DEAN’S LEADERSHIP FUND
HARVARD IS A PLACE OF DISCOVERY for people leading positive change in the world, be they scientists, scholars, or statesmen; poets, performers, or entrepreneurs. That is our heritage and it must be our future. The world is challenging Harvard and each of us to do more, to be more. The world is evolving, shrinking at an ever-accelerating pace, powered by ideas, the most valuable currency of today and tomorrow. Ideas have always been the fuel for excellence at Harvard. This is our time to encourage, embrace, and lead change. This campaign is our opportunity to ensure for this and every generation that Harvard continues as a premier source of ideas and leadership, advancing teaching, learning, and research, with a unique commitment to truth and excellence. This is our time to ensure Harvard continues as a place of discovery SHAPING THE FUTURE.
Through the Dean’s Leadership Fund, we invest in new ideas, advance the evolution of teaching, create smart strategic partnerships, and strengthen the Harvard experience for the next generation of students and faculty.

SANDY MATEJIC EDGERLEY ’84 AND NICK SAKELLARIADIS ’73
CO-CHAIRS, HARVARD COLLEGE FUND EXECUTIVE COMMITTEE
OUR PRIORITIES

FINANCIAL AID

HOUSE RENEWAL & THE STUDENT EXPERIENCE

FACULTY & OUR SCHOLARLY ENTERPRISE

LEADING IN LEARNING

SCHOOL OF ENGINEERING & APPLIED SCIENCES

DEAN’S LEADERSHIP FUND

Right: As part of the Reflecting on Your Life program, freshmen are asked to choose a photo that illustrates how they think about themselves currently and in the future.
GIVING HARVARD THE CAPACITY TO CONTINUE AS A PLACE OF DISCOVERY

**DEAN’S LEADERSHIP FUND**

*In a world moving faster than ever, the leading institutions of higher education will be those agile enough to capitalize on unexpected opportunities and meet unforeseen needs.*

The Dean’s Leadership Fund provides unrestricted funds that can be used immediately and flexibly, giving Harvard the capacity to continue as a place of discovery and a premier source of ideas, advancing teaching, learning, and research, and leading change in the world.

The Harvard Campaign for Arts and Sciences will strengthen the Dean’s Leadership Fund to ensure Harvard can move quickly and effectively to seize new opportunities and address challenges. For example, when the financial markets crashed and more students needed more financial aid than was anticipated or available, Faculty of Arts and Sciences Dean Michael D. Smith turned to immediate-use funds to fulfill Harvard’s promise of financial aid. And he was able to do it at a time of rising institutional expenses, falling endowment returns, and cuts in government assistance. Dean Smith met the unexpected, dramatic increase in needed student aid, protecting not only Harvard’s industry-leading financial aid program but also the dreams and aspirations of Harvard students from families hit hard by the economic downturn. Unrestricted dollars made this possible.

When fast-moving technologies and new ways of learning meant Harvard had to move nimbly to seize opportunity and be in a position to lead, Dean Smith turned to the Dean’s Leadership Fund to support investment in HarvardX. This University-wide initiative enables faculty to produce innovative online content and experiment with blended models of teaching that are enriching face-to-face exchanges between faculty and students. HarvardX represents an opportunity for Harvard to lead in redefining the model of higher education, reach a new world of learners, and strengthen the educational experiences of students on campus—all because Dean Smith was able to invest these unrestricted dollars.

The Dean’s Leadership Fund has also helped early investment in House Renewal, making the Old Quincy renovation possible, as well as the launch of the new General Education curriculum, which now offers more than 400 courses. These discretionary dollars, for example, have enabled Dean Smith to provide funding for an exciting teaching experiment in a science classroom, seed grants for faculty to integrate art-making in their courses, and start-up funds to recruit a world-renowned expert to lead a major cross-University effort to create sustainable energy sources for the developing world.

The Dean’s Leadership Fund also gives Dean Smith the ability to make smart investments in systems, physical plant, and people to foster...
greater financial sustainability for the University and enable responsible and systemic stewardship of the FAS’s resources. Just one example is the installation of solar panels on the roof of Canaday Hall, which will provide roughly 60 percent of the hot water needs for the FAS buildings in the Yard, and which—at today’s utility rates—will pay for itself in 10 to 12 years over a 25-year life cycle. The Dean’s Leadership Fund empowers the FAS dean to seize opportunities for those investments that ensure sustainable management of the FAS’s resources.

The Dean’s Leadership Fund has made possible what seemed unimaginable, not only strengthening core commitments to an unparalleled student experience and world-class education, but also keeping Harvard at the cutting edge of research and fostering the use of new tools for global online learning. This ensures that Harvard continues as a place of discovery for people leading change in the world today and into the future.
OVER THE SUMMER, ROUGHLY 150 HARVARD COLLEGE STUDENTS TAKE PART IN THREE IMMERSIVE 10-WEEK PROGRAMS IN WHICH THEY WORK SIDE BY SIDE WITH FACULTY ACROSS THE UNIVERSITY.

The programs match students with faculty mentors and include housing and programming to create a sense of community. Students in the Program for Research in Markets and Organizations (PRIMO) work with Harvard Business School (HBS) professors on projects ranging from business strategy to social media. The Program for Research in Science and Engineering (PRISE) matches students who want to get research experience with Harvard faculty from the Faculty of Arts and Sciences (FAS), Harvard Medical School (HMS), Harvard School of Public Health, and Harvard-affiliated institutes and hospitals. The Behavioral Laboratory in the Social Sciences (BLISS) program connects students with professors from the FAS, Harvard Kennedy School, the Harvard Graduate School of Education, and HMS to study everything from face recognition to migration flows of Chinese-born U.S. residents.

For example, Stephanie Havens ’14 spent a summer as part of PRIMO, working alongside HBS assistant professor Eugene Soltes AM ’04 on his ongoing research on business ethics. The examination of those who bent these ethics brought her and Soltes to interview a CEO who was incarcerated. “Meeting with this CEO in prison brought the work into the real world and gave meaning to what we’re doing,” says Havens.
Flexible funding allowed Harvard to take advantage of a possible solution—to partner with the Commonwealth, industry, and fellow universities to create the Massachusetts Green High Performance Computing Center (MGHPCC).

The MGHPCC, a 90,000-square-foot, 10-megawatt data center located in Holyoke, is dedicated to supporting the growing research computing needs of five of the most research-intensive universities in Massachusetts, including Harvard. Its massive machine room floor can house roughly 10,000 high-end computers engaged in breakthrough research.

This state-of-the-art computational infrastructure is indispensable in the increasingly sensor- and data-rich environments of modern science and engineering. The resource also frees up 65,000 square feet of space on the Cambridge campus, reduces Harvard’s carbon footprint by 3 to 4 percent, and increases the ability to undertake complex computational science. Despite doing highly intensive research, the MGHPCC is among the most green industrial environments around.

When we have the funds to take advantage of big opportunities, the FAS can leverage innovative partnerships that help us meet our research mission and advance our scientific enterprise, all while being green.
HarvardX is the digital education platform that supports Harvard faculty as they develop courses for edX, the online learning initiative founded by Harvard and the Massachusetts Institute of Technology. More than 100,000 people signed up for the introductory computer programming course CS50x within the week it debuted. By May 2013, more than a million people had registered for an edX course.

Professors aren’t just broadcasting full lectures on the Internet; they are adapting and expanding courses to take advantage of the online medium. HarvardX classes incorporate short video segments, as well as embedded quizzes, immediate feedback, student-ranked questions and answers, online laboratories, and student-paced learning.

Students are gaining from this—and so are professors. The edX platform gives teachers ways to study patterns of student behavior and achievement so they can make course material and methods more effective for students both on and off campus. Faculty can have an effect on more students than they could hope to reach in a lifetime of teaching in the classroom.

“The opportunity to combine research on how students learn with technology makes classroom teaching more exciting and effective than ever,” observes Robert Lue PhD ’95, faculty director of HarvardX.

And what researchers learn from remote students will make a difference on campus as well. As FAS Dean Michael D. Smith notes: “Ultimately, HarvardX will strengthen on-campus learning, which is and will remain the foundation of a Harvard education.”
EVERY GIFT COUNTS

EACH YEAR, UNRESTRICTED GIFTS OF $1,000 OR LESS PROVIDE AN AVERAGE OF $6.3 MILLION IN RESOURCES THAT THE FACULTY OF ARTS AND SCIENCES CAN USE TO SUPPORT OUR CORE MISSION. THIS IS EQUIVALENT TO FUNDING FOR:

185 GRADUATE STUDENTS IN THEIR DISSERTATION YEAR

140 TEACHING FELLOWS

150+ FINANCIAL AID PACKAGES FOR HARVARD COLLEGE STUDENTS
MICHAEL CALDWELL AND HIS PARENTS AGREED—THEY WOULDN’T EVEN TALK ABOUT HIS ACCEPTANCE TO HARVARD UNTIL THEY KNEW WHAT THE FINANCIAL AID PACKAGE WOULD BE.

They were stunned to discover that financial aid made Harvard more affordable than any other private school he applied to.

While at Harvard, Caldwell studied human evolutionary biology, served as a peer advising fellow, and sang with the Veritones. Blown away by his professors and peers, Caldwell says of his College experience, “It has opened doors I didn’t even think existed and given me one of the most rewarding and life-changing experiences I could imagine.”

Caldwell, who grew up working on his family’s beef cattle ranch in California, recently spent a summer in Uganda trying to improve nutrition for children in rural areas. Fascinated by the intersection of health and education, he hopes to attend medical school or join the Peace Corps.
The Program in General Education, which was launched to replace the 30-year-old core curriculum, connects what students learn in the classroom to the world beyond. These classes draw upon multiple disciplines and feature the best pedagogical collaborations between faculty and talented graduate students. The FAS has created or reenvisioned more than 400 offerings since Gen Ed’s introduction. The curriculum seeks to prepare students for civic engagement, teach students to respond critically and constructively to change, and help students understand the ethical dimensions of what they say and do. This robust curriculum would not have been possible without critical unrestricted funds.

Harvard School of Public Health graduate student Osagie Ebekozien teaches students in Science of Living Systems 17: The Human Organism, a cardiovascular lab in which students learn to measure their blood pressure, their ECG, and the anatomy of the heart.
THE DEAN’S LEADERSHIP FUND DIRECTLY SUPPORTS CRITICAL OPERATIONS

A SAMPLE OF THE WIDE RANGE OF PROGRAMS AND THE PERCENTAGE OF THEIR BUDGETS THAT RELY ON UNRESTRICTED FUNDS

- Admissions & Financial Aid Office: 96%
- Graduate Student Fellowships: 45%
- Undergraduate Financial Aid: 41%
- Ladder Faculty Compensation & Start-Up Packages: 44%
- Harvard College Libraries: 62%
- Athletics: 62%
- General Education & Teaching Support: 65%
- Advising: 76%
- Career Services & the Office of International Programs: 34%
- Freshman Seminars: 71%
- Office for the Arts: 54%
- House & Residential Life: 70%
WE INVITE YOU TO JOIN US in this campaign so that Harvard continues its leadership and influence in the world at a time of dynamic and accelerating change.

THE HARVARD CAMPAIGN FOR ARTS AND SCIENCES