



Glassmeyer/McNamee Center for
Digital Strategies
Tuck at Dartmouth

ANNUAL REPORT

2022 - 2023

A LETTER FROM THE DIRECTORS

As we close another academic year at the Glassmeyer/McNamee Center for Digital Strategies (CDS) at the Tuck School of Business, the importance of our mission, “To help leaders better understand the impact of digital technologies on business strategy, enabling them to ask the right questions when faced with critical decisions,” has never been more important for the success of Tuck students. We’re excited to share with you our Annual Report for 2022–2023, a testament to our unwavering commitment to excellence in digital strategy education.

This year marked a significant leap in our journey, especially in the realm of Artificial Intelligence (AI). We successfully introduced a co-curricular program for our MBA students, dedicated to AI, and launched a groundbreaking sprint course on generative AI taught by Faculty Director, Alva Taylor. Our efforts extended beyond the classroom, empowering the entire Tuck community, including faculty, with essential knowledge and skills in generative AI. This initiative aligns with our mission to be at the forefront of digital innovation and education.

Our student-focused programs saw remarkable achievements this year. The MBA Fellows Program, our flagship initiative, has been particularly outstanding. Participating students engaged in rigorous research, nurtured a vibrant community, and immersed themselves in experiential learning opportunities, including an inspiring trip to the Consumer Electronics Show (CES) in Las Vegas. These experiences are invaluable in shaping the next generation of digital strategy leaders.

Another cornerstone of our success is the Tech 101 Learning Series. This program continues to equip our students with foundational knowledge in core technology concepts – skills that are increasingly indispensable in today’s tech-driven marketplace. The overwhelming success of this series is a testament to our commitment to providing practical, industry-relevant education.

Looking ahead, we are thrilled to host the Dartmouth AI Conference at Tuck in September. This event promises to be a gathering of some of the most brilliant minds in the field, including thought leaders and AI practitioners. It will be a celebration of Dartmouth’s rich legacy as the birthplace of AI, showcasing our historical contributions, current endeavors, and the remarkable achievements of our alumni in the field of AI.

Your continued support and belief in our mission have been pivotal in these achievements. As we step into the next academic year, we are filled with gratitude and a renewed sense of purpose. We invite you to continue this journey with us, fostering innovation and shaping the future of digital strategies.

Thank you for being a part of our story. We look forward to your ongoing partnership and support.



ALVA TAYLOR
FACULTY DIRECTOR



PATRICK WHEELER
EXECUTIVE DIRECTOR

MISSION

The Glassmeyer/McNamee Center for Digital Strategies (CDS) at the Tuck School of Business helps leaders better understand the impact of digital technologies on business strategy, enabling them to ask the right questions when faced with critical decisions. We craft learning opportunities and nurture diverse communities of thought leaders to grow understanding of the complexities of modern organizations and their relation to employees, ecosystems, markets, and society.

VISION

The Center aspires to influence the development of leaders who understand the widespread impact of all elements of digital business on people's lives, and the implications for the future. It is a prominent hub of curated digital strategies knowledge for students, executives, alumni, and academics. It also provides thought leadership and encourages critical analysis of the status quo understanding of digital strategies for the Tuck community.

VALUES*

Diversity is a strength. Diversity allows us to ask better questions and make better decisions, with fewer blind spots. We value the diverse inputs of our communities.

Building (and engaging) networks is at the core of our success. Just as the internet connected people and ideas leading to a stronger economy, our networks and communities make us stronger.

Integrity and honesty matter. The ends do not justify the means; to be a wise leader you must lead with integrity, always.

Sharing of knowledge is an important component of learning. We ask better questions and make better decisions when we share knowledge openly. The creation and sharing of ideas is crucial to our approach.

We tackle hard problems. Being willing to directly face hard problems is a key to great leadership. We help our communities engage on the toughest challenges with an eye to the future.

*New this year!

THE CDS AND AI

The introduction of ChatGPT and the rapid advances in the field of generative AI have had far reaching impacts across academic disciplines, business processes, and daily life. At the Center for Digital Strategies, we are well positioned to combine the expertise of Tuck professors, staff and alumni to advance the collective knowledge of the Tuck community when it comes to artificial intelligence.

Over the last academic year, the CDS dove into the impacts of generative AI by creating a sprint course with Faculty Director Alva Taylor, partnering with the First Year Project team to encourage responsible use of G-AI in first year projects, leading training sessions for faculty, staff and career services, and hosting numerous conversations with esteemed guests and alumni to educate our community on the broad impacts that generative AI will continue to have on the business world.

GENERATIVE AI AROUND CAMPUS

FIRST YEAR PROJECT

In response to not-yet-defined acceptable uses of emerging generative AI tools, Patrick Wheeler partnered with the First Year Project team to identify ways for students to use G-AI tools within the First Year Project.

FACULTY AND STAFF TRAININGS

Tuck Faculty and Staff greatly benefited from Patrick Wheeler's learning sessions tailored to specific audiences and uses. He taught faculty and staff the fundamentals of prompt engineering and provided useful advice for how to avoid the pitfalls of the tools. Participants especially enjoyed the live demonstration where Patrick demonstrated the power of ChatGPT to write case briefings and cover letters.

GUESTS AND SPEAKERS

The CDS's Tech@Tuck lecture series played a large role in progressing our students' and communities' understanding of artificial intelligence and generative AI. This spring we hosted an AI ethics workshop with Amy Winecoff, PhD, a research fellow and data scientist at Princeton University, a discussion on responsible AI with Nick Thompson, the CEO of the Atlantic, and a panel discussion on the future of work with three Tuck alumni.

A CLOSER LOOK AT

GENERATIVE AI AND THE FUTURE OF WORK

In response to the quickly changing business environment and Tuck's dedication to providing timely and relevant material to students, Tuck announced the creation of two new types of courses to supplement the core curriculum, notable among them a sprint course, **Generative AI and the Future of Work**, created and taught by CDS Faculty Director Professor Alva Taylor.

Patrick Wheeler and Alva Taylor rapidly developed the course in the time between ChatGPT's launch in late 2022 and the course's inaugural class in April 2023, motivated by the conviction that students must learn about G-AI technology before leaving Tuck for jobs and internships. Though only worth half a credit, this 4.5 hour course had **the highest registration among the sprint courses**, with a total registration of 69 students. Students were drawn to the timely content and course discussions, where they were able to examine the foundations of the technology, the strengths and weaknesses of G-AI, and the expectations for how the tool will shape future business practices.



Central to the success of this course were the fantastic guest speakers, including CDS MBA Fellow alumnus Chris Hogan T'16, SVP of Operations and Corporate Strategy at HubSpot, and Melanie Rosenwasser, Chief People Officer at Dropbox. The guests contextualized the use of G-AI in the business world and provided insights into the real application and impact that these tools will have on Tuck students and the companies they lead.



Professor Alva Taylor
CDS Faculty Director



Chris Hogan T'16
SVP of Operations and
Corporate Strategy



Melanie Rosenwasser
Chief People Officer



THE MBA FELLOWS PROGRAM

Now entering its 23rd year, the MBA Fellows program offers a tight knit, tech-based community and highly sought after learning opportunities for select second-year students. Fellows come from a wide variety of backgrounds, which enhances peer-to-peer learning. Students are challenged to grow via hands-on learning opportunities, and are encouraged to build their networks and share their knowledge with the CDS community.



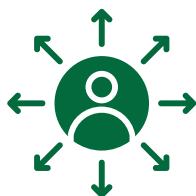
RESEARCH

Over the course of their second year at Tuck, our Fellows pursue a research insight project of their choice. The project requires them to network with members of our Tuck and CDS alumni community to develop recommendations for industry leaders.



COMMUNITY

Biweekly meetings and social outings strengthen the bond between these exceptional students. We are proud of our fellows' personal and professional achievements and stay in touch long after Investiture through an alumni fellows group on LinkedIn and as guests at our Digital Drop Ins.



LEADERSHIP

Our Fellows are our ambassadors across campus and outside Tuck. They represent the center by sharing their knowledge in the classroom and have the opportunity to meet with guests of the CDS in small, intimate meals and meetings.

"The CDS Fellows program is competitive, which I think is critical to its value. Tuck finds ways to reward the effort of highly motivated students, and the center was a key part of that puzzle for me. I view the fellowship as an earned opportunity to go deep on tech with other students who put in the work to be well informed and value a community that will push each other. CDS also gives fellows significant domain specific support – Patrick [Wheeler, CDS Executive Director] put more time into my development at Tuck than anyone besides my wife!"

**-Dan Foran T'22,
Product Manager, Zitara**

RESEARCH INSIGHT PROJECTS 2023



CDS 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.

Digital Drop-Ins included CDS alumni from the following companies:



OUR T'23 MBA FELLOWS



Adrian Rodriguez
Microsoft



Amit Lakamsani
Boston Consulting Group



Andrew Chen
SciPlay



Bharati Manandhar
TBD



Carly Wolberg
Oracle



Emily Muller
American Tower



Jeffrey Williams Navarro
YouTube



Jessica Jiang
Nomura Securities



Kakeru Tsubota
ServiceNow



Rahul Polu
Oracle

CDS FELLOW SPOTLIGHT

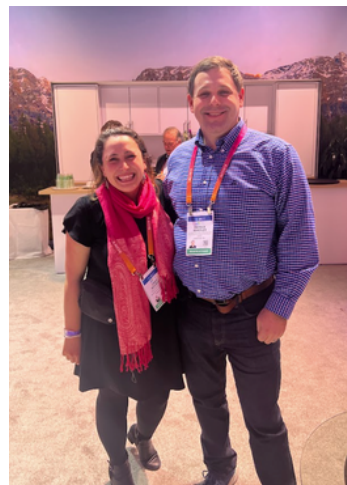


Carly Wolberg T'23

Product Manager, Oracle

Carly came to Tuck after six years at Amazon, where she most recently worked in marketing and product management in the Prime Video business to launch Live Sports content and shape the in-app customer experience.

Over the course of her year as a Fellow, Carly participated whole heartedly in the content discussions, social outings, and informal learning opportunities with her classmates. Her deep engagement with the CDS extended to her trip with Patrick Wheeler to the Consumer Electronics Show in Las Vegas in January 2023, where she met with industry leaders, including Kevin Collins T'99. She enjoyed the glimpse into the future of technology and returned to Tuck excited and motivated to continue to make an impact in tech post-MBA.



Above left: Carly received The John F. Anderson T'35 Award at Investiture, which is given to the student that has shown the most promise in the pursuit of marketing skills. Above right: Carly Wolberg and Patrick Wheeler at CES in Las Vegas.

“As a CDS Fellow, I learn from my diverse and experienced peers, actively discuss the latest digital trends and challenges, and grow in both depth and breadth of knowledge and skills in the tech space. I love how the CDS, and the Fellows program in particular, allows me the space and support to dive deep into tech while at Tuck.”

-Carly Wolberg T'23

THE CDS ASSOCIATES PROGRAM

The Center for Digital Strategies' MBA Associates Program for first-years enables students to actively participate in digital business discussions with an emphasis on peer-to-peer content exploration. The selected group of first-year students meet regularly to discuss recent articles on advances in technology and foundational tech concepts not covered in class. Center staff facilitate learning opportunities by sharing knowledge and asking relevant questions during discussions.

For the 2022-2023 year, the CDS accepted the most students into the Associates program in its history due to the explosive volume of interest.

+70%

Growth of Associates Program

From fall 2021 to fall 2022

OUR FIRST-YEAR ASSOCIATES, 2022-2023

Listed with their summer employer

Ed Adegboye, Amazon
Nneka Ajewole, Bain & Company
Leslie Akplah, EY Parthenon
Olakunle Alao, Goodlight Capital
Meghna Ananta, EY Parthenon
Marisa Baglaneas, Takeda
Zalman Bernstein, Kearney
Tatum Bradley, Lindt & Sprungli
Amanda Buontempo, McKinsey & Company
Jerome Delmotte, Eli Lilly and Company
Max Eberhart, Bionaut Labs
Hilary Fitzsimmons, Visa
Allison Forlenza, GeoComply
Ruchi Gayakwad, McKinsey & Company
Jake Goldklang, Major League Baseball
Greg Jacobson, Digital Currency Group

Shane Kim, Parnassus Investments
Andrea Lau, Amazon
Ben Marshall, Harvard Kennedy School
Cameren McGinn, Electronic Arts
Juhi Patel, Apple
Ava Pavao, Deloitte
Cordelia Prouvost, Colgate-Palmolive
Rebecca Robinson, Amazon
Mya Snyder, Boeing
Alia Syed, Boston Consulting Group
Renna Traboulsi, Colgate-Palmolive
Betty Tran, Microsoft
Marnie Wallach, National Park Service
Andy Watson, Nike, Inc.
Weiran Zeng, Colgate-Palmolive



TECH 101 LEARNING SERIES

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. We adapt to market dynamics and real world changes to provide the most cutting edge and useful material to students the moment it is needed.

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. This year, the CDS created a new Tech 101 on Generative AI to teach foundational concepts of artificial intelligence as well as provide use cases and prompt engineering guidance to demonstrate the impact of G-AI in the business world.

We continue to hear that the Tech 101 programming is central to students' learning and career pursuits.



"I have no background in tech and no aspirations to work in tech directly, but recognize that the [Tech 101] concepts are ubiquitous across industries. This was a great primer to show me what I don't know, where I need to get smarter, and to show me that there are tons of resources to seek information. Thanks!

-T'24 student

TECH@TUCK GUEST SPEAKERS

In addition to Tech 101s and the programming offered specifically for our Associates and Fellows, the CDS hosts guests throughout the year for lectures and fireside chats open to the larger Tuck and Dartmouth communities. These guest speaking engagements often feature our incredible alumni and provide moments of personal and professional inspiration for Tuck students.

Below are the educational speaking engagements offered through the CDS to Tuck students for the 2022-2023 academic year.

THE FIRST SUPER APP: INSIDE WECHAT AND THE NEW DIGITAL REVOLUTION

Kevin Shimota, former Head of Global Marketing and Partnerships, WeChat

Kevin Collins T'99, Managing Director of Software and Platforms, Accenture

GAMING, THE METAVERSE, AND THE RISE OF TRANS MEDIA

Marcus Morgan T'19, Head of Strategy and Operations, Obsidian Entertainment

TECH INDUSTRY UPDATE WITH CAREER SERVICES

Lauren Mogilner, Tuck Career Services

EVENTS CONTINUED ON FOLLOWING PAGE



TECH@TUCK GUEST SPEAKERS

ALUMNI PANEL: NON-PM ROLES IN TECH

Dan Brugal T'18, Brand Success, Faire

Ryan Milligan T'19, Revenue Operations, QuotaPath

Jenna Romeo T'19, Director of Market Development, Truveris

Katie Karlson T'19, Retail Digital Strategy, CVS Health

Julia Martin T'18, Product Operations, Guild Education

959

Student interactions in
AY 2022-2023

THE FUTURE OF THE AUTOMOTIVE AND MOBILITY SECTOR

Kyle Keogh T'99, Former Managing Director of Automotive, Google

FIRESIDE CHAT WITH DAVID SOBIE T'04

David Sobie T'04, Vice President, Happy Returns by PayPal

117

T'23s engaged across
AY 2022-2023

THE ETHICS OF ARTIFICIAL INTELLIGENCE

Amy Winecoff, Data Scientist and Researcher, Princeton University

EXPLORING THE DISRUPTIVE POTENTIAL OF GENERATIVE AI ON THE FUTURE OF WORK

Kevin Collins T'99, Managing Director, Accenture

Yuri Maruyama T'17, Product Marketing Lead, Scale AI

Bradley Webb T'16, Head of Product and Growth, SurgeAI

147

T'24s engaged across
AY 2022-2023

I deeply appreciate Tuck's agility to quickly deploy coursework and programming around Artificial Intelligence. I am currently enrolled in the AI for Managers. That combined with CDS' extensive programming around AI and the upcoming Generative AI sprint course is bringing it all together for me. I am able to better **connect the dots between what experts and alumni say on panels and what was discussed in class** - and then begin to think through the application of AI in my professional life. I feel like I am being trained on a professional superpower much sooner than many of my peers!

-Ashwin Chandrasekhar T'24

EVENT SPOTLIGHT: NON-PM ROLES IN TECH

Many Tuck students pursue the role of Product Management as their post-Tuck job in tech. However, the CDS knows that many fulfilling tech jobs don't necessarily come with the PM title. The CDS welcomed back five recent graduates to discuss their post-Tuck careers in tech- no PM title required.

Many students expressed gratitude for the diverse career opportunities represented on the panel and came away inspired to look beyond job titles for fulfilling careers.

With thanks to our alumni panelists:



Dan Brugal T'18
Brand Success, Faire

F A I R E



Jenna Romeo T'19
Director of Marketing Development, Truveris

truveris



Julia Martin T'18
Product Operations, Guild Education

GUILD



Katie Karlson T'19
Retail Digital Strategy, CVS Health

 **CVS**Health



Ryan Milligan T'19
Revenue Operations, QuotaPath

 **QUOTAPATH**



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