

HUMAN

**Exceptional dedication
and a commitment to
leadership embody
the HMS spirit, in
which the drive to
improve human health
knows no bounds.**

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Dean for Faculty Affairs

Jules Dienstag, MD

Dean for Medical Education

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Dean for Graduate Education

Lee Nadler, MD

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Nancy Oriol, MD

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Joan Reede, MD, MS, MPH, MBA

Dean for Diversity and Community Partnership

Nancy J. Tarbell, MD

Dean for Academic and Clinical Affairs

HARVARD SCHOOL OF DENTAL MEDICINE**R. Bruce Donoff, DMD, MD**

Dean

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(August 2013)**Gretchen Brodnicki**

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Chief Research Operations Officer

Rainer Fuchs

Chief Information Officer

Judith Glaven

Associate Dean for Basic and Interdisciplinary Research

Richard G. MillsExecutive Dean for Administration
(July 2011 – July 2013)**Lisa Muto**

Associate Dean for Institutional Planning and Policy

Susan Rappaport

Dean for Resource Development

Richard Shea

Associate Dean for Campus Planning and Facilities

Julie Stanley

Chief Human Resources Officer

Gina Vild

Associate Dean for Communications and External Relations and Chief Communications Officer

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Chair, Biological Chemistry and Molecular Pharmacology**Joan Brugge, PhD**Louise Foote Pfeiffer Professor of Cell Biology
Chair, Cell Biology**Paul Farmer, MD, PhD**Kolokotronis University Professor of Global Health and Social Medicine
Chair, Global Health and Social Medicine**Michael Greenberg, PhD**Nathan Marsh Pusey Professor of Neurobiology
Chair, Neurobiology**Marc Kirschner, PhD**John Franklin Enders University Professor of Systems Biology
Chair, Systems Biology**Barbara McNeil, MD, PhD**Ridley Watts Professor of Health Care Policy
Chair, Health Care Policy**John Mekalanos, PhD**Adele Lehman Professor of Microbiology and Molecular Genetics
Chair, Microbiology and Immunobiology**Douglas Melton, PhD**Xander University Professor of Stem Cell and Regenerative Biology
Co-chair, Stem Cell and Regenerative Biology**David Scadden, MD**Gerald and Darlene Jordan Professor of Medicine
Co-chair, Stem Cell and Regenerative Biology**Clifford Tabin, PhD**George Jacob and Jacqueline Hazel Leder Professor of Genetics
Chair, Genetics

FUNDRAISING HIGHLIGHTS

Harvard Medical School depends upon a vast network of generous men and women who believe deeply in its mission to alleviate human suffering caused by disease. We are fortunate that our circle of supporters from the community at large continued to expand during fiscal year 2013 as we welcomed new friends to our family of alumni, volunteers, faculty, staff, foundations and corporations. In fact, more than 4,500 supporters gave more than \$86 million, making a tangible impact on our ability to help people live longer, healthier lives.

In education, these gifts are supporting student scholarships and reducing the debt burden for future graduates, ensuring that the best and brightest medical students continue to choose HMS, regardless of their ability to pay. In the area of discovery, these gifts propel the largest biomedical research engine in the world, supporting research in virtually every domain, from reinventing the science of drug discovery to establishing a better understanding of the nervous system. And finally, in the area of service, these gifts are bolstering our commitment to transform health care systems in the U.S. and abroad, including the shaping of policies that are both comprehensive and financially viable.

Learn more about the impact of philanthropy through the School's Honor Roll of Donors at <http://hms.harvard.edu/honor-roll>.

HMS BY THE NUMBERS

Total faculty **12,251** | Tenured and tenure-track faculty on the HMS campus, in nine preclinical departments **183** | Voting faculty, campus and affiliates **5,364** | Full-time faculty, campus and affiliates **9,349**

Nobel Prizes (Physiology or Medicine; Peace) **9** prizes; **15** recipients | Howard Hughes Medical Institute investigators **36** | Members, Institute of Medicine **129** | Members, National Academy of Sciences **67**

Total MD students **708** | Total PhD students **815** | MD-PhD students **180**: basic sciences **162**, social sciences **18** (total included in MD and PhD counts) | Total DMD students **146** | Total MMSc students **63** | Trainees (residents and postdoctoral fellows) **9,037**

Students entering in 2013: MD (includes 13 MD-PhD) **167** | Applicants **5,779**, Admitted **219** (3.8%) | Matriculated (includes 13 MD-PhD) **167** | Men **76** (46%) | Women **91** (54%) | Underrepresented in medicine (African American, Native American, Hispanic, Mexican American) **31** (19%) | Asian **46** (28%)

Entering PhD, DMD and MMSc students, 2013: PhD **155** | DMD **35** | MMSc **30**

Additional joint-degree programs: MD-MBA; MD-MPH; MD-MPP

Medical school alumni **9,702** (MD and MMSc degrees)

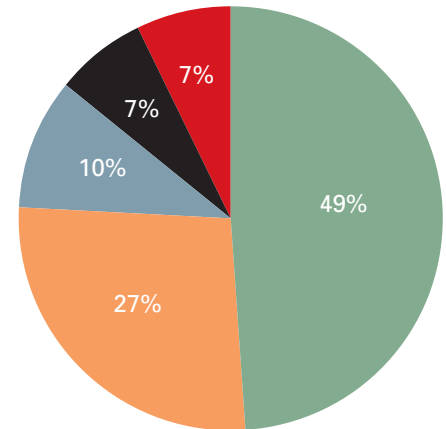
AFFILIATED HOSPITALS AND INSTITUTIONS

Beth Israel Deaconess Medical Center
Boston Children's Hospital
Brigham and Women's Hospital
Cambridge Health Alliance
Dana-Farber Cancer Institute
Forsyth Institute (HSDM affiliate)
Harvard Pilgrim Health Care Institute
Hebrew SeniorLife

Joslin Diabetes Center
Judge Baker Children's Center
Massachusetts Eye and Ear
Massachusetts General Hospital
McLean Hospital
Mount Auburn Hospital
Schepens Eye Research Institute
Spaulding Rehabilitation Hospital
Veterans Affairs Boston Healthcare System

FY13 GIFTS AND PLEDGES BY PURPOSE

- Research 49%
- Professorships & Faculty Support 27%
- Financial Aid 7%
- Unrestricted 7%
- Other 10%

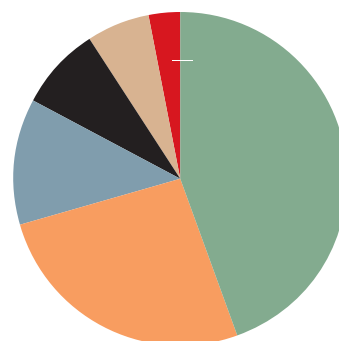


COLLABORATIONS ACROSS HARVARD

Broad Institute of MIT and Harvard
Harvard Catalyst
Harvard Stem Cell Institute
Wyss Institute for Biologically Inspired Engineering

FY 2013 OPERATING REVENUE

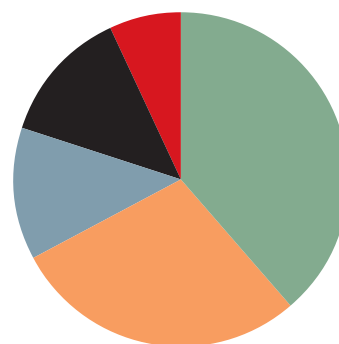
■ Research grants and contracts	\$268,841,564	44%
■ Endowment distribution for operations	\$156,714,272	26%
■ Other revenues*	\$75,468,018	13%
■ Rental income	\$47,868,645	8%
■ Gifts for current use	\$36,424,520	6%
■ Tuition (net)	\$19,712,267	3%
Total	\$605,029,287	



* Includes continuing medical education, publications, service income and royalties

FY 2013 OPERATING EXPENSES

■ Personnel costs	\$252,875,874	39%
■ Supplies and other expenses	\$185,810,539	29%
■ Plant operations and interest	\$82,591,097	13%
■ Research subcontracts and affiliates	\$81,520,899	12%
■ Depreciation	\$46,907,626	7%
Total	\$649,706,034	

**FINANCIAL REPORT**

Harvard Medical School—along with universities and research centers throughout the country—is operating in an environment that is undergoing dramatic change as a result of increased competition for extramural funding and significantly decreased federal resources. Despite these challenges, the School has continued to advance its mission to alleviate disease and educate the next generation of health care leaders.

HMS ended the 2013 fiscal year (FY13) with a \$44.7 million deficit, compared to a \$28.8 million deficit in 2012. To address a growing operating

deficit and to safeguard its preeminence, the School has engaged its community in launching an initiative, HMS Next, that is focused on finding and implementing operating efficiencies across the School and identifying new revenue opportunities aligned with its academic mission.

In FY13 operating revenues totaled \$605 million, an increase of \$1.3 million, or 0.2 percent. While the School benefited from greater distribution of the endowment, current-use gifts and tuition revenue, it was adversely affected by the cessation of federal stimulus funding for research from the

American Recovery and Reinvestment Act. The School's ability to sustain revenue growth was further challenged by the impact of recent federal sequestration measures that resulted in overall decreased support for university research and delays in the review of new grant applications.

Total operating expenses in FY13 increased by \$17.1 million, or 2.7 percent, for a total of \$649.7 million, in part because of increased regulatory compliance imperatives and a continued effort to address deferred campus maintenance. Alongside these efforts, the School was able to expand

in focused priority areas through the use of both endowment funds and gifts and through prudent management of its research funding.

Looking ahead, HMS will not waver in its determination to adapt to this changing environment. The Harvard Campaign, to be launched in FY14, is just one response. Beyond that, we are committed to harnessing the intellect and resourcefulness of our entire community in working together to transform and prepare the School to compete in this new, and constantly changing, economic environment.