This leadership profile is intended to provide information about the Harvard Medical School and the position of Dean for Resource Development. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

Harvard Medical School (HMS) seeks a Dean for Resource Development (DRD) to lead the Medical School’s development and alumni relations effort to new levels of success and productivity in support of key strategic priorities. The DRD is a direct report to Dean Jeffrey Flier and serves on his executive cabinet. Dean Flier recently announced that he will step down from the dean position on July 31, 2016 and return to the faculty. The new DRD will have the opportunity to work with Dean Flier as he makes his transition while maintaining ongoing relationships with key donors. The University will shortly engage in a search for a new dean and the DRD will work in close partnership with the new dean as he or she develops a new strategic plan and identifies priorities for the future.

Since 1782, Harvard Medical School has prepared generations of physicians for leadership roles in education, research, and policy and to care for patients with integrity, skill, and compassion. For over 225 years, the School has influenced and shaped the design of medical school education throughout the world. Creativity fuels the engine of discovery at Harvard Medical School, where more than 12,000 faculty members direct research to advance the boundaries of knowledge. This work takes place on the School’s Boston campus and across the metropolitan area at 16 affiliated hospitals and research institutes. Harvard Medical School has been ranked the #1 medical school in the United States by US News & World Report every year since the magazine began publishing medical school rankings.

The Dean for Resource Development will have broad responsibility and authority to build upon a strong philanthropic history and direct an aggressive and ambitious program to fund world class-medical research and education. The DRD will work in close partnership with the dean, senior administration, faculty, Harvard’s University Development organization and volunteers to develop a Resource Development strategic plan, including short- and long-range goals to meet institutional and departmental fundraising objectives. Additionally, the DRD will partner with the HMS Executive Dean for Administration and the Chief Financial Officer to monitor objectives, align strategy with mission, assess future needs and direct the efforts of the office toward successful achievement.

The DRD will be charged with bringing the medical school’s $750 million campaign to a successful conclusion. The Medical School’s campaign is a critical part of the University’s $6.5 billion The Harvard Campaign which had its public launch in January 2013 and is scheduled for completion in January 2018. As of September 31, 2015, the School has raised $475,017,626 (63% of goal) from more than 5,000 donors.
The new Dean for Resource Development will direct the efforts of a resource development team of 55 in campaign planning, major and planned giving, alumni development, and corporate and foundation relations. In a highly competitive Boston marketplace, strong focus will be placed on the effective recruitment, mentoring, management, and retention of a best in class development staff.

The Dean for Resource Development will manage a personal portfolio of highly capable donors and prospects and will be responsible for working closely with the dean to develop strategies for bringing transformational gifts to the School. A successful Dean for Resource Development will work closely with HMS faculty, volunteers, and other schools at Harvard, and will build a close and collaborative relationship with Harvard’s central development staff.

For more information on how to apply, see the Procedure for Candidacy section toward the end of this document.

Harvard Medical School

Harvard Medical School has been synonymous with excellence in education, research, and clinical care. It shapes the future of medical education and its application through teaching, training, and research focused on its singular mission—to alleviate human suffering caused by disease.

Harvard Medical School is at the very heart of the largest biomedical community in the world—combining world-class basic and translational research with clinical training through 16 Harvard affiliated hospitals and research institutions. At HMS, there are more research benches and bedsides within a five-mile radius than anywhere on the face of the earth.

HMS’s program offerings include the MD, PhD and joint MD-PhD programs, Masters programs, and external education programs. In addition to 50 hospital-based clinical departments, HMS has 10 School-based basic science and social science departments. This depth and breadth in academic pursuit fosters interdisciplinary collaborations feasible at few institutions.

In FY16, the School is operating an annual budget of $670 million and stewards an endowment of $4 billion. Of that amount:

- $1.7 billion (43%) is restricted to funds supporting the 16 Harvard affiliated hospitals and research institutions
- $2.3 billion (57%) supports the work of the HMS quadrangle-based departments
- $440 million (11%) is unrestricted and provides approximately $22 million in annual operating support.

Please refer to Appendix IV for information on the 16 Harvard Medical School Affiliated Hospitals and Research Institutes.
Harvard Medical School: Alumni

Harvard Medical School has nearly 10,000 living alumni spanning the globe who are distinguished in every field. HMS graduates are preeminent physicians and leaders in flagship hospitals, private practices, and community health centers in the US and across the globe. They are researchers and innovators in the scientific, academic, business, governmental, and cultural sectors that are key to improving health outcomes worldwide.

As the Chair of Alumni Relations, Dr. A.W. Karchmer wants to ensure that HMS alumni are provided accessible ways to stay current on new happenings and engaged with the Harvard community and former classmates. To this end, HMS recently completed an alumni volunteer survey providing them with the opportunity to identify areas of interest for involvement with students, peers, and the community. Additionally, the Harvard Medical Alumni Association (HMAA) partnered with Doximity, a social networking service for physicians and healthcare professionals, to launch an app for HMS alumni. The tool allows quick access to a searchable database of published articles, lecture, and clinical trials and offers assistance with locating and interacting with HMS alumni.

Harvard University

Harvard University, which celebrated its 350th anniversary in 1986, is the oldest institution of higher learning in the United States. Founded 16 years after the arrival of the Pilgrims at Plymouth, the University has grown from nine students with a single Master to an enrollment of approximately 20,000 degree candidates, including undergraduate and graduate students in 10 principal academic units. Approximately 1,000 students are enrolled in one or more courses in the Harvard Extension School. Over 12,000 people work at Harvard, including more than 2,000 faculty. There are also 10,000 clinical faculty appointments in affiliated teaching hospitals.

Six presidents of the United States – John Adams, John Quincy Adams, Rutherford B. Hayes, Theodore Roosevelt, Franklin Delano Roosevelt, and John Fitzgerald Kennedy – were graduates of Harvard. The faculty has produced more than 30 Nobel laureates.

The expression of “every tub on its own bottom” is often used to describe the decentralized organization and financial arrangements of Harvard’s principal academic units: a number of faculties overseeing Harvard’s several schools and colleges and the Radcliffe Institute for Advanced Study. Each unit is headed by a dean, who is appointed by the president, and each is directly responsible for its own finances and organization.

Mission:

"To create and nurture a community of the best people committed to leadership in alleviating human suffering caused by disease."
Harvard Medical School: Office of Resource Development

Harvard Medical School depends upon a generous philanthropic community whose members believe deeply in its mission. In fiscal year 2015, Harvard Medicine School received $94 million to support work in the School’s areas of highest priority: education, discovery, service, and leadership. Gifts and commitments were received from nearly 4,200 alumni, friends, faculty, staff, foundations, corporations, and volunteer leaders. The School receives nearly 20 percent of its donations in the form of individual major gifts with another 20 percent coming from corporate and foundation philanthropy. The largest distribution of outright gifts support professorships and are included in the “hospital” accounting below. Following FY15’s $94 million success, the School has established a FY 2016 fundraising goal of $102.3 million.

Harvard Medical School
Office of Resource Development

Giving Summary by Department
DRAFT FY16 - 10/31/2015

<table>
<thead>
<tr>
<th>Department</th>
<th>FY16 Goal</th>
<th>% of Goal</th>
<th>Current</th>
<th>Current Unrestricted</th>
<th>FY15 Oct Totals</th>
<th>FY15 Totals</th>
<th>FY14 Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Giving</td>
<td>$4,800,000</td>
<td>9%</td>
<td>$455,819</td>
<td>$162,141</td>
<td>$599,952</td>
<td>$4,695,208</td>
<td>$4,531,328</td>
</tr>
<tr>
<td>C and F Giving</td>
<td>$40,000,000</td>
<td>20%</td>
<td>$8,103,534</td>
<td>$150,000</td>
<td>$2,614,323</td>
<td>$45,423,965</td>
<td>$78,023,257</td>
</tr>
<tr>
<td>Gift Planning</td>
<td>$6,000,000</td>
<td>9%</td>
<td>$546,218</td>
<td>$56,648</td>
<td>$146,094</td>
<td>$6,036,210</td>
<td>$3,810,013</td>
</tr>
<tr>
<td>Major Gifts</td>
<td>$35,000,000</td>
<td>31%</td>
<td>$11,000,000</td>
<td>0</td>
<td>$5,097,582</td>
<td>$23,937,194</td>
<td>$14,829,705</td>
</tr>
<tr>
<td>Hospitals</td>
<td>$16,500,000</td>
<td>62%</td>
<td>$10,213,440</td>
<td>$900,000</td>
<td>$460,425</td>
<td>$14,167,358</td>
<td>$31,735,325</td>
</tr>
<tr>
<td><strong>HMS Total</strong></td>
<td><strong>$102,300,000</strong></td>
<td><strong>30%</strong></td>
<td><strong>$30,319,011</strong></td>
<td><strong>$1,268,789</strong></td>
<td><strong>$8,918,376</strong></td>
<td><strong>$94,259,935</strong></td>
<td><strong>$132,929,628</strong></td>
</tr>
</tbody>
</table>

Totals are for legal gifts and pledges, excluding pledge payments
Totals include Donor Advised Fund distribution Credit Amounts
Professorship pledge payments that count as outright gifts are included in the Hospitals total
Adjustments total includes RSO topsides only, prior year adjustments are not included

Learn more at: [www.hms.harvard.edu/giving](http://www.hms.harvard.edu/giving)
The World is Waiting – Campaign for Harvard Medicine

Harvard University is presently engaged in a $6.5 billion comprehensive campaign and under the leadership of Dean Jeffrey Flier Harvard Medicine School has launched its $750 million The World Is Waiting – Campaign for Harvard Medicine.

The Campaign supports four primary priorities: education, discovery, service, and leadership; all critical to the School’s mission to alleviate human suffering caused by disease. Within these broader priorities are a number of significant initiatives, including student financial aid, faculty support, external education, biomedical research and training, global health delivery, health care policy, primary care, campus enhancements, and flexible funding to support collaboration and innovation.

The campaign is advised by a 19-member steering committee chaired by Joshua Boger AM ’75, PhD ’79 and honorary co-chairs by John M. Connors Jr. and Ellen R. Gordon, GSA ’69.

Additional information about the campaign can be found in Appendix II.

Harvard Medical School Board of Fellows

The new Dean for Resource Development will have the opportunity to work closely with the very distinguished and influential members of the Medical School's Board of Fellows. Board members serve as external advisors and provide counsel to the dean, senior administrators, and faculty on topics pertinent to the strength, health, and well-being of the institution. Board members assist in developing, reviewing, and implementing strategies that fulfill and enhance the School's mission to alleviate human suffering caused by disease.

John W. Rowe, MD
Board of Fellows Chair
Julius B. Richmond Professor of Health Policy and Aging
Columbia University Mailman School of Public Health

Gwill E. York, AB ’80, MBA ’84
Board of Fellows Vice Chair
Managing Director
Lighthouse Capital Partners, Inc.

Neal Baer, EDM ’79, AM ’82, MD ’96
Executive Producer
CBS Television

Christiana G. Bardon, MD ’98, MBA ’03
Co-Founder & Portfolio Manager
Burrage Capital

Ernesto Bertarelli, MBA ’93
Chairman
Waypoint Capital Holdings Ltd

Joshua Boger, AM ’75, PhD ’79
Founder and Former CEO
Vertex Pharmaceuticals Incorporated

Jonathan Bush, MBA ’97
Chairman, President and CEO
athenahealth, Inc.

Stuart M. Cable
Partner
Goodwin Procter LLP

Mary Ann Pesce Choate, AB ’77
Former President of Global Personal Care
Procter & Gamble Company

Jordan J. Cohen, MD ’60
Professor of Medicine & Public Health
George Washington University

John M. Connors Jr.
Founding Partner
Hill, Holliday, Connors, Cosmopulos, Inc.

Howard Cox, MBA ’69
Special Limited Partner
Greylock Partners

Martha W. Crowninshield
General Partner Emerita
BV Investments

Charles M. Farkas, MBA ’80
Advisory Partner
Bain & Company

Daniel N. Freudenberger, AB ’67
Screenwriter, Director, and Playwright

Senator William H. Frist, MD ’78
Chairman
Hope Through Healing Hands Foundation

Ansbert K. Gadicke, MD
Founder, Co-Chairman, and Managing Director
MPM Capital, LLC
Phyllis I. Gardner, MD '76  
Professor of Medicine  
Stanford University School of Medicine

G.S. Beckwith Gilbert  
President and CEO  
Field Point Capital Management Company

Ellen R. Gordon, GSA '69  
Chairman and CEO  
Tootsie Roll Industries, Inc.

Phillip T. Gross  
Co-Founder and Managing Director  
Adage Capital Management, L.P.

Sanjay Gupta, MD  
Chief Medical Correspondent  
CNN

Margaret A. Hamburg, AB '77,  
MD '83  
Former Commissioner  
U.S. Food and Drug Administration

Griffith R. Harsh IV, AB '75, MD  
'80  
Professor of Neurosurgery, Associate Dean of Postgraduate Education  
Stanford School of Medicine

Elizabeth A. Holmes  
Chairman, Founder, and CEO  
Theranos, Inc.

John A. Kaneb, AB '56  
Chairman  
HP Hood LLC

Virginia M. Kaneb  
Chaplain  
Massachusetts General Hospital

Bevin Kaplan  
Director and Vice President  
The Warren Alpert Foundation

Herbert M. Kaplan  
President and Chairman  
The Warren Alpert Foundation

Robert S. Kaplan, MBA ’83  
President and CEO  
Federal Reserve Bank of Dallas

Risa Lavizzo-Mourey, MD ’79  
President and CEO  
Robert Wood Johnson Foundation

Jeffrey A. Leerink  
Chairman and CEO  
Leerink Partners LLC

Jeffrey M. Leiden, MD, PhD, AM  
'99  
Chairman, President, and CEO  
Vertex Pharmaceuticals Incorporated

Freda C. Lewis-Hall, MD, DFAPA  
Executive Vice President and Chief Medical Officer  
Pfizer Inc

Peter S. Lynch  
Vice Chairman  
Fidelity Management and Research Company

Fariborz Maseeh  
Managing Principal  
Picoco LLC

Christopher J. McKown, MBA ’81  
Co-Founder & Executive Chairman  
Iora Health, LLC

Rodman W. Moorhead III, AB  
‘66, MBA ’68  
Managing Director (retired)  
Warburg Pincus

Laurence E. Paul, AB ’86, MD ’90  
Co-Founder and Managing Principal  
Laurel Crown Partners, LLC

M. Lee Pearce, MD  
Private Investor

Carol A. (Kitty) Pechet, EDM ’59  
Teacher  
Cambridge Center for Adult Education  
Harvard Neighbors

Louis Perlmutter  
Senior Advisor  
Corporate Partners LLC

Phillip T. (Terry) Ragon  
Founder, Owner, CEO  
InterSystems Corporation

Graham Robinson, JD ’99  
Partner  
Skadden, Arps, Slate, Meagher & Flom LLP

Michael Rosenblatt, MD ’73  
Executive Vice President and Chief Medical Officer  
Merck & Co., Inc.

Charles A. Sanders, MD  
Former Chairman  
University of North Carolina Health Care System

Leonard D. Schaeffer  
Judge Robert Maclay Widney Chair and Professor  
University of Southern California

Paul E. Singer, J D ’69  
Founder, Chief Executive Officer, and Co-Chief Investment Officer  
Elliott Management Corporation

Ronda E. Stryker  
Director  
Stryker Corporation

Henri A. Termeer  
Former Chairman, President, and CEO  
Genzyme Corporation

Lynn B. Thoman, MBA ’79  
Co-Chair  
Leon Lowenstein Foundation Inc.

Christoph H. Westphal, MD ’96,  
PhD ’98  
Founder and Partner  
Longwood Fund

Hansjörg Wyss, MBA ’65  
Chairman Emeritus  
Synthes Inc
Opportunities and Expectations for Leadership

Provide Leadership

The Dean for Resource Development will provide leadership, strategy and operational management of the Office for Resource Development (ORD). S/he will work effectively and closely with volunteer leadership as well as university stakeholders and groups to further engender trust and affinity. S/he will mobilize people and resources in support of the university and school’s goals and campaign priorities.

The DRD will provide critical leadership during a period of change at Harvard Medical School and use this as a pivot point to align and direct the ORD in the next phase of its history. S/he will embrace the unique nature of a non-grateful patient environment and ensure that short- and long-term development strategies are aligned to fully capitalize on new and unique donor identification and cultivation strategies.

Develop and implement a strategic development plan

The DRD will assess the organization, plan and implement the most effective strategy to lead a comprehensive and cutting-edge development program. The successful candidate will establish an operating plan with annual goals, objectives, and strategies for fundraising programs in support of the School’s priorities. This plan will establish the most effective ways in which all of the units can work collaboratively to increase the overall fundraising efforts for the School and provide professional fundraising guidance to key stakeholders to assist in identifying fundraising priorities. It will be particularly important to raise resources for those Harvard faculty who work for the Medical School and reside on “the Quad”. The DRD will need to employ new and creative way of identifying and cultivating new donors for the School including a focus on non-traditional donors who may be motivated by cross-collaborative fundraising initiatives or ability to connect with the case that academic medicine as the catalyst for exceptional research and patient care.

Expand the prospect pool

It is imperative that the new dean broaden the pool of prospective donors. S/he will need to find methods of securing support across all core missions of the School including development of philanthropic proposals to individuals, corporations and foundations in support of medical school initiatives.

There is much potential to expand the pool of prospects, targeting international prospects and donors to other Harvard Schools who have an interest in medicine. The new Dean for Resource Development will want to focus on principal donors with transformational capacity, building on
HMS’s excellence and communicating a compelling case for philanthropic support. The University’s Vice President for Alumni Affairs and Development, Tamara Rogers has committed ongoing assistance to help the Medical School identify Harvard donors with an interest in medicine.

**Foster a collaborative development culture**

The DRD will foster a creative, energetic and collaborative fundraising environment recognizing the interconnectedness between the five units under his/her direction: Institutional Giving, Strategic Initiatives and Campaign, Development and Alumni Relations, Development Services and Communications and Special Events. The DRD will provide leadership and direction to the staff to maintain an effective, cohesive, well-coordinated, and mutually supportive department. Building on an already strong infrastructure, the dean will provide innovative, forward-looking leadership in all of the areas of development seizing opportunities for collaborative and/or interdisciplinary approaches and strategies. The dean will capitalize on the opportunity to further strengthen the organization and to deepen relationships between the University Development Office, academic leadership, academic faculty, volunteer governance, and affiliated hospitals.

**Recruit, mentor, motivate, and retain a world class staff**

The successful candidate will effectively manage, lead, and empower staff through communication and delegation. The dean will foster an environment of transparent performance feedback and ensure accountability through clearly defined fundraising goals, objectives and measures for development officers and staff. The dean will also regularly evaluate programs, assess progress toward goals, and report on results.

A motivator and a mentor, the DRD will continue to build a culture where individuals feel valued, committed to the mission, and proud to represent Harvard Medical School. With an eye toward succession planning, the successful candidate will provide opportunities for professional growth where staff can increase and enhance their skills. The dean will foster a culture of transparency, ensure that individuals have a sense of responsibility and ownership for successful outcomes and at the same time recognize, reward, and celebrate success.
Personal Qualities and Qualifications

The Dean for Resource Development will be a visionary, energetic, and strategic leader who is committed to the values, mission, and culture of Harvard Medical School. The successful candidate will need to establish credible and collaborative working relationships with senior administration, faculty, volunteers, and other key members of the University and affiliated hospitals and research institutes. S/he will be a highly effective decision-maker, comfortable with risk-taking, have strong organizational and strategic ability, excellent communication and relationship-building skills, a strong sense of accountability, and the ability to motivate, inspire, and mentor a talented team.

The DRD must bring a minimum of 10 years of related experience with substantial and documented success in both management and fundraising at an academic or scientific research institution or organization. An advance degree is preferred.

In addition, the ideal candidate will have the following professional qualifications and personal characteristics:

Development Experience
- Tangible experience expanding and cultivating existing donor relationships;
- Demonstrated success in development and a exceptional track record of identifying, soliciting, and securing major, principal, and transformative gifts;
- Progressive experience managing campaigns and an extensive volunteer base; and
- Ability to influence and engage a wide range of donors and build long-term relationships.

Management and Leadership Experience
- Demonstrated ability to build effective, high performing teams and the ability to attract, recruit, mobilize, and inspire a team of development professionals; and
- Demonstrable success in administration of a diverse major gifts fundraising program across multiple constituencies.

Other Leadership Competencies
- Excellent communication skills both written and oral across a myriad of audiences;
- Ability to work both independently and as a team player who will productively engage with others at varying levels of seniority within the organization;
- High energy and passion and the ability to generate enthusiasm for the mission of Harvard Medical School;
- Emulate the qualities of a transparent and collaborative leader ensuring that communication of the resources development strategic efforts are being shared broadly and that there is an opportunity for active engagement by faculty and administrators to speak to and impact those efforts;
- The ability to navigate change with grace and be strategically reactive to ensure continuity of leadership during the University's change in leadership and shifting priorities.
Boston, Massachusetts

Boston, first incorporated as a town in 1630 and as a city in 1822, is one of America's oldest cities, with a rich economic and social history. What began as a homesteading community eventually evolved into a center for social and political change. Boston has since become the economic and cultural hub of New England.

As the region's hub, Boston is home to over 655,000 residents (2014 U.S. Census Bureau estimate), many institutions of higher education, some of the world's finest inpatient hospitals, and numerous cultural and professional sports organizations. Millions of people visit Boston to take in its historic neighborhoods, attend cultural or sporting events, and to conduct business.

Whether your interests lie in history, art, or culture, Boston has a museum for you. From the MFA and The Isabella Stewart Gardner museum, to the John F. Kennedy and Boston Fire museums, there is something for everyone. Boston also is home to a Science Museum and the Boston Children's Museum.

The City of Boston has wonderful parks and recreational areas. Boston provides residents and visitors with clean, green, safe, and accessible open space in more than 2,200 acres of park land throughout the city.

Due to its size, Boston is a very accessible city, but it may be that its reputation as a walking city relies on the creation of one of America's first historic walking tours, The Freedom Trail. The Freedom Trail Foundation continues to work to preserve this perfect introduction to Colonial Revolutionary Boston. The Trail takes the visitor to 16 historical sites in the course of two or three hours and covers two and a half centuries of America's most significant past. A red brick or painted line connects the sites on the Trail and serves as a guide.

For more information, please visit the following sites:
www.bostonusa.com
www.cityofboston.gov/visitors
www.CambridgeUSA.org
www.visit-massachusetts.com/boston
Procedure for Candidacy

Inquiries, nominations, and applications are invited. Review of applications will begin and will continue until the position is filled. Candidates should provide a curriculum vitae, a letter of application that addresses the responsibilities and requirements described in the Leadership Profile, and the names and contact information of five professional references. References will not be contacted without prior knowledge of and approval by the candidate. Three separate attachments in MSWord or PDF format are preferred.

These materials should be sent via e-mail to the Harvard Medical School's consultants Manny Berger and Melissa Fincher at:

HarvardMedDevelopment@wittkieffer.com

For confidential inquiries, the consultants can be reached by telephone via the office of Cara Drew at (781) 564-2626.

Documents that must be mailed may be sent to:

Harvard Medical School DRD Search
C/o: Witt/Kieffer
Attn: Manny Berger and Melissa Fincher
35 Corporate Drive, Suite 290
Burlington, MA 01803

Harvard University provides equal opportunity in employment for all qualified persons and prohibits discrimination in employment on the basis of race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, age, veteran status, disability unrelated to job requirements, genetic information, military service, or other protected status.

The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Harvard Medical School documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix I: Leadership

Jeffrey S. Flier
Dean of the Harvard Medical School

Jeffrey S. Flier became the 21st Dean of the Faculty of Medicine at Harvard University on September 1, 2007. Flier, an endocrinologist and an authority on the molecular causes of obesity and diabetes, is also the Caroline Shields Walker Professor of Medicine at Harvard Medical School. Previously he had served as Harvard Medical School Faculty Dean for Academic Programs and Chief Academic Officer for Beth Israel Deaconess Medical Center, a Harvard teaching affiliate.

Flier is one of the country’s leading investigators in the areas of obesity and diabetes. His research has produced major insights into the molecular mechanism of insulin action, the molecular mechanisms of insulin resistance in human disease, and the molecular pathophysiology of obesity.

Flier was born in New York City. He received a BS from City College of New York in 1968, and an MD from Mount Sinai School of Medicine in 1972, graduating with the Elster Award for Highest Academic Standing. Following residency training in internal medicine at Mount Sinai Hospital from 1972 to 1974, he moved to the National Institutes of Health as a clinical associate. In 1978, he joined the faculty of medicine at Harvard Medical School, serving as chief of the diabetes unit at Beth Israel Hospital until 1990, when he was named chief of the hospital's endocrine division.

In 2002, Flier was named Chief Academic Officer of BIDMC, a newly created senior position responsible for research and academic programs. He worked with Beth Israel Deaconess academic department chairs to ensure the quality and breadth of academic programs at BIDMC, through which most Harvard Medical School students pass. He also served as the formal liaison to Harvard Medical School, sitting on the Council of Academic Deans.

Flier has authored more than 200 scholarly papers and reviews. An elected member of the Institute of Medicine and a fellow of the American Academy of Arts and Sciences, his honors also include the Eli Lilly Award of the American Diabetes Association, the Berson Lecture of the American Physiological Society, and honorary doctorates from the University of Athens and the University of Edinburgh. He was the recipient of the 2003 Edwin B. Astwood Lecture Award from the Endocrine Society and, in 2005, he received the Banting Medal from the American Diabetes Association, its highest scientific honor.

The father of two daughters, Flier lives in Newton, Mass., with his wife, Eleftheria Maratos-Flier, MD, who is a professor of medicine at Harvard Medical School and with whom he has collaborated on research in the area of neuroendocrine control of body weight.
November 6, 2015

Dear Alumni and Friends:

Every single day, I have the opportunity to observe, influence, and enhance the educational, research, service, and leadership activities that make Harvard Medical School what it is: a beacon for medicine and health throughout the world.

The HMS community is large and complex, and our impact is profound. Here are just a few highlights of the accomplishments you have helped to make possible this past year, as well as a preview of all we have to look forward to.

**Education**

- To complement our redesigned *Pathways* curriculum, we are renovating several areas in the Tosteson Medical Education Center. This includes the opening of four new learning suites featuring classrooms, studios, labs, and collaborative-learning areas that benefit all of our students.

- Our *Graduate Education* offerings now include five Master of Medical Science degree programs and the new Master of Bioethics. Our wide range of PhD programs welcomed 139 new students last year, bringing total graduate student enrollment to nearly 800.

- We continue to expand our *global programming portfolio*, which now encompasses courses in clinical research methodology, clinical informatics, patient safety, leadership, and preventive and therapeutic approaches to cancer. Soon, those pursuing health-related careers will have access to the *HMX experience*, an engaging online program teaching fundamental concepts, including initial offerings in immunology and physiology.

**Discovery**

- Our research engine continues to generate *groundbreaking basic science discoveries*. Among the most remarkable, HMS scientists are:
  
  - Increasing the power of **CRISPR**, a gene-editing tool that is transforming research and which has profound clinical promise;
  
  - Mechanistically connecting the pathway in the brain linked to **Parkinson’s disease** with genes that are mutated in amyotrophic lateral sclerosis (ALS), the motor-neuron disease also known as **Lou Gehrig’s disease**;
  
  - Showing that Native Americans living in the Amazon bear an **unexpected genetic connection** to indigenous people in the region known as Australasia, suggesting a previously unknown wave of migration to the Americas thousands of years ago; and
Creating a map called the **BioPlex network** to predict where proteins are located within the cell, what biological processes they are part of, and what molecular roles they may play.

**Service**

- We are assisting patients who suffer from mysterious medical conditions in obtaining a diagnosis through the **Undiagnosed Diseases Network (UDN) Gateway**, a new online portal that stores everything that is learned about these patients and their conditions through week-long clinical evaluations and genetic testing.

- Research from the Department of Health Care Policy highlights the unintended costs of health care integration, finding that the **price of outpatient medical care** is increasing as hospitals acquire more physician practices.

- HMS Center for Primary Care Co-Director Andy Ellner, AB ’97, MD ’04, and Director of Research and Curriculum Erin Sullivan, PhD, recently co-authored an article that explores the effect **patient-provider relationships** have on better health outcomes.

**Leadership**

- Stephen Elledge, PhD, the Gregor Mendel Professor of Genetics and of Medicine at HMS and professor of medicine at Brigham and Women's Hospital, has been named a co-recipient of the **2015 Albert Lasker Basic Medical Research Award** for his work in elucidating how eukaryotic cells sense and respond to DNA damage.

- Beth Stevens, PhD, HMS assistant professor of neurology at Boston Children's Hospital, has been named a 2015 **MacArthur Fellow**. She is among 24 individuals honored by the John D. and Catherine T. MacArthur Foundation for “pushing the boundaries of their fields.”

- The **Clinton Global Initiative** has recognized the work of HMS's Department of Global Health and Social Medicine, Partners In Health, and Boston Children's Hospital—part of the Abundance Project for Global Health—to develop a rapid Ebola test that can diagnose the virus disease in minutes and help save lives.

I continue to be inspired by the passion and commitment of our students, faculty, and staff toward our mission to alleviate human suffering caused by disease. Much of this work is fueled by philanthropy in support of **The World Is Waiting: The Campaign for Harvard Medicine**, our transformative $750 million initiative to help people live longer, healthier lives.

Thank you for your partnership and commitment to the School's past, present, and future.

Sincerely,

Jeffrey S. Flier, MD  
Dean of the Faculty of Medicine  
Caroline Shields Walker Professor of Medicine
Appendix III: Harvard Affiliated Hospitals and Research Institutes

Unlike many medical schools, HMS does not own or operate hospitals, relying instead on agreements with 16 clinical affiliates and research institutes, vital partners that provide patient care and clinical training. These hospitals and institutes employ many physicians and scientists with Harvard Medical School faculty appointments. All told, the Faculty of Medicine includes more than 12,000 individuals working in classrooms, clinics and laboratories across Boston and Cambridge.

**Beth Israel Deaconess Medical Center** ([www.bidmc.org](http://www.bidmc.org))
Among independent teaching hospitals, Beth Israel Deaconess Medical Center consistently ranks in the top three recipients of biomedical research funding from the National Institutes of Health. Research funding totals nearly $200 million annually.

**Brigham and Women's Hospital** ([www.brighamandwomens.org](http://www.brighamandwomens.org))
Ranked nationally in 13 adult specialties, Brigham and Women's Hospital is a 779-bed general medical and surgical facility with it is Harvard Medical School's second largest teaching affiliate with 783 beds. In 2013, *US News & World Report* ranked it as the #6 hospital in the United States.

**Cambridge Health Alliance** ([www.challiance.org](http://www.challiance.org))
As an integrated healthcare network and academic teaching hospital, Cambridge Health Alliance serves patients at more than 30 clinical locations, including 15 primary care practices and 20 specialty centers. These sites include its three hospital campuses and community sites. CHA provides a wide range of health services with a special focus on primary care, preventive health, behavioral health, and the needs of diverse communities.

**Children's Hospital Boston** ([www.childrenshopsital.org](http://www.childrenshopsital.org))
A 395-licensed-bed children's hospital, Children's was ranked #1 in 8 out of 10 clinical specialties by *US News & World Report* and as the nation's number one pediatric hospital for 2014-15.

**Dana-Farber Cancer Institute** ([www.dana-farber.org](http://www.dana-farber.org))
A world-renowned cancer treatment and research center, it is a principal teaching affiliate of Harvard Medical School and a foundation member of the Dana-Faber/Harvard Cancer Center, a comprehensive cancer center designated by the National Cancer Institute.

**Forsyth Institute** ([www.forsyth.org](http://www.forsyth.org))
The world’s leading independent research institute dedicated to improving oral health, and reducing interrelated systemic diseases and conditions. The Forsyth Institute portfolio includes basic research, translational research, community-benefit programs for underserved populations and Forsyth Faculty Associates, and a private dental practice serving Kendall Square and surrounding areas.

**Harvard Pilgrim Health Care** ([www.harvardpilgrim.org](http://www.harvardpilgrim.org))
A not-for-profit health services company consistently ranked among the nation's highest-rated health plans, Harvard Pilgrim is known for its excellent clinical programs, customer service, health improvement strategies and innovative tools that offer consumers greater transparency and empower them to make better decisions about their health care.
Hebrew Senior Life (www.hebrewseniorlife.org)
Hebrew Senior Life is a nonprofit, non-sectarian organization devoted to innovative gerontology and geriatric research, senior health care, long-term nursing home care and senior housing communities that improve the lives of older adults live health and independent lives.

Joslin Diabetes Center (www.joslin.org)
Joslin is the world's largest team of board-certified physicians treating diabetes and its complications, as well as the largest staff of Certified Diabetes Educators anywhere in the world.

Judge Baker Children’s Center (www.jbcc.harvard.edu)
JBCC operates programs in special education, outpatient mental health, community and school consultation, specialized summer treatment, and child welfare practice - all with the goal of helping children and families chart their own best course to grow and thrive.

Massachusetts General Hospital (www.massgeneral.org)
The original and largest teaching hospital of Harvard Medical School and a biomedical research facility, it is the third oldest general hospital in the United States, conducts the largest hospital-based research program in the world and it currently ranked as the number one hospital in the United States with an annual research budget of more than $750 million.

McLean Hospital (www.mcleanhospital.org)
A psychiatric hospital, it is noted for its clinical staff expertise and ground-breaking neuroscience research. McLean maintains the world's largest neuroscientific and psychiatric research program in a private hospital.

Mount Auburn Hospital (www.mountauburnhospital.org)
Mount Auburn Hospital has 213 licensed beds, and provides comprehensive inpatient services in all medical specialties. Centers of excellence are being developed in women's services, heart care, cancer care, and other areas, building from existing excellence in multi-disciplinary services.

Schepens Eye Research Institute (www.schepens.harvard.edu)
One of the largest eye research institutes in the nation, Schepens has trained more than 600 postdoctoral fellows and 500 eye surgeons and published more than 4,600 scientific papers and books about health and eye disease.

Spaulding Rehabilitation Hospital (www.spauldingrehab.org)
Spaulding is a 132-bed rehabilitation teaching hospital focused on physical medicine and rehabilitation. It serves as the flagship for the Spaulding Rehabilitation Network offering two skilled nursing facilities and an outpatient network of 23 centers throughout Eastern Massachusetts.

Veterans Affairs Boston Healthcare System (www.boston.va.gov)
It is a set of hospitals run by the United States Department of Veterans Affairs and is comprised of nine campuses, with three major medical centers Current research activities include the Massachusetts Veterans Epidemiology Research and Information Center, the Behavioral Science Division of the National Center for PTSD, the Women's Health Sciences Division of the National Center for PTSD, and a Geriatric Research Education and Clinical Center.
Appendix IV: Facts and Figures

HARVARD MEDICAL SCHOOL
Key Facts, Figures & Impacts

Visionary Origins—Founders Who Shaped HMS

The study of medicine in Harvard dates to the origins of our nation. It was at a tavern in downtown Boston called the Green Dragon, a hotbed of the American Revolution, when Harvard graduate and physician John Collins Warren, AB 1771, proposed a School of Medicine at Harvard.

A legacy gift from Ezekiel Hersey, AB 1728, made the dream a reality with bequest of 1000 pounds. HMS was thus formally established on September 19, 1782.

HMS held its first classes in a chapel in Harvard Yard—the only one of Harvard’s professional schools “conceived in a tavern and housed in a church.” The School began with a handful of students and a faculty of three. The first Harvard medical degree—that of “M.B.” (bachelor of medicine)—was awarded in 1788; it was in 1811 that the “M.D.” (doctor of medicine) was inaugurated and conferred.

Note: Harvard was the second of American colleges to establish a school of medicine; the first was University of Pennsylvania in 1762, when Pennsylvania was a colony.

Harvard Medical School’s formal administration took shape in 1816 with the appointment of John Collins Warren as its inaugural dean. With each passing decade, the school’s deans, faculty, students and trainees amassed knowledge and influence, shaping medicine in the US and beyond as we know it today. Below is a sampling of HMS pioneers who stood in the vanguard of education and science:

1800—HMS co-founder Benjamin Waterhouse introduces the smallpox vaccine to US and helps gain acceptance for the new procedure, having carried out the tests on his own family.
1843—HMS dean Oliver Wendell Holmes, MD 1836, describes the contagiousness and consequent course of prevention of puerperal fever, also known as childbed fever.
1846—HMS founder and dean John Collins Warren, AB 1771, provides the first public demonstration of anesthesia in surgery.
1886—Reginald Heber Fitz, MD 1868, provides the first clinical description of appendicitis and advocates the use of appendectomies; he also elevates the field of pathology.
1915—Walter Bradford Cannon, AB 1896, MD 1900, illuminates the physiology of emotions and “fight or flight,” with pioneering work in traumatic shock and subsequently in homeostasis.
1922—Francis Weld Peabody, AB 1903, MD 1907, champions humane patient care as central to the medical education of physicians.
1928—William Bosworth Castle, AB 1917, MD 1921, conducts pioneering work in hematology, discovering the gastric “intrinsic factor, the absence of which causes pernicious anemia.
Frontiers of Discovery—Home to Nobel Laureates

Members of the HMS Faculty of Medicine have been making paradigm-shifting discoveries and achieving “firsts” since 1800, when HMS Professor Benjamin Waterhouse introduced the small pox vaccine to the United States. Fifteen researchers have shared in nine Nobel Prizes for work done while at HMS—the most Nobel Prizes awarded by far to any academic medical center in the US.

1934—George Minot, AB 1908, MD 1912 and William P. Murphy, PhD '22, are recognized for researching the treatment of pernicious anemia by means of liver.

1953—Fritz A. Lipmann is recognized for identifying coenzyme A and discovering basic principles of the way cells generate energy for metabolism.

1954—John F. Enders, PhD ’30, Frederick C. Robbins, MD ’40 and Thomas H. Weller, MD ’40, are recognized for growing polio virus in culture, and paving the way for the polio vaccine—a technique that led to vaccines against measles and mumps, rubella, and chicken pox.

1980—Baruj Benacerraf, SD ’92, is recognized for discovering genetically determined structures on the surface of immune system cells that regulate immunological reactions.

1981—David Hubel, AM ’62 and Torsten Wiesel, AM ’67, SD ’92, are recognized for researching information processing in the visual system and explained how the brain assembles information from the eye’s retina to produce detailed images of the world.

1985—Herbert Abrams, AM ’67, Eric Chivian, AB ’64, MD ’68, and James Muller, AM ’04, are recognized for co-founding the International Physicians for the Prevention of Nuclear War.

1990—Joseph E. Murray, MD ’43, is recognized for developing procedures for organ and cell transplantation in humans, performed the first successful kidney transplant on identical twins.

In addition to the 15 Nobel Laureates recognized for their work, Harvard Medical School faculty holds the highest distinctions in the life sciences: 65 are members of the National Academy of Sciences; 12 are recipients of the Lasker Prize; 36 are Howard Hughes Medical Institute investigators, and 189 are living members of the Institute of Medicine. These collective achievements are exemplified by this sampling of modern medical breakthroughs by HMS faculty:

1947—Sidney Farber, MD ’27, the father of modern chemotherapy and namesake of Dana-Farber Cancer Institute, is responsible for the first successful pediatric remission of acute leukemia.

1956—Paul C. Zamecnik, MD ’36, co-discovers transfer RNA (tRNA), a milestone in molecular biology.

1957—Mary Ellen Avery uncovers the cause of respiratory distress syndrome (RDS), an illness that previously claimed the lives of an estimated 10,000 infants in the U.S. each year.

1962—Bernard Lown becomes the first to use direct electric current to restore the rhythm of the heart.

1969—Jonathan Beckwith, PhD ’61, leads a research team that is the first to isolate a single gene, the basic unit of heredity.

1984—Brigham and Women’s Hospital researchers launch a series of national clinical studies known as the TIMI trials (Thrombolysis in Myocardial Infarction), which test therapeutics to save heart muscle and improve patients’ chances of surviving myocardial infarction.

1989—Judah Folkman, MD ’57, and his research team at Boston Children’s Hospital produce a synthetic compound that inhibits the growth of blood vessels associated with tumors.

2001—Arlene Sharpe, AB ’75, AM ’76, PhD ’81, MD ’82 and Gordon Freeman AB ’73, PhD ’79, uncover ways to mobilize immunotherapy to fight cancer by illuminating how a molecule called PD-1, found on T cells, acts to dampen immune responses, and uncovering ways to “release the breaks.”
2010—Stephen Elledge co-discovers that all living cells can detect damage in their genetic material and respond in a way that ensures their survival, unearthing DNA damage response.

2013—George Church, PhD ’84, co-develops a revolutionary technology, known as CRISPR, that makes it position to “edit” and engineer any part of the human genome with extreme precision.

HMS Alumni—Worldwide Leaders and Innovators

Harvard Medical School has nearly 10,000 living alumni spanning the globe who are distinguished in every field. HMS graduates are preeminent physicians and leaders in flagship hospitals, private practices, and community health centers in the US and across the globe. They are researchers and innovators in the scientific, academic, business, governmental, and cultural sectors that are key to improving health outcomes worldwide.

The following is a sampling of notable HMS alumni (not already mentioned above) who exemplify our mission in action:

Edward Benz, Jr., MD ’72—President and CEO, Dana-Farber Cancer Institute
Michael Bishop, MD ’62—Former UCSF Chancellor and awarded the Nobel Prize for the discovery, while at USCF, that growth regulating genes in normal cells can malfunction and initiate the abnormal growth processes of cancer
Paul Farmer, MD ’90, PhD ’90, Co-founder of Partners in Health, and noted physician, author, anthropologist, and humanitarian
Albert Ferguson, Jr., MD ’43—Innovator in orthopedics who pioneered use of titanium and other durable materials for hip and knee replacements
Harvey Fineberg, MD ’71—Former President, Institute of Medicine; former Harvard Provost and Dean
William “Bill” Frist, MD ’78—Former US Senate Majority Leader and pioneering heart surgeon
Mark Fishman, MD ’76, AMP ’02—President, Novartis Institute for Biomedical Research
Atul Gawande, MD ’94, MPH ’99—Surgeon, writer, author, public health researcher and Executive Director, Ariadne Labs, Brigham-Women’s Hospital.
Robert Glasser, MD ’43—Former Dean, Stanford School of Medicine
Laurie Glimcher, AB ’72, MD ’76—Dean, Weill Cornell Medical Center
Margaret “Peggy” Hamburg, AB ’77, MD ’83, GSA ’78—Former Commissioner, Food and Drug Administration
Michael Harrison, MD ’69—Pioneer in field of fetal surgery
David Kessler, MD ’79—Former Dean, Yale School of Medicine
Jim Yong Kim, MD ’86, PhD ’93—President, World Bank; former President, Dartmouth College; and co-founder of Partners in Health with fellow HMS alumnus, Paul Farmer
Anthony Monaco, MD ’88, PhD ’87—President, Tufts University
Risa Lavizzo-Mourey, MD ’79—President and CEO, Robert Wood Johnson Foundation
Paul Ramsey, MD ’75—CEO, UW Medicine and Dean, School of Medicine, University of Washington
Yvette Roubideaux, AB ’85, MD ’89, MPH ’97—Director, Indian Health Service, HHS and researcher on diabetes among Native Americans
Robert “Bobby” Satcher Jr., MD ’90, PhD—Former NASA astronaut and assistant professor of orthopedic oncology at MD Anderson Cancer Center
Peter Slavin, MD ’79—President, Massachusetts General Hospital
Allen Michael Spiegel, MD ’71—Dean, Albert Einstein College of Medicine
Herman Taylor, MD ’80, MPH ’04—Leader of the Jackson Heart Study, which helped to quantify the higher risks African-Americans have for cardiovascular disease
Witt/Kieffer is the preeminent executive search firm that identifies outstanding leadership solutions for organizations committed to improving the quality of life. The firm’s values are infused with a passion for excellence, personalized service and integrity.