THE STANFORD CHALLENGE

Innovations at the GSB

New Curriculum: We are reinventing management education with a bold new MBA curriculum and new programs. With a focus on personalized learning that builds on each individual student’s education and experience, the redesigned curriculum emphasizes in-depth and experiential learning, faculty advising, new opportunities for collaboration among Stanford’s seven schools, and an enhanced global business perspective.

New Collaborations: The GSB is expanding the many ways in which we foster collaboration throughout the Stanford campus. We offer opportunities for students to work in cross-school teams in courses and pursue joint and dual degrees. We also encourage faculty research and leadership in conjunction with university-wide initiatives.

New Campus: By creating a new, more flexible campus, we will be able to support a wider variety of teaching methods and more easily foster collaboration with faculty and students from Stanford and around the country and the world. We also are committed to taking a leadership role by building a green campus that incorporates environmentally responsible elements.

Delivering on Our Vision

As Stanford’s source of expertise about management, the business school plays a vital role in The Stanford Challenge. Within the campaign, the school has identified funding priorities totaling $500 million.

Powering Innovation: Annual Giving $85 million

Annual unrestricted giving provides an opportunity for all alumni and friends to deliver sustained support for today’s students and faculty, thus giving us the power to seize new opportunities. Annual giving provides us the foundation for change.
To reflect the rapidly changing business world, the business school must attract a diverse group of future leaders from around the world. But international students, who make up about one third of the school’s student body, typically graduate from limited financial resources. For many, this means even greater financial hardship, as well as to some cultural practices, they also are less likely to give back to the school. That places a double hardship on the GSB. Student tuition covers only part of the cost of a GSB education; alumni often pay back the difference with gifts after they are established in their careers.

Two classmates in the MBA Class of 1981 understand this pressing need. In honor of their 25th reunion, Sacha Lainovic and Yasunori Kaneko jointly established a $1 million fellowship to support international students and inspire them to give back.

“The GSB has opened opportunities for me that I did not even know existed before coming to Stanford,” says Lainovic, who was born in Yugoslavia and raised in Ethiopia. “While this is the case with many GSB students, it is especially true for international students. I wanted to help open the door to more foreign students.”

Honoring a Legend: Collaboration at Work

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ometimes a single donor is moved to make a generous investment in an endowed professorship. At other times, it takes a village. The CHARLES A. HOLLOWAY PROFESSORSHIP came about after Douglas Burgum and Robert Kagle, both MBA ’80, were inspired by their 25th reunion to honor Chuck Holloway, the Kleiner Perkins Caufield & Byers Professor of Management, Emeritus. Burgum and Kagle provided the idea and the seed capital that, in turn, prompted an outpouring of response from more than 25 alumni and friends.

With significant lead gifts from former Cisco Systems CEO and Chairman John Morgeidge, MBA ’57; and his wife Tashia, and former Ford Motor Co. CEO Donald E. Petersen, MBA ’49, the school raised more than $4 million to honor Chuck Holloway, the Kleiner Perkins Caufield & Byers Professor of Management, Emeritus. Burgum and Kagle provided the idea and the seed capital that, in turn, prompted an outpouring of response from more than 25 alumni and friends.

With significant lead gifts from former Cisco Systems CEO and Chairman John Morgeidge, MBA ’57; and his wife Tashia, and former Ford Motor Co. CEO Donald E. Petersen, MBA ’49, the school raised more than $4 million to honor a professor who has had a profound impact on the lives of numerous students and colleagues.

Given Holloway’s long tradition of bringing scholars and business practitioners together in the classroom, it is especially fitting that Morgeidge—who co-teaches the popular MBA elective course Evaluating Entrepreneurial Opportunities with Holloway—is honoring a man who has strongly shaped his relationship with the school. “Chuck has been instrumental in exposing students to real-world business challenges through his teaching and collaboration with practitioners like me,” says Morgeidge.

Petersen also was inspired to give generously to the fund. He says, “My exposure to Chuck Holloway these past decades has made me a fan of his—his excellence of thinking and excellence in teaching.”

Holloway, a faculty director of the Center for Entrepreneurial Studies at the GSB, helped many Silicon Valley entrepreneurs get their start. His influence on the field of operations, information, and technology will be carried forward by the appointment of Stefanos Zenios as the inaugural chairholder of the CHARLES A. HOLLOWAY PROFESSORSHIP.

Faculty support is a key area of need for the school, which must have the resources to recruit, retain, and recognize its faculty members, particularly at luminaries like Holloway retire. One of the greatest tributes a professor is leaving a fund in his or her name that will support the next generation of faculty members and perpetuate the legacy of superior teaching and path-breaking research that makes the GSB the premier school of management.

“I have had the tremendous good fortune to teach great students and associate with world-class colleagues at Stanford,” says Holloway. “To have a set of them come together around a chair in my name is an honor beyond my imagination and makes me even more appreciative of the opportunities I have enjoyed at Stanford.”
Investing Time and Money: A Young Alumnus Gives Back

The significance of consistent annual and reunion giving to the business school is not lost on Roy Gilbert, MBA ‘02. After all, in his student days Gilbert co-chaired the Class Gift Committee, where he learned firsthand how broad-based individual giving can make a profound impact on the school. The experience shaped his philosophy and commitment to annual giving as an alumnus.

“Raising money for the GSB opened my eyes to the financial model for the school,” says Gilbert, director of online sales and operations for Google India. “I know there were folks in my class who thought that since they weren’t receiving fellowships, their education wasn’t being subsidized. Everyone who attends the GSB does so with the help and generosity of previous classes, through annual giving and the endowment,” he observes. As a dedicated volunteer, Gilbert continues to serve the school, most recently as co-chair of his fifth reunion committee and, since 2004, as a member of the Business School Fund Council.

Gilbert understands that annual giving sustains the GSB’s foundation of excellence, providing flexibility for the school to seize opportunities that power innovation. One of the best examples of recent innovation is the school’s redesigned MBA curriculum. Set to launch this coming fall—from faculty concept approval to actual implementation in less than 16 months—it features a more personalized, globally integrated approach to management education that emphasizes leadership development.

Curricular innovations—as such as the Service Learning Program, experientially based Leadership Laboratories, cross-disciplinary courses and projects with students from other graduate schools at Stanford, and expanded international internships and study trips—have all been made possible in large part through annual gifts.

In addition to his commitment to ongoing annual support, Gilbert, a former lieutenant commander in the U.S. Navy, and his wife Leigh Anne, have endowed THE ROY AND LEIGH ANNE GILBERT FELLOWSHIP FUND at the school, which has a preference for students who are former military junior officers. Says Gilbert, “My experiences at the GSB changed my life, and I want to be able to do the same for others.”

PepsiCo Supports Diversity Efforts Across the GSB

What started with PepsiCo’s interest in recruiting MBA students has grown into a multifaceted relationship that now spans across the GSB, including involvement in the school’s Center for Leadership Development and Research, sponsorship of student events, and the creation of a new fellowship fund to support the school’s summer program in general management. Due to its initial focus, the company recently hired four members of the GSB’s Career Management Center.

Heppenstall, GSB Corporate and Foundation Relations; Joia Pardo, MBA ‘07, director of the summer program. “In a time of rapid globalization, it is crucial to give back to a place that has had such a profound impact on your future. This is a concept that many companies, including PepsiCo, embrace as a cornerstone of their operations.

“PepsiCo is focused on generating healthy financial returns while also supporting our employees through a commitment to giving back to the communities the company serves,” says Tom Vino, vice president, executive development & talent management. “This includes supporting our employees through a diverse and inclusive environment that recruits and retains world-class talent. Our focus on people is a key to our success.”

Later this year, executives from PepsiCo will be filmed for video cases produced by the Center for Leadership Development and Research. By describing their leadership challenges, the issues they grappled with, and how they ultimately handled each situation, they will help bring leadership lessons to life. The videos are designed to challenge students to react quickly to a given situation as it unfolds, and they are encouraged to put themselves in the leader’s shoes, often through role-playing exercises.

PepsiCo also is a key supporter of the school’s diversity efforts with its sponsorship of events held by the Black Business Students Association, the Hispanic Business Students Association, and Women in Management. Thanks to PepsiCo’s commitment to the GSB, the school is able to offer opportunities that prepare future business leaders to lead in an increasingly diverse world.
Generations of a GSB Family Envision the New Campus

I t’s a rare distinction for one family to claim three generations of alumni of the Stanford Graduate School of Business. It’s rarer still for one family to celebrate that legacy by building an intellectual home for generations of students and scholars to come. For members of the McCoy family, pride in their alma mater—and the value they place on their decades of experiences at the GSB—reinforced by the confidence they demonstrate in the vision for the school’s future.

John G. McCoy, MBA ’37, and John B. McCoy, MBA ’67, have attended the school, the GSB has gone through many changes. Management education. “Over the 60-plus years that the McCoys have attended the school, the GSB has gone through many changes. Its success is based on keeping up with the world,” John G. McCoy says. “Change is good—we look forward to the new GSB.”

The necessity for a new campus is clear—it is a crucial element in enabling the school to move forward with its strategic direction, which demands very different facilities from those that exist today.

The new campus will allow the school to better implement the dramatic changes that are already under way with its curriculum redesign. It will accommodate a greater variety of teaching and learning methods, including more experiential, seminar-based, and team-oriented learning opportunities in addition to traditional amphitheater-style lectures. Thoughtful design also will foster greater collaboration between the GSB, with the global business community, and between the school and other schools and departments at Stanford. It also will demonstrate the school’s leadership in building a green campus that exemplifies environmental sustainability.

“Generosity of the McCoys is a great legacy that honors what the school has meant to them as individuals and as a family,” says Dean Robert L. Joss. “It’s also a wonderful testament to the excitement at the GSB right now as we build the future of the school, quite literally, and set a new bar for what a business school can and should be doing to educate leaders for this new century.”

With the new campus, the school will address a number of facilities-related challenges that risk putting the GSB at a competitive disadvantage relative to other top business schools—an insufficient number of classrooms, substandard average classroom size, energy inefficiency, a limited-capacity auditorium that cannot hold an entire MBA class, and unrealized potential for indoor/outdoor integration.

Currently in the early design phase, the new campus will be known as the Knight Management Center in recognition of a leadership gift from Philip H. Knight, MBA ’62. It will be constructed on the site directly opposite the Schwab Residential Center on Serra Street. Plans call for additional approval phases by the Stanford University Board of Trustees throughout the coming year, culminating in an anticipated groundbreaking in summer 2008.