ences, expansion in Allston, and, ultimately, a capital campaign to pay for everything. A significant guest was Lawrence University Professor Michael E. Porter, of Harvard Business School, perhaps today’s foremost scholar of strategy for businesses and nonprofit organizations alike. As medical-school dean Jeffrey S. Flier later told HMS colleagues, on July 16, Porter had helped the deans think about clarifying their schools’ goals and strategies, measuring performance, and evaluating relative positions—all suggestive of a realistic and tough-minded approach as Harvard makes its case to friends for support now and in the future.

Specifying the elements of that future will take time: Faust’s team of deans and senior administrators is still being assembled. But the outlines and guiding principles (some sketched in “A Scholar in the House,” July-August, page 24) will become clearer soon, beginning with her remarks this fall to the entering College freshmen and their parents on September 9, at the School of Engineering and Applied Sciences’ inaugural celebration on September 20 (see page 65), and in her own installation address in Tercentenary Theatre on October 12.

Dr. Dean

Jeffrey S. Flier, M.D., becomes dean of Harvard Medical School (HMS) on September 1; President Drew Faust announced his appointment on July 11. Flier, the Reisman professor of medicine, is an expert on the molecular mechanisms involved in the production and use of insulin (fundamental to understanding diabetes) and on obesity. He succeeds neuroscientist Joseph B. Martin, who stepped down at the end of the academic year, on June 30, after a decade of service (see “Medicine Man,” January-February, page 64). In the interval, Barbara J. McNeil, M.D. ‘66, Ph.D. ‘72, Watts professor of health care policy and professor of radiology, served as acting dean at Faust’s request; a faculty member since 1983, McNeil founded and chairs the department of health care policy.

Faust called Flier, who joined the Harvard Medical community in 1978 (after earning his M.D. from Mount Sinai

Photograph by Stu Rosner

Howard Gardner

As a psychologist, Howard Gardner is best known for his theory of multiple intelligences, first propounded in 1983 in one of his two dozen books, Frames of Mind. Intelligence, he posits, isn’t a single faculty that can be measured with a standard IQ test. Instead, humans have several forms of this commodity, some of which show up in nonacademic pursuits—music-making, for instance. Gardner is also a founder and now senior director of the educational think tank Project Zero. The Hobbs professor of cognition and education at the Graduate School of Education, he has made signal contributions to the study of child development, leadership, creativity, and fulfilling work. Now, in the role of public intellectual, he is speaking out on policy matters. His newest book, Five Minds for the Future, is prescriptive. We should cultivate five ways of thinking—disciplinary, synthesizing, creating, respectful, and ethical minds—for personal success and to make the world a world one wants to live in. In the magazine Foreign Policy, he argued in the spring for upper limits on the amount of income an American should be allowed to keep and the amount of wealth that can be passed on to beneficiaries ($4 million a year and $200 million, respectively). “It makes sense to be moderate politically only if there are two sides willing to engage,” he says. “The right wing isn’t just taking over the country, it’s shanghaiing all our values. If there’s a Republican administration after the next election, I would join in efforts for some sort of secession. It’s not the same country anymore.”