

IMPACT

MARCH 2017

INVESTING IN EDUCATIONAL INNOVATION



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THE HARVARD BUSINESS SCHOOL CAMPAIGN
THE HARVARD CAMPAIGN

CREATING OPPORTUNITIES TO ENHANCE LEARNING

THE BIG AMBITION BEHIND EDUCATIONAL INNOVATION

If a blueprint existed for educational innovation in the MBA Program, it would be informed by one guiding principle: create opportunities for students to identify and pursue their passions and to make a positive difference in the world.

“The ideal is that on the last day of their careers, our alumni would look back and say, ‘This education enabled me to lead a fulfilling life that I couldn’t have led otherwise.’ That’s the big ambition here,” says HBS’s **Felix Oberholzer-Gee**, the Andreas Andresen Professor of Business Administration and senior associate dean and chair of the MBA Program.

Innovation has been in the School’s DNA since it introduced the case method for management education almost a century ago. Sometimes innovation is about creating bold, new ideas, as happened when the field method was introduced to provide students more hands-on experience with real business challenges. From designing a new yearlong required course on Field Immersion Experiences for Leadership Development to building “hive” classrooms that support the associated teamwork and projects, the first year of the MBA Program was transformed. In the ensuing years the field method has been brought to the Elective Curriculum, with both immersive and extended field course offerings that require students to deepen their understanding of the “knowing” and “doing” of business leadership.

Innovation can also happen on a smaller scale, through gradual but persistent refining and refreshing. The second-year Elective Curriculum, for instance, functions like an R&D lab. In any given year, as many as five to ten new courses are introduced, typically drawing on the leading-edge research of the faculty members teaching them—on topics ranging from data analytics to reimagining capitalism. Even continuing courses incorporate anywhere from 10 to 50 percent new content or more, ensuring that students are engaging with business situations that are both timely and relevant.

Within and beyond the MBA Program, online learning, which has gained a significant foothold at HBS with the 2014 launch of HBX (highlighted in this issue of *IMPACT*), is yet another example of educational innovation. Going forward, the School is exploring ways to creatively integrate its three pedagogical strands—case, field, and digital—so that faculty members are able to draw on each in determining how best to convey tools, concepts, and insights.

Alumni play an integral role in advancing educational innovation at the School. “I’m amazed at how passionate our alumni are about ensuring that HBS is the best it can be,” says Oberholzer-Gee. “Yes, they provide financial resources, for which we are deeply grateful. But we also rely on intellectual stimulus from the alumni community—the insights they share, the engagement they have with our students—that ultimately powers innovation at HBS. We couldn’t do without both kinds of alumni support.”



“Some people might say, ‘Why would you want to change anything?’ But part of the obligation of the School’s leadership is to nudge people—to constantly improve and change and make the experience even better.”

Felix Oberholzer-Gee, the Andreas Andresen Professor of Business Administration and senior associate dean and chair of the MBA Program

LEFT: EVGENIA ELISEEVA; RIGHT: SUSAN YOUNG



What's New? A Few Highlights

EXECUTIVE EDUCATION

Senior Executive Leadership Program (SELP)

SELP is a new yearlong four-modular program designed for experienced senior executives to further their business management and leadership skills. Two in-class modules are held on the HBS campus and two in a host country; the modules are complemented by HBX Live virtual sessions. The first program was conducted in India in 2016, with future programs planned for additional countries.

HBX

Two New Online Certificate Programs

- **Leading with Finance**
The program provides a thorough understanding of the principles of finance—a toolkit for making smart financial decisions.
- **Negotiation Mastery**
Participants are introduced to analytical tools and interpersonal techniques for dealing effectively with different bargaining styles and tactics.

MBA PROGRAM

Startup Bootcamp

This is the first of a new January Wintersession being offered as an elective 10-day immersion program for first-year MBA students. The bootcamp uses a learning-by-doing approach to build skills required to succeed as an early-stage entrepreneur. Other topics such as coding and financial analysis are planned for future programs.



A student team pitches its venture to a panel of instructors, entrepreneurs, and investors on the final day of the Startup Bootcamp program.

DOCTORAL PROGRAMS

MBA Curriculum Exposure

Doctoral students are now asked to take at least two courses from the Elective Curriculum of the MBA Program to give them some experience in the classroom.



HBS FUND
FOR LEADERSHIP & INNOVATION

Alumni annual giving to the HBS Fund for Leadership and Innovation enables the School to continually innovate in its educational programs.

EXPANDING HORIZONS

HBX: REIMAGINING HBS FOR THE DIGITAL AGE

When considering how to enter the digital learning arena, HBS did what any startup would do. It began in 2012 by identifying a challenge: How to merge the unique elements of the HBS learning experience with the latest technology to create a powerful educational opportunity that would reach new audiences.

“We knew we wanted to bring the distinctive features of the HBS classroom—real-world cases and problem solving, active learning, and peer engagement—online,” says **Professor Bharat Anand**, a member of the initial development team who now serves as HBX faculty chair.

To achieve this, the HBX team built two platforms. The first platform, launched in 2014, houses **HBX Credential of Readiness (CRe)** and **HBX Certificate Programs**. CRe introduces students to business fundamentals through three courses—Business Analytics, Economics for Managers, and Financial Accounting—that feature multimedia cases, polls, virtual cold calls, and peer interactions to replicate the dynamics of the traditional classroom. Students complete the coursework on their own schedule while meeting regular deadlines. They are graded on participation and must pass a final exam. Targeted to serious learners, the multi-week program has a remarkable 85 percent completion rate across cohorts. CRe is now offered at educational institutions in the United States and to students around the world. At HBS, CRe is playing an important role in level-setting learning at the start of the MBA program. It replaces the Analytics course for those students without a background in business and economics; more than half of the MBA Class of 2018 completed the program, including a significant number who took it voluntarily.

HBX Certificate Programs include courses ranging from six to eight weeks for individuals and leadership teams. Each course is led by a renowned HBS professor: Disruptive Strategy with **Clayton Christensen**; Leading with Finance with **Mihir Desai**; and Negotiation Mastery with **Michael Wheeler**. Through online case discussions, debates, and assignments, participants learn concepts to apply within their organizations.

The second platform, **HBX Live**, is a virtual classroom housed in a Boston television studio where up to 60 people are engaged in real-time case discussions. The discussion leader—typically an HBS faculty member—sees participants arrayed on a wall of LED screens who interact digitally with the professor and each other through a proprietary interface that facilitates polling and chat, among other features. Launched in 2015, HBX Live collapses geography and enables a range of innovative learning and convening opportunities for alumni and Executive Education participants, among others.

The School has allocated significant resources to develop HBX, including leadership support from donors. While the ultimate goal is for HBX to be self-sustaining, gifts to the HBS Fund for Leadership and Innovation will help further HBX’s extraordinary potential to connect HBS with new audiences in compelling ways.

“Thoughtful engagement—with the material and among students—was at the center of our efforts in developing HBX,” says Anand. “These positive connections spur new ideas and are central to the future of online learning.”

“The concept of ‘digital first’ guided us to distill the case study approach down to its basic tenets and then to reimagine how to express these tenets online.”

Bharat Anand, the Henry R. Byers Professor of Business Administration and HBX faculty chair



▶ ABOVE: EVGENIA ELISEEVA; RIGHT: KATHERINE TAYLOR





The control room during an HBX Live session.

HBX MEETS DEMAND FOR A RANGE OF LEARNERS

“CORE took some of the most intimidating content for a non-business major like me and delivered it in an active, engaging way.”

Sheneka Balogun, CORE graduate, nonprofit manager

“HBX Live felt like a real classroom, or even like an enhanced classroom. The experience is so well designed and supported that I felt like I was sitting in the same room as my classmates.”

Diego Terceros, HBX Live participant, chemical engineering administrator

“You’d pose a question, and in the next 10 minutes you’d have five people chiming in trying to help you out. You get constant feedback and quick replies and answers. It really helps to reinforce the concepts.”

Krishna Rajendran (MBA 2018), CORE graduate

“I have already applied so much of what I learned. My strategy and message for my team and how we communicate with our customers has begun to shift.”

Paige Peterson, participant in Disruptive Strategy certificate program, sales manager

HBS CELEBRATES LAUNCH OF NEW LEGACY SOCIETY



Cindy Whitehead (center), the widow of the late John Whitehead, with event hosts Beth (MBA 1984) and Mike (MBA 1982) Fascitelli.

HBS celebrated the official launch of the new **John C. Whitehead Society** in New York City in December. Nearly 150 alumni and friends gathered at the New-York Historical Society. Attendees from California, Florida, and Massachusetts joined many others from New York, Connecticut, and New Jersey.

Named in honor of the late **John C. Whitehead (MBA 1947)**, a visionary business leader, government official, and philanthropist, the society recognizes alumni and friends who make legacy gifts to HBS by including the School in a will, trust, or other planned gift arrangement.

The event, cohosted by **Beth (MBA 1984)** and **Mike (MBA 1982) Fascitelli**, paid tribute to the life of Mr. Whitehead and illustrated the lasting impact of legacy gifts on HBS. As **Dean Nitin Nohria** said in his remarks, “Very few institutions in the world outlive us. HBS’s future—its success and its strength—depends on the legacy gifts alumni make today.”

There are more than 700 founding members of the John C. Whitehead Society. Learn more about legacy gifts and the Society at giftplanning.hbs.edu.

“Very few institutions in the world outlive us. HBS’s future—its success and its strength—depends on the legacy gifts alumni make today.”

Nitin Nohria, Dean of the Faculty

ALUMNI TAKE COLD CALLS IN NEW YORK CITY

Alumni gathered in New York City in November for a dynamic case discussion—a special benefit for members of the HBS Fund Investors Society. **John Quelch**, the Charles Edward Wilson Professor of Business Administration at HBS, joined alumni for a reception and then led the discussion. The case focused on 23andMe, whose sale of genetic testing kits directly to consumers was challenged by the Food & Drug Administration. Quelch, who coauthored the case, is also on the faculty of the Harvard T.H. Chan School of Public Health.

The Investors Society recognizes leadership annual donors to the HBS Fund for Leadership and Innovation. “The School relies on the generosity of Investors Society members each year to fulfill its mission,” says **Ashley Garrett (MBA 1987)**, who serves as chair of the HBS Fund along with her husband, **Alan “AJ” Jones (MBA 1987)**.

“This event was a wonderful example of expanding efforts to connect members more closely with HBS, top faculty, and new ideas.”

Membership in the Investors Society, which included nearly 1,200 alumni and friends in fiscal year 2016, is based on a donor’s total outright gifts and pledge payments to the HBS Fund in a given year. The fund provides flexible resources that the School can put to use immediately to advance core priorities and harness new opportunities.



HBS FUND
FOR LEADERSHIP & INNOVATION
Investors Society

To learn more, visit alumni.hbs.edu/hbsfund or contact Eric Stoddard, director of annual and reunion giving, at estoddard@hbs.edu or 617-495-6881.

LEFT: DANA MAXSON



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ALUMNI CONNECTIONS

HBS CLUBS (FY16)

102 

Clubs worldwide

21,882 

Club members

1,336 

Annual HBS alumni club-hosted events



Harvard Business School in Africa & Young Alumni Gatherings

- 1 **Abdu Mukhtar (MBA 2001), Ndidi Nwuneli (MBA 1999), and Hetty Ugboh (GMP 7, 2009)** at an alumni reception held at the InterContinental hotel in Lagos, Nigeria in January, coshosted by the HBS Association of Nigeria.
- 2 **Pippa Armerding** (on right) with guests at the Harvard Business School in Africa event held at the Four Seasons Hotel The Westcliff in Johannesburg, South Africa. Armerding was introduced during the program as director of HBS's newly established research office in Johannesburg.
- 3 Alumni from the MBA Classes of 2007–2016 gathered at the London Young Alumni Networking Reception at Hush Mayfair in November.
- 4 **Mark Godfrey (MBA 2016), Brendan McNamara (MBA 2008), and Humbulani Dombo (MBA 2016)** at the Washington, DC Young Alumni Networking Reception held at nopa Kitchen+Bar in November.

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

**“THE HBS FUND PROVIDES THE
R & D CAPITAL TO ENSURE OUR
ONGOING INNOVATION EFFORTS.”**

Nitin Nohria, Dean of the Faculty

