

linked buildings include amenities and support facilities—a conference center, retail and cafeteria spaces, a fitness center, and even a rooftop “function room”—that Faust noted would ultimately serve other Harvard buildings as they arise nearby.

• **Bioengineering.** One tenant for that science facility may be a new, University-wide bioengineering initiative. The committee charged with designing it delivered a preliminary report to the deans of Harvard Medical School (HMS) and SEAS in early May. According to co-chairs Pamela Silver, professor of systems biology, and Joanna Aizenberg, McKay professor of materials science (see page 59), the recommendations include undergraduate and graduate curricular components and a research program. Aizenberg said students find bioengineering appealing “because it

is so easy to relate to the existing problems of society—healthcare problems, energy problems.”

The principal intellectual challenge is defining a whole new field. A number of peer institutions have bioengineering departments, but most focus on biomedical subjects. The Harvard planners envision biomedical engineering as just one component among many others, including computational biology, synthetic biology, biomimetics, and what is known as “predictable biology”—application of principles learned from engineering disciplines (including computer science) to create new living materials or genetically engineered machines. Harvard has all the ingredients it needs to create a world-leading program in the field, Silver and Aizenberg said, including HMS, HSPH,

HBS, SEAS (which operates without departmental boundaries), and the Law School. Following review by the Harvard University Science and Engineering Committee, the bioengineering task force hoped to issue a final report by June 30.

• **International Harvard.** Much farther afield, addressing alumni at the HAA meeting in Shanghai on March 29, and the advisory committee meeting of the David Rockefeller Center for Latin American Studies in Cambridge on May 10, President Faust posed a sweeping series of questions about the University’s global opportunities. Drawing on the data collected by Jorge I. Dominguez in his still-nascent position as vice provost for international affairs, Faust cited many strengths: existing regional and international study centers; 4,000 international

University People

Finance Farewell

On April 15, vice president for finance Elizabeth Mora, Harvard’s chief financial officer, “announced her intention to step down” as of mid May, at the conclusion of budgeting for the next fiscal year, according to an unusually plain news release. “I



Elizabeth Mora will miss all of my colleagues and will count my years at Harvard as a very important part of my career,” Mora was quoted as saying. President Drew Faust was quoted as offering “our thanks for all she has done to advance the sound workings of Harvard’s internal economy,” and treasurer James F. Rothenberg cited her “diligence and skill” in enhancing Harvard’s financial management and accountability. No further comment was forthcoming from anyone. Mora joined Harvard in 1997, from a career in public accounting, and had served in her current post since 2006. Of late, she has worked

on financial planning for Allston development, the search (recently concluded) for Harvard Management Company’s new president, and endowment-spending policies. She has been succeeded on an acting basis by Dan Shore, director of budgets and financial planning.

Social Sciences Dean

Lindsley professor of psychology **Stephen M. Kosslyn**, chair of the psychology department, has been appointed divisional dean for the social sciences within the Faculty of Arts and Sciences (FAS), effective July 1. He succeeds Eckstein professor of applied economics David Cutler, the first person to serve in that capacity, who has concluded a five-year term. Kosslyn’s research interests focus on visual mental imagery and the design of visual displays (he has written a popular book on effective PowerPoint presentations). He assumes the divisional deanship as FAS dean Michael D. Smith has invested the position with significant new responsibilities for hiring and resource allocation (see “A ‘Pause’ and Progress in FAS,” page 68).



Stephen M. Kosslyn

FAS’s Faculty Facilitator

Nina Zipser, Ph.D. ’00, has been appointed dean for faculty affairs in the

Faculty of Arts and Sciences. The newly defined position encompasses the office for faculty affairs (responsible for faculty appointments and promotions), plus data collection and assessment—a function created by FAS dean Michael D. Smith. Zipser will be familiar with the latter tasks, having run the University’s institutional research function until now. She will also assist the divisional deans with their new responsibilities for working with research centers and institutes.



Nina Zipser

Law Library Leader

John G. Palfrey ’94, J.D. ’01, who had been clinical professor of law and executive director of the Berkman Center for Internet & Society, was appointed professor of law and associate dean of library and information resources at Harvard Law School (see “Born Digital,” March-April, page 11, on his current research). Palfrey, who remains Berkman Center faculty director, succeeds Harry S. Martin, Ess librarian and professor of law, who directed the law library for 27 years.



John G. Palfrey