HARVARD EXTENSION STUDENT ASSOCIATION (HESA)

PRESIDENT’S REPORT 2009-2010
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Dear Harvard Extension School Students:

This past academic year marked the Centennial of the Harvard University Extension School. We recalled a grand history, celebrated milestones, and renewed a commitment to our university – and to one another. We also turned a page in student government and embarked on a new course dedicated to community and inspired by the diversity and principles of our student body. Together, we changed HESA and in doing so, improved the Harvard experience for many a future student. I respectfully thank you for the opportunity to serve as your HESA President and pledge my support to the President-elect. I am honored to present you with this overview of HESA’s accomplishments over this past year.

Charting a new course

Effective leadership was your choice through record voter turnout in the HESA student government elections of 2009. Our campaign pledged to develop future leaders, grow the HESA community, and make our government more transparent and accessible. We knew our plans would call upon every aspect of student government to deliver results and that we would only reach our goals through sweeping organizational change. Our agenda was considerable but your voices were undeniable.

Student government is a partnership between those we elect and the student body we serve. Even at Harvard, no one individual is greater than the whole. Good people bring about good government which in turn breeds good works. A new operational structure brought about new opportunities for students and improved the effectiveness of officeholders. From the dawn of our campaign until today, we remained focused on improving the way HESA operates and how it is held accountable by the student body. We viewed the diversity of our student body as our greatest strength and sought to tap its energy and strength, ideas and enthusiasm. It was in this spirit of responsibility and mission that we pledged to improve governance, raise awareness for our Association, and create a capable and lasting platform to ensure future success.

Making our presence known

Any accomplishment we profess was made possible through you and the work of a dedicated team of volunteer leaders. HESA’s success is only possible if students participate in our programs and support HESA. This
semester, around 40 students became active in HESA—a telling endorsement of our platform and programs. To prepare for the rigors of elected office, five aspiring student leaders enlisted in our new Apprentice program. HESA President-elect Philip Harding joined this initiative and demonstrated his dedication to the student body.

We took pride as HESA’s brand visibility expanded on and off of campus and drew attention to our students both here and abroad. Alumni and the administration took notice. The result: HESA saw a doubling of its budget through the generosity of Dean Michael Shinagel and the sponsorship of the Harvard COOP Bookstore.

The 2009-2010 academic year was also notable for HESA because we hosted of a number of high profile student events, bringing the campus community closer together. These events gave us opportunities to collaborate, to meet one another, and to celebrate the diversity in our midst. Over twenty-five world class speakers came to campus for HESA this year alone and in doing so, drew interest and recognition to our student body. HESA leadership negotiated speaking fee waivers and worked with limited resources that resulted in over $200,000 of equivalent value delivered on behalf of the Extension School community and to Harvard as a whole. Our guests discussed a wide range of issues from high stakes negotiation to international relations to faith and HESA saw attendance quadruple. Our successful conferences structure now serves as a model for future events.

Your voices heard

Our events achieved excellence, recognition and met a key promise to the student body. They were the result of focus and determination. The election that brought our administration to office was a call for a new direction. You demanded that your elected leaders perform their duties efficiently, stand for your rights, prepare for the future, and involve more students in the process. You spoke with your vote and you reaffirmed your position in town meetings. For the first time, we brought in special executives and consultants to invest in the developmental training of the HESA Team and future office holders. We also established a cohesive organizational structure capable of delivering across more fronts and delivering significant outcomes. We developed a policy team that reviewed and sought to update and improve the HESA constitution. We also made sure that elections were run according to the governing rules and instituted a HESA ethics pledge. And we developed a comprehensive branding and marketing initiative that has elevated the profile of HESA, while dealing with high-level administration matters to protect students from injustices.

HESA also sought an ethics and diversity initiative recommending an Extension School Ombudsman and a more diversified staff and faculty, among other substantive policy proposals. To help carry our message we fully reinvented the HESA website (http://hesa.dce.harvard.edu/) that rivals that of any major organization. It provides its visitors with official information, leadership messages and is a vehicle for feedback and suggestions. Most notably, for the first time students could participate in HESA board meetings via live conference-bridging. By unfolding this first-class website HESA can reach more of our distance students and bring them closer to our on-campus community. As with any force for change, we had to weather opposition and not allow our doubters to impede our progress. We promised to listen to you, and we did via end-of-semester surveys, feedback forms, open town-hall feedback meetings and open board meetings. Leadership requires collaboration and engagement.
Vision and promise delivered

We had a vision to make HESA a first-class student association capable of delivering the most sophisticated platform for social cohesion, supplemental educational pursuits and enriching experiences, and to take HESA to the next level of success. This vision became a reality because of the collaborative efforts of the HESA team and the student body. We improved processes and systems internally, increased turnout at events, maintained and improved our Harvard University inter-school profile, creating a sustainable and functional organizational structure, and enhanced our credibility with stakeholders. We exponentially increased our “bandwidth” or “capacity for work” as a student association. We achieved this by enacting a comprehensive restructuring of our organizational, recruiting more students to be involved, building a teamwork environment that engenders a high performance culture, executing a tight tactical and strategic roll-out plan that paid attention to realistic multi-tiered timetables over a period of several months, and building a measure of flexibility into the plan so that adaptation, tweaking and feedback was incorporated as it unfolded. Our organizational change resulted in more social events, more policy recommendations to the administration, better and more timely communications and updated website, better and more clubs, better marketing of our student activities, more academically-oriented or educationally enriching events ,more inter-school activity, and a better-ran student government overall.

Everything we promised we delivered on, and in some areas we delivered much more than was promised.

Examples of specific goals promised that we achieved:
1) Facilitation of leadership development and training for current student club leaders, students wanting to become club leaders and students wanting to be involved in HESA.
2) Introduction of an "ethics pledge" ensuring that officers of HESA observe the highest ethical and moral conduct and that a positive culture for teamwork was developed.
3) Re-introduction of open board meetings for transparency and accessibility reasons.
4) Timely updates sent by email and posted on the website.
5) Improved the website making it more useful, functional and interactive.
6) Established for the first-time a "distance education liaison" position on the board of HESA as a step towards representing distance education students and providing opportunities for more integration of the distance education community into student life at HES and at Harvard as a whole.
7) Increased community participation by making events more stimulating, enriching and by fostering more inter-school initiatives.
8) Enabled HESA to fund these initiatives by doubling our budget of $15,000 to $30,000.

Reaching beyond our campus

Lastly, we recognize that volunteerism at Harvard must translate to volunteerism beyond Harvard. Our administration has strived to instill a sense of community for HESA students and our host city of Cambridge, Massachusetts. In a heartfelt undertaking to serve their communities, Boston and Cambridge food pantries and homeless and women’s shelters received much-needed assistance this past fall through the charitable efforts of the Harvard Extension Service and Leadership Society and the Harvard Extension Campus Food and Clothing Drive initiative. In a year when so many less fortunate people in our society were faced with unprecedented economic challenges, the need for help could not have been greater. For your efforts and for those you helped,
we thank you once again. We were also among the first student governments to communicate coordinated efforts for Haiti Relief.

Looking forward

History tells us that elections are about the future. While some voters seek to reject the past, the real choice is always about the path forward. Accordingly, campaigns must honor the voters by laying out a vision for the future and delivering on their promises. Through this report, I hope that we illustrated just that. As the President-elect and the next HESA administration takes office, we leave them an organization poised for the future, and bolstered by an active and engaged student body. It has been an honor to serve you and I would like to thank all of the students and alumni who worked hard to make our HESA year such a success. Without all of your hard work and dedication none of our accomplishments this year would have been possible.

Sincerely

Andre Bisasor
President, Harvard Extension Student Association (Centennial Year 2009-2010)
SECTION I: ACCOMPLISHMENTS
SUMMARY OF ACTIVITIES FOR THE YEAR

FALL SEMESTER:

**September 2009**
- Met with and recruited potential board members
- Organized student volunteers for Centennial Convocation
- Appointed Secretary and Treasurer
- First Board Meeting
- Sent out “call to volunteers” and conducted recruiting search for talent
- Presented vision and plan to Dean of Students
- **Club Leaders Training and Workshop**
- **Kickoff Social**
- Executive Training With Jim Alvarez
- **Met with Allan Powell – secured $5,000 and an offer of further collaboration for mutual gain**
- Assisted the HES administration with the Centennial Convocation
- Launched Technology Department
- Launched New Website
- Launched Fundraising Department
- Launched Events Department
- Met with Past HESA Presidents Amit Chatterjee and Carlos De La Rosa

**October 2009**
- Development of the ethics pledge and values statement to be signed by all board members
- **Launched Public Service Initiative – Food and Clothing Drive Initiative**
- Team Training and Development Meeting
- Second Board Meeting
- First Round Club Budget Allocations
- Launched Clubs Department
- Launched Marketing and Communications Department
- **Supported and facilitated HEIRC International Relations Conference**
- Second recruiting call for specialized areas of talent
- Evaluation of talent before official appointment
- HGC Leaders Summit – representing HESA
- Appointed First HGC rep from HESA/ Attended HGC board meeting
- **October Social and Activities Fair**
- Organized and conducted Program Liaison Elections
- Met with Dean Shinagel – secured additional $5,000

**November 2009—(With Thanksgiving Break)**
- Launched Distance Student Liaison Initiative
- **November Social At Queen’s Head**
- Met with Past HESA President Patrick Rivera and VP Christian Hassold
- Third Board Meeting
- **Organized recommendations for selection of 2010 Lowell Lecturer For Dean Shinagel**
- First Distance-Equipped board meeting
• Evaluated / Appointed Program Liaisons and At Large Reps

December 2009 – (With Half Month)
• Supported and facilitated HEBS Conference
• Supported and facilitated HEIRC/HEBS Space Security Special Event
• Fourth Board Meeting
• Club Leaders Budget Negotiations
• Enacted HEAA Initiative / Attended HEAA Meeting
• Evaluated/Appointed HGC Reps
• Policy Rollout

SPRING SEMESTER

February
• HESA Board Meeting - Preparation and Execution
• HESA Team Development | Planning Meeting - Preparation and Execution
• Planned and executed The Welcome Back Social and Emerging Leaders Panel -- Marketing, Speaker Recruitment, Programming, Funding, Planning and Execution
• Post-Event Follow-Through For Emerging Leaders Panel
• Planned and executed The HESA Town-Hall Forum
• Planned and executed The HESA Leadership & Apprenticeship Workshop
• HEAA Board Meeting
• Successful Fundraising For The Welcome Back Social
• Attempted Negotiations With Club Leaders Over Budget Allocations

March (With Spring Break)
• HESA Board Meeting
• HESA Team Development and Planning meeting
• Supported and helped To Execute The Noam Chomsky Talk
• Planned and executed March HESA Social
• Election Committee Established
• Apprentice Program Planned & Rolled-out
• Ethics and Diversity Initiative Planned and Rolled-out
• Recruited and appointed HR Director
• Meetings With Harvard Law and Harvard Kennedy School Students For Inter-School Collaboration
• Planning For Great Debate, Negotiation and Leadership Conference, and Elections Kick-Off
• HEAA Board Meeting
• Meetings With Club Leaders

April
• HESA Board Meeting – Preparation and Execution
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- HESA Team Development | Planning meeting - Preparation and Execution
- Executive Training and Development Meeting With Corporate Consultant
- Harvard Great Debate – Marketing, Speaker Recruitment, Programming, Funding, Planning and Execution
- Apprentice Program Selection Process and Announcement of Winner
- Election Candidates Debate
- Election Campaigning Issues – Ongoing Management
- Meetings With Administration To Address Election Challenges – Ongoing Management
- HESA TV Implemented
- Fundraising For Conference

May (With Finals Week)

- Negotiation and Leadership Conference 2010 - Marketing, Speaker Recruitment, Programming, Fundraising, Planning and Execution
- Conference Event Live-Streaming Implemented for the first time in HESA history
- Election Voting and Announcement
- Post-Event Follow-Through For Negotiation and Leadership Conference
- President’s Report Project Initiated

June

- Post-Event Follow-Through For Negotiation & Leadership Conference
- HESA Business Wrap-up and Transition Planning For New Administration
- HESA Final Debrief Meeting
- HESA Final Celebration Event
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Groundbreaking Changes in HESA:

1. We doubled our budget and funding in comparison to the past two years
2. We have 400 people attending HESA socials compared to the 70 attendees in the past
3. We have 800 people attending academic club events
4. We have a local NBC TV show interviewing HESA president and featuring HESA events
5. We have WGBH/PBS recording and airing special events
6. We have nationally recognized and world-class speakers at HESA socials
7. We have up to 40 students involved in HESA in one year
8. We have an interactive first-class website
9. We have live streaming of HESA events
10. We have sophisticated marketing and branding of HESA
11. We have a seat on the board of HEAA
12. We have forged partnerships with other Harvard student groups
13. We developed relationships with the local press in Boston
14. We have a robust organizational structure with increased capacity for work
15. We have more students trained as leaders to support the future HESA teams
16. We have distance-equipped board meetings
17. We have a distance-student liaison
18. We have an ethics pledge and a stronger ethical climate in HESA
19. We brought 25 world-class speakers to HES (worth about $200,000 in equivalent value in waived speaking fees and negotiated arrangements)
20. We arranged a free vacation for two to Jamaica to all-inclusive resort with air fare for Extension students (approx. a $3000 value)
EVENTS AND ACTIVITIES:

Over the past year, HESA saw attendance quadruple at events and a significant increase in the number, scale and quality of events. Our conferences and events now serve as models for the future:

1) Negotiation and Leadership Conference 2010

HESA supported the Harvard Extension Service and Leadership Society (HESLS) as it organized the Negotiation and Leadership Conference 2010: *The Changing Faces of Leadership: Overcoming Bias in Negotiations*, a collaborative effort between student clubs at the Harvard Division of Continuing Education, Harvard Law School, and Harvard Kennedy School. Representatives from business, law, government, and academic fields highlighted the necessary skills that a practiced negotiator must develop in order to perform effectively. Some of these highlights included the importance of negating bias when negotiating and how race, gender, age, cultural background and personality can influence negotiation outcomes and leadership performance.

Notable speakers included Chris Voss, a former FBI hostage negotiator and CEO of Black Swan Group, a strategic negotiation consultancy, the Honorable Edmund Bartlett, Minister of Tourism, Government of Jamaica, the Honorable Hlengiwe Mkhize, Deputy Minister, Government of South Africa, the Honorable Reta Jo Lewis, Special Representative at the State Department, the Honorable Hope Macdonald, Navajo Nation Councilwoman and Kwame Jackson, Apprentice Star (Season 1) with Donald Trump. Minister Bartlett also presented a Jamaican getaway vacation package to one lucky attendee [http://hesa.dce.harvard.edu/?p=4137](http://hesa.dce.harvard.edu/?p=4137). This full-day student-run conference attracted over 300 attendees and had a live stream component that allowed distance students all over the world to participate. Video and photos of the event can be seen at [www.negotiationleadership.org](http://www.negotiationleadership.org).

On Sunday June 20, Urban Update (WHDH NBC Channel 7) featured the Negotiation and Leadership Conference with a 15-minute round-table interview with 3 of the invited conference speakers and the HESA President. This is the first time in HES history that a HESA President and a HESA event has been featured on local network TV news show (Urban Update follows Meet The Press on Sundays on NBC in Boston). See the show at [www.negotiationleadership.org/video](http://www.negotiationleadership.org/video).

2) The Emerging Leaders| Young Millionaire CEOs Panel

HESA invited young, successful CEOs to participate in a panel discussion called “Young Millionaire CEOs: Emerging Leaders”. The panel discussed their entrepreneurial visions and allowed representatives of the next generation of business leaders to share their stories with the Harvard community. The event invited students to take a closer look at what it takes to become a successful entrepreneur. The panel featured Randal Pinkett, 38, who won season 4 of NBC’s “The Apprentice”; Ephren Taylor, 27, the youngest African-American CEO of a publicly traded company; Adam Stewart, 29, the CEO of Sandals Resorts International, via satellite; and Andrew Morrison, president of Small Business Camp. Sal V. Perisano, CEO of iParty and one of the Extension School’s most successful alumni, moderated the discussion. The event was sold-out with about 400 people in attendance (the highest attendance of any student-run event in HESA history at the time) and also included students from other Harvard Schools. Video and photos of the event can be seen at [http://hesa.dce.harvard.edu/?p=2949](http://hesa.dce.harvard.edu/?p=2949) and [http://www.facebook.com/photo_search.php?oid=2249168989&view=all](http://www.facebook.com/photo_search.php?oid=2249168989&view=all) or [http://vimeo.com/10677584](http://vimeo.com/10677584).
3) The Great Debate

The Harvard Great Debate focused on the collaboration of students and faculty members across all of the Harvard schools in the discussion of issues surrounding Harvard, God, faith and education. HESA, the Harvard Extension Service and Leadership Society, and the Harvard Extension Alumni Association cosponsored the 2010 debate and focused on the question, “is it intellectually valid or rational to believe in God’s existence?” and this topic was particularly relevant to Harvard given its original foundations of faith and its subsequent history of struggle with faith. Teams involved faculty, student, and alumni representatives including Dr. Marc Hauser, Professor of Psychology, Organismic and Evolutionary Biology and Biological Anthropology opposing Dr. Harvey G. Cox, Professor of Divinity. We founded and created the Harvard Great Debate this year to facilitate inter-school debate involving various Harvard schools in order to stir the great intellectual traditions of engagement within this venerable institution and facilitate more collaboration between students and faculty on projects across the university. This first event included Harvard Divinity School, Harvard Division of Continuing Education and Harvard College/GSAS. See http://hesa.dce.harvard.edu/?p=3257. For video, visit http://vimeo.com/13885070 and for photos, see http://www.facebook.com/photo_search.php?oid=2249168989&view=all.

4) International Relations Conference 2009

HESA supported HEIRC as it hosted the International Relations Conference which was held in October 2009. Massachusetts Congressman John Tierney, member of the House Intelligence Committee and Pakistan's Ambassador to the United States Husain Haqqani were the keynote speakers. Congressman Tierney shared his opinions about the most effective method of implementing the Kerry-Lugar Bill, which increases the nonmilitary funding in Pakistan to aid in the stabilization of their government, and its benefits. Mr. Haqqani discussed the current relationship between Pakistan and the United States and the important role that democracy will play in strengthening this relationship. A panel of diplomats, politicians, scholars, and journalists discussed the importance of increased health care and education in Pakistan, specifically the USAID and their efforts to help the democratically-elected government reach the people. The second panel discussed issues pertaining to the Kerry-Lugar legislation. The overall goal of the conference was to develop a sense of mutual trust and establish an open forum to discuss the relationship between Pakistan and the United States. Over 200 students attended the event. To see the video and photos, visit http://www.uspakconference.com/post_event.html.

5) The Noam Chomsky Event

HESA supported HEIRC as it hosted a first-class lecture about the Obama Administration and U.S. Foreign Policy featuring Noam Chomsky and Amy Goodman at Harvard Memorial Church. Amy Goodman focused on her recent trip to Haiti while pointing to Chomsky's extensive writings about America's relationship with the half-island country. Chomsky spoke of many events throughout history, summarizing with an intriguing statement, "International Affairs is run like 'The Godfather.'" The event was sold out with 800 tickets and is the largest student club academic event turnout in the history of HESA. See http://hesa.dce.harvard.edu/?p=3013 or http://people.dce.harvard.edu/~heirc/chomsky.html. The event was covered by WGBH PBS. For the video see, http://forum-network.org/lecture/noam-chomsky-obama-administration-and-us-foreign-policy.
6) The October Activities Fair

A reformulated HESA October Social and Activities Fair was held on Friday, October 30, 2009 with approximately 170 students in attendance, a tripling of previous year’s attendance. Students reported that they had a fantastic time and the clubs reported that their memberships have significantly been impacted as a result of the innovative trade show and exhibition phase of the event. Club leaders were also given, for the first time, a platform to make presentations to the student body as a whole in a town-hall style format during the second phase of the program. During the socializing phase, and throughout the entire program, attendees moved another step closer to developing more meaningful relationships via this community-enriching experience. To see video and photos, visit: [http://hesa.dce.harvard.edu/?p=1553](http://hesa.dce.harvard.edu/?p=1553) and [http://hesa.dce.harvard.edu/?page_id=4457](http://hesa.dce.harvard.edu/?page_id=4457) or [http://vimeo.com/13946094](http://vimeo.com/13946094).

7) The Kickoff Social

On September 18, we hosted the HESA Welcome Back Kickoff Social. This event was the first event for the Centennial year for students with food and refreshments, socializing, and a presentation on “Making The Most Of Your College Career: One Relationship At A Time” with speaker Jim Alvarez Mourey, who helped to author, with Keith Ferrazzi, the national bestsellers "Never Eat Alone" and "Who Has Got Your Back". As an opening event it was a great success with about 300 students in attendance, making it one of the best attended HESA social events in HESA history at the time. To see photos of this event, visit [http://hesa.dce.harvard.edu/?p=1041](http://hesa.dce.harvard.edu/?p=1041) and for video, see [http://vimeo.com/13864484](http://vimeo.com/13864484).

8) The Town-Hall Forum

In February, we hosted the Town Hall Meeting. There was a great dialogue between students and board members that helped stimulate ideas for new HESA initiatives. Every idea was heard and considered and many students stepped up to help HESA put their ideas into actions.

9) The Leadership and Apprentice Workshop

This workshop was geared towards acquainting students from the general public with the new organizational structure and roles of HESA and to provide training in the different departments and roles within HESA. The objective was to recruit new students for this year but also to assist the next administration by laying the foundation for more students to become familiar with HESA and to inform students who are interested in serving in leadership roles or otherwise. It also provided the HESA team an opportunity to portray their own leadership skills as different HESA leaders were given an opportunity to present on their department, role and responsibilities. See [http://hesa.dce.harvard.edu/?p=2413](http://hesa.dce.harvard.edu/?p=2413).

10) November Social at Queenshead

The November Social at Queenshead was a great opportunity to meet other Extension students in a fun and relaxed environment with music, food and networking at Cambridge Queen’s Head. The event included entertainment from a guest poet as well as a live Jazz band. To see photos, visit: [http://hesa.dce.harvard.edu/?p=1897](http://hesa.dce.harvard.edu/?p=1897).
11) March Social at Queenshead

The March social at Queenshead was a second round of this event revisited by popular demand. To see photos, visit: http://hesa.dce.harvard.edu/?p=3209.

12) Centennial Convocation

We have also provided and organized approximately 18 volunteers from HESA to assist the HES Administration with the Harvard Extension Centennial Convocation event on Sept 25, 2009. Our volunteers drew praise from administrators and guests for their first-class professionalism and polish. To see video of this event, visit: http://hesa.dce.harvard.edu/?p=150.

13) The Club Leaders Training and Workshop

On September 11, 2009, we hosted the first ever Club Leaders Training and Workshop geared towards current student club leaders and to those students who expressed an interest in starting a new club. See http://hesa.dce.harvard.edu/?cat=21&paged=3.

14) Election Candidates Debate

For the first time in history, we live-streamed the election debate on our new HESA TV channel and also video-recorded the event. It was also posted online so that people who could not attend the debate or view the live-streaming were still able to view the each candidate’s performance. This was a quantum leap, compared to previous elections, in terms of HESA providing innovative services to better inform and serve the student body. To watch the video and view photos, visit http://hesa.dce.harvard.edu/?p=4225.

15) The ALM Thesis Forum

Co-sponsored by the Harvard Extension School ALM program and the Harvard Extension School Student Association (HESA), the event gave some of our outstanding Master of Liberal Arts candidates an opportunity to present their thesis research to the Harvard community. See http://hesa.dce.harvard.edu/?p=4341.

16) Innovation Conference

HESA provided instrumental support to HEBS as it organized its first “innovation conference” which focused on addressing the current challenges faced by companies across multiple sectors. Prominent speakers from the Energy, IT, Finance, Healthcare fields (as well as the Emerging Markets and Investor space) provided insights into the future trends in their respective sectors. The event attracted 250 people. See http://hesa.dce.harvard.edu/?p=1689.

17) Space Security Event

HESA supported HEIRC along with HEBS in an event that explored issues of U.S. space policy, space-based weapons, arms control and U.S.-China space relations as space technology plays a progressively more important role in current military and commercial affairs. See http://hesa.dce.harvard.edu/?p=1789. The event was
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[*NB: There were other events hosted by HES student clubs (without HESA involvement) which are not listed here. For details on other club events, please visit the respective club website at http://hesa.dce.harvard.edu/?page_id=6]

PROGRAMS AND INITIATIVES:

Over the past year, HESA also implemented some new initiatives and programs:

1) Apprentice Program

The HESA apprentice program was designed for students who want to be trained in the duties and responsibilities of the HESA president. The goal of the program is to ensure continuity of the student government as well as provide a basis for progress from one administration to the next. The program allowed students to sit-in on meetings, to help the current president with tasks and to learn the new structure of the organization so that HESA can continue on a great path of success next year.

One key lesson learned from last year's election is that HESA experience is important if you want to run for president. This program gives every student a fair shot at gaining the experience and training critical to understand the role and responsibilities of the HESA President. It also laid the foundation for a better, more sustainable HESA for years to come as our presidents will be better trained and prepared for the job. The Apprentice Program is not a mandatory requirement to run for President or Vice President but it confers the benefits of training and direct experience in managing the responsibilities of the job. The concept of training potential successors was encouraged by Dean Shinagel and was supported by the HESA board. Students also commended the program for its innovation and forward-thinking. For more on the program, visit: http://hesa.dce.harvard.edu/?p=3385 or http://hesaapprentice.ning.com.

2) Distance Board Meetings and Live-Stream Events

We implemented the first ever distance-equipped HESA board meeting as part of HESA’s new "distance student liaison" initiative. International students (reaching as far as Slovenia, Europe) as well as domestic students in other states (including DC, NY, California, etc) participated in our regular Board meetings, making it easy for distance students to be involved in student life at Harvard through HESA. We also video recorded events for future viewing by students and we also implemented a live stream component that allowed distance students all over the world to participate in our events. These distance student initiatives are ground-breaking for HESA and marks a turning point in the integration of distance students into student life. For minutes or video from our board meetings, see http://hesa.dce.harvard.edu/?page_id=11.

3) Executive Staff Development

For the first time in HESA history, HESA took an active stance in providing professional development training for its volunteers by inviting expert consultants, who provide corporate executive and team development training to fortune 500 companies. This was a special incentive and perk given to HESA volunteers. We provided Harvard
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Business Review articles for free to the volunteers on a number of different leadership and team development best practices.

4) Alumni Relations

HESA pursued an initiative to reach out to the HEAA with the goal of developing stronger ties between HESA and the HEAA. It sought to build a better bridge between students and alumni that would allow us to explore synergies between HESA and HEAA in the areas of career networking, marketing and promotions, fundraising, collaboration on events, membership development, to name a few. As of December 2009, HESA attended HEAA board meetings and vice versa, a first in the history of both organizations. There was also collaboration on the Harvard Great Debate where HEAA was a co-sponsor and where alumni, along with students and faculty, participated in the debate. HESA also assisted HEAA with their “Invite a Student To Dinner“ program. HEAA also provided access to career and job resources and made presentations to students regarding these resources and opportunities. This year marked the beginning of a new synergy between HESA and HEAA which has and will continue to redound to the benefit of both students and alumni in the coming years.

5) Club Development and Support

Club development was an important part of this year’s focus. We appointed a Clubs and Organization Director to focus resources and attention to addressing the needs of the clubs. We increased the total amount of funding to the clubs by almost double. We initiated a Club Leaders Training Workshop to train current and prospective club leaders on the processes, operations, policies and best practices needed for success. We streamlined information on the HESA website making it easier to find information regarding clubs. We encouraged Clubs to appoint a liaison to participate in our board meetings to ensure the clubs had a voice and stake in HESA decisions. We rolled out a reformulated HESA Activities Fair in October which we combined with the HESA October Social in order to drive higher turnout for the benefit of the clubs. This year we took the turnout from 40 from the previous year to 170 this year, a four-fold increase. We also implemented an innovative upscale trade-show expo format with a food service to generate more excitement and interaction at the event. We provided a second phase to the event where we convened a townhall-style presentation format (complete with PowerPoint) that allowed club leaders to speak about their clubs for a few minutes to the entire audience and generate interest. This was the first time in the history of HESA that club leaders were given such a platform. Clubs reported significant increase in membership and growth as a result of the event (see http://hesa.dce.harvard.edu/?page_id=4457).

Lastly, HESA provided instrumental support to clubs that wanted host their first conference. HESA provided training, advice, knowledge, expertise, guidance, and also volunteer staff to assist both HEIRC (Harvard Extension International Relations Club) and HEBS (Harvard extension Business Society) in organizing their first conferences, the International Relations Conference and the innovation conference. In particular, HESA suggested the formation of the HEIRC Club and special fast-track assistance was given to HEIRC to form, develop, and recruit leadership and to implement best practices. As a result, within 1 year HEIRC hosted three successful events (The International Relations Conference, The Space Security Panel, and The Noam Chomsky Talk) which would not have been possible without the direct and overwhelming support, guidance and facilitation from HESA and key HESA officials. This demonstrates the active role that HESA can and should play in helping new...
clubs get off the ground and become successful. HESA also implemented a new system that gave clubs direct access to the HESA calendar on the HESA website so that clubs could update their events without having to wait for HESA Technology staff. Other support was given to the HESLS club, the Bible Society, etc, as requested by the clubs. A special calendar coordination initiative was implemented which allowed clubs to work in unison to ensure that club events were not conflicting with each other and so that they could support each other’s activities. It is also worthy to note that in addition raising additional funds for HESA events, we also advocated on behalf of student clubs and arranged with the Dean of Students office to provide additional funding including $2000 for HEIRC international relations conference and $1,500 for HEBS innovation conference (not reflected on HESA’s books) in order to assist with these special event requests.

6) Election Reform

In the past, there have been some problems surrounding the HESA elections. Several steps were taken to ensure fair and properly-run elections. The election committee was formed early and members were appointed. The executive arm provided a strong oversight function to ensure that there was consistency and accountability. The election was held on time this year and in accordance with the constitution and bylaws. There were challenges that arose during the elections but the system in place allowed us to absorb and resolve them without jeopardizing the fairness and integrity of the elections. We live-streamed the election debate on our new HESA TV channel and video-recorded the event which was posted online.

7) Branding and Press Initiatives

HESA engaged in developing significant branding strategies including alignment between website, posters, fliers, and other digital media formats. These strategies included positioning and cross-branding techniques that bolstered the visibility of HESA and our activities. In addition, we made an effort to establish contacts with local media as well as continue our contact with Harvard newspapers. This included high-level press initiatives with WHDH NBC Channel 7 News and WGBH PBS for the first time in HESA history and a significant accomplishment for any Harvard student group across the campus. We also connected our events and our websites to the websites of speakers with national audiences, thereby bringing attention to HESA on a national level.

7) Ethics Reform and Dysfunctional Politics

The ethics pledge was necessary as a step to prevent dysfunctional politics from entering the HESA team and to promote an orderly and positive team culture and environment. Much of the ethics pledge is derived from best practices of non-profit corporations (i.e. Boardsource) and the statement of values (at the end) is directly taken from Harvard’s policy on the same (see Appendix E to view the ethics pledge).

8) Ethics and Diversity Initiative

HESA implemented a new Ethics and Diversity Initiative that focused resources on how to improve ethical systems within HESA and to encourage more diversity within HESA and the Extension School. A committee was formed to make recommendations towards these objectives. The need for strong ethical leadership and an embrace of diversity has never been more relevant given the particular realities of our day and our role as part of the Harvard community within it. This, in addition to the establishment of our HESA Ethics Pledge, is another
way we kept our promise to establish a "more ethical" student government. Before this year, Ethics has not been emphasized as a key leadership capability.

As part of this initiative, we also implemented the **Month of Dialogue**, starting with the Great Debate and culminating with the Negotiation and Leadership Conference, where religion, race, gender, culture, etc, were the centerpiece of discussion with objective of gaining better understanding of differences due to identity.

9) **Constitutional Review**

HESA formed a "policy committee" that reviewed the constitution and bylaws for improvement. The current constitution had several areas of contradictions, ambiguity and inapplicable clauses that need revamping in order for a better run student government.

10) **New Chat Forum**

A new chat forum has been established to facilitate a stronger online virtual community. Our distance education liaison has rolled out a new chat forum platform at [www.mylamplight.com](http://www.mylamplight.com) with the goal of providing an online discussion forum for extension students. The site will be a privately hosted site and is intended to be a neutral open forum for extension students, particularly distance students, to stay connected and share information. It is intended to provide a competitive option and to be alternative source to other current private sites.

11) **New Communications Initiative**

HESA implemented a new communications effort this year. We established a communications department with a director and deputy director. Announcements were sent out on a timely basis and events were generally announced with at least two weeks advance notice. Also, we implemented a new system with weekly updates on Mondays and allowed for students to send items of interest to be included in these weekly updates. In addition, HESA launched a Twitter account which allowed students to stay up-to-date with HESA happenings and to give us feedback. This twitter presence was coordinated with both our main website as well as our face-book site. Also, a new president's blog was established to increase communication with the student body. [http://hesa.dce.harvard.edu/?p=2065](http://hesa.dce.harvard.edu/?p=2065).
12) New Technology Initiative

The Technology initiative was implemented in order to significantly improve the technological capabilities of HESA. Some of the highlights of these improvements include:

- HESA TV
- Live Streaming
- New Interactive Website with Visual Appeal and Functionality
- Feedback surveys
- Posting of Video Content and Media
- Internal Board Discussion Forum
- Interactive Polling
- Online Donation Feature
- New Calendar Interface Feature
- News Content Feature

The following is a report by our Technology Director, which summarizes some of the accomplishments for the year:

The 2009-2010 school year, Harvard Extension’s Centennial, was one of dramatic change for HESA. Under the leadership of Andre Bisasor, a technology team was put together with a mandate to bring our services into the 21st Century, and the freedom, trust, and empowerment to do so. I’m extremely proud to sum up our performance in two words: we delivered.

The first step in our transformation was the modernization of, and subsequent content delivery to our website. Previously in disrepair and disuse, it functioned poorly as a hub for student communication. And as you know all too well, the very nature of the Extension School necessitates an online hub where students can get information about HESA and related content. To that end, and within our first month, we not only delivered an advanced web portal, but we’ve continued to fill it with useful and meaningful content that has been of significant benefit to our constituency. This is apparent when you consider that we currently average over 8,000 page views on the website every month (to put that in perspective, the page view count when we took over was less than 1,000 per month). Our website is now recognized and respected as the place to get information on HESA events, news and information. Indeed, we now even get frequent requests from other Harvard schools to advertise their events on our site – that in-and-of-itself is quite an accomplishment.

Another obstacle we’ve had to overcome is the disparate locations in which our constituents are located. By our own poll conducted online, we have students on every continent on Earth! Yet, this large student base had been heretofore unable to participate in HESA activities. In 2010, that changed with the advent of HESA TV. For the first time HESA events were streamed live to students all over the world. We actually confirmed event attendance in countries such as Peru, Turkey and many points in between. We now have a medium by which all Harvard Extension students, regardless of their locale, can view and even participate in live student events. I think Abbott Lowell would be especially proud of that.

Sincerely,

Guy De La Cruz, ALB ’11
Harvard Extension Student Association
Director of Technology, ’09 – ’10
13) Leadership Training and Development Initiatives

There were several leadership development activities including a club leaders training and workshop, a HESA Leadership and Apprenticeship Workshop, two executive development training seminars with outside consultants, a HESA Apprentice Program, open board meetings and closed team training and development meetings. The new organizational structure facilitated more student involvement with around 40 students. The result was that more students became acquainted with, trained, exposed to HESA operational parameters, to the environment and how to get things done.

14) Community-Building, Event Programming and Marketing Effectiveness

This year a key strategic focus was on building community, local as well as distance, physical as well as virtual. We believed that increasing turnout at events would lay the foundation for more people to meet each other and to develop social networks. However, due to the nature of the Extension School, there has been a historical impediment to gaining turnout of more 100 people at HESA events. Fortunately, I had discovered a recipe for increasing turnout in my capacity as President of HESLS which hosted the Negotiation and Leadership Conference in 2008 and 2009. These were the first events in HES history that saw crowds of over 240 and 300 respectively. I took that formula, and with some tweaking I applied it to HESA events as promised during my campaign.

- **New Strategy:** Combining "interesting social environments" with a stimulating "out-of-the-box" enrichment piece to create a unique experience (something discovered in hosting large-scale conference events for our students in the past). HESA socials (i.e. First Fridays, etc) in past years were done mostly in the Grossman Common Room (GCR) as a small scale event which included unstructured/unplanned socializing and minimal marketing/brand development, etc.

- **Leverage Past Conference Event Success:** After the success of the Negotiation and Leadership conference in 2009 (with around 300 in attendance), we leveraged the fact that more people were paying attention to events held by HESA as the expectation was that they will experience the same level of first-class execution and stimulating value-added enrichment with the leadership success formulated under HESLS conferences. We continued with the selection of the NW Science building (the same location used for past conferences) in order to signal to students that the same expectations.

- **Careful and Interesting Speaker Selection:** We reached out to popular world-class speakers, who created excitement. Through strategic negotiations, we were able to have these speakers waive tens of thousands of dollars in speaker fees.

- **Strategically Meaningful Topic:** The topics were strategically selected around a key need facing extension students. Nationally recognized experts were selected to deliver on those topics and we ensured that we aligned all the pieces together to create unique and marketable events and experiences for students.
• **Early Marketing:** HESA generally started marketing events at least two weeks in advance which gave students time to plan around our events. In past years, on several occasions, students were given a much shorter time to plan.

• **Very Early Planning:** Planning started for the event (including starting the process of reaching out to and negotiating with speakers, attempting to secure space and other key logistics, and the conceptualization and alignment part) early on, which enabled us to be able to execute more complicated events more efficiently. This enabled us, for example, to pull off a 300 person event 2 weeks in to the fall semester (The Kickoff Social) and a 400 person event 2 weeks into the spring semester (The Emerging Leaders Panel).

• **A Substantive Fundraising Plan (that doubled our starting budget of only $15,000):** Though HESA events have been growing in popularity and excitement, they are not organized by the School. HESA events are still organized by students who are busy with classes, just like you and me, and the rising costs of our improving events still come out of the same small budget that HESA has had for years. Past HESA administrations may have not attempted events like these simply because of the limited budget. Student governments at the Harvard Law School, Business School, and the Kennedy School, managed somewhere between $150,000 to 250,000 per year for no more than 3000 to 4000 students in those programs. We have $15,000 and we have 15,000 students. This is $1 per head at the extreme, though all 15,000 students typically don’t actively use our services.

The above are some of the main strategies that we planned into the marketing and execution of our events. These results did not happen by chance. A lot of thought and planning and strategy went into creating the result. But the real acknowledgment goes to the students, who stepped up and planned schedules accordingly and took advantage of the opportunity.

15) **Accessibility, Accountability and Transparency Safeguards**

We made our board meetings open and accessible, not only to local students but to distance students via teleconference. We held an open town-hall forum. We setup performance feedback surveys at the end of the semester. (see [http://hesa.dce.harvard.edu/?p=4429](http://hesa.dce.harvard.edu/?p=4429) and [http://hesa.dce.harvard.edu/?p=1873](http://hesa.dce.harvard.edu/?p=1873). We posted minutes of our meetings online. Any one that had a question was encouraged to come to meetings and ask. For minutes from our board meetings, see [http://hesa.dce.harvard.edu/?page_id=11](http://hesa.dce.harvard.edu/?page_id=11).

16) **Public Service Initiative: Food and Clothing Drive and Haiti Relief**

Boston and Cambridge food pantries and homeless and women’s shelters received much-needed assistance this past fall through the charitable efforts of the Harvard Extension Service and Leadership Society and the Harvard Extension Campus Food and Clothing Drive initiative. (see [http://hesa.dce.harvard.edu/?p=313](http://hesa.dce.harvard.edu/?p=313)). We were also among the first student governments to communicate coordination efforts for Haiti Relief (see [http://hesa.dce.harvard.edu/?p=2413](http://hesa.dce.harvard.edu/?p=2413)).
17) Lowell Lecture Initiative

Negotiations with Dean Shinagel to increase HESA funding were successful, a first in the organization’s history. This enabled HESA to do more for students, and marked an historic turning point in HESA’s relationships with its principal financial backer. Dean Shinagel expressed support for President Bisasor’s plan to strengthen HESA’s organizational capabilities and to elevate the standing of the Association as a first-class student organization. As a result of those negotiations, Dean Shinagel also invited HESA’s help in promoting the annual Lowell Lecture, which commemorates Harvard President A. Lawrence Lowell, who founded the Harvard Extension School a century ago. Noting the Lowell family’s long involvement in evening education, Dean Shinagel pointed out that this occasion deserved to be a celebration of the School’s mission and ideals. He invited HESA’s input in the selection of this year’s Lowell Lecturer and encouraged President Bisasor to formulate a plan to increase student interest in the event. For more information, see http://hesa.dce.harvard.edu/?p=1129.

19) Program Liaison Elections

HESA held nominations for elections for Program Liaisons and At-Large Representatives to the HESA Board. These positions work on behalf of students to help build community and social networks, and to share information about school-wide and program-specific events and initiatives.

20) Online Teacher Evaluations

HESA helped to advocate for making the teacher evaluations available online which will allow students whether local or distance to review the evaluations of instructors at the Extension School by other students. This was made a reality for the first time during the summer.
SECTION II: PERFORMANCE MEASUREMENT
At the beginning of the academic year, in the introduction letter (http://hesa.dce.harvard.edu/?p=18), we laid out a summary of the vision for the year which, in a nutshell, was to make HESA a first-class student association capable of delivering the most sophisticated platform for social cohesion, supplemental educational pursuits and other enriching experiences, and to take HESA to the next level of success by:

* Improving processes and systems internally
* Increasing turnout at events
* Maintaining and improving our Harvard University inter-school profile
* Creating a sustainable and functional organizational structure
* Enhancing our credibility with all stakeholders
* Taking a social entrepreneurship approach

In just one year (nine months of the fall semester and spring semester), we delivered on our ambitious agenda in each of these areas and we have so far accomplished what it can take HESA administrations years to achieve. We have geometrically increased our "bandwidth" or capacity for work, which has allowed us to involve more students, to do more events, initiatives and programs and to support more larger-scale activities. Our performance has been as follows:
1) **INCREASED NUMBER AND SCALE OF EVENTS**: We had around 17 school-wide events that we hosted or supported as compared to around a total of eight or nine over each of the past two years. We also have had a noticeable increase in club activity, participation and membership. Also, we have had seven large-scale conferences or conference-type events in only one year, whereas in the past, there was the capacity for one the whole year.

2) **INCREASED STUDENT VOLUNTEER INVOLVEMENT**: We have around 35-40 people that were actively involved in HESA as volunteers as compared to around 6-8 last year and around 10-15 the previous year.

3) **INCREASED FUNDING AND BUDGET**: We more than doubled our operating budget from $15,000 to over $40,000 over against a high of $18,000 last year and $15,000 the previous year.

4) **INCREASED ATTENDANCE AT EVENTS**: Based on some new strategies and approaches, we have been able to significantly increase attendance at our events with as many as around 400 people attending our socials, as compared to a high of around 75 over against the past two years combined. This represents a quadrupling or a four-fold increase that enables our students to meet more students and build stronger community. We also have seen numbers rise to 800 for the HEIRC Noam Chomsky event, an unprecedented number for a student-run club event.

5) **INCREASED WEBSITE TRAFFIC**: Also our website traffic (i.e. unique visitors, number of page-views, hits, etc) has at least doubled in all categories across the board compared to previous years and compared to right before we rolled out the new website in September. For instance our page views rose to 8000 per month compared to 1000 per month with the newly revamped site. In short, our web metrics are “off the charts” and this is a testimony to the first class website that has been unveiled by our technology team and is an excellent face to the first class image for HESA that we were able to build this year.

6) **RESTRUCTURED ORGANIZATION AND SYSTEMS**: We launched, incubated and rolled-out 7 new functional departments including: Communications, Marketing, Technology, Events, Clubs and Organizations, Fundraising, and Policy. These departments had directors, deputy directors and team members. We also had a flexible matrix sub-structure that facilitates short-term project teams drawing from each of these departments to help execute a new activity or event. The combination of these elements provided a more robust system that addresses the obstacle of busy schedules of our extension student volunteers while laying the groundwork for continuity and sustainability going forward. We have also implemented 3 new initiatives including: the Distance Student Liaison Initiative, the HEAA Liaison Initiative, and the Public Service Initiative. We also instituted an Ethics Pledge that all HESA volunteers had to sign in order to help create a positive team culture and to limit dysfunctional politics. This internal capacity-building was a critical part of our success but this kind of sweeping change did encounter some obstacles along the way. Deep political reform is still a work in progress that each HESA administration will have to vigilantly safeguard.

7) **ENHANCED CREDIBILITY AND BRAND POWER**: We have increased our brand power as more of our most accomplished students have seen the new enhanced visibility and stature of the HESA brand. We continue to receive numerous emails from students (both local and distance) stating that “the excellent job we have done
have not gone unnoticed”. Also, the HES Administration and the HES Alumni Association took note of our progress and this is a testimony to the enhanced credibility and prominence that HESA has achieved this year.

Performance Highlights

<table>
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<th>PERFORMANCE MEASUREMENT</th>
<th>YEAR OF HESA ADMINISTRATION (3-Year Comparison)</th>
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Special Report on Conferences (Hosted By Extension Students):

Prior to this year, the Harvard Extension School was one of the few schools at Harvard that did not host full-day conferences. The Harvard business school has at least 20 student-run conferences per year. In fact, the organization of conferences is almost the equivalent of an internship at the business school where the strongest and smartest student leaders attempt to host these large scale events. One key difference: the business school has $1.3 million dollars in funding. Also, these clubs have a stable infrastructure of support, precedent and knowledge resources to draw upon from year to year. This means that as new student leaders take over they do not have to spend time reinventing the wheel on certain basic logistical and implementation issues. All they had to do was focus on content and programming. The hosting of conferences at the business school provides a clear and compelling basis for HBS students to showcase their leadership and attract prospective students and
the community to their campus. The Law School, the Kennedy School, the College, GSAS has examples of these types of events and activities as well (each with funding into the hundreds of thousands).

This year saw the rise of conferences at the Extension School. The reason for this is because of the pioneering work achieved by the Harvard Extension Service & Leadership Society (HESLS) and the Negotiation & Leadership Conference in 2008 and 2009. During this Centennial year, other HES student clubs sought our advice, knowledge, training and assistance and without the foundation and support of HESA, HESLS, organizers of the negotiation conference and without the know-how and infrastructure developed, the plethora of conferences this year would not have been possible.

This has marked a new day for HES and HESA. The environment was literally transformed into one that went from little or few small events to one where there are numerous large-scale conferences and panel events attracting several hundred people. Only students who were around from a few years ago can really appreciate the night and day difference that now exists at HESA and the HES in general. The trail that was blazed, the entrepreneurial vision and courage it took to forge a path can never be fully described in a way that does justice to the kind of hard work and dedication and confidence and self-sacrifice and tenacity and leadership it took to create this kind of change. Many will appreciate it for years to come as the legacy that we leave for generations of extension students.

The History and Evolution of the Negotiation & Leadership Conference

The original Negotiation Forum was founded by Charles Mulvey in 2004 as a 3-hour small production event held on a Friday evening with the goal of discussing negotiation topics to help extension students augment their negotiating capabilities. As a startup activity, these events eventually attracted a successful turnout at approximately 70 people. The event was put on twice per year 2004 until 2006.

In spring 2007, the Negotiation Forum was canceled due to a conflation of different reasons including funding issues as well as some other organizational challenges. The forum became defunct for one year until it was formalized and institutionalized under the rubric of the newly founded Harvard Extension Service & Leadership Society (HESLS) with Andre Bisasor as the Founding President. Believing that negotiation capability is a key leadership skill, Andre reformulated, expanded and re-launched the event as both a Negotiation & Leadership Forum, and resurrected it as a different event with the much noted success and record-breaking achievement with a turnout of over 240 people, tripling that of previous versions. Using his experience as a marketing management MBA, Andre (along with HESLS Vice President, Natalie Anderson) also reformulated the event to become a multi-stage, 6-hour conference with event complexity and program innovation that included 8 distinguished speakers, two topics, two panels and a light networking lunch. There was also the re-branding of the event as one with first-class professional management, a creative marketing approach and solid execution. The vision was to create an event that would:

- Take an innovative and practical look at issues that are either under-studied or otherwise that are trends shaping the field of negotiations with discussions among leading scholars and practitioners from business, law, government and academia;
• Foster an inter-university dimension that brings together those who are interested in negotiation, conflict resolution and leadership from Harvard University, and other Boston-area schools as well as the larger Cambridge and Boston community;

• Develop a comprehensive vehicle that would break the ceiling of low turnout among Extension students and stimulate interest at unprecedented levels.

• Showcase Extension students’ role as a leadership force within the Harvard student community; and

• Increase the profile of Extension students by putting on first class events that would compare to that of the premier student group events at other Harvard schools.

In May of 2008, the new Negotiation & Leadership Forum 2008 broke all records both in terms of the previous version of the original negotiation forum as well as in terms of any extension school student-led event in the entire history of the Harvard Division of Continuing Education. The event received notable media attention at Harvard including coverage in the May 8 Issue of the Harvard University Gazette as well as in the June-July issue of the Harvard Extension Alumni Association e-newsletter, the Extension Chord.

In May of 2009, the event made history again with the over 300 students that attended the event, which was upgraded to a full-day conference and transformed into the "The Negotiation & Leadership Conference 2009". The program was developed to be more robust and expansive as we sought to further implement the vision. In addition, that year the Harvard Association for Law and Business (HALB) and the Harvard Business School Caribbean Business Club (HBS CBC) joined in on this event as one that had inter-school student support. Other noteworthy characteristics include:

• It was the first university-wide student-run conference on negotiation at Harvard University

• It involved the first inter-faculty, interschool effort between student clubs at the Harvard Division of Continuing Education, Harvard Business School, and Harvard Law School. This is consistent with the vision of the Provost Office for a “one-university” model

• It was also the first full-day, full-scale student-run conference at the Harvard Division of Continuing Education

In May of 2010, the event implemented the first-ever live stream component that allowed distance students all over the world to participate. This year, the Harvard Law Negotiators at Harvard Law School, the Charles Hamilton Houston Institute for Race & Justice at Harvard Law School, and The Black Policy Conference at Harvard Kennedy School joined in on this event as one that has inter-school support. With 300 students in attendance again this year, the event continues to be a major success and stand-bearer for excellence and leadership by students at Harvard Extension School. The Negotiation & Leadership Conference presently is one of the most anticipated student group events, attracting significant interest among students, faculty and professionals alike. On Sunday June 20, 2010, Urban Update (WHDH NBC Channel 7) featured the Negotiation & Leadership Conference with a 15-minute round-table interview with 3 of the invited conference speakers and the HESLS President, Andre Bisasor. This is the first time in HES history that a HESA President (or any HES student club leader) and a HESA event has been featured on a mainstream TV news show (Urban Update follows Meet The Press on Sundays on NBC Boston).
SECTION III: FINANCE
## Financial Report

### HESA Financial Highlights – September 2009 to June 2010*

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### EXPENDITURES

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<tr>
<th><strong>HESA Fall Activities</strong></th>
<th><strong>Cost To HESA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>HESA Club Leaders Training &amp; Workshop</td>
<td>$ -</td>
</tr>
<tr>
<td>HESA Welcome Back Kickoff Social (300 attendees)</td>
<td>$ 5,874.00</td>
</tr>
<tr>
<td>HESA Fall Activities Fair &amp; October Social (170 attendees)</td>
<td>$ 2,000.00</td>
</tr>
<tr>
<td>HESA November Social &amp; Poetry Night at Queenshead (120 attendees)</td>
<td>$ 700.00</td>
</tr>
<tr>
<td><strong>Subtotal - HESA Fall Activities</strong></td>
<td>$ 8,574.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>HESA Spring Activities</strong></th>
<th><strong>Cost To HESA</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>HESA Welcome Back Social &amp; Emerging Leaders</td>
<td>Young Millionaire CEOs Panel (400 attendees)</td>
</tr>
<tr>
<td>HESA Town-Hall Forum &amp; Leadership Workshop</td>
<td>$ 100.00</td>
</tr>
<tr>
<td>HESA March Social at Queenshead (80 Attendees)</td>
<td>$ 520.75</td>
</tr>
<tr>
<td>April Board Meeting</td>
<td>Executive Development Event</td>
</tr>
<tr>
<td>Harvard Great Debate &amp; April Social (330 attendees)</td>
<td>$ 2,858.98</td>
</tr>
<tr>
<td>Election Committee</td>
<td>$ 300.00</td>
</tr>
<tr>
<td>ALM Thesis Forum</td>
<td>$ 300.00</td>
</tr>
<tr>
<td><strong>Subtotal - HESA Spring Activities</strong></td>
<td>$ 10,379.46</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Allocations</strong></th>
<th><strong>Cost</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project, Club And Conference Allocations</td>
<td>$ 20,350.00</td>
</tr>
<tr>
<td>Media Production</td>
<td>$ 857.00</td>
</tr>
<tr>
<td>Capital Items</td>
<td>$ 207.00</td>
</tr>
<tr>
<td>Discretionary Fund</td>
<td>$ 216.00</td>
</tr>
<tr>
<td><strong>Subtotal – Allocations</strong></td>
<td>$ 21,630.00</td>
</tr>
</tbody>
</table>

**Total Expenditures** $ 40,583.46

**Available Funds** $ 41,210.41

**TOTAL EXPENDITURES APPROVED BY DEAN SHINAGEL (Via Budget Submitted in Oct. 2009)** $ 42,123.00

Funds remaining** $ 626.95

Funds remaining within Approved Budget*** $ 1,539.54
*This report is not intended to present our financial results in accordance with generally accepted accounting principles (GAAP). Instead, it is meant to be a managerial view of our finances and operations. Its purpose is to explain how our financial resources were used during the last year in support of our vision.

**This is the difference between the funds available to HESA (via the many funding and fundraising sources listed above) and the total expenditures over the course of the school year. It is worth noting that these expenditures came in under the approved budget at the beginning of the school year.

***At the beginning of the fiscal school year, plans were made to present a budget of $42,123 to Dean Shinagel. This was subsequently approved and plans throughout the year were adjusted accordingly to come in under this final figure. This budget amount of $42,123 was a projection of the type of expenses that we foresaw for the year and was part of the justification for increased funding that was presented to Dean Shinagel and was approved in October 2009. The Dean supplied $20,000 in funding directly to HESA with an additional $5000 provided by the COOP. The remainder of any “funding needed” was to be gained through fundraising activities by HESA as the administration wanted to see an effort on the part of the students to explore all other available avenues of fundraising. However, there was an understanding that the Dean of Students Office would be an additional source of funding and a last resort back-stop if needed in order to cover any shortfall from fundraising, especially for major events.

Notes:

Because of the success of the kickoff social, the emerging leaders’ panel, the great debate, etc, HESA had increased costs in trying to provide basic refreshments, and other logistics, for several hundred students. As a result, certain other events like the December social, and a Grad Formal event had to be canceled in order to balance the expenditures. Expenditures on a number of other initiatives also had to be cut or minimized for similar purposes.

For instance, the kickoff social had over 400 students that registered for the event and so we had to prepare food for at least 350 (assuming a 10% no show factor). This came at a cost of $5874 because the more students that register the more our variable costs increased. So we had a choice – we either do not encourage high turnout in order to cut expenditures or we strive to serve the student body by being proactive and attempting to raise money so that we can do more for more students. It was easy to do the safe thing and not plan great events but we felt that our mandate was to bring change and do things significant better. We were able to secure the sponsorship of $5000 from the COOP during the same time we had the event. When we presented these numbers to the Dean, we had his approval on the fact that we were building community by gaining such large turnouts.

However, in order to demonstrate prudence because we still had not solidified all of our fundraising results in the Fall, we decided to make adjustments on other events during the Fall semester such as moving our November social from the NW Building to Queens head to keep our cost down to $700 (instead of in the thousands). This brought our catering costs down significantly. However, whenever we have important speakers, Queenshead is not a suitable venue. We also eliminated the December social which would have been after final exams in any case. These careful adjustments allowed us to keep our event costs down to just over $9000 during our first semester while still increasing the quality, scale and reach of our events. Each of our event cost allocations were voted on and approved by the HESA board. The spring semester saw more activity as we were able to arrange more funding through, among other things, our fundraising efforts. Students wanted more...
of the same quality of events in the spring and we delivered. However to offset some of the costs, we started charging admission fees in the Spring which were discounted for Extension students but also included higher fees for other Harvard students and community members. This was a testimony to the success of our events that we were able to attract attention and patronage from other Harvard students and the Boston community.

It is also worthy of note that in addition to raising additional funds for HESA events, we also advocated on behalf of student clubs and arranged with the Dean of Students office to provide additional funding including $2000 for the HEIRC international relations conference and $1500 for the HEBS innovation conference (not reflected on HESA’s books).

Due to a tough economic climate and some difficulty in finding the right fundraising team, the efforts in fundraising from new sources of money were not spectacular but modest. There were some gains using the new online donation drive which resulted in $250 in donations from students (unrestricted). We also made modest achievements with Alumni donations by creating a special VIP access for Alumni at our major events. This resulted in $1100 in donations (restricted) which is noteworthy. The corporate sponsorship arena as a source of new funding was problematic this year due to the downturn in the economy, to our small student organization having no full-time staff and no seasoned fundraisers committing to volunteer this year. Our most significant fundraising achievement was accomplished by our focus on increases from traditional sources of funding such as with Dean Shinagel, the Harvard COOP, and the Dean of Student’s Office.

In order to counter the uphill scenario in fundraising, HESA decided to charge admission fees to some of its events though largely most events are made free and open to students. We stood on the belief that we wanted to make our events and activities to students for free as a real student government should. However, because of our success in marketing and event innovations, we saw several hundred students turn out at events thus quadrupling not only the attendance from previous years but also the variable costs. As a result, unless the issue of the under-funding of our student government is resolved, HESA will likely have to start charging students for most of its events going forward, especially if we continue to see attendance at around 400.

As far as financial systems go, we created a new Director of Finance role and filled it with a student volunteer who happened to be a treasury services professional from JP Morgan-Chase. This role was designed to augment the role of treasurer and to strengthen the financial capabilities of HESA and to be a bridge between the fundraising function and the treasurer’s function. The Director of Finance was appointed in January 2010 and eventually replaced the previous treasurer in March 2010.

As far as the budget process went, we first created a budget during the fall semester with review by the treasurer and then submitted the budget for approval by Dean Shinagel and the Dean of Students Office. Once we gained approval, we then implemented a careful management of resources ensuring that where we went over budget on one event, we adjusted another event to reduce costs for a net balancing effect. For example, we reduced our costs on our November social and canceled a December social in order to balance increased expenditures on our September kickoff social which was unexpectedly had a quadrupling of attendance and costs, as previously mentioned. Also, we submitted expenditures to the board for approval and voting in HESA board meetings which are recorded in the minutes. Regarding club finances, we implemented a multi-tiered
process for funding student clubs based on fundraising objectives and timelines with a goal towards increasing our budget and hence increasing our allocations to clubs. This became a special issue this year because last year only 3 student clubs were funded at about $3800 and this year we had 8 student clubs all vying for funding.

As far as transparency and accountability goes, we endeavored to have at least two people at all times with access to any HESA account whether bank account or PayPal. Several times during each semester, a report was made to the Dean of Students Office regarding the status of the finances in addition to negotiating requests for increased funding to cover overages as a backstop on certain major events.

This Finance Report is intended to be the overall consummation of our goal of transparency this year and was completed in collaboration with the Treasurer.
SECTION IV:

ORGANIZATIONAL HISTORY AND CHANGE
Overview

In order to appreciate the sweeping change and improvements that took place this year, one must understand the historical context. In order to understand the culture of HESA, it is likely that one must understand the Harvard Extension School, in general, and the history of HESA as well, in particular. The HES comprises mainly non-traditional students who either have full-time day jobs, or students who are trying to pursue graduate work (i.e. PHD), etc. A straightforward way of getting to the crux of the matter is to describe it as essentially a “night school” program at Harvard. Consequently, students come to classes at late evening or early night after a full day’s work and once they are finished, they typically move on to getting home. This fundamental structure dictates a significant core of the behavior of HES students. As a result, the school itself has not traditionally focused resources on student community activities because of this reality and because of the cost associated with developing such activities (not to mention the low cost of tuition that is part of HES competitive advantage and mission). This translates into a number of strengths and weaknesses that define, to a large extent, the HESA student organization.
President’s Report 2009-2010

History

HESA began in 2001/2002 with a focus on building social relations between extension students. In 2003, the focus was on establishing a constitution and bylaws which was borrowed from the Harvard College but tweaked to fit the particular realities at HES. This led to a contentious battle over the governing structure that year. In 2004, the focus was on community outreach and public service. Some of the same acrimony followed from the previous year as well. In 2005, there was a focus on communications and internet presence. In 2006, there was a focus on diversity and reaching out to all extension students, not just degree or program candidates. However, this year in particular was the most acrimonious year in HESA’s history. This was in part due to the fact that the HESA President decided to appoint campaign competitors in the elections to sit on the HESA board. This led to what has been called by others a “permanent campaign culture” where previous opponents are positioning themselves to run for office the next year against the current HESA president. In 2007, the next HESA president focused on web presence and the virtual community and was the first time that there was an attempt to bring “professional management” to the HESA organization. There was some criticism that HESA became too much like a “closely-held corporation” where a uniform, conformist culture developed without much disagreement at all. This was perhaps an over-correction on the pendulum swing coming from the acrimony of the previous year. Then in 2008, there was a focus on social events but the next HESA administration went further in the direction of a closed organization, with no open board meetings and minimal student involvement. An unintended consequence of closing up HESA that year is that few students got an opportunity to develop experience and know-how with HESA and so there was no training ground for future HESA leaders. The current culture of HESA is influenced by its historical roots but yet also is left open for some molding and shaping. This year, we engaged in an organizational restructuring process which included an attempt at engineering a new more desired culture.

HESA History

- Formed in 2001 by Amit Chatterjee [Social Relations]
- Jeff Amsel: 2003 – 2004 [Constitution]
- Monica Booker: 2004 – 2005 [Community Outreach]
- Patrick Rivera: 2005 – 2006 [Communications]
- Lorena Corona: 2006 – 2007 [Diversity]
Structure and Hierarchy:

In terms of hierarchy, the HESA organization, historically, has not been significantly hierarchical. The structure has typically centered on the presidency and the executive board and the most recent previous structures were organized around a board of governors with an executive board and program representatives (which is our rough equivalent of a student government senate). This structure facilitated a conflict-oriented environment driven by an adversarial approach to decision-making. Although, debate and an adversarial approach can be good for decision-making in general, there are certain structural realities about HESA and HES that creates systemic vulnerabilities where this is concerned. Because students are “fragmented” in the sense that there is no mechanism setup for social cohesion, then students do not really know each other and meaningful, trusting relationships are not easily fostered. Add to this “a political environment” where students are politically-motivated (i.e. HESA student government) and the fragility and sensitivity to conflict and an adversarial context becomes heightened. The tendency for misunderstanding, miscommunication and mistrust becomes more pronounced. This creates a built-in mechanism for dysfunctional politics that can drive good student volunteers away. This was most likely the reason why the two last HESA administrations opted to “close-out” access to the board and the governance apparatus of HESA.
As shown in the above diagrams, the structure has been relatively simple and non-hierarchical. The focus has mostly been on governance rather than management and/or staffing. This then explains why debate and conflict has dominated the culture since previously there was scarcely the sense of the need for “professional management” orientation or the need for a permanent staff that focuses on execution and “getting things done”. Hence, the board and elected representatives pulled together on an “as needed” basis to get things done.

So our task that we set out for ourselves this year was a daunting one. We had to figure out how to create more student involvement from busy extension students who hardly have time to do their schoolwork much less volunteer in a student association. We also had to figure out how to establish a culture and environment that is positive and team-oriented while at the same decreasing the systemic impulses for political dysfunction.
Due to a lack of adequate student involvement, a dependence on too few students to get things done and insufficient attention to building the organizational capabilities required, HESA has traditionally been able to focus primarily on one or two main things at a time each year. This results in leaving certain constituents underserved or not served altogether. For instance, some students want HESA to focus on at least one of the following: a) more social events, b) more policy recommendations to the administration, c) better and more timely communications and updated website, d) better and more clubs, e) better marketing of our student activities, f) more academically-oriented or educationally enriching events g) more representation of individual student concerns, h) more inter-school activity, i) a better-ran student government overall, etc.

Our organizational plan allowed all of these interests to be served as a properly functioning student association should. By enacting a comprehensive organizational restructuring, recruiting more students to be involved to fill staffing needs, building a teamwork environment that engenders a high performance culture, executing a tight tactical and strategic roll-out plan that pays attention to realistic multi-tiered timetables over a period of several months, and building a measure of flexibility into the plan so that adaptation, tweaking and feedback can be incorporated as it unfolded, we were able to achieve this objective.
This kind of sweeping structural and cultural change did encounter some inertia at first but the plan involved organizing a permanent HESA staff of volunteers, rebuilding HESA's finances and enacting a program for HESA's renewal that has served to enrich the Harvard experience of Extension students this year and presumably for years to come. It was a complex plan but this internal reorganization of HESA was intended to permanently strengthen the organization's capacity for work and enable HESA to further strengthen the Extension community.

Values:

As far as the values of the organization goes, in the past HESA has valued elements of what can be described as the mastery of “the political insider’s game”, meaning thereby that students who know how to rally support from a small number of active and politically motivated students, can organize their campaigns with these insiders and win what are typically “low turn-out” elections since the majority of the Extension school student population are not really interested in internal HESA politics. On the other hand, HESA has recognized value from students who create results. If a student comes in, works up a new idea or improves an old one, implements it and succeeds, then some clout is given to that student. But this only goes so far, because the same “permanent campaign culture” previously mentioned can easily rear its head by fostering the seeds of political jealousy i.e. the “rate-buster” problem where insiders resent the success of the other, especially if that other is not an “old” political insider. This dynamic has also led to a lack of innovation and risk-taking as well.
This is also empowered by a lack of funding that holds the organization hostage to a meager set of resources (only $15,000 per year) that constrains its action to the bare minimum. To put this context, it is worthy of note that the student associations at, say for example, the Harvard Law School, Harvard Business School, Harvard Kennedy School, control upwards between $150,000 and $250,000 for their student budgets. This dire fiscal situation can only be countered by students who are willing to fight upstream which requires more time, energy and aggravation than most students are able to embrace.

**Persuasion, Formality and Decisions:**

In terms of persuasion, historically-speaking, people have generally been persuaded by powerful personalities and the exertion of power. This year, we have sought to have people persuaded by a consensus building approach that values polite and civil argumentation and discourse. In terms of formality, throughout its history, HESA has experienced both formal and informal atmospheres. This year, we sought to create an atmosphere that strikes a working balance between both i.e. just formal enough to create orderliness and confidence in the process but informal enough to facilitate meaningful and productive discussion. Decisions are made by the President and the executive board but sometimes the larger board is allowed to vote. In some years, this might be different according the predilections of the current HESA administration. The actual constitution, in one place, gives voting power to only elected representatives and the executive board but, in another place, it gives voting power to the members of HESA present at any meeting. This ambiguity and contradictions empower a strong bias towards presidential decision-making as the final arbiter and interpreter of the constitution (which is an actual clause within the constitution).

**Conclusion:**

This year our goal was to lay a foundation with structure and systems that would facilitate continuity with an eye towards improvement for the next 3 to 5 years and beyond. We engaged in a form of social entrepreneurship as we brought business principles to bear upon non-business problems and social/community issues for Harvard Extension School. We engaged in the hard work behind the scenes to improve invisible processes within HESA as well as delivered results in the areas that were visible to the public. In summary, the future generation of HESA leaders will have a strong foundation upon which to further develop, build, capitalize, and consolidate efforts. We also set a standard in terms of having one of the most ethnically, racially and gender diverse team in HESA history. The strategic imperative developed in terms of the external environment included a macro-strategy to build our brand within Harvard as well as without. A tremendous amount of intellectual capital was employed in the sheer managerial imagination used to create, innovate, refine and pioneer whole new ways of approaching and “operationalizing” student government for the Extension School.

For more detailed information on the organizational change and the strategic plan for this year, please review the power-point presentation at [http://hesa.dce.harvard.edu/?page_id=11](http://hesa.dce.harvard.edu/?page_id=11) and/or the video of HESA board meetings at [http://vimeo.com/13894685](http://vimeo.com/13894685) or [http://hesa.dce.harvard.edu/?page_id=4457](http://hesa.dce.harvard.edu/?page_id=4457).
SECTION V: APPENDICES
Appendix A: Team Members

- Andre Bisasor - President
- Ram Dhan – Vice President
- Kristen Sarkasian - Secretary
- Jonathan Britton – Treasurer & Director of Finance
- Natalie Anderson – Chief of Staff
- Amelia Barbadoro – Director of Human Resources
- Guy De La Cruz – Director of Technology
- Mei Jie Li – Director of Marketing
- Michelle Campbell – Deputy Director of Communications
- Mukesh Kumar – Deputy Director of Marketing
- Philip Harding – Deputy Director of Technology
- Tracie Jones – Deputy Director of Event Logistics
- Lakeisha Landrum – Deputy Secretary
- Doug Woodhouse – ALB Liaison
- Savita Krautheim – At-Large Representative
- Keith Heiberg – HGC Representative
- Irfan Qureshi – Director of Event Logistics
- Richard Solis – Distance Student Liaison
- Bill Pavleski -- Strategy Advisor
- Lavie Thomas – Academic Coordinator
- Diane Hopson – Food & Clothing Drive Coordinator
- William Hall – Press Liaison
- John Doyle – Technology Team
- Briggs Brandenburg -- Technology Team

NB: The above represents the main leadership team that remained active throughout the year and focuses on leadership positions within the organization. We also want to acknowledge the many others who contributed their time and expertise in various capacities as needed during the year or served during a portion of the year. For more information on team members visit http://hesa.dce.harvard.edu/?page_id=9.
Appendix B: List of World-Class Speakers This Year

2. Dr. Randall Pinkett – CEO BCT Partners; NBC Apprentice Winner (Season 4)
3. Ephren Talyor – CEO, City Capital Corporation
4. Adam Stewart – CEO, Sandals Resort
5. Andrew Morrison – President, Small Business Camp
6. Sal Perisano – CEO, iParty
7. Steve Leichtman – Executive Coaching Consultant
8. Dr. Marc Hauser – Harvard College Professor
9. Dr. Harvey Cox – Harvard Divinity School Professor
10. Hon. Reta Jo Lewis – Special Representative For Inter-Governmental Affairs, State Department
11. Hon. Edmund Bartlett – Minister of Tourism, Government of Jamaica
12. Hon. Hope Macdonald Lonetree – Councilwoman, Navajo Nation
14. Patricia Deyton – Professor, Simmons College and Harvard University Extension School
15. Scott Solombrino – CEO, Dave El Transportation Network
16. Chris Voss – CEO Black Swan Group
17. Joe DiLorenzo – COO, Plymouth Rock Studios
18. Dr. Mari Fitzduff – Professor, Brandeis University
19. Dr. Theodore Johnson – Professor, Brandeis University
20. Dr. Preston Williams – Harvard Divinity School Professor
21. Kwame Jackson – CEO, Krimson by Kwame; NBC Apprentice Star (Season 1)
22. Tina Wells – CEO, Buzz Marketing Group
23. Steve Marcus – Venture Partner, NAV Fund
24. Noam Chomsky – MIT Professor
25. Amy Goodman – Author and News Producer
26. Hon. John Tierney - Massachusetts Congressman
27. Hon. Hussain Haqqani – Pakistani Ambassador
Appendix C: Letters of Commendation

1. Commendation From Prof. Marc Hauser

Andre Bisasor  
President, Harvard Extension Student Association  
51 Brattle Street  
Cambridge, MA, 02138 24 June 2010

Dear Andre,

I am writing to express my thanks and enthusiasm for the Great God Debate that you organized. I thoroughly enjoyed it. It was fantastic to see the kind of student and faculty enthusiasm for this topic. The crowd was clearly riveted, and the presentations were uniformly excellent. I learned a lot, and hope that such opportunities continue.

Congratulations on a well organized and fascinating event.

Sincerely yours,

Marc Hauser  
Department of Psychology  
Harvard College Professor  
Professor of Psychology & Human Evolutionary Biology  
Co-Director, Mind, Brain & Behavior Program  
Director, Cognitive Evolution  
Email: mdh102559@gmail.com  
Office/Fax: 617-496-7077  
URL: wjh.harvard.edu/~mnkylab  
Lab: 617-496-9331
2. Commendation From Prof. Hlengiwe Mkhize, MP

MINISTRY: CORRECTIONAL SERVICES

REPUBLIC OF SOUTH AFRICA

Private Bag X853, Pretoria, 0001, Tel: (012) 305 8219, Fax: (012) 323 1623
Private Bag X9131, Cape Town, 8000, Tel: (021) 464 4600, Fax: (021) 462 4833

03 June 2010

Mr. Andre Bisasor
President: Harvard Extension Student Association
51 Brattle Street, 5th Floor
Cambridge, Massachusetts 02138-3722
United States of America

Mr. Bisasor

HARVARD NEGOTIATION AND LEADERSHIP CONFERENCE

It was indeed an honour to be part of the Negotiation and Leadership Conference in May of this year and I thank you for extending an invitation to me, to represent my country to such a distinguished audience.
The event was very much a success, and for that I have to thank you and your team for coordinating all of the logistics and substantive arrangements and within such a limited period of time.

In terms of the conference, the engagement of the speakers, the dialogue; I find it quite interesting that here in South Africa we are currently celebrating our Youth Month and gathered in May in Massachusetts, was a group of exceptional, dynamic and awe inspiring youth.

The conference provided us with an opportune time to reflect on our own experiences of leadership in South Africa, pre and post 1994. It also created a platform to interrogate and share with our International counterparts, the role that race, culture, ethnicity and gender play in negotiations and the impact this has had on the approach of the three leaders cited in my paper.

I was humbled by the keen interest shown in the developments in South Africa and Africa as a whole by both the speakers and participants.

I came to this event with the intention of sharing my experience as an Academic, Commissioner for the Truth and Reconciliation Commission of South Africa, Diplomat and Senior Government Official; however it was I who benefitted from the high level dialogue and exchange between the panelists and the gathered audience- by gaining a new perspective.

It is important that we maintain the momentum built from this conference, and it is my hope that through your website and other forums, the panelists and attendees alike will continue to engage on issues raised so that we can impart knowledge and serve as a resource for future thought leaders.

The experience was invaluable to me and I will impart some of the lessons into the work of Correctional Services here in South Africa.

I would like to take this opportunity to congratulate you, your team as well as Harvard University for convening the students and for preparing them for world challenges through providing an internationalist perspective.

I wish you all the best and continued success with your organization.

Sincerely,

_______________________________
Prof. Hlengiwe Mkhize, MP
Deputy Minister: Correctional Services
Republic of South Africa
Dear Dean Michael Shinagel:

I first met Andre Bisasor when I had the pleasure of being his instructor in an International Business Negotiation Course in the Harvard Extension School. I found Andre to be an upbeat and engaged student with a positive and encouraging demeanor.

He later asked me to be a speaker at a negotiation conference that he was organizing in 2009. He subsequently asked me to participate again in 2010.

Andre is an exceptional leader and it is enjoyable working with him. One of the most significant things about him is the type of people who are attracted by his leadership. They tend to be both task and people oriented.

In both conferences Andre was a gracious host. His team was warm, welcoming and thoughtful. The event was well-organized. It was clear that the goal of his entire team was that both speakers and attendees should have a positive experience.

At the second conference, Andre again put together a thoughtful team that worked very hard to execute on all the little things that make a conference successful. The venue of the second conference was larger than the first conference. The entire conference was a very comfortable experience without being extravagant.

Again, he assembled an impressive group of speakers. I enjoyed being involved with it. I feel very fortunate to find myself associated with Andre and look forward to participating in many of his future endeavors.

Sincerely,

Christopher Voss

CEO, Black Swan Group
Dear Andre:

Allow me to thank you for the excellent job you did coordinating and producing the Harvard Negotiation and Leadership Conference. I found the entire day to be quite enjoyable and informative.

I was honored to be the moderator of the last panel on emerging leaders. The guests you assembled for each of these panels were engaging and compelling – no small chore and a tribute to your skills. The Harvard Extension Student Association and the Harvard community in general are fortunate to have you working on these programs.

All to best to you in your studies.

Regards,

Sal

____________________
Sal Perisano

Chairman and CEO

iParty Corp.

270 Bridge Street

Suite 301

Dedham, MA 02026
25th June, 2010

Mr. Andre Bisasor
President
Harvard Extension Student Association
51 Brattle Street,
Cambridge, MA 02138

Dear Andre,

Allow me to take this opportunity to express my sincere thanks to the Harvard Extension Student Association (HESA) for its invitation to participate in the 2010 Harvard Negotiation & Leadership Conference, which was held on Saturday, 1st May, 2010.

I was honored to be part of the eminent panel which was assembled to examine the issue of "High-Stakes Negotiations."

I am persuaded that a good share of the credit for the successful outcome is as a result of your strong leadership. As such let me congratulate you for your exceptional effort, and the work that you and your team put in to ensure the success of the conference.

Thank you for the opportunity to participate and I wish for you continued success in your future endeavors.

Sincerely,

[Signature]

Edmund Bartlett, M.P.
Minister of Tourism
5. **Commendation From Jim Alvarez Mourey**

Dear Dean Michael Shinagel:

On September 18, 2009, I had the pleasure of being the keynote speaker for the HESA Kickoff Social at Harvard University. Andre Bisasor, HESA’s 2009-2010 President, contacted me to give the talk and arranged all the details of my visit to Harvard. My first experience with HESA was through Andre, and I was convinced that if the other students were of the same caliber and professionalism as Andre, I was going to be among a great group of people. From beginning to end, Andre took care of every detail – flight details, specific scheduling for the talk and a special pre-event discussion, and filming. It was clear that Andre wanted to begin the year with a bold, enthusiastic start, something he would certainly succeed in doing.

My talk that evening addressed making the most of one’s college career specifically via the relationship opportunities present during this critical time in one’s life. At no other point in life are so many people willing and available to help you than when you are studying at an institute of higher learning. Too often, however, people do not feel comfortable reaching out to others or remain unaware of the resources surrounding them. My talk detailed how individuals could go about creating mutually beneficial relationships and, in doing so, make the most of one’s college career.

Although I knew the audience would consist of students, I knew very little beyond the fact that this group of students was particularly diverse. Sure enough, the audience consisted of students of different nations, ages, career experiences, and studies. As a result, the conversation stirred by the talk was one full of rich, different perspectives. Scores of students stuck around after the talk to continue the conversation with me and with each other, which helped achieve Andre’s goal of fostering community among the students.

Before addressing the broader audience, I was able to lead an exercise with HESA’s executive board. The activity was based on a relationship diagnostic I have created that helps individuals understand their relationship building strengths and weaknesses. This small group activity allowed for intimate interaction with the very important people who had clearly already labored hard in planning that evening’s event, as well as upcoming events for the academic year. Within minutes I realized that the student community was in good hands: this committee was full of enthusiastic, bright, and exceptional people, each of whom were so selfless in their roles in HESA.

I applaud the efforts of Andre and his committee, and I commend the students of HESA for furthering their education and creating a community that is not often common or present in comparable higher education programs. Andre’s efforts to better integrate the students served by HESA into the broader university community were admirable, and it is my hope that the university embraces HESA, as better integration would help foster the important relationships that would help everyone succeed. It was an honor to share an evening with HESA and the students it serves, and I would be delighted to be a part of any event this organization has in the future.

Best regards,

James Alvarez-Mourey | Greenlight Research Institute, Director
6. Commendation From Mr. Kwame Jackson

Dear Andre and team,

I thoroughly enjoyed my time back at Harvard and the ability to participate in such a diverse panel of leaders, scholars, and business professionals. The Negotiation and Leadership topics were definitely timely and germane to many in the audience and panel participants as well. I made some engaging contacts that should prove to be helpful going forward for my business concerns. Please do continue to engage in this type of active leadership programming for the greater Harvard community!”

Congratulations on the conclusion of your coursework and a great event!

Best,

Kwame Jackson
CEO & Founder
HBS ‘00
Krismen by Kwame
Entrepreneur/Speaker/Author
Dear Andre,

I just wanted to take a moment to express my sincere thanks for the invitation to speak at your conference. It was a wonderful experience. Your team produced a thought-provoking conference, and I thoroughly enjoyed interacting with the other panelists.

Thank you again for the opportunity, and please don’t hesitate to contact me if I can be of help to you for future conferences.

With kind regards,

Tina Wells
CEO
Buzz Marketing Group

June 4, 2010
8. Commendation From Harvard Divinity School Alumni, Omar Sultan Haque

Dear Dean of the Harvard Extension School,

I was the Harvard Divinity School alum who participated in the April, 2010 debate with Andre, Jon Figdor, Harvey Cox, Marc Hauser and Dan Sullivan.

I came to participate in the event through a call for participants put out by Andre, and was delighted to find how well organized the project was. This was an important response to the Newsweek article that aroused debate on campus about the place of religion and Harvard, and Andre rose to the challenge and used his administrative skills to bring dialogue and discussion to this controversial issue in an open and fair manner.

I wanted to thank you for your support for the event, including the event video being made public, and for Andre’s fine work in managing a difficult task for bringing over 300 people together for this important debate.

Sincerely,
Omar Sultan Haque, M.T.S., M.D.
osh@post.harvard.edu
Appendix D: Donors

- Christian Hassold
- Richard Solis
- Timothy Harder
- Henning Stöcks
- Katinka Kantor
- Ram Dhan Yadav Kotamaraja
- Christina Micek
- Mark Stephan
- Mark Walton
- Mukesh Kumar
- Michelle Campbell
- Diane Hopson
- Musclespoon.com, LLC
Appendix E: Useful Links

- HESA Website: [www.hesa.dce.harvard.edu](http://www.hesa.dce.harvard.edu)
- HESA Event Videos: [http://hesa.dce.harvard.edu/?page_id=4457](http://hesa.dce.harvard.edu/?page_id=4457)
- New Chat Forum: [www.mylamplight.com](http://www.mylamplight.com)
- Negotiation and Leadership Conference: [www.negotiationleadership.org](http://www.negotiationleadership.org)
- International Relations Conference: [www.uspakconference.com](http://www.uspakconference.com)
- Innovation Conference: [www.conferenceoninnovation.com](http://www.conferenceoninnovation.com)
- HESA Twitter: [http://twitter.com/HESATweets](http://twitter.com/HESATweets)
- Harvard Gazette Articles:
- President Bisasor’s 2009-2010 original election campaign promises:
  - [http://hesa.dce.harvard.edu/?p=159](http://hesa.dce.harvard.edu/?p=159)
- For any problems with web-links, contact Andre Bisasor at abisasor@fas.harvard.edu or quickquantum@aol.com.
- To stay in touch, visit [http://twitter.com/andreharvard](http://twitter.com/andreharvard)
Appendix F: The Ethics Pledge

The Harvard Extension Student Association | Ethics Pledge & Statement of Values

Recognizing that persons who hold public office, whether elected or appointed, have been given a public trust and that the stewardship of such office demands the highest levels of ethical and moral conduct, any person serving on the HESA Board should adhere to the following Code of Ethics. As a condition of my appointment and service in HESA, I commit myself to the following obligations:

• **Constitution**: I will uphold the Constitution & Bylaws of HESA and never knowingly be party to their evasion unless given written permission for an exception by the Executive Board.

• **Public Trust**: I will not engage in any conduct that would undermine the public’s trust or would tarnish the reputation of HESA. I will not engage in unethical business practices of any type or violate any applicable laws or ordinances. I will exercise the highest ethical standards of conduct and practice fundamental honesty at all times.

• **Misrepresentation**: I will not deceive, defraud, or mislead HESA board members, officers, staff members, managers, supervisors, or other associates, or those with whom HESA has business or other relationships. I will not misrepresent my position or involvement in HESA to anyone external to HESA, nor will I misrepresent HESA in any negotiations, dealings, contracts, or agreements.

• **Abuse of Power and Position**: I will not abuse the power or authority of this position nor will I use this position to intimidate others. I will not use this position to unjustly enrich myself and I will not use HESA property, financial resources, or services of HESA personnel for personal benefit. I will not use this position to undermine, or tamper with a HESA election or the fairness thereof.

• **Intellectual Integrity**: I will abide by the highest principles of intellectual property rights. I will not take other’s ideas and present them as my own, nor will I portray other’s work as my own work nor take credit for work I did not do, especially without consultation or approval by relevant parties. I will refrain from misleading manipulation of the facts regarding my contribution to any work done or idea conceived, and I will not overstate nor understate such contribution. If there is doubt, I will discuss the matter first with all relevant parties for clarification.

• **Confidentiality**: I will not divulge or release any information of a proprietary nature relating to HESA’s plans, mission, or operational databases without appropriate written approval from the President of HESA. This also includes using ideas (declared to be confidential) gained in the course of confidential meetings and presenting them elsewhere, or prematurely releasing said information to others.

• **Grievance Protocol**: I will not directly or indirectly work to undermine other colleagues on the team. If I have a problem with or a grievance against someone, I will go to them first privately in person (or otherwise by electronic means) in an attempt to resolve the matter; if still unresolved or if the matter continues to be repeated after initial attempt at resolution, then I will bring the matter to the President and/or to the board. If a grievance involves a member of the Executive Board (i.e. president, vice...
president, secretary, treasurer), and if attempts to resolve it one-on-one first fails and/or if it happens repeatedly, then the matter should be brought to the 3 other members of the Executive Board.

- **Public Demeanor:** I will avoid during public meetings or forums (including virtual ones) and during the performance of public duties the use of abusive, threatening or intimidating language or gestures (including tone) directed at colleagues. I will allow colleagues sufficient opportunity to present their views.

- **Respect:** I will be respectful and attentive. I will avoid comments, body language or distracting activity that conveys a message of disrespect for colleagues. I will maintain an attitude of courtesy and consideration toward all colleagues during all discussions and deliberations. I will respect the opinions of and the differences among individuals. However, I will fully and candidly discuss issues entrusted to us while respecting others’ viewpoints during the process.

- **Fairness, Equity & Care:** I will endeavor to be fair and equitable in my decisions and I will be mindful of their impact on other groups and people. I will, in my actions, demonstrate care for others and the extension school community as a whole. I will not engage in character assassination, backbiting or gossip of a team member behind their back and if someone attempts to do the same while I am present, I will ask them to observe the grievance protocol of this pledge. Otherwise, I will disclose such action to the President of HESA and/or to the board. I recognize that secretive backbiting, and character assassination is detrimental to the positive team culture necessary to HESA’s success and also it is not fundamentally fair as it does not afford such persons, subject to the same, the right to defend themselves or clarify a matter.

- **Conflict of Interest:** I will avoid conflict of interest situations and relationships as much as is possible especially as it involves using this position for private gain, for the endorsement of any product, or for the private gain of any service or enterprise, friends, family members, or persons with whom I am affiliated. I will not endorse a particular (external) political candidate or political party on behalf of HESA.

- **Presidential & Executive Board Authority:** I will recognize the constitutional authority of the President as the arbiter and interpreter of the governing rules of HESA including the constitution and bylaws. I will recognize the general executive authority that rests with the Executive Board, consisting of the four executive officers, and the President presiding over and breaking all ties. I will honor the democratic process and support the final decisions of the board or the president of HESA after deliberation— even if I may disagree with such decisions.

- **Misconduct:** I will not engage in ‘misconduct’ as defined and outlined by the constitution including disorderliness, or disturbance of the peace; contempt for the Student Association’s authority; infringement upon the rights of another student; malfeasance; misfeasance; nonfeasance; willful hindrance of the Student Association or any officer or department in his, her or its legitimate work; conspiracy to commit any act mentioned above; disobeying or ignoring an instruction; incompetence; negligence; unsatisfactory reportage; and failure to carry out the duties of the office

- **Whistle-blowing:** I will disclose (by following proper protocol as outlined herein) misconduct, or neglect of duty whenever discovered. I will report these and other infractions of this pledge directly to the President of HESA, who shall, in his or her determination, bring the infraction to the HESA executive board or the full HESA team. In addition, I will not retaliate against a whistleblower, by attacking or findings ways to frustrate, undermine or sabotage that person in their duties.
• **Duty:** I will not withhold my best efforts to perform my duties to acceptable standards.

• **Ignorance & Misinterpretation:** I will seek clarification on this policy from the President of HESA, if I have doubt about its application to any particular situation before I act on a matter relating to said situation. I understand that ignorance or misinterpretation is not necessarily a defense to violations of this pledge if I neglect an opportunity to seek clarification beforehand.

• **Removal:** I understand that repeated violations of this pledge may warrant removal from my position. I recognize the authority of the President, having been appointed by the same, to remove me from office if it becomes necessary in his/her discretion.

Signature ______________________________________   Date _________________

Name (please print) ______________________________________

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**Harvard University Statement of Values**

*August 2002*

Harvard University aspires to provide education and scholarship of the highest quality—to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership. Achieving these aims depends on the efforts of thousands of faculty, students, and staff across the University. Some of us make our contribution by engaging directly in teaching, learning, and research, others of us, by supporting and enabling those core activities in essential ways. Whatever our individual roles, and wherever we work within Harvard, we owe it to one another to uphold certain basic values of the community. These include:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in all dealings
- Conscientious pursuit of excellence in one’s work
- Accountability for actions and conduct in the workplace

The more we embrace these values in our daily lives, the more we create and sustain an environment of trust, cooperation, lively inquiry, and mutual understanding—and advance a commitment to education and scholarship, which all of us share.