



Glassmeyer/McNamee Center for  
**Digital Strategies**  
Tuck at Dartmouth

# ANNUAL REPORT

2021-2022

# A LETTER FROM THE DIRECTORS

The 2021/2022 academic year kicked off in August with a return to in-person classes and programming for the first time since the spring of 2020, when COVID-19 forced much of the world into remote working and learning mode. The start of the year allowed us to meet many students - including second year students - for the very first time. Although we began the year with many restrictions in place to protect everyone's health, by the spring term most restrictions had been lifted, allowing the Center for Digital Strategies to more fully engage across the year.

This year we continued to make strong use of virtual programming, including a hybrid fall Technology Conference and hosting several Digital Drop-In video chats with alumni fellows across the year. But we also welcomed in-person speakers for the first time in three years. Likewise, we were able to sponsor our first learning trek since the fall of 2019. Over spring break, five MBA Fellows travelled to San Juan Puerto Rico to explore the ways technology and digital strategies had been deployed since Hurricane Maria devastated the island five years ago. Students met with civic leaders, startup founders, investors, infrastructure experts, and business leaders to determine the degree to which the island made use of technology to advance the island's economy and recovery.

Perhaps most importantly, the center was able to work closely with students in a variety of capacities, in-person. The return of in-person fellows meetings allowed the program to flourish, with a record 15 MBA fellows in the program, all of whom deeply engaged in the program and provided innovative ideas for group learning activities and discussions. The heart and soul of the center is our connection with students (and alumni), and we were thrilled to work so closely with so many students across the year.

And in a true sign of the return to normalcy, we were finally able to welcome the Tuck class of 2020 back to campus for a proper investiture and graduation ceremony on the steps of Tuck Hall. We're so grateful for the class of 2020 and happy to celebrate with all those in attendance, especially the many CDS MBA Fellows who returned with new families, new careers, and an appreciation for the opportunity to celebrate together.

As we look ahead to the 2022/2023 academic year, we're excited to continue to innovate programming ideas by combining pandemic-era lessons, our legacy of strong learning programs and events, and a reinvigorated thirst to explore new possibilities. We invite you to read our Annual Report for more details on events, student stories, and metrics from the last academic year.



ALVA TAYLOR  
FACULTY DIRECTOR



PATRICK WHEELER  
EXECUTIVE DIRECTOR

*a fellow's story*

# DAN FORAN

**PRODUCT MANAGER**

*CDS MBA Fellow, father of two  
and Edward Tuck Scholar with  
Highest Distinction*



CDS Fellow, Dan Foran T'22, brought with him to Tuck a wealth of technical experience. Prior to arriving in Hanover, Dan was a Product Design Engineering at Google-Nest and iRobot. He engaged with the CDS because he wanted to strengthen his strategy foundation to grow his career. Dan is part of a growing group of students at Tuck coming into the MBA program with deep technical experience. Dan joined the CDS fellows program because it offered him an outlet for his deep curiosity, especially as he grappled with the intersections of ethics and business models.

As a deeply experienced student, Dan forged his own pathway of learning, making the center a core part of his Tuck experience. He worked closely with Executive Director, Patrick Wheeler, on research, recruiting, and engagement with alumni, ultimately landing an incredible role with a battery software startup, Zitara.

His advice to Tuck students?

"Tech is not a passive career choice, you must be putting in work to understand the industry and you must talk to people."

We agree, and the CDS is the place to do just that!



# FELLOWS TREK TO PUERTO RICO

This past spring, the CDS sponsored a group of five CDS Fellows to travel to Puerto Rico and learn about the opportunities and challenges of introducing digital technology into an emerging economy. The group spent ten days in San Juan interviewing local thought-leaders about the economic landscape of the island five years after hurricane Maria.

Over the course of their trip, they strove to answer questions such as:

- What technological barriers is Puerto Rico facing today?
- What is the future of Puerto Rico's digital economy?
- Which companies are making strides in technological advancement, and why are others failing?



Participating fellows, left to right: Sergey Krasovski, LaiLai Zhou, Eva Grant, Dylan Yalbir, Sam Lilienfeld.



With gratitude to:

Ralph Velasco at American Tower; Sergio Marxuach at the Center for a New Economy; Vanessa Carballido and Francisco Laboy at Genmoji; John Bozek and Sam Talman at InvestPR; Jonathan Gonzalez at Raincoat; Oscar Lopez and Lauri Renta at Red Ventures; Menchu Agueros Jimenez at Parallel18

At the end of the year, the group presented their findings to the CDS community and published a paper, *Lessons From Puerto Rico on Creating a Digital Technology Ecosystem*.

Raincoat



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CNE<sup>+</sup>  
Puerto Rico's Think Tank



parallel<sup>18</sup>







*a fellow's story*

**EVA GRANT**

**CORPORATE DEVELOPMENT PROGRAM**



***CDS MBA Fellow and lead organizer of  
the Puerto Rico CDS trek***

Eva Grant discovered the CDS fellows program after taking Digital Change Strategies with Professor Alva Taylor. During this course, Professor Taylor hosted Friday coffee chats focused on sharing and discussing current events students were following in tech. These causal but rigorous discussions opened her eyes to the power of curiosity at Tuck and showed her that the CDS could be a great outlet for continuing these conversations.

In her second year at Tuck, as part of the Fellows program, Eva exhibited tremendous initiative and followthrough when she planned and executed the CDS trek to Puerto Rico in March of 2022. She worked closely with Patrick Wheeler (Executive Director of CDS), Lisa Miller (Director of Tuck's Global Insight Expeditions), and other fellows to make this trip a reality. Eva and the rest of the group visited seven leading companies in Puerto Rico over their ten day trip to the island and brought back lessons and real world insights to share with their peers.

"This trip was my biggest growth moment at Tuck. I was highly motivated to organize a trek with the center so that we could extend the center's experiential learning opportunities back to pre-COVID norms."

# WORLD CLASS COMPANIES

## WORLD CLASS LEADERS

Each year the Center welcomes guests from leading organizations to engage with students in meaningful ways. This year, a diverse array of top companies helped the Center enrich learning for Tuck students. Below is a list of companies partnering with the Center on learning across the 2020/21 academic year.



Microsoft





# TECH 101 LEARNING SERIES

## TRANSFORMING FOUNDATIONAL TECHNOLOGY CONCEPTS INTO EASY-TO-UNDERSTAND LANGUAGE

Understanding the foundational concepts of technology is essential to making wise decisions as a leader in the digital age. Our Tech 101 Learning Series continues to build core understanding of these concepts and help Tuck students grow as leaders.

Each Tech 101 workshop features content created by the center focused on a particular technology or technology concept—such as cloud computing or technology stacks—and helps audience members understand the technology to make better business decisions. **We continue to hear that the Tech 101 programming is central to students' learning and career pursuits.**

200+  
ATTENDEES



6

SEMINARS

## DIGITAL DROP-INS

Our Digital Drop-In video conference series allows CDS MBA Fellows the chance to have intimate conversations with key technology leaders. These hour-long sessions focus on a particular topic or range of topics of interest to the center and Tuck student body and enable the small group to participate in an engaging discussion about a key element of technology and how it impacts or drives corporate strategy from the perspective of the guest speaker. Students come away from each Digital Drop-In with a clearer sense of each guest's perspective on an issue or topic impacting his or her enterprise in a significant way.

# MBA FELLOWS PROGRAM

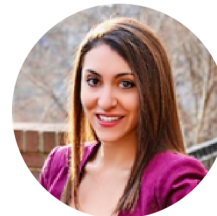
The Center for Digital Strategies offers an MBA Fellows Program for second-year students looking to deepen their understanding of the impact of information technology on business strategy. Our MBA Fellows are passionate about technology and engage with the CDS team, alumni, and visiting executives to further study the enabling role of digital technologies on business strategy.



Dan Foran T'22



Eva Grant T'22



Kira Hattenbach T'22



Sergey Krasovski T'22



Sam Lilienfeld T'22



Vishrut Mehta T'22



Lia Parker-Belfer T'22



Sam Rana T'22



Carly Rauh T'22



Jean Rieuthavorn T'22



Jackie Sullivan T'22



Andrew Tamm T'22



Kevin White T'22



Dylan Yalbir T'22



Laijingjing Zhou T'22



# MBA ASSOCIATES PROGRAM

The Center for Digital Strategies offers an MBA Associates Program for first-year students looking to learn about digital strategies via direct engagement with CDS. The program enables students to actively participate in digital business discussions, with an emphasis on peer-to-peer content exploration.



Katherine Aldrich T'23



Alexander Arnold T'23



Elyse Curtis T'23



Calvin Garay T'23



Jessica Jiang T'23



Sarah Jolley T'23



Paul Pathikulangara Jose T'23



Alison Kadavy T'23



Andrew Kyeremeh T'23



Amit Lakamsani T'23



Nicholas Lovinger T'23



Bharati Manandhar T'23



Luke McDermott T'23



Emily Muller T'23



Jeffrey Williams Navarro T'23



Julia Pearl T'23



Sandhya Rajaraman T'23



Lena Rice T'23



Adrian Rodriguez T'23



Kenan Sakarcian T'23



Alicia Shiue T'23



Carson Taylor T'23



Kakeru Tsubota T'23



Carly Wolberg T'23

# STUDENT ENGAGEMENT



OVER  
**100**  
CAREER-FOCUSED STUDENT  
ENGAGEMENTS

**63%**  
OF TUCK STUDENT  
BODY ENGAGED

OVER  
**350**  
TUCK STUDENTS  
ENGAGED

**20**  
STUDENT  
EVENTS

"The best part of CDS is the people: my colleagues, Patrick Wheeler, Alva Taylor, and Carolyn Catomeris, and the alumni fellows I've had the opportunity to chat with as part of my research project or during digital drop-ins. Bringing together so many diverse perspectives to challenge each other on how tech impacts the world has been really rewarding."

— Dan Foran T'22



# LOOKING AHEAD...

## ...TO OUR REGULARLY SCHEDULED PROGRAMMING

Fully in-person learning is the standard for students at Tuck once again, with classes in-person and most Center activities happening in real time, on campus.

However, the Center will continue to offer some pandemic-era hybrid programming, since the ever popular Digital Drop-ins are still able to combine depth of learning with the ease of remote connection for some of our distant alumni.

We're excited to continue the legacy of the CDS in our 22nd year of helping future and current leaders navigate the waves of digital change in today's business environment.







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