. (In

fact, if that one thing were, say, computer science, a liberal-arts institution would become a sort of trade school.) More technically, admissions officers sometimes point out that scores on standardized tests have very limited predictive value about a high-school student's ultimate performance in college.

During the winter, he advanced another formulation, perhaps with practical appeal for the broader society. This February, for example, at an American Enterprise Institute-Brookings Institution higher-education forum, he asked audience members how many had ever hired anyone. Hands flew up. And then he asked how many had done so *solely* on the basis of metrics like past grades and test scores, *without* checking an applicant's references or work product.

For a society deeply divided about the propriety of vetting applicants along a spectrum of diverse criteria, it was a vivid illustration of the daily use, and clear worth, of holistic evaluations. Might it even point toward a way out of conflicts over high-stakes university admissions that have, for

half a century, supported a good chunk of the country's legal talent?

Perhaps—but other issues might well arise: in February, New America, a think tank, responding to several Democratic senators' request for ideas on how to narrow gaps in access to higher education, suggested, among other ideas, "ending federal financial aid for schools that use legacy admissions," one of Harvard's practices publicized during the course of the SFFA trial. Without noting that such schools are among those that offer need-blind admissions, New America defined its target as "those highly-resourced and highly-selective institutions that engage in legacy admissions and other preferential admissions treatments that overwhelming favor wealthy and white families, including early decision programs."

The tickets remain golden, more so than ever (see application data for the class of 2023 on page 30)—and so the selective colleges should fully expect their policies for distributing them to remain hotly contested.

—JOHN S. ROSENBERG

New Faculty Faces

HARVARD'S faculty ranks have, gradually, become increasingly diverse. The intersection of lifetime tenured appointments; no mandatory retirement age; a decade of very constrained growth; and the long time it takes students to progress from studying a discipline through completing doctoral work and proceeding into academia necessarily combine to make the pace of change evolutionary, not revolutionary. But comparing the census totals

from late in the presidencies of Lawrence H. Summers (which ended in 2006) and Drew Gilpin Faust (2018) provides clarity. In the fall of 2006, the Faculty of Arts and Sciences (FAS, the largest Harvard faculty) had 702 tenured and tenure-track members, of whom 172 were women and 116 minorities; in the fall of 2017, of 738 members, 222 were women (an increase from 24.5 percent to 30.0 percent) and 162 minorities (from 16.5 percent to 22.0 percent).

The data come from the annual report of the office of faculty development and diversity; its director, senior vice provost Judith D. Singer, points to an accelerating pace of

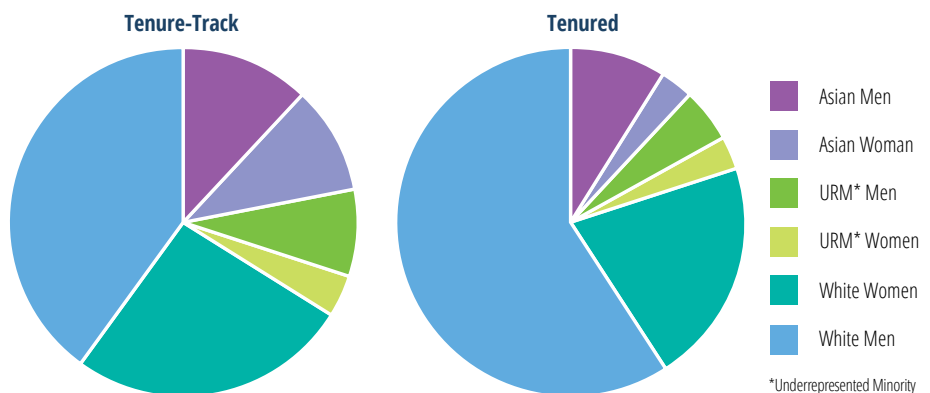
change. Across the University, from calendar year 2006 through last year (when there were about 1,100 tenured professors), 582 offers of tenure were accepted—half by women and/or minorities, and 39 percent by women and/or members of underrepresented minorities. Of the 170 tenured appointments made during the latest four calendar years (2015 through 2018), 57 percent were women and/or minorities, and 45 percent women and/or underrepresented minorities.

Singer points to varying indicators to explain the change in the faculties' composition. During those four latest years, 61 percent of the tenured appointments were

internal promotions. Harvard's schools have, during the past decade plus, adopted a tenure-track system: bringing a cohort of junior faculty members to campus to be mentored, offered opportunities to develop, and then be considered for promotion. That system favors recruiting young scholars, who tend to be more diverse, reflecting today's more diverse university enrollments. (Past Harvard practice expected junior faculty members to leave after several years, and made tenured appointments only at the senior, full professor level—a less diverse cohort, given prior decades' academic population.)

Of course who is recruited matters, at any

Faculty Demographics in 2019



level of appointment. Among the underrepresented minorities (Hispanic, black, and Native American) who accepted tenured appointments from 2006 through 2018, more than half were from outside the University, Singer says, indicating that the searches succeeded in identifying a diverse pool of candidates.

It has taken real, sustained effort to achieve these results, she says, given the strongly competitive market for faculty among a few dozen leading research universities for the best candidates in any given discipline.

Harvard's tenured faculty ranks have grown at a compound annual rate of slightly more than 1 percent since the middle of the previous decade (Singer calls it a "period of incredible stasis"), reflecting tepid endowment returns and the pressure on budgets imposed since the 2007-2008 financial crisis and recession. The most robust growth has been concentrated in engineering and applied sciences (which became a school in

the fall of 2007, and has ridden the flood tide of interest in computer sciences and allied fields)—disciplines historically lacking in women and underrepresented minorities.

Deans, department chairs, and search committees came to ensure that candidate pools reflect the breadth of possible applicants.

As a result, much of the aggregate diversification of the University's faculties has been effected by filling vacancies arising from retirements and departures for other institutions. Increasingly, of course, those positions are filled by promotions from within.

Much of the change dates to the end of the Summers administration, when the president's controversial remarks on women in the quantitative disciplines resulted in his appointment of task forces on women faculty and women in science and engineer-

ing, both overseen by Faust, then Radcliffe Institute dean. Their reports, in May 2005 (see "Engineering Equity," July-August 2005, page 55), "made faculty diversity a priority

at the University," Singer says—and resulted in the creation of the office she now runs. Faust's appointment as Harvard's first female president, in 2007, embodied the issue in the institution's leadership.

In ensuing years, the adoption of a tenure track (partly a response to peer practices putting Harvard at a disadvantage in recruiting younger scholars) pushed search committees toward new kinds of candidate pools. The culture changed, too, Singer stresses. Senior faculty members took to

University People

General Counsel Transitions

Senior vice president and general counsel Robert W. Iuliano '83 has been appointed president of Gettysburg College, effective July 1. He joined Harvard's legal staff in 1994.



Robert W. Iuliano

As general counsel and adviser to the president, he has been involved in issues such as the return of ROTC to campus and the University's response to challenges to its affirmative-action and diversity policies, including the current litigation alleging discrimination against Asian-American applicants to the College (see page 21).

Diane E. Lopez—a Harvard attorney since 1994 and deputy general counsel since 2011—has been appointed vice president and general counsel, effective June 1. Announcing her appointment, President Lawrence S. Bacow said, "Diane is an outstanding lawyer and colleague, admired across Harvard for her excellent judgment, her exemplary professionalism, her collaborative style, and her strong academic values."



Diane Lopez

Librarian in Chief

Martha Whitehead—librarian of Queen's University, Ontario, since 2011, and vice provost there since 2014—has been appointed University librarian, vice president for the Harvard Library, and Larsen librarian for the Faculty of Arts and Sciences, effective in June. She succeeds Sarah Thomas, who retired at the end of 2018. Read more at harvardmag.com/whitehead-18.



Martha Whitehead

Land Lords

The Allston Land Company, unveiled last November to focus on developing the University's commercial "enterprise research campus" (see harvardmag.com/allston-landco-18), has unveiled its board members, joining the previously announced chair, HBS dean Nitin Nohria, and CEO, Thomas P. Glynn, former leader of the Massachusetts Port Authority. They are Katie Lapp, executive vice president, who has long overseen Allston planning, and two Corporation members with business and development backgrounds: Karen Gordon Mills, a former venture capital-

ist and administrator of the U.S. Small Business Administration; and Penny S. Pritzker, former U.S. Secretary of Commerce, whose family enterprises have included Hyatt Hotels and diverse real-estate interests.

Endowment Board Member

William M. Lewis Jr. '78, M.B.A. '82, has been elected to the Harvard Management Company board of directors. Co-chair of investment banking at Lazard Ltd., he was previously at Morgan Stanley, where he was the firm's first African-American managing director.

Honorands

Dillon research professor of the civilization of France and of comparative literature Susan R. Suleiman has been awarded the *Légion d'honneur*; the ceremony took place in February at the French consul general's residence on Brattle Street, in Cambridge.... Michael S. Dosmann, keeper of the living collections at the Arnold Arboretum, has been awarded the National Tropical Botanical Garden's David Fairchild Medal for Plant Exploration; his work in the field, during a recent collecting expedition in central China, was featured in "Botanizing in the 'Mother of Gardens'" (January-February 2018, page 32).

retirement incentives (offered during the financial crisis, and then standardized) and also paid more attention to intellectual renewal of their fields. Deans, department chairs, and search committees internalized the value of ensuring that candidate pools reflect the breadth of possible applicants. And as critical masses of formerly underrepresented professors arose, other candidates became more comfortable with the idea that Harvard could be a good place for them, too. “It’s a long process,” Singer allows.

Tangible interventions have helped. Summers committed \$50 million of central funds to further diversity, and Faust added \$10 million when the inclusion task force she appointed reported last year (see harvardmag.com/diversity-report-18). Faculties and deans decide what appointments to make and how to pay for them—but Singer says that these supplemental funds have been invaluable in dozens of cases in closing deals that attract or retain scholars whose work requires expensive investments for space (refitting buildings, equipping laboratories), or for research support, summer salaries, or transitional housing. It’s a “hot market,” she sums up, with competing institutions in “a bit of an arms race.”

Harvard has also invested tens of millions of dollars in renovating and augmenting its childcare facilities, and, beginning in 2009, offering childcare scholarships (the latter totaling more than \$10 million in the decade since). For the past two years, Singer reports, all eligible faculty members who applied for an open slot in a campus facility were offered at least one. And although Harvard does not create jobs for spouses or partners as part of recruiting, it provides meaningful assistance in such situations; Singer says she and her team regularly work with faculty partners and spouses, engaging peers at other area institutions to look for leads, pass on CVs, and broker important introductions.

The diversity processes are still not frictionless. At the February FAS faculty meeting, Robinson professor of mathematics Wilfried Schmid asked dean Claudine Gay why that department’s current search, for two prospective appointments, announced by advertising soliciting applicants broadly, had been conducted by a search committee, rather than by the department as a whole—and why administrators had monitored the process *ex officio*, through the dean of science’s office. (Mathematics talent has been understood to develop rapidly, on a different trajectory

than in other disciplines; the department has typically operated without a tenure track, and has therefore made its appointments idiosyncratically compared to the new norm. It has, in its history, appointed just two women to tenured professorships, of whom one remains at Harvard.) Gay responded levelly that this was the first departmental search conducted in full accord with FAS policies; that there could naturally be “confusion” and “growing pains” associated with following such procedures; and that the participants might have to “struggle” to come to terms with them.

Gay is herself a representative of a new generation of academic leaders, whose presence broadens the understanding of what a Harvard scholar can be: she is one of four African-American women deans. Their presence, Singer notes, embodies the value the University’s places on searching for talent everywhere—and ensuring that that value is made manifest in appointing the next generation of professors.

Looking ahead, she sees a new kind of challenge emerging, for *all* Harvard faculty members, driven by “the dramatic shift” in student interest toward computer science, applied math, statistics, and related fields, “in numbers we can barely cope with” currently as far as staffing classrooms with suitable faculty. Harvard and a few dozen other major universities, she continues, create the faculties of the future, but many undergraduates in these fields are attracted to richly compensated positions in business and finance. “Are people drawn to taking that skill set and going into markets,” she asks, “or are they drawn to the life of a faculty member”—with rewards including the degree of autonomy involved, the pleasure associated with the life of the mind, and the renewing chance to work with young learners. In a word, Singer says, professors have an opportunity and obligation to convey, alongside their knowledge, the reality that their work can be so fulfilling, and sufficiently supported, that it is “fun, 24/7.”—J.S.R.



A toehold for the arts in Allston

News Briefs

Putting the A(RT) in Allston

ON FEBRUARY 25, the University announced that the \$12.5-million ArtLab, an interdisciplinary art-making and performance space, was preparing to open, and that curator and arts professional Bree Edwards, formerly director of Northeastern University’s Center for the Arts, had been appointed inaugural director of the 9,000-square-foot facility. A temporary structure that can be relocated from North Harvard Street and repurposed after a decade or so, it represents an initial academic arts commitment in Allston—complementing the community programs operated by the Harvard Ed Portal nearby, on Western Avenue. As such, it is a tangible sign of Allston ambitions broader than those associated with the billion-dollar engineer-

ing and applied sciences complex now under construction on Western Avenue and expected to open for the 2020–2021 academic year. (A fuller report on the ArtLab appears at harvardmag.com/artlab-preview-19).

Much more news in this vein issued three days later, when Harvard disclosed that the affiliated American Repertory Theater (ART), based at the Loeb Drama Center on Brattle Street, in Cambridge, since 1980, would relocate to a new Allston theater/performing-arts venue, catalyzed by a \$100-million gift from David E. Goel ’93 and Stacey L. Goel.

Although the University announced that the ART would continue to present performances at the Loeb “for several years while plans develop”—including further fundraising, project design, and regulatory approval—the Goels’ philanthropy enabled President Lawrence S. Bacow to announce “one