Josh Lerner, Head of the Entrepreneurial Management Unit and the Jacob H. Schiff Professor of Investment Banking at HBS, recently led a research study aimed at quantifying the economic and social contributions of Harvard University graduates in the United States and abroad. The 2015 Harvard Impact Study sheds light on the influence of alumni in three distinct areas: entrepreneurship, board service, and volunteerism.

“Not surprisingly,” Lerner observes, “entrepreneurship among HBS alumni is particularly impressive.” More than half of HBS respondents had founded one or more currently operating, for-profit or nonprofit organizations. “Excluding financial service organizations,” he notes, “HBS founders are responsible for nearly 11 million jobs worldwide, across an estimated 43,000 companies and organizations.”

In terms of board service, 90 percent of HBS company founders and 75 percent of those who have not founded companies have served on corporate and/or nonprofit boards, including current service in more than 140,000 organizations across the globe. Non-founders who responded to questions about volunteerism named education as a top area of focus, followed by business/economy and human spirituality/religion. The study showed that roughly 20,000 non-founder alumni are logging an estimated 295,000 volunteer hours each month in US and international organizations.

Reflecting on the results of the study, Lerner says, “I think a lot of us—donors included—have long assumed that HBS graduates are central players in creating jobs, guiding boards, and giving back to their communities. The survey demonstrates the extent to which that assumption is spot-on.”
The 2015 Harvard Impact Study: HBS Alumni

A Harvard-wide research study to explore and quantify the economic and social impact of alumni founder activity, board service, and volunteerism. Here is a selection of results for HBS alumni.

**ENTREPRENEURSHIP**

54% of HBS alumni have founded a for-profit and/or a nonprofit organization.

**BOARD SERVICE**

83% of HBS alumni have served on a board (for-profit, nonprofit, or both).

**SERIAL FOUNDERS—ORGANIZATIONS FOUNDED**

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<th>Serial Founders</th>
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| 49%          | 29%  | 12%  | 10%  |

**REVENUES**

Alumni-founded companies and organizations are estimated to have annual revenues approaching:

- **$2.4 Trillion** HBS
- **$3.9 Trillion** All Harvard University

*In addition to the annual revenue generated by organizations founded by HBS alumni, graduates of the School have founded financial services firms that manage over $10 trillion.

**VOLUNTEERISM**

24% of HBS alumni have served as a volunteer.

- 51% Education
- 20% Business / Economy
- 20% Human Spirituality / Religion
- 16% Public Governance / Service
- 14% Medicine / Public Health
- 12% Popular Culture / Performing Arts

**LEARN MORE**

For a summary of results from the Harvard Impact Study, visit community.harvard.edu/alumniimpact.
As chairman of Esquel Group, Marjorie Yang (MBA 1976) oversees one of the world’s largest manufacturers of high-end cotton shirts. Founded in 1978 and headquartered in Hong Kong, Esquel employs 57,000 people at 35 plants and offices worldwide. The company earned approximately $1.5 billion in revenue in 2015 from serving top brands, including Hugo Boss, Nautica, and Ralph Lauren.

Yang is a catalyst for change in a traditional industry. As wages rise in China, many textile companies are leaving for less expensive labor markets. In contrast, Esquel is doubling down in China, where over half of its workers are based. Yang aspires to introduce new competitive strategies to the entire textile and apparel industry, and to be a leader in positive economic development in China.

Esquel is fully vertically integrated—from cotton growing, spinning, and weaving to dyeing, sewing, and retailing. By leveraging vertical integration, best practices, and technology such as automation and robotics, the company is constantly improving productivity and raising product quality.

At the same time, the company strives to reduce its carbon footprint, reduce waste, and conserve natural resources. From 2005 to 2015, for instance, the company’s water and energy consumption per garment dropped by 60 percent and 40 percent respectively. Esquel also works to enhance the well-being of its employees. “Their health and safety, job satisfaction, and work-life balance are our priorities,” says Yang.

Pro-worker and pro-environment policies aren’t just a social good at Esquel. “They save money and strengthen our competitive advantage,” notes Yang. For example, polluted water impedes the production of cotton, and poor air quality affects the health and performance of workers.

To promote change across the manufacturing sector, Esquel sponsors an annual forum, the Integral Conversation, which brings together industry and government stakeholders to inspire alternative thinking. “It’s a platform for like-minded people to explore new ways of pursuing economic growth and sustainable development while respecting people, communities, and the planet,” says Yang.

She is especially proud of an eco-industrial complex that Esquel is building in Guilin, China. The green complex will preserve the natural environment, leverage natural resources for light and ventilation, employ water recycling, and produce minimal waste.

“Our aim is to model ‘the factory of the future’ and demonstrate how a traditional industry can transform, be sustainable, and remain profitable.”

Marjorie Yang (MBA 1976), Chairman, Esquel Group
Before he came to HBS, Salman Khan (MBA 2003) didn’t think he had the stomach for entrepreneurship. Fast-forward 15 years, and Khan is founder and CEO of Khan Academy, a not-for-profit that provides free world-class education online to anyone anywhere. A little serendipity, a passion for making a difference, and degrees in computer science, math, and engineering (plus his MBA) brought him to this point.

After HBS, Khan was working as a hedge fund analyst in Boston when a young cousin living in New Orleans asked him to help her with her math homework via phone. Before long, Khan was tutoring 10 or 15 cousins after work. He started writing simple software to give them practice problems and making how-to videos so he could reach more kids efficiently. In 2009, he quit his job to see if he could turn this work into a real organization, and in 2011 Khan Academy launched.

Today, Khan Academy has 130 employees who create instructional videos and practice exercises in math, science, computer programming, history, economics, and more. Its work has captured the support of thousands of volunteers and donors, including the Gates Foundation, Google, and venture capitalists Ann and John (MBA 1976) Doerr.

Technology and a powerful mission ensure that Khan Academy’s impact far exceeds its small size. More than 10 million students a month access the site, content is offered in 36 languages, and the site is used by teachers in 300,000 classrooms. “Our annual budget is equivalent to the budget of a medium-sized high school, and we’re reaching 10 million students a month,” says Khan.

Khan Academy also partners with organizations like the Brookings Institution, the Museum of Modern Art, NASA, and, most notably, the College Board to create specialized content. “The College Board recognizes that there has been inequity in students’ access to college preparation,” says Khan. “By making world-class college prep available free online, we have a real shot at leveling the playing field a little bit.”

Despite the organization’s success, Khan believes there is much more to do. “We still live in a world that isn’t a meritocracy, and many people don’t have access to education,” he says. Among his goals, he envisions developing credentials that enable students who have self-educated themselves on Khan Academy to prove what they know to employers and colleges.

Khan is honored to be doing this work at this stage of his career. “I always did have this dream of being a Dumbledore figure who starts a school,” he says.
GIVING TO HBS

27% of the School’s FY16 operating budget was supported by giving from alumni and friends

$250 Median annual gift

8,900 Gifts under $1K in FY16 = $1.6M

54% of MBA alumni have supported HBS in the past 5 years

THE POWER OF MANY

Every Gift Matters

Annual gifts from alumni and friends to the HBS Fund for Leadership and Innovation are vital to the School’s mission to educate leaders who make a difference in the world. HBS puts these gifts to use immediately to sustain core priorities and embrace new opportunities. Collectively, this support has a significant impact on the School, and on the world beyond through the leaders and ideas that HBS generates.

THE EVOLVING HBS CAMPUS

The Pagliuca Harvard Life Lab is the newest addition to the growing portfolio of facilities to support innovation and entrepreneurship, joining the Harvard i-lab, which opened in 2011, and the Harvard Launch Lab, a start-up incubator which opened in 2014.

Made possible by a gift from Judy (MBA 1983) and Steve (MBA 1982) Pagliuca, the lab, opened in November, offers shared space for high-potential life sciences and biotech startups that are founded by Harvard faculty, alumni, students, and postdoctoral scholars. The 15,000-square-foot facility has fully equipped and permitted laboratory and office space for early-stage companies.

“When I heard Dean Nohria speak at my first Alumni Board meeting, I realized how much the School needs and values alumni gifts—even smaller contributions. Our support—big or small—enhances every aspect of the HBS experience that we all found so special.”

Faheen Allibhoy (MBA 2003), HBS Alumni Board Member
Recent HBS Campaign Regional Event & Alumni Gatherings

1–4 The HBS Campaign Toronto Regional Event was held at the Ritz-Carlton, Toronto, in September.
1 Alumni and guests at the reception.
3 Robin Kovitz (MBA 2007).

5 Patrick Goldrick (MBA 2013), Ariel Avila (MBA 2014), and Erin Miller (MBA 2013) at the Chicago Young Alumni Event held in October at the SPiN Ping Pong Social Club.
6 General Management Program (GMP) alumni gathered at a reception as part of Executive Education’s Global Alumni Leadership Summit, held on the HBS campus in August.

To learn more about upcoming events and see photos from past events, please visit alumni.hbs.edu/events.
“WHAT DISTINGUISHES HARVARD BUSINESS SCHOOL IS THAT OUR GRADUATES MAKE A DIFFERENCE IN ALL WALKS OF LIFE.”

Nitin Nohria, Dean of the Faculty