



MANAGING DIRECTOR FOR RESEARCH

For the role of Managing Director for Research, Harvard Business School (www.hbs.edu), seeks a highly accomplished manager who will facilitate, support, and advance HBS's preeminent research activities through administrative leadership and strategic counsel.

INSTITUTION BACKGROUND AND CULTURE

This section describes Harvard Business School as a whole, the faculty and research at HBS, and the specific Division within HBS in which the Managing Director for Research will provide leadership. The next section outlines the Managing Director's position itself.

About Harvard Business School

The mission of Harvard Business School is to educate leaders who make a difference in the world. For more than a century, HBS faculty have drawn on their passion for teaching, their experience in working with organizations worldwide, and new knowledge gained from their research to educate leaders and produce innovative ideas that have shaped the practice of management in organizations of every kind around the world.

Founded in 1908, Harvard Business School has been an innovator in business education and scholarship throughout its history. HBS is renowned for creating the world's first MBA program as well as for developing and introducing the case method to management education in the 1920s. The School was also the leader in developing executive education in the middle of the 20th century. Committed to pedagogical innovation, HBS launched a major new initiative in the MBA curriculum in 2011: Field Immersion Experiences for Leadership Development (FIELD). This program provides students with intensive, immersive, small-group opportunities where learning by doing is a central tenet of the curriculum. In 2014, HBS launched HBX—the School's vision of business education reimagined for the digital age.

Widely recognized for its proximity to practice, the HBS faculty has conducted pioneering research that has led to the creation of fields such as organizational behavior and marketing and to groundbreaking concepts such as competitive strategy and the balanced scorecard. To facilitate faculty research in Silicon Valley, HBS established a regional research center in Palo Alto in 1997. This center laid the groundwork for an unparalleled network of global centers and offices in key cities around the world that coordinates research and builds local relationships with alumni and other business leaders, academics, and government officials to help weave the School into the fabric of the global marketplace.

Central to the School's educational programs is the case method. Introduced to business education in 1925 by HBS faculty, the case method is a powerful interactive learning process that brings the complex and dynamic realities of business analysis and decision making into the classroom. Cases are the cornerstone of the School's general management approach. To develop leaders, HBS teaches within the context that leaders make decisions: real-life challenges, with complicated and often insufficient information. Each challenge confronts students with a rich web of consequences and a demand for a prompt, responsible plan of action. HBS faculty work with business leaders at organizations of all sizes around the world to research and write more than 350 new cases each year, updating and refreshing about a third of course content annually to ensure relevance to current and emerging practice. Nearly 80 percent of cases currently used at business schools worldwide are developed by HBS faculty.

Today, HBS comprises some 12,600 students (1,865 MBA, 147 doctoral, and 10,614 executive education participants), 231 faculty (full-time equivalents), and 1,541 staff (full-time equivalents).

The School's academic programs include MBA, Doctoral, Executive Education, and HBX.

- The HBS MBA program is a two-year, full-time curriculum and is the School's flagship program. Admission to the program is highly selective. For the MBA Class of 2018, HBS received 9,759 applications. Of the 11% who were admitted, 90% accepted the offer, a metric that is unparalleled among HBS's peer schools. The Class has an average age of 27 and comprises 43% women, 26% US ethnic minorities, and 35% international students representing 69 countries. In addition to the MBA program, HBS works in conjunction with Harvard's law, medical, and dental schools and its Kennedy School of Government to offer joint degree programs.
- HBS established a doctoral program in the 1920s. Today, HBS has eight doctoral programs that lead to Doctor of Business Administration (DBA) or Doctor of Philosophy (PhD) degrees. The PhD is offered jointly and in collaboration with either Harvard's Graduate School of Arts and Sciences or Harvard's T.H. Chan School of Public Health. In FY2015, 749 doctoral program applications were received and 4% of applicants were admitted. Collectively, the doctoral programs enroll 20-30 new students each year.
- HBS introduced its first executive education program in 1945. In FY2015, HBS offered 128 distinct programs with more than 10,600 participants. Most programs are delivered on the HBS campus. Other programs are delivered around the world including in custom-built classrooms in Shanghai and Mumbai.
- Launched in 2014, HBX is dedicated to delivering high quality business education through innovative online learning experiences that bring business concepts to life. Offerings include HBX CORE (Credential of Readiness), a primer on the fundamentals of business; HBX Courses, a series of unique online learning programs; and HBX Live, a one-of-a-kind virtual classroom that allows participants worldwide to interact in real-time with one another and a faculty member much as they would in the famed HBS case classroom. CORE, which had more than 3,500 participants in its first full year of operation, has an industry-leading completion rate of 83%.

The best measure of the success of an educational institution is the success of its alumni, and HBS is fortunate to have one of the largest and most influential alumni networks of any institution in the world. HBS has more than 76,100 alumni in 167 countries, a network that grows with each graduating class. HBS alumni are leaders in an exceptionally broad range of organizations, including entrepreneurial companies, established firms, government, and nonprofit organizations. HBS is the only leading US business school with a self-contained, residential campus that forms its own vibrant community in the heart of one of the world's great cities. The 40-acre HBS campus was established in 1927 and now has 36 buildings. The campus is drawn together by its commitment to a set of community values, including: mutual respect, honesty and integrity, and personal accountability; qualities that play a key role in developing the teamwork and sound judgment that are central to the School's educational mission and represent the highest standards essential to responsible leadership.

For more information about HBS, please visit: <http://www.hbs.edu/about/Pages/default.aspx>

Faculty and Research at Harvard Business School

The HBS faculty constitutes the heart of the institution. In FY2016 HBS had 278 faculty members (234 full-time equivalents), including 102 Professors, 24 Associate Professors, and 53 Assistant Professors. The hallmark of HBS faculty research has always been its power in practice—in entrepreneurial companies and established firms as well as nonprofit organizations. HBS faculty research is unconstrained by the boundaries of traditional academic disciplines. The work, both theoretical and empirical, relies upon an ever-growing range of research methods such as ethnography; large-sample interviews and surveys; large data set analysis; and lab and field experiments. Faculty pursue ambitious research agendas and are unencumbered by the burdens associated with seeking grants and other external funding because nearly all faculty research is

funded internally by the School. This unique funding model ensures objectivity and provides faculty with the freedom and flexibility to pursue novel and innovative lines of investigation. Increasingly, HBS faculty research efforts have extended beyond the management of firms and businesses to complex, large scale, cross-disciplinary societal issues.

In FY2015 the HBS faculty published 13 books, 183 research articles, and 544 teaching materials including 352 cases. For FY2015, the School's total investment in faculty research support rose by \$7 million, or 6%, from the prior year to \$124 million—more than 15% of the School's operating budget. HBS allocates an annual research budget to each faculty member based on a summary of specific research plans; faculty have discretion over how to spend these budgets. The School has an extensive research support infrastructure that includes the Division of Research and Faculty Development (DRFD)—an organization dedicated to faculty support. Faculty research is also supported by staff in Baker library, one of the world's largest and most respected business libraries; HBS IT; and the School's Global Initiative, which includes 9 regional research centers and 4 satellite offices—in Buenos Aires, Dubai, Hong Kong, Istanbul, Mexico City, Mumbai, Palo Alto, Paris, Sao Paulo, Shanghai, Singapore, Tel Aviv, and Tokyo.

Harvard Business Publishing (HBP) was founded in 1994 as a not-for-profit, wholly-owned subsidiary of Harvard University, reporting into HBS. The mission of HBP is to improve the practice of management in a changing world. The company is a key vehicle for disseminating HBS faculty research. HBP's flagship publication, *Harvard Business Review*, began in 1922 as a magazine for HBS and had a circulation of over 250,000 in 2015. HBP sold about 2.6 million trade books and attracted 4.6 million average monthly visitors to HBR.org in 2015, and distributed over 13.2 million cases around the world. For more information on Harvard Business Publishing please visit: <https://cb.hbsp.harvard.edu/cbmp/pages/content/about>

HBS Working Knowledge is an online publication that features HBS faculty research. In FY2016 the newsletter had 174,000 subscribers and 3.4 million web visits; 54% of its readers were non-US from 237 countries and territories. The newsletter is available at <http://hbswk.hbs.edu/>

The HBS Faculty & Research website can be found at: <http://www.hbs.edu/faculty/Pages/default.aspx>

Division of Research and Faculty Development

The Division of Research and Faculty Development (DRFD), in which the Managing Director for Research will work, is the School's largest administrative unit, with approximately 270 full-time and part-time staff. The organization fully integrates the activities underlying faculty support and development. HBS is unique among top business schools, perhaps in higher education more broadly, in having a unit like the DRFD – one that funds faculty research internally, provides centralized research services, and combines nearly all faculty-related administration and services under one umbrella. From the time a prospective faculty member is identified as a recruiting candidate, and whether a faculty member spends six months or an entire career at HBS, the DRFD team's focus is to support the success of each individual and contribute to an environment where he or she can thrive and do his or her best work in service of the School's mission.

With a \$40.1M operating budget for FY2017, the DRFD organization includes faculty affairs, research administration, operations, and a wide array of research, teaching, and administrative support services for the School's faculty. In addition to the activities overseen by the Managing Director for Research, outlined in the following section, the DRFD has specialized teams that support faculty planning, recruiting, and appointments; administer faculty research budgets (302 totaling \$18.1 million in FY2015); and manage faculty support staff (including 80+ full-time administrative support staff and 385 research associates comprising 105 full-time equivalents in FY2015), faculty office space (266 offices), and a support center for emeriti faculty. The Division also includes a teaching and learning center that helps faculty to develop as teachers.

THE POSITION

Managing Director for Research

Reporting to the Executive Director, DRFD, and as a member of the DRFD leadership team, the Managing Director (MD) for Research serves as the senior administrative research officer for HBS. He or she is responsible for facilitating HBS faculty research (i.e., as it is being conducted), supporting its dissemination, and ensuring research compliance at the individual and institutional levels. The MD achieves these objectives by: 1) serving as line manager for a range of centralized research support services; 2) providing leadership for and coordination across the larger HBS / Harvard University (HU) research support infrastructure in service to HBS faculty; 3) partnering with and supporting members of the HBS research governance structure; and 4) providing direct support to individual faculty members. The MD has three direct reports, a total staff of 47 (43.5 full time equivalents), and a \$4.5 million operating budget.

Line Management: The MD has oversight responsibility for a range of centralized research services. This portfolio of services contributes to the School's ability to attract and retain faculty. In this management role, the MD ensures that faculty *are* well supported and that they *feel* well supported. This includes ensuring that service offerings are aligned with the evolving needs of the faculty and the quality of delivered services meets the Division's high standards. The MD provides leadership, guidance, and support to the senior managers directly responsible for these functions – assisting them in the successful execution of their roles, in their professional development, and in cultivating an environment where staff at all levels can thrive. The MD fosters a strong management team, facilitating collaboration across managers and their groups, and leveraging their collective expertise and institutional knowledge in service of the faculty. Working with individual managers, the MD provides guidance on operational issues, including those related to faculty customer service, human resource management, financial management, and external service delivery partnerships; informs on relevant Division, School, and University policies and direction; and collaborates on process change and service improvement. Current functions include:

- Research Administration (16 full-time equivalents) includes research policy and compliance including institutional review board (IRB) support; intellectual property protection; external funding; research dissemination; and research event support. The team provides direct support to the MD, particularly as it relates to research governance and the larger research support infrastructure. They conceptualize and execute institutional research projects to inform planning and decision-making. The Research Administration function also includes Case Services, the clearinghouse for all HBS course materials. The team safeguards the HBS case collection and maintains a close operational partnership with HBP's Higher Education division, reviewing approximately 800 new course materials per year prior to publication and distribution by HBP. Case Services also provides editorial services, assistance with copyright permissions, document preparation services, and audiotape transcription services.
- Behavioral Research Services (3 full-time equivalents) serves the data collection needs of faculty conducting a broad range of behavioral research, including lab and field experiments, survey research, interviews, and ethnographic research. The team manages the Computer Lab for Experimental Research, a facility that includes a 36-person lab and six small group rooms, and provides methodological consultation, participant recruitment, and lab-experiment execution services.
- Research Computing Services (8.5 full-time equivalents) supports faculty needs in statistical analysis and computing, research design, programming, and data collection and storage. The team provides consultation services to faculty and work on specific research projects. They maintain a world-class research computing environment for HBS researchers, facilitate access to the University's supercomputer, and support all HBS research software licenses.

- Case Research and Writing Group (16 full-time equivalents) provides case writing and related research services to faculty on a project basis. Their primary output is cases -- library cases based on published sources and field cases that entail interviewing decision makers at companies around the world. They also contribute to a broad range of research and writing projects, offering functional and sector expertise and fluency in eight foreign languages.

Coordination across Research Support Infrastructure: The MD ensures appropriate coordination and communication across the research support infrastructure at the Division, School, and University levels. As the senior administrative research officer at HBS, the MD provides School-wide leadership and guidance on faculty research support, working closely with Division colleagues in Business Operations, Research Staff Services, and Faculty Administration, colleagues from other HBS departments such as Knowledge and Library Services (including Baker Research Services), the Global Initiative and its regional research centers around the world, and Educational Technology Services (within HBS Information Technology). In support of HBS faculty research, the MD also interfaces with University colleagues from the Committee on the Use of Human Subjects (the IRB), Office of the Vice Provost for Research, Office of the General Counsel, Office for Sponsored Programs, Harvard Institute for Quantitative Social Sciences, as well as with colleagues in research-related roles at other Harvard schools.

Research Governance: The MD provides senior level staffing support to the full professors who serve in governance roles for research, currently a senior associate dean for research and two other research directors. This governance group develops and implements strategies to advance the intellectual ambition of the HBS faculty. The current Dean of HBS has made the promotion of intellectual ambition one of the key strategic priorities of his tenure.

Specifically, the governance group provides funding and mentoring support to individual faculty members, fosters a research culture that enables all faculty members to thrive and grow as scholars, promotes communication of research results inside and outside the School, and oversees the School's research policies. The MD assists the research directors in developing and maintaining a strategic agenda and advancing that agenda by coordinating the development and implementation of specific projects and programs and by coordinating decision-making, priority-setting, and proposal development processes. The MD stays current on HBS faculty research, proactively collecting and analyzing data to identify trends and opportunities; bringing focus to strategic issues; and providing context for related faculty discussion and debate.

Direct Faculty Support: The MD is an advocate for and provides direct support to HBS faculty members, helping them chart a path for their research programs, navigate the wide array of resources available to them, understand compliance requirements, and resolve issues at any point in the research process. As a consultant to faculty, the MD provides subject-matter expertise in one or more specific research areas, such as behavioral research methods; use of human subjects; computational research methods; external funding; intellectual property protection, etc. The MD is an authority on research compliance requirements and HBS and HU research policies.

Qualifications:

The ideal candidate will have the following profile:

- Significant, relevant and successful senior management experience in a complex service delivery organization leading operational teams, ideally at a research university or comparable institution
- Has built strong partnerships with faculty, peers, and colleagues across organizations to effectively advance both strategic and operational goals and agendas.
- Motivated by serving and supporting the success of others and contributing as both a manager of teams and a member of teams in a tightly integrated, customer-focused organization with exceptional quality standards

- Experience in a staffing role, supporting and partnering with senior faculty and administrators
- Articulate; excellent communicator, both orally and in writing, with ability to tailor communications to various constituents
- Strong organizational, interpersonal, and general management skills
- A proven track record of successful project planning, project management; able to move projects forward while anticipating future needs, challenges, and opportunities
- Uses data, analytics and metrics to inform strategic thinking, planning and recommendations
- Intellectually curious with a strong interest in the research and casewriting conducted by HBS faculty
- An understanding of the diplomacy, protocol involved in faculty services at a world-class institution
- A PhD or DBA in a business, social science, or research technology field with experience as a researcher, or subject-matter expertise in a research-related area, such as computational research methods; behavioral research methods; use of human subjects; external funding; compliance; intellectual property protection is a plus

For more information please contact:

Opus Partners

Katie Dean, Principal

215 790-1188, ext. 227

katie.dean@opuspartners.net