IMPACT

MARCH 2018

INVESTING IN UNIVERSITY COLLABORATIONS

THE HARVARD BUSINESS SCHOOL CAMPAIGN
THE HARVARD CAMPAIGN

IMPACT | HBS CAMPAIGN NEWS

EXCELLENCE AT THE INTERSECTION OF DISCIPLINES

Across Harvard University, rapid innovation and technological change, among other factors, are prompting important collaborations that enhance learning and deepen understanding. Under the mantle of "One Harvard," students, faculty members, and administrators are engaging with one another beyond the boundaries of their particular schools to address society's most exciting opportunities and challenging issues.

In the Harvard Innovation Labs, for example, members of the Harvard community are developing and carrying forward ideas for ventures in areas ranging from genomics to social programs, involving business, science, medicine, law, public policy, design, and ethics. What began with the i-lab, an incubator for students across Harvard, has evolved into an innovation ecosystem that includes the Harvard Launch Lab (for alumni) and the Pagliuca Harvard Life Lab (for students, faculty, and alumni).

Another collaborative effort is the MS/MBA joint degree program launched by HBS and the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS), with the first cohort of about 30 students arriving in August. The extensive course development underway for the program, and the relationships it is fostering across faculties, will have a spillover effect on both schools' curricula and research agendas. The program also will serve as a prelude to yet-to-be-planned activities that await the 2020 opening of the Harvard Science and Engineering Complex across Western Avenue from HBS. This triangulation of the Harvard Innovation Labs, HBS, and SEAS will foster entrepreneurship along a dynamic Innovation Corridor in Allston.

Today's collaborative spirit is a far cry from the early 19th century, when the then president of Harvard, John Kirkland, said: "It is our rule here for every tub to stand on its own bottom." **Srikant Datar**, the Arthur Lowes Dickinson Professor of Business Administration and senior associate dean for University affairs, explains: "This siloed approach was effective for much of Harvard's history. Individual schools and colleges had to first reach a certain level of excellence on their own, and keeping that tub on its own bottom was an important benefit.

"However," observes Datar, "over time it became clear that very good intellectual activity takes place at the intersection of different disciplines. In the process of sharing, you make each school better, and you educate students better. When there is overlap in interest and curiosity about what's happening on the other side, that's when the magic occurs. That's when the idea of One Harvard takes root."

Key to furthering collaborations that benefit both HBS and the University is the generosity of the School's alumni and friends. "We have been fortunate that our donors appreciate our efforts to develop the next generation of leaders," says Datar. Endowment gifts and annual contributions to the HBS Fund for Leadership and Innovation enable cross-disciplinary programs and initiatives that draw on the School's expertise in general management, leadership, innovation, and business models to advance new ideas.

"In the process of sharing, you make each school better, and you educate students better. …That's when the idea of One Harvard takes root."

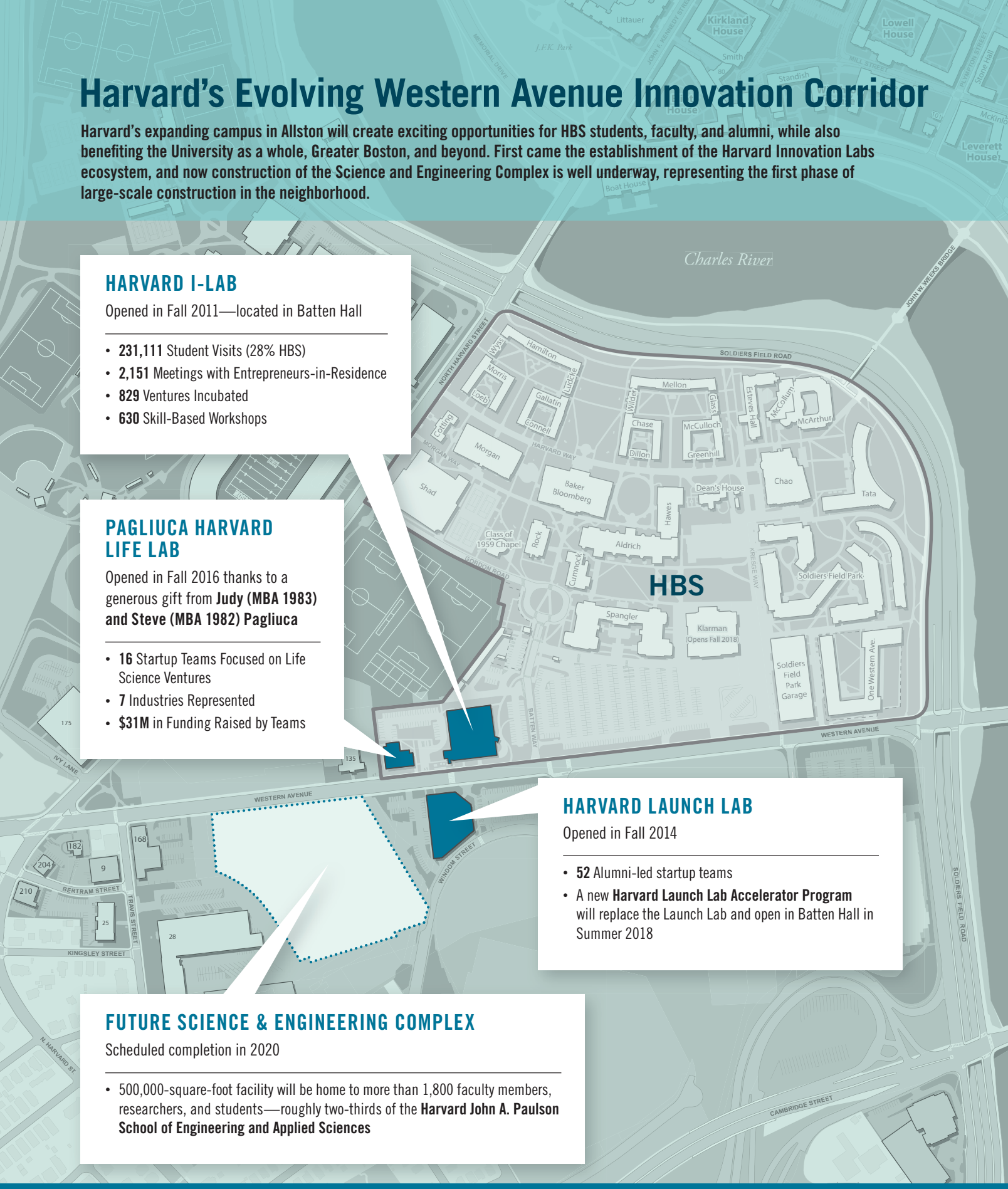
Srikant Datar, Arthur Lowes Dickinson Professor of Business Administration and Senior Associate Dean for University Affairs

On the cover: Pagliuca Harvard Life Lab

COVER: SUSAN YOUNG; ABOVE: RUSS CAMPBELL

Harvard's Evolving Western Avenue Innovation Corridor

Harvard's expanding campus in Allston will create exciting opportunities for HBS students, faculty, and alumni, while also benefiting the University as a whole, Greater Boston, and beyond. First came the establishment of the Harvard Innovation Labs ecosystem, and now construction of the Science and Engineering Complex is well underway, representing the first phase of large-scale construction in the neighborhood.



HARVARD I-LAB

Opened in Fall 2011—located in Batten Hall

- **231,111** Student Visits (28% HBS)
- **2,151** Meetings with Entrepreneurs-in-Residence
- **829** Ventures Incubated
- **630** Skill-Based Workshops

PAGLIUCA HARVARD LIFE LAB

Opened in Fall 2016 thanks to a generous gift from **Judy (MBA 1983) and Steve (MBA 1982) Pagliuca**

- **16** Startup Teams Focused on Life Science Ventures
- **7** Industries Represented
- **$31M** in Funding Raised by Teams

HARVARD LAUNCH LAB

Opened in Fall 2014

- **52** Alumni-led startup teams
- A new **Harvard Launch Lab Accelerator Program** will replace the Launch Lab and open in Batten Hall in Summer 2018

FUTURE SCIENCE & ENGINEERING COMPLEX

Scheduled completion in 2020

- 500,000-square-foot facility will be home to more than 1,800 faculty members, researchers, and students—roughly two-thirds of the **Harvard John A. Paulson School of Engineering and Applied Sciences**

REALIZING THE POTENTIAL OF ONE HARVARD

Collaboration Leads to New Programs for Business and Education

Two new programs developed and led by HBS faculty in collaboration with colleagues from across Harvard University—one in business analytics and another in school leadership—are demonstrating the real-world potential of interdisciplinary academic ventures.

Debuting this spring, the **Harvard Business Analytics Program (HBAP)** was designed and will be taught by faculty from HBS, the Harvard John A. Paulson School of Engineering and Applied Sciences, and Harvard's Faculty of Arts and Sciences. It will give experienced executives—including those who already possess an MBA or advanced business degree—a foundational understanding of quantitative analysis and data science. "Data and data analytics are transforming industries across the board," says HBAP cofounder **Karim Lakhani**, the Charles E. Wilson Professor of Business Administration at HBS. "This program will help established leaders work more effectively with data science teams and understand how to use new data capabilities to drive strategic advantage."

Participants in HBAP take part in six new online courses, two seminars, and two on-campus immersions at HBS. The curriculum covers topics ranging from programming and data science systems to digital strategy and innovation to data-driven marketing. The course content includes both asynchronous learning sessions and sessions taught by Harvard faculty in live, face-to-face online classes.

By the end of the self-paced program, which can be completed in as little as nine months, Lakhani says participants "will be able to bring data analytics from the periphery to the heart of their respective organizations."

Another new program, the **Certificate in School Management and Leadership**, was developed by HBS and the Harvard Graduate School of Education (HGSE) to address the increasingly complex issues faced by school principals on the front lines of K–12 public education, offering them strategies and actionable practices to improve outcomes for students and teachers as well as communities. The program is led by **Mary Grassa O'Neill**, HGSE senior lecturer and faculty director of the School Leadership Program, and HBS senior fellow **Allen Grossman**, cofounder of the Public Education Leadership Project, a long-standing HBS-HGSE partnership.

"In addition to providing academic leadership, today's principals have to manage personnel, budget, facilities, and a diverse range of community stakeholders," Grossman notes. "It's not a stretch to think of them as CEOs, yet many have not been trained for that job."

To enhance their capacity to build and lead high-performing schools, participants in the online certificate program will take in lessons from Harvard experts on business, education, nonprofits, and government, engaging with the curriculum and each other several hours a week at times of their choosing on the HBX digital learning platform. "A key feature of the program is that it is completed during the school year, and participants can immediately apply what they learn," says Grassa O'Neill.

"Programs such as these demonstrate Harvard's growing ability to integrate and deliver multidisciplinary knowledge to help leaders meet their organizations' evolving challenges," says **Srikant Datar**, the Arthur Lowes Dickinson Professor of Business Administration and senior associate dean for University affairs at HBS. He adds:

"This is Harvard coming together to innovate in ways that none of us could do in isolation."

HARVARD BUSINESS ANALYTICS PROGRAM

Expected Growth in Demand for Data Scientists & Data Engineers by 2020

39%

Number of Harvard Schools Collaborating on HBAP

3

Learn more by visiting analytics.hbs.edu.

CERTIFICATE IN SCHOOL MANAGEMENT AND LEADERSHIP

Four Courses Approximately 15 Hours Each

Number of US Principals & Assistant Principals, as well as Teachers Aspiring to Become Principals

400K+

PRIMO Fellow Alan Castro, HBS Assistant Professors Susanna Gallani and Christopher Stanton, and PRIMO Fellow Obinna Igbokwe

PRIMO: Fostering a New Generation of Researchers

Harvard senior Alan Castro and **Tami Kim (DBA 2017)**, a new assistant professor at the University of Virginia's Darden School of Business, have a special connection: They have both been fellows in Harvard Business School's **Program for Research in Markets and Organizations (PRIMO)**, a 10-week summer program for Harvard undergraduates that matches students with HBS faculty members to work on pre-defined research projects. It represents one of many collaborative efforts across Harvard to integrate learning and leverage the University's impact.

Summer 2017 marked the seventh year for PRIMO, which was designed to develop research and writing skills, creativity, and a sense of community among a small group of motivated undergraduates who may be considering a PhD program and a career in research or academia. The program also exposes the fellows to in-class case discussions to give them a sense of participant-centered learning and how research leads to preparing cases and other course materials. To date, a total of 119 students have completed the program.

A PRIMO fellow last summer, Castro, a psychology major at Harvard College, was born in Dallas and raised in Central Mexico. Paired with Assistant Professor **Susanna Gallani**, a member of the Accounting and Management Unit at HBS, Castro worked with her on a study on risk and compensation design for executive pay. "I felt valued by the research team," Castro says. He speaks highly about Gallani as a mentor: "I love doing research, and Professor Gallani saw the potential in me to continue down this road." For Castro, PRIMO has the potential to be life changing, since he would eventually like to pursue a PhD in business.

Kim, who was one of Castro's mentors, followed a similar path. She was a rising Harvard College senior when she participated in PRIMO in 2011 and is now a member of the Darden marketing faculty after earning her doctorate from HBS last May.

PRIMO is integral to HBS, notes Kim:

"In order to fulfill its mission of educating leaders who make a difference in the world, the School needs to produce educators who can disseminate relevant and rigorous research."

PRIMO administrator **Marais Young**, associate director of the School's Doctoral Programs, describes what she thinks makes the program distinctive. When the program was first envisioned by HBS finance professor **Mihir Desai**, she says, it was modeled on Harvard College's Program for Research in Science and Engineering (PRISE). But Desai wanted to ensure that PRIMO also had what he referred to as HBS's "special sauce," which includes giving fellows an opportunity to hear from researchers at various stages in their careers—from first-year doctoral students to junior faculty to the Dean.

"The program has really gathered momentum, and a great sense of partnership with Harvard College to introduce aspiring Harvard undergraduates to the concept of business research," says Young. "We are thrilled with the success so far and are looking forward to building on that success in the future."

Learn more by visiting www.hbs.edu/doctoral/primo.

ABOVE: EVGENIA ELISEEVA

SUPPORTING COLLABORATIONS ACROSS HARVARD

HBS's collaborations—including with Harvard's schools of medicine, education, law, government, and engineering—are transcending traditional boundaries and igniting new ideas. By leveraging each school's respective strengths, we are able to amplify the University's positive impact on the world.

Gifts to the HBS Fund for Leadership and Innovation support core priorities and new initiatives, including the School's cross-University collaborations. For example, seed funding from the HBS Fund helped established the Harvard i-lab, which provides resources and programs for any Harvard student seeking to start or grow an entrepreneurial venture.

HBS FUND
FOR LEADERSHIP & INNOVATION

☑ UNIVERSITY COLLABORATIONS

To direct your HBS Fund gift to help support collaborations across Harvard, look for the "University Collaborations" option on the giving form found at give.hbs.edu.

Zita Ezpeleta and Kew Lee (MBA 1990) are supporters of the HBS Fund for Leadership and Innovation

"As the world becomes more interconnected, Harvard needs to work across school lines."

Kew Lee

THE EVOLVING HBS CAMPUS

In November, the Harvard community, the Turner Construction team, Allston residents, and local civic leaders gathered for a "topping-off" ceremony to mark the occasion of the highest steel beam going into place on Harvard's future Science and Engineering Complex. The 500,000-square-foot facility will be the newest addition to the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS), adjacent to the HBS campus.

Pictured from left: SEAS Dean Frank Doyle, HBS Dean Nitin Nohria, Boston Mayor Martin J. Walsh, Harvard Executive Vice President Katie Lapp, ***John Paulson (MBA 1980)****, Harvard Provost Alan Garber, and Harvard President Drew Faust*

"Finding effective solutions to the most daunting challenges calls for thinking across the boundaries of disciplines."

Dean Nitin Nohria

LEFT: ROSE LINCOLN; ABOVE: COURTESY HARVARD UNIVERSITY

ALUMNI CONNECTIONS

1 PROVIDENCE

2 LAGOS

3 TORONTO

4 NEW YORK CITY

Recent HBS Alumni Events Around the World

1 In November, the HBS Association of Southeastern New England hosted its first-ever reunion of local nonprofit leaders, who through the club's scholarship program attended the Strategic Perspectives in Nonprofit Management (SPNM) Executive Education program at HBS. Held in Providence, the event included a panel discussion featuring the club's four 2017 graduates.

2 The HBS Association of Nigeria (HBSAN) held its annual Black Tie and Awards Gala in Lagos in December. Pictured are **Ladell Robbins (MBA 2004)**; **Nasir Ahmad El-Rufai (AMP 162, 2002; OPM 23, 1996)**, governor of Kaduna State; **Simi Nwogugu (MBA 2004)**, executive director of Junior Achievement Nigeria and recipient of the 2017 HBSAN Leadership Award for Social Impact; and **Fola Ogunsiakan (MBA 2000)**, president of HBSAN.

3 The HBS Club of Toronto and the Young Presidents' Organization's (YPO) Maple Leaf Chapter co-hosted HBS professor **Leonard Schlesinger** (pictured) at Toronto's Four Seasons Hotel in January. Professor Schlesinger led all 110 attendees in a case discussion and lecture on delivering breakthrough service in the 21st century.

4 The HBS Energy & Environment Club organized a networking reception in New York City in January at Ten Degrees bringing together alumni working in the energy sector and current students to discuss the future of the industry, the latest innovations in the field, and new ventures.

To learn about upcoming events, visit alumni.hbs.edu/events.

“TO ACHIEVE BOTH HARVARD BUSINESS SCHOOL’S AND THE UNIVERSITY’S FULL POTENTIAL, HARVARD MUST BE MORE THAN THE SUM OF ITS INDIVIDUAL PARTS.”

Nitin Nohria, Dean of the Faculty