



September 25, 2007

Manuel Heitor
Secretary of State of Science, Technology and Higher Education
Estrada da Laranjeiras, 205
1649-018 Lisboa
Portugal

Dear Manuel,

It was a pleasure to meet you on September 12 to discuss the history and future of the Harvard-Portugal collaboration. We were especially thankful that you made yourself available to come to Boston on such short notice, and we were most impressed with your vision for and analysis of the biomedical and health sciences in Portugal

As we discussed at our meeting on September 12, the Harvard team will plan to proceed as follows:

1. We will revise our draft report to include an assessment of the potential for collaborations between Harvard Medical School and the Portuguese medical schools and associated laboratories. This report will describe the process by which the assessment was conducted and the major strengths and challenges that were identified. The report will not include any specific proposals for the Harvard-Portugal collaboration because those proposals will require an additional period of time to craft and refine both at Harvard and in Portugal. However, we will aim to issue this assessment report as soon as possible so that it can be circulated for the benefit of the biomedical and health science leaders at Harvard and in Portugal.
2. We are realigning the Harvard team to refine the proposal phase of the Harvard-Portugal collaboration. This phase will be coordinated by the Dean's Office at Harvard Medical School and by you in Portugal. As we have discussed, the coordinators of this phase on the Harvard side will be Dr. Judith Glaven, Director of Basic Science Programs, Dr. David Golan, Professor of Biological Chemistry and Molecular Pharmacology and Professor of Medicine at Harvard Medical School, and Dr. Tomas Kirchhausen, Professor of Cell Biology at Harvard Medical School. As we discussed in our meeting, we will need to have this revised

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collaboration approved through the newly established process at the University under the Provost, Dr. Steve Hyman, and the Vice Provost for International Affairs, Dr. Jorge Dominguez.

3. There will be two major components in the proposal phase:


a. Basic, Translational, and Clinical Research and Education. The broad outline of this component will be similar to the plans we have previously discussed. However, additional discussions will be needed to refine the specifics, logistics, operational details, oversight, and governance of each program within this component. These discussions will involve leading biomedical and health scientists and physician-scientists at Harvard and in Portugal.

b. Public Content. The broad outline of this part of the proposal will also be similar to the plans we have previously discussed. However, additional discussions will be needed to refine the specifics, logistics, operational details, oversight, and governance of this portion of the project. In addition, as we discussed, we look forward to working with you to enhance the academic aspects of this component. Strengthening the academic aspects of the public content component will be very useful in its own right, and will serve to integrate the public content segment of the proposal into the fabric of the overall Harvard-Portugal research and education collaboration.

4. We have agreed that the health policy and health services research aspects of our previous discussions will not be appropriate for the Harvard-Portugal collaboration at the present time.

We look forward to working with you on this exciting project and to the potential collaboration that will hopefully emerge over the next several months.

Sincerely,


Jeffrey S. Flier, M.D.
Dean of the Faculty of Medicine

cc: Daniel Ennis
Judith Glaven