In a job where the workload is steadily expanding—a record 35,000 individuals applied to Harvard College last year—Sally Donahue, director of financial aid at the College and senior admissions officer, replenishes her energy by expending it—in sports. Each week, she swims two or three times, runs five miles, and on three mornings rises at 4:15 to drive from Duxbury to row at Union Boat Club, on the Charles. “I love rowing,” she says. “It’s like being a kid again.” In fact, one of her own kids, daughter Mairead Wilson ’99, got her into the sport: “I had so much fun watching her row for Radcliffe crews that I took it up myself.” Last summer Donahue won a gold medal in the mixed quad at the World Rowing Masters regatta in Canada, making her a bona fide world champion. Sally Clark Donahue grew up in Duxbury, where her parents still live; Mairead and son John Patrick Donahue ’01 live nearby with their families. Donahue’s own significant other, Jim Miller, is dean of admission at Brown. She attended Milton Academy and Cornell, graduating in 1975 in English, and soon married Brad Donahue, a pilot and fish spotter who died in a plane crash in 1987. She found her own career early, getting hired by Cornell’s financial-aid office. In 1981 she joined Harvard’s admissions office, then worked in financial aid and career services at the Law School from 1987 until 2000, when she took her present job. “It’s such a compelling mission we have,” she says. “Who wouldn’t love to go out and find the most talented students worldwide, admit them, and then fund them to come to Harvard? We’re blessed with a wonderful ability to fundamentally change people’s lives.”

These five recommendations are “related to each other but are not dependent on each other,” noted Lapp. They were presented at two Allston community meetings in June—at which some residents expressed their continued displeasure that Harvard generated a new plan without involving them. The report will also form the basis of continued academic planning discussions throughout the University; gone is the one-time recommendation to construct new undergraduate Houses on the Allston side of the river.

The new Allston recommendations also involve more contingency, unlike the ambitious institutional master plan presented in 2007. Among those contingencies is competition within the commercial real-estate market: further construction is already authorized in Kendall Square, the life-sciences hub near MIT (where Biogen Idec is consolidating its operations); on the South Boston waterfront (which was just chosen as a new headquarters

lease arrangements with these developers, retaining ownership of the land. The new housing is expected to provide swing space for graduate students displaced by the impending undergraduate House renovations (another campaign priority). Stores and other amenities such as daycare facilities would be part of a development expected to bring large numbers of Harvard affiliates into the Allston community.

- Placement of a hold on the land in the triangular parcel south of the business school and bounded by Western Avenue and North Harvard Street, banking it for future academic uses yet to be determined, but previously identified as a possible home for the schools of public health and education. Krieger noted that “prior proposed uses,” such as cultural centers, are not precluded, but the report “recognizes that those uses may change given current economic conditions and University needs.” Harvard plans to use the two-year interval, during which new apartments to replace the existing affordable-housing Charlesview units are constructed on a separate Allston site, to advance planning for institutional use of the site.

- Construction of a 30,000-square-foot conference center in conjunction with a 180-bed hotel built and operated by a third party. Research indicates that demand for such a facility already exists.

These five recommendations are “related to each other but are not dependent on each other,” noted Lapp. They were presented at two Allston community meetings in June—at which some residents expressed their continued displeasure that Harvard generated a new plan without involving them. The report will also form the basis of continued academic planning discussions throughout the University; gone is the one-time recommendation to construct new undergraduate Houses on the Allston side of the river.

The new Allston recommendations also involve more contingency, unlike the ambitious institutional master plan presented in 2007. Among those contingencies is competition within the commercial real-estate market: further construction is already authorized in Kendall Square, the life-sciences hub near MIT (where Biogen Idec is consolidating its operations); on the South Boston waterfront (which was just chosen as a new headquarters

lease arrangements with these developers, retaining ownership of the land. The new housing is expected to provide swing space for graduate students displaced by the impending undergraduate House renovations (another campaign priority). Stores and other amenities such as daycare facilities would be part of a development expected to bring large numbers of Harvard affiliates into the Allston community.

- Placement of a hold on the land in the triangular parcel south of the business school and bounded by Western Avenue and North Harvard Street, banking it for future academic uses yet to be determined, but previously identified as a possible home for the schools of public health and education. Krieger noted that “prior proposed uses,” such as cultural centers, are not precluded, but the report “recognizes that those uses may change given current economic conditions and University needs.” Harvard plans to use the two-year interval, during which new apartments to replace the existing affordable-housing Charlesview units are constructed on a separate Allston site, to advance planning for institutional use of the site.

- Construction of a 30,000-square-foot conference center in conjunction with a 180-bed hotel built and operated by a third party. Research indicates that demand for such a facility already exists.