quality learning” on two levels: “dramatically increasing access to learning to students worldwide, while reinventing campus learning” simultaneously—a blended model for improvements in virtual and real classes. The Harvard personnel overseeing that hybrid mission as edX board members are a mix of scholars and administrators: deans Michael D. Smith (Faculty of Arts and Sciences) and Kathleen McCartney (Graduate School of Education), provost Alan Garber, and executive vice president Katie Lapp.

As Malan put it, Harvardx courses will “debut when ready”; there is no rush to “port existing courses on to the Web,” a different goal from improving teaching and learning across the board. Cross-fertilization is already evident in the two versions of Malan’s introductory course. CS50x, he said, will “enable as many people as possible online to feel a part of this shared experience”—it even encourages virtual students to meet to share their programming projects, much as Comp Sci 50 students do in the popular programming-and-pizza “hackathon” events and term-end fair on campus. Yet significant differences will remain. Online students’ programs can be machine-evaluated for correctness (whether their code is “buggy”) and style (what Malan called “aesthetics”), but not subjectively for their design (a qualitative evaluation requiring human judgment). And staffing is at a different level entirely: the campus teaching cohort for Comp Sci 50 this semester numbers 108, including teaching fellows and course assistants—larger, Malan noted, than many class enrollments. The real and virtual courses, he said, will be “similar but not identical experiences.”

As for Agarwal, his new post was sufficiently “exciting” to lure him away from running MIT’s largest laboratory. He has been involved in five previous start-ups, but edX, he said, is “the first one that can really change the world.”

A Victory—and a Campaign

Dean Michael D. Smith’s annual report for fiscal year 2012—previewed with Faculty of Arts and Sciences (FAS) colleagues at their October 2 meeting and published two days later—declares victory and outlines a future campaign.

The retrospective victory note concerns the faculty’s finances: after projecting large deficits in the wake of the 2008 financial crisis and sharp decline in the value of the endowment, FAS, as planned, achieved a balanced budget in its “unrestricted core operations”: the faculty, the Graduate School of Arts and Sciences (GSAS), and the College. But unplanned activities—prominently, launching edX (see page 44) and beginning construction for the House

**Revitalizing Tozzer**

The Tozzer Library building on Divinity Avenue adjacent to the Peabody Museum will undergo a major reconstruction during the next year and a half as part of a $20-million Faculty of Arts and Sciences project to consolidate the anthropology department. Most social anthropologists are now housed at the far end of the street in William James Hall (the towering home of the psychology and sociology departments as well). The renovation will unite the archaeologists in the Peabody with the anthropologists, who will relocate to an enlarged and revitalized Tozzer in the spring of 2014. The idea, championed by both former dean of the social sciences Stephen Kosslyn and current dean Peter Marsden, is to strengthen the sub-disciplines within the department by bringing them together.

In accord with larger discussions about the changing role of academic libraries, the project reconceives the library as a series of collaborative spaces, rather than primarily as book storage. In preparation, 155,000 books were moved from Tozzer, one of the world’s largest anthropology research libraries. Some 28,000 volumes were relocated to the first floor of William James Hall, which will be Tozzer’s temporary home during the construction, expected to begin with site preparation in December and January. Most of the remaining books were moved to the Harvard Depository, where they are readily accessible for recall through the online HOLLIS catalog. Once the new library space is complete, about 54,000 volumes will be held on two floors. Librarians anticipate that having the anthropology faculty housed on the three floors above will revitalize the library.

FAS project manager John Hollister says the existing building will be stripped back to its structural steel and rebuilt to a LEED gold standard, with sustainable heating and cooling systems; 10,000 square feet will be added to the existing 24,800. (The building was originally designed to accommodate an additional story.) The design by Kennedy and Violich Architects includes a façade of brick and copper designed to echo the neighboring Peabody Museum; adds an entrance onto the rear courtyard; and incorporates an atrium that extends to the fourth story, with shared pedagogical and social gathering space on the second floor.

Tozzer Library, today
renewal program—resulted in a $9.7-million deficit on the same basis. For all FAS activities—including athletics, the library and museums, School of Engineering and Applied Sciences, etc.—the unrestricted deficit was $34.9 million; the consolidated result, including all funds, was $20.5 million of red ink, covered by the use of reserve funds. (All figures are on an FAS management-reporting basis, not in accordance with generally accepted accounting principles.)

Having largely slain the financial dragon, Smith looks toward the next campaign: the University’s forthcoming fundraising drive. Although the report says little about the campaign or FAS’s substantive goals, it suggests two priorities.

Smith emphasizes House renewal (as does Dean Evelynn Hammonds in the Harvard College section). In her October 2 presentation, Leslie Kirwan, dean for administration and finance, made clear what financing that multiyear project, forecast to cost at least $1 billion, will require; she cited endowment funds, philanthropy, FAS reserves, cash from operations, and long-term debt, both “incremental and nonincremental.” The latter has not been invoked since the University became much more cautious about debt in the wake of its 2008 problems, when it had to borrow $2.5 billion.

There is also a section devoted to edX—an element in FAS’s plans to invest in teaching and in applying technology to education, both in the classroom and for online, distance learners.

Other highlights:

- Ebbing humanities and social sciences, rising sciences. During the past decade, the number of undergraduate arts and humanities concentrators peaked at 1,104 in 2003-2004, and has declined steadily, to 823 last year—down 25 percent. The social sciences are down, too—off 16 percent since peaking at 2,695

   Illustration by Mark Steele

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Yesterday’s News

From the pages of the Harvard Alumni Bulletin and Harvard Magazine

1912 Noting that the $50,000 maintenance fund necessary for a new music building to replace Holden Chapel is $15,000 short, the editors remind readers that “a healthy and useful university is forever uncovering new needs….”

1927 Economics surpasses English as a concentration choice for the first time, with more than 400 freshmen entering the field.

1937 Courtesy of NBC and the BBC, the Harvard Club of London hosts a live broadcast of The Game, including Harvard and Yale cheers transmitted back to the teams in the Harvard stadium. (Harvard won, 13-6.)

1947 Professors attempting to separate “the sheep from the goats” (as the editors remark)—by locking classroom doors at exactly seven minutes past the hour—run afoul of the Cambridge fire department, which notifies lecturers that obstructing emergency exits is illegal.

1952 In a straw poll of undergraduates, loser Adlai Stevenson nevertheless gets the largest slice of “Harvard’s normally Republican majority” since Woodrow Wilson beat a split G.O.P. in 1912. The faculty members who are polled go for Eisenhower, 379-298.

1967 The Program for Science in Harvard College gets under way; one goal is a $14-million science center north of the Yard.

1982 MIT pranksters disrupt The Game with a balloon that erupts from the earth and inflates in front of the Crimson bench—but Harvard wins 45-7.

1992 Harvard has “locked the doors and [thrown] away the keys” for the Yard dorms, the editors report. The installation of card-reading devices there will likely be extended to the Houses to crack down on crime, despite occasional glitches—a door held open too long for a good-night kiss summons a University police car to investigate.
in 2005-2006. In contrast, the sciences have attracted 29 percent more undergraduates since a low point of 989 in 2002-2003, and concentrators in the rejuvenated School of Engineering and Applied Sciences have nearly doubled in number since 2004-2005, to last year’s 563. That reflects a rebound from depressed computer-sciences enrollment after the dot-com bust at the beginning of last decade, followed by renewed excitement about social media, and emerging fields such as bioengineering. (Elsewhere, the report notes student enthusiasm for summer research programs with faculty members in the sciences, social sciences, and business-related topics; there is no analogous arts and humanities program.)

- GSAS diversity. Continued emphasis on recruiting resulted in applications from 676 candidates from underrepresented minority groups (among 12,397 applications in total), and a 19 percent increase in offers of admission. Underrepresented minorities made up 7 percent of the entering class, the highest figure in GSAS history.
- Alcohol policy. Rakesh Khurana, master of Cabot House, led a review of campus alcohol policy. Recommendations will come to the faculty at its next meeting.
- The PDF Ph.D. As of March 2012, all dissertations have been submitted electronically, as PDFs, for degree completion, binding, and archiving.
- An aging faculty. Following more internal promotions to tenure and restraint on faculty growth since 2008-2009, the average age of the tenured faculty increased from 55 to 57 during the past decade. This shift occurred despite successful initiation of retirement incentives (retirements increased from an average of 6 annually to 15 last year), and the prior period of rapid expansion in the faculty ranks overall.
- Sustainability. For buildings that existed in fiscal 2006, greenhouse-gas emissions declined by 27.6 percent through last year. Energy use declined by 21 percent, and water use by 31 percent. Calculated at current utility rates, those savings represent avoided utility costs of $6.6 million annually. For all FAS facilities, including new spaces, the reduction was 10 percent through the end of fiscal 2012.
- Continued financial caution. Kirwan’s report emphasized the relatively restrained prospects for the endowment (see page 44), distributions from which make up 48 percent of FAS operating revenues, and the rising risks to federally sponsored research funding. The latter now accounts for 18 percent of revenues, and has been a bright financial spot for FAS in recent years. On to the campaign.


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**THE UNDERGRADUATE**

**Unsettled Arrivals**

*by Kathryn C. Reed*

I don’t need music, Kit. I need the sound of silence,” Dad says. He says “silence” in a way that I can’t write. The “i” is long, the end is fast, sharp. The word is crisp, but it is not italic. “Silence, Kit,” Dad says, is what he wants. Yet it is his unwritable words that fill our drive to Boston Logan.

It is June and I am returning to Tanzania to work with a nongovernmental organization called Support for International Change. Again, I will live in a rural village, run an awareness campaign for HIV and AIDS. It is my second visit to a country that no longer feels foreign, my first return to a place with all of the discomforts I do not find at home.

A year ago, at the outset of my first trip, five other Harvard students met me at the gate, where visions of African game land filled my head. As we lay across chairs meant for sitting—for nine hours in Istanbul, waiting for our flight—we talked of playing with the children and seeing the elephants; education about HIV may have also been a thought. Someone produced a travel book and we passed around 200 pages of Eastern Africa, searching for the 50 that held all Tanzania had to tell. Inevitably, it was the photos that consumed us longest, no matter the country they were from.

Some of my companions raised concerns—none of us understood the process of arrival, really; not one had a Tanzanian phone; had anyone looked up the exchange rate for dollars and shillings before, at home? There was too much unknown to be worried and so I stuck to thoughts of animals, children, heat, African sun. I was excited for the going; the fears of fellow students seemed to dispel my own.

It is now June again and I am returning to Tanzania as dad drops me at terminal E. This summer, I am a coordinator for the volunteer program, Tanzanian shillings already in my bag. A hug, a kiss on the cheek—“Sorry, Kit. I don’t think I’m supposed to park here long.” His truck heads back toward western Massachusetts and I turn inside the airport, where no one waits for me to arrive. Still, I am not unhappy to be traveling alone.

As I wait in line at the check-in counter, my shoulders are weighted by the bags I must check; my mind leads me to the mountains of home. I realize I shouldn’t expect this going to feel the same, though I face the same uncertainties as before. Even now I am tempted to return to Western Mass., did not pack my bag until hours ago. Do I enjoy this, the being out of my comfort zone? Or do I enjoy the looking back, the return, the sensation of “I did that?”

I board a plane to Zurich, where I sleep on the floor for six hours, waking only to make sure my flight’s gate is still closed. In Ethiopia, 12 fill a plane meant for 100 and, though there are two stops before we reach our destination, no one new gets on board. Ethiopians must not believe in canceling flights, I think, or balancing weight. I sleep, thankful for the open seat I have chosen from first class.

At 2 a.m., our plane lands in Arusha, Tanzania. (“Straight down,” Noah, my taxi driver will tell me. “It was as if you fell from the sky.”) And my first thought on the tarmac is that I had forgotten the smell. Food, dirt, body odor, smoke—all are there the moment I step out. Not quite the village, but not at all dissimilar. I imagine my fellow passengers—the Brits, the Germans, the uninitiated—covering their