

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](http://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](http://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

of our most exciting projects to advance the arts at Harvard.” He noted that “the new space we envision will be a magnet for artists and audiences, as well as students, faculty, and staff....We are so grateful to the Goels for their commitment to nurturing and connecting knowledge through one of humanity’s most enduring mediums.”

David Goel, co-founder and managing general partner of Matrix Capital Management Company LP, a hedge fund, described a “versatile theater space that can be reshaped as appropriate to express and share the abundant ideas originated by the College, the American Repertory Theater, and Harvard’s community already at home in Allston—and connect them through music, dance, theater, debate, lectures, conferences, and dialogue in any format.” Part of

ulty and student housing appears likely elsewhere on Harvard’s Allston holdings. But given the convenient site and ability to construct multistory facilities there, a multiuse complex incorporating the new ART theater probably should not be ruled out.

Read a complete report at [harvardmag.com/art-allston-19](http://harvardmag.com/art-allston-19). ~J.S.R.

## A College Path to Dual Degrees

WHEN THE FACULTY OF ARTS AND SCIENCES (FAS) voted in February 2018 to eliminate undergraduate advanced standing on the basis of Advanced Placement and similar tests (see News Briefs, March–April 2018, page 22) for the classes enrolling in the fall of

2020 and thereafter, it struck blows for educational equity and quality. Students from lower-income communities and under-resourced high schools often lack access to AP classes, effectively putting advanced standing at Harvard out of reach, and faculty members have also become aware that AP courses differ in intent and rigor from introductory College offerings—so they determined not to grant Harvard

credit for such work. A student enrolled in the College, the reasoning went, ought to get the full benefit of a Harvard liberal-arts education.

But that decision appeared to foreclose an option that appeals to some of Harvard’s best applicants and students: making use of advanced standing to bypass some requirements and redeploy that time to enroll in graduate-level courses and complete a master’s degree alongside the A.B. Professors from physics and computer science have cited that option as particularly attractive to some of the most promising potential matriculants in their own and related fields—where a faster track to advanced academic work, or an associated career, is a powerful lure. Several sciences-related programs per-

mit undergraduates to apply for the concurrent A.M./S.M. option (ranging from applied math to physics and statistics), as do five fields in the humanities (from comparative literature through German and linguistics) and one in social science (history of science).

At its February 5 meeting, FAS heard a follow-up committee report proposing a mechanism for concurrent degrees, absent advanced standing. It would enable students “capable of very advanced work” to apply to earn a master’s as they completed their full bachelor’s degree curriculum, within the four years in residence. Committee chair Karen Thornber, professor of comparative literature and of East Asian languages and civilizations, outlined a mechanism whereby qualifying students would be permitted to double-count *three* of the eight four-credit classes required for the master’s degree. Thus, to earn both, a student would pursue the typical College curriculum of four four-credit courses per term (for eight semesters), while also completing a fifth, graduate, course in five of those semesters—presumably beginning in the second semester of sophomore year, after committing to a concentration.

Critics said that five semesters of five courses would encourage, or even require, students to game the system, managing their academic load by seeking out easier undergraduate offerings, or denying themselves valuable research or laboratory experiences. Others suggested that the proposed course-counting ignored the fact that graduate-level offerings are, by design, more demanding, so students *should* be allowed to take their master’s degree requirements and double-count them all for undergraduate credit.

When the motion came back to the faculty on March 5 for a decision, Thornber advanced an amendment—Solomonic or pragmatic—reflecting some of the prior debate: it creates a procedure for concurrent bachelor’s and master’s degrees in which *four* of the rigorous courses required for the latter degree could be double-counted for bachelor’s credit—meaning dual-degree candidates would have to shoulder five courses during just four semesters. She also presented data showing that nearly half of undergraduates during the past five academic years have taken more than the required number of courses. The faculty was satisfied, and in its collective wisdom enacted the new program for ambitious students who wish to apply to earn concurrent Harvard degrees. ~J.S.R.



**The buildings and parking lot at 175 North Harvard Street, between the Stadium and the Continuum apartment/retail development, could house a theater and multiuse complex.**

the gift will also support updating the Loeb (built in 1960) and helping accommodate the Faculty of Arts and Sciences’ need for enhanced performance spaces.

Perhaps the likeliest site for the new theater is 175 North Harvard Street, across from the ArtsLab’s temporary location and now home to low-rise buildings and a parking lot. It lies between the outdoor track (south of the Stadium) and the Continuum apartment and retail complex, developed on Harvard property, at Western Avenue. In the 2012 University master plan approved by Boston, the area was slated for a proposed new basketball arena and mixed-use structure that might accommodate graduate-student housing. The existing arena, Lavietes Pavilion, has since been renovated, and fac-