EXECUTIVE SUMMARY

This Strategic Plan identifies priorities for Harvard’s Brazil Studies Program and Brazil Office for the next five years. We advance three goals.

❖ **Goal 1: Advancing the Frontiers of Knowledge: Research in and on Brazil.** To foster research in and on Brazil, we propose three action items.
   o Extend our areas of signature strengths, in such fields as cities, the environment, life science and public health, education and human development, and public policy, democracy, and inequality.
   o Attract more faculty research in Brazil; marshal resources for seed funding, and target larger research grants.
   o Foster a more vigorous intellectual community in Cambridge and Boston, primarily through establishing and supporting working groups.

❖ **Goal 2: Educating the Next Generation of Brazilian Leaders.** We shall work to continue to attract outstanding Brazilians to Harvard College, Graduate School of Arts and Sciences, and professional schools through mobilizing Harvard Alumni and our institutional partners in Brazil. We aim to:
   o Train more Brazilian PhDs at Harvard to become leaders in Brazil’s future research and teaching; and
   o Foster scholarly exchange between Brazilian scholars and Harvard faculty, in part through renewing programs with CAPES.

❖ **Goal 3: Educational Opportunities in and about Brazil for Harvard Students.** To deepen the engagement of Harvard undergraduate and graduate students in Brazil, we seek to support collaborative courses, promote summer programs, and identify research opportunities and high-quality internships.

❖ **Internal Organization.** In order to pursue these three goals, we also look inward at how we are organized so that we can become more efficient and effective. We seek to:
   o Coordinate our efforts with Deans of Harvard Schools;
   o Work more closely with Brazilian alumni;
   o Implement a more effective communications strategy; and
   o Enhance our staff capacity (more pressingly) in Cambridge and in São Paulo.
INTRODUCTION

Created through the generosity of Jorge Paulo Lemann and family in May 2006 as part of the David Rockefeller Center for Latin American Studies, Harvard’s Brazil Studies Program has grown in resources, size, visibility, and impact at an extraordinary pace in its first decade. This growth occurred mostly by taking advantage of opportunities that presented themselves, with careful attention to building outstanding opportunities for Harvard faculty and students and to increasing interactions between Harvard and Brazil, but without extensive strategic prioritization. In early 2017, the faculty co-directors concluded that the program’s next stage of growth could benefit from a strategic plan that would identify some priorities for the next five years while being inspired by a vision for the program that extends beyond that time period. The question now is what to seek to accomplish next. While we articulate some objectives in this plan, we remain committed to preserving the flexibility to respond to emerging new opportunities.

As part of the strategic planning process, in the first five months of 2017, the faculty co-directors interviewed fifteen Harvard faculty members representing many different units of the university, two members of the São Paulo staff, and three Harvard high-level administrators. We used this input to produce a first draft of this strategic plan for discussion with the Brazil Office Advisory Group (BOAG) in São Paulo on June 1, 2017. The faculty co-directors summarized the feedback from the BOAG in a memo and solicited feedback on this first draft and the memo from six members of the Brazil Studies Program Faculty Advisory Committee on September 15, and then discussed the plan and memo with the Brazil Studies Faculty Advisory Committee on October 12. The Executive Director of the Brazil Office and her staff also provided valuable input on several occasions. After the feedback from our advisors in Brazil, the Harvard faculty, and the Brazil Office, we produced a revised second draft for discussion with the BOAG in São Paulo on December 8, 2017. In response to the second round of suggestions in São Paulo, we made minor revisions. The discussions throughout the year generated strong interest and provided rich ideas for the program’s future.

THREE GOALS

The Brazil Studies Program in Cambridge works closely with the São Paulo Office to enhance the presence of Harvard in Brazil and Brazil at Harvard. With a wide reach across most units of the university, our overarching goal is to have the best Brazil studies program in the world, outside of Brazil. On this foundation, we have three specific goals. First, we aim to foster high quality Harvard faculty and student research on and in Brazil across a large spectrum of disciplines. Second, we seek to enhance Harvard as a global research and teaching university by training the next generation of Brazilian leaders. Third, we strive to generate and support learning opportunities in Brazil and about Brazil for Harvard students. By bringing the discoveries of new knowledge by Harvard and Brazilian faculty teams to bear on problems that are pressing in but not unique to Brazil, and by bringing students into this work, we hope that we will also contribute to making Brazil a better society.

GOAL I: ADVANCING THE FRONTIERS OF KNOWLEDGE: RESEARCH IN AND ON BRAZIL
The Harvard-Brazil team fosters individual and collaborative research opportunities in Brazil, and it supports research in many ways. The Office connects Harvard professors to top Brazilian researchers and professors with similar research interests with the goal of forming new collaborative relationships that strive to answer the most pertinent questions in current Brazilian society. The most successful last for many years.

Harvard faculty and student research in Brazil expanded greatly during the past decade. In this time, Harvard faculty have taken more than 200 trips to Brazil for research conferences and events. Many have undertaken research with Brazilian collaborators. Such research by some of the world’s leading scholars advances the frontiers of knowledge, inspires colleagues and students, and plants the seeds for new initiatives.

We have supported faculty research and fostered collaborations across the schools and departments of Harvard University and their Brazilian counterparts. We have also built distinctive interdisciplinary program strengths, especially in early childhood development and managing complex urban environments. The projects developed in the Brazil Studies Program and Office in the past ten years can serve as models for Harvard University’s global engagement.

In the next five years, we seek to incentivize research on Brazil as a way of thinking about some of the great global problems confronting humanity. We have three goals:

1. **EXTEND OUR AREAS OF SIGNATURE STRENGTHS**

The research collaborations, student experiences, and partnerships with Brazilian foundations and public leaders have achieved a significant impact in the areas of our most focused investments. They have helped build research capacity in Brazil, and Harvard faculty have benefited from working with Brazilian scholars. We aspire to duplicate the success of the early childhood development program as a large scale, long-term, collaborative project with impact in Brazil. The Brazil Studies Program and Office can look for such opportunities, support fund-raising efforts for them, and facilitate them at their launch. Of course, we depend on Harvard faculty to lead such initiatives.

In thinking about areas in which we have some strategic advantages, we are guided by two essential assets: faculty interest and material support. Among the contenders for such long-range potentially transformative initiatives are the Cities Initiative, the environment, life sciences and public health, education and human development, public policy and democracy, and inequality.

**Cities**

Our Cities Initiative, which is already underway, builds on great faculty strengths at Harvard—a necessity for a successful large-scale project. It is an area that brings together many faculties (the GSD, the HKS, the HBS, FAS, Chan) and disciplines (economics, architecture and urban design, political science, public health, public policy, business). The lessons we learn from Brazil may serve as a model for many countries, just as the lessons learned from other countries can inform research and policy on Brazilian cities. With support from Claudio Haddad and available Office resources, we have offered two rounds of funding for faculty and graduate student research projects in cities from Manaus to Brasilia to
São Paulo that have already borne fruit. We should work to expand funding on managing cities for the 21\textsuperscript{st} century.

- **The Environment**

Given great faculty strengths at Harvard and strong ongoing collaborations between Harvard and Brazilian scientists, there is potential for a large Harvard collaborative project on the environment. Like our other signature programs, it lends itself to a multi-disciplinary, multi-School approach, encompassing the natural and applied sciences and engineering, public health, public policy, and urban design and landscape architecture. Such a project could diagnose the sources of and measure climate change, examine strategies for adaptation and risk mitigation, and assess the impact of climate change on biodiversity in various biomes of Brazil. We already have an important start on climate change and settlement patterns in the Amazon, and on transportation, environmental engineering, and air pollution in São Paulo.

- **Life Sciences and Public Health**

We also have an opportunity in the life sciences and public health. We received a large number of strong proposals in health sciences in the 2017 round of the Lemann Research Fund Competition. Several could improve the delivery of public health in Brazil. We have faculty leadership in this area at the Chan School of Public Health, and a number of committed researchers at the Harvard Medical School. If a private foundation were interested in sponsoring research in public health and the life sciences, this is an area in which Harvard could deliver.

- **Education and Human Development**

Another possible area is education and human development. Our connections to the Lemann Foundation provide a strong base. The Brazil/Harvard connection would benefit from a tenured or tenure-track faculty member who would spearhead Harvard’s collaborations with Brazilians on research in education.

- **Public Policy, Democracy, and Inequality**

A signature program in public policy, democracy, and inequality holds potential for Harvard engagement. We have faculty strength and interest in these areas, and also strong possibilities for collaboration with Brazilian colleagues. This theme could include such topics as socioeconomic, racial, and territorial inequalities; judicial and accountability institutions; and social policy. We could also build on Harvard Kennedy School executive education programs for government officials.

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2. **ATTRACT MORE FACULTY RESEARCH IN BRAZIL**

The success of our efforts to produce world-class knowledge about Brazil rests on recruiting Harvard faculty and graduate students to work in Brazil. A vibrant intellectual community, excellent sources of “big data,” and vigorous private and public sectors are key advantages for doing research in Brazil. But world-class research also requires financial support and a collegial environment.

- **Funding**
Thanks to the generosity of the Lemann Foundation, we have a model. Launched in 2016, the Lemann Research Fund has given a recent huge boost to Harvard faculty interested in doing research in Brazil, especially in education. The Lemann Research Fund has sparked communication between Harvard faculty and Brazilian colleagues across many schools of Harvard and in most states of the Brazilian federation. In 2017, we received 27 research proposals from Harvard faculty to collaborate with Brazilian scholars; many were outstanding.

But to reach the point where faculty can submit proposals to support major projects in the Lemann Foundation’s priority areas (education, public policy, and the social sciences), it would help to have more opportunities for preliminary research travel.

We propose replenishing first-step funds for faculty travel, and creating a small grants fund to seed research in a wider array of research fields.

- **First-Step Funds**
  Thanks to support from Claudio Haddad, we have already fulfilled this goal. In 2018, we will be able to restore First-Step Funds. These funds allow faculty to travel to Brazil to meet potential collaborators, speak with key informants in their areas of research, visit research labs and government agencies that gather big data, etc.

- **Seed Funding and Small Grants**
  Seed grants are critical for launching Harvard research in Brazil and for producing the preliminary results necessary for major grant applications for Foundation and government support. Through the Cities Research Fund, we have made a series of awards of up to $10,000 for faculty and $5,000 for graduate students last year and this year. This is an interesting model. Another was our small grants program funded by the Fundação Maria Cecilia Souto Vidigal, through which we funded four awards of up to $20,000 to support research related to early childhood development to collaborative teams. All produced important research and have continued in Brazil.

- **Disseminate Harvard Research in Brazil to Increase Its Impact and Harvard’s Visibility**
  We will also seek new ways to feature more of the research that has been made possible by the Lemann Research Fund and other initiatives. We will explore ways to organize symposia in Brazil.

### 3. Foster a Vigorous Intellectual Community in Cambridge and Boston

The process of incentivizing world-class research on Brazil requires more than funding. It also requires intellectual communities in which ideas are fostered. We aim to strengthen our core activities and support experiments in more focused research and working groups.

- **The Brazil Studies Program Seminar Series**
  The Brazil Seminar series is the core intellectual activity of the Brazil Studies Program. It provides a forum for Harvard faculty, Visiting Scholars, Boston-area researchers, advanced Harvard graduate students, and occasional distinguished visitors from Brazil to give talks. In the first ten years of the program, there have been nearly 200 seminars.
In order to invigorate the series, we will invite faculty to propose speakers. Some will be selected for the seminar, and others can be staged in other locations with other faculty colleagues moderating these seminars. This approach will allow for deeper faculty, student, and classroom engagement during the visits of distinguished speakers to our various campuses.

As a new initiative, we will invite proposals from faculty each spring beginning in 2018 for a yearlong seminar series on a particular theme to take place the following academic year. Such series will feature talks from invited speakers and from faculty and students on campus. Awards will be made on a competitive basis, and topics will rotate.

As another new initiative, we will invite nominations for a distinguished speaker to deliver the Haddad lecture every year. This lecture will ordinarily be delivered by a speaker from Brazil.

Establish and Support Working Groups

Two members of the faculty independently volunteered to lead working groups on urban development, and race and inequality. Each envisioned a seminar format that would bring together faculty, graduate students, and visiting scholars to provide feedback on research in progress. These groups will likely meet from two to four times a semester. With support from Claudio Haddad, we plan to begin funding such groups.

Many graduate students across the schools of the University are working on common problems. To take the example of cities, students working on the provision of public health, education, and security from FAS, the HKS, GSD, T.H. Chan School, and HLS might enjoy opportunities to share their work in progress. With modest resources, we can connect graduate students across the schools in a “Brazil workshop.”

GOAL 2: EDUCATING THE NEXT GENERATION OF BRAZILIAN LEADERS

Our second broad goal is to support Harvard’s efforts to educate the next generation of Brazilian leaders. Harvard is helping to cultivate Brazil’s leaders of tomorrow. By attracting some of Brazil’s most talented and ambitious individuals to Harvard, we also strengthen Harvard as a global university.

1. A COMMUNITY OF BRAZILIAN STUDENTS

The number of Brazilians enrolled in degree programs at Harvard has sextupled from the early 1990s until now. The number of undergraduates from Brazil has increased in impressive fashion thanks to the generous support of Wolff Klabin (now Prep Estudar Fora) and Samuel Elia, Fundação Estudar, and the Lemann Scholarship Fund (See Appendix, Figure 1). Brazil now sends more students to Harvard than France, Japan, or Italy. Our impact will ultimately be multiplied exponentially by what these students do in Brazil.

The Lemann Fellows program has attracted some of Brazil’s best talent to Harvard. Because of this program and Claudio Haddad, the number of qualified Brazilian applicants and enrolled students has greatly increased in Harvard’s professional Masters’ programs. The number of applicants to the Lemann Fellowship jumped from 28 in 2016 to 104 in 2017. In 2017, at least 58 Brazilians were admitted to the HKS, HBS, Harvard Chan School of Public Health, Harvard Law School, and the Graduate School of
Design (see Appendix). Brazilians who study in Master’s Programs in Harvard’s professional schools will have a major future impact in Brazil in the public, private, and not-for-profit sectors.

During the past decade, Harvard has become a convening center for scholars and students from Brazil and for collaboration between Brazilian and Harvard-based scholars. One result has been the annual student-organized Brazil Conference, which in April 2017 brought together many of Brazil’s most prominent public figures across normally highly polarized party lines for two days of discussion in Cambridge. Writing for the *Folha de São Paulo*, Nizan Guanaes called the April 2017 Brazil Conference the “Brazilian Davos.”

We will continue to build on this decade of growth. In the years ahead, the Brazil Office will work with our Brazil Office Advisory Group, Harvard alumni in Brazil, other units of Harvard, and partners such as the Lemann Foundation to attract outstanding Brazilians to Harvard. Our goals are to continue supporting the efforts to attract an increasing pool of candidates to Harvard’s degree programs; secure new sources of top-up funding to support Brazilian PhD students; and bolster our capacity to attract visiting scholars and practitioners.

2. DOCTORAL STUDENTS

We would like to attract more Brazilian PhD students to Harvard. The numbers have increased, but less than for undergraduates and professional students. Brazilians who get PhDs from Harvard will be leaders in their country’s future research and teaching and in some cases in the global production of knowledge. We would like to be able to offer additional financial support for PhD students from Brazil.

3. VISITORS

We seek to host some of Brazil’s most distinguished scholars at Harvard. Encouraging Brazilian visitors to spend time at Harvard is valuable both for Brazil and for Harvard. At present, we have limited formal opportunities through DRCLAS, the CAPES Distinguished Professorships, and various other Centers around the university. Nonetheless, in 2016-2017, we had 34 visiting Professors, Scholars, Fellows, and Researchers at the University. We are excited that we will be launching our new CAPES visiting researcher program for young scholars from Brazil (up to eight years past the Ph.D.) to spend from three to twelve months working with a Harvard faculty member.

Many opportunities come to us on an ad hoc basis. Many faculty members would welcome funded post-docs, especially in the medical areas and in the natural, exact, and applied sciences and engineering. Many prominent Brazilian scholars and practitioners have expressed interest in spending time at Harvard. Some are coming out of public service, others are faculty members on sabbatical leave, and still others are Ph.D. students who would like to spend a “sandwich” year gaining more training. We would like to be able to accommodate more such requests.

4. EXECUTIVE EDUCATION PROGRAMS

Our executive education programs have trained private and public sector leaders in Brazil. The Harvard Business School has taken the lead in executive education programs geared toward management and entrepreneurship, and this has been a strength for Harvard’s relationship with Brazil. Similarly, our
Program has created avenues to leverage research to inform public policy, most notably in the area of early childhood development. The Executive Leadership Program (ELP) on Early Childhood Development, the flagship program of the Núcleo Ciência Pela Infância (NCPI) that has taken place annually since 2012, aims to transform scientific knowledge into real-world impact. The ELP has trained 410 Brazilian leaders from 23 states. They have spearheaded national, state, and municipal programs that invest in Early Childhood based on the research of Harvard professors and other child development specialists. Such executive leadership programs can serve as a model for other initiatives in years to come.

We have an opportunity to tap into Executive Education Programs offered by the Harvard Graduate School of Education and the Harvard Kennedy School. Both schools have been leaders in professional development. We seek to make it possible for more Brazilians to take advantage of open enrollment programs as well as custom programs. In 2016, the Harvard Kennedy School did a training program for the Escola Nacional de Administração Pública in Brasília. We will explore opportunities for future collaborations between the Harvard Kennedy School and public policy leaders in Brazil, and we will seek institutional partnerships and support to train more Brazilians.

GOAL 3: EDUCATIONAL OPPORTUNITIES IN AND ABOUT BRAZIL FOR HARVARD STUDENTS

A third broad goal is enhancing educational opportunities in and about Brazil for Harvard students. By offering programs and opportunities for both undergraduate and graduate students in a variety of disciplines to study, research, and intern, the team has supported student learning in and about Brazil. Much of the last decade’s success has been a result of this pipeline of talent, but we face challenges to maintaining this momentum and deepening student engagement with Brazil.

1. COLLABORATIVE FIELD COURSES

Collaborative Field Courses in public health and environmental engineering that take place primarily during the January term enroll an equal number of Harvard and Brazilian students, focus on hands-on learning, and involve multiple partner organizations. The Public Health Collaborative Field Course has been a great success. Beginning in 2008, the Course has been offered eight times by the T.H. Chan School of Public Health in partnership with different Brazilian host universities and other local partners in different cities. The three-week course, which takes place in January in Brazil, enrolls fifteen Harvard graduate students and fifteen Brazilian students from many institutions of Brazil. The course has cultivated lasting academic collaborations and ongoing research investigations in Brazil. Over 60 professors from Harvard and Brazil and 270 students from Harvard and Brazil - have participated in the nine editions of the Public Health Collaborative Field Course. Similarly, Harvard’s John A. Paulson School of Engineering and Applied Sciences (SEAS) collaborated with the Escola Politécnica da Universidade de São Paulo (Poli-USP) to create the Environmental Engineering Collaborative Field Course.

2. SUMMER PROGRAMS

During the US summer months, Harvard students travel to Brazil for internships and research. The Brazil Office helps to place students with leading Brazilian organizations, facilitates students’
interaction with the local community, and matches students with host families. These summer experiences often have a transformative effect on the students.

The growing student demand for experiential learning in public policy inspired the development of the Public Policy Immersion Program (PPIP). In the past two years, the DRCLAS Summer Internship Program has sponsored internships that stem from new partnerships with NGOs and public sector programs. Beginning in 2017, the Vetor Brasil internship will open up internships for Harvard students in the Brazilian federal and state governments. Many other organizations have helped Harvard students to engage with Brazil. Our goal is to continue creating high-quality summer internships in Brazil for Harvard students. We believe a more robust internship program with funded internships in such areas as journalism, scientific research in the Amazon, and filmmaking, just to name a few, would attract more Harvard students to Brazil. We might also think about an added incentive for Business School students who make the first-year trip to Brazil. Fewer have been doing so of late, in favor of Asia.

Harvard students from across the University conduct research in or related to Brazil for their dissertations, master’s, and undergraduate theses. While we are optimistic that graduate students will continue to seek opportunities to pursue research in Brazil, we face a more challenging environment to stimulate undergraduate research. Fewer students are writing senior theses. One solution may be to enhance opportunities for non-thesis related research. For example, Scot Martin of SEAS proposed that undergraduates conduct research under the mentorship of a Harvard scientist. In science, engineering, and other fields, such guided research in Brazil could be an enriching experience for undergraduates. With modest funding, we could support such new kinds of research opportunities in Brazil for Harvard undergraduates. DRCLAS and Harvard College offer funding for undergraduates who are undertaking their own research projects for senior theses, but not for independent research opportunities for other kinds of projects.

3. RECRUITMENT AND ENRICHMENT

We have also had success in attracting Ph.D. students from various fields to site their research in Brazil. This is important because, as Ed Glaeser told us using the example of development economics, there is a huge start-up cost in establishing contacts and securing data. Once that investment is made, a researcher is likely to stick with a country for a long time to come. With outstanding sources of data, supplementary research funds (such as the Cities Research Fund), and strong academic support, we are optimistic we can maintain momentum in graduate student research.

Other program offerings focus on student mentoring, urban mobility, internships, and study abroad opportunities. These programs forge lasting friendships and transform lives. They serve as a pipeline for student involvement that continues even after each experience has ended.

We also need to work on ways to maintain strong student interest in Brazil in a more challenging environment than a decade ago. Brazil’s crisis has dampened interest in some circles. Enrollments in Portuguese language classes, a gateway to student capacity to engage in internships and research in Brazil, have declined.
To achieve our goals, we are also looking inward at how we are organized with an eye toward identifying areas where we can become more efficient and effective. Thus far, we have identified four:

1. WORKING WITH DEANS OF HARVARD SCHOOLS

To ensure coordination with various Harvard Schools, and to position ourselves to support major initiatives at the University with respect to Brazil, we plan to maintain contact with Deans of several Harvard Schools to learn of new priorities, initiatives, and opportunities. The Brazil Office and Brazil Program need to be aware of School and faculty initiatives, and work to support them.

2. WORKING WITH BRAZILIAN ALUMNI

We can make more effective use of the alumni network in Brazil. We have an exciting opportunity to do so ahead, with new leadership of the Alumni Association. The Brazil Office will take the lead in mapping our alumni network and in engaging our alumni in Brazil in ways to support our priority initiatives. One notable new initiative of the Brazil Office has been the “Harvard Brazil Dialogues,” informal conversations by Harvard faculty with alumni and local partners on a theme of their interest.

3. COMMUNICATIONS

We might rethink our communications strategy. At the moment, our communications are fragmented between Brazil and Cambridge. We will work in the coming months to improve our web presence. We will also work to improve the quality of our communications with our diverse audiences.

4. STAFF IN CAMBRIDGE

Our staffs in São Paulo and Cambridge are well organized to support our initiatives. They coordinate their efforts and work closely as a team in preparing for major events, student related programs, and a variety of activities. We always endeavor to follow good management practices to keep staff costs low. However, the reality is that without staff support, we are critically constrained in the programs we can support, the activities we can manage, and in new initiatives we can take. In this regard, our staff in Cambridge in particular is outstanding but lean. Our Program Manager in Cambridge is supported only by an undergraduate intern for 5-7 hours a week. We shall assess our staff needs in the coming months.

CONCLUSIONS

We face exciting opportunities and some challenges in the years ahead. Our early success ignites our passion to forge ahead in the next five years, but we are probably facing an unfavorable climate for public sector support for research and scholarships in both Brazil and the United States. Brazil’s deep recession has adversely affected the budgets of its public agencies that support research. The proposed US budget would make substantial cuts to research.

Challenging times afford interesting opportunities to establish priorities. Mindful of our core mission to serve the broader mission of Harvard University, which is primarily about supporting research and education, we also seek to have an important impact in Brazil. As a foreign institution, we cannot insert ourselves in contemporary Brazilian debates. Nonetheless, the example of our early childhood initiative
has shown that our activities can have a positive impact in Brazil. Our hope is to do so in education; urban development and governance; the environment; public health; and public policies to enhance the equality of opportunity.

APPENDIX: BRAZIL BY THE NUMBERS, THEN AND NOW

Key Performance Indicators

The following could be key performance indicators for the next five-year goals. Part I shows data that we have tracked over time. Our aspirations are ambitious, and we generally expect to improve in the next five years on our performance in the first ten years of the Program. However, in some categories, we do not project growth due to the limits of our current funding levels. In others, our aspirational goal is lower than the average for the 2006-2016 period due to factors beyond our control, such as across-the-board declining student interest in writing senior theses.

The indicators in Part II are new. Although we will take steps to gather the information to show future results, we did not systematically track such activity during the first ten years. For these new indicators, we would like to consider more carefully our estimates of what we can accomplish in the coming years before committing ourselves to them. In both parts, we place a priority on quality over numerical goals, and we will continue to strategize about how to measure impact in a way that reflects this bedrock principle of Harvard University.

<table>
<thead>
<tr>
<th>Part I</th>
<th>2006-2016</th>
<th>Targets: five-year aspirational goal</th>
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<tbody>
<tr>
<td>Research Awards Summary</td>
<td>GOAL ONE: ADVANCING RESEARCH IN AND ON BRAZIL</td>
<td></td>
</tr>
<tr>
<td>Harvard faculty</td>
<td>17</td>
<td>40</td>
</tr>
<tr>
<td>Brazilian collaborators</td>
<td>29</td>
<td>75</td>
</tr>
<tr>
<td>Faculty talks in Brazil (June-December 2017)</td>
<td>27</td>
<td>250</td>
</tr>
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<table>
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<tr>
<th>Brazilian Students</th>
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<tbody>
<tr>
<td>Total number in degree programs</td>
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<tr>
<td>Doctoral candidates (1968-2015)</td>
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<tr>
<td>Lemann Fellows</td>
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<tr>
<th>Visitors</th>
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<tr>
<td>Lemann Scholars</td>
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<tr>
<td>Other visiting fellows and researchers</td>
</tr>
<tr>
<td>CAPES Junior Researchers</td>
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<tr>
<th>Executive Education Programs (2012-2017)</th>
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<tr>
<td>Executive Leadership Program, Early Childhood Development</td>
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</table>
### GOAL THREE: EDUCATIONAL OPPORTUNITIES IN AND ABOUT BRAZIL FOR HARVARD STUDENTS

#### Student Research and Engagement

<table>
<thead>
<tr>
<th>BA Theses</th>
<th>45</th>
<th>25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Courses (Public Health [2008-2016], Environmental Engineering [2010-2016], and Archaeology in Acre)</td>
<td>371 (172 from Harvard and 199 from Brazil)</td>
<td></td>
</tr>
<tr>
<td>Undergraduate and graduate summer internships and research experiences</td>
<td>200</td>
<td>75</td>
</tr>
</tbody>
</table>

*Goal for 2018-2020, when 60 percent of participants in international editions of the ELP will be Brazilian.

### Part II

(Possible future indicators)

#### GOAL ONE: ADVANCING RESEARCH IN AND ON BRAZIL**

**Research Awards Summary**

- DRCLAS/Brazil Program funded Research
- Other Foundation and government (Brazilian and US) funded research

**Research Conducted**

- Other faculty research projects
- Faculty trips to Brazil to launch research and seek collaborations

**Dissemination and Impact of Research**

- Papers/books published on Brazil-related topics by Harvard researchers
- Prizes won
- Number of citations
- Conference papers presented on Brazil-related topics by Harvard researchers
- Book launches in Brazil

### GOAL TWO: EDUCATING THE NEXT GENERATION OF BRAZILIAN LEADERS

**Visitors**

- CAPES Junior Researchers

**Executive Education Programs**

- Harvard Kennedy School Training
- Program for ENAP, Brasilia
- Harvard Graduate School of Education
- Harvard Business School
- Number of applicants for Lemann Fellowships

**Impact of Leaders**

- Public sector service: government positions held
- Private sector: Positions on Boards of Directors, firms launched
Prizes, Awards, Recognition, and other impacts**

GOAL THREE: EDUCATIONAL OPPORTUNITIES IN AND ABOUT BRAZIL FOR HARVARD STUDENTS

Student Research and Engagement

Master’s Theses

Summer school students

** We do not currently have enough staff support to track most of this information without faculty reports about their research activity. Because faculty are not obligated to report most of their research activity to the Brazil Studies Program or the Brazil Office, we cannot be sure of our ability to track these data.

*** We are interested in alumni who have had significant impact rather than numbers. A recent example is Deltan Dallagnol, LLM, who has been a key player in investigating and prosecuting the Lava Jato case. Some members of the BOAG, including Jorge Paulo Lemann, are among Brazil’s (and the world’s) most important business leaders and philanthropists.
Brazilian Students at Harvard

Harvard College

Graduate School of Arts and Sciences and Harvard Kennedy School

Professional Schools: Education, Business, Design, and Law

Public Health and Medical Area
Visiting Scholars and Fellows

Harvard Student Trips to Brazil

Visiting Scholars and Fellows

Student Trips to Brazil

- Undergraduate Student Trips to Brazil
- Graduate Student Trips to Brazil