IMPACT

SEPTEMBER 2016

HBS CAMPAIGN UPDATE

THE HARVARD BUSINESS SCHOOL CAMPAIGN
THE HARVARD CAMPAIGN

IMPACT | HBS CAMPAIGN NEWS

ADVANCING THE VISION FOR HBS

As chair of The Harvard Business School Campaign, I have seen firsthand its impact on advancing key HBS priorities, including field-based learning, HBX, global research, the Harvard Innovation Labs, and financial aid. The philanthropic investments made by alumni and friends that support these and other initiatives ensure that the School remains the standard for excellence in management education worldwide.

Thanks to the extraordinary generosity of thousands of donors and the work of a dedicated corps of alumni volunteers, we are making remarkable progress toward our Campaign objectives. At the midpoint of this effort, I am delighted to welcome **Mark Nunnelly (MBA 1984)** and **Mark Stevens (MBA 1989)** as cochairs of the Campaign Leadership Committee. Their efforts will help the Campaign reach a successful conclusion—both guaranteeing a solid financial foundation for the future and expanding opportunities for alumni engagement with the School and with each other.

At Campaign events around the globe, many of you have heard about the vision for HBS in the 21st century and the School's commitment to educating leaders and generating ideas that can help address the problems facing business and society. It has been exciting to see the HBS community—alumni, students, the faculty, and staff—rally around this vision. A wide range of events and programs, along with new ways to connect online, have energized interactions among alumni and inspired new collaborations, business ventures, and friendships—outcomes we will continue to foster long after the Campaign ends.

Alumni have shown their dedication through contributions of all sizes to the HBS Fund for Leadership and Innovation, as well as to specific priorities that resonate with their personal passions. This ongoing support is essential to the School's efforts to provide a transformational educational experience.

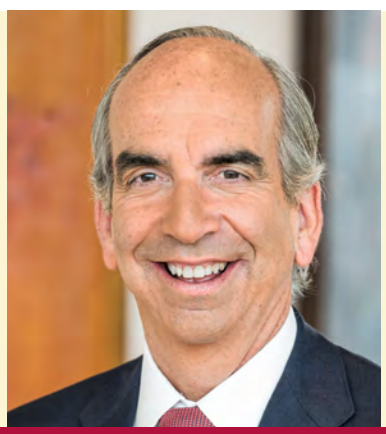
I firmly believe that business is the single most important driver for social good in the world.

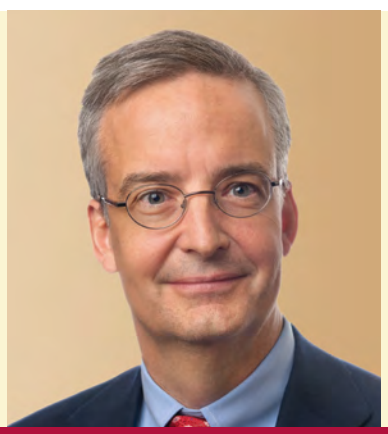
As business leaders, we have the power to develop solutions to complex challenges and help people create better lives for themselves, their families, and their communities. HBS and its more than 80,000 alumni must play a critical role in this effort. Our investment in the School—its programs, its activities, and its people—provides us with the unique opportunity to leverage our collective impact and effect positive change in the world.

John B. Hess

CAMPAIGN CHAIR
John B. Hess (MBA 1977)

CAMPAIGN COCHAIRS
Mark E. Nunnelly (MBA 1984)
Mark A. Stevens (MBA 1989)





The Campaign is...

Enabling a broader diversity of students to enroll in the MBA Program

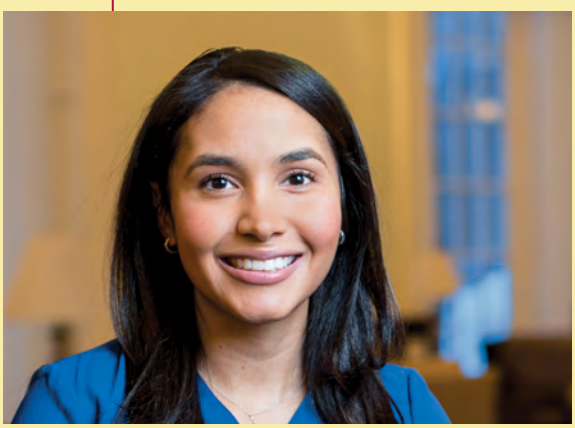
"Fellowships help ensure that income doesn't determine whether you can receive a world-class business education."

Janae Grijalva (MBA 2016)

Accelerating the School's efforts to innovate in its educational programs

"Experiential learning through courses like FIELD helps our students to be more effective, particularly in the early stages of their careers."

Felix Oberholzer-Gee, Andreas Andresen Professor of Business Administration, Senior Associate Dean, Chair, MBA Program



Supporting new generations of HBS faculty

"By supporting the faculty, you are investing in transformational learning experiences and pathbreaking research."

Frances X. Frei, UPS Foundation Professor of Service Management, Senior Associate Dean for Executive Education

Deepening collaboration across Harvard University

"SEAS [the Harvard John A. Paulson School of Engineering and Applied Sciences] is the next frontier for Harvard, and its expanding campus in Allston promises to become the next center of Harvard innovation."

John A. Paulson (MBA 1980)

Creating opportunities to expand global understanding

"In order to find solutions to big problems, you need a global perspective."

David B. Yoffie, Max and Doris Starr Professor of International Business Administration

MAKING PROGRESS
ON STRATEGIC PRIORITIES

The Harvard Business School Campaign has played a critical role in advancing the School's mission through the "Five I" strategic priorities. Selected highlights of new activities made possible by generous support from alumni and friends are presented here.

Annual giving at all levels to the **HBS Fund for Leadership and Innovation** has an immediate impact on the School's ability to pursue new initiatives, and is the cornerstone of HBS's economic model.

INNOVATION

Field-Based Learning

FIELD 2 global immersions offer first-year MBA students a hands-on learning experience, while a growing array of field method courses, both immersive and extended, are offered during the second year of the program.

HBX

HBS is extending its reach to new audiences through HBX, a unique online learning platform.

- **CORe** offers a primer on the fundamentals of business.
- **HBX Courses** cover critical management skills from decision-making to negotiation.
- **HBX Live** is a virtual HBS classroom experience bringing together participants from around the world.

10,000+
Online learners to-date

BRIDGES

Bridges, a three-day capstone course introduced in 2015, gives graduating MBA students an opportunity to reflect on their time at the School, synthesize what they learned, and plan for reentering the workforce.

"Our goal is to help graduating MBAs get ready for the next chapter in their adventures, and remind them of the many bridges they have back to HBS."

Kristin Williams Mugford, Melvin Tukman Senior Lecturer of Business Administration

INTELLECTUAL AMBITION

- **Faculty Research:** HBS faculty members are employing new methodologies, including large-scale and longitudinal studies, to address complex problems.
- **US Competitiveness Project:** The Young American Leaders Program was launched in 2015 to put US competitiveness research into action by bringing together small groups of high-potential leaders from different sectors of cities (business, local government, school districts, and social enterprise) to explore how they can improve their regions' competitiveness.

9 US cities represented at the 2015 and 2016 Young American Leaders Program

180 Participants

INTERNATIONALIZATION

The School's nine **Global Research Centers** and four **Research Offices** deepen the faculty's understanding of and contributions to global business practice and support activities ranging from Executive Education to publishing to MBA admissions and placement.

3

Research offices established during FY16 in Singapore, Dubai, and Tel Aviv

55%

Cases published in FY16 that are globally oriented

FIELD 2 Students in Casablanca

INCLUSION

The School is committed to creating an environment where every member of the HBS community is able to thrive and do their best work in support of the School's mission.

- **Need-Based Fellowships:** The School is able to admit talented students regardless of their financial means, creating a diverse classroom that enhances the learning experience for all.
- **Gender Initiative:** This initiative was launched in 2015 to support research, teaching, and knowledge dissemination that promote gender equity in business and society.

87

Students in the MBA Class of 2017 are the first in their families to attend college

76

New fellowship funds have been created since 2014

"One of the main goals Harvard Business School wants to achieve with the Gender Initiative is to ground discussions about gender in rigorous research so that people can make better-informed decisions for themselves."

Robin Ely, Diane Doerge Wilson Professor of Business Administration, Chair, Gender Initiative

INTEGRATION

In support of Harvard University President Drew Faust's vision for "One Harvard," HBS is helping to foster collaboration across the University.

Allston

- The **Harvard John A. Paulson School of Engineering and Applied Sciences** is preparing to move into new facilities adjacent to the HBS campus during 2018–2019, creating opportunities for engagement in research and teaching.

Harvard Innovation Labs

- With the **i-lab** for students, **Launch Lab** for alumni ventures, and **Life Lab** for the life sciences community, HBS has helped create an unparalleled ecosystem for innovation and entrepreneurship.

HARVARD I-LAB

203,000

Student visits since the opening in 2011

HARVARD LAUNCH LAB

36 Alumni-led startup teams since the opening in 2014

9 Harvard schools represented in startup teams

CONNECTION, ENGAGEMENT,

ALUMNI EVENTS (FY16)

GLOBAL NETWORKING NIGHT

60

HBS clubs participated

YOUNG ALUMNI NETWORKING EVENTS

488

Attendees in 7 cities

ALUMNI NEW VENTURE COMPETITION

190

Entries (46% increase since the launch of the Campaign)

ALUMNI DINNER SERIES

These informal dinners provide current MBA students an opportunity to meet alumni in a casual setting to share their HBS experiences

51

Dinners

32

Cities

ALUMNI WEBSITE

WEB TRAFFIC

106%

Increase in average visitors per month since the Campaign launch as a result of new directory tools, more alumni stories, and a new Campaign section

IMPACT

800+ MAKING A DIFFERENCE

Alumni, faculty members, and students featured in an online collection of impact stories

86,000+

Online views

SOCIAL MEDIA

ALUMNI INTERACTIONS

40,000+

Unique alumni interactions on Twitter, Instagram, and Facebook since 2014

LINKEDIN

19,600+

Members of the official HBS alumni LinkedIn group

ALUMNI DINNER SERIES: MBA Class of 2011 sectionmates Brent Hurley and David Huynh (on left) hosted second-year MBA students at Hurley's home in Atherton, California.

LEARN MORE about how you can get involved at alumni.hbs.edu.

PARTICIPATION

Attendees at spring 2015 Reunions

REUNION ATTENDANCE

ONE-YEAR REUNIONS

Class of 2013	431
Class of 2014	502
Class of 2015	639

SPRING 2016 REUNIONS

4
MBA classes set attendance records

3,753
Total attendees (new record)

WEBINARS (FY16)

ALUMNI PARTICIPANTS

7,017
(130% increase since FY14)

TOPICS

22
Trending@HBS and career development offerings

ALUMNI VOLUNTEERS

Serving in many roles, including fundraising, alumni relations, and governance, among others

4,048
Since 2014

Participants at 2016 Alumni Volunteer Leadership Conference

ALUMNI NEWS

CLASS NOTES

4,278
Pages of Class Notes published in the *HBS Alumni Bulletin* since the launch of the Campaign

HBS FUND FOR LEADERSHIP & INNOVATION

HBS FUND DONORS (FY16)

12,269

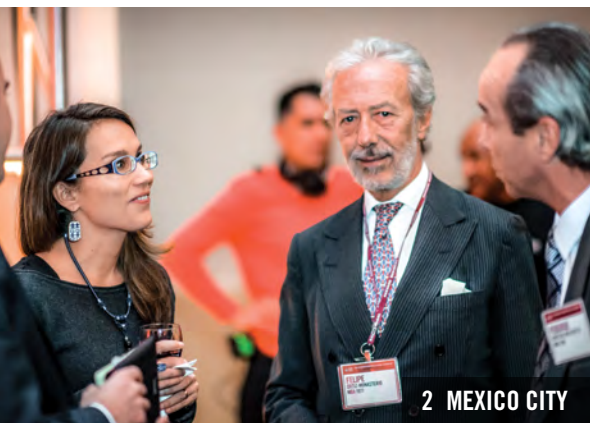
HBS FUND INVESTORS SOCIETY MEMBERS (FY16)

Alumni and friends who made a leadership annual gift to the HBS Fund for Leadership and Innovation

1,257

EVENTS AROUND THE WORLD

1 PARIS


2 MEXICO CITY

3 ISTANBUL

4 DUBAI

5 BOSTON

HBS CAMPAIGN REGIONAL EVENTS

25 Events to-date

5,385 Attendees

6 CHICAGO

7 NEW YORK CITY

8 DALLAS

10 SAN FRANCISCO

HBS CLUB–HOSTED EVENTS

FY13	483
FY15	1,369

283%
Increase

9 SÃO PAULO

11 TOKYO

HBS Campaign Regional Events & Alumni Gatherings

1 **PARIS: Eddy Pirard (MBA 1991)**, **Philippe Sereys de Rothschild (MBA 1991)**, **Paula Zazadze Arrigo (MBA 1990)**, and **Gregory Salinger (MBA 1991)** at the Campaign's Paris Regional Event at the Pavillon Gabriel in May 2015.

2 **MEXICO CITY: Vera Makarov (MBA 2010)**, **Felipe Ortiz-Monasterio (MBA 1977)**, and **Federico Barcena-Mastretta (MBA 1996)** at the Campaign's Mexico City Regional Event in February 2016.

3 **ISTANBUL: Mustafa Aysan (MBA 1959)**, **Işik Keçeci Aşur (MBA 1997)**, and **Hüsnü Özyeğin (MBA 1969)** at the Campaign's Istanbul Regional Event in March 2016.

4 **DUBAI: Mohammed Al-Faisal (MBA 1996)** and **Tarek Sakka (MBA 1994)** at the Campaign's Dubai Regional Event in March 2016.

5 **BOSTON:** Campaign Chair **John Hess (MBA 1977)**, **Robert Kraft (MBA 1965)**, **Jonathan Kraft (MBA 1990)**, and **Dean Nohria** at the Campaign's Inaugural Event on campus in April 2014.

6 **CHICAGO: Anne Dias Griffin (MBA 1997)** delivered remarks at the Campaign's Chicago Regional Event in September 2014.

7 **NEW YORK CITY:** Alumni and their guests mingled outside of the Starr Theater, located in the Lincoln Center's Alice Tully Hall, as part of the Campaign's New York Regional Event in November 2014.

8 **DALLAS:** Guests gathered at the Campaign's Dallas Regional Event, held at the George W. Bush Institute in March 2015.

9 **SÃO PAULO: André Jakurski (MBA 1973)** spoke at the Campaign's São Paulo Regional Event in August 2015.

10 **SAN FRANCISCO:** The fall 2015 San Francisco Young Alumni Networking Event was cohosted by the HBS Association of Northern California at ThirstyBear Brewing Company.

11 **TOKYO: Hiroshi Mikitani (MBA 1993)** at the Campaign's Tokyo Regional Event in January 2015.

THE EVOLVING HBS CAMPUS

The School's unique residential campus continues to evolve to meet the needs of the HBS community. With support from the Campaign, the School has completed two new buildings and a third is expected to open in 2018.

- **Tata Hall** is now an essential part of the Executive Education experience. The seven-story glass and stone building includes residential space, classrooms, and gathering places used by more than 10,000 senior executives who participate in the School's programs each year. Named in honor of **Ratan Tata (AMP 71, 1975)**, the building opened in December 2013.
- In June 2016, HBS celebrated the official opening of the **Ruth Mulan Chu Chao Center**. Through a generous gift from a Dr. James Si-Cheng Chao and family foundation, the facility has already become a hub for executives who use its meeting rooms, dining facilities, and classrooms. The building is the first on campus to be named after a woman and an American of Chinese descent, and serves as a bridge between the School's Executive Education and MBA Programs.
- In April 2016, the School broke ground on **Klarman Hall**, a new convening center that will combine elements of a large-scale conference center, a performance space, and an intimate community forum where the School can harness the energy and creativity of students, faculty members, alumni, and global leaders. Klarman Hall, expected to open in 2018, was made possible by **Seth (MBA 1982) and Beth Klarman**.

TATA HALL

RUTH MULAN CHU CHAO CENTER

KLARMAN HALL (Artist's Rendering)

THE HARVARD BUSINESS SCHOOL CAMPAIGN LEADERSHIP

CHAIR

John B. Hess (MBA 1977)

COCHAIRS

Mark E. Nunnelly (MBA 1984)
Mark A. Stevens (MBA 1989)

HONORARY CHAIRS

Jane Batten
The Dr. James S.C. Chao and Ruth Mulan Chu Chao Family
Kim B. Clark
Margot Connell
Ian M. Cumming (MBA 1970)
Raymond T. Dalio (MBA 1973)
Thomas F. Frist Jr.
André R. Jakurski (MBA 1973)
Seth A. Klarman (MBA 1982)
Robert K. Kraft (MBA 1965)
Jay O. Light (DBA 1970)
John H. McArthur (MBA 1959, DBA 1963)
John A. Paulson (MBA 1980)
Arthur Rock (MBA 1951)
C.D. Spangler Jr. (MBA 1956)
Howard H. Stevenson (MBA 1965, DBA 1969)
Ratan N. Tata (AMP 71, 1975)
John C. Whitehead (MBA 1947)§
Hansjörg Wyss (MBA 1965)

VICE CHAIRS

James A. Attwood Jr. (MBA 1984)*
Len Blavatnik (MBA 1989)
James W. Breyer (MBA 1987)
Harold M. Brierley (MBA 1968)*
Glenn M. Creamer (MBA 1988)
Mary Jane Creamer (MBA 1988)
Anne Dias Griffin (MBA 1997)*
James G. Dinan (MBA 1985)*
Paul J. Finnegan (MBA 1982)*
Julie Damgard Frist (MBA 1997)*
Thomas F. Frist III (MBA 1997)*
William Fung (MBA 1972)
Lady Dorothy K. Hintze (MBA 1982)
Sir Michael Hintze (MBA 1982)
Ralph M. James (MBA 1982)*
Robert G. James (MBA 1948)
Robert Steven Kaplan (MBA 1983)*
Jonathan A. Kraft (MBA 1990)
Scott D. Malkin (MBA 1983)
Elizabeth R. Miller (MBA 1985)
Anna Spangler Nelson (MBA 1988)
Thomas C. Nelson (MBA 1988)
Joseph J. O'Donnell (MBA 1971)
Judy M. Pagliuca (MBA 1983)
Stephen G. Pagliuca (MBA 1982)
Ajay G. Piramal (AMP 110, 1992)
David M. Rubenstein
Laurence E. Simmons (MBA 1972)
Laurene M. Sperling (MBA 1982)
Scott M. Sperling (MBA 1981)

REGIONAL CHAIRS

Lloyd C. Blankfein
Robert J. Carney (MBA 1963)
Robin S. Chandra (MBA 1993)
Sir Ronald M. Cohen (MBA 1969)
Richard A. Corbett (MBA 1964)
Howard Cox (MBA 1969)
Paul B. Edgerley (MBA 1983)
Sandra M. Edgerley (MBA 1989)
Bridgitt Bertram Evans (MBA 1986)
Bruce R. Evans (MBA 1986)
Trevor Fetter (MBA 1986)
Robert F. Greenhill (MBA 1962)
Alan F. Horn (MBA 1971)
Gerald P. Kaminsky (MBA 1963)
Thai Lee (MBA 1985)
Douglas J. Mackenzie (MBA 1989)
Hiroshi Mikitani (MBA 1993)
Joe L. Roby (MBA 1967)
Jesse Rogers (MBA 1984)
James F. Rothenberg (MBA 1970)§

*Serving as both Vice Chair and Regional Chair §Deceased

GOING FORWARD

Through The Harvard Business School Campaign, we are positioning the School to deepen its impact on business and business education.

From its inception, the Campaign has had high aspirations. We aimed to increase engagement and participation among our alumni and the next generation of HBS leaders; to improve the perception of HBS and business in the world; to engage with the University in mutually beneficial ways; and to build the case for flexible funding that would support innovation at the School. On all these dimensions we have made real progress, and I am extremely proud of what we have accomplished.

Our work, however, is not done. I envision a future where we—the alumni, students, faculty members, and staff of Harvard Business School—work in concert to address society's most difficult problems, innovate to redefine what is possible, and cross sectors to find solutions to complicated challenges.

To achieve this, we are focused on several critical priorities. We must continue to build a world-class faculty by ensuring that we are able to attract and develop outstanding junior faculty members. While we have an amazing fellowship program, we can do more to make the School accessible to students with tremendous potential who may otherwise never have imagined that an HBS degree is within their reach. We can find new ways to leverage the fact that we are part of a great university as we build programmatic bridges with our future neighbor in Allston, the Harvard John A. Paulson School of Engineering and Applied Sciences. We also are committed to extending exciting work that we have begun, including further investing in HBX, continuing innovation in the MBA Program, and strengthening the global understanding of our faculty and students.

I am emboldened and inspired by the opportunities that lie ahead. Business will be the engine that creates prosperity, both in our communities and for society.

Thank you for joining us on this important journey.

Nitin Nohria
Dean of the Faculty

Henry B. Schacht (MBA 1962)
Alvin J. Silk
Ranjan Tandon (MBA 1977)
Jeffrey C. Walker (MBA 1981)
Byron R. Wien (MBA 1956)
Siddharth Yog (MBA 2004)
Glenn A. Youngkin (MBA 1994)
Jide J. Zeitlin (MBA 1987)

REGIONAL COMMITTEE

Omar K. Alghanim (MBA 2002)
Javier F. Arango (MBA 1989)
Yat-Pang Au (MBA 2000)
Joshua Bekenstein (MBA 1984)
R. Dyke Benjamin (MBA 1962)
David G. Bradley (MBA 1977)
James J. Burke Jr. (MBA 1979)
Richard M. Cashin Jr. (MBA 1980)
Scott D. Cook (MBA 1976)
H. Lawrence Culp Jr. (MBA 1990)
John G. Danhakl (MBA 1985)
Kent P. Dauten (MBA 1979)
Timothy T. Day (MBA 1964)
Thompson Dean (MBA 1984)
Robert V. Delaney Jr. (MBA 1986)
William R. Elfers (MBA 1974)
Oliver A. Evans (MBA 2004)
Elizabeth S. Fascitelli (MBA 1984)
Michael D. Fascitelli (MBA 1982)
Ashley Garrett (MBA 1987)
Raphael Geismar (MBA 2006)
Peter J. Gerber (MBA 1965)
James H. Gipson (MBA 1973)
Brent W. Gledhill (MBA 1997)
Nisa A. Godrej (MBA 2006)
Bennett J. Goodman (MBA 1984)
James T. Hackett (MBA 1979)
Edmund A. Hajim (MBA 1964)
Ken Hakuta (MBA 1977)
John C. Hansen (MBA 1985)
Joshua J. Harris (MBA 1990)
Michael J. Johnston (MBA 1962)
Alan K. Jones (MBA 1987)
Stephen P. Kaufman (MBA 1965)
Thomas L. Kempner Jr. (MBA 1978)
Mark E. Kingdon (MBA 1973)
Alexander M. Knaster (MBA 1985)
Gisel L. Kordestani (MBA 2003)
Kewsong Lee (MBA 1990)
Miyoung E. Lee (MBA 1992)
Ian K. Loring (MBA 1993)
John McCall MacBain (MBA 1984)
Paul A. Maeder (MBA 1984)
Thomas J. Mallon (MBA 1982)
Prakash A. Melwani (MBA 1986)
Alexander Navab (MBA 1991)
Kate S. Niehaus (MBA 1982)
Robert H. Niehaus (MBA 1982)
Denise M. O'Leary (MBA 1983)
Kenneth E. Olivier (MBA 1979)
Catherine James Paglia (MBA 1976)
Andrew M. Paul (MBA 1983)
John C. Phelan (MBA 1990)
Robert S. Pitts Jr. (MBA 1991)
William J. Poorvu (MBA 1958)
Alex Popa (MBA 2007)
Andrew C. Right (MBA 2003)
Elizabeth Schwarzman Right (MBA 2003)
Collin E. Roche (MBA 2000)
Alexander J. Roepers (MBA 1984)
Reza R. Satchu (MBA 1996)
Neil P. Simpkins (MBA 1992)
William G. Spears (MBA 1962)
Lee J. Styslinger III (MBA 1988)
John A. Thain (MBA 1979)
Kent J. Thiry (MBA 1983)
Robb E. Turner (MBA 1990)
Deborah L. Weinberg (MBA 1985)
John S. Weinberg (MBA 1983)
Peter A. Weinberg (MBA 1983)
William P. Wilder (MBA 1950)
Dennis J. Wong (MBA 1983)
Gwill E. York (MBA 1984)

Committee in formation; updated July 19, 2016

“WHAT WE DO AT HBS MATTERS NOT JUST TO THE MEMBERS OF OUR COMMUNITY, BUT ALSO TO THE WORLD AT LARGE.”

Dean Nitin Nohria