

Message from the President

I am pleased to submit Harvard University's financial results for fiscal year 2018.

My presidency began on July 1, 2018, so my reflections are offered with admiration for my predecessor, Drew Gilpin Faust, whose many achievements strengthened the University and set it on a course for continued success. I am extraordinarily grateful to have taken the reins of an institution that thrived under her leadership—an institution driven by enduring principles and values.

When I addressed the higher education community at my inauguration on October 5, I spoke about some of the values that I see as the heart of the University: truth, excellence, and opportunity. Through the relentless pursuit of knowledge and the cultivation of wisdom, we advance human understanding in a multitude of fields and disciplines. Through constant effort to attract the most talented individuals to our campus, we enable the aspirations and accomplishments of remarkable students, faculty, and staff. And through a deep commitment to keeping the American Dream alive, we fulfill our obligation to young women and men who seek to improve their lives—and the lives of countless others—through education.

For these reasons, the financial report is so much more than the sum of its quantitative parts. It is the story of all that we do as a community to enable and advance our mission. On June 30, we concluded an outstanding fundraising campaign. All told, more

than 153,000 households in 173 countries gave gifts to the University to support our education and research mission, with some \$1.3 billion devoted to financial aid. Academic programs were established and expanded across our schools, and 142 endowed professorships were funded to advance the work of our faculty. At the same time, our physical campus was improved in ways that will drive progress and create community for many years to come.

Alumni and friends around the world have invested in Harvard because they have confidence in the University's mission. One of the ways in which we honor that confidence is through the prudent and thoughtful use of our resources. It is impossible for any new president to anticipate the exact challenges he or she will face, but I can say with certainty that challenges are on the horizon. Our ability to respond and adapt to changing circumstances will enable us to continue seizing opportunities, and I very much look forward to undertaking that important work with you.

All the best,



Lawrence S. Bacow
PRESIDENT

October 25, 2018