

# FRONTIERS OF CHANGE

25 YEARS OF SOCIAL ENTERPRISE AT HBS

MAY 3-4, 2019

HARVARD BUSINESS SCHOOL  
BOSTON, MA

CHANGE IS  
OUR BUSINESS.

25 YEARS  
SOCIAL  
ENTERPRISE  
INITIATIVE

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**FRONTIERS OF CHANGE:  
25 YEARS OF SOCIAL ENTERPRISE AT HBS**

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**CONFERENCE CHAIRS**

Herman B. “Dutch” Leonard  
V. Kasturi “Kash” Rangan  
Matthew M. Segneri (MBA 2010)

**MAY 3–4, 2019**

Harvard Business School  
Boston, Massachusetts



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## CONFERENCE COMMITTEE

## COMMITTEE CHAIRS

### **Herman B. “Dutch” Leonard**

Eliot I. Snider and Family Professor of Business Administration, Harvard Business School; George F. Baker, Jr.  
Professor of Public Management, Harvard Kennedy School; Faculty Co-chair, HBS Social Enterprise Initiative

### **V. Kasturi “Kash” Rangan**

Malcolm P. McNair Professor of Marketing; Faculty Co-chair, HBS Social Enterprise Initiative

### **Matthew M. Segneri (MBA 2010)**

Director, HBS Social Enterprise Initiative

## PLANNING COMMITTEE

Sarah Appleby, Assistant Director, HBS Social Enterprise Initiative

Julie Battilana, Joseph C. Wilson Professor of Business Administration, Harvard Business School;

Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School

Margaret Busse (MBA 2001), Associate Director, HBS Social Enterprise Initiative

Michael Chu (MBA 1976), Senior Lecturer of Business Administration

Shawn A. Cole, John G. McLean Professor of Business Administration

Kimberly Doell, Coordinator, HBS Social Enterprise Initiative

Margot Dushin, Director of Programs, HBS Social Enterprise Initiative

Vikram S. Gandhi (MBA 1989), Senior Lecturer of Business Administration

Liudmyla Goncharenko, Assistant, HBS Alumni Relations

Allen S. Grossman, Senior Fellow, MBA Class of 1957 Professor of Management Practice, Retired

John Jong-Hyun Kim (MBA 1993), Senior Lecturer of Business Administration

Shelby Longland, Community Manager, HBS Social Enterprise Initiative

Laura Moon, Managing Director, HBS Initiatives

Cynthia Sacco, Assistant Director, HBS Alumni Communications

Kelly Sailhamer, Associate Director, HBS Alumni Relations

Lynn Schenk, Research Associate, HBS Social Enterprise Initiative

Monique Burns Thompson (MBA 1993), Senior Lecturer of Business Administration

Brian L. Trelstad, Senior Lecturer of Business Administration

William Weber, Director, HBS Alumni Communications

Mitchell B. Weiss (MBA 2004), Professor of Management Practice, Richard L. Menschel Faculty Fellow

**MESSAGE FROM THE CHAIRS**

Dear Friends,

Thank you so much for joining us to commemorate this important milestone in the School's history. This occasion provides us with an opportunity to reflect upon our collective journey over the past 25 years. But, that is just the beginning.

Our aim at this convening is to take the important lessons from this history, look at them within our current context, and map out our collective path forward.

We gather at a moment in history when the issues we confront demand new models of leadership—those that cut across boundaries and disciplines. We are being called upon to develop innovative solutions to increasingly complex problems; to create unexpected partnerships that will result in new organizational forms, new methodologies, and new tools; and, above all, to design solutions to our most pressing problems within the context of a digital era and with a global perspective that drives toward more inclusive societies.

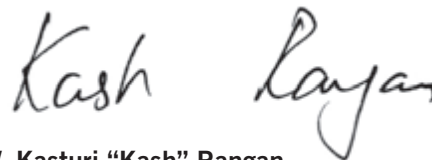
Are you ready? We are. Because change is our business.

Best regards,



**Herman B. "Dutch" Leonard**

Eliot I. Snider and Family Professor of Business Administration, Harvard Business School;  
George F. Baker, Jr. Professor of Public Management, Harvard Kennedy School; Faculty Co-chair, HBS Social Enterprise Initiative



**V. Kasturi "Kash" Rangan**

Malcolm P. McNair Professor of Marketing, Harvard Business School; Faculty Co-chair, HBS Social Enterprise Initiative



**Matthew M. Segneri (MBA 2010)**

Director, HBS Social Enterprise Initiative



## AGENDA

All sessions are in Klarman Hall unless otherwise noted.

### FRIDAY, MAY 3, 2019

1:30 – 3:00 p.m.

#### Pre-Conference Sessions

##### **Alumni Pathways in Social Enterprise** | Batten Hall, Hive 204

*Moderators:*

James E. Austin (MBA 1968, DBA 1972), Eliot I. Snider and Family Professor of Business Administration, Emeritus; Former Faculty Co-chair, HBS Social Enterprise Initiative

Howard H. Stevenson (MBA 1965, DBA 1969), Sarofim-Rock Baker Foundation Professor, Emeritus

##### **Calling All Entrepreneurs: A Group Conversation with HBS's (Social)**

**Entrepreneur-in-Residence** | Batten Hall, Hive 201

Sarah E. Endline (MBA 2001), CEO, RIOT Strategic Advisory

##### **On Pointe: Transforming Boston Ballet in Modern Times** | Klarman Hall

*Moderators:*

Rohit Deshpandé, Sebastian S. Kresge Professor of Marketing

Henry W. McGee (MBA 1979), Senior Lecturer of Business Administration

*Panelists from the Boston Ballet:*

Meredith "Max" Hodges (MBA 2010), Executive Director

Ming Min Hui (MBA 2015), Chief of Staff

Jack R. Meyer (MBA 1969), Chairman, Board of Trustees

Mikko Nissinen, Artistic Director

4:00 – 4:15 p.m.

#### Welcoming Remarks

Herman B. "Dutch" Leonard, Eliot I. Snider and Family Professor of Business Administration, Harvard Business School; George F. Baker, Jr. Professor of Public Management, Harvard Kennedy School; Faculty Co-chair, HBS Social Enterprise Initiative

V. Kasturi "Kash" Rangan, Malcolm P. McNair Professor of Marketing, Harvard Business School; Faculty Co-chair, HBS Social Enterprise Initiative

Matthew M. Segneri (MBA 2010), Director, HBS Social Enterprise Initiative

4:15 – 5:15 p.m.

#### Service to Society

*Moderator:*

Thomas J. Tierney (MBA 1980), Chairman and Cofounder, The Bridgespan Group; Chair, HBS Social Enterprise Initiative Advisory Board

*Panelists:*

Lawrence S. Bacow, President, Harvard University; Professor of Public Policy

Nitin Nohria, Dean of the Faculty, Harvard Business School; George F. Baker Professor of Administration

Jacqueline Novogratz, Founder and CEO, Acumen





5:15 – 5:30 p.m.	<b>Break</b>
5:30 – 6:30 p.m.	<p><b>The Future of Social Enterprise</b>  <i>Moderator:</i>  V. Kasturi “Kash” Rangan, Faculty Co-chair, HBS Social Enterprise Initiative</p> <p><i>Panelists:</i>  Joel L. Fleishman, Professor of Law and Public Policy and Director of the Center for Strategic Philanthropy and Civil Society, Duke University; Director of the Heyman Center on Ethics, Public Policy and the Professions</p> <p>Joanna M. Jacobson (MBA 1987), Founder and Managing Partner, Strategic Grant Partners; President, One8 Foundation</p> <p>Nancy Roob, CEO, Blue Meridian Partners; President and CEO, The Edna McConnell Clark Foundation</p>
6:30 – 6:45 p.m.	<b>Break</b>   Move to Shad Hall
6:45 – 7:15 p.m.	<b>Reception</b>   Shad Hall
7:15 – 9:00 p.m.	<p><b>Dinner and Evening Program</b>   Shad Hall</p> <p><b>Charting New Paths for Social Enterprise</b>  <i>Moderators:</i>  Julie Battilana, Joseph C. Wilson Professor of Business Administration, Harvard Business School; Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School; Founder and Faculty Chair, HKS Social Innovation and Change Initiative</p> <p>Mitchell B. Weiss (MBA 2004), Professor of Management Practice; Richard L. Menschel Faculty Fellow</p> <p><i>Panelists:</i>  Patricio “Pato” Bichara (MBA 2015), CEO and Cofounder, Collective Academy</p> <p>Adem T. Bunkeddeko (MBA 2017), Strategy and Innovation Officer, Local Initiatives Support Corporation</p> <p>Rebecca L. Feickert (MBA 2018), CEO and Founder, Trey Athletes</p> <p>Jean Guo (MBA/MPP 2020), CEO and Cofounder, Konexio</p>

View the complete agenda at [alumni.hbs.edu/sei25](http://alumni.hbs.edu/sei25). Please follow us on Twitter and Instagram at @HBSSEI and @HBSAlumni. The hashtag for this event is #SEI25.



All sessions are in Klarman Hall unless otherwise noted.

## SATURDAY, MAY 4, 2019

8:00 – 9:00 a.m.

### Light Breakfast

9:00 – 9:15 a.m.

### Welcoming Remarks

Laura U. Moon, Managing Director, HBS Initiatives

9:15 – 10:45 a.m.

### Fireside Chat: Leading for Long-Term Change

*Moderator:*

Rosabeth Moss Kanter, Ernest L. Arbuckle Professor; Founding Chair and Director, Harvard Advanced Leadership Initiative

*Panelists:*

Michael H. Brown, CEO and Cofounder, City Year

James H. Shelton III, Senior Advisor, Chan Zuckerberg Initiative; Partner, Amdamla Enterprises

10:45 – 11:15 a.m.

**Break** | Move to Aldrich Hall

11:15 a.m. – 12:45 p.m.

### Interactive Conversations on Key Topics

#### **Business for Social Impact: The Role of Profit in Purpose** | Aldrich 108

*Moderator:*

Michael Chu (MBA 1976), Senior Lecturer of Business Administration

*Panelists:*

Álvaro Rodríguez Arregui (MBA 1995), Cofounder and Managing Partner, IGNIA

Carlos Antonio Danel, Chairman, Board of Directors, Gentera, S.A.B. de C.V.

#### **Driving Systems Change through Social Enterprise** | Aldrich 109

*Moderator:*

V. Kasturi “Kash” Rangan, Faculty Co-chair, HBS Social Enterprise Initiative

*Panelists:*

Gerald C. Chertavian (MBA 1992), Founder and CEO, Year Up

Wendy Kopp, CEO and Cofounder, Teach For All; Former CEO and Founder, Teach For America

Jeffrey C. Walker (MBA 1981), Chairman, New Profit; Vice Chairman, United Nations Secretary-General’s Envoy for Health Finance and Malaria

#### **Frontiers of Impact Management** | Aldrich 110

*Moderator:*

Brian L. Trelstad, Senior Lecturer of Business Administration

*Panelists:*

Sasha Dichter (MBA 2002), Cofounder, 60 Decibels

Alnoor Ebrahim, Professor of Management, The Fletcher School of Law and Diplomacy, Tufts University

Lisa G. Hall (MBA 1993), Senior Fellow, Case Foundation; Senior Fellow, Beek Center for Social Impact + Innovation, Georgetown University

Tracy P. Palandjian (MBA 1997), CEO and Cofounder, Social Finance

**Investing for Impact** | Aldrich 111

*Moderator:*

Shawn A. Cole, John G. McLean Professor of Business Administration

*Panelists:*

Maya Chorengel (MBA 1997), Firm Partner, TPG; Senior Partner, The Rise Fund

Rakhi Kumar, Senior Managing Director and Head of ESG Investments and Asset Stewardship, State Street Global Advisors

**Transforming Education Through Social Entrepreneurship** | Aldrich 211

*Moderator:*

John J-H Kim (MBA 1993), Senior Lecturer of Business Administration; Co-chair, Public Education Leadership Project

*Panelists:*

Stacey M. Childress (MBA 2000), CEO, NewSchools Venture Fund

Michael B. Horn (MBA 2006), Senior Partner, Entangled Solutions; Cofounder, Clayton Christensen Institute for Disruptive Innovation

Christopher Rush, Cofounder and Chief Program Officer, New Classrooms

12:45 – 1:00 p.m.

**Break** | Move to Shad Hall

1:00 – 2:45 p.m.

**Lunch Program** | Shad Hall

**Remarks**

James E. Austin (MBA 1968, DBA 1972), Eliot I. Snider and Family Professor of Business Administration, Emeritus; Former Faculty Co-chair, HBS Social Enterprise Initiative

**Flash Talks**

Cheryl Dorsey, President, Echoing Green

Rob Reich, Professor of Political Science, Stanford University; Director, Center for Ethics in Society; Faculty Codirector, Center on Philanthropy and Civil Society

2:45 – 3:00 p.m.

**Break** | Move to Klarman Hall

3:00 – 4:30 p.m.

**The Role of Business in Society**

*Moderator:*

Herman B. “Dutch” Leonard, Faculty Co-chair, HBS Social Enterprise Initiative

4:30 – 5:00 p.m.

**Closing Session**

*Moderators:*

Herman B. “Dutch” Leonard, Faculty Co-chair, HBS Social Enterprise Initiative

V. Kasturi “Kash” Rangan, Faculty Co-chair, HBS Social Enterprise Initiative

Matthew M. Segneri (MBA 2010), Director, HBS Social Enterprise Initiative

5:00 – 6:30 p.m.

**Closing Reception**



## SPEAKER BIOGRAPHIES

### ÁLVARO RODRÍGUEZ ARREGUI (MBA 1995)

Alvaro Rodríguez Arregui is cofounder and managing partner of IGNIA, a venture capital fund in Mexico investing in businesses that serve the emerging middle class. He is the former chairman of the board of Gentera (Compartamos Banco), the largest microfinance institution in the Americas. He also is the former chairman of the board of Accion International, chief financial officer of Vitro, chief executive officer of Farmacias Benavides, and chief financial officer of Grupo Elektra.

Rodríguez Arregui is a board member of Harvard University's David Rockefeller Center for Latin American Studies, Harvard Business School's Latin America Advisory Board, the Social Progress Index, Oxford University Saïd Business School's Global Leadership Council, and Duke University's Center for the Advancement of Social Entrepreneurship.

In 2005, Rodríguez Arregui was honored as a Young Global Leader (YGL) by the World Economic Forum. *Forbes* has recognized him as one of the 30 Top Social Entrepreneurs of the world. In 2012, the Young Presidents Organization (YPO) recognized Rodríguez Arregui with the SEN Sustainability Award on Economic Justice/Community Impact. In 2014, the president of Mexico honored him with the National Entrepreneurship Award. In 2015, YPO's *Real Leaders* magazine named Rodríguez Arregui as one of the 100 visionary leaders leading us toward a better world.

Rodríguez Arregui holds a BS in economics from ITAM and an MBA from Harvard Business School.

### JAMES E. AUSTIN (MBA 1968, DBA 1972)

James E. Austin is the Eliot I. Snider and Family Professor of Business Administration, Emeritus, at Harvard Business School. Previously he held the John G. McLean Professorship and the Richard Chapman Professorship. He has been a member of the Harvard University faculty since 1972 and was the cofounder and chair of the HBS Social Enterprise Initiative.

Austin has been the author or editor of 16 books, dozens of articles, and more than a 100 case studies on business and nonprofit organizations. His most recent book is *Social Partnering in Latin America*, a collaborative research publication of the Social Enterprise Knowledge Network (SEKN). In 2000 he authored *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances*, which was selected to be part of the Drucker Foundation Leader Book series and received one of the Independent Sector's research publication awards. His current research deals with social enterprises, with emphasis on the creation, management, and governance of nonprofit organizations, and on the role of business leaders and corporations in the social sector. Austin has taught courses in entrepreneurship in the social sector, governance of nonprofit organizations, management in developing countries, agribusiness, business ethics, international business, business-government relations, marketing, nutrition policy, and case method teaching. In addition to Harvard, Austin has given seminars to managers, government officials, and graduate students in various institutions throughout the world. He has provided advisory services to private companies, governments, international development agencies, educational institutions, and nongovernmental organizations. He also has served as a special advisor to the White House.

Austin holds a bachelor of business administration degree from the University of Michigan, with high distinction, elected to Beta Gamma Sigma, and holds a DBA and MBA from Harvard Business School with distinction.



## LAWRENCE S. BACOW

Lawrence S. Bacow is the 29th President of Harvard University. Bacow is the former Hauser Leader-in-Residence at the Center for Public Leadership and has served as a member of the Harvard Corporation. One of the most widely experienced leaders in American higher education, he is known for his commitment to expanding student opportunity, catalyzing academic innovation, and encouraging universities' civic engagement and service to society. Bacow is the former president of Tufts University and a past chancellor and chair of the faculty at the Massachusetts Institute of Technology.

As president of Tufts (2001–2011), Bacow advanced the university's commitment to excellence in teaching, research, and public service, and fostered collaboration across the university's eight schools. During this period, Bacow emerged as a nationally recognized champion of expanding access to higher education through need-based student aid while also advocating vigorously for federal support of university-based research. He worked to engender novel connections across academic disciplines and among Tufts' wide array of schools and helped craft a new partnership between the university and its principal teaching hospital, Tufts Medical Center.

Bacow also convened an international conference of higher education leaders in 2005 to initiate the Talloires Network, a global association of colleges and universities committed to strengthening the civic roles and social responsibilities of higher education. He launched the Office of Institutional Diversity and highlighted inclusion as a cornerstone of the university's excellence. While guiding the university through the global financial crisis of 2008–2009 and its aftermath, he brought to fruition the most ambitious fundraising campaign in its history.

Prior to joining Tufts, Bacow spent 24 years on the faculty of the Massachusetts Institute of Technology, where he held the Lee and Geraldine Martin Professorship of Environmental Studies. He served

as the elected chair of the faculty (1995–1997) and then as chancellor (1998–2001), as one of MIT's most senior academic officers. As chancellor, he guided efforts in undergraduate education, graduate education, research initiatives, international and industrial partnerships, and strategic planning, and played an integral role in reviewing faculty appointments and promotions across MIT. Early in his career, he held visiting professorships at universities in Israel, Italy, Chile, and the Netherlands. With academic interests that range across environmental policy, bargaining and negotiation, economics, law, and public policy, Bacow became an acknowledged expert on non-adjudicatory approaches to the resolution of environmental disputes. He was codirector of MIT's Consortium on Global Environmental Challenges and played a key role in launching and leading both the MIT Center for Environmental Initiatives and the MIT Center for Real Estate. He was also associated with the Program on Negotiation at Harvard Law School.

Bacow is the author or coauthor of four books and numerous scholarly articles on topics related to environmental policy, economics, land-use law, negotiation, and occupational health and safety. At Tufts, he held faculty appointments in four academic departments—Urban and Environmental Policy, Economics, Civil and Environmental Engineering, and Public Health—as well as at the Fletcher School of Law and Diplomacy.

Bacow was raised in Pontiac, Michigan, by parents who were both immigrants, and whom he saw as embodiments of the American dream. Interested in math and science from an early age, he attended college at MIT, where he received his SB in economics and was a member of Phi Beta Kappa. He went on to earn three degrees from Harvard: a JD from Harvard Law School, an MPP from the Harvard Kennedy School of Government, and a PhD in public policy from the Graduate School of Arts and Sciences.



## JULIE BATTILANA

Julie Battilana is Joseph C. Wilson Professor of Business Administration in the Organizational Behavior Unit at Harvard Business School and the Alan L. Gleitsman Professor of Social Innovation at Harvard Kennedy School, where she is also the founder and faculty chair of the Social Innovation and Change Initiative. She currently teaches the second-year Power and Influence course and previously taught the first-year Leadership and Organizational Behavior (LEAD) course in the MBA Program. She also teaches in the Doctoral Program and in Executive Education offerings.

Battilana's research focuses on a specific instance of hybrid organizing—specifically, social enterprises—that diverges from the established organizational forms of both typical corporations and typical not-for-profits by combining aspects of both at their core. Her work aims to understand how these hybrids can sustainably combine aspects of corporations and not-for-profits at their core and how they can achieve high levels of both social and commercial performance.

Battilana has articles published in the *Academy of Management Annals*; *Academy of Management Journal*; *Harvard Business Review*; *Journal of Business Ethics*; *Leadership Quarterly*; *Management*; *Management Science*; *Organization*; *Organization Science*; *Organization Studies*; *Research in Organizational Behavior*; and *Strategic Organization*. Her research has been featured in publications such as *Businessweek*, *Forbes*, *Huffington Post*, and *Stanford Social Innovation Review*. She was also previously a regular contributor to the French newspaper *Le Monde*.

A native of France, Battilana earned a BA in sociology and economics, an MA in political sociology, and an MSc in organizational sociology and public policy from the Ecole Normale Supérieure de Cachan. She also holds a degree from HEC Business School and a joint PhD in organizational behavior from INSEAD, and in management and economics from the Ecole Normale Supérieure de Cachan.

## PATRICIO “PATO” BICHARA (MBA 2015)

Patricio Bichara is the CEO of Collective Academy, an innovative education platform that is forging the next generation of leaders in Latin America's business, technology, and innovation ecosystems and providing them with tools, mentors, and learning experiences to accelerate their careers.

Previously, Bichara was part of the Polymath Ventures team in Colombia, launching companies for Latin America's emerging middle class, and part of IGNIA's investment team, the largest venture capital fund in Mexico. He began his career as a consultant at Bain & Co. Mexico, advising CPG and financial services companies, and at The Bridgespan Group in Boston, working with some of the world's leading foundations.

Bichara earned an MBA from Harvard Business School with the support of a Fulbright-García Robles Scholarship. At HBS, he served as the School's chief community officer, earning him a place on the *Poets & Quants* 2015 list of MBAs to Watch. He holds a BS in industrial and systems engineering, with highest honors, from Georgia Tech and Monterrey Tech (ITESM). He believes in advancing Latin America's economy by accelerating its human talent and building innovative companies.



## MICHAEL BROWN

Michael Brown is CEO and cofounder of City Year, an education-focused nonprofit organization that mobilizes idealistic young people for a year of service in high-need schools and promotes the concept of voluntary national service as means of building a stronger democracy.

This year, more than 3,000 City Year AmeriCorps members are helping to address the nation's high school dropout crisis and turn around low-performing schools by serving as full-time tutors, mentors, and role models in high-need schools in 29 US cities. City Year also has affiliates in South Africa and the UK. Through its national initiative, In School and On Track: A National Challenge, City Year aims to significantly increase the urban graduation pipeline in America.

City Year served as an inspiration for AmeriCorps, the federal initiative through which more than one million Americans have served their country. City Year has 30,000 alumni who have contributed more than 50 million hours of service and earned access to more than \$100 million in college scholarships through the AmeriCorps National Service Trust.

For his work developing City Year and advancing the national service movement, Brown is the recipient of the Reebok Human Rights Award and of Independent Sector's John W. Gardner Leadership Award. He has been honored as one of America's Best Leaders by *US News & World Report*, as well as an Executive of the Year and a member of the Power and Influence Top 50 by the *NonProfit Times*.

Brown is a graduate of Harvard College and Harvard Law School, where he served as an editor of the *Harvard Law Review*. He currently serves on Harvard's Board of Overseers and is president-elect. Prior to cofounding City Year, Brown was a legislative assistant to then-Congressman Leon Panetta and a clerk for Judge Stephen Breyer.

## ADEM T. BUNKEDDEKO (MBA 2017)

Adem Bunkeddeko is the strategy and innovation officer for the Local Initiatives Support Corporation (LISC), in New York. He recently ran for the Democratic nomination to represent New York's Ninth Congressional District (Central Brooklyn). He began his career as a grassroots organizer for various Democratic candidates and causes in Central Brooklyn. As associate director for business initiatives at Brooklyn Community Services, Bunkeddeko helped create job-training programs that provided Brooklyn residents with the skills to take advantage of meaningful employment opportunities.

As a leadership fellow at the Bedford Stuyvesant Restoration Corporation, Bunkeddeko helped to create a support network to improve the educational and social outcomes of low-income families in Central Brooklyn. In addition, when working at the Empire State Development Corporation, he managed public-private partnerships designed to revitalize underserved communities throughout Brooklyn.

Bunkeddeko graduated from Haverford College with a BA in political science and philosophy, and holds an MBA from HBS.



### GERALD C. CHERTAVIAN (MBA 1992)

Gerald C. Chertavian is founder and CEO at Year Up, one of the nation's largest youth workforce development programs and one of the fastest growing nonprofits in the nation. It has been recognized by *Fast Company* and the Monitor Group as one of the top 25 organizations using business excellence to engineer social change.

Committed to working with underserved young adults, Chertavian has actively participated in the Big Brother mentoring program since 1985 and was recognized as one of New York's outstanding Big Brothers. In 2008, he was appointed by then-Governor of Massachusetts Deval Patrick to serve on the Massachusetts State Board of Elementary and Secondary Education. In 2013, he was appointed by Governor Patrick to serve as chairman of the Roxbury Community College Board of Trustees and reappointed to that role by Massachusetts Governor Charlie Baker in 2016.

He began his career on Wall Street as an officer of the Chemical Banking Corp. Following graduate school, he cofounded Conduit Communications and fostered its growth to more than \$20 million in annual revenue. From 1993 to 1998, Conduit ranked as one of the United Kingdom's fastest-growing companies. Following the sale of Conduit to i-Cube in 1999, he turned his full attention to creating opportunities for others.

Chertavian earned a BA in economics, Phi Beta Kappa, summa cum laude, from Bowdoin College and in 2017 he was awarded the Bowdoin Common Good Award. He received his MBA with honors from Harvard Business School and in 2016 received the Alumni Achievement Award. He serves on the board of advisors for Harvard Business School's Social Enterprise Initiative and is a former member of the World Economic Forum's Youth Unemployment Council. He is also an emeritus trustee of Bowdoin College and the Boston Foundation. His 2012 book, *A Year Up*, is a *New York Times* best seller.

### STACEY M. CHILDRESS (MBA 2000)

Stacey M. Childress leads the NewSchools Venture Fund, a national venture philanthropy. NewSchools finds, funds, and supports teams of educators and entrepreneurs who are reimagining education so that all young people graduate high school prepared and inspired to achieve their most ambitious dreams and plans. Since its founding in 1998, NewSchools has invested in more than 300 education entrepreneurs. Among their many accomplishments, these entrepreneurs started nearly 500 schools, with capacity to serve more than 200,000 students around the country, and created education technologies reaching more than 60 million students and teachers worldwide.

Prior to NewSchools, Childress led the Next Generation Learning team at the Bill and Melinda Gates Foundation, investing in schools and technologies that support personalized learning for students. In 2012, she was named to the *Forbes* Impact 15, a group of innovators revolutionizing education worldwide.

After 12 years in the private sector in startups and a *Fortune* 500 company, Childress joined the faculty of Harvard Business School, where she wrote and taught about entrepreneurial activity in public education. During her time at Harvard, she wrote three books and more than 40 cases and articles. She also won teaching awards from both her students and the HBS Dean for her course on education entrepreneurship, which was taken by nearly 1,000 students between 2005 and 2010.

She is a graduate of Baylor University and Harvard Business School.





### MAYA CHORENGEL (MBA 1997)

Maya Chorengel is a firm partner at TPG and the senior partner for impact at The Rise Fund, a fund that harnesses commercial capital at scale to build successful businesses that drive meaningful and measurable positive change. Launched by TPG in 2017, and investing globally, The Rise Fund has a portfolio to date of 30 companies in education, energy, financial services, food and agriculture, health care, technology, and conservation. She has more than 20 years of private equity, venture capital, and impact investing experience in the US and emerging markets.

Prior to joining The Rise Fund, Chorengel cofounded Elevar Equity, a leading impact venture capital firm with a track record of top quartile financial returns and meaningful impact on more than 20 million low-income households in Asia and Latin America. Prior to Elevar, she was managing director of the Dignity Fund, a private investment fund focused on local currency debt financing for high-growth microfinance institutions globally. And prior to the Dignity Fund, she was at Warburg Pincus, based in its New York, Hong Kong, and Menlo Park offices, investing in growth companies in a variety of industries. She first worked as an investment banker at James D. Wolfensohn, Inc. (New York), and Morgan Stanley (Hong Kong and Singapore).

Chorengel currently serves as a director of Varo Money, Kiva, GloboKasNet, and Nithio. She also is a member of the advisory boards of the HBS Social Enterprise Initiative and CASE i3 at Duke University. She recently coauthored a *Harvard Business Review* article entitled, "Calculating the Value of Impact Investing."

Chorengel earned an AB in social studies, Phi Beta Kappa, magna cum laude, from Harvard College and an MBA from Harvard Business School.

### MICHAEL CHU (MBA 1976)

Michael Chu is a senior lecturer in the General Management Unit at Harvard Business School. He is a partner of the IGNIA Fund, which he cofounded in 2007. He continues to serve as senior advisor to Grupo Pegasus, a private equity firm headquartered in Buenos Aires, which he cofounded in 2000.

Chu is faculty co-chair of the HBS Executive Education program Strategic Leadership for Inclusive Finance. In his academic research and teaching, as well as his work as practitioner for the last two decades, Chu has focused on business delivering goods and services to low-income segments, with a particular interest in the use of commercial platforms as a response to social issues and public responsibilities.

Before Pegasus, as president and CEO of Accion International, Chu participated in the founding and governance of several regulated microfinance banks throughout Latin America, including BancoSol, Mibanco in Peru, and Compartamos Banco.

As an executive and limited partner in the New York office of Kohlberg Kravis Roberts & Co, Chu was one of 16 professionals deploying KKR's \$5.7 billion private equity fund and managing an investment portfolio with aggregate annual revenues in excess of \$60 billion. He joined the private equity firm from PACE Industries, where he served as senior vice president and CFO. Chu currently serves on the boards of Arcos Dorados, Sealed Air Corporation, and Takeoff Technologies. He is also on the advisory board of Impacta Chile and has served on the economic advisory board of the International Finance Corporation (World Bank).

Chu graduated with an AB with honors from Dartmouth College and received an MBA, with highest distinction, as a Baker Scholar from Harvard Business School. Chu was born in Kunming, China, and grew up in Montevideo, Uruguay.



## SHAWN A. COLE

Shawn Cole is the John G. McLean Professor of Business Administration in the Finance Unit at Harvard Business School, where he teaches and conducts research on financial services, social enterprise, and impact investing.

Much of his research examines corporate and household finance in emerging markets, with a focus on insurance, credit, and savings. He has also done extensive work on financial education in the United States and emerging markets. His recent work focuses on designing and delivering advice and education over mobile phones, with an emphasis on agricultural and financial management.

Cole has worked in China, India, Indonesia, South Africa, and Vietnam. He is an affiliate of the National Bureau of Economic Research and the Bureau for Research and Economic Analysis of Development. He is on the board of the Jameel Poverty Action Lab, as the co-chair for research.

At HBS, he has taught FIN1 and FIN2 in the core curriculum, Business at the Base of the Pyramid, and courses on impact investing, as well various Executive Education courses. He currently teaches the PhD development sequence in the Economics department.

Before joining Harvard Business School, Cole worked at the Federal Reserve Bank of New York in the economic research department. He has served on the Boston Federal Reserve's Community Development Research Advisory Council, as an external advisor to the Gates Foundation, and as the chair of the endowment management committee of the Telluride Association, a nonprofit educational organization. He is a cofounder and board chair of a nonprofit, Precision Agriculture for Development.

Cole received a PhD in economics, in 2005, from the Massachusetts Institute of Technology, where he was an NSF and Javits Fellow, and an AB in economics and German literature from Cornell University. His work on insurance earned the 2015 Shin Research Excellence Award; that same year, he also received a Faculty Pioneer Award from the Aspen Institute.

## CARLOS ANTONIO DANIEL

Carlos Daniel is chairman of the board and cofounder of Compartamos Banco and Genera, one of the largest microfinance institutions in Latin America, serving more than 2.5 million low-income microentrepreneurs (mostly women) with financial services based around working capital loans. Compartamos Banco has been widely recognized at the leading edge of the commercial model of microfinance by being the first of its kind to issue public debt and becoming a publicly traded microfinance specialist bank.

Daniel is a frequent speaker at conferences and in seminars, and a teacher in specialized courses. He was nominated a Global Leader for Tomorrow in 2002 and later named a Young Global Leader by the Forum of Young Global Leaders at the World Economic Forum in Switzerland. He also serves on the boards of Farmacias del Ahorro, GEPP (Pepsi Mexico), and Grupo Lala.

Daniel holds an architecture degree from Universidad Iberoamericana and an MBA from IPADE. He is a private pilot and aviation enthusiast.



## ROHIT DESHPANDÉ

Rohit Deshpandé is the Sebastian S. Kresge Professor of Marketing at Harvard Business School, where he has been teaching in the Program for Leadership Development, in the Owner/President Management Program, and in other Executive Education offerings. He is the faculty chair of the Global Colloquium for Participant-Centered Learning and has previously been faculty chair of the Strategic Marketing Management Executive Program at HBS.

He has served on the editorial boards of the *Journal of Marketing*, *Journal of Marketing Research*, *Journal of International Marketing*, *International Journal of Research in Marketing*, *Journal of Business Research*, and *Asian Journal of Marketing*. He is on the executive director's council of the Marketing Science Institute and has served on the board of directors of the American Marketing Association.

Deshpandé is an elected member of Beta Alpha Phi and Omicron Delta Kappa. At Harvard, he is a member of the Harvard University Committee on the Arts, the Harvard Initiative for Learning and Teaching, and the Harvard Murthy Classical Library of India Committee. He also serves on the advisory boards of the American Repertory Theatre and the David Rockefeller Center for Latin American Studies. He is also on the board of directors of Silk Road, founded by Yo-Yo Ma.

Before coming to Harvard, Deshpandé was the E. B. Osborn Professor of Marketing at Dartmouth College. He also has held appointments at the University of Texas at Austin and visiting professor and scholar at Stanford University. He was the Thomas Henry Carroll Ford Foundation Visiting Professor of Business Administration at Harvard University, 2008–2009. He also served as the executive director of the Marketing Science Institute, 1997–1999.

Deshpandé received his BSc with honors and MMS from the University of Bombay, MBA from Northwestern University, and PhD from the University of Pittsburgh, from which he received the distinguished alumnus award in 2008.

## SASHA DICHTER (MBA 2002)

Sasha Dichter is the cofounder of 60 Decibels, an impact-measurement company that helps organizations around the world better understand their customers, suppliers, and beneficiaries. Its proprietary approach, Lean Data, makes it easy to listen to the people who matter most, bringing customer-centricity, speed, and responsiveness to impact measurement.

Prior to cofounding 60 Decibels, Dichter worked for 12 years at Acumen, most recently as chief innovation officer. In this role, he spearheaded the creation and growth of Lean Data and of +Acumen, the world's school for social change, as well as overseeing the Acumen Fellows Program. In his prior role as Acumen's director of business development, Dichter led global capital raising, including executing a successful \$100 million capital raise.

Dichter is also a noted speaker and blogger on generosity, philanthropy, and social change, the author of the "Manifesto for Nonprofit CEOs," and the creator of Generosity Day. His talks have been featured on TED.com and at the Aspen Ideas Festival, and he has been recognized as an Innovation Agent by *Fast Company*.

Before Acumen, Dichter worked at GE Money to expand financial offerings to underserved communities; and at IBM, where he spearheaded the company's corporate citizenship strategy and launched a leadership program for school administrators. He began his career as a management consultant for Booz Allen Hamilton, primarily in Latin America and Europe, and has worked with the microfinance group of Bank Rakyat Indonesia.

Dichter holds a BA from Harvard College, a master's in public administration in international development from Harvard's Kennedy School, and an MBA from Harvard Business School.



## CHERYL L. DORSEY

Cheryl L. Dorsey is a pioneer in the social entrepreneurship movement and the president of Echoing Green, a global organization seeding and unleashing next-generation talent to solve the world's biggest problems.

Prior to leading this social impact organization, Dorsey was a social entrepreneur herself and received an Echoing Green Fellowship in 1992 to help launch Family Van, a community-based mobile health unit in Boston. She became the first Echoing Green Fellow to lead the social venture fund in 2002.

An accomplished leader and entrepreneur, Dorsey has served in two presidential administrations as a White House Fellow and special assistant to the US Secretary of Labor; special assistant to the director of the Women's Bureau of the US Labor Department; and vice chair for the President's Commission on White House Fellowships. Dorsey serves on several boards, including the SEED Foundation, the Bridgespan Group, and, previously, the Harvard Board of Overseers.

Dorsey has received numerous awards for her commitment to public service, including the Pfizer Roerig History of Medicine Award, the Robert Kennedy Distinguished Public Service Award, the Manuel C. Carballo Memorial Prize, and Middlebury College Center for Social Entrepreneurship's Vision Award. She was also featured as one of America's Best Leaders by *US News & World Report* and the Center for Public Leadership at Harvard Kennedy School in 2009, one of the Power and Influence Top 50 in 2010 and 2011 by the *NonProfit Times*, and one of America's Top 25 Philanthropy Speakers by the *Business of Giving* in 2016.

Dorsey holds her medical degree from Harvard Medical School and her master's in public policy from Harvard Kennedy School. She received her bachelor's degree in history and science, magna cum laude with highest honors, from Harvard-Radcliffe Colleges.

## ALNOOR EBRAHIM

Alnoor Ebrahim is a professor at the Fletcher School of Law and Diplomacy. His current research addresses two core dilemmas of accountability facing social enterprises, nonprofit organizations, and public agencies: How should they measure and improve their performance? How should they address competing demands for accountability from diverse stakeholders? These questions are addressed in his new book, *Measuring Social Change: Performance and Accountability in a Complex World*. He also is author of the award-winning book *NGOs and Organizational Change: Discourse, Reporting, and Learning*, and coeditor of *Global Accountabilities: Participation, Pluralism, and Public Ethics*.

Ebrahim currently serves on advisory boards to the Global Impact Investing Network and the Acumen Fund on the topic of impact measurement, and he previously was a member of a working group established by the G8 to create global guidelines on social impact measurement. He has also worked with the NGO Leaders Forum, an annual gathering of CEOs of the largest humanitarian development organizations based in the US. His previous research on accountability mechanisms within the World Bank led to a congressional testimony on improving the bank's information disclosure policy. Alnoor teaches courses on leadership and strategy, and also co-chairs an executive education program at the Harvard Kennedy School for the Schwab Foundation's social entrepreneurs.

Prior to joining the Fletcher School, Ebrahim served on the faculty at Harvard Business School (where he chaired two executive programs for social sector leaders), Harvard Kennedy School, and Virginia Tech. He received his doctorate and master's degrees from Stanford University, and his bachelor of science from MIT.



### SARAH E. ENDLINE (MBA 2001)

Sarah E. Endline is CEO of RIOT Strategic Advisory and a longtime social entrepreneur and “hippie capitalist.” She is a global thinker, digital maven, perennial millennial, and a social-good movement maker. Endline has been creating markets, discovering the world, leading consumer initiatives, and “building a sweet movement to fix the world” since the age of seven.

Today Endline is an Entrepreneur in Residence at the Harvard Innovation Lab and Harvard Business School. She is currently a member of the regional council of the global Entrepreneur’s Organization (EO) and the board of directors of AIESEC Life.

Endline recently built and sold sweetriot, an activist candy company. Sweetriot sourced dark chocolate directly in Latin America, featured packaging by emerging artists, and used all-natural, healthy ingredients. Sweetriot was a proudly certified B Corporation, Fair Trade, organic, women-owned, Inc. 500/5000, and WorldBlu Democratic Workplace. Endline’s entrepreneurial work has been covered by the *Wall Street Journal*, the *New York Times*, *Forbes*, *Fortune*, the *Today* show, and more.

In addition to her social change work, Endline was an early internet pioneer, working with digital initiatives and the internet with NFTE and Microsoft, and was engaged early on at Yahoo! and msn.com, designing and launching products and marketing programs for millions of consumers during the internet’s infancy in the late 1990s.

Endline grew up in Michigan close to her grandparents’ farm. She has traveled or worked in more than 85 countries. Today she lives in Brooklyn with her French husband, Jean Luc, and is the proud stepmom of Victoire and Valentin. She is a breast cancer survivor and reminds everyone to live life to its fullest. Endline has an MBA from Harvard Business School and a bachelor’s degree from the University of Michigan.

### REBECCA L. FEICKERT (MBA 2018)

Rebecca L. Feickert is a tax expert turned social entrepreneur who is passionate about using sport for social good. Originally from a rural North Dakota town of fewer than 100 people, Feickert leveraged a homemade highlight film into a full basketball scholarship at the University of Kansas. There, she earned a BS and MS in accounting as a first-generation college student. After graduation, Feickert obtained her CPA license and gained six years of experience in New York, Switzerland, and Bolivia, working in public accounting, private equity, and sport-for-development for EY, Partners Group, and A Ganar, respectively.

In 2014, Feickert was shocked to realize that many of her athlete peers were struggling emotionally and financially in life after sport. Determined to help other athletes avoid the same fate, she packed up and moved to Boston to attend Harvard Business School. While earning her MBA, Feickert and an ever-growing number of team members became obsessed with understanding and solving the problem of competitive athletes’ failure to realize their potential. After more than two years of research and solution-testing, their efforts culminated in the 2018 launch of Trey Athletes. Trey empowers athletes to become lifelong leaders, unlocking their potential to serve as societal change-makers, representative role models, and influential voices for underserved communities.



## JOEL L. FLEISHMAN

Joel L. Fleishman is a native of Fayetteville, NC. He began his career in 1960 as assistant to the director of the Walter E. Meyer Research Institute of Law, at Yale University. From 1961 to 1965, he served as legal assistant to the governor of North Carolina, Terry Sanford. Fleishman then returned to Yale, first as director of the Yale Summer High School and then as associate provost for Urban Studies and Programs. In 1969, he became associate chairman of the Center for the Study of the City and Its Environment and associate director of the Institute of Social Science at Yale. In 1971, he joined Duke University as a member of the law faculty and as director of the Institute of Policy Sciences and Public Affairs, now the Sanford School of Public Policy, in which he served until 1983, when he became a vice president of Duke, heading a major fundraising campaign to increase the university's endowment.

In 1993, Fleishman took part-time leave from Duke to become president of the Atlantic Philanthropic Service Co., in New York City, and the US program staff for Atlantic Philanthropies, which he held until January 2001, when he was appointed senior advisor at APS Co. Fleishman returned to Duke full-time in 2003. His current positions at Duke include Professor of Law and Public Policy, director of the Heyman Center for Ethics, Public Policy and the Professions, and director of the Center for Strategic Philanthropy and Civil Society (CSPCS).

Fleishman is a founding trustee of the Partnership for Public Service and was elected a fellow of the American Academy of Arts and Sciences in 2003. He is the author of *The Foundation: A Great American Secret—How Private Money Is Changing the World*; *Give Smart: Philanthropy that Gets Results* (coauthored with Tom Tierney); and *Putting Wealth to Work: Philanthropy for Today or Investing for Tomorrow?*

## JEAN GUO (MBA/MPP 2020)

Jean Guo cofounded the Paris-based nonprofit Konexio in 2016, post-completion of a Fulbright. A recent Rubenstein Fellow at the Harvard Center for Public Leadership, she was recently listed in *Forbes* among the top 92 women to follow who are disrupting tech in France.

Konexio works to promote socioeconomic inclusion in face of the digital divide by providing high-quality digital skills training and workforce integration to vulnerable populations, notably refugees and migrants. The organization has been featured on CNN and on *Atlantic* magazine's Citylab, and received recognition both at the national and European level for its work.

Guo founded Konexio based on her research as a Fulbright Fellow investigating migrant policy at the Paris School of Economics. She is a graduate of Stanford University with dual degrees in economics and human biology.



### LISA G. HALL (MBA 1993)

Lisa G. Hall is a senior fellow at Georgetown University at the Beeck Center, which engages global leaders to drive social change at scale. In collaboration with the Beeck Center, Hall also serves as a senior fellow at the Case Foundation, where she helps lead the organization's impact investing work. She has dedicated her 25-year career to economic justice, social impact, and community development. Using the tools of impact investing and philanthropy, she has served in executive roles across multiple sectors in the United States and abroad. Her area of focus at the Beeck Center is the inclusive economy. She is leading the center's work on opportunity zones and opportunity funds.

Hall previously served as managing director at Anthos Asset Management, headquartered in Amsterdam, the Netherlands, where she was based for three years. She also served as CEO and president of the Calvert Foundation from 2010 to 2013, following her tenure as head of the investment portfolio from 2005 to 2010. Hall served in the Clinton Administration in 1999 as a policy advisory at the National Economic Council, where she worked on the creation of the New Markets Investment Tax Credit. She currently serves on several boards, including City First Bank, in Washington, DC; Toniic; and Habitat for Humanity International. She is also an independent member of the Investment Committee of the Nathan Cummings Foundation, which has committed to 100 percent mission alignment for its portfolio.

Hall earned an MBA from Harvard Business School and a BS in economics from the Wharton School at University of Pennsylvania.

### MEREDITH "MAX" HODGES (MBA 2010)

Meredith "Max" Hodges joined Boston Ballet as its executive director in 2014 and leads the company in partnership with artistic director Mikko Nissinen. Boston Ballet boasts a 55-year history of internationally acclaimed performances, world-class school programs, and ground-breaking community outreach. The company, made up of 65 dancers, presents a diverse repertoire of classical, neoclassical, and contemporary ballets in 100 annual performances in Boston and on tour.

As an arts leader, Hodges has a passion for bringing a business approach to building audiences, broadening access, and supporting the creative process. Her wide range of experience combines both the not-for-profit arts and the for-profit management industries. Prior to joining Boston Ballet, Hodges served as executive director of Gallim Dance, a New York-based contemporary dance company that tours worldwide. At the Museum of Modern Art (MoMA), Hodges worked in a variety of roles, most recently as a project director leading strategic development, membership, and technology initiatives. She also has worked as a senior associate consultant with Bain and Co. in Boston and New York, consulting for clients in multiple industries, including private equity and consumer products.

Hodges is a graduate of Harvard College and Harvard Business School. She speaks about arts entrepreneurship at conferences and universities that have included the Juilliard School, the Massachusetts Conference for Women, the Dance/USA Annual Conference, Northeastern University, and TEDxBroadway. Her leadership has been recognized by the Commonwealth Institute and the *Boston Globe*, which named Boston Ballet one of the Top 100 Women-Led Businesses in Massachusetts two years in a row. Hodges was elected to Harvard University's Board of Overseers in 2018.



### **MICHAEL B. HORN (MBA 2006)**

Michael B. Horn speaks and writes about the future of education and works with a portfolio of education organizations to improve the life of each and every student. He serves as the head of strategy for the Entangled Group, an education venture studio, and as a senior partner for Entangled Solutions, a strategy consultancy for the education ecosystem. He is also the cofounder of and a distinguished fellow at the Clayton Christensen Institute for Disruptive Innovation, a nonprofit think tank.

Horn is the author and coauthor of multiple books, white papers, and articles on education, including the award-winning book *Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns* and the Amazon-bestseller *Blended: Using Disruptive Innovation to Improve Schools*. An expert on disruptive innovation, online learning, blended learning, and competency-based learning, as well as student-centered transformation of the education system, he serves on the board and advisory boards of a range of education organizations, including the Clayton Christensen Institute, the Robin Hood Learning+Tech Fund, and the Learn-Launch Institute. He also serves as an executive editor at *Education Next* and is a venture partner at NextGen Venture Partners.

Horn holds a BA in history from Yale University and an MBA from Harvard Business School. He was selected as a 2014 Eisenhower Fellow to study innovation in education in Vietnam and Korea. *Tech & Learning* magazine included him on its list of the 100 most important people in the creation and advancement of the use of technology in education.

### **MING MIN HUI (MBA 2015)**

Ming Min Hui is the chief of staff at Boston Ballet, a role she took after graduating from Harvard Business School, in 2015, as part of the Leadership Fellows Program. During her time at Boston Ballet, Hui has led numerous organizational capacity-building efforts in digital transformation, real estate, business development, and strategic planning.

Hui started her career at JPMorgan Chase as an investment banking analyst covering financial institutions before moving to the corporate strategy team, where she worked on cross-functional institutional priority projects for executive leadership. During her summers before and during business school, she interned at angel network Golden Seeds and venture capital firm Cue Ball.

Hui received her BA in English from Yale University and was a founding Governing Council member of YaleWomen. She holds an MBA from Harvard Business School.





### JOANNA M. JACOBSON (MBA 1987)

Joanna M. Jacobson is the cofounder and managing partner of Strategic Grant Partners, a venture philanthropy organization that is both a foundation and pro-bono consulting firm. She is also the president of the One8 Foundation. Prior to this, Jacobson's career was in private industry, where she held senior management and marketing positions in turnaround businesses, including as president of the Keds Corporation and SVP for marketing and product development at Converse Corporation. Earlier in her career, she worked at Colgate-Palmolive in product management and worldwide new product development. She also has taught at HBS and been a partner in Core Strategy Group, a marketing strategy consultancy.

Jacobson earned her bachelor's degree from the University of Pennsylvania and an MBA from Harvard Business School. She is the board chair of Youth Villages MA and serves on the boards of HBS Social Enterprise Initiative and Unlocking Potential Education Network.

### ROSABETH MOSS KANTER

Rosabeth Moss Kanter holds the Ernest L. Arbuckle Professorship at Harvard Business School. She is founding chair and director of the Harvard-wide Advanced Leadership Initiative. She is currently finishing a new book, *Think Outside the Building: How Advanced Leaders Can Change the World One Small Innovation at a Time*.

The former chief editor of the *Harvard Business Review*, Kanter has been repeatedly named to lists of the "50 most powerful women in the world" and the "50 most influential business thinkers in the world." She has received 24 honorary doctoral degrees as well as numerous leadership awards, lifetime achievement awards, and prizes, including Distinguished Career Awards from the Academy of Management and the American Sociological Association. She is also the recipient of the Pinnacle Award for Lifetime Achievement from the Greater Boston Chamber of Commerce, and several *Harvard Business Review* McKinsey Awards, among others.

Kanter is the author or coauthor of 19 books, many of them award-winning bestsellers, including *MOVE: Putting America's Infrastructure Back in the Lead*. Her book *The Change Masters* was named one of the most influential business books of the 20th century (*Financial Times*).

She advises numerous CEOs and senior executives, including cofounding and leading a consulting group and serving as a senior advisor for IBM's Global Citizenship portfolio (1999–2012). She is a member of many business and nonprofit boards and has served on many commissions. She speaks widely, sharing the platform with presidents, prime ministers, and CEOs at major events, such as the World Economic Forum in Davos, Switzerland, and national industry conferences in over 20 countries.

Before joining the HBS faculty, Kanter held tenured professorships at Yale University and Brandeis University and was a fellow at Harvard Law School, simultaneously holding a Guggenheim Fellowship. Her PhD is from the University of Michigan.



### JOHN JONG-HYUN KIM (MBA 1993)

John J-H Kim is a senior lecturer in the General Management Unit at Harvard Business School. Kim created and teaches the second-year course Entrepreneurship and Technology Innovations in Education, which explores the ways in which entrepreneurs are pursuing the use of technology to transform education and achieve higher performance. He also co-teaches the Social Innovation Lab, a project-based course providing student teams an opportunity to build a social enterprise with the discipline of business tools and entrepreneurial techniques.

Kim also serves as the co-chair of the Public Education Leadership Project (PELP), a joint project of HBS and the Harvard Graduate School of Education. PELP was founded in 2004 to work with some of the largest urban districts in the United States, to improve the management and leadership competencies and practices of public education leaders.

The founder and CEO of the District Management Council, an organization that helps school districts achieve higher performance by improving their management practices, Kim is the founding editor of the *District Management Journal*, a publication that provides actionable insights related to leading and managing public school districts. Previously, he founded and led several firms in the education sector, including a school-management company that served more than 20,000 students in 10 states. He has served as an executive vice president of Rakuten, a global Internet services company, and was a management consultant with McKinsey.

Kim received an AB with honors from Harvard College and an MBA from Harvard Business School. He currently is a member of several nonprofit and corporate boards, including the National Governing Board of BELL, a nonprofit organization dedicated to improving the lives of disadvantaged youths.

### WENDY KOPP

Wendy Kopp is CEO and cofounder of Teach For All, a global network of independent organizations cultivating their nations' promising future leaders, in order to ensure their most marginalized children have the chance to fulfill their true potential.

Kopp founded Teach For America in 1989 to marshal the energy of her generation against educational inequity in the United States. Today, more than 6,000 Teach For America corps members—outstanding recent college graduates and professionals of all academic disciplines—are in the midst of two-year teaching commitments in 51 urban and rural regions. The organization has proven to be an unparalleled source of long-term leadership for expanding opportunity for children. After leading Teach For America's growth and development for 24 years, in 2013 Kopp transitioned out of the role of CEO. Today, she remains an active member of Teach For America's board.

She led the development of Teach For All to be responsive to the initiative of inspiring social entrepreneurs around the world who were determined to adapt this approach in their own countries. Currently, the Teach For All network is comprised of partner organizations in 49 countries on six continents, including its founding partners Teach For America and the UK's Teach First.

Kopp has been recognized as one of *Time* magazine's 100 Most Influential People and is the recipient of numerous honorary degrees and awards for public service. She is the author of *A Chance to Make History: What Works and What Doesn't in Providing an Excellent Education for All* and *One Day, All Children: The Unlikely Triumph of Teach For America and What I Learned Along the Way*.

Kopp holds a bachelor's degree from Princeton University, where she participated in the undergraduate program of the Woodrow Wilson School of Public and International Affairs. She lives in New York City with her husband, Richard Barth, and their four children.



## RAKHI KUMAR

Rakhi Kumar is a senior managing director and head of environmental, social, and governance (ESG) investments and asset stewardship at State Street Global Advisors (SSGA). She leads SSGA's efforts to strengthen integration of ESG factors into the investment process and is responsible for developing the firm's ESG investment philosophy and global business strategy.

In 2017, Kumar was honored with the Abigail Adams Award by the Massachusetts Women's Political Caucus and was named on the Ten to Watch list of innovators and influencers in 2018 by *wealthmanagement.com* and on the Power 50: Newsmakers list by the *Boston Business Journal* for her efforts to enhance gender diversity on company boards. Also in 2018, Kumar was named to the Boston's Most 100 Influential People of Color by the Greater Boston Chamber of Commerce, the Boston Foundation, and Get Konnected!

Kumar earned her MBA from Yale University and her bachelor's of commerce from Bombay University. She has been a member of the Institute of Chartered Accountants of India since 1997. She serves on the advisory board of the Ira M. Millstein Center for Global Markets and Corporate Ownership at the Columbia Law School.

## HERMAN B. "DUTCH" LEONARD

Herman B. "Dutch" Leonard is the Eliot I. Snider and Family Professor of Business Administration at Harvard Business School and George F. Baker, Jr. Professor of Public Sector Management at Harvard University's John F. Kennedy School of Government. In addition, he serves as co-chair of the HBS Social Enterprise Initiative. He teaches extensively in executive programs at HBS and the Kennedy School and around the world in the areas of general organizational strategy, governance, performance management, crisis management and leadership, and corporate social responsibility.

Leonard's current work in leadership and management is focused on the relationship between governance, accountability, and performance, and emphasizes the use of performance management as a tool for enhancing accountability. He also has worked and taught extensively in the area of crisis management and on issues related to corporate social responsibility. He is coauthor of *Why Was Boston Strong?* and *Capitalism at Risk: Rethinking the Role of Business*; coeditor of *Managing Crises*; and author of *Checks Unbalanced: The Quiet Side of Public Spending*, *By Choice or By Chance: Tracking the Values in Massachusetts Public Spending*, and *The Federal Budget and the States*, an annual report on the geographic distribution of federal spending and taxation.

Leonard is a member of the American Repertory Theatre's board of trustees, a past member of the board of directors of Harvard Pilgrim Health Care, and a former director of the Hitachi Foundation and of the ACLU of Massachusetts. He was for a decade a member of the board of directors of the Massachusetts Health and Educational Facilities Authority and of CIVIC Investments, and a member of the Massachusetts Commission on Performance Enhancement. He has been a financial advisor to the Connecticut Governor's Office of Policy and Management, to the Massachusetts Turnpike Authority, and to the Central Artery/Third Harbor Tunnel Project. Leonard was a member of the



Governor's Council on Economic Policy for the State of Alaska, of the Governor's Advisory Council on Infrastructure in Massachusetts, and of the US Senate Budget Committee's Private Sector Advisory Committee on Infrastructure. He served as chairman of the Massachusetts Governor's Task Force on Tuition Prepayment Plans, on the National Academy of Sciences Committees on National Urban Policy and Superconducting Supercollider, as well as on the New York City Comptroller's Debt Management Advisory Committee. In addition to his academic studies and teaching, Leonard has been chief financial officer and chief executive officer of a human services agency and has served as a director of public, nonprofit, and private-sector organizations.

### **HENRY W. MCGEE (MBA 1979)**

Henry W. McGee joined the Harvard Business School faculty in 2013 after retiring as president of HBO Home Entertainment, which is the digital and DVD program distribution division of Home Box Office. McGee has served as a director of TEGNA and is also a director of AmerisourceBergen.

McGee has coauthored numerous media industry case studies and is a member of the School's Digital Initiative and Business History Initiative. He also is a director of the Pew Research Center in Washington, DC. McGee serves as faculty co-advisor for both the Entertainment and Media Club and the African American Student Union and is a recipient of the Robert F. Greenhill Award for service to the HBS community.

McGee joined HBO immediately after graduating from HBS in 1979. During the course of his 34-year career with HBO, McGee held posts in a wide range of areas, including family programming, film acquisition, and international coproduction. Appointed president of HBO Home Entertainment in 1995, McGee received numerous industry awards for his work. Selected as one of the 50 most powerful African Americans in the entertainment business by *Black Enterprise* magazine, McGee oversaw the digital and DVD release of numerous blockbusters, including *The Sopranos*, *Sex and the City*, and *Game of Thrones*.

McGee has served as president of the Alvin Ailey Dance Theater Foundation, the nation's largest modern dance organization, and the Film Society of Lincoln Center. He also has been a board member of the Sundance Institute, the Public Theater, the Studio Museum in Harlem, and the New 42nd Street. Currently he is a member of the executive committee of the Black Filmmaker Foundation.

After graduating from Harvard College, magna cum laude, McGee worked as a reporter for *Newsweek* magazine in its New York and Washington bureaus.



### JACK R. MEYER (MBA 1969)

Jack R. Meyer is CEO and managing partner of Boston-based Convexity Capital Management. Before Convexity, he was president and CEO of Harvard Management Company, which manages the University's endowment assets, pension funds, charitable trusts, and pooled income funds, totaling in excess of \$31 billion by the end of his term.

Prior to HMC, Meyer was treasurer and chief investment officer of the Rockefeller Foundation, where he managed the foundation's endowment, valued at \$2 billion. Before the foundation, he was deputy controller of New York City, for which he managed \$20 billion in total assets, including the city's pension funds, sinking funds, and treasury funds. He also held various investment management positions with Lionel D. Edie, a New York City investment firm and at Brown Brothers Harriman & Co.

Meyer currently serves as the chair of the Boston Ballet. Previously, he chaired the Asian University for Women Support Foundation. He has served as a director of the Boston Foundation and of the Investment Responsibility Research Council, and as a member of the investment committee of the Howard Hughes Medical Institute, the Massachusetts State Pension Fund, and the Atlantic Foundation.

Meyer received a bachelor of science degree from Denison University. In 2004 Denison awarded him an honorary doctorate degree. He received his MBA from Harvard Business School. He is married, has two children, and lives in Cambridge, Massachusetts.

### LAURA U. MOON

Laura U. Moon is managing director of Initiatives at Harvard Business School. She oversees a portfolio of eight topically focused Initiatives that address business and societal challenges too complex for any one discipline to solve alone, including those focused on environmental sustainability, health care, and social enterprise. Each Initiative provides targeted topical focus, mobilizes cross-constituent engagement, and applies relevant and actionable knowledge to drive change.

Since she started in this role in 2014, Moon has established an integrated strategy and operational plan to transition eight individual groups into one team by cultivating a culture of experimentation, innovation, and creative thinking. Within this role, she has managed cross-functional teams to develop a cross-Initiative strategic messaging strategy and to implement a constituent-relationship/knowledge management platform to advance department-wide goals.

Moon joined Harvard Business School in 2005 as director of the Social Enterprise Initiative. In this role, she managed the Initiative's strategic and operational goals, including working with faculty members to oversee a series of new research projects, linking faculty and practitioners with shared interests, creating methods to communicate the work of the Initiative, and overseeing executive programs.

Prior to joining HBS, Moon served as executive director of the Stanford Graduate School of Business Alumni Consulting Team; worked as an independent strategy and marketing consultant; helped launch the Donors' Choice Foundation; and held positions with Age Wave, the Social Venture Network, the San Francisco Food Bank, and *Stanford Magazine*. She received her BA from Harvard University and her MBA from the Stanford Graduate School of Business, where she served as student co-chair of the public management program.



## MIKKO NISSINEN

Mikko Nissinen was appointed artistic director of Boston Ballet and Boston Ballet School in 2001. Born in Helsinki, Finland, Nissinen trained at the Finnish National Ballet School and the Kirov Ballet School in St. Petersburg, Russia. He danced professionally with the Finnish National Ballet, Dutch National Ballet, Basel Ballet, and San Francisco Ballet, where he was a principal dancer for 10 years. Nissinen's vast repertoire ranged from classical to contemporary works. As a guest artist, he danced with various companies and partners and for numerous international galas.

Nissinen directed Alberta Ballet, in Calgary, Canada, from 1998 to 2001, also serving as its executive director from 1999 to 2000. As artistic director of Boston Ballet, Nissinen has defined the company's image, cultivating a compelling and dynamic collection of classical, neoclassical, and contemporary repertoire. Firmly committed to developing the art form and the future of dance, Nissinen actively promotes progressive new work and creations. The company also performs Nissinen's production of *Swan Lake* and the award-winning *Nutcracker*.

In 2008, Nissinen served as executive director of Boston Ballet for a year and a half, during which time he provided full organizational leadership, initiated a major redesign of the organization's image, branding, and website, and facilitated the company's move to its permanent performance home, the Boston Opera House.

Under his direction, Boston Ballet resumed touring after a 16-year hiatus, traveling to Paris, London, New York City, Spain, Korea, Canada, Finland, and Washington, DC. In 2005, Nissinen appointed Jorma Elo as resident choreographer. In 2016, Nissinen established a long-term company partnership with choreographer William Forsythe.

In addition, Nissinen leads Boston Ballet School, the largest dance school in North America.

## NITIN NOHRIA

Nitin Nohria became the 10th Dean of Harvard Business School in 2010. He previously served as co-chair of the Leadership Initiative, Senior Associate Dean of Faculty Development, and Head of the Organizational Behavior Unit.

Building on input from faculty, students, staff, and alumni, Nohria has identified five priorities for HBS: innovation in the School's educational programs; intellectual ambition that advances ideas with impact in practice; continued internationalization, through building a global intellectual footprint; creating a culture of inclusion, where every member of the community can do their best work in support of the School's mission; and fostering a culture of integration within HBS and across Harvard University.

Recent examples of activities in support of these priorities include:

- A yearlong course in the required curriculum of the MBA Program, Field Immersion Experiences for Leadership Development (FIELD), provides students with intensive, immersive, small-group opportunities to develop the knowing, doing, and being of leadership.
- The U.S. Competitiveness Project, a multi-faculty, research-led effort to understand and improve the competitiveness of the United States—that is, the ability of firms operating in the United States to compete successfully in the global economy while supporting high and rising living standards for Americans.
- The launch of the Harvard Innovation Lab, an initiative to foster team-based and entrepreneurial activities and deepen interactions among Harvard students, faculty, entrepreneurs, and members of the Allston and greater Boston community. The i-lab ecosystem now includes the alumni Launch Lab and the Pagliuca Harvard Life Lab.
- HBS Online, the School's digital platform—encompassing CORE, HBS Online courses, and HBX Live—that brings the dynamism of the HBS classroom to online learning.



Dean Nohria's intellectual interests center on human motivation, leadership, corporate transformation and accountability, and sustainable economic and human performance. He is the coauthor or coeditor of 16 books. The most recent, *Handbook of Leadership Theory and Practice*, is a compendium dedicated to advancing research on leadership based on a colloquium he organized during the School's centennial celebrations. He is also the author of more than 50 journal articles, book chapters, cases, working papers, and notes.

He sits on the board of directors of Massachusetts General Hospital. In addition, Dean Nohria serves as an advisor to the Piramal Group, on the advisory board of Akshaya Patra, and as a strategic advisor to Focusing Capital on the Long Term Global (FCLT-Global). He has been interviewed by ABC, CNN, and NPR, and cited in *Business Week*, the *Economist*, the *Financial Times*, *Fortune*, the *New York Times*, and the *Wall Street Journal*.

Prior to joining the Harvard Business School faculty in 1988, Dean Nohria received his PhD in management from the Sloan School of Management, Massachusetts Institute of Technology, and a BTech in chemical engineering from the Indian Institute of Technology, Bombay (which honored him as a Distinguished Alumnus in 2007). He was a visiting faculty member at the London Business School in 1996.

## JACQUELINE NOVOGRATZ

Jacqueline Novogratz is the founder and CEO of Acumen, which is changing the way the world tackles poverty by investing in companies and leaders with character, competence, and moral leadership. Acumen invests pioneering philanthropic capital in sustainable businesses addressing the toughest problems of poverty. Under her leadership, Acumen has invested \$115 million in 113 companies providing critical goods and services to more than 270 million low-income people across Africa, Latin America, South Asia, and the United States. Acumen also has launched KawiSafi, an impact fund focused on off-grid solar in East Africa and is in the process of building several other for-profit facilities.

Acumen cultivates a new kind of leader through its Fellows Programs and +Acumen, its online school for social change. To date, the organization has built a corps of 500+ fellows. More than 450,000 individuals from 192 countries have taken +Acumen's online courses. Acumen is now reimagining a global university designed to integrate the transformational depth of its fellowships with the scale of +Acumen to equip thousands of young change-makers with the tools and ecosystem to lead in today's world.

Novogratz sits on the board of the Aspen Institute and on the Advisory Board of the HBS Social Enterprise Initiative. Her best-selling memoir, *The Blue Sweater*, chronicles her quest to understand poverty and bring dignity to the poor. In 2017, *Forbes* listed her as one of the World's 100 Greatest Living Business Minds.



### TRACY P. PALANDJIAN (MBA 1997)

Tracy P. Palandjian is cofounder and CEO of Social Finance, a nonprofit organization that is leading the development of Pay for Success financing and Social Impact Bonds, an innovative public-private partnership that mobilizes capital to drive social progress.

For more than a decade, Palandjian has committed to reimagining the role of the capital markets in enabling measurable social impact. Inspired by Social Finance UK, she cofounded Social Finance US in 2011 to develop the Pay for Success model in the United States. Prior to Social Finance, Palandjian was a managing director for 11 years at the Parthenon Group, where she established and led the nonprofit practice and worked with foundations and NGOs to accomplish their missions in the US and globally. Palandjian also has worked at Wellington Management Co. and McKinsey & Co.

Palandjian is coauthor of “Investing for Impact: Case Studies Across Asset Classes” and serves as vice chair of the US Impact Investing Alliance. She is a trustee at the Surdna Foundation (where she chairs the investment committee), and a director of Affiliated Managers Group. She is a member of the Federal Reserve Bank of Boston’s Community Development Advisory Council. Previously, Palandjian also served as board chair of Facing History and Ourselves, co-chair of Robert F. Kennedy Human Rights, and trustee of Milton Academy. A former vice chair of the Harvard Board of Overseers, Palandjian continues to serve on various standing and visiting committees at Harvard University. She is a frequent speaker and writer on impact investing, social innovation, and results-oriented policy making, having been covered in the *Wall Street Journal*, *Atlantic*, *Economist*, *Time*, *Forbes*, and *New York Times*.

A native of Hong Kong, Palandjian is fluent in Cantonese and Mandarin. She graduated from Harvard College with a BA, magna cum laude in economics, and holds an MBA with high distinction from Harvard Business School, where she was a Baker Scholar.

### V. KASTURI “KASH” RANGAN

V. Kasturi “Kash” Rangan is the Malcolm P. McNair Professor of Marketing at Harvard Business School. Formerly the chair of the Marketing Department (1998–2002), he is now the co-chair of the School’s Social Enterprise Initiative. He has taught in a wide variety of MBA courses, including the core first-year Marketing course (and was its head across multiple sections, 1993–1996) and the second-year electives, Business Marketing and Channels-to-Market. He has also taught marketing in the Advanced Management Program for senior managers. Currently Rangan teaches the elective course Business at the Base of the Pyramid. In addition, he teaches in a number of focused Executive Education programs: Business-to-Business Marketing Strategy, Strategic Perspectives on Nonprofit Management, and Corporate Social Responsibility.

Rangan’s business marketing and channels research has appeared in management journals such as *Journal of Marketing*, *Harvard Business Review*, *California Management Review*, *Sloan Management Review*, *Journal of Retailing*, *Management Science*, *Marketing Science*, and *Organization Science*. Rangan has authored or coauthored several books, including *Going to Market*, which deals with distribution systems for industrial products, and *Business Marketing Strategy*, which presents approaches for managing industrial products and markets over their life cycle. His latest book, *Transforming Your Go-to-Market Strategy*, presents a unique framework on how to evolve a firm’s go-to-market strategy with the changing market needs.

In addition to his interest in business marketing, Rangan is actively involved in studying the role of marketing in nonprofit organizations and, specifically, how it influences the adoption of social products and ideas. He has written a number of case studies and articles on the topic. He served as one of the founding co-chairs of Harvard’s Social Enterprise Initiative, whose faculty study and teach the challenges of nonprofit management. He founded the Executive Education Program’s Strategic Perspectives on Nonprofit Management, in





which he continues to teach. His current research is focused on understanding business models that address the needs and wants of 4.2 billion people living on less than \$5 a day. The aim of the research is to develop models of success that bring value to the base of the pyramid and yet are profitable and sustainable in the long run.

Rangan has been on the faculty of Harvard Business School since 1983. From 1973 to 1979, he held several sales and marketing positions for a large multinational company in India. He has engaged in a variety of executive education programs, consultancies, and advisory activities for numerous commercial and nonprofit enterprises.

Rangan holds a bachelor of technology from IIT (Madras), an MBA from IIM (Ahmedabad), and a PhD in marketing from Northwestern University.

## ROB REICH

Rob Reich is professor of political science and, by courtesy, professor of philosophy and education at the Graduate School of Education at Stanford University. He is the faculty director of the Center for Ethics in Society and faculty codirector of the Center on Philanthropy and Civil Society (publisher of the *Stanford Social Innovation Review*), both at Stanford University.

Most recently, Reich is the author of the book *Just Giving: Why Philanthropy Is Failing Democracy and How It Can Do Better* (Princeton University Press) and *Philanthropy in Democratic Societies* (edited with Chiara Cordelli and Lucy Bernholz). His current work focuses on ethics and technology, and he is editing a new volume called *Digital Technology and Democratic Theory* (with Lucy Bernholz and Helene Landemore). Reich is the recipient of multiple teaching awards and is a board member of the magazine *Boston Review*.



## NANCY ROOB

Nancy Roob is CEO of Blue Meridian Partners and president and CEO of the Edna McConnell Clark Foundation (EMCF).

Recently, Roob led the formation of Blue Meridian Partners, a pioneering philanthropic model for finding and funding scalable solutions to problems that trap America's young people and families in poverty and limit economic mobility.

Roob played a major role in developing EMCF's grant-making strategy of making large, long-term investments in outstanding nonprofits to expand programs proven to lift the prospects of America's most disadvantaged youth. She also pioneered a form of coordinated, collaborative investment called growth capital aggregation, which in eight years leveraged \$155 million of EMCF's own funds to help 16 nonprofits secure an additional \$487 million in private and public capital.

Roob has been cited as one of New Philanthropy's Biggest Stars by the *Chronicle of Philanthropy* and named Foundation President of the Year by *Inside Philanthropy* in 2016.

Before becoming EMCF's president in 2005, Roob was the foundation's vice president and chief operating officer. Prior to that, she developed EMCF's Program for New York Neighborhoods. One of the projects this program supported evolved into the Harlem Children's Zone, whose success has inspired federal legislation creating Promise Neighborhoods throughout the nation.

Before she joined the foundation in 1994, Roob worked for the Boston Persistent Poverty Project, a program of the Rockefeller and Boston Foundations; the Fund for the Homeless, a project of the Boston Foundation; and the Child Care Resource and Referral Center, also in Boston.

Roob is a graduate and trustee of Hamilton College, and holds an MPA from Harvard's Kennedy School of Government.

## CHRISTOPHER RUSH

Christopher Rush is the cofounder and chief program officer of the nonprofit New Classrooms Innovation Partners. Rush serves on the boards of How I Decide, a nonprofit focused on driving decision making in education as well as the Arbor Brothers Foundation, which focuses on social entrepreneurship. He sits on a number of advisory boards, including Transcend Education, ABL Schools, and ReUp Education. Most recently, he led the overall conceptualization, design, and implementation of the School of One/Teach to One personalized learning programs, which were named one of *Time* magazine's Top 50 Inventions of the Year.

Previously, Rush led the design and development of Amplify's mCLASS reporting systems and also worked in the Office of Accountability at the NYC-DOE. Prior to that, he specialized in financial management and IT development services at IBM and also founded a pair of small tech startups during the dotcom bubble. Early in his career, Rush worked for the Upper Dublin (PA) School District, where he taught earth sciences at Robbins Park Environmental Center.

Rush holds a BS in information systems from Penn State University, an MS in information technology from the American InterContinental University, and a project management professional certification from the Project Management Institute. He is a Pahara alumnus of the Aspen Institute, a Nationswell Council member, and a recurring guest lecturer at Stanford University and Harvard Business School.



### MATTHEW M. SEGNERI (MBA 2010)

Matthew M. Segneri is the director of the Harvard Business School Social Enterprise Initiative (SEI), whose mission is to educate, support, and inspire leaders across all sectors to solve society's toughest challenges and make a difference in the world. Segneri oversees SEI's strategy and operations, including MBA and Executive Education programming, alumni and practitioner engagement, and faculty research and curriculum support.

Prior to joining HBS, Segneri served as a senior leader on the Government Innovation team at Bloomberg Philanthropies, where he led initiatives to promote public- and social-sector innovation and spread ideas among cities. He co-led the inaugural Mayors Challenge, a \$9 million prize competition to inspire American cities to develop bold solutions to common challenges. He also developed and oversaw initiatives on cross-sector collaboration, evidence-based government (What Works Cities), and innovation teams around the world.

Previously, Segneri served as a senior advisor to Boston Mayor Thomas M. Menino. He joined the Mayor's Office as an HBS Leadership Fellow and focused on innovation and entrepreneurship, service and civic engagement, and safety and security. He also worked in the Special Advisor Program at the Federal Bureau of Investigation and led projects at Monitor Group for clients across the private, public, and social sectors.

Segneri was recognized by the *Boston Business Journal* as one of Boston's Top 40 under 40 and by the Greater Boston Chamber of Commerce as one of Boston's Ten Outstanding Young Leaders.

Segneri holds an AB with honors in psychology from Harvard College and an MBA from Harvard Business School. He is on the national board of directors of Generation Citizen and is a Truman Security Fellow and an advisor to Fuse Corps, New Politics, and Project 351. He lives in Newton with his wife and three children.

### JAMES H. SHELTON III

James H. Shelton III, former Deputy Secretary of Education and founding executive director of My Brother's Keeper under President Barack Obama, is a senior advisor for the Chan Zuckerberg Initiative's education work. In this role, he partners with educators, communities, researchers, and engineers to ensure that each young person is ready to thrive in and contribute to an ever-changing world.

Previously, Shelton served as the president and chief impact officer at 2U, partnering with top colleges and universities to provide engaging and rigorous degree programs online. He began his career as a software developer and has since worked in the business, government, and nonprofit sectors as an operator, investor, and entrepreneur. In these roles, he has utilized management, policy, and programmatic innovations to increase access to opportunity.

Shelton holds a bachelor's degree in computer science from Morehouse College and master's degrees in both business administration and education from Stanford University.



**HOWARD H. STEVENSON**  
**(MBA 1965, DBA 1969)**

Howard H. Stevenson is Sarofim-Rock Baker Foundation Professor emeritus, former Senior Associate Dean, Director of Publishing, and Chair of the Harvard Business Publishing Company board. He served as the Vice Provost for Harvard University Resources and Planning and as Senior Associate Provost. As Senior Associate Dean and Director of External Relations at Harvard Business School, he led the successful capital campaign. From 1999 to 2001, he served as chair of the Latin American Faculty Advisory Group. He also served as Senior Associate Dean and Director of Financial and Information Systems for Harvard Business School. He has been chairperson of the Owner/President Management Program in Executive Education and of the Publications Review Board for the Harvard Business School Press of Harvard Business Publishing Company.

Howard was a founder and first president of the Baupost Group, Inc. which manages partnerships investing in liquid securities for wealthy families. When he resigned from active management, Baupost assets had grown to over \$400 million. He is now co-chairman of the Advisory Board of Baupost LLC. From 1978 to 1982, Professor Stevenson was Vice President of Finance and Administration and a Director of Preco Corporation, a large privately-held manufacturing company. He has also served as Vice President of Simmons Associates, a small investment banking firm specializing in venture financing.

He has authored, edited or co-authored twelve books and forty-two articles including *New Business Ventures and the Entrepreneur*, with Michael J. Roberts and H. Irving Grousbeck; *Policy Formulation and Administration*, with C.R. Christensen, N. Berg and M. Salter; and *The Entrepreneurial Venture* with William Sahlman. Other scholarly papers of his have appeared in *Sloan Management Review*, *Real Estate Review*, *Journal of Business Venturing*, *Journal of Business Strategy*, *Strategic*

*Management Journal* and elsewhere. He has also authored, co-authored or supervised over one-hundred fifty cases at Harvard Business School. Most recently, he co-authored *Problem Solving: HBS Alumni Making a Difference in the World* with Russ Banham and Shirley Spence.

He is currently a director of Camp Dresser & McKee Inc. as well as a trustee for several private trusts and foundations. He is a life trustee of the Boston Ballet and has been a director of Sudbury Valley Trustees where he served as president from 1996 to 2000. He is on the board of National Public Radio and served as chairman of National Public Radio Board of Directors from 2008-2010. He is a trustee of Mount Auburn Hospital and a trustee emeritus of the Nature Conservancy. He is a member of the governing board of INSPER School of Business in Sao Paulo, Brazil, a trustee of Olin College of Engineering a trustee of the Museum of Science and the Isabella Stewart Gardner Museum.

Stevenson received his BS in mathematics, with distinction, from Stanford and his MBA, with high distinction, and DBA degrees from Harvard University. He was a recipient of the ALCOA and Ford Foundation Fellowships for graduate study, and was awarded an honorary doctoral degree in 2007 by the Université de Montréal.



### THOMAS J. TIERNEY (MBA 1980)

Thomas J. Tierney is a recognized leader in serving the nonprofit sector who frequently speaks and writes on a variety of topics related to nonprofit leadership and philanthropy. Tierney has been named among the Power and Influence Top 50 by the *NonProfit Times*. In 2016, he received the Harvard Business School Alumni Achievement Award.

Tierney coauthored, with Jay Lorsch, the popular organization and strategy book, *Aligning the Stars*. He also is coauthor, with Joel L. Fleishman, of *Give Smart: Philanthropy that Gets Results*.

Tierney joined Bain & Co. in 1980 following his graduation from Harvard Business School, where he received his MBA with distinction. Under his leadership, Bain grew its revenues sixfold, while significantly expanding its international operations. At The Bridgespan Group, he focused his efforts on “bridging” philanthropists and nonprofit organizations in the social sector. He is actively engaged in creating philanthropic platforms, most recently the Audacious Project and Lever for Change.

From 2014 to 2015, Tierney served a two-year term appointment at the United States Military Academy as the West Point Class of 1951 Chair for the Study of Leadership. He is chairman of eBay, Inc., and also serves on a number of nonprofit boards and advisory groups: chairman, Global Board of the Nature Conservancy; chairman, Harvard Business School Social Enterprise Initiative; member, Harvard Business School Board of Dean’s Advisors; chairman emeritus, Hoover Institution; and trustee, Woods Hole Oceanographic Institution. He is a past director of many other nonprofit organizations, including the Committee for Economic Development, Catholic Charities, WGBH, and the National Academies.

A native of California, Tierney received his BA in economics with highest distinction from the University of California at Davis, where he was honored as that year’s most outstanding graduate.

### BRIAN L. TRELSTAD

Brian L. Trelstad is a Senior Lecturer of Business Administration at Harvard Business School and a partner and board member in the New York offices of Bridges Fund Management, a global impact investment firm based in London and New York. He has more than 15 years of impact investing experience, having served until 2012 as the chief investment officer of Acumen, where he oversaw investments into companies that were delivering health, water, energy, and agriculture services to the economic base of the pyramid in South Asia and sub-Saharan Africa. As CIO, he was a member of Acumen’s management team and helped to build out the network of country operations that worked closely with the entrepreneurs.

Trelstad was also a cofounding board member of the Aspen Network of Development Entrepreneurs (ANDE) and was one of the principal architects of the Impact Reporting and Investment Standards (IRIS). Prior to Acumen Fund, he worked as a consultant at McKinsey & Co., was a lead environmental staff person at the Corporation for National Service, and has been involved in a range of nonprofit and for-profit startups. Trelstad serves on the board of VisionSpring, Guidestar, and New Jersey Future, and is a Henry Crown Fellow of the Aspen Institute. Trelstad has an undergraduate degree from Harvard University, an MBA from Stanford’s Graduate School of Business, and an MA in city and regional planning from the University of California at Berkeley.



### JEFFREY C. WALKER (MBA 1981)

Jeffrey C. Walker is chairman of New Profit, a social change investment fund and vice chair in the United Nations Envoy's Office focused on front line health. He also currently serves on the boards of the University of Virginia, Berklee College of Music, Grammy Music Education Coalition, On Being (Krista Tippett's Enterprise), Just Capital, AMP for Health, and University of Virginia's Undergraduate Business School. He is a partner in the Bridge Builders investment fund for contemplation and mind training. Walker was chairman of the Council of Foundations at University of Virginia (UVA), serves on the Harvard Business School Board of Dean's Advisors, and was on the visiting committee and is on the advisory boards of MIT Media Lab, Center for Contemplative Sciences at UVA (which he chairs), and the Harvard T.H. Chan School of Public Health. He has been on numerous other for-profit and nonprofit boards.

Previously, Walker was executive-in-residence at HBS, focusing on social enterprises and collaboration, and a lecturer at the Harvard Kennedy School. He served as the chairman of Millennium Promise with the United Nations and Columbia University, and was the chairman of the Thomas Jefferson Foundation (Monticello). Walker cofounded and was chairman of Npower, an organization that provides shared technology services to nonprofits.

Walker coauthored *The Generosity Network*. He also received the John C. Whitehead Award for Social Enterprise from the Harvard Business School Club of New York City. He is currently teaching and researching the issue of systems entrepreneurship and systems change.

For 25 years Walker was CEO and cofounder of CCMP Capital, vice chairman of JPMorgan Chase & Co., and chairman of the JPMorgan Chase Foundation. He has an MBA from HBS and a BS from the University of Virginia, and is a certified management accountant and a certified public accountant.

### MITCHELL B. WEISS (MBA 2004)

Mitchell B. Weiss is a Professor of Management Practice in the Entrepreneurial Management Unit and the Richard L. Menschel Faculty Fellow at Harvard Business School. His research interests include digital transformation, peer production, and innovation ecosystems. Weiss helped build the Young American Leaders Program at Harvard Business School and is a senior advisor to the Bloomberg Harvard City Leadership Initiative. His work and the Public Entrepreneurship course have been referenced in the *Wall Street Journal*, *CNBC*, *Politico*, and other outlets.

Prior to joining HBS in 2014, Weiss was chief of staff and a partner to Boston's Mayor Thomas Menino. Weiss helped shape New Urban Mechanics, Boston's municipal innovation strategy, and make it a model for peer-produced government and change. He also championed Boston's Innovation District as a regional platform for entrepreneurship and growth.

Weiss contributed to Boston's educational reform agenda, including its District-Charter Compact. He led speechwriting for the mayor's inaugural and state of the city addresses. In April 2013, he guided the response of the mayor's office to the Marathon bombings and played a key role in starting the One Fund Boston.

Weiss has presented on government innovation at 10 Downing Street and the World Bank. He was recognized by the *Boston Business Journal* as one of Boston's Top 40 under 40 and by the Greater Boston Chamber of Commerce as one of Boston's Ten Outstanding Young Leaders.

From 2006 to 2009, Weiss was the first executive director of the Tobin Project, a catalyst for transformative research in the social sciences.

Weiss holds an AB with honors in economics from Harvard University and an MBA from Harvard Business School, where he was a George Baker Scholar.



SOLDIERS FIELD ROAD / STORROW DRIVE

Footbridge

MCCOLLUM  
McARTHUR

ESTEVES

TATA

CHAO

SOLDIERS FIELD PARK

SOLDIERS FIELD PARK  
GARAGE

ONE WESTERN AVE.

KRESGE WAY

GLASS

MCCULLOCH

GREENHILL

DEAN'S HOUSE

PAVILION

KLARMAN

MELLON

WILDER

CHASE

DILLON

HAWES

ALDRICH

SPANGLER



BATTEN WAY

LUDCKE

HAMILTON

GALLATIN

CONNELL

BAKER LIBRARY

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CUMNOCK

ROCK

CLASS OF 1959  
CHAPEL



LOADING DOCK

WYSS

MORRIS

LOEB

MORGAN

COTTING

SHAD

GORDON ROAD

BLOGETT POOL

MURR

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NORTH HARVARD STREET

To 175 North Harvard Street



175 NORTH HARVARD ST.

WESTERN AVE.

TRAVIS ST.

25 TRAVIS ST.

230 WESTERN AVE.

TEELE

BATTEN

(HARVARD INNOVATION LAB)

PAGLIUCA

(HARVARD LIFE LAB)

WESTERN AVENUE

To Teele Hall (230 Western Avenue) & 25 Travis Street

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