

# The Harvard Crimson

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## BACOW TO STEP DOWN

### Search for 30th President Looms

By CARAJ. CHANG and ISABELLA B. CHO  
CRIMSON STAFF WRITERS

Harvard University President Lawrence S. Bacow will step down in June 2023 after just five years in office, ending a pandemic-stricken tenure in which he oversaw a radical transformation of the University's operations due to Covid-19 and steered the school through the political turmoil of the end of the Trump era.

Bacow, who announced his departure Wednesday afternoon, will be one of the shortest-serving Harvard presidents of the modern era, tying Lawrence H. Summers for the shortest tenure since the Civil War. Prior to his time in Massachusetts Hall, Bacow sat on the Harvard Corporation, the University's highest governing board, for 12 years.

"There is never a good time to leave a job like this one, but now seems right to me," Bacow wrote in a four-paragraph email to Harvard affiliates announcing his departure on Wednesday. "Through our collective efforts, we have found our way through the pandemic. We have worked together to sustain Harvard through change and through storm, and collectively we have made Harvard better and stronger in countless ways."

The Harvard Corporation and its incoming senior fellow, Penny S. Pritzker '81, will lead the search for Bacow's



Harvard University President Lawrence S. Bacow will step down in June 2023. JULIAN J. GIORDANO—CRIMSON PHOTOGRAPHER

### BACOW'S TENURE, SO FAR

2018

**FEBRUARY** Concluding a seven-month search for Harvard's 29th president, the presidential search committee selects Harvard Corporation and former search committee member Lawrence S. Bacow for the role.

2019

**OCTOBER** A federal judge rules that the College's race-conscious admissions policies do not illegally discriminate against Asian American applicants, a win for the school in the 2014 lawsuit brought by anti-affirmative action group Students for Free Admissions. The ruling would be upheld in appellate court in 2020.

2020

**MARCH** Bacow announces Harvard will shift to remote instruction and empty its campus due to the emerging Covid-19 pandemic.



**JUNE** Harvard drops its sanctions against single-gender social organizations following a Supreme Court decision on sex discrimination.

**JULY** Bacow leads Harvard in a lawsuit against the federal government over immigration rules that would bar international students whose courses shifted online due to the pandemic from staying in the U.S.

2021

**AUGUST** The College returns to full capacity following more than a year of remote instruction.

**SEPTEMBER** After nearly a decade of activism by students, alumni, and affiliates, Bacow announces Harvard will allow its remaining investments in the fossil fuel sector to run off, effectively moving to divest from the industry.

2022

**JANUARY** The Supreme Court agrees to take up SF-FA's lawsuit against Harvard's race-conscious admissions practices.

**MARCH** Tensions heighten between Harvard and Allston-Brighton residents regarding the University's development plans in the neighborhood, where Harvard and its subsidiaries own roughly one-third of the land.



**APRIL** Harvard releases a landmark report commissioned by Bacow in 2019 detailing how slavery "powerfully shaped Harvard." The Corporation commits \$100 million to redress the school's ties to slavery.

### Bacow Joins Slew of Higher Ed Leaders Heading for the Exits

By ISABELLA B. CHO  
CRIMSON STAFF WRITER

When Harvard's presidential search committee goes to work in the coming months, it will have some competition.

University President Lawrence S. Bacow, who announced Wednesday that he plans to step down next year, has joined more than a half-dozen prominent higher education leaders who are set to depart soon, including the presidents of Dartmouth

College, Columbia University, Tufts University, and MIT.

Many experts agree Covid-19 has played a role in spurring the departures, which will leave open many of higher education's top jobs all at once.

"While you expect crises to come along, you don't expect one that lasts two years — and that causes essentially the world to be affected in the way the pandemic did," said former Missouri State University president Michael T. Nietzel. "This is

of a whole different magnitude than would be normally expected."

At least half of the Ivy League will see a presidential transition this year or next. Dartmouth College's Philip J. Hanlon and Columbia University's Lee C. Bollinger both announced plans to depart in 2023, along with Bacow. Former University of Pennsylvania President Amy Gutmann resigned in

SEE EXODUS PAGE 5



From left, Philip Hanlon (Dartmouth), Amy Gutmann (Penn), and Lee Bollinger (Columbia). BY AUSTIN THOMASON, U.S. DEPARTMENT OF STATE, AND DANIELLA ZALCMAN VIA WIKIMEDIA COMMONS

### Bacow Departure Draws Shock, Apathy

By LEAHJ. TEICHHOLTZ and VIVIE. LU  
CRIMSON STAFF WRITERS

Ibta S. Chowdhury '25 met the news of Harvard University President Lawrence S. Bacow's decision to step down next June largely with indifference.

"It's kind of hard to make that connection to an administration that does not show itself as much or does not make itself seem as human," Chowdhury said.

Bacow announced his departure after just five years in office in a Wednesday email to Harvard affiliates. During his tenure, Bacow oversaw the University's response to the Covid-19

pandemic and the ramifications of Trump's presidency on higher education. Students across the University reacted to the news of Bacow's exit with a mixture of shock, ambivalence, and reflection.

Deven Hurt '18, who now attends Harvard Law School, said Bacow's term felt "quick" in comparison to his predecessor, Drew G. Faust.

"I was definitely surprised. I also did not have, initially, a great feel for how long University presidents traditionally served," Hurt said. "When I was originally a student at the College, Drew Faust eventually

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### Other Top Harvard Leaders to Depart

By CARAJ. CHANG  
CRIMSON STAFF WRITER

University President Lawrence S. Bacow's announcement on Wednesday that he will step down in June 2023 is the latest in a string of departures from Harvard's top leadership.

William F. Lee '72, the senior fellow of the Harvard Corporation, will leave the University's highest governing body at the end of this month after serving on the board for a dozen years; Executive Vice President Katherine N. Lapp, who oversees



From left, William F. Lee '72, Katherine N. Lapp, and Philip W. Lovejoy, who are all departing Harvard by mid-2023. BY CASEY M. ALLEN—CRIMSON PHOTOGRAPHER AND COURTESY OF HARVARD PUBLIC AFFAIRS AND COMMUNICATIONS

campus services, finances, and administration, will step down this summer after more than a decade in the role; and Philip W. Lovejoy, the executive director of the Harvard Alumni Association, will conclude a 20-year

run at the University when he departs in December.

Bacow will leave his post after just five years in office, tying Lawrence H. Summers for

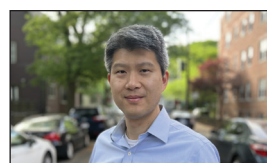
SEE TURNOVER PAGE 3

OPINION PAGE 4

Bacow's biggest moments, as told by Crimson Staff Editorials

NEWS PAGE 5

Yi-An Huang '05 will serve as Cambridge's next city manager



IN PHOTOS PAGE 6

Lawrence Bacow's tenure as Harvard's 29th president, so far



# HARVARD TODAY

## TODAY'S EVENTS

**A global perspective on sustainable growth: A Q&A with Mamphele Ramphele**  
Livestream, 12 – 1 p.m.

Physician and businesswoman Mamphele Ramphele shares her experience as an activist and a leader of global nonprofits.

**FAS Staff Summer Workshop Series: Harvard & the Legacy of Slavery**  
Zoom, 10:30 a.m. – 12 p.m.

The FAS is hosting a series of workshops open to all FAS staff members about the findings in the Harvard and the Legacy of Slavery report and the present-day ramifications of the history of slavery.

**The Primacy of Geopolitics: Globalization and the British World Order, c. 1830 to 1932**  
Zoom, 12:15pm-2:00pm

A Zoom seminar hosted by the Harvard Kennedy School's Belfer Center will examine the relationship between globalization and the world order.



The sun shines on University Hall in May. JULIAN J. GIORDANO—CRIMSON PHOTOGRAPHER

## AROUND THE IVIES

**DARTMOUTH:** Mike Harrity to Serve as New Athletics Director —*THE DARTMOUTH*

**COLUMBIA:** Keren Yarhi-Milo Named New Dean of School of International and Public Affairs —*THE COLUMBIA DAILY SPECTATOR*

**BROWN:** Pelosi, Shaggy, Berkley to Receive Honorary Degrees —*THE BROWN DAILY HERALD*

**PENN:** Starbucks Stores on Penn's Campus Unionize, Adding Fuel to a Nationwide Labor Movement —*THE DAILY PENNSYLVANIAN*

## Answer to previous puzzle



5/30/22

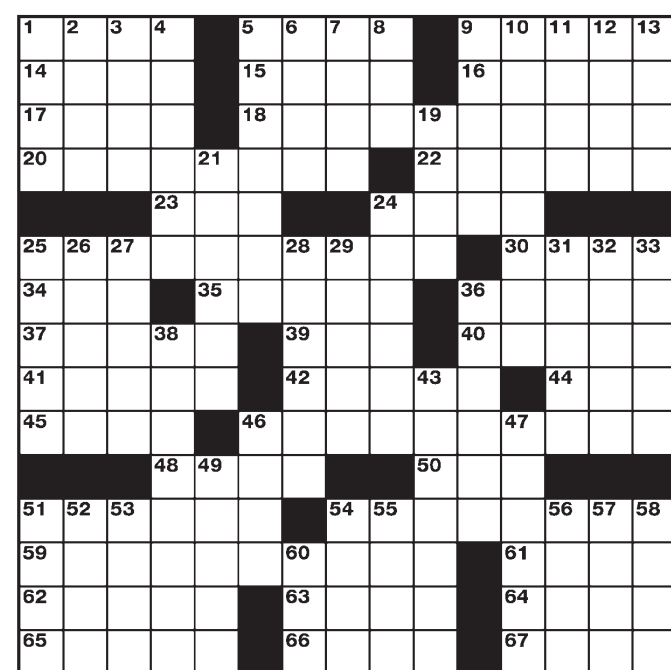
## Newsday Crossword

### WHERE'S THE 58 DOWN? by Bruce Venzke

Edited by Stanley Newman  
www.stanxwords.com

- ACROSS**
- 1 Band work
  - 5 Dominates, in sports jargon
  - 9 Prenatal
  - 14 Bryce Canyon's state
  - 15 Dams and does
  - 16 Eel, at sushi bars
  - 17 Passed-down knowledge
  - 18 Kansas' state reptiles
  - 20 What a sheepdog shakes with
  - 22 Ranger's venue
  - 23 Photog's choice
  - 24 Explorer of kids' TV
  - 25 Type of road turnoffs
  - 30 Bloke
  - 34 US ally since '48
  - 35 Fortune 500 company
  - 36 Look too long
  - 37 Exit
  - 39 Pantry invader
  - 40 Reason for some raises
  - 41 Powerful person
  - 42 Reagan attorney general
  - 44 Shell-game accessory
  - 45 Getz of jazz
  - 46 Aerobic maneuver
  - 48 Disorganized places
  - 50 Bake-sale sponsor
  - 51 Pale yellows
  - 54 Remarkable thing, quaintly
  - 59 Dolphin with a unique beak
  - 61 Dame Dench

- DOWN**
- 1 Chasm
  - 2 Langston Hughes poem
  - 3 Actress Teri
  - 4 Exclamation of exasperation
  - 5 "Look Back in Anger" playwright
  - 6 Exclamation of elation
  - 7 Call to a queue
  - 8 Former fast flier
  - 9 Considerable commotion
  - 10 Theater intermission
  - 11 Narrative
  - 12 Carders' concerns
  - 13 Enumerate
  - 19 Airborne anomalies
  - 21 Pale yellow
  - 24 Showtime crime series
  - 25 Leaves rudely
  - 26 Fitness-motto starter
  - 27 Non \_\_ (unwelcome)
  - 28 Theater offerings
  - 29 Recluse
  - 31 Oprah's production company
  - 32 Disney mermaid
  - 33 Piece of potpourri
  - 36 Operates a refinery
  - 38 Sacco's codefendant
  - 43 Groups of seas and sins
  - 46 High-end audio brand
  - 47 Type of aircraft engine
  - 49 Sweater fabric
  - 51 Mr. or Mrs.
  - 52 Double agent
  - 53 A/C capacity measures
  - 54 Picnic beverage
  - 55 Memo directive
  - 56 Finnish coin
  - 57 Thor's father
  - 58 Theme of the puzzle
  - 60 Pro Bowl org.



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## IN THE REAL WORLD

### As Survivors Demand Action, House Passes Gun Bill Doomed in the Senate

Hours after an 11 year-old survivor of the Uvalde, Texas elementary school shooting and parents of gun violence victims testified before a House committee, a bill banning the sale of large-capacity magazines and raising the minimum age for purchasing semiautomatic weapons to 21 was passed in the House 223 to 204, nearly along party lines.

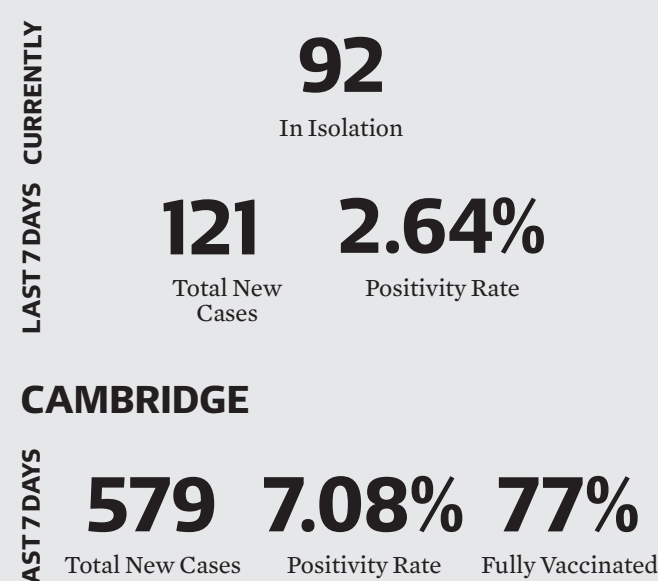
### Trump Set to Be Questioned Under Oath by New York A.G. Next Month

Former President Donald Trump agreed to be questioned by the New York State attorney general's office in mid-July, unless the highest court in the state intervenes. The questioning will occur as an investigation by the state attorney general into Trump and the business practices of The Trump Organization comes to a close.

### Bulgaria lurches back to political discord as PM Petkov faces loss of majority

Bulgarian Prime Minister Kiril Petkov, a Harvard alum, said he intends to rule Bulgaria with a minority government after a coalition partner withdrew its ministers. The party's leader cited Petkov's willingness to lift a veto on North Macedonia joining the EU as a reason for withdrawing.

## COVID UPDATES CAMPUS



## ON THIS DAY IN HISTORY

### Lost — One Italian Exam Found — Professor in N. Y.

The only two students in Italian II showed up for their final to find that their professor, Rigo Mignani, forgot to write an exam. Instead, Mignani was in New York, having forgotten about the test altogether. He promised to give his students an exam this morning.

June 9, 1951

### Professor Muhammed Ali Delivers Lecture; Poems and Parables Fill Talk on Friendship

Muhammad Ali spoke to 1,100 people at the Burden Auditorium about unconditional friendship, having moved up his Class Day speaking commitment by a week.

June 9, 1975

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## CORRECTIONS

The Harvard Crimson is committed to accuracy in its reporting. Factual errors are corrected promptly on this page. Readers with information about errors are asked to e-mail the managing editor at managingeditor@thecrimson.com.



# Harvard Fdn. Names New Director

By ISABELLA B. CHO  
CRIMSON STAFF WRITER

Sadé Abraham will serve as the new senior director of the Harvard Foundation for Intercultural and Race Relations, the College announced Tuesday.

Abraham formerly served as interim assistant director for the foundation, as well as its first-generation, low-income student advocate. She also founded and directed the First-Year Retreat Experience, a pre-orientation program designed to equip FGLI students with the tools to navigate Harvard and take ownership of their undergrad experience.

Abraham wrote in an email that her former posts at the school have allowed her to better understand the “multidimensional entities that make Harvard special.”

“I hope to apply this lens (and the skills therein) to my directorship by making the HF

a hub and connecting point for students,” she wrote.

Established in 1981, the Harvard Foundation aims to improve intercultural and race relations across the University to “enhance the quality of our common life.”

The foundation engages Harvard students through year-long professional development internships and its Student Advisory Committee — a collective of representatives from more than 90 student organizations across Harvard committed to promoting dialogue about different aspects of identity, including ethnicity, religion, and sexual orientation. Interns also offer diversity trainings and consultations to interested student organizations in the College.

Abraham, who called the new appointment an “incredible honor,” will take the baton from Sheehan D. Scarborough '07, who assumed the post in

April 2020.

“The Harvard Foundation has always played a critical role in the cultivation of community and the development of an enriching student experience, and I am committed to building on that success for Harvard students in the years to come,” Abraham said in a press release. “This work is deeply personal to me, and I am excited for the opportunity to lead us into the next chapter of the Harvard Foundation story.”

The Foundation’s hallmark programming includes its annual Humanitarian Award, whose recipients include Burmese politician and Nobel Peace Prize laureate Aung San Suu Kyi as well as former United Nations Secretary General and Harvard Kennedy School alum Ban Ki-moon. In March, after a two-year hiatus from in-person festivities due to Covid-19, the Foundation presented the 36th iteration of its

Cultural Rhythms — a festival that celebrates Harvard’s diversity through student performances, art, and cuisine — and named Grammy and Academy Award-winning musician Lady Gaga its Artist of the Year.

Associate Dean for Inclusion and Belonging Alta Mauro lauded Abraham’s return to the foundation.

“We are thrilled to welcome [Sadé] to the role of Senior Director of the Harvard Foundation,” Mauro wrote in an email. “Her experience, enthusiasm, and commitment to building an inclusive community for every single Harvard College student will help position the Foundation to further advance the mission of the College.”

Abraham wrote that she looks forward to advancing the Foundation’s “flagship programming” and celebrating its more than 40-year history.

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STUDENTS FROM PAGE 1

# Bacow’s Decision Met with Surprise

finished her tenure after 11 years.”

Still, Hurt said he was ultimately “very happy” with Bacow’s presidency, citing his “phenomenal” handling of the pandemic.

Other students praised Bacow’s Covid-19 response, which included the decision to evacuate campus as the health crisis escalated — making Harvard one of the first schools to do so. The following year, the University opted for an approach of remote learning on a low-density campus.

“He had a really hard job dealing with Covid,” Soren E. Choi ’24 said. “I think there’s some pent-up frustration against him because of factors he couldn’t control, such as the pandemic.”

Choi said he believed Bacow “really cared about the students overall,” despite facing a challenging term shaped by the virus.

Nicholas R. Gjerde, a student in the Extension School, lauded Harvard and MIT’s decision to sue the Trump administration over a policy that restricted international students from residing in the United States if they were only taking online classes.

“I thought that was a really strong message,” Gjerde said.

During Bacow’s tenure, Harvard graduate students went on strike twice during contract negotiations with the University.

Denish K. Jaswal, an executive board member of Harvard’s graduate student union, said while she initially was indifferent toward Bacow, she grew dismayed by the president’s “silence” toward her union’s demands.

“He literally wrote a dissertation about unions and still turned a blind eye towards any of the things that we were working on,” Jaswal said.

Victoria “Vicki” DiLorenzo, a student at the Harvard Kennedy School and a former member of the HGSU’s bargaining committee, said she hoped the

next administration would be “more supportive” of the union.

University spokesperson Jason A. Newton declined to comment on Bacow’s interactions with the union.

At the College, many students reacted to the news of Bacow’s departure with apathy.

Brammy Rajakumar ’23 said she was surprised that Bacow decided to step down “in the middle of a pandemic” but otherwise felt “fairly neutral” about the news.

“People were just making jokes about it and just not being very interested,” said Rajakumar, a former Crimson editor. “There’s just so many other roles in the University that are just as equally important and serve students more directly.”

Bacow’s departure sparked a barrage of memes on Sidechat, a social media platform which allows Harvard students to anonymously create posts about Harvard life.

“Larry bacowed out,” one anonymous student punned.

“Larry’s in his UC era,” another poster wrote, referencing the recent resignation of former Undergraduate Council President Michael Y. Cheng ’22.

Henry S. Bae ’25 said though the announcement was unexpected, he believes the general sentiment surrounding Bacow’s presidency was “somewhere in the middle.”

Hurt said he is “looking forward” to following Harvard’s search for Bacow’s successor and hopes the new president is responsive to student needs.

Still, DiLorenzo said she does not expect radical change under new leadership.

“I certainly hope that the next person is a person of color, a woman, or both,” DiLorenzo said. “But I don’t know that I am expecting something particularly transformative, just given the structures that they’re going to operate under.”

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TURNOVER FROM PAGE 1

# Other Harvard Leaders Set to Depart

the shortest presidency since the Civil War. The search for Bacow’s successor, which will be led by the Corporation, is expected to begin soon.

The Board of Overseers — Harvard’s second-highest governing board after the Corporation — sees annual turnover by design. In May, the body elected seven new members and selected Paul L. Choi ’86 to lead the organization for the next year.

Meredith L. Weenick ’90, who has served as Harvard’s vice president for campus services since 2014, will serve as Lapp’s successor. Penny S. Pritzker ’81, a Chicago billionaire who has served as a fellow on the Harvard Corporation since 2018, will replace Lee as senior fellow when he is term-limited off of the board this month. Tracy P. Palandjian ’93 will fill the remaining vacancy on the Corporation.

“Having a lot of transitions

at once is difficult because you lose a lot of institutional memory and expertise, but by the same token it gives the incoming president the ability to start new kinds of relationships, perhaps to change direction,” said former University Provost Steven E. Hyman. “This amount of turnover is costly in terms of lost expertise, but it’s also an opportunity to look at things afresh.”

Richard Chait, an education governance expert who serves as a professor at the Harvard Graduate School of Education, called the upcoming Harvard leadership changes “pretty normal.” He noted that Bacow, Lapp, and Lee have all held key positions at the school for at least a decade. (Bacow served on the Corporation for seven years prior to his presidency.)

“It’s not that they do it in unison, but there is a molting, a rhythm to academic institu-

tions,” Chait said. “I don’t see anything unusual or symptomatic about that at all.”

Chait expressed optimism that the upcoming transitions in Harvard leadership will proceed smoothly.

**I don’t think you’ll see a stutter step or misstep because three or four people are leaving.**

Richard Chait  
HGSE Professor

“I don’t think you’ll see a stutter step or misstep because three or four key people are leaving the institution,” Chait said, noting that the departures are staggered over a year.

Despite the impending shifts

in Harvard’s upper echelons, some key players remain, including University Provost Alan M. Garber ’76 and Treasurer Paul J. Finnegan ’75. Garber has held Harvard’s top academic office since 2011, while Finnegan first joined Harvard leadership as a fellow of the Harvard Corporation in 2012.

Though Harvard’s next year will be marked by changes in top personnel, Chait said the future of the University extends beyond the individuals holding its highest posts.

“Leadership transitions always — and rightly — are seen as major points of demarcation, and it’s an easy way to mark an institutional era,” he said. “But there also is a strong self-sustaining aspect to universities that I think might put a little less of a premium on the single leader.”

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# Harvard, 24/7.

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# EDITORIAL

*Editor's Note: In light of University President Lawrence S. Bacow's announcement to step down in June 2023, we have selected and re-printed staff editorials emblematic of pivotal moments that have helped defined Bacow's tenure. Staff editorials solely represent the majority view of The Crimson Editorial Board. They are the product of discussions at regular Editorial Board meetings. In order to ensure the impartiality of our journalism, Crimson editors who choose to opine and vote at these meetings are not involved in the reporting of articles on similar topics.*

Guillermo S. Hava '23-'24 and Orlee G. S. Marini-Rapoport '23-'24, Editorial Chairs

Raquel Coronell Uribe '22-'23, President

THE CRIMSON EDITORIAL BOARD

## Wartime Harvard

Wartime Harvard had many fronts to fight on. It largely chose one.

Originally published May 27, 2021.

Harvard — halls empty, dorms half full — has operated in crisis mode for over a year now.

A former Dean of Students once quipped that Harvard University would “close only for an act of God, such as the end of the world;” a quote we’ve mulled over since our March 10, 2020 mass exodus from Cambridge. This flight marked our first exposure to Harvard’s wartime persona; the version of our university that, in response to a once-in-a-century crisis, did and became something new — a Covid test administrator, Community Compact enforcer, and en masse iPad lender, to name a few.

Through its response to the “act of God” that leveled us, we’ve seen what Harvard is capable of — and willing to do — during a crisis.

Yet the coronavirus, while arguably the most visible global catastrophe in recent history, is not the only crisis this world and university are facing. Amidst the pandemic’s storm, an explosive reckoning on racial injustice, political turmoil, and the encroaching threat of climate change have punctured the last year, with all festering long before it.

Those of us who, on a dime, fled our physical campus and became Zoom disciples overnight know the previously unimaginable sacrifices Harvard can make when it wants to. But Harvard’s response to this crisis begs comparison to its handling of others. So much careening, urgent catastrophe was stuffed into this school year: the murder of George Floyd, our generation’s Emmett Till, an electoral crisis preceded by repeated presidential flirtations with autocracy, and the ever-upping-ante of the climate crisis.

Wartime Harvard had many fronts to fight on. It largely chose one.

### Public Health First

From the outset of the pandemic, the University has taken a conservative approach to its handling of public health: Protect health first, figure everything else out later. Some moves — like the development of robust testing infrastructure and requirements for affiliates — have been simple but sharp. Through their specificity and stunningly good execution, measures like these have served as clear markers of the University’s commitment to communal safety and, plainly, keeping us alive.

Other actions have been more jolting — sending all students home with five days notice, and bringing back only one full class of students in the fall 2020 semester. These decisions garnered shock, dismay, and uproar. Their announcement could have been much smoother. Yet, unquestionably, time has proven them to be the right ones.

This is no small win. Whereas other universities were Covid hotspots — infecting students, staff, and the communities in which they’re implanted — Harvard wasn’t. Here, we have to give it up to our school which (yes, in part due to its handsome endowment) exhibited foresight, vigilance, and caution amidst a patchwork of collegiate approaches, some of which proved fatally poor.

And yet, this strong focus on campuswide health also took on extreme, pernicious manifestations at times; ones which caused punishing isolation that, at its worst, threatened to turn lethal itself.

Our community’s mental health has taken an extreme blow over the past year. We’ve been forced to opine on the subject numerous times, offering preemptive solutions, grieving irreparable losses, and trying to disentangle a pervasive crisis that both precedes and has been worsened by this pandemic.

One might have expected Harvard’s wartime vision to expand the inextricably linked psycho-emotional crisis Covid precipitated when it dislocated us from our campus home and support systems and violently flung many into crushingly isolated living. A radical increase in funding for mental health services seems sensible.

We wish a deep creative reimagining of how to best serve war-torn students materialized. Instead, our administration simply did too little. Condescending explanations about rising to the challenge are the most tangle of responses to emerge. Our instruction breaks, crucial at a time of blurring personal and academic lines and Zoom-induced fatigue, were replaced by disappointing and clumsily implemented Wellness Days that left most of us lukewarm at best. Worst of all, our Counseling and Mental Health Services failed to even attempt to support those who were unable or unwilling to enroll, disappointed many who did, and, to top it all off, told Asian

American students dealing with a surge of pandemic-linked racial hatred that their “ancestors” suffering meant it’d all come out in the wash.

This past school year, the academic leniency of our first Covid-tinged semester vanished and, as students were expected to proceed with business as usual amid chaos, we suffered. This suffering, brought to the University’s attention via stunning, depressing statistics, was a crisis Wartime Harvard failed to meet, or even earnestly acknowledge.

### In Response To Racial Reckoning, We Give You ... Emails

Over the past year, Harvard and the rest of the country have been forced to reckon with the crushing nature of racism; awakened by murders which (brutally, oddly, maddeningly, effectively?) went viral and stirred something in the unaware. And while the murders of Black people at the hands of what is ultimately an entrenched system of white supremacy should have 1) not even been needed and 2) been more than enough to elicit decisive action against racism akin to those Harvard took for the sake of public health — of course, it wasn’t. Harvard’s response to the harrowing deaths, protests, and trauma of the past year was instead characterized by vague promises to “stand with” community members of color — promises which were broken on multiple occasions.

In the wake of a series of racist online remarks allegedly made by Government preceptor David Kane, Harvard chose to preserve Kane’s employment over the trust and well-being of its students of color. Apparently, the instructor’s supposed defense of Neo-Nazis and embrace of racial eugenics didn’t even warrant confirmation or denial by the University. Just a few months later, Harvard denied tenure to Cornel West, a pillar of the African American Studies department and one of the most respected Black intellectuals of our time; then, frantically offered it in the face of controversy. Only a handful of weeks after that, as community members mourned those lost in the Atlanta spa shootings along with the other victims of a yearlong increase in anti-Asian hate crimes, the aforementioned, blatantly insensitive, now-infamous advice from the University’s mental health services — “You may wish that you weren’t Asian, but remember that your ancestors likely went through similar or even worse incidents” — only further exacerbated the harm imposed on Asian students during this traumatic time.

Harvard failed to address issues of racial justice within its faculty, its curriculum, or its student body, even when opportunities for the University to demonstrate its support to communities of color were presented on a silver platter. Aside from an arsenal of well-meaning but ultimately toothless emails from deans, as the Black Lives Matter movement prompted institutional change elsewhere, Harvard’s Black students were left waiting for their University to care.

There is no easy or right way to be an anti-racist institution, but after the failures of this past year, it is imperative that Harvard apply the same wartime approach to the pandemic of racism as it has to the threat of Covid-19. The time for incrementalism and emailed platitudes is over. Only the possibility of radical change remains. When the news cycle moves on to a new tragedy, as it numbly already has, Harvard must prove its sustained commitment to communities of color even out of the spotlight — because for students and faculty of color, the “war” against racism is never truly over. Beyond its current and at times admirable work in reckoning with its racist past, Harvard must also look to building a more just and equitable future. The construction of a multicultural center on campus and the establishment of an ethnic studies department are good and necessary places to start — even if both are, at this point, painfully overdue.

### Playing the Political Game

Speaking of overdue, during this trying year, our sometimes annoyingly apolitical institution has been pushed into the national political arena.

Early on in our public health nightmare — at some point between the initial toilet paper shortage and the eventual emergence of mask-burning — our university chose to take a brave stance for the sake of our international peers. In the face of draconian, cruel, and unnecessary migration restrictions that would have prevented international students from residing in the United States if their courses were fully online (as many were for the duration of the pandemic) Harvard spoke up. We did so in a dramatically effective, distinctly Harvard way: The

University, along with our fellow Cantabrigians at MIT, sued the federal government and legally intimidated the Department of Homeland Security so swiftly that the restrictions were promptly dropped before the suit could reach trial.

That victory alone is meaningful and worth celebrating and exhibits a more than welcome degree of political prowess and ambition. Yet our board (our institution, perhaps) isn’t known for leaving things with a pat on the back. Harvard has now flexed its political muscle, and we’re eager to see them do so again. We want more of our administration making us proud through being both effective and morally courageous.

We might urgently need them to do so very soon. The Supreme Court will decide within weeks whether to take up the anti-affirmative action suit brought by Students For Fair Admissions against Harvard for our race-conscious admissions system. If it does, our brave efforts to defend racial diversity in our student body will face its biggest challenge yet. We can only wait anxiously and hope that Harvard, once again, rises to the occasion.

This year’s clear demonstration of Harvard’s full political potential only makes our shortfalls more glaringly obvious. We are still puzzled and annoyed by our university’s refusal to accept roughly \$16 million worth of federal relief funds, as we simultaneously threw contracted Harvard workers under the suddenly-unemployed-in-the-midst-of-a-pandemic bus citing financial strain. Here, we bowed to political pressure dished out to score anti-elite points rather than in good faith and showcased Harvard’s glaring disparity in how it dignifies students versus staff.

### My World’s On Fire, How Bout Yours?

This year has also been marked by Harvard’s continued commitment to not divest from fossil fuels, despite growing pressure from a majority of students and faculty. Climate change is arguably the most existential crisis of our generation, fundamentally changing the planet as we know it and upending billions of lives across the globe. Harvard must divest and take action against the threat of climate change which signals to other institutions the importance of divesting in order to protect current and future generations from climate change. The conundrum of Harvard continuing to invest, literally, in a fossil-fueled future it simultaneously claims it means to eradicate cannot stand any longer, particularly as peers like Oxford University and Yale University set themselves to divestment.

Harvard has acted swiftly and effectively against another existential threat this year. So why can’t our institution do the same for climate change? There’s no vaccine for the corporate greed that underpins our clawing financial dalliance with fossil fuels. Perhaps the University does not view climate change as an immediate danger (yet?) whereas Covid presented itself as something immediately large and looming. Climate change has this same potential: Through its calamities, lives will be changed forever and people will face irreparable harm. They already are. We hope Harvard, already too late to lead, recognizes this crisis’s urgency before it is too late.

### What Harvard Will Do During A Crisis

During this past torturous, unprecedented, winding, trying, dramatic, revealing, and, above all, long year, Harvard has been tested: stretching to accommodate newfound responsibilities and — sometimes necessarily, sometimes glaringly not — abdicating others.

The pandemic has shown us that our dear and often doggedly bureaucratic institution can act decisively in response to challenges it deems urgent enough. On Covid, we applaud Harvard. With the end near, it seems we can start to let our guard and masks down. But issues beyond the immediate, and beyond pure life and death, also raise to the level of crisis.

Harvard has made clear it can move mountains. Our university’s usual role as a passive spectator to the crises beyond its ivory tower, and its reluctance to engage thornier issues at home, are conscious, changeable choices. A campus where workers aren’t paid embarrassing wages, not funded by environmental carnage, and one where racism is addressed head-on, not swept under the rug, can come to be if Harvard acts as it has shown it is able to throughout the pandemic. Failing to do so in the future — acting like all pain beyond catching Covid is somehow acceptable — would constitute an unacceptable denial of the agency we know Harvard has.

THE CRIMSON EDITORIAL BOARD

## Bacow’s Harvard, Democracy’s Champion?

Academic institutions can play a vital role in marshalling forces of democratic resistance.

Originally published July 20, 2020.

For all the tragic political farce of the last three years, the Trump Administration’s creeping descent into authoritarianism — a thinly-veiled Muslim ban, literally caging children, and militarized federal agents dispersing protests in violation of a state’s express wishes, to name a few — is perhaps best understood through its gradual efforts to dislodge more and more immigrants, including those arriving legally, and to maximize the political payout of their mistreatment.

For students, these efforts hit close to home when the Department of Homeland Security and U.S. Immigration and Customs Enforcement issued guidance barring international students from enrolling in universities offering only courses online.

To be clear: By designing an immigration order to punish both international students and educational institutions that have acted in accordance with the demands of public health, the Trump Administration has done nothing more than cudgel three of its favorite targets: immigrants, those who take seriously the threat of COVID-19, and institutions of higher learning. As University President Lawrence S. Bacow wrote in an email about ICE’s new policy: “The order came down without notice—its cruelty surpassed only by its recklessness.”

And, thankfully, he responded in kind. Two weeks ago, Harvard and MIT filed a lawsuit in the District Court in Boston against DHS and ICE arguing that ICE’s rule was in violation of the Administrative Procedures Act because the agency had failed to take into account “important aspects of the problem.” The very fact that Harvard and the federal government find themselves in a serious war of words that escalated to a legal battle is a little surreal — a mark, perhaps, of strange and twisted times.

*Harvard, under Bacow’s leadership, is capable of genuine and decisive moral leadership. And as a result we will come to demand more of it and him.*

But that makes it all the more significant. Evidently, the universities were speaking to a strong need within their communities and beyond to fight back against the Trump administration — drawing support from dozens of peer institutions, cities, states, and student organizations, including through amicus briefs.

As Harvard students, it is deeply empowering and gratifying to see our institution stand up for our international peers and, in a broader sense, for democracy and civil society. Democracy requires public dissent when authoritarianism threatens. Protest, journalistic truth-seeking, and legal action are among the key safeguards of our democracy.

On Tuesday, just eight days after the initial announcement and before U.S. District Judge Allison D. Burroughs could herself issue an injunction, those buttresses proved themselves strong. Minutes into a hearing, DHS and ICE withdrew their proposed guidelines. The government’s retreat shows the vital role academic institutions can play in marshalling those forces of democratic resistance.

But Harvard doesn’t always come to bat when students and society need it to. A quick look at recent emails from Bacow makes that all too clear. Whereas the wording of his email denouncing the Trump administration’s attack on international students was direct, unequivocal, and action-oriented, his response to the Black Lives Matter protests last month was the opposite. We called it “self-indulgent musing.” An op-ed contributor raised the stakes further. To Bacow, she charged, “Admit candidly the ways Harvard has failed during its long history to promote for everyone the American dream you believe in, and the ways you intend to use your position to fix that right now.”

Over the last two weeks, on behalf of international students, Bacow has done exactly that. But in some sense he has set himself up. The world knows now that Harvard, under Bacow’s leadership, is capable of genuine and decisive moral leadership. And as a result we will come to demand more of it and him — on behalf of immigrants and dreamers, Black and Indigenous students, victims of sexual violence, and the many others who will continue to face the malice of a corrupt administration.



# Cambridge Selects City Manager

By KATERINA V. CORR  
and ELIAS J. SCHISGALL  
CRIMSON STAFF WRITERS

The Cambridge City Council selected Yi-An Huang '05 to serve as the next city manager on Monday, concluding a months-long search to hire the city's next top official.

Following more than two hours of public comment and discussion, the Council voted 8-1 to offer the position to Huang — currently the executive director of clinical operations at the Boston Medical Center — during a Monday evening meeting.

Huang will replace outgoing city manager Louis A. DePasquale.

Huang was chosen from among four finalists for the position, who were selected by a screening committee of residents and city councilors. The other three finalists were Iram Farooq, Cambridge's assistant city manager for community development; Norman Khumalo, town manager of Hopkinton, Mass.; and Cheryl Watson Fisher, city solicitor of Chelsea, Mass., and a former assistant city solicitor in Cambridge.

Councilors Marc C. McGovern, Paul F. Toner, and E. Denise Simmons initially voted for Watson Fisher. Following an initial tally, McGovern and Toner changed their votes from Watson Fisher to Huang.

During the Monday meeting, the Council also unanimously appointed Owen O'Riordan, the current commissioner of Cambridge's Department of Public Works, to serve as interim city manager after DePasquale retires on July 5.

Huang, a graduate of Harvard College and Harvard Business School, was lauded by several neighbors, colleagues, and friends during public comment. Several described Huang's decision to house three teenage Afghan refugees; one shared that Huang regularly picked up groceries for her while she recovered from a stroke.

Many councilors echoed the praise.

Vice Mayor Alanna M. Mallon, who led the search process, said in the meeting that Huang best fit the "leadership profile"

released in March describing the position of city manager.

"When I look at this leadership profile and who is our ideal candidate, for me, Yi-An Huang meets every bullet point here, both professionally and personally," Mallon said.

The story of Huang picking up groceries for an elderly neighbor "was, for me, just the culmination of everything I had heard about him and his family, his humility, his warmth, his grace, his intelligence," Mallon said.

Councilor Patricia M. "Patty" Nolan '80 praised Huang's leadership and communication skills and said she admired his work bringing telehealth to the Boston Medical Center in just 14 days during the Covid-19 pandemic, instead of the three-year plan previously laid out by the hospital.

"I believe he is a candidate who will bring a fresh perspective, to bring progressive change," Nolan said. "He has a demonstrated ability to get things done and to do things urgently."

Cambridge Mayor Sumbul Siddiqui said she believed Huang would meet the standards for the next city manager laid out by "residents and stakeholders" during the public engagement period of the search.

"They wanted someone who has experienced tackling complex problems and has effectively led large diverse organizations," Siddiqui said. "It was made clear that the next manager needs to be experienced in inclusive leadership, be forward-thinking, be progressive and collaborative."

"These are criteria that I believe Mr. Huang has proven that he meets," she added.

Several residents and councilors also spoke in favor of Watson Fisher, praising her deep roots in Cambridge's The Port neighborhood and her lived experience as a Black woman, in addition to her professional experience in city government.

"Cheryl Watson Fisher brings with her the depth and breadth of diverse experiences that match the diverse experiences lived by our residents all across the Cambridge community," said Simmons, the only



Yi-An Huang '05 was selected to serve as the next Cambridge city manager on Monday. COURTESY OF YI-AN HUANG

councilor who ultimately voted for Fisher.

In describing their deliberative processes and ultimate picks for city manager, several councilors described feeling strongly about both Huang and Farooq.

"I see them at two different ends of capabilities, both at the highest level and both could do the job," Councilor Dennis J. Carlone said, before ultimately voting for Huang. "That's where I am now — in the middle of that quandary."

Mallon thanked Farooq for her work at the Community Development Department and participation in a "very difficult public process."

"Ms. Farooq is incredibly talented and I have worked with her for such a long time," Mallon said. "It truly was a very difficult decision."

Councilor Quinton Y. Zondervan described his hope to break from "the current administration and its culture,

which has largely reigned supreme for the last 40 years."

Although Zondervan said both Huang and Farooq met this criteria, he ultimately offered his support for Huang, saying he "offers the bold, dramatic change that we need."

Of the four finalists, Huang was the only candidate without municipal government experience.

In an interview with The Crimson in May, Huang described his hope that his work in health care administration would bring "some fresh perspectives" to Cambridge government.

"There's components where I feel like I would have to learn a lot and there's other ways that I feel like I'd be bringing a perspective that would be really useful," Huang said. "Bringing those together, I hope, would make a much stronger city."

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BACOW FROM PAGE 1

# Bacow To Depart in June 2023

successor. In an email to Harvard affiliates Wednesday, Pritzker and outgoing Senior Fellow William F. Lee '72, who is set to leave the board at the end of June, offered few details about the search process, writing only that they will reveal more "before long."

Bacow, 70, was selected as Harvard's 29th president in 2018 after he stepped off the committee tasked with finding a candidate for the post to be considered for the job himself. During his first four years in office, he has led the school through one of its most tumultuous stretches — the Covid-19 pandemic — and championed some higher education issues at the national level.

Bacow's presidency shifted drastically in March 2020 when Harvard emptied its campus at the onset of the Covid-19 pandemic, making it one of the first schools to send students home. Harvard took a largely conservative approach to managing the pandemic in 2020 and 2021, keeping most students away from campus and maintaining strict public health protocols.

Bacow himself tested positive for the virus just two weeks after students vacated campus in March 2020 — the first of two bouts he has had with the disease.

Bacow also steered Harvard through the political headwinds of the Trump administration, which publicly clashed with the school on multiple occasions.

In July 2020, shortly after Covid-19 hit, Harvard sued the federal government over new federal immigration rules that would have barred international students attending colleges and universities offering only online courses from staying in the United States, prompting the Trump administration to eventually reverse its guidelines.

Trump himself took aim at Harvard at several points throughout his presidency. In April 2020, after The Crimson reported that Harvard was set to receive nearly \$9 million from a federal stimulus program passed by Congress, Trump called on the University to "pay back" the money. Under pressure from an array of GOP lawmakers, Harvard eventually said it would not accept any of the federal funds.

Bacow also led Harvard as it was pulled to the forefront of the debate over the use of race in college admissions. A 2014 lawsuit challenging Harvard College's race-conscious admissions policies is set to be taken up by the Supreme Court in the fall, putting in doubt the future of affirmative action in American higher education. During Bacow's tenure, the school won a trial in federal court in Boston over the anti-affirmative action group Students for Fair Admissions, along with a subsequent appeal.

Under Bacow, Harvard took a major step in reckoning with its ties to the institution of slavery, acknowledging in a landmark report released in April that slavery "powerfully shaped Harvard." Upon the release of the report, the Harvard Corporation committed \$100 million to redress the University's

slavery ties.

Bacow's tenure was not marked by the controversy or tumult characteristic of the Summers era. But in September 2019, Bacow used the 13th Amendment to compare Harvard's donors with slaves — a remark he later apologized for.

Bacow often clashed with campus activists during his presidency — including students and alumni calling for the University to divest its endowment from fossil fuels. Bacow for years voiced opposition to divestment, arguing the University's endowment should not be used for political means. But in a surprise move, he announced in September 2021 that Harvard would allow its remaining investments in the fossil fuel sector to expire.

Bacow also oversaw the end of a high-profile controversy that began under his predecessor, Drew G. Faust, who presided over an effort to sanction members of single-sex social groups on campus. In June 2020, Harvard dropped the social group sanctions following a Supreme Court decision on sex discrimination. The College first announced sanctions in 2016, seeking to prevent members of final clubs and single-gender Greek organizations from receiving fellowships, athletics captaincies, and leadership posts in extracurricular groups. The controversial sanctions were first applied to the Class of 2021.

Bacow's tenure was also marked by the continued expansion of Harvard's campus in Boston's Allston neighborhood, where the school has run into intense opposition from local residents and officials.

The search for Bacow's successor is likely to begin soon. The last presidential search lasted seven months, while the selection of Bacow's predecessor, Faust, took almost a year.

**Like just about everyone who comes here, I was in awe of the place—its history, its reputation, and its impact on all of American higher education.**

Lawrence S. Bacow  
University President

With Lee, the Corporation's senior fellow, and Executive Vice President Katherine N. Lapp stepping down from their posts this summer, Bacow's announcement coincides with a major shakeup of the University's top leadership.

"Like just about everyone who comes here, I was in awe of the place—its history, its reputation, and its impact on all of American higher education," Bacow wrote Wednesday. "Fifty years later, I am still in awe but for different reasons."

"I have never been prouder to be part of this University than I am today," he wrote.

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EXODUS FROM PAGE 1

# Bacow Joins Higher Education Exodus

February to serve as U.S. Ambassador to Germany.

An array of local higher education leaders have also called it quits this year. MIT President L. Rafael Reif and Tufts President Anthony P. Monaco — who lead Harvard's two closest neighbors — recently announced plans to depart at the end of the 2022 and 2023 academic years, respectively. The presidents of Amherst College, Worcester Polytechnic Institute, and Emmanuel College have all also announced they will exit in the coming months.

L. Jay Lemons, president of the recruiting firm Academic Search, said an array of challenges — not just Covid-19 — may contribute to the mass exodus, pointing to state-level political headwinds some higher education leaders face, among other issues.

"What might appear to be some clumping could be a bit a consequence of Covid, but is more likely a bit more complicated phenomenon than it may appear on the surface," Lemons said.

Former Ohio University President Roderick J. McDavis, who leads the higher education executive search firm AGB Search, said the pandemic's challenges may have caused leaders to depart earlier than originally anticipated.

"The last two years in higher education can be compared, really, to about three to five years in terms of the amount of stress that people have been under," he said.

"The fact that many of the presidents that probably had planned to serve a few more years have reached a point where they're deciding to step

down is very much a national trend." Some search firm executives said the pandemic may lead schools to prioritize crisis management skills when selecting new leaders.

Another potential factor in the wave of departures: age.

The American Council on Education, a leading education nonprofit, noted in its 2017 American College President Study that presidents were "slightly older" than their counterparts from five years ago. The report predicted higher turnover in top posts due to retirement and shorter tenures in the following years. Bacow, 70, was tapped to serve as president of Harvard in December 2018 after previously serving as president of Tufts.

Lemons called Bacow's tenure at Harvard an "unexpected second act."

In the first four years of his presidency, he steered the school through an array of crises — most notably, Covid-19 — and battled the virus twice himself. Nietzel said broader shifts in higher education may have also influenced leaders, pointing to a growing erosion of trust in institutions — including universities. "Major social institutions across the board have come under not just scrutiny, but face cynicism from a large segment of the public — and there's been a particular aim at elite universities in that regard," Nietzel said. "Harvard would be at the top of that list."

"I think it does take a toll to defend universities against those kinds of attacks," he said. "Understandably, presidents get tired."

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# IN PHOTOS

## Bacow's First Four Years

University President Lawrence S. Bacow's first four years at Harvard have been marked by pomp, protest, and the pandemic. Below are the images of his presidency so far, from his inauguration to Commencement 2022.



University President Lawrence S. Bacow shakes hands with graduating students in the Class of 2022 at their Commencement ceremony on May 26. JULIAN J. GIORDANO—CRIMSON PHOTOGRAPHER



Bacow spoke in April 2022 after Harvard released a landmark report detailing its legacy of slavery. JULIAN J. GIORDANO—CRIMSON PHOTOGRAPHER



In a December 2021 interview with The Crimson, University President Lawrence S. Bacow spoke about Harvard's return to in-person operations. JOSIE W. CHEN—CRIMSON PHOTOGRAPHER



Lawrence S. Bacow, then president-elect of Harvard, runs along the Charles River with Fifteen Minutes Magazine writer Luke W. Xu '20 in April 2018. KAI R. MCNAMEE—CRIMSON PHOTOGRAPHER



Lawrence S. Bacow responds to divestment protesters who interrupted an Institute of Politics event in 2019. AMY Y. LI—CRIMSON PHOTOGRAPHER



University President Lawrence S. Bacow speaks to Sally Chen '19 at a February 2019 demonstration, where students and alumni called for the creation of an Ethnic Studies program at Harvard. AMANDA Y. SU—CRIMSON PHOTOGRAPHER



During a 2019 visit to China, University President Lawrence S. Bacow spoke about the value of academic freedom and met with Chinese President Xi Jinping. COURTESY OF TIMOTHY O'ROURKE



Lawrence S. Bacow stands with his predecessor, Drew G. Faust, at his inauguration ceremony in October 2018. KATHRYN S. KUHAAR—CRIMSON PHOTOGRAPHER