Ethics for a World in Crisis
## CONTENTS

1. From the President
2. Just and Compassionate Health Care
8. Public Events to Inform and Engage
12. Wise Use of Technology
16. 2020 Research Projects
17. Our Team
18. Hastings Center 50th Anniversary Virtual Gala
19. 50th Anniversary Campaign
20. Donors
24. Statement of Financial Position

*inside back cover*  Board of Directors
Dear Friends and Colleagues,

The Covid-19 pandemic locked down most of the world in early 2020 and took 2 million lives by the end of the year. Pandemics create suffering of many kinds. They also reveal longstanding fissures in society. This one showed the vulnerability of communities of color, the homeless, and the incarcerated who were disproportionately struck down. It highlighted the consequences of systemic racism. It exacerbated the political polarization that has been undermining our democratic norms.

As these consequences make clear, pandemics are not only public health crises, but moral ones as well. Policymakers and individuals face enormous ethical choices. How can we allocate scarce resources like ventilators and vaccines to save the most lives, while recognizing the equal moral worth of every individual? More fundamentally, how can we redress structural injustices that result in poorer living conditions for so many millions of our people? What is the right balance between civil liberties and the common good? What does one nation owe the other when it comes to sharing biomedical advances?

The Hastings Center addressed all these questions and more. Our scholars wrote pieces published in major journals like *The New England Journal of Medicine*. We published four guidance resources for health care systems on ethical issues they faced managing Covid-19. The *Hastings Center Report* came out very quickly with a landmark issue in May-June 2020 that includes many essays from health workers reporting on conditions at the frontlines. Our other journal, *Ethics & Human Research*, weighed in on the ethics of Covid-19 vaccine trials, equitable global sharing of the benefits and burdens of vaccine and therapeutic clinical research, and a range of other topics. *Hastings Bioethics Forum*, our blog, was one of the nation’s first and most important platforms on ethical issues related to Covid. Read about the many topics explored there on pages 2-7 of this report. In addition to our scholarship and policy guidance, we also launched a series of webinars for the public on the pandemic and on systemic racism. Thousands of people attended. You can view all these online events using the QR codes provided in this report.

Covid-related work was in addition to our heavy load of research studies already under way, which you will see listed on page 16. Every one of our projects continued meeting (virtually) and producing outstanding scholarship.

In the midst of this extraordinary year, The Hastings Center’s 50th Anniversary Virtual Gala took place on October 27th. We celebrated the origins of the Center and described our plans for the future, which include a greater emphasize on public engagement and on structural injustice. We honored Andy Adelson and Joshua Boger for their profound importance to the Center. And we announced the conclusion of a very successful leadership phase of our comprehensive campaign, led by Andy Adelson, and the launch of its public phase, now led by John Usdan. See pages 18-19 for all this news.

Please join me in saluting Hastings scholars, staff, board, advisory council members, fellows, donors, and volunteers. Thank you for working together to make these important contributions to a world in crisis.

Sincerely,

Mildred Z. Solomon

Mildred Z. Solomon
Long a guiding principle of The Hastings Center’s work, achieving just and compassionate health care faced strong headwinds from the pandemic, which exacerbated inequities caused by structural injustice and systemic racism. In 2020, we proceeded with our ongoing pioneering research to address inequities in our aging society and added rapid-response ethics guidance to health care institutions managing Covid-19.
Hastings Rapid Response to Covid-19

The Hastings Center’s rapid response to the pandemic took many forms: a series of ethics guidance documents for health care institutions and providers, posts and debates in our blog, a landmark issue of the Hastings Center Report, and a new series of public-facing webinars viewed by a large worldwide audience. This work was made possible by the Impact Fund at The Hastings Center, created with a major gift from The Patrick and Catherine Weldon Donaghue Medical Research Foundation and the Rice Family Foundation.

A Landmark Issue on Two Landmark Issues

The May-June 2020 Hastings Center Report was a landmark—by far the largest issue of the journal, made available for free. The issue was devoted to two landmark issues that are connected: the pandemic and structural injustice.

“The Covid-19 pandemic has highlighted connections between health and social structural phenomena that have long been recognized in bioethics but have never really been front and center—not just access to health care, but fundamental conditions of living that affect public health, from income inequality to political and environmental conditions,” wrote Gregory Kaebnick, editor of the Report, and Laura Haupt, the managing editor. Read the entire Hastings Center Report issue by scanning the QR code.

Hastings Center Produces Timely Covid Ethics Guidance for Health Care Institutions

Hastings Center research scholar Nancy Berlinger convened a national team of health care experts to produce three timely guidance documents for health care institutions to use when making difficult decisions about scarce resource allocation during the pandemic. This rapid-response work was made possible by the Impact Fund at The Hastings Center.

Impact: The American Bar Association used these resources to inform hospital counsel and other attorneys working in health care. The Greater New York Hospital Association shared the resources with hospital leadership in New York City. Major media outlets, including the New York Times and Politico, cited the resources. Scan the QR code to access them for free on The Hastings Center’s website.


This was one of the initial efforts to guide frontline health care professionals through the public health crisis, just as Covid-19 was overwhelming many U.S.
hospitals. This resource included an ethical framework to structure real-time discussion of ethical concerns arising under contingency levels of care and potentially crisis standards of care as well as guidelines to help hospital ethics committees and clinical ethics consultation services quickly support clinicians providing care amid severe resource limitations.

**April 29, 2020: Responding to Covid-19 as a Regional Public Health Challenge: Preliminary Guidelines for Regional Collaboration Involving Hospitals**

This supplement to the Ethical Framework was for hospitals and other health care organizations serving the same geographic region, as well as state and regional hospital associations, state medical societies, and public health authorities. Included were coordinated efforts to promote equity in the allocation of personal protective equipment and creation of a resource allocation system for hospital and intensive care beds that could be activated when one health care system within the region is nearing capacity.


This document responded to the drug shortages that occurred during the pandemic, described the symptom relief needs of Covid-19 patients and the ethical mandate to provide palliative care during public health emergencies, and identified ethical challenges in the allocation of new or experimental therapeutic drugs used in the treatment of Covid-19 patients.

**Urgent Call for Federal Action to Fight Covid-19**

In March, The Hastings Center sent an urgent letter to Congress and the White House, imploring the U.S. government to immediately use its federal power and funds to respond to the Covid-19 pandemic as a matter of moral imperative. The petition was developed by Mildred Solomon, President of The Hastings Center, and Lawrence Gostin, a Hastings fellow and director of the O’Neill Institute for National and Global Health Law at Georgetown University. Nearly 1,400 of the nation’s most prominent bioethicists and health leaders signed the letter.

The letter called for five immediate federal actions:

- Ensure the manufacture and distribution of needed supplies.
- Provide sick leave for all.
- Protect the vulnerable, including prisoners and people in detention centers.
- Build a comprehensive, trustworthy communication strategy.

It was presented to all relevant Congressional committees and to the White House Coronavirus Task Force, headed by then Vice President Mike Pence.
Hastings Bioethics Forum: An International Hub of Topical Issues and Ideas

*Hastings Bioethics Forum,* our blog, cemented its reputation as the place to discuss the ethical challenges in the pandemic. The *Forum* took the lead in drawing attention to ethical questions raised by the virus weeks before it even had a name. The first post appeared on January 31, 2020, written by two Hastings Center fellows in China, Ruipeng Lei and Renzong Qiu: “Report from China: Ethical Questions on the Response to the Coronavirus.” It was one of the most widely read articles we have ever published, with 42,664 page views. Many of the more than 100 essays posted on the pandemic in 2020 garnered media coverage. Visit the *Forum* by scanning the QR code at left. Read individual articles by scanning the QR codes below.

A Covid-19 Sampler from *Hastings Bioethics Forum*

- Report from China: *Ethical Questions on the Response to the Coronavirus*
- Chinese Bioethicists: *Silencing Doctor Impeded Early Control of Coronavirus*
- Confronting Disability Discrimination during the Pandemic
- On Being an Elder in a Pandemic
- Structural Racism, White Fragility, and Ventilator Rationing Policies
- Covid-19 Makes Clear that Bioethics Must Confront Health Disparities
Addressing Inequities in Aging

The Hastings Center has been doing trailblazing work to address the experience of aging at the population level. The United States is an aging society, as the accompanying infographic shows. Aging in America is also profoundly unequal. Whether an older person can age in place, with the necessary services and supports, depends largely on social determinants, including the amount of wealth accumulated throughout one’s life. These social factors demand social solutions, which is why The Hastings Center is examining the role of housing, the built environment, social spending, and the role of the private sector and community members in design planning and decisions. By bringing diverse experts together The Hastings Center aims to reduce disparities and improve the experience of aging. The work is led by Hastings Center research scholar Nancy Berlinger and Hastings President Mildred Solomon. It is made possible by a generous grant to The Hastings Center from The Robert W. Wilson Charitable Trust as part of its visionary support for the Center’s research and public engagement on ethical challenges facing aging societies.

### Aging Challenges by the Numbers

- **2.9 million**: Middle-income adults in U.S. ages 75 and older projected to have high needs (three or more chronic conditions and at least one limitation in activities of daily living) in 2029 and potentially requiring supportive living environments.¹
- **10 million**: Older adults in U.S. facing housing cost burdens.¹
- **14.1 million**: U.S. households headed by someone 75 years or older in 2020.¹
- **28.2 million**: U.S. households headed by someone 75 years or older in 2038.¹
- **84% of older people**: Living at home and needing care who rely solely on family members.¹

### The Cost Burden of Dementia in the United States

- **6+ million**: Americans living with Alzheimer’s disease, the most common form of dementia.²
- **11 million**: Americans who provide unpaid care to people with Alzheimer’s disease.²
- **70%**: Percentage of dementia care costs representing unpaid caregiving and out-of-pocket expenses in the U.S.³

<table>
<thead>
<tr>
<th>Hours of care provided by unpaid caregivers to people with Alzheimer’s disease in 2020</th>
<th>$373,328</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifetime cost of care for a person with dementia in the U.S.</td>
<td>$15.3 billion</td>
</tr>
</tbody>
</table>

¹ What Can Be Done To Better Support Older Adults To Age Successfully In Their Homes And Communities? | Health Affairs
² Alzheimer’s Facts and Figures Report | Alzheimer’s Association
Writing in the *New England Journal of Medicine*, Hastings Center President Mildred Solomon and two Hastings Center fellows, Matthew K. Wynia and Lawrence O. Gostin, addressed concerns that crisis triage protocols aimed at allocating scarce health care resources to save the most lives could be biased against people with disabilities. Their article demonstrates that triage protocols can both save lives and protect core values, such as the equal moral worth of all people.

“Discrimination against the disabled in health care is well documented, so it behooves us to ensure that triage protocols do all they can to avoid bias,” they write. “At the same time, responsible health systems and health leaders do the nation a service by anticipating the potential, tragic need for these protocols and working to design them as responsibly as possible.” To read the article, scan the QR code.

Physicians Honored for Exemplary End-of-Life Care

The Hastings Center Cunniff-Dixon Physician Awards recognize physicians who provide outstanding care to patients who are nearing the end of their lives. In 2020, awards totaling $95,000 were given to senior, mid-career, and early-career physicians who advance the practice of palliative and hospice care. The Hastings Center salutes Andy Baxter and the Cunniff-Dixon Foundation for supporting these awards. Learn more by scanning the QR code.

(l. to r.): Claire Ankuda, Ichan School of Medicine at Mt. Sinai in New York City (early-career award); Katharine Brock, Emory University School of Medicine and Children’s Healthcare of Atlanta (early-career award); Julie Wilson Childers, UPMC Presbyterian Hospital in Pittsburgh (mid-career award); Rodney O. Tucker, University of Alabama at Birmingham (senior award); and Meaghann Weaver, Children’s Hospital and Medical Center and the University of Nebraska Medical Center in Omaha (early-career award)
The Hastings Center developed a number of activities to inform and engage the public on ethical questions related to the pandemic and on addressing structural injustice and systemic racism. These activities included public events attended by thousands, expanding the reach of the Center in ways never previously done. This work was made possible by the Impact Fund at The Hastings Center, created with a major gift from The Donaghue Foundation.
Re-opening the Nation: Hastings Conversations Series

As questions grew about reviving the economy during the pandemic, The Hastings Center conceptualized a series of Hastings Conversations online events called “Re-opening the Nation.” Each of the events featured leading experts on a selected topic in conversation with Hastings Center President Mildred Solomon. These events drew thousands of people from around the world. To watch the webinars, please scan the QR code.

What Values Should Guide Us?

On April 21, Ezekiel Emanuel, Vice Provost for Global Initiatives at the University of Pennsylvania and a Hastings Center fellow, and Danielle Allen, director of Harvard’s Edmond J. Safra Center for Ethics, discussed the values that should guide easing pandemic restrictions, including public health, economic well-being, and respect for civil liberties. They agreed that re-opening the nation would require that we do much more testing and do it different—specifically, expanding testing criteria to include asymptomatic people, who may be contagious.

Privacy, Surveillance, and Digital Tools for Contact Tracing

On May 18, Ed Felten, of Princeton University, who is a former U.S. chief technology officer, and Ryan Calo, co-director of the Tech Policy Lab at the University of Washington, discussed the potential benefits of apps to supplement human-to-human contact tracing, but they called for safeguards to protect people’s privacy, including constructing the apps so that they can deactivate themselves by a set date.
Should We Turn to Immunity Testing?

On May 28, Françoise Baylis, a bioethicist at Dalhousie University; Dakota Gruener, executive director of ID2020 Alliance; and Gigi Gronvall, a senior scholar at the Johns Hopkins Center for Health Security, expressed concern that companies were racing ahead with the creation of digital immunity tools before their accuracy was demonstrated and without considering ethical questions, such as how to ensure that the tools wouldn’t create “immunity haves and have-nots.”

Securing Health in a Troubled Time

As protests erupted across the nation during the summer of 2020, Hastings Center President Mildred Solomon issued a statement challenging the field of bioethics, and committing the Center, to focus on structural injustice, health inequities, and systemic racism. Scan the QR code at left to read Solomon’s statement.

In keeping with this pledge, The Hastings Center took a number of actions. The first of them was a series of webinars, “Securing Health in a Troubled Time: Equity, Ethics, and the Common Good,” to explore urgent questions, including: How can we capture the opportunity to redress longstanding injustice and build a more equitable society? To watch the webinars, scan the QR code at right.

Alondra Nelson Envisions a “Braver Bioethics”

On June 4, The Hastings Center featured Hastings Center fellow Alondra Nelson, a professor at the Institute of Advanced Study in Princeton, who explores questions of science, technology, and social inequality. Nelson envisioned a “braver bioethics” that considers ethical principles like beneficence and justice in addressing racial justice and other contemporary social, technical, and political issues. (Nelson was later named by President Joe Biden to be deputy director for science and society in the Office of Science and Technology Policy.)
Health Equity, Racism, and This Moment in Time

On August 13, Richard Besser, President of The Robert Wood Johnson Foundation, and Herminia Palacio, President of The Guttmacher Institute, discussed calls to action to account for and mitigate racist policies and inequities in health and life expectancy between Black and white Americans. They agreed that action begins with widening the lens from “distributional justice”—making sure that scarce resources are equitably distributed—to include structural injustice, the ways in which our society is organized to create impediments to all people achieving health and well-being.

Public Trust in Science

On November 19, Anthony Fauci participated in a “fireside chat” on the ethical issues raised by the erosion of trust in science. “You’re one of the most trusted experts in this country. What do you think accounts for that?” Hastings Center President Mildred Solomon asked him. Fauci said: he bases his work on solid evidence, he is transparent, he is not aligned with any ideology or political position, and when he doesn’t know the answer to a question, he says so. This event was supported by the Gil Omenn & Martha Darling Fund for Trusted and Trustworthy Scientific Innovation and the John S. and James L. Knight Foundation.
As artificial intelligence extends its reach into health care, we extended our examination of its ethical implications, with additional research expertise and public engagement. We also explored the implications of genetics research for equity and continued our events series on the complicated relationship between people with disabilities and technology.
Can AI Reduce Inequity and Improve Empathy in Medicine?

Artificial intelligence has the potential to reduce inequities in health care and even help restore empathy to the doctor-patient relationship—if, and only if, key ethical barriers are addressed and opportunities grasped. That was the overarching message of Eric Topol, the keynote speaker at The Hastings Center’s 50th anniversary gala in October. (For more on the gala see page 18.) Topol is the founder and director of the Scripps Research Translational Institute and author of *Deep Medicine: How Artificial Intelligence Can Make Health Care Human Again*. In a conversation with Hastings Center President Mildred Solomon, Topol emphasized two points. AI can reduce inequities by making state-of-the-art diagnostic technology available to people who otherwise would not have access to it, including people living in low- and middle-income countries and poor people in wealthy countries. And the greatest promise of AI in medicine is to restore empathy to the doctor-patient relationship by enabling doctors to spend more time with patients who need it. Scan the QR code to watch.

Genomics and Inequality

Genomics is crowding out ways of reducing inequality, has thwarted medicine from advancing justice, and is creating new forms of social classification and surveillance. These are key messages of *For “All of Us”? On the Weight of Genomic Knowledge*, a Hastings Center special report published in June. Produced under The Hastings Center’s Initiative in Bioethics and the Humanities, supported by the National Endowment for the Humanities and private donors, it was co-edited by Hastings senior research scholar, Erik Parens, and Joel Michael Reynolds, the inaugural Rice Family Fellow in Bioethics and Humanities at The Hastings Center who is now a Hastings senior adviser and an assistant professor at Georgetown University. To read the report, scan the QR code.

Hastings Expands Expertise in AI and Digital Health

The Hastings Center committed to expanding work on ethical issues raised by artificial intelligence and digital health more broadly.

**Diane Korngiebel** (top) joined the staff as a research scholar. Her work explores the ethics of using AI in health care delivery and research, the potential and limitations of Big Data science, and appropriate (and inappropriate) design and deployment of digital health applications.

**Gretchen Greene** (bottom) was named a senior advisor. Greene, a lawyer, is an internationally recognized expert on face and emotion recognition and on AI policy and ethics. Her broad, multi-industry and government experience includes technical, legal, and policy work for the U.S. and U.K. governments.
The Art of Flourishing: Conversations on Disability

The Art of Flourishing: Conversations on Disability is a series of six public events, running through 2021, that explores the special, and sometimes fraught, relationship between people with disabilities and technology. Some technologies enable people with disabilities to work, create, communicate, and navigate in ways that would otherwise be impossible. But technologies can also be stigmatizing and promote “ableist” biases. Each event includes artists, writers, or scholars who have disabilities and discuss their decisions to use, or not to use, particular technologies.

The events, supported by the National Endowment for the Humanities, are organized under the direction of Erik Parens, with Joel Reynolds and Liz Bowen, the 2020-2021 Rice Family Postdoctoral Fellow in Bioethics and the Humanities at The Hastings Center. Rosemarie Garland-Thomson, a senior advisor and Hastings Center fellow, is the chief project advisor.

Two virtual events took place in 2020. Scan the QR code to watch.

Navigating: On Disability, Technology, and Experiencing the World
What does it take to move through the world with a disability? Scholars and activists Yomi S. Wrong, Rod Michalko, and Kin Q. Hall told personal stories about their experiences with different technologies to aid with navigation.

Artistic Visions for Disrupting Ableism
What will it take to bring about lasting justice for disabled people in the United States? When will every body—and every voice—be indispensable? Poets and activists Lateef McLeod and D.J. Savarese imagine a society led by people with disabilities and show how disabled communities are already building this world through creative forms of resistance.
Two New Senior Advisors on Disability Justice

The Hastings Center named two senior advisors on disability justice in 2020.

**Rosemarie Garland-Thomson** is a disability justice and culture thought leader, bioethicist, and humanities scholar. Her 2016 op-ed, “Becoming Disabled,” was the inaugural article in the ongoing weekly series in the *New York Times* about disability by people living with disabilities. She is co-editor of *About Us: Essays from the New York Times about Disability by People with Disabilities* (2019) and the author of *Staring: How We Look* and several other books. Garland-Thomson is also a Hastings Center fellow.

**Joel Michael Reynolds** is an assistant professor of philosophy and disability studies at Georgetown University and the founder of the *Journal of Philosophy of Disability*. His research and public engagement center on foundational issues concerning ethics, society, and embodiment. Reynolds was The Hastings Center’s inaugural Rice Family Postdoctoral Fellow in Bioethics and the Humanities.

---

**ROSCOE AWARD WINNING ESSAY: Technology Can’t Fix Algorithmic Injustice**

The winner of The Hastings Center’s 2020 David Roscoe Award for an Early-Career Essay on Science, Ethics, and Society was “Technology Can’t Fix Algorithmic Injustice,” by Annette Zimmermann, of University of York, U.K., and Elena Di Rosa and Hochan Kim, both students at Princeton, published in the *Boston Review*. It explores biases and other ethical questions posed by the algorithms used in artificial intelligence systems and calls for “greater democratic oversight of AI not just from developers and designers, but from all members of society.” The award is named in honor of David Roscoe, a past chair of The Hastings Center’s board and current head of the advisory council.
THE HUMAN LIFESPAN
• Aging at Home Alone with Alzheimer’s and Related Dementias: Ethical Considerations for Inclusion • Nancy Berlinger (National Institutes of Health under subcontract from University of Maryland-Baltimore County)
• Aging Societies Report Implementation • Nancy Berlinger (Robert W. Wilson Charitable Trust)
• Dementia and the Ethics of Assisted Dying • Nancy Berlinger and Mildred Solomon (Robert W. Wilson Charitable Trust)

HEALTH AND HEALTH CARE
• All of Us Research Program: Barriers to Caring for Patients with Clinically Actionable Genetic Findings that Require Medical Attention • Carolyn P. Neuhaus (National Institutes of Health/National Human Genome Research Institute)
• Big Data in Health Care: Building an Ethics Framework for Biomedical Data Modeling • Diane Korngiebel (National Institutes of Health/National Human Genome Research Institute)
• Learning from Housing-Focused Covid-19 Response: Actionable Policies and Practices to Support Equitable Aging in Community • Nancy Berlinger (Retirement Research Foundation under subcontract from Harvard University)
• Physicians’ Moral Stress During COVID-19: A Qualitative Analysis of Systems Factors • Nancy Berlinger (Greenwall Foundation under subcontract from University of North Carolina)
• Reviewing the Literature on Trust and Health: An agenda for Research and Policy • Mildred Solomon (American Board of Internal Medicine Foundation)
• Surprise Billing and the Erosion of Trust in American Health Care: Professionalism Can Help Us • Mildred Solomon (The Donaghue Foundation and the American Board of Internal Medicine Foundation)
• Understanding “Engagement” in the All of Us Research Program • Carolyn P. Neuhaus (National Institutes of Health/National Human Genomic Research Institute)

SCIENCE AND TECHNOLOGY
• Actionable Ethics Oversight for Human-Animal Chimera Research • Josephine Johnston and Karen Maschke (National Institutes of Health/National Human Genome Research Institute)
• Center for ELSI Resources and Analysis (CERA) • Josephine Johnston (National Institutes of Health/National Human Genome Research Institute under subcontract from Stanford University and Columbia University Medical Center)
• Center for Research on the Ethical, Legal and Social Implications of Psychiatric, Neurologic and Behavioral Genetics • Erik Parens and Josephine Johnston (National Institutes of Health under subcontract from Columbia University Medical Center)
• Development of Recommendations and Policies for Genetic Variant Reclassification • Erik Parens (National Institutes of Health under subcontract from Columbia University)
• Individualized Therapies for Genetics Disorders: Societal, Ethical, Regulatory, and Conceptual Challenges • Josephine Johnston (National Institutes of Health under subcontract from Columbia University Medical Center)
• Patient-Centered Cancer Genome Sequencing Education and Decision Support • Sarah McGraw (American Cancer Society under subcontract from City of Hope)
• Scalable Tools to Effectively Translate Genomic Discoveries into the Clinic • Sarah McGraw (National Institutes of Health under subcontract from City of Hope)
• The Art of Flourishing: Conversations on Disability • Erik Parens (National Endowment for the Humanities)
• Wrestling with Social and Behavioral Genomics: Risks, Potential Benefits, and Ethical Responsibility • Erik Parens (Russell Sage Foundation and Robert Wood Johnson Foundation)

ENVIRONMENT
• Public Deliberation on Gene Editing in the Wild • Gregory E. Kaebnick (National Science Foundation)

EDUCATION
• CUHK-Hastings Center Scholarly Exchange • Nancy Berlinger (Edgar Cheng)
• How Should the Public Learn? Reconstructing Common Purpose for a Democracy in Crisis • Mildred Solomon, Bruce Jennings, and Gregory Kaebnick (John S. and James L. Knight Foundation)
The Hastings Center welcomed 14 new Fellows in 2020:

- James M. DuBois, PhD, DSc
- Jacqueline J. (Jackie) Glover, PhD
- Kenneth W. Goodman, PhD, FACMI, FACE
- Scott D. Halpern, MD, PhD, MBE
- Stephen R. Latham, JD, PhD
- James V. Lavery, PhD
- Kenneth M. Ludmerer, MD
- Debra J.H. Mathews, PhD, MA
- Maria Merritt, PhD
- Joseph Millum, PhD
- Vardit Ravitsky, PhD
- Jennifer Prah Ruger, PhD
- Jackie Leach Scully, PhD
- James A. Tulsky, MD

For more information on our Fellows, visit www.thehastingscenter.org/who-we-are/our-team/hastings-center-fellows/

The Advisory Council is made up of leaders in medicine, law, economics, public policy, and business whose purpose is to provide guidance about how best to ensure the impact of our work, particularly in the public square. The Hastings Center benefits enormously from the input of our Advisory Council, chaired by David Roscoe, whose highly accomplished members are invaluable participants in the Hastings community.

For more information on the Hastings Center Advisory Council, visit www.thehastingscenter.org/who-we-are/our-team/advisory-council/

The Hastings Center welcomed 14 new Fellows in 2020:

- James M. DuBois, PhD, DSc
- Jacqueline J. (Jackie) Glover, PhD
- Kenneth W. Goodman, PhD, FACMI, FACE
- Scott D. Halpern, MD, PhD, MBE
- Stephen R. Latham, JD, PhD
- James V. Lavery, PhD
- Kenneth M. Ludmerer, MD
- Debra J.H. Mathews, PhD, MA
- Maria Merritt, PhD
- Joseph Millum, PhD
- Vardit Ravitsky, PhD
- Jennifer Prah Ruger, PhD
- Jackie Leach Scully, PhD
- James A. Tulsky, MD

For more information on our Fellows, visit www.thehastingscenter.org/who-we-are/our-team/hastings-center-fellows/
The Hastings Center’s 50th Anniversary Virtual Gala, held on October 27, commemorated 50 years of Hastings Center impact in bioethics. The gala honored Andrew Adelson and Joshua Boger for their profound importance to The Hastings Center. “They have been generous and prescient in their support for expanding our capacity both to advance highly relevant bioethics research and to educate and engage the public about those issues,” said Hastings Center President Mildred Solomon. “It is no coincidence that these goals are the core objectives motivating our campaign.” The gala marked the public launch of The Hastings Center’s 50th Anniversary Comprehensive Campaign, which will set the Center’s trajectory for years to come.

Honorees

ANDREW ADELSON
Adelson has an impressive reputation for building organizations and helping them reach their full potential. Currently a member of The Hastings Center’s Advisory Council, he contributed his vision and expertise for 12 years as a member of the Board of Directors. He also spearheaded the leadership phase of The Hastings Center’s 50th Anniversary Comprehensive Campaign. In these capacities, Andy has continuously driven change at the Center and strengthened its communications capacities and financial security. The Center’s growing public impact and ever-enlarging audiences are a direct consequence of Andy’s insights, leadership, and determination.

JOSHUA BOGER, PHD
Joshua Boger is a visionary scientist, entrepreneur, artist and change agent who has championed the mission of The Center for many years. First, as a longtime board member and more recently as a sounding board, encouraging friend, and generous spirit. Deeply committed to rigorous scholarship, Boger has enabled the Center to recruit world-class bioethics scholars and to develop policy recommendations on a wide range of ethical questions related to emerging biotechnologies.

Keynote Speaker

ERIC TOPOL
Eric Topol, the founder and director of the Scripps Research Translational Institute and author of Deep Medicine: How Artificial Intelligence Can Make Health Care Human Again, gave the keynote address on the ways in which AI can reduce inequity and improve empathy in medicine, followed by a discussion with Hastings President Mildred Solomon. (For more on his talk, see page 13.)
The Hastings Center’s 50th Anniversary Comprehensive Campaign

This leadership phase of the campaign, from January 1, 2019 until October 27, 2020, was chaired by Andrew Adelson. The gala marked the end of the leadership phase and the beginning of the public phase of the campaign, which is being chaired by John Usdan (left), a member of the Board of Directors, and will run until December 31, 2023. As of the gala, $10.2 million had been raised toward the $12.5 million goal.

Leadership Donors to Campaign
Adelson Family Foundation
The Andrew and Julie Klingenstein Family Foundation
Boger Family Foundation
Chris Buck and Dr. Hara Schwartz
Nancy L. Cahners
Peter and Connie Canellos
Cedars-Sinai Medical Center
Edgar Cheng
Drs. Bobbi and Barry Coller
Louise and Loring Conant
Marion Danis, MD
Rabbi Amy B. Ehrlich and Dr. Joseph J. Fins
Alan and Linda Fleischman
Garrison Friends of The Hastings Center
Bradford H. Gray and Helen Darling
Lisa and Robbie Huffines
The John and Patricia Klingenstein Fund
Dr. Nancy Maruyama and Chuck Cahn
Michele Moody-Adams
Harvey Motulsky and Lisa Norton
Liza and Michael Musgrave
Gilbert S. Ommenn, MD, PhD, and Martha A. Darling
The Patrick and Catherine Donaghue Medical Research Foundation
Jean Margo Reid
Eve Hart Rice, MD and Timothy Mattison, MD
Nancy and Edward Rice
The Robert W. Wilson Charitable Trust
Linda and David Roscoe
Michael G. Roth and Kari Weil
Cynda Hylton Rushton
Harold Shapiro
Dr. Shonni Silverberg and John Shapiro
Mildred Z. Solomon, EdD
Ellen and Ted Trief
Eva and John Usdan

Campaign Steering Committee
John Usdan, Chair
Brad Gray
Robbie Huffines
Gil Omenn
Eve Rice
David Roscoe
Michael Roth
Blair Sadler
Harold Shapiro
Shonni Silverberg
Millie Solomon

“Since its founding, The Hastings Center has never shied away from the toughest ethical topics faced by society. Through the careful deliberations of its wise experts, The Hastings Center continues to contribute reason and reflection to our most challenging discussions. I am pleased to extend my warm wishes to you on your 50th anniversary.”

—Francis S. Collins
Director, National Institutes of Health; physician-geneticist noted for his landmark discoveries of disease genes and his leadership of the international Human Genome Project, which culminated in April 2003 with the completion of a finished sequence of the human DNA instruction book.
The Hastings Center is deeply grateful for the generous contributions of its many donors, whose philanthropy significantly advanced the Center’s work in 2020.

Founders’ Society
($25,000+)
Andrew and Nancy Adelson
Estate of Shirley Bach
Matthew Baxter
Joshua and Amy Boger
Charles Cahn and Nancy Maruyama
Peter C. Canellos
Cedars-Sinai Medical Center
Edgar Cheng
Barry and Bobbi Coller
Bradford H. Gray and Helen Darling
Patricia D. Klingenstein
Andrew and Julie Klingenstein
David and Ruth Levine
Mark J. Levin
Gil Omenn and Martha Darling
Edward and Nancy Rice
Eve Rice and Timothy Mattison
David and Linda Roscoe
Michael Roth and Keri Weil
Ali and Lewis Sanders
Shonni Silverberg and John Shapiro
Francis H. Trainer
John and Eva Usdan
Michele and David Walt

Cornerstone Society
($10,000 - $24,999)
Janie Bailey and Michael Musgrave
Jan and Suzanne Baker
Christopher Buck and Hara Schwartz
Nancy Cahners
Marc Casper
Sam Croll III
Irene W. Crowe
Steve Dolcemaschio

Why I Give: Peter Canellos
Hastings Center Board Member
“Benefactors make substantial gifts for a host of reasons. Some are personal: the school that provided a quality education that was the foundation for success; a recognition that a particular museum, cultural organization or park has provided life-long solace and enjoyment. Then there are those gifts that the benefactor feels absolutely compelled to support. Hastings for me falls into this second category. Once I became immersed in the spectacular work of Hastings in areas so important to modern life, work undertaken by a supremely gifted and devoted staff, I felt it my duty to support financially and through participation on The Hastings Center’s Board.”

Jonathan Greenblatt
Mason Haupt
Gates Helms and Mary Ellen Hawn
Peter Hofmann and William L. Burbach
Lisa and Robert Huffines
Johnson & Johnson
Stacey Lane
Jeff Lieberman and Holly Fogle
Harvey and Lisa Motulsky
Ofer Nemirovsky
Stephen A. and Patricia Oxman
Jean M. Reid
Frederic C. Rich
Vertex Pharmaceuticals, Inc.

President’s Society
($5,000 - $9,999)
Stephen F. Altschul
Sissela and Derek Bok
Kevin R. Brine and Jessica Smith
Loring and Louise Conant
Elliott Crigger
Henry D'Auria
Van Durrer II and Francine Gordon Durrer
Harold S. Edgar
Deborah Erdman
David J. and Catherine Ferry
Joseph J. Fins and Amy Ehrlich
Alan and Linda Fleischman
Robert J. and Kathleen Hugin
Bruce Jennings
Darrell Kirch
Jeff Kronthal
Michael E. Patterson
Harriet S. and Bruce Rabb
Mildred Z. Solomon

Callahan Society
($1,000 - $4,999)
Eli Adashi
Mitchel and Suzanne L. Adelson Wainer
Anita L. Allen-Castellitto
Elizabeth P. Anderson
Robert Arnold
John Bailey
Mitch Binder
Fred Bloch
Jeffrey R. Botkin
Andrew Burness
Bruce Calvert
Diane Cannata
Arthur L. Caplan
Peter Carman and Sharon Erikson
Ellen W. Clayton
Constellation Advancement
Marion Danis
Rebecca Dresser
Nancy P. Durr
Michael Enthoven
Gale Epstein
Charles L. and Christine Farrington
Jonathan and Karin Fielding
Ruth L. and Gerald Fischbach
James T. Flynn
Willard Gaylin
Raanan Giller
Anne Goldrach
Kyle Good
Harvard Medical School

Gil Omenn & Martha Darling Initiative for Trusted and Trustworthy Scientific Innovation
Preeminent science researcher and science policy expert Gilbert S. Omenn, MD, Ph.D., and his wife, Martha A. Darling, made a major gift in support of trusted and trustworthy scientific innovation at The Hastings Center. The fund will underwrite research to ensure that cutting-edge technologies are evidence-based, user-centered, and designed and deployed in ethically justifiable ways, including attention to privacy, bias and discrimination, fair access to benefits, and impact on human relationships. “This is a critical time for confronting the lack of trust in science,” said the Center’s President Mildred Z. Solomon, “and this fund will transform our ability to address one of society’s most pressing issues.”

Why I Give:
Peter Canellos
Hastings Center Board Member
“Benefactors make substantial gifts for a host of reasons. Some are personal: the school that provided a quality education that was the foundation for success; a recognition that a particular museum, cultural organization or park has provided life-long solace and enjoyment. Then there are those gifts that the benefactor feels absolutely compelled to support. Hastings for me falls into this second category. Once I became immersed in the spectacular work of Hastings in areas so important to modern life, work undertaken by a supremely gifted and devoted staff, I felt it my duty to support financially and through participation on The Hastings Center’s Board.”

Jonathan Greenblatt
Mason Haupt
Gates Helms and Mary Ellen Hawn
Peter Hofmann and William L. Burbach
Lisa and Robert Huffines
Johnson & Johnson
Stacey Lane
Jeff Lieberman and Holly Fogle
Harvey and Lisa Motulsky
Ofer Nemirovsky
Stephen A. and Patricia Oxman
Jean M. Reid
Frederic C. Rich
Vertex Pharmaceuticals, Inc.
Why I Give: John Usdan

Hastings Center Board Member

“Through Hastings’ brilliant scholars and scholarship, the ethical issues of health, science, and technology that we, as a society, should be thinking about, debating, and taking action to confront are brightly illuminated. Too often, the difficult ethical issues of the end of life, equitable distribution of health care, and defining the boundaries of science and technology are eliminated and conveniently forgotten. Hastings has both the courage and the strength of its conviction to remind all of us how important being proactive about our societal challenges is to our collective outcome and survival. This is why I support Hastings.”
Kenneth A. and June Feldman
Jodi and Sergio Fernandes
Robert L. Fine
Marvin S. Fish
Leonard M. Fleck
David Foster and Judy Kurz
Joel E. Frader
Leslie Francis
Stephen Franklin
Stanley Freilich
Paul and Toby Frey
Judi Friedson
Michael Gage and William E. Hellerstein
Sandy Galef
Phyllis M. Gallager
Vanessa Northington Gamble
Rosemane Garland-Thomson
William J. Gavin
Atul Gawande
Gail Geller
Myron Genel
Christopher Getman
Deborah Giordano
Eleanor C. Goldstein
Kenneth W. Goodman
David and Margaret Gordon
Cali and Roger Gorevic
William Gorman
Samuel Gorovitz
Christine Grady and Anthony Fauci
Michael Grippaldi
Lori Gruen
Michael and Katherine Gusman
Sidney Gutstein
Amy Haddad
Mark A. Hall
Douglas Hanto
Kay Harel
William and Janice E. Haupt
Bernice Hausman
Erica Heath
Peter Heide
Cassandra Henderson
Jennifer Herbst
Anne Hershberger
Jody Heyward
Paul B. Hofmann
Connie Holden
Carolyn and Charles Hough
Mary Alice Houghton
David Y. Hwang
Ana S. Itis
Joseph K. Indenbaum
Lois Ives
Adrian M. Jaffer
Steven Joffe
Sandra H. Johnson
Elliott and Sara Kaebnick
Gregory E. and Gweneth Kaebnick
Nancy E. Kass
Anat Kendal
Nadir Khan
Patricia A. King
Nancy J. Kirkpatrick
Agnes V. Klein
John Kleinig
Frederick C. and Susan Kneip
Heidi Knoll
Eric Kodish
Mark Kogan and Ellen Kraftsow-Kogan
Loretta M. Kopelman
Edward M. Koslin
Linda E. Krich
Sheldon Krimsky
Ernest F. Kruge
Lars and Marit Kulseid
Barbara Kummerer
Margaret Kuras
Ferne C. Kyba
Robert J. La Fortune
Michael G. LaMar
Linda Lange
Larry Langford
Allen Lanstra
Michael J. LaPenta
E. Virginia Lapham
Karen A. Lebacqz
Susan Levin
Eric Levine
Aaron Levine
Carol Levine
Donna Light
Marc Lowenstein
Arthur Lowenstein and Ann Patton
Joanne Lynn
Patricia Mac Cubbin
Claudio Marzollo
Jeffrey S. Matican
Pat McCarthy
David B. and Susan McCurdy
Shane McDermott
Amy McGuire
David Mechanic
Cathy and John Meisterich
Alan M. Mendelson
Darlyne Menscer
Jennifer Mercer
Barbara A. Merola
Maria W. Merrola
Jeffrey C. Miller
Kenneth Miller
Frank G. Miller
Brian S. Misanko
Douglas B. Mishkin
Stefan T. Mokrohisky
Alida Moncrief
Katj Moss Warner
Patricia L. Mulvey
Michele Munkwitz
James L. Mykskens
Ronald Y. Nakasone
Nancy and Daniel Neff
Deborah F. Neipris
Alondra Nelson
William Nelson
Carolyn and Sean Neuhaus
Sandra Finch Nguyen
Floyd Norris and Christine Bockelman
Rachel Nosowsky
Illah Nourbakhsh
Carol A. Wood-Nutter
Kathleen O’Neill
Carol and Noel O’Reilly
Rita Ormsby
Lisaana Otter
Kim Overby
Larry I. Palmer
Ronald B. Papanek
Erik Parens and Andrea Kott
Lisa Parker
Jeanne Parrinello
Pamela S. Payne
Terrie Payne
Robert A. Pearlman
Terry Pence
Vicki Peyton
Richard N. and Alice Pierson
Leslie and Gary Plotnick
Elliott B. and Marianne Pollack
Nora and Charles Porter
Paul J. Pospisil
Gail Povar
Ruth B. Purtilo
Reed E. Pyeritz
Vardit Ravitsky
James E. Reagan
Michael Reichgott
Elizabeth Reis
James Rembar and Francie Camper
Carl and Jodi Reynolds
Sharon Roche
Jose Romeu and Sidney Babcock
Peter H. Roscoe
Lainie F. Ross
Mark A. Rothstein

Why I Give: Andrew Klingenstein
Chairman and CEO,
Klingenstein Philanthropies
“My family and I believe that The Hastings Center provides critical guidance on how to think, and act, on some of the most important, and now most pressing, bioethical issues of our time. We could not be more proud to support the Center.”
Beneficence Society

As we celebrated our 50th anniversary and publicly launched the comprehensive campaign, we also created and announced The Beneficence Society, our planned giving society. Identification and recruitment of charter members—generous supporters who have included The Hastings Center in their estate planning—began in fall 2020. Additional details on this program and its impact are available by scanning the QR code.
STATEMENT OF FINANCIAL POSITION
As of December 31, 2020

Draft Audit 2020*

Assets
Cash and Equivalents  876,639
Investments, at fair value  9,859,519
Receivables (grants and other)  4,387,616
Other Assets  104,284
Furniture and Equipment (net of accumulated dep)  29,391
Leasehold Improvements (net of accumulated amort)  853,486
Total Assets  16,110,935

Liabilities and Net Assets
Payables and Accruals  102,343
Deferred Compensation Payable  170,599
Deferred Revenue  87,568
Total Liabilities  360,510
Net Assets  15,750,425
Total Liabilities and Net Assets  16,110,935

Statement of Activities and Changes in Net Assets
Operating revenues and other support:
Grants, Gifts, and Contributions  3,264,273
Government Grants  1,132,852
Publication Revenue  339,031
Other income  88,069
Total Unrestricted Operating Support and Revenue  4,824,225

Operating Expenses:
Program Services  3,322,744
Management and General  556,464
Fundraising  555,046
Total Operating Expense  4,434,254

Changes in Net Assets from Operations  389,971
Non-operating Income  1,451,452
Change in Net Assets  1,841,423

Net Assets, Beginning of year  13,909,002
Net Assets, End of year  15,750,425

*This is a draft-audit financial statement. Hastings’ audited financials will be available on the Center’s website after mid-June 2021.
The Hastings Center addresses fundamental ethical and social issues in health care, science, and technology. Through our scholars’ writing and speaking, and through the work of the many other people who participate in our projects or submit articles to our publications, we shape ideas that influence key opinion leaders, including health policy-makers, regulators, lawyers, legislators, and judges. Our analyses also deeply influence professional practice: from end-of-life care to psychiatry to immigrant health care, we have helped to shape the standards of practice adopted by physicians, nurses, and lawyers. Founded in 1969 by philosopher Daniel Callahan and psychiatrist Willard Gaylin, The Hastings Center is the oldest independent, nonpartisan, interdisciplinary research institute of its kind in the world.

©2021 The Hastings Center
To obtain a copy of The Hastings Center’s complete financial statement for 2020, please write to:
Development Department
The Hastings Center
21 Malcolm Gordon Road
Garrison, NY 10524

Annual Report credits:
Director of Communications: Susan Gilbert
Art Director: Nora Porter

The Hastings Center
21 Malcolm Gordon Road
Garrison, NY 10524
Tel 845-424-4040
Fax 845-424-4545
thehastingscenter@thehastingscenter.org
www.thehastingscenter.org

©2021 The Hastings Center

©2021 The Hastings Center

©2021 The Hastings Center

©2021 The Hastings Center

2020 Board of Directors
Bradford H. Gray (Chair)
Liza Bailey (Treasurer)
Peter C. Canellos (Secretary)
Wachtell Lipton Rosen & Katz

David Jan Baker
Latham & Watkins (retired)

Barry S. Coller
Rockefeller University

Marion Danis (ex officio)
National Institutes of Health

Joseph J. Fins
Weill Cornell Medical College

Willard Gaylin (ex-officio)

The Reverend Francis Hartley Geer
St. Philip’s Church in the Highlands

Michele Moody-Adams
Columbia College

Gilbert S. Omenn
University of Michigan

Harriet S. Rabb

Michael S. Roth
Wesleyan University

Cynda H. Rushton (ex-officio)
Johns Hopkins University

Sarah Schlesinger
Rockefeller University

Shonni Silverberg
Columbia University College of Physicians and Surgeons

Mildred Z. Solomon (ex-officio)
President, The Hastings Center

John Usdan
Midwood Investment & Development