

# IMPACT

MARCH 2016

## INVESTING IN THE HBS FUND

FIRST-YEAR MBA STUDENTS LEARN WHERE THEY ARE HEADED FOR THE FIELD 2 IMMERSION BY RECEIVING T-SHIRTS IDENTIFYING THEIR DESTINATIONS.

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THE HARVARD BUSINESS SCHOOL CAMPAIGN  
THE HARVARD CAMPAIGN

## HBS FUND FOR LEADERSHIP AND INNOVATION

### A Resource for the Next Big Idea, and More

**T**he HBS Fund for Leadership and Innovation is instrumental in bringing innovative projects to life at the School. Recent successful HBS initiatives that are advancing management education—including the Harvard Innovation Lab and HBX—gained traction in their early stages with the help of gifts of all sizes to the HBS Fund.

“In business, venture capital or R&D budgets seed the most promising new ideas,” says Dean **Nitin Nohria**. “In academia, where endowments are generally restricted to donor-defined purposes, there simply aren’t funds earmarked for advancing the next big idea. The School relies heavily on annual gifts to the HBS Fund for early-stage support of breakthrough projects, courses, programs, and other initiatives.”

As ventures like Field Immersion Experiences for Leadership Development (FIELD), the US Competitiveness Project, the Harvard Innovation Lab, and HBX take hold, they are attracting targeted donor support, freeing up unrestricted resources for new opportunities.

This cycle of investment allows the School to act quickly and thoughtfully to foster initiatives that prepare students for—and address the challenges of—an evolving business world.

The HBS Fund also supports core priorities that have long made the School a leader in the field of management education. A commitment to global understanding, pathbreaking research, educational innovation, and attracting the most talented students from diverse economic backgrounds are foundational elements of the School’s mission. These are far-reaching and often expensive areas of focus that require ongoing funding from multiple sources.

For more than a century, Harvard Business School has proven fertile ground for ideas that change the way people think about business and the world, but the School can never rest on its legacy; rather, it must be relentless in its pursuit of excellence and relevance. Annual giving to the HBS Fund for Leadership and Innovation helps make this possible.



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Nitin Nohria, Dean of the Faculty

📷 SUSAN YOUNG

# HBS Fund: Four Areas of Opportunity

Annual giving to the HBS Fund for Leadership and Innovation has an immediate impact on the School's ability to advance key priorities and provides much-needed financial flexibility to invest in new initiatives. To learn more, visit [alumni.hbs.edu/hbsfund](http://alumni.hbs.edu/hbsfund).



A Diversity of Perspectives

## Student Financial Aid

Need-based fellowships enable the School to attract the most talented students regardless of their financial circumstances, while bringing a diversity of perspectives to the classroom.



HBX Live

## Educational Innovation

Ongoing innovation ensures that the School continues to provide a transformational learning experience that educates and shapes future leaders.



FIELD 2 Students in Morocco

## Global Understanding

HBS provides an educational experience with unmatched global breadth, through internationally focused cases and courses and opportunities for students and faculty members to gain firsthand experience in markets around the world.



US Competitiveness Project Faculty Panel

## Pathbreaking Research

Research conducted by HBS faculty serves as the foundation for the School's educational programs and addresses the world's most pressing issues and challenges.

## A LEGACY OF REAL-WORLD IMPACT

These HBS initiatives were made possible with support from the HBS Fund for Leadership and Innovation:



**FIELD**

A complement to case method learning, FIELD (Field Immersion Experiences for Leadership Development) is a required, yearlong MBA course designed to foster leadership development, a global outlook, and the ability to integrate knowledge across disciplines.



**US Competitiveness Project**

The faculty involved in this multiyear, research-led effort are committed to identifying practical steps that business leaders can take to strengthen the US economy, which is an issue of global concern.



**HBX**

Using innovative digital platforms, HBX online courses and programs make the School's discussion-based approach to learning accessible to a broader range of students and offer further opportunities to engage HBS alumni.



**And More...**

The HBS Fund also helps meet the demand for need-based financial aid and provides critical support for ongoing faculty and student programs and activities.

# HBS FUND HELPS FUEL FACULTY RESEARCH AND NEW LEARNING EXPERIENCES

## Data's Double Duty: Research and the Real World

**A**s **Raffaella Sadun** was wrapping up her Corporate Strategy course last fall, one of her students sent her a four-page analysis of the private equity industry in India, a topic the class had touched on during a case discussion. On his own initiative, the student had interviewed industry leaders to better understand the barriers to growth that Indian private equity firms face—his analysis echoing findings from Sadun's own research. “It built on intuitions that I already had, but seeing firsthand experiences was great input,” says Sadun, the Thomas S. Murphy Associate Professor of Business Administration. An enterprising MBA student independently working to further existing research, she says, is “one of the interactions that you won't find at other schools.”

This kind of real-world input is especially relevant to Sadun, an economist who sees her research as helping firms build actionable solutions to their business challenges. Sadun's research is developed from management practice data that she and her colleagues compiled by interviewing business leaders across the globe. For instance, to determine how competing priorities can affect a family business, her team spoke to more than 1,100 CEOs, eventually finding striking differences in managerial styles and productivity in firms run by family members relative to their

external counterparts. Over the past several years, Sadun and her colleagues have interviewed 15,000 managers in 34 countries, leading to observations on everything from incentivization to the effects of competition on how firms are organized. “There is a branch of my field that is closer to philosophy,” she says. “Ultimately, though, I want to have an impact on the real world, not just academia.”

Insights pulled from the data, Sadun says, can extend beyond private firms. She wants to see if her research can help decrease mortality rates in neonatal intensive care units by increasing accountability and communication and teaching doctors to be better managers. “I'm trying to understand how my work can impact the public sector,” she says.

This is, admittedly, a daunting undertaking that will require untold amounts of data and research—and funding. But Sadun says that's a credit to another unique characteristic of her workplace. “HBS is very open to developing big ideas,” she says. And thanks to the support of her research from the HBS Fund for Leadership and Innovation, she feels a bit less like an economist and a bit more like an entrepreneur.



**“I want to have an impact on the real world, not just academia.... HBS is very open to developing big ideas...”**

Raffaella Sadun, Thomas S. Murphy Associate Professor of Business Administration

📷 ABOVE: RUSS CAMPBELL; RIGHT: DANA MAXSON



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[campaign.hbs.edu](https://campaign.hbs.edu)



“...we had the opportunity to meet some of the most brilliant people who are contributing to the life of the city...”

Arthur Segel, the Poorvu Family Professor of Management Practice

## An Immersion in Private Equity and Real Estate

During the week in early January when the Dow dropped more than 1,000 points, 33 second-year HBS students were, coincidentally, in New York City discussing the post-Great Recession economy with investors **Bill Ackman (MBA 1992)**, **Ray Dalio (MBA 1973)**, and Stan Druckenmiller. The students were participants in an Immersive Field Course (IFC) led by **Arthur Segel**, the Poorvu Family Professor of Management Practice.

The course, Private Equity and Real Estate in New York City, provided hands-on learning through unscripted student-led discussions with some of the sectors' most influential players—many of them HBS alumni—and opportunities for students to work on group projects at nine companies, including Barclays Capital, Barneys, Elliott Management, and Jonathan Rose Companies. The issues they tackled ranged from crowdsourcing and e-commerce, to renewable energy generation and development of buildings for use by charter schools.

IFCs are topic-oriented and designed to give MBA students in the Elective Curriculum deep engagement in the field by working with local organizations for up to two weeks. The NYC course included four on-campus sessions in the fall that laid the groundwork for the 10-day immersion. It gave students access to numerous innovators in investing and securitization, as well as leading real estate developers, including **Mike Fascitelli (MBA 1982)**, **Barry**

**Sternlicht (MBA 1986)**, and **Owen Thomas (MBA 1987)**, who shared insights about industry trends and challenges.

At Kohn Pedersen Fox Associates, architects of 10 and 30 Hudson Yards, the largest private real estate project in the United States, Chairman A. Eugene Kohn explained how an idea moves from drawing board to skyscraper, after which students toured the site. They also met with US Ambassador to the UN Samantha Power and **Sir James Wolfensohn (MBA 1959)**, former president of the World Bank, to gain a better understanding of America's financial capital from a global vantage point.

The course exceeded students' expectations. “We were able to talk with real estate and investment people who shared their perspectives on what's going to happen with the economy during a tumultuous time worldwide,” says **Keir Evans (HBS 2016)**. For classmate **Caitlin Hought**, the biggest takeaway was that “as MBA students we can make a large impact on the world not only through investing and real estate, but also by giving back.”

Observes Segel: “New York is still the center of the world, and we had the opportunity to meet some of the most brilliant people who are contributing to the life of the city and the global economy. They have extraordinary stories to tell, and it was fascinating for the students to hear about the paths they've chosen, especially as they look to the next step in their own careers.”

*Above: A. Eugene Kohn (far right), chairman, Kohn Pedersen Fox Associates, and a senior lecturer at HBS, with students in the firm's New York offices.*

# EXPRESSIONS OF SUPPORT



**“We believe in HBS’s ability to prepare leaders to meet the challenges facing business and society today.”** Ashley Garrett and Alan K. “AJ” Jones (both MBA 1987), HBS Fund Chairs

Alumni and friends who give to the HBS Fund for Leadership and Innovation advance the School’s key priorities. Gifts are put to use immediately where they are most needed, whether to support financial aid, educational innovation, global understanding, or pathbreaking research. Support for the HBS Fund enables the School to invest in new ideas and initiatives.

For more information, contact Charlie Cardillo, Senior Director, Annual and Reunion Giving, at 617-495-4702 or ccardillo@hbs.edu.



**HBS FUND**  
FOR LEADERSHIP & INNOVATION

**“For HBS to continue to have the kind of talented students that it has and to continue to be inclusive requires alumni to be very generous in their giving. That’s a powerful motivator for me.”** Lavanya Manohar (MBA 2011)



**“We, as business leaders, should go beyond ourselves and take a longer term view, putting larger interests above ours. Giving to the HBS Fund is a means to do just that and help the School provide lifelong learning opportunities for others.”** Christopher Lee (AMP 178, 2010)

**“Our support for the HBS Fund reflects the confidence we have in the Dean and other leaders at the School. Innovations such as HBX and FIELD are a great way to inspire donors to underwrite the future.”** Marc Lipschultz and Jacob Doff (both MBA 1995)



CHRIS TAGGART; TORI SOPERS; COURTESY CHRISTOPHER LEE; DANA MAXSON



1 MEXICO CITY



2 MEXICO CITY



3 MEXICO CITY



4 NEW YORK CITY



5 SAN FRANCISCO



6 CHICAGO

## Recent HBS Campaign Regional Events & Alumni Gatherings

1–3 HBS Campaign Mexico City Regional Event held in February at the Hyatt Regency Mexico City:

- 1 **Alfredo Berlanga (MBA 1997)**, **Dan Roig (MBA 1995)**, **Jorge de la Mora (MBA 1996)**, and **José Luis Ballesteros (MBA 1996)** at the reception.
- 2 **Alejandro Ramírez Magaña (MBA 2001)** was one of several speakers during the event.
- 3 **Vera Makarov (MBA 2010)**, **Felipe Ortiz-Monasterio (MBA 1977)**, and **Federico Barcena-Mastretta (MBA 1996)** before the start of the evening's program.

4 (seated, from left) **Peter Weinberg (MBA 1983)**, **Debby Weinberg (MBA 1985)**, **Jamie Dinan (MBA 1985)**, **Clifford Press (MBA 1983)**, (standing) **Beth Fascitelli (MBA 1984)**, **Mike Fascitelli (MBA 1982)**, **Elizabeth Miller (MBA 1985)**, and **Elizabeth Sawyer (MBA 1983)** at the New York City HBS Couples Dinner held in December at the Union Club as part of the School's regional engagement efforts.

5–6 Young Alumni Networking Events were held in the fall to create opportunities for alumni to connect. The San Francisco event was cohosted by the **HBS Association of Northern California** at ThirstyBear Brewing Company, and the Chicago event was cohosted by the **HBS Club of Chicago** at EPIC.

## Upcoming Campaign Regional Events around the World

- Dubai
- Istanbul
- Toronto

*To learn more about upcoming events and see photos from past events, please visit [alumni.hbs.edu/CampaignEvents](http://alumni.hbs.edu/CampaignEvents).*

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TO PREPARE LEADERS TO MEET  
THE CHALLENGES FACING  
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Ashley Garrett and Alan K. “AJ” Jones (both MBA 1987), HBS Fund Chairs

