

IMPACT

MARCH 2015

INVESTING IN THE HBS FACULTY



THE HARVARD BUSINESS SCHOOL CAMPAIGN
THE HARVARD CAMPAIGN

AN EXCEPTIONAL FACULTY OF SCHOLARS AND TEACHERS

A Mission-Critical Priority

HBS faculty members create transformational experiences in the classroom and develop innovative ideas to address problems and seize opportunities in business. These activities are at the heart of the School's mission, and it is the faculty—a diverse group of more than 250 academics and practitioners—who make them a reality.

Today's faculty members are drawn from an increasingly wide range of backgrounds and disciplines. Developing these individuals—helping them become not just effective but outstanding teachers, preparing them to write engaging cases, and supporting them as they identify and then realize ambitious research agendas—requires significant investment.

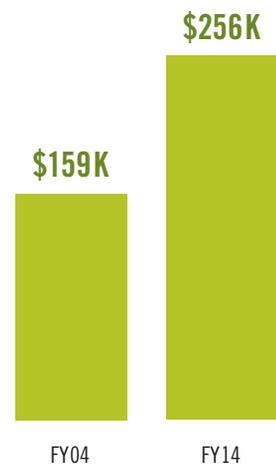
Teaching is a skill that is developed and refined over time. Few new faculty members arrive at the School with experience in the classroom. During their initial years, they receive extensive peer-to-peer mentoring, whether through teaching groups, by co-teaching, or from senior colleagues. Even as they progress in their careers, the focus on exceptional teaching remains a priority for faculty members at all levels.

To match the faculty's far-ranging research interests, HBS provides extensive methodological, technical, and case-writing support as well as the unparalleled collections of Baker Library. These resources help accelerate the creation, refinement, and dissemination of knowledge that influences management practice.

Harvard Business School's continued preeminence rests on its ability to attract, develop, and retain a world-class faculty. The School's vision—and imperative—for ensuring a world-class faculty can be realized with the aid of alumni and friends who support talent at every level, particularly those at the beginning of their academic careers. An investment in the HBS faculty is an investment in the future of the School.

Faculty Support per FTE (full-time equivalent)

Includes direct and indirect faculty support, such as research travel, research assistance, and IT support.



ON THE COVER: Associate Professor Suraj Srinivasan



THE HARVARD BUSINESS SCHOOL CAMPAIGN
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HBS Faculty Composition | 234 FTEs*

BAKER FOUNDATION PROFESSORS

4



TENURED FACULTY

92



Most faculty members are promoted from within HBS, but some are recruited from tenured positions at other institutions.

ASSOCIATE PROFESSORS

40



ASSISTANT PROFESSORS

46



“LADDER” FACULTY

TERM FACULTY

14 PROFESSORS OF MANAGEMENT PRACTICE



One to two hires per year

38 LECTURERS, SENIOR LECTURERS, RESEARCH FELLOWS, POSTDOCTORAL FELLOWS



A DISTINCTIVE FACULTY

Sustaining Harvard Business School's leadership position in management education requires a distinctive faculty—academics and practitioners who share a general management perspective and, collectively, a commitment to developing the leaders and ideas that shape business practice.

*Full-Time Equivalents, FY14

PROVIDING AN ENVIRONMENT FOR IDEAS TO GROW

Communicating the Language of Business Across Borders

My intellectual agenda is ambitious and somewhat risky,” says Associate Professor and Marvin Bower Fellow **Tsedal Neeley**. “I truly believe that HBS is one of the few places on earth where I could boldly pursue my work in the way that I have.”

Neeley’s research focuses on the challenges organizations face when coordinating operations across linguistic and national boundaries. As a doctoral student at Stanford, she participated in a large-scale global teams study and identified language differences “as the most divisive, polarizing barrier to collaboration,” Neeley says. “But no one was looking at that, even as global organizations were rapidly moving toward making English their lingua franca.”

Since joining the HBS Organizational Behavior Unit nearly eight years ago, Neeley has pursued pathbreaking research on the effects of internationalizing firms’ policies that require employees of diverse skill sets to adopt English as their business language. For the past four years, with extensive support from the School’s research centers in Asia, Europe, and Latin America, she has gathered data from employees of a single company located in eight countries.

“With close to 800 interviews conducted in a variety of languages, more than 3,500 survey results, and thousands of pages of archival material, a project of this scope would have been nearly impossible without the international resources and infrastructure HBS has built,” she stresses.

Currently at work on a book based on her globalization study, Neeley teaches several Executive Education offerings and the MBA elective Leading Teams in a Global Economy. Her case study “Language and Globalization: ‘Englishnization’ at Rakuten” has been incorporated into the required MBA curriculum, raising new sensibilities about language among native and nonnative English speakers in HBS classrooms and beyond.



Learn more about HBS faculty and their research at www.hbs.edu/faculty

1,485

News articles, blogs, and op-eds featuring HBS faculty (FY14)



Anat Keinan



HBS FACULTY RESEARCH OUTPUT (FY14)

617

New field cases and
other teaching materials

193

Research Articles

18

Books



George Serafeim

Jakurski Associate Professors Flourish

Creating an exclusive brand shouldn't be about erecting barriers to keep consumers out; indeed, growth requires the welcoming of new faces," concludes HBS marketing professor **Anat Keinan** in a July 2014 *Harvard Business Review* article, "How 'Brand Tourists' Can Grow Sales." Keinan studies consumer behavior and is particularly interested in branding, luxury marketing, symbolic consumption, consumer self-control, and fairness and ethics in marketing. A member of the faculty since 2007, she currently teaches the second-year MBA course *Luxury Marketing*.

Keinan and colleague **George Serafeim** were each recently named the first Jakurski Family Associate Professors of Business Administration. Their chairs are funded by a gift from **André R. Jakurski (MBA 1973) and his wife, Maria**, and are part of a new effort to invest in the development of the School's faculty. Longtime supporters of faculty and research at HBS, the Jakurskis were inspired to support junior faculty during a pivotal point in their careers.

"By investing in associate professors, Maria and I feel we are helping HBS sustain and further its world-class faculty," says André Jakurski, founding partner of JGP Asset Management in Rio de Janeiro.

For his part, Serafeim studies how companies should respond to big problems—such as corruption or climate change—in order to sustain their competitiveness and how investors should integrate non-financial (environmental, social, and governance) data to make better capital allocation decisions. In a November 2014 *Management Science* article, he examined the effect of a corporate culture of sustainability on corporate behavior and performance outcomes. Serafeim, a member of the Accounting and Management Unit, teaches across the School's educational programs, most recently leading the Executive Education program *Innovating for Sustainability* and teaching the second-year MBA elective *Reimagining Capitalism*.

COMMITTED TO HBS'S SUCCESS



KEEPING HBS COMPETITIVE

Mel Tukman (MBA 1966), a longtime supporter of Harvard Business School, recognizes the far-reaching impact of the School's mission. He is committed to helping HBS continue to attract and cultivate the best minds—from the professors who lead case discussions to the students who participate in them.

"The School faces tough competitors," says Tukman, president of Tukman Grossman Capital Management Inc.

"Great as it is, HBS is only as good as its faculty and its students. If one wishes to help ensure the School's ongoing success, what better way than to support its people?"

With his contribution to The Harvard Business School Campaign, a gift that also honors his upcoming 50th Reunion, Tukman converted the Mel Tukman Dean's Fund, a discretionary fund he established in 1999 that was used for faculty fellowships, into

a Senior Lectureship to give it greater focus and permanence. The Tukman's Dean's Fund has supported **Professor Dennis Campbell**, **Associate Professor Noam Wasserman**, and **Senior Lecturers Shikhar Ghosh** and **Scott Snook**. The new Mel Tukman Senior Lectureship will further strengthen the faculty by bringing leading practitioners to campus. Tukman also added to his MBA fellowship fund, which has benefited about 50 students from the San Francisco area since it was established in 1990.

"HBS aims to be close to practice," says Tukman. "Often in business, practice leads the way and theory follows. The best example of that is the case method, which is all about practice. Having practitioners on the faculty is perfectly consistent with that approach," Tukman observes. He expects that many of the senior lecturers will be HBS graduates who have succeeded in business and are succeeding in the classroom. "Most of my extraordinary professors were HBS MBAs," he observes. "My personal HBS experience is my bias."



1964 Major Gifts Chair **David Wolff**, Major Gifts Committee member **Dick Corbett**, and Reunion Chair **Ed Hajim**



1989 Participation Committee member **Cathy Benko**, Reunion Gift Cochair **Mark Stevens**, and Major Gifts Committee member **Karen Francis-DeGolia**

RECORD-BREAKING REUNION CLASS GIVING

Milestone reunions often inspire classes to come together and break records, and two recent MBA 25th and 50th Reunion classes did just that. In a remarkable, first-of-its-kind occurrence, the new record for largest class gift was set and broken within the same year. The Class of 1964 led off with a 50th Reunion gift total of \$37,259,587, the all-time highest gift ever raised by a single class. That record held for six months until the Class of 1989, in honor of its 25th Reunion, raised a phenomenal \$78,701,451.

Leadership is always a key component of such success. For the Class of 1964, Reunion Chair **Ed Hajim** and Major Gifts Chair **David Wolff** had the support of a large and enthusiastic reunion committee. "Much of our effort was put into raising the expectations of our classmates," Wolff says, "especially in exceeding the gift amount of the previous 50th Reunion." Hajim points to classmates **Ron Agel**, **Dick Corbett**, **Sam Gibara**, **Charles Lee**, and **Leopold Swergold** as key participants in the effort.

The Class of 1989 also benefited from a large volunteer team to achieve its class gift total. Reunion Gift Cochair **Mark Stevens** cites the effort and dedication of the Major Gifts and Participation Committees. He adds that, "Major donors were identified early, and we broke the 25th Reunion record well before we convened for our reunion in September."

One gift that played a key role in catapulting the Class of 1989's total to impressive heights came from **Len Blavatnik**, who directed his support to programs aimed at fostering an entrepreneurial culture in the life sciences across Harvard University.

The impact of these two record-setting performances will be felt for some time, raising the bar for future 25th and 50th Reunion campaigns and for class giving overall.

Learn more about MBA class fundraising efforts at alumni.hbs.edu/classgiving





1 TOKYO



2 SHANGHAI



3 ATLANTA



4 HONG KONG



5 MUMBAI

Recent HBS Campaign Regional Events

- 1 **Hiroshi Mikitani (MBA 1993)** greeted fellow alumni during the reception at the Grand Hyatt Tokyo.
- 2 **Margie Yang (MBA 1976)** spoke during the evening's program at The Peninsula Shanghai.
- 3 **Susan and Scott Hawkins (MBA 1982)** shared a laugh with **Catherine Cates (MBA 1983)**, on right, at the Atlanta History Museum gathering.
- 4 **Victor Fung (PhD 1971)** delivered remarks to alumni at the Grand Hyatt Hong Kong.
- 5 **Ratan Tata (AMP 71, 1975)** with **Vibha Kagzi (MBA 2010)** following the formal program at The Taj Mahal Palace.

Upcoming Regional Events Around the World

Dallas	Paris	Washington, DC	São Paulo	Seattle	Istanbul	Toronto
Houston	London	Rio de Janeiro	Cleveland	Mexico City	Dubai	

To learn more about upcoming events and see photos from past events, please visit alumni.hbs.edu/CampaignEvents

**“THE WORK OF THE FACULTY SHOULD
BE NOTHING LESS THAN INSPIRED,
AND WE MUST ENABLE EVERY FACULTY
MEMBER TO BRING THEIR BEST AND
MOST INNOVATIVE IDEAS TO FRUITION.”**

—Nitin Nohria, Dean of Faculty

