



H



INSPIRATION



IMPACT



IMAGINATION



THE HARVARD CAMPAIGN

**"We are always learning,
not just how to understand the world,
but what to do with our understanding.
We are called to do good in the world,
to build trust in our actions, our words,
our purposes, to serve as a reliable compass
by which to steer toward truth, *veritas*."**

—Drew Gilpin Faust, President Emerita and Lincoln Professor of History



More than **153,000 donors and thousands of volunteers** across Harvard's Schools and across the globe came together to raise \$9.62 billion through The Harvard Campaign, positioning the University to have an even greater impact in the world—now and for generations to come.

What have we made possible together?

Expanding Access to Education

With economic inequality rising around the globe, education is an increasingly vital pathway to better opportunities. One additional year of schooling can increase a person's earnings by up to 10 percent, but the individual and social benefits go well beyond economics. As people achieve higher levels of education, they tend to participate more in their communities; vote and volunteer more often; and generally live longer, healthier, happier lives.

Expanding access to education is one of Harvard's bedrock values. Together, through The Harvard Campaign, we have opened wider the gates of learning. We strengthened our investment in financial aid so that talented undergraduate and graduate students can thrive here—regardless of their financial circumstances. We launched initiatives to train teachers and education leaders who are making a difference in the lives of millions of students, from preschool to high school. We made significant new commitments to generate insights and resources that foster early learning and literacy. And we expanded programs that reach beyond campus to offer diverse educational opportunities for learners of all ages, both locally and around the world.

"The books stand open and the gates unbarred."

—Seamus Heaney LittD '98 (hon.), "Villanelle for an Anniversary"



More Than \$1.3 Billion

given for **financial aid** across the University during The Harvard Campaign

1,678

undergraduate scholarships created, including
more than 650 supported by matching funds
from the Griffin Leadership Challenge

90%

of Harvard Divinity School students
receive scholarship aid, and for **over 50%**
of them that aid covers all tuition and fees

800+



MBA students receive need-based fellowships to attend Harvard Business School each year, and about 7% of each class are the first in their families to go to college

The Winter Coat Fund



helps freshmen buy the gear they need to endure
the cold and snowy months in Cambridge

1 in 5

undergraduates comes from a family earning
less than \$65,000 a year, and their families
pay nothing toward the cost of their education



More than 50%

of Harvard College students receive
need-based scholarships

\$2,000

start-up grant, giving them more
freedom to explore student life



"Harvard gives you everything you need to
become the person you want to be."

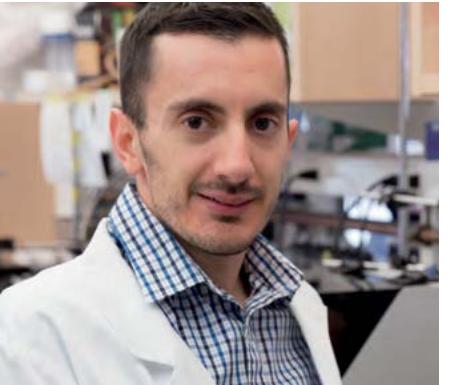
—Gabriela Ruiz-Colón AB '16

Scholarships and fellowships make Harvard possible for extraordinary students who pay this investment forward by becoming innovators in their fields and leaders in their communities.



Dana McKinney MArch '17, MUP '17 believes in the power of design to transform lives. As a dual-degree master's student in architecture and urban planning at the Harvard University Graduate School of Design (GSD), she wrote her thesis on "sensible and sensitive" design alternatives to prison that would help break the cycle of incarceration and poverty. Outside the classroom, she served as president of the African American Student Union and helped organize the School's first Black in Design Conference. After graduation, she moved to Los Angeles to work as an architectural designer for world-renowned architect and fellow GSD alumnus Frank Gehry GSD '57, ArtD '00 (hon.).

"I feel like I've made an impact on the School, and I think the School's made an incredible impact on me. It's given me much more of a voice."



Pedro Lamothe-Molina PhD '17 earned his first college diploma (in engineering) at 17. After adding degrees in medicine and biotechnology, he came to the Harvard Chan School, where he conducted HIV research and completed his PhD in biological sciences in public health. An aspiring physician-scientist in Atlanta, he hopes to continue researching infectious diseases while taking care of patients.



Jing Qiu AB '16, EdM '17 discovered a passion for public service at Harvard College, spending much of her time volunteering for the Phillips Brooks House Association. After serving as president of the student-run service organization during her senior year, the first-generation college graduate completed a Harvard Teacher Fellows residency in Denver, where she now teaches sixth-grade math.



Noah Van Niel AB '08, MDiv '15 played football for the Crimson and performed as an opera singer in Philadelphia before studying at Harvard Divinity School to become an Episcopal priest. "I was able to pursue my true vocation with no concern for debt or financial strain for the few years I was preparing my heart and mind to be a minister."



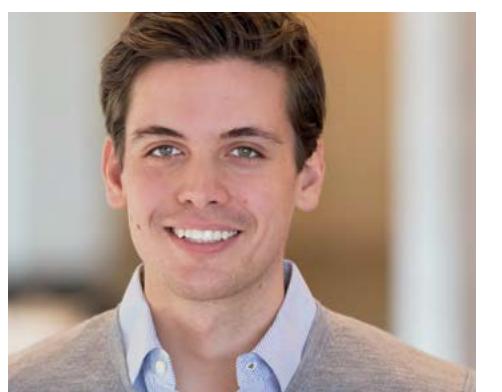
After losing his house in Hurricane Sandy, **Michael Wingate AB '18** found a home at Harvard. Here, he discovered new academic interests in government and philosophy while pursuing his lifelong love of performance as a singer in the Harvard Krokodiloes. "The way I read, the way I sing, the way I act, the way I talk has been informed by every person I've interacted with here."



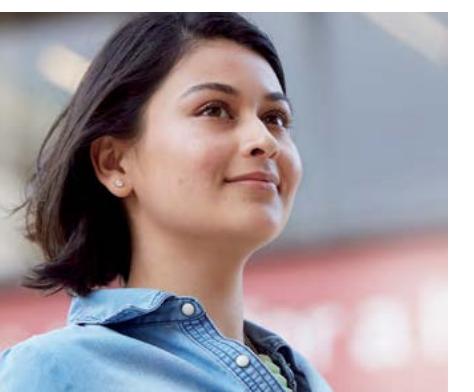
Having received her DMD from the Harvard School of Dental Medicine (HSDM), **Laura Rushford DMD '17, MMSc '20** was able to continue her training with the help of a fellowship. Now a resident in HSDM's Advanced Graduate Education program in prosthodontics, she is returning the favor, mentoring DMD students in the Harvard Dental Center's Teaching Practices.



As a doctoral student in sociology at the Graduate School of Arts and Sciences, **Asad L. Asad PhD '17** received a fellowship from the Radcliffe Institute for Advanced Study to complete his dissertation on immigration law and enforcement. Now a postdoctoral fellow at Cornell's Center for the Study of Inequality, he will join the faculty at Stanford in 2019.



A pilot with a degree in aerospace engineering, **Stefan Schmidt MBA '18** came to Harvard Business School from Germany to develop the business and leadership skills he'll need to join an aviation startup and eventually launch his own. "I'm passionate about connecting people, and I want to use aviation to do that."



Working with community outreach programs in Southern California, **Magali Flores MPH '19** saw how dynamic public health work needs to be. At Harvard, she is exploring how to better serve underrepresented populations and make quality health care accessible to all. "From my perspective—as a first-generation, low-income student and a woman of color—investing in students like me goes a long way."



Dan Crossen MC/MPA '16, MTS '18 won six medals in Nordic skiing at the 2018 Winter Paralympic Games in South Korea; a few months later, he earned his second Harvard master's degree. The Navy SEAL veteran plans to use what he learned at Harvard Kennedy School and Harvard Divinity School to pursue his interest in humanitarian work and human rights.



After taking time off to repair homes in rural West Virginia, **Haley Curtin AB '18** returned to Harvard with a new focus, changing her concentration to religion. She earned her degree in three years while doing construction work to help pay for college, and then joined AmeriCorps, which sent her to a high school on South Dakota's Pine Ridge Reservation. "My degree is such a gift and will hopefully allow me to effect bigger change down the line."



Elorm Avakame MD '18, MPP '18 hopes to use his medical and public policy training to improve the health of underserved communities, not only as a doctor but as an educator, organizer, and activist. "If I can look back at my career and know that I've impacted the community in a positive and indelible way, I'll be satisfied with the work I've done."



After completing four years of service as a logistics officer in the U.S. Marine Corps, **Isabel Marin JD '20** was able to pursue her childhood dream of becoming a lawyer, enrolling at Harvard Law School with support from the Yellow Ribbon Program, which provides veterans with additional funding to cover the full cost of tuition.



Having grown up in Michigan's "Fruit Belt," **Sahar Ashrafzadeh AB '17** knows how difficult it can be to access quality health care in rural areas. Passionate about reducing health disparities both domestically and worldwide, she founded the Harvard College Rural Health Association and served as president of the Harvard Global Health Institute Student Advisory Council. In addition to scholarship aid, the molecular and cellular biology concentrator received a summer fellowship to pursue research on a novel therapeutic treatment for Parkinson's disease. Since graduating, she has continued to work in medicine as a clinical research coordinator at Joslin Diabetes Center in Boston.

"Harvard's resources and financial support have made it possible for me to perform independent research, travel abroad, present at conferences, and afford tuition. For this, I am incredibly grateful."

Cultivating Education Leaders



"People ask me, 'Why did you leave your classroom where you were doing such great work?' The way I look at it, my classroom just got bigger."

—Shanna Peeples EdLD '20, 2015 National Teacher of the Year

Doctor of Education Leadership

The Harvard Graduate School of Education (HGSE) launched the Doctor of Education Leadership (EdLD) program to develop system-level leaders who will transform American preK-12 education. EdLD student cohorts include entrepreneurs, nonprofit directors, principals, teachers, and policy researchers who progress together through a multidisciplinary program taught by faculty from HGSE, Harvard Business School, and Harvard Kennedy School.

The three-year doctorate concludes with a 10-month residency in which students plan and execute capstone projects at partner organizations. Today, the 150 graduates of the first six EdLD cohorts work at a range of organizations—from urban school districts and charter networks to nonprofits and state agencies—and are influencing the lives of more than 10 million students nationwide.

Harvard Teacher Fellows

The Harvard Teacher Fellows (HTF) program provides a pathway into teaching for Harvard College seniors committed to making a positive impact in high-need urban schools. In addition to coursework, fellows do fieldwork at partner schools with coaching from HGSE faculty and mentor teachers. The first 18 fellows graduated in 2017 and are now teaching in classrooms around the country. Grace Kossia AB '16, EdM '17 did her HTF residency at the Urban Assembly School for Applied Math and Science in the Bronx, where she now teaches high school physics: "Teaching is where I knew my passion was and where I felt like I could make the biggest difference."



"There are a lot of unanswered questions that parents, communities, policymakers, and school districts are grappling with. This study has the potential to change the national conversation about early education."

—Nonie Lesaux, Juliana W. and William Foss Thompson Professor of Education and Society

Early Learning Study

According to an analysis of 22 studies published over 46 years, children who participate in high-quality preschool programs are less likely to be placed in special education or repeat a grade and more likely to graduate from high school. But the reason for these gains is not fully understood, nor is the impact of informal educational environments on children's development.

An ambitious new Harvard study will help fill in these gaps, moving beyond the question of whether preschool works to explore why it works and under what conditions. Led by the Saul Zaentz Early Education Initiative at HGSE, the Early Learning Study at Harvard will follow a demographically representative sample of three- and four-year-olds from across Massachusetts into their elementary school years and beyond. The goal is to produce a new generation of rigorous research to inform a scalable improvement strategy for early education.

Investing in Early Learning





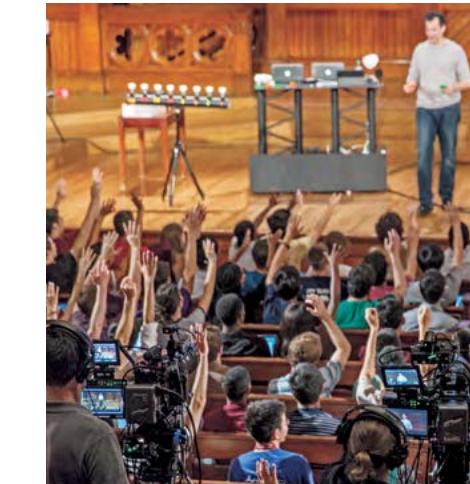
The hands-on "Science and Cooking for Kids" summer program at the Harvard Ed Portal uses the kitchen as a lab to teach local fifth, sixth, and seventh graders about the science behind what they eat.

"Everyone has some sort of food that excites them, and often that's what it takes—to find one point of interest they can use as a springboard to jump off and explore science."

—Frank Mooney, Program Leader

A Community of Learners

Through initiatives like the Harvard Ed Portal, HMS MEDscience, HarvardX, and the Crimson Summer Academy, Harvard provides educational opportunities that extend well beyond the campus community.



Whether they want to try their hand at ceramics, brush up on their computer skills, learn more about soft robotics, or take a yoga class, Allston-Brighton residents can do it all and more through the **Harvard Ed Portal**. Connecting the Allston-Brighton community to Harvard educational resources, both in person and online, the Ed Portal provides youth and adult programming in creative and performing arts, science and technology, wellness and recreation, and workforce and economic development.

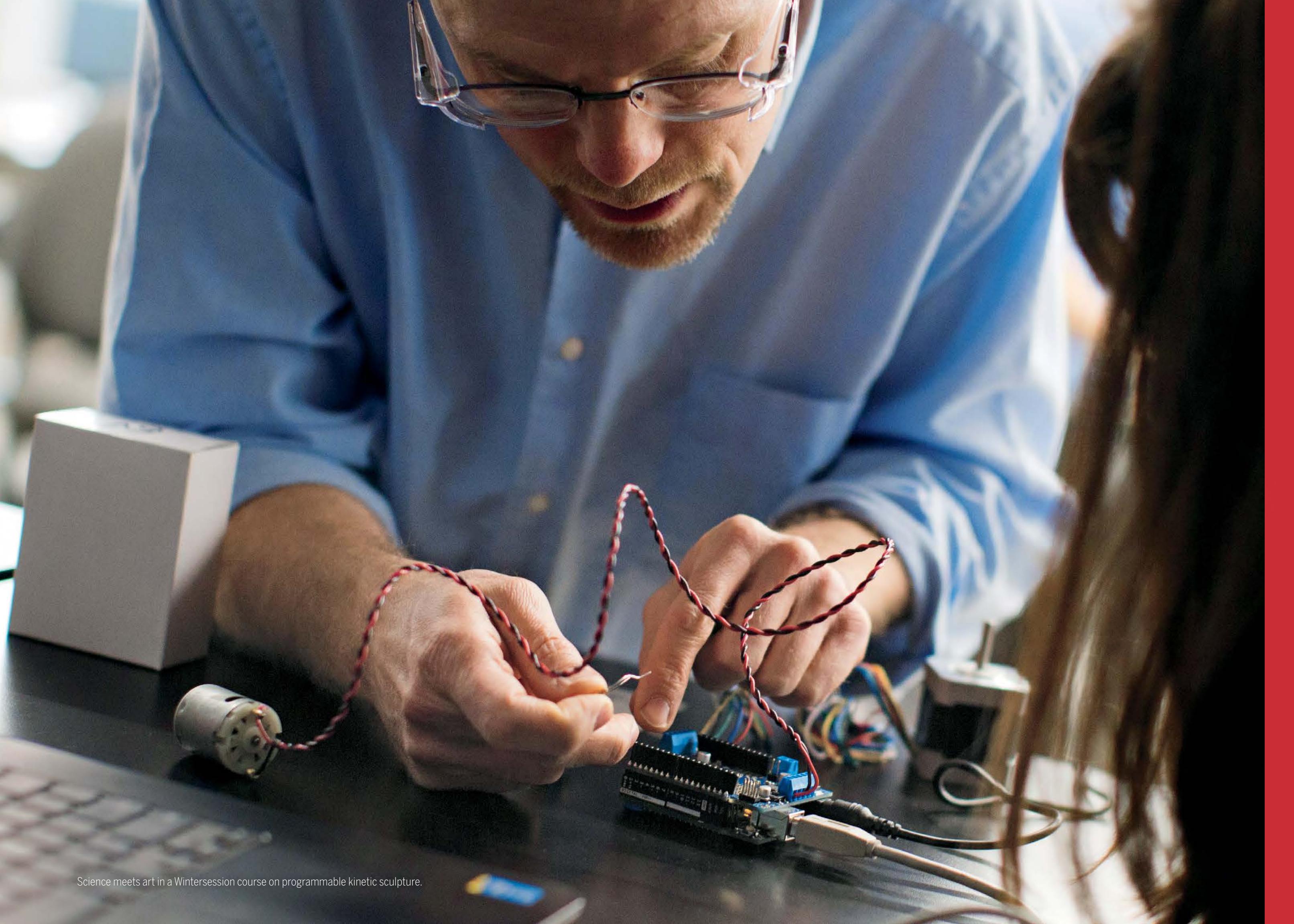
HMS MEDscience helps Boston high schools engage their students in STEM education through hands-on experiences. In addition to classroom instruction, students apply what they've learned to patient care situations in the MEDscience Simulation Lab at Harvard Medical School. Justin Owumi was one of the very first MEDscience students; he now volunteers for the program while attending medical school at Tufts University: "During MEDscience was when I said to myself: I can really do this."

HarvardX reaches millions of online learners around the world who are putting that knowledge to work in their own communities. For example, a high-tech placement firm in St. Louis uses the computer science course CS50x to help train aspiring programmers. More than 8,000 miles away, a conglomerate in Mumbai, India, enrolled its entire medical staff in the public health course PH207x to learn how to apply the principles of biostatistics and epidemiology in their research.

Through the **Crimson Summer Academy** (CSA), low-income students from Boston, Cambridge, and Somerville high schools spend parts of three summers on campus, attend lectures by Harvard faculty, and receive mentoring from Harvard students. The academy provides a boost in confidence as well as knowledge, helping students to realize that college is within their reach. A measure of the program's success, 94 percent of CSA graduates have gone on to earn a degree at universities across the country.

"My dream was coming to Harvard. The Crimson Summer Academy helped me see it as a goal rather than just a dream."

—Meyling Galvez AB '19



Sparkling Innovation and Entrepreneurship

Disruptive innovation. Design thinking. Venture incubation. These terms permeate our lexicon, but they're more than just buzzwords; they're products of a widespread cultural embrace of new ideas, new technologies, and new ways of solving problems. Innovation is all around us, and its pace is increasing. Consider that more than a quarter of the 10 million U.S. patents issued since 1836 have been granted in the last decade alone. Entrepreneurs across sectors—from government to education, health care to the arts—are benefiting from the proliferation of pitch competitions, startup accelerators, and public maker spaces.

Harvard has long been an engine of discovery, and The Harvard Campaign is fueling the next wave of creativity and innovation. Together, we ushered in a new era for engineering and applied sciences education—grounded in the liberal arts—to prepare generations of problem solvers who are informed by the best thinking across disciplines. We enhanced our incubator ecosystem and created research grant programs to help path-breakers and risk-takers pursue their bold ideas. And we designed versatile fabrication spaces and expanded course offerings to equip students with the technical and intellectual resources to tackle global challenges.



Adapting to the wearer's movement and delivering supportive force where needed, **soft exosuits** can be used to restore mobility in people with limited motor function or to ease the burden of soldiers and others who carry heavy loads.

SEAS Rising

Galvanized by significant Campaign support, including a transformative endowment gift, the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS) has emerged as a vital hub of activity in the University's thriving innovation and entrepreneurship community. From building a swarm of robots that can arrange themselves into complex shapes to 3D printing an organ using biomimetic materials, SEAS faculty and students are pioneering discoveries and inventions that are transforming the way we interact with our world.



A team of computer science and applied math concentrators collaborated to design Sous Chef, a mobile app that **helps visually impaired people** prepare meals by reading the recipe aloud and using computer vision tools to assist with the cooking process.

SEAS and Wyss Institute researchers used **3D printing technology** to fabricate a functional subunit of the kidney, a foundational step toward the goal of printing human tissues and organs for use in drug screening, disease modeling, and regenerative medicine.

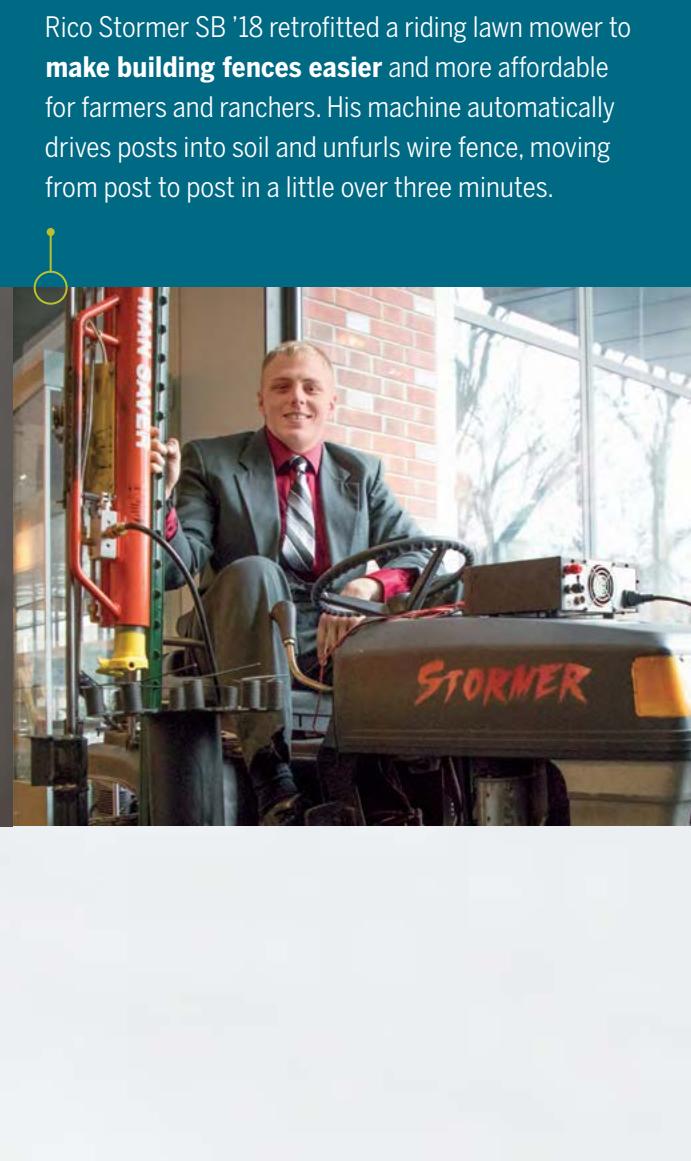
A flat artificial eye that can change its focus in real time and correct for aberrations, such as astigmatism, the **adaptive metalens** could be used in a variety of optical devices, including eyeglasses, cameras, and microscopes.



Looking for a serene place to meditate? "Introduction to Computer Science" (CS50) students Christine Hong AB '19 and Tim Gallati MDiv '18 have an app for that. VReflections immerses users in a **virtual reality** environment modeled on the Society of Saint John the Evangelist's monastery in Cambridge.



A nickel-sized **cyborg stingray** that swims using light-activated heart muscle cells could revolutionize tissue engineering, leading to the development of artificial organs and biological robots.



Rico Stormer SB '18 retrofitted a riding lawn mower to **make building fences easier** and more affordable for farmers and ranchers. His machine automatically drives posts into soil and unfurls wire fence, moving from post to post in a little over three minutes.

take risks.

"As a scientific community, we aspire to

What is needed to achieve those aspirations is often simply the

means to begin."

—Randy Buckner, Professor of Psychology and Neuroscience



Kairn Brannon SB '17 developed a portable, solar-powered **drone charging station** that could be installed in rural areas to extend the range of drones delivering medical supplies to people in developing countries with inadequate road systems.

"As an engineer, I try to seek out projects that have meaning. The idea that this project could positively impact the lives of people in need around the world fueled me to keep working at it."

Over 1,000 undergraduate concentrators,
an increase of

248%

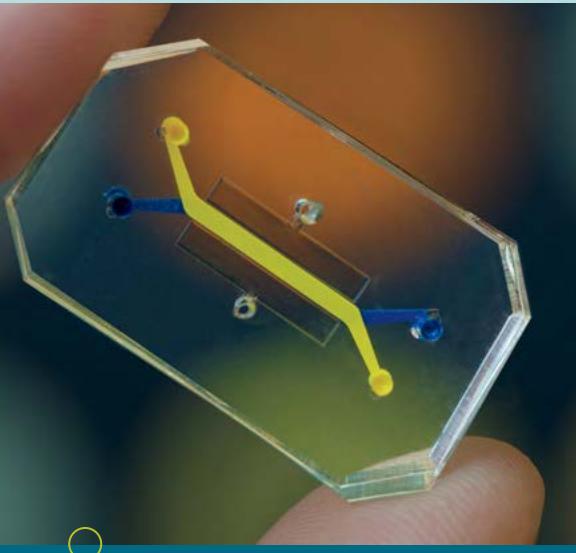
since the School's inception in 2007

50%

expansion of the computer science faculty, bolstering the most popular SEAS concentration

More than
55%

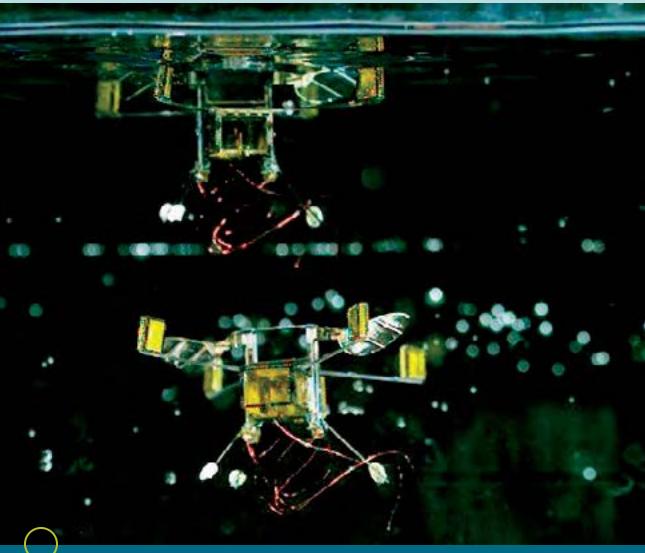
increase in master's and doctoral students since 2007



"Organs-on-Chips"—microdevices that mimic the architecture and functions of living human organs—offer a potential alternative to animal testing that could accelerate drug development and advance personalized medicine.



Containing no rigid parts and powered by energy from a chemical reaction, the Octobot is the world's **first entirely soft, autonomous robot** and could pave the way for a new generation of such machines.



Able to fly, perch, and jump from water to air, the tiny **RoboBee** is a breakthrough in microrobotics with numerous applications, including search and rescue operations and environmental monitoring.

Traditional science funding sources tend to be conservative, often passing on high-reward endeavors that are deemed too risky. The Star-Friedman Challenge for Promising Scientific Research bridges this gap, providing seed funds for Faculty of Arts and Sciences professors to pursue interdisciplinary and potentially groundbreaking research projects. Launched in 2014, the program is now expanding to include faculty from Harvard Medical School and the Harvard T.H. Chan School of Public Health.



Chasing Cosmic Waves

A fraction of a second after the Big Bang, the universe underwent a period of exponential expansion, producing gravitational waves that left telltale patterns in the radiation that permeates all of space. By making it easier to analyze those patterns, assistant professor of physics **Cora Dvorkin** hopes to gain a window into the physics of the early universe.



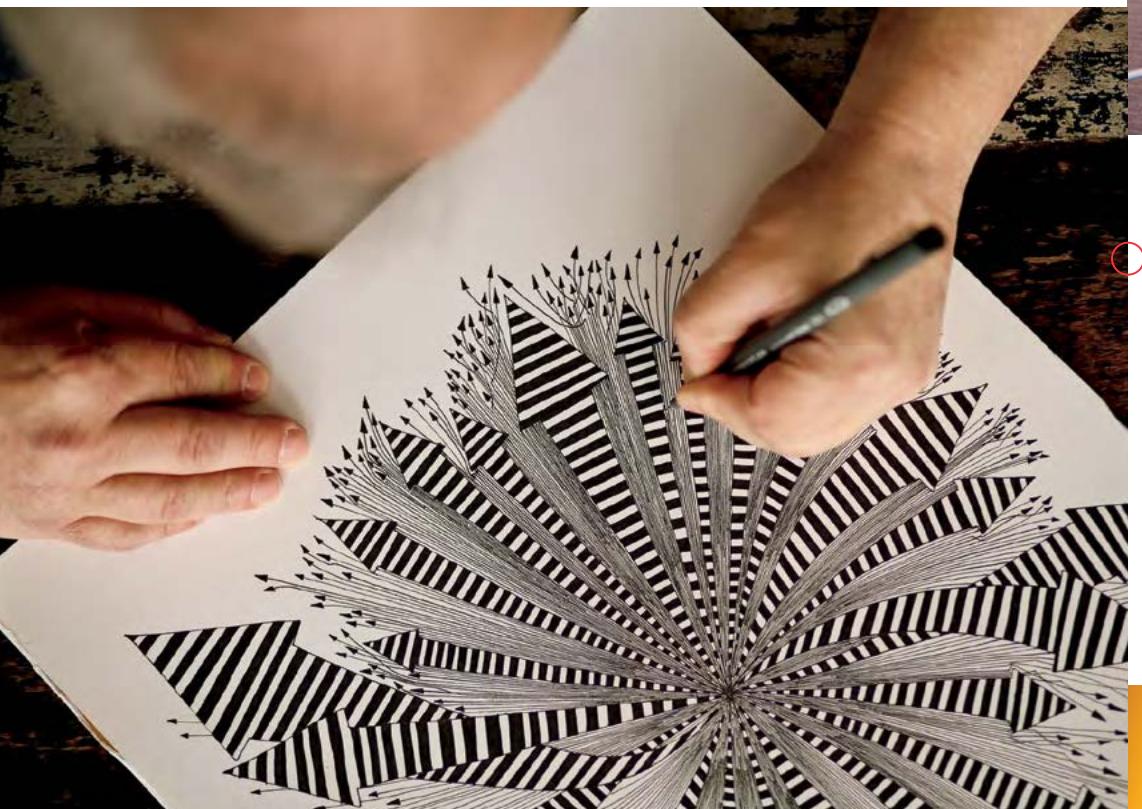
Preventing Suicide

Suicide is the 10th leading cause of death in the U.S., and the second leading cause among people age 15–34. A team led by Edgar Pierce Professor of Psychology **Matthew Nock** is trying to change that by using data collected from smartphones and wearable sensors to identify when people are at risk and intervene before they become suicidal.



Learning About Language

Where does language come from? Working with deaf students in Nicaragua, professor of psychology **Jesse Snedeker** and colleagues are collecting data on shared words, grammatical rules, and social networks. Their goal is to understand how these students' language has changed over time, providing new insight into the dynamics that drive the evolution of language.



A prime example of the interdisciplinary collaboration that flourishes within the Innovation Labs, Vaxess Technologies was founded by an MBA student, a law student, a public policy student, and a chemistry postdoc. As an i-lab venture team, Vaxess won the grand prize in the 2012 President's Innovation Challenge for its plan to **use silk to stabilize vaccines** and eliminate the need for refrigeration in transport and delivery. Now based in the Life Lab, the company is continuing to develop its silk biopolymer technology.



ArtLifting cofounder Liz Powers AB '10 has taken advantage of both the i-lab and the Launch Lab to translate her vision of a **marketplace for homeless and disabled artists** into a full-fledged business. "Being surrounded by other entrepreneurs allowed us to limit the time spent researching how to build a business and go straight to a solution," Powers says. Since launching with four Boston artists in 2013, the social enterprise has blossomed into a network of 145 artists in 20 states who are selling their work through ArtLifting.



The **Harvard Innovation Labs** empower students, faculty, and alumni to turn their creative ideas into companies, products, and services that make an impact in the world. Since 2012, the i-lab, Launch Lab X, and Pagliuca Harvard Life Lab have collectively incubated more than 1,000 venture teams encompassing all of Harvard's Schools and a wide range of fields and industries.

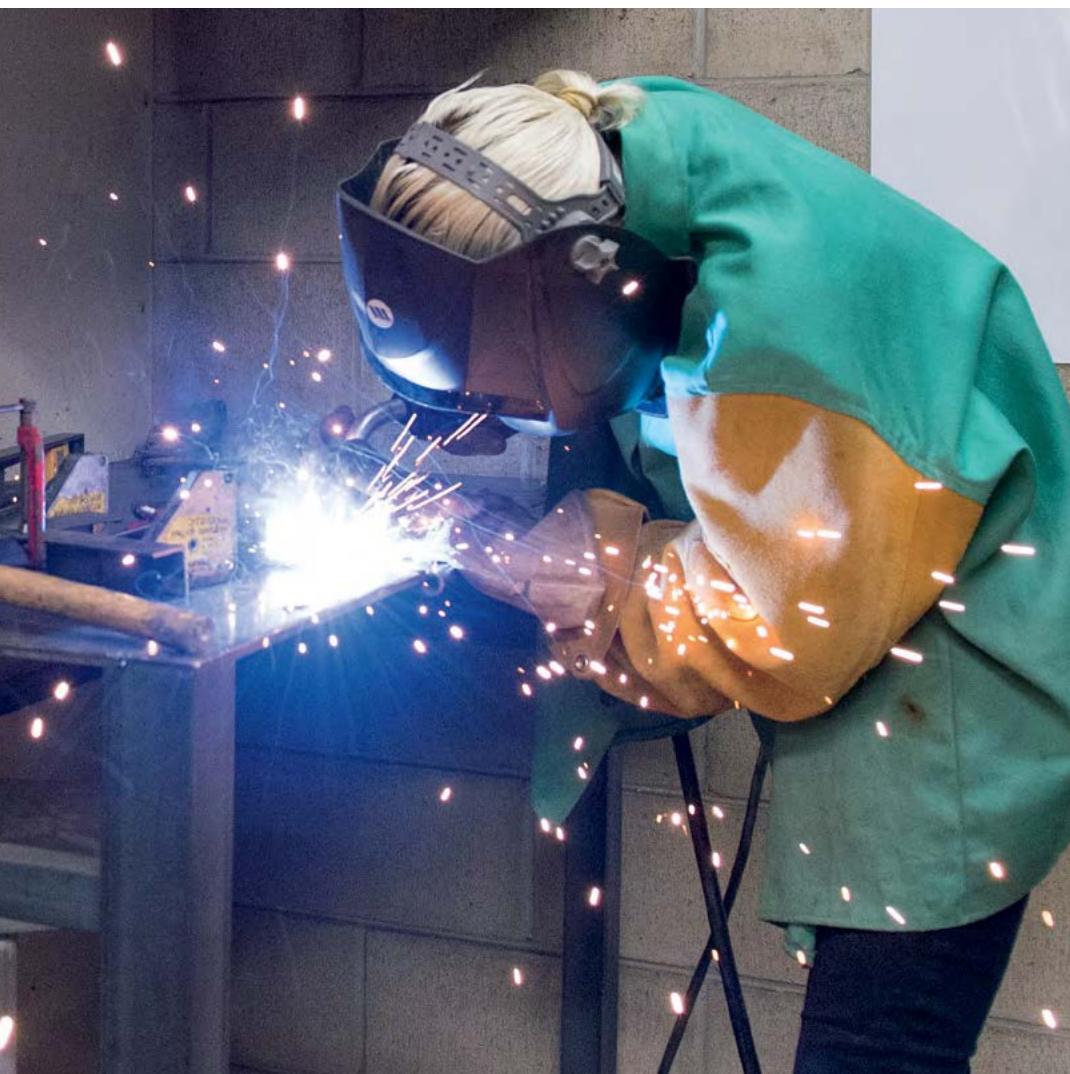
Years before coming to the i-lab, Two Rabbits began in the forests of Cameroon. Working with the seminomadic Baka people, founder Sarah Strader EdM '17 developed a culturally adapted curriculum that uses songs, stories, and games recorded on hand-crank MP3 devices to help Baka children **build literacy, numeracy, and life skills**. Now the startup, which won the Crowd Favorite prize in the 2017 President's Innovation Challenge, is exploring how its model could be used to educate children in other remote places.

Equipping Entrepreneurs



Some of the most significant innovations in education have come from visionary entrepreneurs, but promising solutions often fail to reach the students who most need them. The Graduate School of Education's **Scaling for Impact** program helps leadership teams of nonprofit education enterprises discover successful strategies to expand, adapt, and sustain their ventures to achieve greater impact.

Responding to surging student interest in courses focused on real-world problem solving, three other Schools are collaborating on an expanded interdisciplinary curriculum related to innovation and entrepreneurship. Through the **Lemann Foundation Innovation Fund**, faculty members across Harvard College, SEAS, and Harvard Business School are invited to propose and develop new courses, ranging from smaller seminars to larger, lecture-based classes.



Hands-on experience and experimentation with different building materials and processes are integral to the development of architects, planners, and designers. The Graduate School of Design's **Fabrication Lab** gives students access to a wide range of equipment, from 3D printers and scanners to wood and metalworking tools, as well as technical support for prototyping and testing their designs.





SPOTLIGHT ON:

Confronting Climate Change

Our climate is changing. Seventeen of the 18 warmest years on record have occurred since 2001, contributing to rising sea levels and increasingly extreme weather, with ramifications for every aspect of life on earth. Confronting this multifaceted problem requires multidisciplinary solutions. Driven by Campaign support, Harvard is harnessing expertise across fields—from economics to engineering and public health to public policy—and turning the campus into a living laboratory to help chart a course toward a sustainable future.



MANAGEMENT

Not Business as Usual

MBA students in the Harvard Business School course "Technology and Operations Management" did their own analyses of companies' efforts to adapt to climate change. They considered a range of issues and industries, such as how Coca-Cola is responding to water scarcity and how Allstate is managing risk related to severe weather.



HUMANITIES

Bridging Stories and Actions

Renowned author and environmental activist Terry Tempest Williams has been a guest at the White House, camped in remote regions of Utah and Alaska, and worked as a "barefoot artist" in Rwanda. In 2017–2018, she began exploring the spiritual implications of climate change as a writer-in-residence at Harvard Divinity School.



DESIGN

A House That Produces Energy

Harvard's Center for Green Buildings and Cities transformed its headquarters, a pre-1940s house in Cambridge, into a prototype of ultra-efficiency that produces more energy than it consumes. A working example of the center's goals, the project—dubbed "HouseZero"—creates a blueprint for reducing global energy demand by retrofitting inefficient buildings.



CLEAN ENERGY

Fueling Climate Research

An answer to the global energy crisis could actually grow on trees. Inspired by photosynthesis, Harvard researchers have created a "bionic leaf" that converts sunlight into liquid fuel. This revolutionary invention is just one of more than 30 innovative projects supported by the Climate Change Solutions Fund, which has awarded nearly \$4 million in grants since 2014.



DATA SCIENCE

Change in the Air

Is air pollution killing us? To find out, a team led by Francesca Dominici—Clarence James Gamble Professor of Biostatistics, Population, and Data Science and co-director of the Harvard Data Science Initiative—analyzed terabytes of data from air monitoring stations and Medicare claims. They found that cutting fine particulate matter by just one microgram per cubic meter of air could save about 12,000 lives nationwide each year.



LAW & POLICY

An Environment for Leaders

Harvard Law School students in the Emmett Environmental Law and Policy Clinic created a manual to help citizen scientists navigate legal obstacles, challenged actions to develop public lands, and assisted municipalities in implementing building efficiency standards—and that was just in one year. "Students working in the clinic are gaining both the wisdom and the skills to become the leaders our world needs," says Jody Freeman LLM '91, SJ '95, Archibald Cox Professor of Law and director of the Environmental and Energy Law Program.



ENGINEERING

Building a Better Battery

Solar farms and wind turbines can generate enough power to reduce reliance on fossil fuels, but better storage is needed for when the sun isn't shining and the wind isn't blowing. To overcome this limitation, Harvard researchers designed a new organic flow battery that could store and release energy tens of thousands of times over multiyear periods.



ECONOMICS

Making Sense of Climate Costs

When the temperature goes up, our productivity goes down. Jisung Park PhD '17—a postdoctoral affiliate of the Harvard Environmental Economics Program—studies this and other economic consequences of climate change. For example, Park found, students taking a test on a 90-degree day have a 12 percent higher likelihood of failing than on a 72-degree day.

Modeling Sustainability

Building on successful efforts to reduce the University's carbon footprint, our climate action plan sets an ambitious goal to end fossil fuel use on campus by 2050.

OUR ENERGY GOAL

FOSSIL FUEL-FREE BY 2050



OUR PROGRESS

NET EMISSIONS REDUCTION*



Equivalent to the emissions released by 18,253 cars annually



OUR WATER USE GOAL

30% REDUCTION BY 2020



OUR PROGRESS

WATER USE REDUCTION*



Equivalent to 180 million gallons—enough to fill Blodgett Pool 240 times



*From 2006 to 2017



Inside the Bok Center's Learning Lab Studio

Advancing Knowledge Across Boundaries

Breakthroughs in computing and communications technology have revolutionized the way we create and share knowledge, connecting billions of people and putting a galaxy of information at our fingertips. Ninety percent of all data in existence has been generated in just the last two years, and this deluge of data—and our ubiquitous access to it—has only intensified our thirst for learning. In this era where every answer yields more questions, teaching and scholarship are crucial to harnessing our unprecedented interconnectivity to better understand the world around us.

Through The Harvard Campaign, we bolstered our community of teachers and scholars, empowering them to disseminate knowledge more widely and more effectively. We introduced new cross-disciplinary degree programs, encouraging students to pursue passions at the intersections of Schools and fields. We created innovative tools and platforms to enhance teaching in the classroom and beyond, reaching learners across campus and across continents. We invited the world to explore our libraries and museums, engaging with the collections in person and online. And we invested in cyberspace research, convening experts from diverse backgrounds to help navigate the challenges and opportunities of the information age.



Across the Schools, **professorship programs** fuel the transformative work of junior faculty and tenured scholars.



"HBS is very open to developing big ideas."

Through the associate professorship program, Harvard Business School has developed a pipeline of talent by recruiting outstanding young academics and providing them with wide-ranging support at a pivotal stage of their careers as they extend their research and teaching into new fields of inquiry. For **Raffaella Sadun**, Thomas S. Murphy Associate Professor of Business Administration, her associate years have included interviewing 15,000 managers in 34 countries as part of her research on the economics of productivity, management, and organizational change.



"Having a strong academic study of religion beside the vocational life has enriched me; it adds to the music."

Radcliffe Professorships have helped the University attract distinguished scholars in different fields by offering them research fellowships at the Radcliffe Institute for Advanced Study during their first years at Harvard. **Braxton Shelley**, Stanley A. Marks and William H. Marks Assistant Professor at the Radcliffe Institute and assistant professor in the music department, brings years of experience as a composer, pianist, choir director, and minister to his intellectual pursuit of spiritual music.



"Academic work has a long time horizon. Recognition like this is a giant boost of energy."

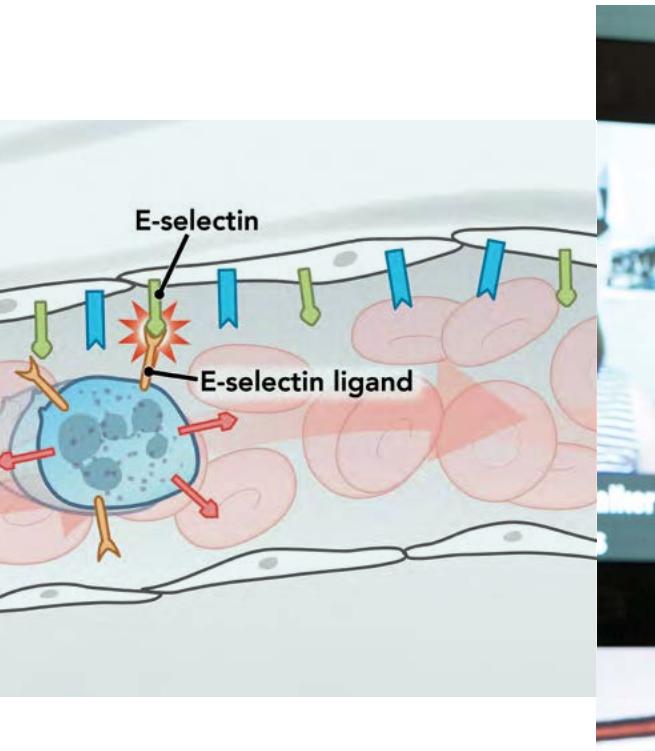
Recognizing tenured faculty for sustained excellence in leadership, teaching, and research, Arts and Sciences Professorships are the highest honor conferred by the Faculty of Arts and Sciences. **Mary C. Waters**, John L. Loeb Professor of Sociology and recently appointed PVK Professor of Arts and Sciences, has spent her entire 32-year career at Harvard, focusing on issues of immigration, intergroup relations, and racial and ethnic identity.

Fostering Innovative Teaching

HarvardX

More than 6.5 million people from 193 countries have signed up to learn from Harvard faculty through HarvardX—a University-wide initiative dedicated to creating open online learning experiences that expand global access to knowledge and enhance residential education on campus. With more than 170 course offerings to date, HarvardX covers the spectrum of disciplines taught across the University.

In addition, several Schools have developed their own distinct online learning programs that offer specialized training in various aspects of business, education, leadership, medicine, and public health.



HIGHLIGHTS FROM THE ONLINE COURSE CATALOG

- The Graduate School of Design's inaugural HarvardX course, "The Architectural Imagination" explores the principles of architecture through historical analysis of exemplary buildings coupled with hands-on exercises in drawing and modeling.
- More than 200,000 people have enrolled in Harvard Divinity School's "World Religions Through Their Scriptures" series, which includes modules taught by renowned scholars of Christianity, Judaism, Buddhism, Hinduism, Islam, and Sikhism.
- The first HarvardX course to feature adaptive learning technology that tailors material in response to student performance, "Super-Earths and Life" examines the age-old question: Are we alone in the universe?
- "Poetry in America" surveys nearly 400 years of American poetry through video lectures, archival images and texts, expeditions to historic sites, interpretive seminars, and interviews with poets and other distinguished guests.
- HBX's "Sustainable Business Strategy" uses interactive case studies of leading companies to illustrate how purpose-driven firms can thrive while also driving solutions to some of society's greatest challenges.
- Taught by an interdisciplinary team of medical faculty and practitioners, Harvard Medical School's five-course "HMX Fundamentals" series focuses on the foundational concepts of physiology, immunology, genetics, biochemistry, and pharmacology.

The Learning Lab at the Derek Bok Center for Teaching and Learning

The Bok Center's Learning Lab works with faculty and students to design and implement creative new materials and assignments for Harvard courses. Undergraduate and graduate fellows provide wide-ranging support, testing prototypes and offering training on a variety of tools and media. Fellows have led workshops on infographic and game design for social anthropology students, developed guides for storyboarding and visual creation for neurobiology students, designed and supported a daily video journal for dance students, and run hackathons for students curating virtual museum exhibitions.

"Faculty are hungry for opportunities to experiment, prototype, and test new ideas in teaching that have the potential to transform the effectiveness of their courses."

—Robert Lue PhD '95, Richard L. Menschel Faculty Director of the Derek Bok Center for Teaching and Learning

"The collaborations and conversations that get started here seem to be transforming education at Harvard from the inside out."

—Erin Driver-Linn ALM '95, PhD '01, Founding Director of the Harvard Initiative for Learning and Teaching

Learning from the Collections

Harvard's renowned libraries and museums offer a vast treasure trove of research and teaching resources for faculty and students to explore—both on campus and online.

To enhance access to their rich and varied collections, Harvard libraries have digitized thousands of historical photographs, books, music scores, maps, and other rare materials. When complete, the **Colonial North America Project** will make available to the world approximately 470,000 digitized pages of primary source documents that reveal much about life in North America during the 17th and 18th centuries.



The documents and objects in the **Schlesinger Library's 75th anniversary exhibition** at the Radcliffe Institute evoke the stories of women's lives through the ages. The Harvard Campaign has supported the library's efforts to diversify its collections across racial, ethnic, socioeconomic, political, and geographic lines to create a more complete picture of American women's history.



Students in the two-part "Humanities Colloquium" course embark on a tour of literary legends spanning thousands of years, from Homer to Shakespeare to James Joyce. But they don't just read these great works; they examine many of them up close in the collections of Houghton Library and the Harvard Art Museums.

In the graduate seminar "Minding Making: Art History and Artisanal Intelligence," students learn about the technical skills and craftsmanship behind artmaking through looking sessions and hands-on workshops at the Harvard Art Museums and the Carpenter Center for Visual Arts.



Crossing Disciplines, Combining Passions

Harvard offers more than 20 formal cross-School degree programs that allow students to pursue knowledge and skills at the nexus of engineering, design, business, law, medicine, public policy, and other fields.



"The MDE program has been a really great experience for me. I've learned that it's necessary to look at the whole system when tackling a problem."

An architect with an engineer's eye for problem solving, **Jeremy Burke MDE '18** is interested in how groups of spaces can come together to create a community. As a student in the Master in Design Engineering program (jointly taught by faculty from the Graduate School of Design and the Harvard John A. Paulson School of Engineering and Applied Sciences), Burke worked on a concept for a cluster of regional agricultural facilities supporting small- and mid-scale farmers—a venture he has continued to develop through the Harvard Innovation Labs.

"It's exciting that my work will make a tangible difference in people's lives."

When a childhood speech impediment left **Tommy Tobin JD '16, MPP '16** struggling to be understood, food became a way for him to connect with others—sparking a fascination with language and a commitment to food justice issues. His passions merged at Harvard, where he studied at Harvard Kennedy School (HKS) and Harvard Law School (HLS), served as president of the Harvard Food Law Society, participated in HLS's Food Law and Policy Clinic, and held editing posts with both the *Harvard Journal on Legislation* and the *Harvard Law and Policy Review*.



"I want to be a physician and advocate for millions of people."

Whether she's scrubbing in for surgery or pushing for policy changes, **Samia Osman MD '16, MPP '17** wants to be on the front lines of health care. The aspiring trauma surgeon honed both her surgical and policymaking skills at Harvard, earning concurrent degrees from Harvard Medical School and HKS. As president of Harvard's chapter of the American Medical Association, student representative to the Massachusetts Medical Society, and national student president of the American Medical Women's Association, Osman was instrumental in driving changes in medical education practices, including a resolution giving postpartum medical students time to nurse during exams.



Exploring and Safeguarding the Frontiers of Cyberspace

Berkman Klein Center for Internet & Society

Should access to a free and open internet be a human right? What are the ethical implications of artificial intelligence? Are digital currencies the future of money? The Berkman Klein Center for Internet & Society drives pioneering research into these and other big questions at the intersections of technology, law, and society. The interdisciplinary, University-wide center—housed at Harvard Law School—is home to over 500 fellows, staff, faculty, and affiliates from more than 40 countries who are engaged in cutting-edge work to address the ever-evolving challenges and opportunities of the digital era. Committed to forging connections and sharing ideas, the center has hosted more than 1,000 events, workshops, and conferences; produced more than 700 videos and podcasts; and published more than 250 reports, papers, and books.

Belfer Center for Science and International Affairs

For all the benefits of increased global interconnectedness, the internet has also given rise to new dangers. Responding to these emerging threats, Harvard Kennedy School's Belfer Center for Science and International Affairs launched two projects focused on better understanding and protecting against cyber and information attacks:

- Defending Digital Democracy draws upon a bipartisan team of political operatives and national security and technology leaders to develop tips, tools, and training to protect democratic processes and systems, including practical "playbooks" and tabletop exercises to help directly train campaign and election officials.
- The Cyber Security Project convenes experts from diverse backgrounds—among them journalists, programmers, members of the armed forces, psychologists, political scientists, and business leaders—to tackle pressing national security challenges such as how to secure critical infrastructure against cyber attacks.

"Disruptive technological change cannot be stopped, but it can—and must—be shaped for overall human good."

—Ash Carter, Director of the Belfer Center for Science and International Affairs



Strengthening Global Engagement



The Harvard Campaign has helped ensure that Harvard is not only inherently global, but also more intentionally global—attracting talented students and faculty wherever they come from and supporting their work wherever it leads through a growing network of international institutes, centers, offices, and programs that link our teaching and research to the world beyond campus.

Fieldwork programs across the University send students out into the world to put what they've learned in the classroom into action to solve real problems around the globe.



Every spring, all 900-plus first-year MBA students work with partner organizations in markets from Mexico to Morocco to Malaysia as part of Harvard Business School's "FIELD Global Immersion" course. Working in small teams, students travel to their immersion location to test and refine their ideas before presenting to management at their partner organization. About a quarter of second-year students choose to build on their FIELD experience by enrolling in an elective **Immersive Field Course** (IFC). Designed by HBS faculty around their own areas of expertise, each IFC has a specific focus, allowing students to gain insight into a particular industry.

The culminating experience of the Harvard Chan School's Doctor of Public Health (DrPH) program, the **DrPH DELTA Doctoral Project** gives students the opportunity to gain practical field experience while collaborating with public health practitioners and leaders to foster better health outcomes in local populations. For example, a DrPH student recently worked with the World Health Organization to develop an awareness campaign to accompany a multi-country study of maternal sepsis—a life-threatening condition caused by pregnancy-related infections—which remains prevalent despite being highly preventable.

Exemplifying the power of design as a catalyst for social change, **option studios** place Graduate School of Design (GSD) students in the field to work with prominent practitioners to tackle complex challenges, from the effects of urbanization in South Africa to the role of mass transit systems in Indonesia. While nearly two-thirds of option studios are located abroad, another GSD initiative is focusing on urban issues in the U.S. The first phase of the **Future of the American City** project includes a multiyear study of mobility, affordability, and climate change in Miami; subsequent phases will examine Los Angeles, Detroit, and Boston.



One Harvard, One World

More than 7,500 alumni and friends participated in

17 Your Harvard events

in cities around the world during The Harvard Campaign—including London, Mexico City, Beijing, Toronto, Berlin, and Singapore



There are about

60,000
Harvard alumni

living outside the United States

There are nearly

200
Harvard Clubs

and over 50 Shared Interest Groups in 86 countries

Harvard offers instruction in

over 80 languages



21% of students and 38% of faculty

are from outside the United States

Elevating the Arts and Humanities

A symphony begins with a single note. A novel with a single word. A film with a single frame. From these singular moments, something bigger and more profound is born. Over the course of The Harvard Campaign, many moments have added up to elevate the arts and humanities as an integral part of life at the University and beyond.

We launched an undergraduate concentration that combines theory and practice to put the performing arts on center stage. We brought world-renowned writers, musicians, and other practitioners to campus to help students hone their craft and experiment with various art forms. We opened reimagined galleries, thought-provoking installations, and versatile maker spaces that invite students, faculty, and the wider community to interact with artworks and historical artifacts. And we created and expanded programs that foster cross-disciplinary and cross-cultural exchange to deepen our understanding of one another.

Through creative expression and humanistic inquiry, students learn to stretch their imagination and see the world through different lenses. Whether our graduates become sculptors or CEOs, philosophers or politicians, dancers or doctors, their experience with the arts and humanities at Harvard has an indelible impact on their development as people who will help shape a better future.





“The arts and humanities focus on the really big questions which are never completely answered, but in pursuit of which we become better people.”

—Robin Kelsey, FAS Dean of Arts and Humanities and Shirley Carter Burden Professor of Photography



1 Dedicated to expanding the boundaries of theater, the **American Repertory Theater** produces groundbreaking work, including Tony Award-winning productions *All the Way*, *Pippin*, and *The Gershwins' Porgy and Bess*.

2 The **Department of Music** strengthened its world-class faculty with the addition of internationally acclaimed flutist Claire Chase and jazz virtuoso Esperanza Spalding.

3 Novelist Paul Yoon is one of several acclaimed writers to join the faculty of the burgeoning **Creative Writing program**, which includes journalist and author Michael Pollan, former *New York Times* executive editor Jill Abramson AB '76, and fiction writer Laura van den Berg.

4 The recently launched **Theater, Dance & Media concentration** is attracting a growing number of undergraduates who want to develop their skills as art makers and performers—in the classroom, in the studio, and on the stage.



5 A reproduction of the Dream Stela—an eight-foot stone slab carved with ancient Egyptian hieroglyphs—is now on display at the **Harvard Semitic Museum**. One floor up, the atrium gallery was completely redesigned to showcase Mesopotamian art.

6 The gallery housing the **Harvard Museum of Natural History's** famous “Glass Flowers” underwent a top-to-bottom renovation, breathing new life into the stunning exhibition of over 4,000 intricate glass models of more than 830 plant species.

7 Several works by Rembrandt and his pupils were among 330 Dutch, Flemish, and Netherlandish drawings gifted to the **Harvard Art Museums**—now home to the most comprehensive collection of 17th-century Dutch drawings outside of Europe.





9 Exhibition spaces such as the **Drucker Design Gallery** give the Graduate School of Design a dynamic platform to share the cutting-edge work of faculty, students, and scholars from across design fields.

10 Harvard Library, in collaboration with the **Jazz Research Initiative** at the Hutchins Center for African & African American Research, acquired pianist and composer Randy Weston's personal archive of musical scores, recordings, correspondence, posters, and other materials documenting over 50 years of jazz history.

11 The winner of the Radcliffe Institute's biennial student art competition gets to see their creative vision brought to life in the **Susan S. and Kenneth L. Wallach Garden**. Christina Geros MAUD '15, MLA '15 won the contest in 2014 for her design featuring glowing acrylic rods that change color and intensity in response to the surrounding environment.

12 Radcliffe created the **Johnson-Kulukundis Family Gallery** in Byerly Hall, an arts laboratory with flexible space to exhibit innovative work by visual artists and scholars in a variety of media.



“Part of what it is to make art is to find ways to do impossible things. That’s what creativity is about. It’s what the imagination is for. That’s what makes us human.”

—Vijay Iyer, Franklin D. and Florence Rosenblatt Professor of the Arts



"I am trying to push the techniques of an art form that's still not widely explored."

After seeing a sand artist on *Ukraine's Got Talent* when she was in middle school, **Dasha Boug AB '21** was immediately hooked on the granular medium. While she considered attending art school, Boug knows she made the right choice in Harvard. "I was concerned at first that Harvard might not have an art scene, but it does and it's vibrant and unrestrained and so much more encompassing than I ever imagined."

Making Meaning

From the visual arts to art conservation, music therapy to musical theater, Harvard students and alumni are drawing on the arts and humanities to find fulfillment in their studies and in their careers.



"Religion and the arts have so much to do with each other. Both describe these huge, unwieldy things we experience in our lives."

A multitalented performer, **Benjamin Grimm AB '18** acted, sang, and choreographed student productions at Harvard while pursuing his degree in the comparative study of religion with a secondary in Scandinavian studies—a unique combination of interests that paved the way to a greater understanding of humanity.



"I'm so appreciative that I have this background because it has helped me understand the potential of analyzing artwork."

The first Harvard graduate to earn a joint degree in chemistry and history of art and architecture, **Maille Radford AB '17** charted her own plan of study, including a conservation science internship at the Harvard Art Museums. She went on to study art history and curatorial studies in London on a Marshall Scholarship.



"If there's one thing my life is focused on, it's using my skills and resources to change the world for the better."

As a music therapist, **Jeniris González-Alverio EdM '18** uses the power of music to help people heal. Already a master of 10 instruments and four languages, she came to Harvard to earn her master's in education and now works with premature infants at Beth Israel Deaconess Medical Center.

Improving Human Health

How do we develop better treatments for disease? How do we balance the promise and ethics of gene editing? How do we halt the spread of global pandemics and expand access to quality medical care? Situated in Greater Boston's unparalleled life sciences ecosystem, Harvard researchers and practitioners are partnering with area hospitals, universities, and companies to find answers to these and other pressing questions in human health.

The Harvard Campaign has built upon this foundation of interdisciplinary cooperation, equipping scientists and scholars with new tools with which to help create a healthier world for us all. Bolstered by a historic endowment gift to the Harvard T.H. Chan School of Public Health, we are working to improve the lives of entire populations, combatting scourges from opioids to obesity. We are decoding the secrets within our cells, unlocking their potential to understand and treat cancer, diabetes, Alzheimer's, and other previously intractable diseases. We are marshaling resources across international, institutional, and intellectual boundaries to strengthen health systems and promote global health equity. We are investing in translational research to accelerate discoveries from bench to bedside. And we are rethinking how to design physical spaces that enhance our health and well-being.





A Personal Cancer Vaccine

An implantable device the size of an aspirin tablet could revolutionize cancer care. David Mooney—Robert P. Pinkas Family Professor of Bioengineering and a core faculty member of the Wyss Institute for Biologically Inspired Engineering—has developed an injectable sponge-like gel that could be used to reprogram a person's immune system to destroy cancer cells throughout the body and provide long-term protection against tumor growth. Harvard researchers are partnering with pharmaceutical company Novartis to translate the vaccine technology into immunotherapies for patients.

Treating Disease

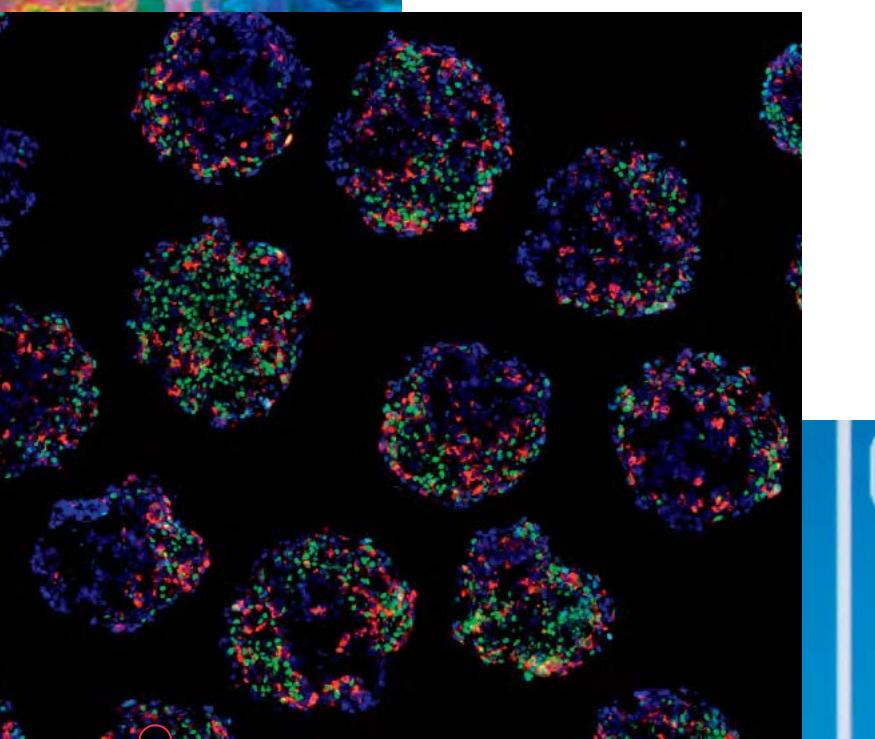
Harvard scientists and clinicians are working in labs, in hospitals, and in the field to drive discoveries that have the potential to save lives and alleviate suffering caused by disease.



Prioritizing Mental Health

Mental disorders are among the leading causes of ill health and disability worldwide, but nearly two-thirds of people who suffer from such conditions never receive treatment. Vikram Patel, Pershing Square Professor of Global Health at Harvard Medical School (HMS), is working to reverse these trends by improving mental health care for people of all socioeconomic backgrounds.

"We have remarkably effective solutions for preventing these problems and for enabling recovery. What's astonishing is how little we do with that science."



Changing the Course of Diabetes

Managing diabetes is a daily challenge for hundreds of millions of people. But a breakthrough treatment being developed by Doug Melton, Xander University Professor and co-director of the Harvard Stem Cell Institute (HSCI), offers hope for a life free from finger pricks and insulin injections. Having demonstrated how to create functional pancreatic beta cells in the lab, Melton is working with the HSCI's network of hospital and industry collaborators to investigate how to transplant these cells to enable diabetes patients to produce their own insulin.



Stopping Malaria Before It Starts

About half a million people die from malaria every year. To make matters worse, the mosquitoes that transmit the infectious disease are rapidly becoming resistant to insecticides. But what if, instead of killing the mosquitoes, we could change their physiology to stop them from passing on the malaria parasite? A team led by Flaminia Catteruccia—professor of immunology and infectious diseases at the Harvard Chan School—may have found a way to do just that by using a chemical that sterilizes female mosquitoes and prevents them from spreading malaria.

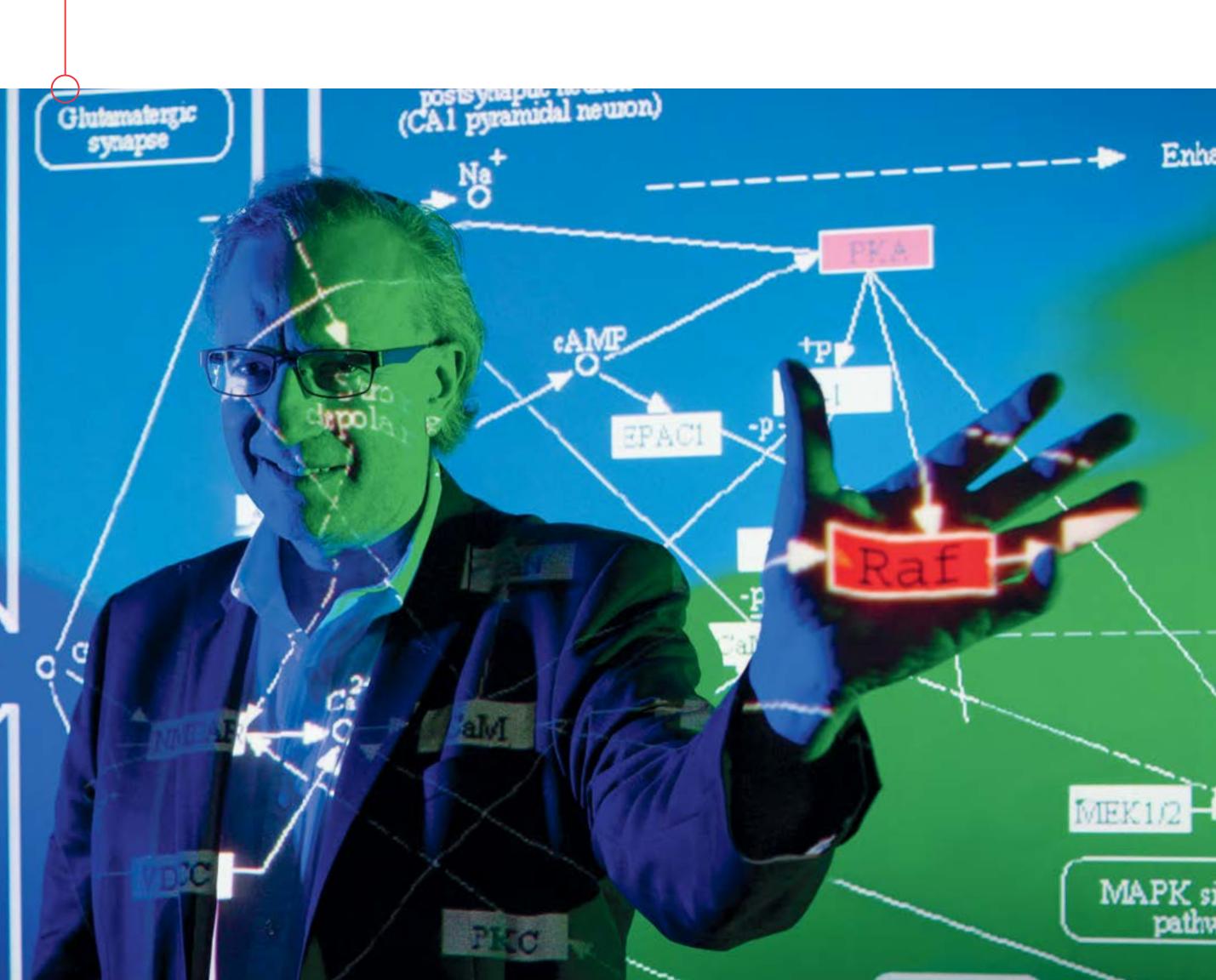


Molecular Guardian

Protein may be the key to keeping high cholesterol in check, but not in the nutritional sense. Researchers at the Harvard Chan School's Sabri Ülker Center for Nutrient, Genetic, and Metabolic Research have identified a protein in our cells that senses the toxic buildup of cholesterol and triggers powerful protective responses. The discovery of this so-called "molecular guardian" could lead to treatments or prevention strategies for heart disease, stroke, and other disorders where cholesterol metabolism is disrupted.

Solving Medical Mysteries Through Data

A seven-year-old boy can't speak or breathe on his own, and doctors don't know why. He's one of thousands of Americans who experience unexplained symptoms that elude diagnosis. The Undiagnosed Diseases Network—coordinated by Isaac Kohane, Marion V. Nelson Professor of Biomedical Informatics at HMS—brings together experts from across the country who collect, share, and analyze medical data to find answers, and possibly treatments, for people living with rare conditions. In less than five years, the network has made new diagnoses for over 200 participants.



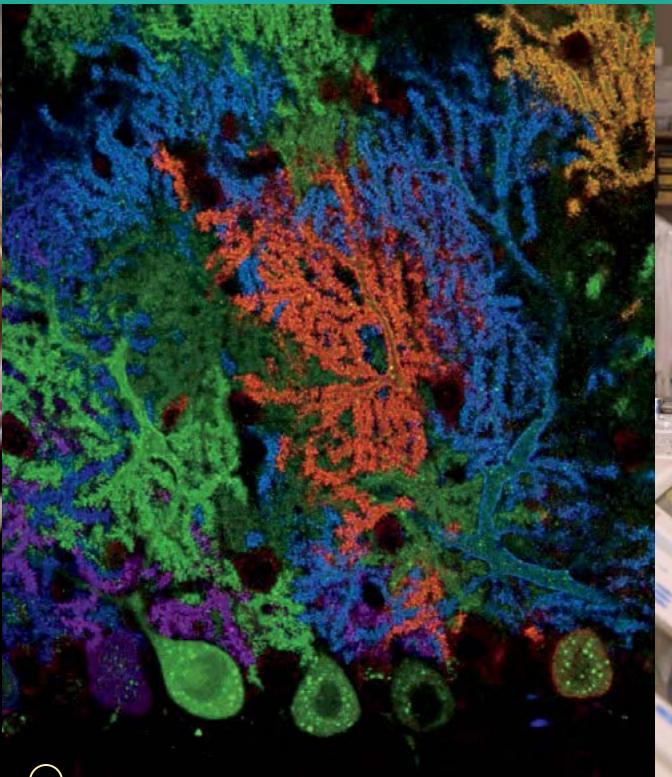
Understanding the Brain

Harvard is home to one of the largest neuroscience enterprises in the world, uniting over 500 researchers in molecular biology, genetics, imaging, behavioral studies, and other fields to reveal the inner workings of the brain, from the mechanisms that lead to neuron degeneration to the circuits that determine how we see and move.



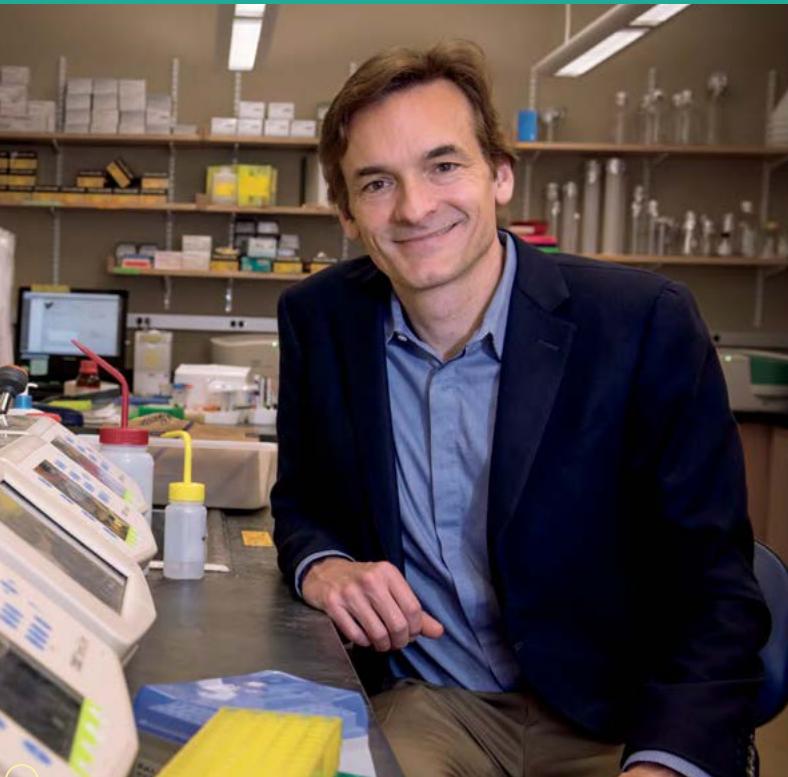
A Sense of Collaboration

An otologic surgeon at Harvard and an optical engineer from the École Polytechnique Fédérale de Lausanne (EPFL) in Switzerland are working together to develop new methods of imaging the inner ear to guide the diagnosis and treatment of hearing loss. Their partnership is but one example of the transatlantic and transdisciplinary collaborations made possible by the Bertarelli Program in Translational Neuroscience and Neuroengineering—a joint program of HMS and EPFL focused on understanding and treating sensory and neurologic disorders.



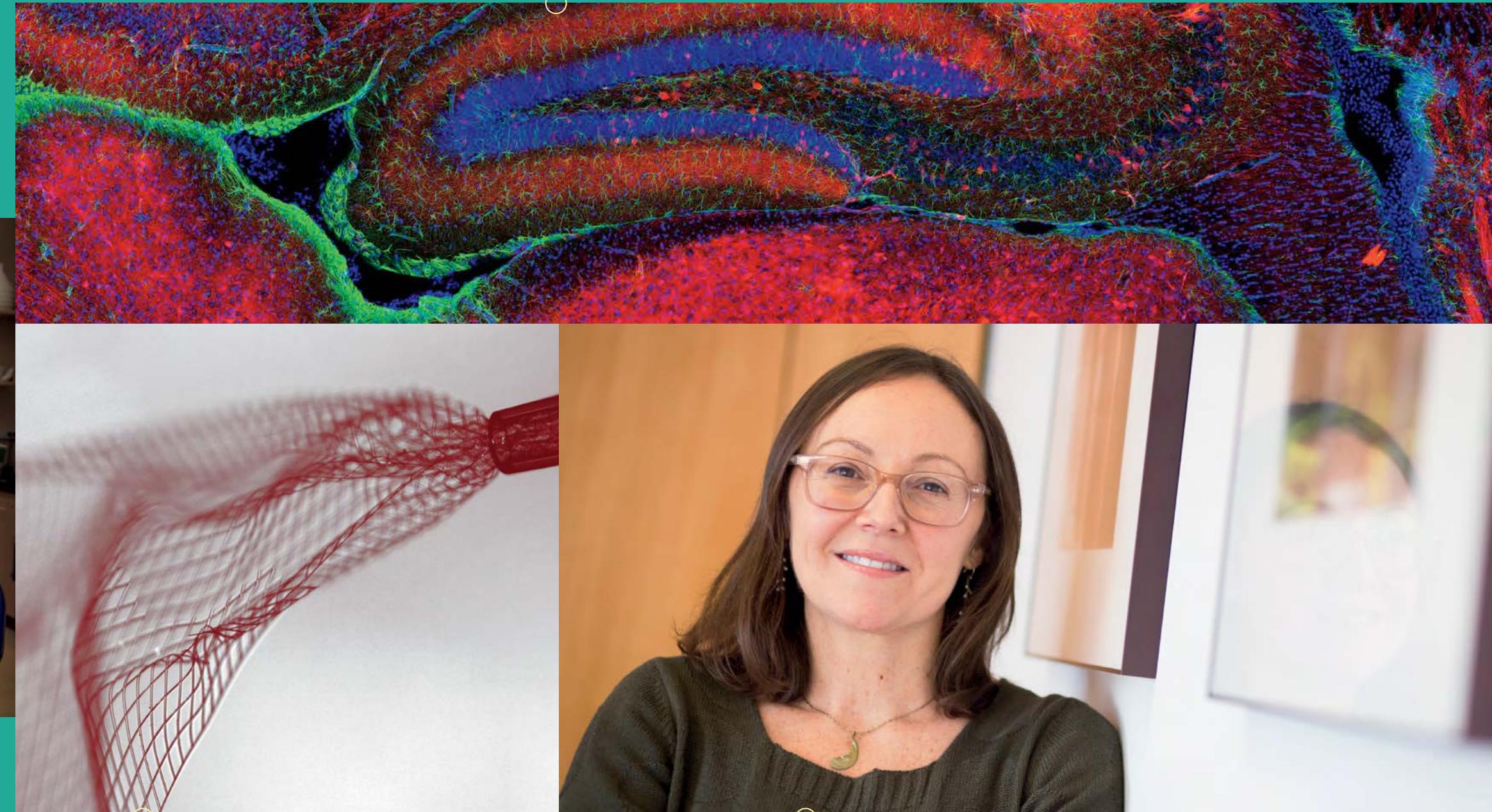
Mapping the Mind

Jeff Lichtman, Jeremy R. Knowles Professor of Molecular and Cellular Biology, has an ambitious goal: mapping our neural pathways to create a comprehensive wiring diagram of the human brain. The painstaking process involves imaging extraordinarily thin slices of brain tissue—one thousandth the thickness of a human hair—and tracing the connections. After years of effort, Lichtman's team has successfully imaged a small portion of a mouse brain. “It’s a very tall staircase that we are trying to climb, but at least we’re on the staircase.”



The Biology of Schizophrenia

Through genetic analysis of nearly 65,000 people, a team of Harvard researchers led by Steven McCarroll, Dorothy and Milton Flier Professor of Biomedical Science and Genetics, and associate professor of neurology Beth Stevens found that a gene variant that accelerates synaptic pruning—the process in which the brain sheds weak or redundant neural connections—increases a person’s risk of developing schizophrenia. This insight could lead to therapies directed at the disorder’s roots rather than just its symptoms.



Your Brain on Mesh

Electronic devices that can be injected directly into the brain, or other body parts, to treat everything from neurodegenerative disorders to paralysis—it sounds like the stuff of science fiction, but it’s closer to becoming reality thanks to Charles Lieber, Joshua and Beth Friedman University Professor. Lieber’s lab has pioneered the development of injectable mesh electronics and recently demonstrated a tiny implant that can record neural activity in the retinal cells of awake mice, opening up new opportunities to study the circuitry of the visual system.

Modeling Neurological Development

How do our brains develop and what happens when development goes awry? To find out, Paola Arlotta, chair of the Department of Stem Cell and Regenerative Biology, uses stem cells to create *in vitro* cerebral “organoids” that resemble aspects of the developing human brain. These miniature brain-like structures could serve as models for studying circuit function and screening new drugs, potentially leading to personalized treatments for a range of neurodevelopmental and neuropsychiatric disorders.

Seeding Discoveries

Since launching in 2014, the Harvard Brain Science Initiative has awarded seed grants to support more than 60 research projects, with distinct programs focused on fundamental neuroscience, ALS, and bipolar disorder. For example, HMS researchers received a grant to study the neuronal subsystems that influence depression and mania in bipolar disorder, which could illuminate new therapies to protect against these symptoms.

Health Care Reform

An advocate for the notion that an ounce of evidence is worth a thousand pounds of opinion, Ashish Jha MD '96, MPH '04—dean for global strategy and K.T. Li Professor of Global Health at the Harvard Chan School—focuses on using data-driven research to improve health care systems. In a recent study, Jha investigated why the United States spends nearly twice as much on medical care as other high-income countries. Contrary to popular belief, he found that health care in the U.S. is very similar to health care in other countries, with one big exception: the significantly higher prices Americans pay for everything from pharmaceuticals to CT scans to physicians' time.

Jha is also director of the Harvard Global Health Institute (HGHI), which harnesses the University's convening power and its strengths in medicine, public health, design, law, government, and business to address public health challenges around the world. For example, HGHI brought together more than 50 public health experts to lay the groundwork for an independent coalition to monitor and support global efforts to prevent and contain outbreaks of infectious diseases such as Ebola and Zika. Additionally, as part of the Healthy Cities Initiative, HGHI hosted a symposium on road traffic accidents—a growing problem that kills more people each year than either AIDS or malaria.



"This is not for health professionals only. It's for humans to worry about
global health equity."

—Paul Farmer MD '90, PhD '90,
Kolokotronis University Professor of
Global Health and Social Medicine



Global Oral Health

During a one-week extension course in Costa Rica, Harvard School of Dental Medicine students learned about oral health care from the perspective of migrant workers and indigenous populations, and spoke with health professionals and community leaders who work to create culturally sensitive care that blends modern medicine with traditional practices.

"What the students learned here not only can benefit communities around the world, but also can be applied to challenges faced at home in the U.S."

—Brittany Seymour MPH '11, Assistant Professor of Oral Health Policy and Epidemiology



Center for Primary Care

Primary care physicians are on the front lines of medicine, but over 60 million Americans lack adequate access to primary care. Dedicated to tackling this national crisis by transforming primary care education and delivery, the Harvard Medical School Center for Primary Care has built a network of hospital- and community-based teaching practices and launched projects in curriculum reform, social justice, advocacy, family medicine, and health systems innovation.



Global Health and Social Medicine

Integrating research and teaching with on-the-ground delivery of clinical services, the Department of Global Health and Social Medicine at Harvard Medical School is pioneering work that has improved access to high-quality care for impoverished, socially disenfranchised, and vulnerable people around the world.

Campaign gifts have allowed the department to establish three new professorships in global health, increase support for researchers studying pressing issues such as cholera vaccination in Haiti and child mortality in Rwanda, and create fellowships in global health delivery and global surgery for students like Sandeep Nanwani MMSc '18. As part of his fieldwork for his master's thesis, Nanwani helped provide medical care to the waria—a marginalized transgender community in his native Indonesia. "I want to push for a reinvention in Indonesian public health."

From Bench to Bedside

Fueled by Campaign support, accelerator and translational medicine programs are connecting innovators with industry to bridge the gap between promising research being conducted in labs across the University and the development and commercialization of life-changing therapies for patients.



- Since 2007, the Blavatnik Biomedical Accelerator has awarded \$18 million in grants to support 97 life science research projects, many of which have already led to industry partnerships.
- The Kraft Precision Medicine Accelerator at Harvard Business School is speeding up the delivery of cancer therapies by improving the business processes that surround them.
- Harvard Medical School's Quadrangle Fund for Advancing and Seeding Translational Research (Q-FASTR) is advancing early-stage research that could lead to treatments for Alzheimer's, Parkinson's, and other diseases.
- Two new centers at HMS are working to reinvent drug discovery and evaluation systems to bring new and better medicines to market more quickly, more safely, and less expensively.



A Safer Treatment for Blood and Immune Diseases

Blood stem cell transplantation is an effective treatment for a wide range of blood and immune diseases, but preparations for the procedure can cause serious short- and long-term side effects. With support from the Blavatnik Biomedical Accelerator, hematologist-oncologist David Scadden, Gerald and Darlene Jordan Professor of Medicine and co-director of the Harvard Stem Cell Institute, has pioneered an alternative method that uses antibodies instead of chemotherapy and radiation. Scadden's portfolio of technologies, licensed for development by startup Magenta Therapeutics, could change these transplants from a last-resort treatment into a safer, more efficient therapy for patients with earlier-stage cancers, bone marrow failure, and autoimmune disorders such as multiple sclerosis and scleroderma.

"We're all hopeful that it will result in some people having a better life. In the meantime, it's employing people, it's driving the science forward, it's creating new businesses in Massachusetts, and I think all of that is reflective of the fantastic ecosystem that Harvard plays such an important role in."



"The ultimate goal is the health of all people, everywhere."

As director of the Healthy Buildings program and assistant professor of exposure assessment science at the Harvard Chan School, Joe Allen is working to optimize building design and construction for human health and productivity. Allen's team of multidisciplinary experts created the "9 Foundations of a Healthy Building"—a practical guide for achieving healthier indoor spaces across nine metrics: ventilation, air quality, thermal health, moisture, dust and pests, safety and security, water quality, noise, and lighting and views.

Designing Healthier Spaces

We spend 90 percent of our time inside buildings, and those indoor environments have a huge impact on our health—meaning that your physician may actually have less of a role in your day-to-day well-being than the facilities manager where you work.

"Architecture can't solve everything, but it can be conscious of the body and the way the body needs to move."

For her master's thesis, Lauren Friedrich MArch '16 explored how architects can create spaces that support better health. Incorporating insights from neuroscience, biomechanics, physical therapy, choreography, and ergonomics—as well as ideas from people who patronize public spaces—Friedrich reimagined the Graduate School of Design's Gund Hall as a tiered landscape that encourages a range of physical movement while also setting aside rest spaces where people can disengage from work.





SPOTLIGHT ON:

Transforming the Campus

Harvard's campus is a place where history blends with modernity, tradition mingles with innovation, and old school converges with cutting edge. In Cambridge, in Longwood, and in Allston, The Harvard Campaign has allowed us to celebrate the old and embrace the new in reimagined living and learning spaces—on both sides of the river—that spark collaboration, spur experimentation, and nourish a sense of community.

\$990 million

committed for new and renewed spaces across campus

Approximately

1 million square feet

of new space added to campus since the start of the Campaign

"We shape our buildings, and afterwards our buildings shape us."

—Winston Churchill LLD '43 (hon.)





One Harvard, One Campus

When it opens in 2020, the 500,000-square-foot **Science and Engineering Complex** in Allston will be a new flagship building for the Harvard John A. Paulson School of Engineering and Applied Sciences—housing more than 1,800 students, faculty, and researchers who are currently spread across more than a dozen buildings and laboratories in Cambridge.

Across Western Avenue from the Science and Engineering Complex are the Harvard Innovation Labs, comprising the Harvard i-lab; Launch Lab X; and the newest addition, the **Pagliuca Harvard Life Lab**—a state-of-the-art wet lab and coworking space for high-potential biotech and life science startups founded by students, alumni, faculty, and postdoctoral scholars.

The arts will soon have a new hub in Allston as well: the **ArtLab**, which opens in 2019 in Barry's Corner, will provide flexible spaces for local and visiting artists to create and share innovative work across a variety of media and disciplines.

ART MUSEUMS

Harvard Kennedy School added 91,000 square feet of space for teaching, studying, and socializing—including the new **Ofer, Rubenstein, and Wexner buildings**, which connect with existing buildings to create a unified complex encircling a revamped central courtyard.

The largest gift in Harvard Divinity School's history will enable the renewal of **Andover Hall**—the first since it was built over a century ago—transforming the Gothic building into a true campus center with modernized classrooms, a new 200-seat auditorium, and a multifaith chapel.

Following a six-year building project that united the collections of the Fogg, Busch-Reisinger, and Arthur M. Sackler Museums under one striking glass roof, the **Harvard Art Museums** now feature 40 percent more gallery space, new conservation labs and classrooms, and an expanded Art Study Center.

Two renovated buildings in Radcliffe Yard, the **Knafele Center** and the **Susan S. and Kenneth L. Wallach House**, are the epicenter of the Radcliffe Institute's multidisciplinary programming, which ranges from small, intensive workshops to large public conferences on diverse topics such as language and gender, sports and citizenship, and the future of our changing oceans.

New community spaces have brightened the Science Center, inside and out. The **Plaza** is constantly buzzing with activity, including the Harvard Farmers' Market, concerts, art installations, food trucks, games, and a monthly petting zoo. Just through the front doors, students and visitors can settle down at a table with good food, a good book, or good friends in the airy and dynamic **Pritzker Commons**. Nearby, the redesigned **Cabot Science Library** combines traditional library features with vibrant social spaces, writable walls, media studios, and a new "Discovery Bar" outfitted for digital presentations and technology projects.

The second-oldest basketball venue among Division I schools, **Lavietes Pavilion** was expanded and modernized before the 2017–2018 season—upgrades included a new scoreboard, bleachers, and locker rooms—and the hardwood floor was dedicated as the Thomas G. Stemberg '71 Court.

The renamed **Bright-Landry Hockey Center** also got a major facelift, including a 20,000-square-foot addition, new locker rooms for the men's and women's ice hockey teams, medical and workout facilities, and improved spectator amenities.

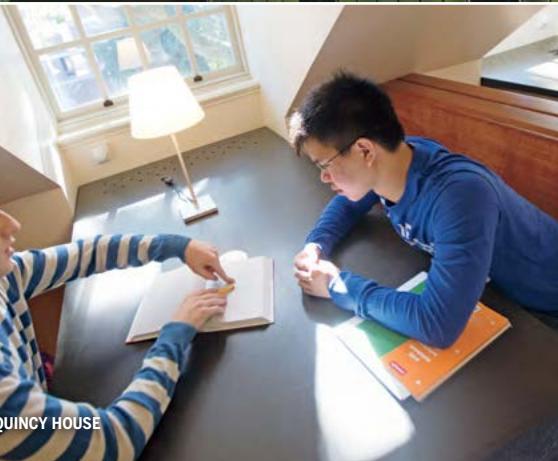
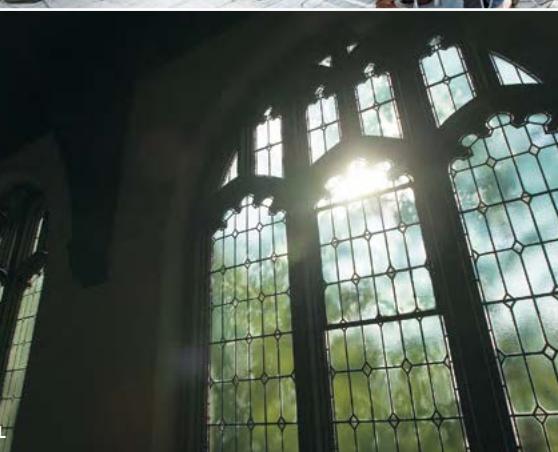
SCIENCE AND ENGINEERING COMPLEX

Stone Hall, Quincy House

House Renewal is creating new and improved spaces to bring the undergraduate Houses into the 21st century while preserving their most beloved features. For example, an alleyway in Leverett's McKinlock Hall was converted into a glass-roofed light court connecting the historic dining hall to several new seminar rooms. At Quincy's Stone Hall, more than 6,100 old room keys are built into sculptural wall panels above eight original fireplaces. And at Lowell, an elevator has replaced the seven flights of stairs to the Tower Room where student "klappermeisters" ring the iconic Russian bells every Sunday.

Harvard Business School (HBS) can now convene up to 1,000 people—more than an entire MBA class—in **Klarman Hall**, a brand-new building that combines elements of a large-scale conference center, a performance space, and an intimate community forum.

Every year, more than 10,000 executives use HBS's state-of-the-art Executive Education facilities, including the **Ruth Mulan Chu Chao Center**, **Tata Hall**, and **Esteves Hall**.



Creating Pathways to Public Service

"Enter to grow in wisdom. Depart to serve better thy country and thy kind."

These imperatives, inscribed upon Dexter Gate in Harvard Yard, stand as a reminder that empowering members of our community to transform their lives by making a difference in the lives of others is among the University's highest aspirations. Across campus and across the globe, students, faculty, staff, and alumni demonstrate the power of public service to change the world—from volunteers who offer mentorship to the young and companionship to the elderly; to professionals who provide free medical, legal, and social services to people in need; to civic leaders who work to address systemic issues in their communities.

Together, through The Harvard Campaign, we are building on our commitment to educate good citizens. We integrated service learning into the curriculum and expanded scholarships and fellowships to allow more students to pursue service work at Harvard and in their careers. We launched a first-of-its-kind executive education initiative to help mayors from around the world lead their cities into the future. And we bolstered clinical and field education programs to create more opportunities for students to put their passions to work for the public good.



Jose Mendoza teaches at the Harvard Ed Portal, where he attended similar programs as a child.



Agents of Change

More than half of undergraduates take part in public service during their time at Harvard College, including some 1,500 students each year who run more than 70 Phillips Brooks House Association (PBHA) programs that serve over 10,000 people throughout the Boston area. Among numerous community-focused activities, PBHA volunteers help immigrants build English skills, offer shelter and safety to the homeless, and partner with local labor unions to win fair wages. Campaign gifts—including funding for the Priscilla Chan Stride Service Program and the Priscilla Chan Summer Service Award—are removing financial barriers so even more students can engage in public service through PBHA and other programs coordinated by the Phillips Brooks House Center for Public Service and Engaged Scholarship.



Summer camps help children make friends, learn new skills, and build self-confidence, but the cost can put these programs out of reach for many families. For seven weeks each summer, PBHA's **Summer Urban Program** (SUP) makes it possible for more than 800 low-income and immigrant youth from around Boston and Cambridge to have fun and meaningful camp experiences. In addition to college-age staff who serve as directors and senior counselors, SUP employs at-risk teens as junior counselors, many of them former campers.



Students who are less informed about American civic and political life often demonstrate lower levels of participation. To help bridge this education gap, **Harvard CIVICS**—a joint program of PBHA and the Institute of Politics at Harvard Kennedy School—sends undergraduates into Boston and Cambridge schools to teach fifth graders about government, politics, and activism. Through a curriculum focused on the meaning of citizenship and avenues of community engagement, CIVICS aims to inspire students to become active participants in our democracy.



At least 150 young adults in Greater Boston don't know where they're going to sleep tonight. PBHA's **Y2Y Harvard Square** is working to change that. The nation's first student-run overnight shelter exclusively for young adults, Y2Y gives 18- to 24-year-olds more than just a bed and other basic necessities. Student case managers—advised by faculty and professionals—offer programming in legal aid, career readiness, and creative expression, and connect guests to resources for job training, health care, and permanent housing.



Recognizing that service should not be an exclusively extracurricular activity, the **Mindich Program in Engaged Scholarship** is developing new courses that link academic work with hands-on community engagement. For example, students in the social studies course "Urban Health and Community Change" partnered with local stakeholders to address social issues in the city of Somerville, such as increasing access to affordable housing and boosting enrollment in the Supplemental Nutrition Assistance Program.

"It was unlike any other class I've ever been in. We were entirely focused on making a change: looking at a problem and figuring out how to solve it."

—Savannah Miles AB '19



Leading the Way for Cities

With more people living in urban areas than ever before, the job of running a city is becoming increasingly complex, and increasingly important.

To help city leaders drive change and improve the quality of life of their citizens, the Bloomberg Harvard City Leadership Initiative aims to work with 40 mayors and two additional senior city officials annually. Participants in the executive education program—developed and taught by faculty from Harvard Kennedy School and Harvard Business School—learn from management and policy experts, and from one another, gaining practical knowledge and skills they can apply to daily challenges in their cities. The first cohort included 29 U.S. mayors and 11 from Canada, South America, and Europe. The second group, which began in summer 2018, also includes mayors from Africa and Asia.

In addition, as part of a summer fellows program, 16 Harvard students recently spent 10 weeks working with mayors' offices around the country to address local issues. Their efforts ranged from helping officials understand persistent poverty in Laredo, Texas, to confronting the shortage of affordable housing in Charleston, South Carolina, to preparing children for kindergarten in Baton Rouge, Louisiana.



"We were placed in a room with phenomenal leaders, phenomenal thinkers, and phenomenal instructors. We are able to bring the benefit of being in that room back to our city."

—Mayor Karen Freeman-Wilson AB '82, JD '85 of Gary, Indiana

More Than \$60 Million

given in support of fellowships across the University for students pursuing public service work

Since 2015, Harvard Kennedy School's

Social Innovation and Change Initiative

has supported 56 Harvard Kennedy School and Harvard College students—known as Adrian Cheng Fellows—in taking innovative and sustainable action to address pressing social problems around the globe, from gender inequality to housing and food insecurity.



Harvard Business School's
Leadership Fellows Program



has placed more than 200 MBA students at over 80 social sector organizations across a wide array of fields, including the arts, education, government, health care, and international development.

The Center for Public Leadership

at Harvard Kennedy School welcomed 118 graduate student fellows in 2018–2019, more than twice as many as at the start of The Harvard Campaign. The center's more than 750 fellowship alumni are leaders across sectors and across the world, including 121 startup founders, 36 U.S. military veterans, 34 elected and public officials, 28 Fulbright Scholars, and 20 published authors.



The Rose Service Learning Fellowship Program



has expanded opportunities for Harvard Chan School students and postdoctoral fellows to engage in cross-cultural public health projects in the United States and abroad. In spring 2018, 18 master's and doctoral students received awards to support projects in Massachusetts, Mississippi, California, Sweden, Ethiopia, Mongolia, India, and Bangladesh.



The newly established

Mindich Service Fellowships

provide stipends for up to 75 undergraduates each summer to work with public service organizations around the country.



Community Enterprise Project

What counts as income for taxes? Will I lose my veterans disability benefits if I make too much money? Why should I use a bank? These are some of the questions street vendors of Greater Boston's Spare Change News grapple with. A recently published guide developed by HLS students in the Transactional Law Clinics aims to provide answers to help the vendors—many of whom are currently or formerly homeless—better understand their legal obligations as business owners.

“These are some of the more entrepreneurial individuals that I’ve ever encountered. All they need is just a little bit of help.”

—Antoine Southern JD '17

Working for the Public Good

Clinical and pro bono practice are an essential part of a Harvard Law School (HLS) education, allowing students to gain invaluable experience while providing much-needed legal assistance to individuals and communities. With more than 1,000 students each year enrolled in clinics covering more than 30 areas of law and policy, HLS is one of the largest providers of free legal services in New England. Many HLS students also volunteer with Student Practice Organizations, such as the Harvard Prison Legal Assistance Project and the Tenant Advocacy Project, and work pro bono with legal organizations across the U.S.

Legal Assistance to Puerto Rico

A group of HLS students recently spent their spring break on a Caribbean island, but this was no vacation. Led by Natalie Trigo Reyes JD '19 and assistant professor of law Andrew Crespo AB '05, JD '08, the students traveled to Puerto Rico to help residents obtain disaster relief aid and rebuild their damaged homes and neighborhoods in the aftermath of Hurricane Maria.

“It was a powerful reminder that there are many ways to embrace the legal profession—not only as an attorney in top law firms, but also in areas where you can lift people up, give hope, and make changes in people’s lives.”

—Kevin Ratana Patumwat JD '19



Answering the Call of Service

In the early years of Harvard Divinity School (HDS), students created a Philanthropic Society dedicated to the promotion of peace and education and to the alleviation of poverty, among other “benevolent projects of the day.” Two centuries later, HDS students are continuing this tradition, collectively devoting 25,000 hours each year to service work at hospitals, schools, social service agencies, religious institutions, and other community organizations through the School’s field education program.



“I hope to work in collaboration with community organizations, especially those that are faith-based, in order to change perspectives and advocate for prison reform.”

Christina Désert MDiv '19 is following in the footsteps of a family of “mighty women who are great activists.” As a member of the Benedictine Women’s Service Corps, she worked with homeless women and children and with immigrants and refugees. After earning her master’s in social work specializing in women’s issues, she enrolled at HDS in order to explore how faith and spirituality can inform her work with women from her native Haiti.



“I want to work as a bridge-builder between the church and Haitian women, especially those who are poor.”

Silvia Mejia MDiv '16 came to HDS thinking she would pursue further graduate study in religion, but she left with a new purpose: prison ministry. After taking a course that taught Harvard students alongside inmates at a men’s prison, she was inspired to work with people transitioning out of incarceration through a field education experience at a Boston nonprofit. She later co-taught a writing course at a women’s prison and mentored an incarcerated student through the Harvard Prison Education Project.



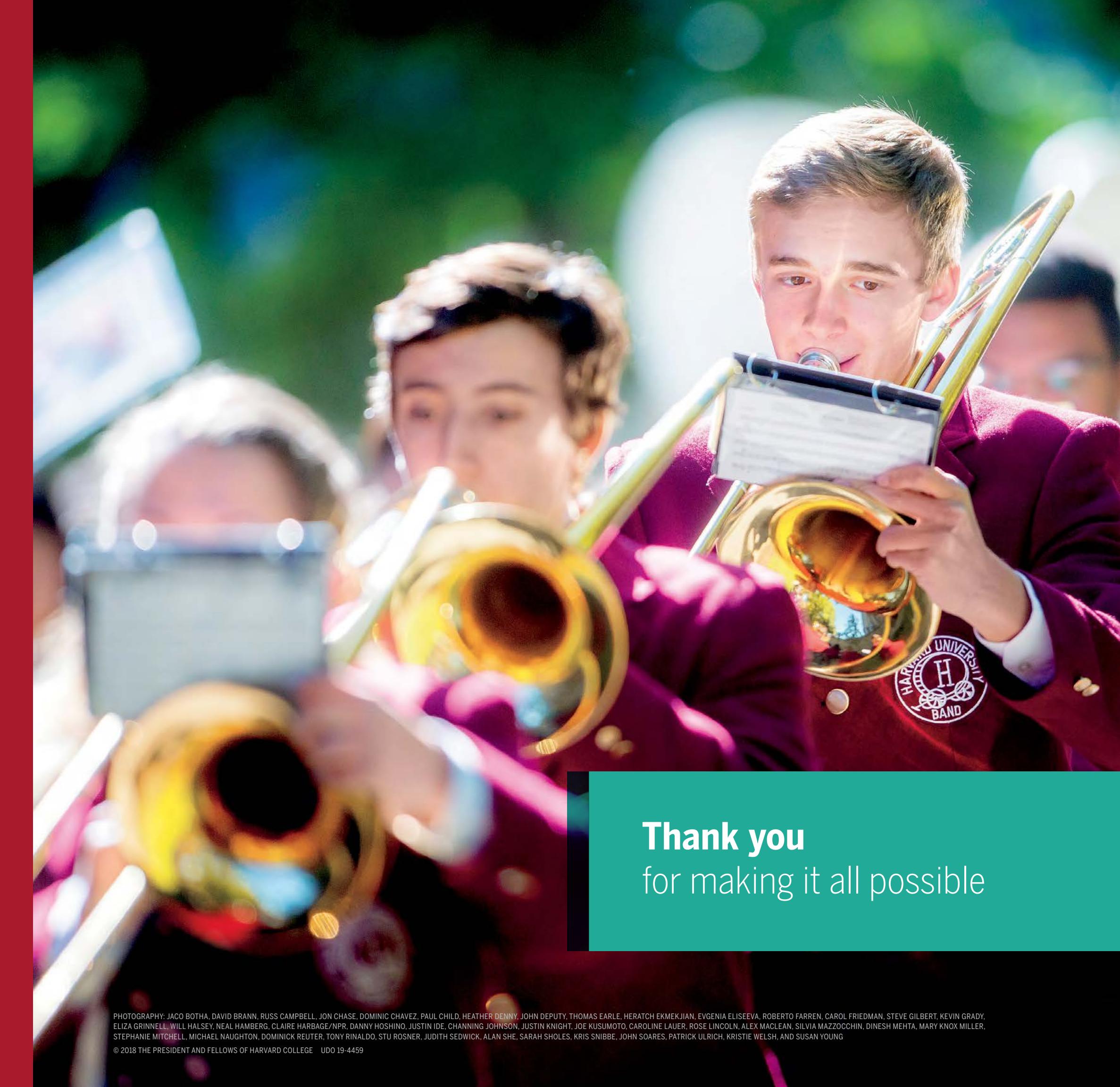
“It is deeply fulfilling for me to be part of a tradition that gives one practices to deal with life. Religion is the only institution that sits people down and says, ‘We’re going to just talk about what it means to be a good, morally righteous person.’ I think that’s incredibly important.”

Growing up in a Unitarian Universalist congregation in North Carolina, **Will Williamson MDiv '18** “fell in love with religious life.” After working as a wilderness therapy guide, he enrolled in HDS and plans to become a chaplain in the United States military.

“We should never shy away from nor be apologetic about affirming our commitment to making the world a better place through our teaching and scholarship and our commitment to truth, excellence, and opportunity for all.

And we should always recognize that, for all of our progress toward realizing these ideals over decades and centuries, there is still much we can do, much we can learn, and more that we can contribute to make the world better, together.”

—Lawrence S. Bacow, President of Harvard University



Thank you
for making it all possible



H THE HARVARD CAMPAIGN