ceed in those directions. A critical article by Warren G. Bennis and James O’Toole on “How Business Schools Lost Their Way” in the May Harvard Business Review lamented the rise of “scientific” research, divorced from practice, and of education that does not prepare students for managing as a profession. The authors cited HBS’s emphasis on case development and its focus on course creation as a criterion in tenure decisions as healthy antidotes to these problems.

Moreover, needed resources are amply at hand. HBS weathered the slowdown following the collapse of the Internet bubble and the ensuing recession by tightening its belt. Its capital campaign, scheduled to end in December, will likely raise more than $560 million, Clark indicated.

Of course, his successors will face new issues. Accelerated planning for Harvard campus development in Allston changes HBS’s physical and academic setting. “When I became dean,” Clark said, “I think it’s fair to say the [Charles] river was like a moat and the drawbridge was up.” Now, he said, HBS has become engaged in University planning to a degree that is “amazing to us.” He said the school was excited about possible academic involvement with scientific and engineering facilities that may be located nearby, even as he acknowledged “regret that it did not work for the law school to move across. I think that would have been very powerful.” In the near term, HBS’s physical expansion along Soldiers Field Road is in somewhat of a holding pattern, he said, while plans are fleshed out to the south, along Western Avenue, and closer to the river “There are lots of possibilities,” he said, with lots of negotiations underway, but “nothing set yet.”

One ingredient missing from those negotiations will be the long, close rapport between Clark and Harvard president Lawrence H. Summers, who first met and worked together as economics graduate students nearly 30 years ago. At the June 6 briefing, Summers recounted Clark’s accomplishments extensively, and made it clear that he felt more than a professional transition was taking place. Asked if he

University Housing on the Rise

More than 300 units of new housing (500 beds), primarily for graduate students but some for faculty and staff, are being built on two sites in the Riverside area of Cambridge, near Mather House and Peabody Terrace. The development was made possible when Harvard reached an agreement with the Cambridge city council and neighborhood representatives that involved significant downzoning of some of the parcels and a commitment by Harvard, once occupancy permits are issued for the new structures, to erect 34 units of affordable housing in a former industrial building on Blackstone Street and to provide publicly accessible open space at the corner of Memorial Drive and Western Avenue. At the Grant Street site, six new wood-frame buildings will hold six units each. On Cowperthwaite Street, one three-story wood-frame building and a large glass and brick structure above a new underground garage will replace an existing parking lot. Halvorson Design Partnership will handle the landscape features, while Elkus/Manfredi Architects will design the buildings, as well as three wood-frame houses at the Memorial Drive site. A large, two-section building by Kyu Sung Woo Architects will rise on Memorial Drive. Michael Van Valkenburgh Associates will provide the landscape design there. As Harvard planners had hoped, the use of project managers Spaulding & Slye Colliers is facilitating progress toward the University’s goal of housing 50 percent of its graduate students.