



HARVARD
GRADUATE SCHOOL OF EDUCATION

THE CAMPAIGN FOR THE HARVARD GRADUATE SCHOOL OF EDUCATION

Learn^{to}
Change
the World



THE HARVARD CAMPAIGN
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Our Mission

Our goal is to change the world through education. It may sound idealistic, but this is precisely our mission. It is what motivates the work of everyone at the Harvard Graduate School of Education — from faculty and staff, to students and alumni, to our partners and supporters. It inspires our teaching and our research. It fuels our work with teachers, principals, and leaders in education both here and across the globe.

We are driven by the belief that every child deserves a high-quality education and that educational opportunity is a basic human right. Regardless of where a child is born, who his parents are, the color of her skin, whether he can see or hear, or whether she sleeps in a mansion or a shelter: that child deserves a high-quality education. Providing ample educational opportunities is one of the most fundamental obligations each generation owes to the ones that follow.

A Unique Moment

We are witnessing an intersection of great challenge and great opportunity. At the moment, far too many students lack access to a high-quality education; still others are unable to achieve their full potential. Our classrooms were designed for the 19th century, while technology continues to evolve at a dizzying pace. And much too often, ideology and politics trump evidence and common sense, making it difficult to have honest conversations about the best ways to fix what is broken in education. That is the challenge.

At the same time, we have tools available today that were unimaginable a generation ago, in the form of learning technologies and new insights into how the brain develops and functions, which together could change the very nature of teaching and learning. Education also has the full attention of the world. All across the globe, individuals, organizations, and governments recognize that education is the defining issue of our time, crucial to everything from personal opportunity and social mobility to world peace and prosperity. And there is a fierce hunger for reliable evidence about what works, creative solutions to long-standing

problems, and strong leaders who can enact transformational change in schools and school systems. That is the opportunity.

With a tradition of leadership and innovation nearly a century long, the Harvard Graduate School of Education is poised to seize this opportunity. In 1920, we created the first doctorate in education (the Ed.D.), and in 2010 we created a doctorate in education leadership (the Ed.L.D.) like no other. Our faculty have produced research that has exerted enormous influence on the field, from Jeanne Chall's research on literacy, which shaped the way millions of students are taught reading; to Howard Gardner's brilliant depiction of multiple intelligences, which changed the way we think of ourselves, our children, and our students; to Gerald Lesser's shaping of *Sesame Street*, which reaches more than 150 million viewers in more than 150 countries. Our alumni are teachers, principals, superintendents, CEOs, state commissioners of education, founders of charter schools, education entrepreneurs, and college and university leaders. They include brilliant social entrepreneurs like Harlem Children's Zone founder Geoffrey Canada and path-breaking leaders like Martha Minow, dean of Harvard Law School; Anne Sweeney, former president of ABC-Disney Television; and Joseph Lemasolai Lekuton, a Member of Parliament in Kenya. Collectively, our alumni have improved the lives of millions of young people. There may be a lot wrong in education, but HGSE has been a key part of what is right about education.

Our Priorities

As a small school that aims to make a big impact, we must be strategic in order to increase our reach and our influence on the field. We seek in this Campaign to build upon our success and to leverage what we do here in order to maximize our impact. We have three core strategies for achieving our aspirations, which are straightforward: cultivate leaders and innovators; collaborate on questions that matter; and communicate with the field. Our campaign priorities are equally straightforward, because they are exactly the same as our strategic priorities.

Cultivate Leaders and Innovators

The need for strong leadership and innovation in education is great. Teachers who are leaders provide critical support and guidance to their peers. A school cannot thrive without a strong principal, who is prepared to motivate, support, and hold accountable his or her teachers and other staff. A system leader, such as an urban superintendent, has the power to influence the lives of millions of students. Entrepreneurs and innovators can offer bold and creative challenges to a status quo that is unacceptable.

HGSE's programs prepare education leaders to be innovative and prepare leaders of innovation, whether they are entrepreneurs, researchers, policymakers, or practitioners. We are not content to prepare students simply to work within the current system; we prepare them to challenge and to change the system where necessary. The unique doctorate in education leadership, offered in partnership with faculty from Harvard Business School and Harvard Kennedy School, prepares students to lead large and influential organizations, from urban school districts to charter networks to state systems. The new university-wide Ph.D. in

Education, offered jointly with the Graduate School of Arts and Sciences (and building on the strong foundation of our existing Ed.D. program), enables students to take full advantage of courses and faculty across Harvard University as they learn how to do cutting-edge education research. Our master's programs prepare students for the diverse ways in which individuals can make a difference in education. We graduate not only teachers and school leaders, but also entrepreneurs, policy analysts, school counselors, technology experts, and advocates, from pre-K to higher education.

Our aim is to continue to attract and support the most talented students in the world. To do so, we must ensure that cost does not deter students from enrolling, that we expand our programs to reach more students and practitioners, and that we create more opportunities for students to unleash their own creativity.

In The Campaign for HGSE, we seek funds that will allow us to:

- **Draw talent to the field of education**

A key goal of the HGSE Campaign is to raise significant funds for financial aid for our master's and doctoral programs. Only with robust financial aid can HGSE attract the best students, lower the barriers to attendance, and alleviate the burden of debt, which can limit career choices.

- **Attract more Harvard undergraduates into teaching**

Harvard College students represent a pool of significant talent and leadership potential and have, in recent years, shown unprecedented interest in education. Through the Harvard Teacher Fellows program, we will create a powerful new pathway for Harvard College students to begin — and sustain — careers as teachers following their graduation. It is our hope that this program will serve as a model for other leading colleges and universities.

- **Expand our reach through online and hybrid learning**

HGSE offers world-class residential degree programs and is a market leader in K–12 and higher education professional education. Even so, we reach only a fraction of those who could

benefit from the work of our faculty. We will make significant investments in digital learning, with a focus on preparing new and aspiring education leaders, including principals and superintendents, both here and abroad.

- **Fuel innovation in education**

Often, some of the biggest breakthroughs in education come from bold new ideas, and year after year our students show strong interest in social entrepreneurship. We will nurture this collective creative energy through fellowships at the Harvard iLab, new course and extracurricular opportunities, and support for student groups focused on entrepreneurship.

Bringing successful innovations and models to scale is perhaps the most ubiquitous challenge in education. Our new Scaling Up Project will help entrepreneurs with a proven product, method, program, or school devise ways to go to scale, beginning with a conference and workshops and ultimately creating a professional education institute. If we are to implement groundbreaking solutions for all children, we must support entrepreneurs whose products and services are at a proven quality but who face this challenge.

Collaborate on Questions That Matter

Many of the most pressing problems in education cannot be adequately addressed by lone individuals or by teams of scholars from a single discipline. Instead, they require the insights of faculty trained in multiple disciplines, working together and closely with those in the field, who can help shape the questions and test the hypotheses generated by scholars. In addition, traditional ways of conducting educational research — securing a government grant and taking years to complete, for example — often take too long to meet the urgent needs of the field.

“The field of education is crying out for new solutions that can be widely adopted.”

The field of education is crying out for new solutions that can be widely adopted. It is full of programs, interventions, curricula, and policies that are either adopted or abandoned with no evidence of efficacy. Too much education research is methodologically weak, unconnected to the realities of practice, irrelevant to real problems, or inaccessible to policymakers and practitioners.

We are committed to changing this. Our faculty — already leaders in their respective disciplines — will work with partners in the field to identify the questions that, if answered, promise the most gain in expanding opportunity and improving outcomes. We will forge new partnerships and deepen existing ones, including those with schools and districts, so that we can generate the most relevant questions, test our hypotheses, and refine them as needed. We will then work in teams, across disciplines and schools within Harvard, and across the boundary between academia and practice. These teams will also include students, so that our training and our research are closely aligned. And wherever possible, we will conduct rapid-cycle research, where hypotheses are generated quickly, tested, and then refined in light of evidence — all with the goal of generating timely, usable knowledge.

Through The Campaign for HGSE, we seek to raise funds that will allow us to:

- **Shape the future of the school through faculty hiring**
HGSE is at the brink of generational change among faculty. It is a poignant moment, but it is also a unique moment of opportunity to shape our future, as the heart of any school is its faculty. In addition to supporting the development of our remarkably talented junior faculty, we need resources to create new endowed chairs, which will help us attract the next generation of world-class scholars, practitioners, and policymakers who are dedicated to working with others to solve education's most important problems.
- **Provide seed funding to jump-start research projects**
The Dean's Venture Fund will provide seed money to teams of faculty to launch promising research initiatives that follow the collaborative model described above, whether related to creating and sustaining successful schools and systems, reshaping how students learn and how teachers teach, or breaking down barriers to access and opportunity.

- **Support cutting-edge work in influential fields**
Our research centers are already making extraordinary contributions to generating knowledge that matters and working closely with partners in the field to answer questions with significant implications for teaching and learning. Professor Thomas Kane and the team at the Center for Education Policy Research are experts at working closely with districts and harnessing big data to identify effective policies and practices in teacher preparation, teacher evaluation, and learning technologies. Professor Jack Shonkoff's Center on the Developing Child is a Harvard-wide research center focused on early childhood. Their mission is to drive science-based innovation that achieves breakthrough outcomes for children facing adversity.
Support for these centers will foster work that can dramatically improve teaching, learning, and the lives of young children around the globe.

Communicate with the Field

“We need far more effective strategies for converting research into action.”

Too often, important research findings linger in academic journals, where they are appreciated only by fellow academics. Those working in practice or policy lack the benefit of this knowledge, and opportunities to improve teaching and learning, strengthen organizations, develop policies, or advocate for crucial investments are lost.

We need far more effective strategies for converting research into action. We must spotlight and translate findings to make them accessible and usable, and we must strengthen our ability to convene key stakeholders on our campus.

Through The Campaign for HGSE, we seek funding to:

- **Translate knowledge into action by making research accessible to those who need it**

Teachers and school leaders often lack the time to wade through academic journals or dissertations to find tangible information and strategies. Policymakers, parents, foundations, and reporters need a trusted source for unbiased, evidenced-based information on education. The Usable Knowledge project will translate HGSE research into easy-to-digest summaries, illustrations of best practices, Q&As, video discussions, and more, all easily available through a new website, email newsletter, and social media.

- **Convene key stakeholders in modern facilities**

Harvard has a unique role to play in convening groups of stakeholders, whether they are academics, policymakers, philanthropists, advocates, or practitioners. We will bring these individuals and groups together not just after we have done the work, but as we design and do the work — increasing the likelihood that they will be invested in the outcomes. Strategic investments in HGSE's facilities will help us achieve this goal by providing much-needed space for hosting more of education's leading thinkers and actors on our campus.

WITH YOUR HELP, WE CAN CHANGE THE WORLD

HGSE is poised to make a genuine difference in the world. The tradition of innovation that has marked the school is as vibrant as ever. That we are located within the finest research university in the world gives us unrivaled opportunities. Our students and faculty are unmatched anywhere in the country. We are diverse in our outlook and our approach, beholden not to any ideology but to a fierce desire to discover — and help implement — what works.

No other institution has this opportunity, but with opportunity comes responsibility. We must accept this responsibility and seize this moment. The future, as President Faust has described, is indeed impatient. With your help, we will begin the next chapter in the life of an education school that has been, and will continue to be, like no other. Together, we will learn to change the world.



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