faculty than to previous generations, COACHE and Harvard officials agree. They say Harvard can no longer rely solely on its cachet to help it attract leading minds. “For some time, the attitude appears to have been that no matter how different the climate is for faculty at Harvard, people will come here anyway because it’s Harvard,” says COACHE assistant director Kiernan R. Mathews.

A recent COACHE report highlighted gains that public institutions are making on quality-of-life issues and faculty satisfaction, and Harvard’s private peers have also taken some steps recently that make them more attractive. Last spring, Stanford announced new childcare grants for junior-faculty members. Princeton began offering maternity leave and childcare assistance to graduate students. Yale established similar parental-leave and childcare policies, and also revamped its tenure process to detach tenure evaluations from funding concerns, which historically prevented even the best and brightest candidates in a given field from getting tenure if a slot did not open up at the right time. Although some individual faculties at Harvard have made recent changes—FAS junior faculty are now guaranteed a review for tenure, Lisa Martin notes—there has been no comprehensive reform. She believes Harvard will need to consider broader changes, including introducing additional flexibility into the system, for instance by creating a mechanism for tenured and tenure-track faculty to work part-time temporarily while caring for young children or elderly parents.

Harvard has already made some advances in what Evelynn M. Hammonds, who is both senior vice provost for faculty development and diversity and Rosenkrantz professor of the history of science and of African and African American studies, calls a “positive arms race” among elite universities on such issues. Her office has launched a pilot program of research-enabling grants to cover the cost of dependent care. Associate professor of anthropology Cheryl Knott’s grant enables her three-year-old daughter and seven-year-old son to accompany her to Borneo, where she has a research project studying wild orangutans. Jesse Snedeker, Loeb associate professor of the social sciences, received a grant to hire an assistant for her research on eye movements and language comprehension in children with Asperger’s syndrome, children with cochlear implants, and children who were internationally adopted, freeing Snedeker to spend more time with her own infant son while the investigation continues.

In other developments, FAS introduced a new early-evening babysitting program; the business and medical schools both implemented new family- and medical-leave policies; and the Graduate School of Design increased junior-faculty salaries across the board. These add to initiatives from the first year of OFDD’s existence, such as promulgation of new University-wide faculty parental-leave standards, and the creation of a new office to address the needs of Harvard’s more than 3,700 postdoctoral fellows.

This year, OFDD is compiling information on the state of mentoring efforts in Harvard’s various schools. It will then assess what makes for effective mentoring and issue guidelines to aid the schools in aligning their practices with what works. Hammonds expects to present a more detailed report on the satisfaction study—officially dubbed the Full Faculty Climate Survey—soon. The numbers will serve as a baseline for evaluating programs’ impact in the years to come.

She doubts that faculty members—junior or senior—are dissatisfied enough to start leaving the University or declining to come. Still, she says, “We want to make sure that we are helping our faculty do their best work. That’s just critical to the mission of a great university.”

Gender and Minority Metrics

The report from the Office of Faculty Development and Diversity published this summer also contains the third annual accounting of gender and ethnic diversity among Harvard's faculty.

Women constitute less than a third of tenure-track faculty in six of the 13 faculty populations studied, but in two groups—the social sciences division within the Faculty of Arts and Sciences (FAS) and the law school—surpassed 50 percent. Among tenured faculty, women still constitute less than a quarter in 10 of the 13 groups—no change from the 2006 report.

Minority tenured professors make up less than 15 percent of all tenured faculty in all but two faculty populations, the business and design schools—again, no change from the previous year. The tenure-track “pipeline” showed modest gains for minority faculty, with FAS social sciences and the business school reaching the 25-percent mark, and FAS natural sciences and the schools of government, education, and public health staying above it.

Some news reports skewed Harvard for failing to make more progress on diversity in hiring. Evelynn M. Hammonds, senior vice provost for faculty development and diversity and Rosenkrantz professor of the history of science and of African and African American studies, called those reports “disappointing” and overly simplistic in their failure to recognize the time it takes to recruit faculty members and shepherd them through the hiring process. “No one would expect to see dramatic progress in two years,” Hammonds said. “But every year we ought to see progress, and I think we did….We are certainly moving in the right direction, and that’s important.”

Directing Development

Tamara Elliott Rogers ’74 has been appointed the University’s vice president for alumni affairs and development, President Drew Faust announced on September 7. The appointment, concluding an extended nationwide search, fills the vacancy left by the departure of Donella Rapier, M.B.A. ’92, announced last winter, and begins to put in place the personnel who will shape a large capital campaign expected to be a major element of Faust’s presidency.
The Harvard China Fund, established in 2006 to strengthen the University’s academic connections with the People’s Republic, has made its first faculty grants.

China’s higher-education system is “growing fast in size and even faster in quality,” according to Geisinger professor of history William C. Kirby, who directs the Fairbank Center for East Asian Research and oversees the new fund (for background, see “China Connections” at www.fas.harvard.edu/~asiactr/china/other.html). By seeding research across the University, he said, the fund helps not only to maintain Harvard’s strength as a center for the study of China, but also to explore the best opportunities for deeper involvement with that nation’s very dynamic academic sector and to encourage novel, interdisciplinary programs involving scholars in both countries. By taking a venture-capital approach, he said, the fund can help initiate and identify the ideas with the highest potential to advance knowledge—in the arts and sciences and the professions—and to earn continuing support.

With support from the provost’s office, the fund last April put out a call for faculty proposals for interdisciplinary research and teaching that would address challenges facing China and improve collaboration with Chinese scholars and institutions. According to executive director John Chen, 28 proposals arrived from throughout Harvard and were reviewed by the fund’s advisory committee (with members from the Faculty of Arts and Sciences and the schools of design, law, government, medicine, and public health). The eight strongest were then vetted externally, resulting in these commitments:

- Disabilities. Stimson professor of law William P. Alford, director of East Asian legal studies, and colleagues, working with experts in China, will use $160,000 over three years to develop disability law, civic organizations, and various remedies for that nation’s disabled population (who may number as many as 130 million)—until recently, as the proposal puts it, a “much-neglected area” of law and services.

- Crisis management. Herman B. “Dutch” Leonard, who holds professorial appointments in the Kennedy School of Government (KSG) and Harvard Business School, and KSG colleagues will develop, with Tsinghua University, executive-education programs for emergency preparedness and response to crises, a $150,000 venture during its initial 18 months.

- Growth and air-pollution control. Butler professor of environmental studies Michael B. McElroy and Chris Nielsen, executive director of the Harvard China Project (www-as.harvard.edu/people/faculty/mbm/curr_research.html), both of the School of Engineering and Applied Sciences, will direct a two-year, $121,000 project in collaboration with Tsinghua to build scholarly capacity—from basic science to economic modeling and public-health studies—to assess China’s policies for controlling air pollution. (Nielsen coedited Clearing the Air: The Health and Economic Damages of Air Pollution in China, a collection of technical studies by scientists from both countries, just published by MIT Press.)

Finally, a smaller grant for joint medical training with Peking University, to address China’s emerging problems of kidney disease, diabetes, and hypertension, was awarded to a Harvard Medical School-Brigham and Women’s Hospital team.

In future funding rounds, Kirby said, proposals refined from this year’s applications, and new ones, will further broaden the number of Harvard schools represented and the range of issues pursued. In the long term, he said, the growth of such programs will help determine what kind of physical presence—ranging from a support staff to assist visiting researchers, to a conference facility with academic offices—Harvard might establish in China.
JOHN HARVARD’S JOURNAL

pears exceptionally pertinent preparation for her new role. The conversion of Radcliffe College into an institute for advanced study led, understandably, to many concerns among alumnae—particularly those from classes predating the Harvard-Radcliffe “non-merger merger” in 1937—about the status of their alma mater and the role of education for women. Those concerns were largely allayed by intensive personal contact, revamped communications, and, recently, the combination of Radcliffe alumnae activities with those of the Harvard Alumni Association, which will now report to Rogers.

The institute enjoyed significant fundraising success during Faust’s decanal tenure, as previously reported (see “A Scholar in the House,” July-August, page 24). Endowed funding was secured for dozens of the new institute’s fellowships and for several new programs, and for extensive facilities renovations and enhancements. Those initiatives, in which Rogers was deeply involved, drew upon renewed support from Radcliffe alumnae and the advice of a Dean’s Council whose members include several leading supporters of the University (among them Nancy Pforzheimer Aronson ’56, Rita E. Hauser, L ’58, Diana Nelson ’84—a former chair of the Harvard College Fund—and Leah Zell Wanger ’71, Ph.D. ’79).

In the release announcing the appointment, Faust said, “Tamara is a Harvard veteran in the best sense of the term. She cares passionately about the University and has deep and broad connections with our alumni. She is a strategic thinker and a highly creative fundraiser who played an important role in Harvard’s last capital campaign. Tamara embraces the new and constantly evolving activities of the University, while taking care to honor our best traditions and commitment to the highest quality in all that we do.”

Rogers said, “I have had the privilege of working with Drew for the past seven years, and I am enormously excited about what she brings to the leadership of the University. It has also been deeply rewarding to work closely with many of Harvard’s extraordinarily energetic and generous alumni and friends, and it is with great pleasure that I will continue to do so.

“Harvard has huge ambitions—to keep its doors open to students from a wide range of backgrounds; to provide them, once here, with an educational experience commensurate with their talents; to attract and support the most outstanding scholars and teachers in every field; and to bring the best thinking and research to bear on problems both fundamental and pressing in the larger world,” Rogers added. “I treasure my wonderful experience at the Radcliffe Institute, and I look forward to returning to the University Development Office and working with a truly outstanding team of colleagues across Harvard in our shared commitment to the University’s mission.”

In concluding her review of giving in the 2005-2006 Radcliffe Institute annual report, Rogers wrote: “Year of Wonders, the title of a 2001 novel by [Radcliffe fellow and Pulitzer Prize winner] Geraldine Brooks, reminds me of the way we experience each year at the Radcliffe Institute, as our fellows analyze and reflect, discover and create. We are profoundly grateful to the many friends who make these wonders possible.”

Now she will engage with the University’s larger universe of friends in pursuit of even more ambitious wonders.

Anniversary Announcements

No one knows when John Harvard was born, but a record book from Southwark Cathedral in London announces his baptism there on November 29, 1607. This fall, celebrations in Old and New England are marking this four-hundredth anniversary.

In the land of his birth, the University’s original benefactor will be recognized twice at the cathedral (where a memorial window in his honor, presented in 1905, is installed in the Lady Chapel). On Sunday, November 25, a New World visitor—the Reverend Peter J. Gomes, the Plummer professor of Christian morals and Pusey minister in the Memorial Church—is scheduled to preach to the congregation, and on November 29, the morning prayer service will be dedicated to Harvard.

In the place where he came to serve his congregation, and died, the anniversary is being marked with equal solemnity, and some hoopla as well. A rousing “400th Birthday Party” was organized for October 20, following the Harvard-Princeton football game, with President Drew Faust and the Harvard Band leading guests to a bash—complete with hats, cake, and dancing—at the Murr Center’s indoor tennis courts. On November 1, a special exhibition featuring documents, artwork, and rare Harvard memorabilia opens at the University Archives in Pusey Library; “Heralds of Light”: John Harvard and The Memorial Church, 1607-1932-2007 commemorates both John Harvard the minister and the seventy-fifth anniversary of the dedication, on November 11, 1932, of Memorial Church (see www.memorialchurch.harvard.edu for details). The church itself will host, on Sunday, November 4, the unveiling of a tablet recognizing the anniversary of Harvard’s baptism—a joint gift from the Dean and Chapter of Southwark Cathedral and from the Master and Fellows of Emmanuel College, John Harvard’s own alma mater at Cambridge University. Both the master of Emmanuel and the dean of the cathedral will attend to present the tablet; the dean will also preach at the service.

Coverage of other activities honoring Harvard’s philanthropic and educational legacy, planned for the remainder of the academic year, will appear in a future issue.