GLOBAL UNDERSTANDING

IMPACT IS BOUNDLESS
In the 21st century, effective leadership requires a truly **global** perspective and understanding. The best ideas can come from anywhere, and examples of great leadership and management practice exist everywhere. HBS must extend its intellectual reach to understand and share these new ideas with faculty, students, and alumni, to give them the global perspective they will need to make a difference in the world.
Today, business opportunity and management ingenuity are found all around the world, and proximity to practice takes on an added complexity in a global environment.
Why now?

Effective leadership requires a different and varied set of skills, as well as a truly global perspective and understanding, to tackle society's most pressing problems. HBS works to:

- Bring knowledge back to the School and provide an experience for students that is unmatched in its global breadth of analysis and understanding.
- Facilitate research and teaching activities that will enable the School to form important relationships and develop and test new ideas around the globe.
- Help students develop the “doing” and “being” dimensions of leadership through faculty-designed and -led global experiences.
GLOBAL UNDERSTANDING
IMPACT STARTS WITH A VISION
Enable HBS faculty to conduct research around the world, such as Professor Shawn Cole's work exploring how mobile phone–based consulting services help farm productivity in India.
Immerse student teams in emerging markets, requiring them to develop a new product or service concept for global partner organizations.
HBS deepens global understanding by furthering the study of issues that leaders and organizations face around the world, in order to deliver a global educational experience and prepare students to pursue opportunities anywhere in the world.
Global Perspectives
DINA POMERANZ
ASSISTANT PROFESSOR

Conducted field experiments in Chile and Ecuador to answer questions about tax evasion by small firms.

JOE HOLIDAY
(MBA 2015) PHNOM PENH

“I learned never to underestimate how efficient an economy can be, despite lack of development, absent institutional oversight, and corruption.”
GLOBAL UNDERSTANDING

EXPANDING OUR GLOBAL INTELLECTUAL FOOTPRINT
By providing endowment support for HBS’s global activities, which are currently funded through the operating budget, donors enable the School to strengthen its commitment to developing unparalleled global understanding and leadership.
“Global intelligence is best built with the help of our faculty's research that informs case discussions in the classroom and real-world experiences such as the MBA global immersion program.”

— Professor Felix Oberholzer-Gee, Senior Associate Dean for International Development

<table>
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<tr>
<th>FACULTY BORN OUTSIDE THE US (41 COUNTRIES)</th>
<th>GLOBAL COLLOQUIUM OF PARTICIPANT-CENTERED LEARNING (GLOCOLL)</th>
<th>CASES SOLD OUTSIDE OF THE US IN FY13</th>
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<tr>
<td>42%</td>
<td>726 PARTICIPATING FACULTY FROM 147 UNIVERSITIES IN 33 COUNTRIES SINCE 2009</td>
<td>3.74 million</td>
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<th>MBA STUDENTS PARTICIPATING IN GLOBAL IMMERSION PROGRAMS IN 2013–14</th>
<th>MBA ELECTIVES IN 2013–14 THAT FOCUS ON GLOBAL BUSINESS ISSUES</th>
<th>HBS CASES PRODUCED IN FY13 ARE GLOBAL IN SCOPE</th>
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<td>1000+</td>
<td>44%</td>
<td>57%</td>
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DEEPENING A GLOBAL PERSPECTIVE
SUSTAIN AND ENHANCE OUR GLOBAL RESEARCH CENTERS

Expand the scope of the centers to facilitate teaching and research and provide support for the full range of the School’s activities, broadening HBS’s relationships around the globe.

Krishna Palepu
Professor and Global Research Fellow

“I was able to deepen my relationships with senior leaders in China and Europe, which will benefit my research and the School’s agenda going forward.”
ENABLE FACULTY RESEARCH AND EXPAND KNOWLEDGE DISSEMINATION

Facilitate opportunities for HBS faculty to pursue global research and case-writing interests and provide enhanced support for faculty to learn and disseminate their ideas around the world.

Dante Roscini
Professor of Management Practice

“My goal is to impart an awareness of global issues that will impact our students when they graduate.”
Provide opportunities for real-world experiences so students learn firsthand the importance of a global context and are prepared to make a difference anywhere in the world.

HBS students conduct a survey at a sporting goods store in Beijing.