



**123-456**

**April 1, 2004**

## HBS Christian Fellowship Drivers' Manual (D)

### A guide on running the HBS Christian Fellowship

This guide is a summary of lessons learned as well as tactics used that helped past leadership teams to execute well during the current academic year. This Drivers' Manual should serve as a guide to help you in leadership next year. However, this document is not a collectively exhaustive listing of all relevant leadership responsibilities and can be unique to the times and tides of past years.

As leaders, the HCF is under YOUR control and leadership through God's guidance. Therefore please use this document as a reference and guide, and feel free to make changes to this document in such a way to improve its completeness. We encourage you to present this document to the next year's leadership in a continuing effort to improve the quality of ministry at HBS.

The following Drivers' Manual is organized into major sections by function. Each section is organized by 1) goals, 2) lessons learned and 3) tactics. The individual sections are:

- Speakers
- Marketing/Communication
- Campus Bible Study
- Couples' Bible Study
- Prayer
- Social activities and one-time events
- Community service & outreach
- Activities and coordination with other graduate schools
- Treasurer
- Administrative
- Alumni liaison
- 5:55 Sunday Worship
- Appendix: Guideline for controversial content

Additionally, we have included for you in the appendix some issues that you might consider as leaders as well as function relevant exhibits. We hope that you enjoy learning from some of our successes and failures. God Bless!

*Servants of Christ Sheeba Philip '03, Brook Hazelton '03, Christian Hempell '03, Doug Smith '03, and Caroline Preston '03 prepared this guide as the basis for club discussion rather than to illustrate either effective or ineffective handling of an administrative situation. Updated in 2004.*

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## SPEAKERS

## GOALS:

The top three goals for Speakers are:

- Outreach – Exposing non-Christians to how faith is involved in work
- Knowledge Building – Furthering the fellowship's understanding of Christian business leadership and models
- Personal Development – Inspiring Christians to think deeply on how to apply faith in their work. See **Exhibit 3** for a listing of potential speakers and past speakers.

## LESSONS LEARNED:

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• Work as far in advance as possible (4-5 months) Big speakers need lots of time!</li> </ul> <p><b>For outreach speakers</b></p> <ul style="list-style-type: none"> <li>• Speaker MUST be highly credible               <ul style="list-style-type: none"> <li>o Distinguished business career</li> <li>o HBS alumni</li> <li>o Case protagonist</li> <li>o Affiliated with Harvard Univ.</li> </ul> </li> <li>• Should have first hand account / recommendation to their public speaking style</li> <li>• Should not use Christian jargon</li> <li>• Allowing 20-30 minutes for Q&amp;A</li> <li>• Asking case protagonists to talk the day their case is taught</li> <li>• Should launch marketing campaign 2-3 weeks ahead with email spams week and day of event</li> <li>• Market to IV Grad. at Boston U, MIT, etc...</li> <li>• Make sure speakers know directions, location, etc...</li> </ul> <p><b>For non-outreach speakers</b></p> <ul style="list-style-type: none"> <li>• Speaker expertise is less necessary, but their ability to deliver a dynamic message is KEY!</li> <li>• Should have first hand account / recommendation to their public speaking style</li> <li>• Allowing 20-30 minutes for Q&amp;A</li> <li>• Should launch marketing campaign 2-3 weeks ahead with email spams week and day of event</li> <li>• Make sure speakers know directions, location, etc...</li> </ul>	<ul style="list-style-type: none"> <li>• When the speaker goes too long. Thirty-minute talk is a maximum. HBS students are used to the case method and like to have Q&amp;A/discussion.</li> <li>• Speakers who have little knowledge or experience with HBS or business usually do not “get it”</li> <li>• Starting over 10 minutes late</li> <li>• Sending emails to the MBAevents listserv MORE than once per week – students start to get upset that you are spamming them and should be using a club listserv</li> <li>• Not doing research on the speaker before inviting! Use Jeff Barneson's contacts to do your homework on the speaker</li> <li>• Competing with other popular events or conferences for people and space</li> <li>• HBS students are not drawn to academic speakers but are drawn to a business resume</li> </ul>

## TACTICS:

- 1) Send out invitation letters or emails (template & speaker list in database). See **Exhibit 4**.
- 2) Confirm date, reserve room, order food and send agenda to speaker one month ahead of time
- 3) Launch marketing campaign 2-3 weeks ahead of time
- 4) Check MBAEvents calendar 1 week ahead to make sure all reservations, postings are in order
- 5) Day of event, make sure speaker has water or food, etc...
- 6) Send out a thank you note afterwards!
- 7) Consider writing an article to the Harbus for special speakers.
- 8) **Point to Consider:** Be aware that students may get a perception that being a Christian always brings worldly success if we only present speakers who have been highly successful and only talk about their successes. Encourage speakers to share their

moments of failure or doubt and how their faith has pulled them through it and to success.

## MARKETING & COMMUNICATIONS

### GOALS:

The top three goals for marketing and communications are:

- Our communication to the school is part of our witness
- Efficient communication amongst leadership members

### LESSONS LEARNED:

What works:	What DOES NOT work:
<p>External (To Student Body)</p> <ul style="list-style-type: none"> <li>• Creativity is important.</li> <li>• Communication to the school should be attractive and thoughtful.</li> <li>• Respond to emails in Christ-like manner for all inquires about HCF's right to email the school (see <b>Exhibit 5</b>)</li> <li>• The target of the message should be the event, speaker or topic. The goal is to get people to come to event so that we have the opportunity to share God.</li> <li>• One point of contact to send outbound emails to the mbaevents listserv.</li> <li>• Consider opportunities to co-sponsor with CSA and demonstrate a unified Christian body (see <b>Exhibit 6</b>)</li> <li>• Include an Outlook meeting maker in the email</li> </ul> <p>Internal (to HCF Listserv)</p> <ul style="list-style-type: none"> <li>• Use weekly email format to communicate upcoming events (see <b>Exhibit 7</b>)</li> <li>• Remember broad audience on listserv (believers and seekers, students, partners, non-HBSers and professors) and avoid using Christian "jargon"</li> <li>• Limit emails sent to the listserv. Be conscious of not sending too many otherwise people automatically hit delete.</li> <li>• HCF must have the personal touch, giving incoming RC Class the sense that we are here to serve their needs.</li> </ul> <p>Internal (to HCF Leadership team):</p> <ul style="list-style-type: none"> <li>• Some discussions are best done in person, not via a string of emails that take hours to write and respond to.</li> <li>• Efficiency is key.</li> <li>• Use personal phone calls to enroll people in a new idea. Do not just send an email.</li> </ul>	<ul style="list-style-type: none"> <li>• No plain text emails to the school. Remember, creativity is key.</li> <li>• Responding to anyone, "It is our right to send emails just like any other organization at this school." Even though this is technically accurate, we must build rapport with student body.</li> <li>• Pointed, religiously biased communication through broad mediums of distribution. People close their ears to HCF and will not consider challenging their faith, or asking you questions about your faith because you are biased.</li> <li>• Acting on your own behalf, but not in the best interest of the HCF leadership team. Everything I do reflects on the other members of the HCF leadership team. Being in leadership is a high fiduciary responsibility.</li> </ul>

### WEEKLY TACTICS:

- 1) Send email to yourself before sending anywhere. Make sure it looks good in half screen and full screen views. (see **Exhibit 7** for email tips)

- 2) Consider having other HCF eyes on every email that is sent to either the HCF or MBA events listserv with potentially controversial content. These extra eyes are key to having effective, clear, and accurate communications.
- 3) Send weekly email newsletter (see **Exhibit 8**) early in week to announce events for week.
- 4) Use different messages for general student body vs. the HCF listserv. (i.e. Do not send a message with Jesus all over it, scripture lessons, and “you will burn in hell” note). Cater your message to your audience just like in marketing. We have found that sending bible verses to the school is not effective in MBAevents emails. Communicate the message in their language.
- 5) Personalize emails when speaking to the HCF members. The more targeted the better.
- 6) See **Exhibit 9** for example of external marketing to student body.
- 7) See **Exhibit 10** for example of community-building Welcome letter to incoming students.
- 8) See **Exhibit 11** for example of communicating to prospective students on admit weekend. The admissions office sent this flyer to admits attending the weekend.
- 9) See **Exhibit 12** for communication strategy.
- 10) See **Exhibit 13** for thoughts on the HCF brand.
- 11) See **Exhibit 14** for IV Purpose and Doctrinal statement for speakers on campus or 555

## CAMPUS BIBLE STUDY

**GOALS of Campus Bible Study:**

- To read, understand and apply the Word of God
- To provide prayer support and fellowship

**LESSONS LEARNED:**

What works	Challenges
<ul style="list-style-type: none"> <li>• There are any number of ways to lead a good Bible study, and you should choose what best fits your style and the community of attendees. GSCF leads an inductive study of one book of the Bible each year. You can attend the prep sessions and lead those studies with your group. Alternatively (as has been done the past two years) you can choose one or more Scripture passages that address a particular topic of relevance. This can require considerably more prep time but can also be very beneficial both for the group and the leader.</li> <li>• As the leader, your biggest challenge is to ask the right questions and to try not to answer them yourself. You definitely don't want to dominate the discussion, but you also don't want everyone to walk out of the room thinking exactly the same way they did when they came in.</li> <li>• The leader sets the tone by how much he or she shares in prayer and personal application</li> <li>• Leave enough time in the end for prayer</li> <li>• We chose to focus on having a shared dinner afterwards as an important part of furthering fellowship</li> <li>• We chose not to serve refreshments—which simplifies preparation</li> <li>• Bring printouts of the text</li> <li>• You can make a recurring booking for Mellon or Hamilton lounge with student and academic services: <a href="http://www.mba.hbs.edu/admin/stulife/eventform.html">http://www.mba.hbs.edu/admin/stulife/eventform.html</a></li> <li>• Prayer—God is in charge of the group, pray for every member / attendee of the Bible study, by name, every day</li> <li>• Be flexible</li> <li>• Start on time and end on time. This is important for people who are not as committed, and want to be able to plan their schedules around it.</li> </ul>	<ul style="list-style-type: none"> <li>• Starting and ending meetings on time is always a challenge</li> <li>• Making sure that all members of the group are involved and connected.</li> <li>• Leaving enough time for discussing application.</li> <li>• Devoting enough time to actually doing application.</li> </ul>

**WEEKLY TACTICS (GSCF Inductive Study):**

1. Attend prep session with other graduate school Bible study leaders (1.5 hrs)
2. Prepare lesson plan and spend time in prayer (2-3 hrs)
3. Actual Bible study (1.5 hrs)

**WEEKLY TACTICS (Topical Study):**

1. Choose topic and find relevant passage(s) of Scripture (1 hr)
2. Think clearly through the flow of the study and think of good questions to drive the conversation. Questions should not be "yes" or "no" nor should they be so easy to answer that no one wants to hit the softball. Think clearly through your answers to those questions and the Biblical support for them. (3-9 hrs)
3. Actual Bible study (1.5 hrs)

**SAMPLE TIMELINE:**

- 5-10 minutes – chatting, settling in, opening question
- 5-10 minutes – open in prayer, reading and getting familiar with the text
- 45-60 minutes – discuss the passage (interpretation and application)
- 10-15 minutes – praying and sharing

## COUPLES BIBLE STUDY

**GOALS of Couples Bible Study:**

- To read, understand and apply the Word of God
- To provide prayer support and fellowship for married couples
- To minister to the needs of the student, spouse, and marriage in the HBS setting

**LESSONS LEARNED:**

What works	Challenges
<ul style="list-style-type: none"> <li>• Teaching is important, but the relationships that result from the study are even more important. "Starting late" with the teaching is fine, given the discussion it enables.</li> <li>• Writing the studies internally helps to tailor discussion; be sure to leverage some content with the Student Bible study.</li> <li>• As the leader, ask lots of questions, but do not answer or speak too much. Allow others to ask questions as well, but move the discussion along.</li> <li>• The leader sets the tone by how much he or she shares in prayer and personal application</li> <li>• Leave enough time in the end for prayer</li> <li>• The couples seem to enjoy discussing marriage related topics rather than simply going through a Book.</li> <li>• Every few weeks, a potluck dinner helps to bring the fellowship together and bond the group.</li> <li>• Bring printouts of the text</li> <li>• Provide refreshments</li> <li>• Have in someone's home if possible. An inviting location helps people open up.</li> </ul>	<ul style="list-style-type: none"> <li>• Starting and ending meetings on time is always a challenge</li> <li>• Trying to involve everyone in the discussion.</li> <li>• Leaving enough time for application.</li> <li>• Attendance may be inconsistent, especially during busy RC/EC weeks</li> <li>• Devoting enough time to application</li> <li>• Consider the size of the group – once the group is 8 or 9 couples, the maximum for discussion and relationships tends to be reached. Consider starting a second study, since the demand is usually there.</li> </ul>

**WEEKLY TACTICS:**

- 1) Work out a plan in advance of topics and preparers, and assign 2-3 weeks in advance. Trying to do the entire semester schedule at once is challenging given unknown events, but at least allocate the number of studies among the leaders.
- 2) Prepare lesson plan and spend time in prayer (1-2 hrs)
- 3) Actual Bible study (1.5 hrs)

**SAMPLE TIMELINE:**

- 10-25 minutes – chatting, settling in, opening question  
 5-10 minutes – talk about the week, major events and news with everyone  
 30-40 minutes – discuss the passage (interpretation and application questions)  
 10-15 minutes – praying



## PRAYER & SHARE TIME

### GOALS:

The top three goals for Prayer and Share time are:

- Unity – foster personal relationships through sharing joys, successes, struggles, prayer requests. Critical to keep mutual commitment and personal accountability.
- Connection – staying in touch with each other's lives. Again, this is important towards being an effective team for God's work.

### LESSONS LEARNED:

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• MUST keep separate as a meeting from the Admin meeting.</li> <li>• MUST treat as a high important, mandatory meeting for leaders.</li> <li>• May be good to offer some structure in the beginning (such as “share 2 praises and 1 request”), but eventually just became informal group conversation.</li> <li>• Trust and respect each other.</li> <li>• Leave plenty time for prayer at end, that's the main reason you are there.</li> <li>• Start and end on time to better fit into people's schedules.</li> <li>• Send out email reminder with room # or reminder of the Chapel location</li> <li>• Should have this meeting every week, to establish it's critical importance to our work at HBS.</li> <li>• May want to skip doing prayer requests and just have people pray directly for the issues on their heart. This was one way that we maximized the prayer time, since it allowed us to jump into prayer at the start of the hour instead of talking for 30-40 minutes and only praying for 15-20 minutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Not being committed to meeting will cause the team to fall apart. Personal relationships keep each other accountable and coming back.</li> <li>• Pairing up with Admin meetings in tandem is a disaster. Admin discussions and needs <u>always</u> win out and distract. Trade off of having additional meeting is <u>necessary</u>.</li> <li>• When everyone shows up late and leaves early.</li> <li>• Mentioning admin stuff during the meeting. As much as is possible, there should be a conscious effort to keep all admin related items outside of the prayer meeting (for example, wait until the prayer meeting is over if you need to bring up an admin issue “real quick”).</li> <li>• Not following-up with people if they miss numerous meetings for something other than class. Instill a sense of required purpose of prayer, because it is more important than the program side of HCF. Prayer is the only scheduled activity that sets the club apart.</li> </ul>

### TACTICS:

- 1) Coordinate leaders' schedules to find weekly time slot, with priority given to those who are dedicated to this event on a WEEKLY basis. Be consistent with the time slot.
- 2) RSVP a private meeting room (Spangler project rooms) for meeting or HBS Chapel.
- 3) Send weekly reminders to team a day or two before each meeting.

### MORE THOUGHTS:

More can be done in the area of prayer and I would encourage the next prayer leader to explore in this area. For example, there could be some type of prayer that involves the larger HBS community (in addition to the leaders prayer time). This could be a weekly open session in the Chapel for anyone with concerns, health issues, geo-political events, etc. Consider matching interested HCF members up as prayer partners to facilitate more personal accountability and support.

## COMMUNITY OUTREACH

### GOALS:

The top goals are:

- Glorify God through service
- Help where there is a need
- Grow in faith and community by serving together
- Give the “*HCF: Challenge Yourself*” call true expression
- Give Christians with a heart for service additional avenues and info

This is an area that requires someone to champion this type of outreach. It may be considered optional unless a leader interested in community service emerges.

### LESSONS LEARNED:

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• It should be a “passion-driven” ministry, otherwise it would die a slow and painful death.</li> <li>• Gather like-minded Christians who might have a propensity to help out in other (usually non-Christian opportunities, since they are easily available) organizations <u>early in the year</u>. Many Christians are section Volunteer reps, Volunteer Consulting Organization and Social Enterprise Club members. Some might join those clubs because there are no Christian alternatives readily available. Let them know that HCF offers Christian service opportunities.</li> <li>• In addition to getting the message out, promote it through personal contacts, word of mouth and <u>example</u>.</li> </ul>	<ul style="list-style-type: none"> <li>• Driving this centrally. Too much bureaucracy that way. Should just do it.</li> <li>• Assume that everyone is as enthusiastic about it.</li> <li>• Force fit into HCF leadership structure – We have to consider whether to let someone loosely connected with HCF run with it and or run it directly from the HCF leadership team.</li> <li>• Trying something too ambitious and time-consuming or try to cover too much. Expect that when the crunch comes, there will be some attrition and drop in interest.</li> <li>• Planning something over weekends when we expect people to be away or unavailable. But you can be contrarian by planning over a long weekend since most activities in HBS are squeezed into the short weekends. Tough call.</li> </ul>

### TACTICS:

- 1) Tap GSCF and other Harvard fellowship resources on available opportunities. Consider joining them for scale, if scale is required, and cross-school unity.
- 2) Consider joining church-organized service opportunities (eg. Those in Park Street Church). These are easier to tap into logistically and with familiar churches, activities would be “pre-screened” doctrinally.
- 3) Regular opportunities to interact among like-minded Christians will also form the basis of Christian oneness around serving others.
- 4) Consider getting speakers that would appeal to non-Christians (whether through apologetics (i.e. Ravi Zacharias) or prominence (i.e. CEO of Pepsico came and talked about how his faith affects his work).)
- 5) Consider a parenting ministry where Biblical parenting concepts are taught. This seems to be an area of great interest among non-Christian parents (and even some couples who don't yet have children).
- 6) There is much more to do here ... do consider growing this!

### RETREAT INFO

### GOALS:

The top three goals for Social and One-Time Events are:

- Foster a community within the Fellowship, especially for people who do not usually come to our regular events.

- Offer opportunities to do something new and different outside of weekly ministries.

**LESSONS LEARNED:**

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• Plan well ahead to optimize attendance.</li> <li>• Keep location close by/accessible if seeking larger and/or newer audience. Coordinate with GSCF retreat in fall.</li> <li>• Can try new things for variety, to peak interest.</li> <li>• Should try to have at least one social event per month to give opportunities.</li> <li>• Use word of mouth to promote, emails, personal reminders. Need to talk it up to get a big crowd, aka "critical mass."</li> <li>• Create informal opportunities to bond (weekly dinners after bible study or just ad hoc small groups for dinner).</li> <li>• For sports/off-campus events, have a list of all attendees with phone numbers just in case someone is late or does not show. Have people pay ahead of time – show commitment to event and help with bookkeeping.</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduling during same time as another big event (like a popular Ball or something).</li> <li>• Giving too short a notice.</li> <li>• Events that are too infrequent may make it difficult to get on people's radar screen (at least more frequency will cause member to try to make it next time).</li> <li>• Planning too many events may tire out the leadership team!</li> </ul>

**TACTICS:**

- Send out initial message to gauge interest. Request responses by some deadline (easy to track by keeping a CF Events email folder for a given event).
- Events can also be used for outreach.
- Make people RSVP.
- Send out directions, costs; coordinate rides, etc.
- For larger one-time events – also coordinate food needs and other logistics.
- Please see **Exhibit 15** for list of activities 2002-2003.

**RETREAT info.:**

- 1) Chris Forte - Cape Cod - 508-778-9468 [www.capecodretreats.com](http://www.capecodretreats.com)
- 2) Other options:
  - [www.riversbythesea.com](http://www.riversbythesea.com)
  - Village Condominiums at Waterville Valley in NH (<http://www.villagecondo.com/>)
  - [www.sjoholmnn.com](http://www.sjoholmnn.com) (on the Cape, caters to groups)
  - [www.nautilusbythesea.com](http://www.nautilusbythesea.com) (in Maine, beautiful beach setting, opens in April, cheap)
  - Rose Garden or Ripple Cove Cottages at [www.capecodcottagerentals.com](http://www.capecodcottagerentals.com)
- 3) Advice from a friend of Jeff Barneson on finding a retreat house.
- 4) Coordinate with GSCF retreat as in year's past
- 5) See **Exhibit 16** for the leadership retreat schedule.

**HGSCF COLLABORATION****GOALS:**

The top goals are:

- Support major all-Harvard events and act in unison with the greater Body of Christ.
- Leverage resources from other fellowships.
- Interact with fellow believers in the other Harvard schools and MIT

The level of interest in GSCF activities ebbs and flows each year. Some HBS students find interaction with GSCF stimulating, while others would rather focus their attention on the HBS campus. In general, the efforts of GSCF enrich HCF and the reverse is also true.

**LESSONS LEARNED:**

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• Allow for enough time to publicize all-Harvard events.</li> <li>• Personal word-of-mouth is best.</li> <li>• Volunteer to host all-Harvard events at HBS to get a better HBS population turnout.</li> <li>• When determining event dates with GSCF, remember to look ahead into the MBA calendar to see if events clash with long weekends, exams, etc.</li> <li>• Learn from people with a vision and passion for God from the other schools ... and share in the blessings! We do not need to lead every time.</li> <li>• With respect to other schools, seek to augment and complement, not to compete.</li> <li>• Keep an eye out for opportunities that HBSCF can share in, e.g. community service opportunities that other fellowships or GSCF might have contacts with or be involved in. We do not need to re-invent the wheel. We can make use of existing infrastructure and info, and share resources, like alumni databases.</li> </ul>	<ul style="list-style-type: none"> <li>• Assuming people would go. There is a natural inertia against crossing the river.</li> <li>• Allowing every request from the other fellowships to hit our HCF listserv. We should develop criteria for which emails to forward, while being supportive and united of genuine ministries.</li> <li>• Insisting on HBS's way. There are other needs outside of our own that we should be sensitive to.</li> </ul>

**TACTICS (and Activities):**

- 1) Junta meetings – The HBS representative should take notes of key conclusions and, if necessary, decision processes to keep the others in the HBSCF leadership team in the loop.
- 2) GSCF meetings – Usually once or twice a semester. Good place to mingle with believers in the other schools in a large scale.
- 3) For those who might be in Boston over the summer, it is great to connect with the GSAS CF, which goes on over the summer.
- 4) GSCF Fall retreat at Toah Nipi. Please see **Exhibit 17** for thoughts about the retreat planned by HBSCF

## TREASURER ACTIVITIES

### GOALS:

The top three goals for Treasurers are:

- Cashflow, cashflow, cashflow
- Follow university policy
- Reimburse students for expenses

### LESSONS LEARNED:

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• Having a second officer authorized to sign checks from the account in case the treasurer is absent from an event that requires a check, or is out of town.</li> <li>• Knowing how to balance a checkbook.</li> <li>• E-mail students at year-end to solicit donations, especially from bonus-rich students that are graduating.</li> <li>• Send thank you notes to those who make donations.</li> <li>• Send a mid-year newsletter to update alumni and donors on HCF events.</li> </ul>	<ul style="list-style-type: none"> <li>• Having more than one officer making withdraws on the account at a time.</li> <li>• Embezzlement – financial statements need to be submitted monthly to HBS administration.</li> </ul>

### WEEKLY TACTICS:

- 1) Low maintenance role, as long as none of the Club Officers are on the payroll.
- 2) See **Exhibit 18** for fundraiser letter.

### CHRISTIAN FELLOWSHIP TREASURER DUTIES

#### UPON ELECTION:

- Sign in as Treasurer with SA/Student Clubs and Career Committee (SCC) – Jessica Gagne (**REQUIRED**)
- Attend SA/Student Clubs treasurer information session (**REQUIRED**)
  - Review treasurer duties as outlined in SA guidelines

#### THROUGHOUT SCHOOL YEAR:

- Maintain financial statements (balance sheet, income statement, cash flow statement, donations statement for donations)
  - Report periodic financials to officers
  - Submit monthly financials to Student Life (Jessica Gagne) using Student Clubs Online Reporting Tool (**REQUIRED**)
  - Submit hard copies of verifying financial information (receipts, invoices, etc.) to Student Life (Jessica Gagne) periodically (**REQUIRED**). This occurs once in the fall and once in the spring.
- Maintain bookkeeping
  - Balance checkbook (account with Fleet) – detailed deposit and withdrawal/check information in checkbook
  - Match checkbook data in spreadsheet form to be submitted to officers/Student Life (less detailed)
  - Pay for all club-related expenses
    - Food for large group meetings
    - Copies of flyers and mailbox stuffing fees to SA Ventures
    - SA club fair dues (1 table in fall, 1 table in spring)
    - Other miscellaneous expenses
  - Collect all receipts for expenses
- Organize and collect donations from current members (April) – IMPORTANT (Assures financial viability of club)

- Emails to club listserv/stuff mailboxes with pledge form
- Individual donations around \$50 acceptable

## ADMINISTRATIVE

## GOALS:

The top three goals for Administrative are:

- Ensure nothing “slips through the cracks.”
- Manage club member information.
- Support Fellowship admin & coordination matters.

## LESSONS LEARNED:

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• Centralized information – such as with club member directory, email listserv, tracking member data (section, partners, address, etc.)</li> <li>• Policies – keep policies filed and accessible regarding operations, catering, media services, etc. (lead times, costs, late fees, etc.)</li> <li>• Consolidate – announcements on email to club that are related (or all miscellaneous for example) rather than sending multiple messages.</li> <li>• See admin role as much about coordinating resources as doing the program work.</li> <li>• Having an agenda for meetings with e-mail input from other leaders for relevant items.</li> <li>• Separating discussion issues from straightforward decisions in meetings and starting with simpler decisions if possible. Discussions can take a lot of time and if you start with them, you may never get to the simple stuff.</li> </ul>	<ul style="list-style-type: none"> <li>• Over-spamming emails to the club (they’ll stop paying attention).</li> <li>• Waiting till the last second, especially when booking resources.</li> <li>• Trying to do everything without spreading work out as necessary (i.e., enlist help – delegate).</li> <li>• Mixing prayer meetings and admin meetings. Admin always takes over. Start with prayer first.</li> </ul>

## TACTICS:

- 1) Club membership roster – collect info on new members, especially at beginning of semester. Keep this roster updated and send out to members at the beginning of the year.
- 2) Club listserv – update as requests come in (fast; easiest this way). Need to send IT Support big updates with all email addresses in Excel (such as in Sept to remove all of Class of 2003). So instead of doing spot adds and subtracts, the Excel sheet of emails will completely replace the listserv. Use “Majordomo” to check currently subscribed listserv users. Here are some important websites, emails and passwords:

Email address to HCF listserv: [mbacclub@listserv.hbs.edu](mailto:mbacclub@listserv.hbs.edu)

HBSCF Club’s official e-mail address: [chrfeclub@hbs.edu](mailto:chrfeclub@hbs.edu). E-mail password: **banana**. Mail which is sent to this address should probably go to one of the co-Presidents. If you want to configure this, go to <http://admin.hbs.edu>. Click on the "Forwarding all your incoming mail" link. The username is [chrfeclub@hbs.edu](mailto:chrfeclub@hbs.edu) and the password is **banana**. Then click on the "Set up forwarding" button and type in the complete e-mail address to forward to.

One more thing: the [chrfeclub@hbs.edu](mailto:chrfeclub@hbs.edu) address is included in the listserv, so if you point this address to one of you, that means that this person will receive 2 copies of whatever is sent to the listserv. I could not see any way around this because it is always recommended that the club e-mail address be included in the listserv. And all of you need to be on the listserv too because if you are not, then you cannot post messages to it.

To check current roster on listserv, send an email to [majordomo@listserv.hbs.edu](mailto:majordomo@listserv.hbs.edu), write: APPROVE PhoneCall WHO mbacclub. You will receive an email with members on list.

List Maintenance (Subscribe or Drop people from list) for List Owners website is:  
[http://listserv.hbs.edu/restrict/list\\_owner\\_maint.html](http://listserv.hbs.edu/restrict/list_owner_maint.html)

List Name is **mbacfclub**

List Password is **PhoneCall** (upper/lower case matters)

If you would like to add or remove a lot of people from the list at one time, you can create a spreadsheet of all the names and send it to [mbaitsupport@hbs.edu](mailto:mbaitsupport@hbs.edu) -or- send multiple commands on separate lines to [majordomo@listserv.hbs.edu](mailto:majordomo@listserv.hbs.edu).

- 3) Club Website – **do not forget to update regularly.** Especially get website updated and ready for new entering class! <http://sa.hbs.edu/christian/> To connect to this site, you use a tool called FTP to login to the machine: [chort.hbs.edu](http://chort.hbs.edu). Use this info to connect:

Username: **christian**

Password: **cHris99** (Upper vs. lower case DOES matter, by the way.)

When you connect, you will see 2 directories: web and protected. The stuff in the web directory is for the main site. You can access this site at <http://sa.hbs.edu/christian/>. The protected directory is for a protected site that is available for HBS students only. This protected site is at <http://sa.hbs.edu/protected/christian/>. We do not currently use this feature.

If you have any questions on how to set up your club listserv please refer to the MBA IT Support Services Website at <http://www.mba.hbs.edu/admin/tech/>

FrontPage is a good editor for making changes to the website. Once you get the hand of it, it is not that difficult and does not take that long.

All clubs are required to set up a listserv. Student Life uses the listservs for the club elections and as an official membership list.

- 4) Room reservations – keep weekly/semester calendar; send requests online, indicating weekly or one-time event (requests automatically go to Rene Quezada, who sits in Spangler office near the Boardroom across from the elevator). Remember to tell relevant members of the venue once Rene assigns it to us. Check that reservations are up and correctly reflected in MBA Events Calendar  
<http://www.mba.hbs.edu/admin/calendar/event-calendar.html>

Submit request at: <http://www.mba.hbs.edu/admin/stulife/eventform.html>

HBS contact: Rene Quezada: [rquezada@hbs.edu](mailto:rquezada@hbs.edu)

- 5) Catering requests – Catering: [catering@hbs.edu](mailto:catering@hbs.edu). See latest catering policy at [http://www.mba.hbs.edu/admin/student\\_life/policies/resources\\_facilities/catering/general\\_policy.html](http://www.mba.hbs.edu/admin/student_life/policies/resources_facilities/catering/general_policy.html) and [http://www.mba.hbs.edu/admin/student\\_life/policies/resources\\_facilities/catering/self\\_catering.html](http://www.mba.hbs.edu/admin/student_life/policies/resources_facilities/catering/self_catering.html)

- 6) Media Services – You can request to have your speaker sessions videotaped by the school online at <http://intranet.hbs.edu/dept/av/vtrrequest.htm>. It can either be put on the web (at Video Showcase <http://video.hbs.edu> in which case it is free) for public access or kept by HCF for a fee. If you choose not to put it on the Video Showcase website, you can either request a high quality recording or a low quality one, with the former costing much more. You would need to get the speaker to sign a release form ([http://intranet.hbs.edu/dept/av/Club\\_Speakers\\_Appear\\_Release.doc](http://intranet.hbs.edu/dept/av/Club_Speakers_Appear_Release.doc)) to allow the video recording.

- 7) HBS Administration or SA may have requests from time to time – help respond to these requests and keep on meeting agendas when relevant.



- 8) GSCF and other fellowships may have events, requests and opportunities from time to time – help support the Body, and they will support you.
- 9) Resources: Please see **Exhibit 19** for a listing of local churches and **Exhibit 20** for a listing of Christian Counselors in Cambridge and Boston

## ALUMNI LIASON

**GOALS:**

The top three goals for Alumni are:

- Fellowship – Expanding the fellowship across graduating classes
- Knowledge Capture – Being a resource of knowledge for the current HCF
- Accountability – Keeping the current leadership on track

**LESSONS LEARNED:**

What works:	What DOES NOT work:
<ul style="list-style-type: none"> <li>• This is an area to improve upon next year, with huge upside for prayer, speakers, &amp; support for the fellowship.</li> <li>• Creation of HCF alumni chapter that is run primarily by alums but includes current HBS students – need to follow up with some key alums to continue networking.</li> <li>• Designating one member of current leadership team to serve as primary contact for alumni</li> <li>• Regular communication with alumni via updates in periodic (monthly) alumni newsletter, emails to prior year's leadership team, and holiday newsletter.</li> <li>• Online membership database that is searchable and updateable. (HCF has been designated as pilot for campus-wide Intervarsity project led by Serena Syme; get an update from her.</li> </ul>	<ul style="list-style-type: none"> <li>• Not having a contact person for alumni – communication breaks down, alumni do not know what is going on, and the current leadership cannot take advantage of alumni resources</li> </ul>

**TACTICS:**

- 1) Annual reunion at reunion weekend at the chapel. Jeff Barneson organizes this event.
- 2) Email monthly HCF updates (a few bullet points is best) to Kirk Hoiberg to be published in alumni newsletter
- 3) Send one email per semester to prior year's sharing about what is going on with HCF
- 4) Send holiday newsletter (photos are nice) to everyone in the alumni database
- 5) Promote alumni chapter to current members of HCF and encourage them to join
- 6) Additional ideas we did not have resources to implement:
  - o Annual or biannual board meetings where the current leadership presents to a board of alumni (eg, Social Enterprise Club model)

Adopt-an-Intern or Adopt-a-Recent-Grad program – Match 1<sup>st</sup> year interns and/or recent graduates moving to new cities with alums in the same area who can assist them in finding good churches and other fellowship opportunities

**RESOURCES:**

- 1) Kirk Hoiberg – founded alumni chapter of HCF two years ago; spearheading current alumni efforts. Email: [khoiberg@mba2000.hbs.edu](mailto:khoiberg@mba2000.hbs.edu). Other initial board members are Shu Chiu ([schiu@mba2001.hbs.edu](mailto:schiu@mba2001.hbs.edu)) and Michael DePass ([mdepass@mba2001.hbs.edu](mailto:mdepass@mba2001.hbs.edu))
- 2) HBS Christian Fellowship Alumni Association (HBSCFAA) Website: <http://www.hbscfaa.org>
- 3) Jeff Barneson – maintains database of HCF alums going back over 15 years
- 4) Please refer to the softcopy of the HBSCFAA constitution and by-laws.
- 5) Please see **Exhibit 21** for the Info sheet sent to alumni and **Exhibit 22** for the welcome note to new members.

**5:55 SUNDAY WORSHIP****GOALS:**

The top three goals for 5:55 were:

- Unite the Campus – Bring people together in Christian worship and fellowship.
- Personal Worship – Bring people individually closer to God.
- Outreach – 5:55 is a place where you can invite anyone to come

**LESSONS LEARNED:**

<b>What works:</b>	<b>What DOES NOT work:</b>
<ul style="list-style-type: none"> <li>• Messages that have 3 main take-aways help HBS students organize the message in their heads</li> <li>• Involvement – get people involved in reading the scripture, music team, or greeting.</li> <li>• Plan speakers in advance. People are happy to speak with two weeks notice, but any less and they feel nervous and will not commit.</li> <li>• Follow up with speakers the week before to make sure they are still planning to come.</li> <li>• Alert speakers about the mix of believers and non-believers that attend the service and encourage speakers to avoid using “jargon.”</li> <li>• Design a Business leadership focused curriculum. We have found that people are more likely to show up for speakers that cross-pollinate Christianity with business leadership.</li> <li>• When planning big-name speakers, try to avoid 3-day weekends or days before interviews and finals.</li> <li>• Try to have a diverse range of speakers with regards to gender, race, professional background, and life experience.</li> <li>• If possible, praise &amp; worship before and after the speaker helps to students to prepare their minds for the talk and reflect on what they've learned.</li> <li>• Try to have dinner with the speaker and students after the service – provides an opportunity for seekers to ask more questions and people to have fellowship with one another.</li> </ul>	<ul style="list-style-type: none"> <li>• The service running long = try to finish by 6:55. Students are willing to give an hour, but no more. This time limit is part of the implicit contract.</li> <li>• Sending emails to the MBAevents listserv MORE than once per week – students start to get upset that you are spamming them and should be using a club listserv.</li> <li>• Having the same exact format for every service can become boring and redundant!.</li> </ul>

**WEEKLY TACTICS:**

- 1) Send 1 email per week to the mba events listserv and “bcc” the people on the HCF listserv that are not MBA students. One additional email to the HCF listserv can be helpful to further describe the topic or speaker and to generate interest and turnout. Also, sending personal emails to groups of friends that may be interested in specific speakers is helpful as well.
- 2) Sometimes the Chapel is locked on Sundays even though you have it reserved. Simply call HBS Security at 495-5577 and they can unlock the door electronically. It literally takes 5 seconds.
- 3) Manage the speakers in advance. Request title of the talk, brief description, and scripture passage by the Thursday before the talk.

- 4) Provide future speakers with a list of potential topics (See **Exhibit 1**) as well as old topics already addressed (See **Exhibit 2**).
- 5) Check MBA Events calendar to make sure service is listed several days before Sunday and contact Rene Quezada ([rquezada@hbs.edu](mailto:rquezada@hbs.edu)) for changes to the actual text that appears on the calendar and the reservation of the Chapel.

The 2004 leadership team decided not to have the 5:55pm service for several reasons:

- No one person on the leadership team was passionate about the service nor felt that their gifts were in this area
- Attendance throughout the 2002-03 was sporadic. At times less than 10 people showed up for the service. The team felt that low attendance was disappointing to the speakers
- Rather than have weekly speakers, a few “big name” speakers were targeted as outreach events
- The mission decided on by the team was to focus more internally on the HCF members, equipping them to build deeper relationships with Christ.

## APPENDIX: GUIDELINES FOR CONTROVERSIAL CONTENT

This is not a formal policy, but rather a guideline for discussions about potentially controversial content (speakers, bible studies, etc.) and should not constrain HCF from being an effective witness for Christ. Controversial content include risks of:

- alienating the core or fringe groups,
- public relations blow-ups (newspaper criticism, etc.),
- being interpreted as signaling approval of a controversial message or messenger, and
- confusing what HCF represents.

The following are ways we tackled this by considering the venue, ranking the nature of the controversy, and tactics to mitigate the risks listed above.

- I. Consider the Context of the Content
  - a. There are implicit “contracts” established for regular activities by consistency of experience over time. For example, you expect certain things when you go to church, perhaps a theological perspective.
  - b. There may be positive value of challenging the norm in the group should be weighed against the impact of “breaking the contract” or confusing the mission. If bible studies were to frequently switch between Scripture and self-help sessions, the lack of clarity may lead people to find consistency of either elsewhere.
- II. Important Sources of Controversy to Consider
  - a. Critical
    - i. View of Christ – does speaker differ in core belief in who Christ was and is? We felt this is the only critical consideration. This criterion applies to both members of other faiths and those who claim Christ but detach their belief from the foundational mainstream Christian assertion of Christ as God in the flesh and the sole source of salvation for mankind.
  - b. Important but hard to really know
    - i. Character – does speaker have questionable character you would not want set up as a model
    - ii. View of Scripture – does speaker have a different view on inspiration of Scripture (good stories vs. Word of God), books of the bible, etc.
  - c. Non-critical
    - i. Church tradition – denominational or other affiliation
    - ii. Social agenda – political affiliation or perspective on social issues such as abortion, death penalty, US church support for Israel
- III. Mitigating Risks – There are several ways we explored to mitigate risks involved with controversial speakers
  - a. Co-sponsor the event
  - b. Involve speaker in a panel where a diversity of points of view are expressed
  - c. Involve the speaker in a larger series of events (Faith in Business Week)
  - d. Have speaker at a “special event”. This solves the problem raised in I. above and allows participants to make an informed choice

**Exhibit 1: Potential Topics for Speakers****Top Business Topics****Life and heart issues**

- How can I learn to worry less?
- How do I juggle work, family, church, relationships, and finances?
- What does it mean to be committed? (spiritual disciplines and boundaries)
- How can I know God's will for my life? (career, relationships, ministry)
  - How do I keep from confusing my career aspirations with God's will for my life?

**Christians in business issues**

- How big a price is too big to pay to get into a place of influence?
- Can Christians in business fundamentally influence and change the way business is conducted?
- What defines success? (career, relationships, ministry)

**Evangelism**

- How do I be radical for Christ in a business setting?
- What are appropriate ways to share the gospel with classmates?

**Worldly concerns**

- How should the U.S. respond to Osama Bin Laden?

**Second Tier**

- What does it mean to be in the world and yet not of the world in business?
- How far should I go in sharing my faith in the workplace?
- How much is enough?
- Are Christianity and capitalism incongruent?
- How should faith affect my standard of living?
- How can I achieve servant leadership? (confidence vs. humility)
- How do you establish boundaries among peers?
- How do I maintain my spiritual discipline when life is so busy?
- What does it mean to be in a Christian "dating/marriage" relationship?
- When is anger okay?
- What does it mean to have a just war?

**Exhibit 2: Past Speaker Topics****2001-2002**

9/9 – Reflections on God's Heart (Steve Nelson)  
9/16 – Thriving Amidst Chaos (John Terrill)  
9/23 – The Quest for Rest: The 110% Lie (Steve Orr)  
9/30 – The Urgent vs. the Important (John Lunde)  
10/14 – The Marketplace – A New Frontier (Randy Kilgore)  
10/21 – What is worth Working for? (Will Messenger)  
10/28 – The Adventure of Life: Following God's Calling (Sara Wadhwani)  
11/4 – True Meaning of Happiness (Jason McKnight)  
11/11 – Business with a Pure Heart (Matt Crossland)  
11/18 – From Fear to Faith (John Ratichek)  
12/2 – Received Gifts – Now What? (Pattie Orr)  
1/20 – In God We Trust (Rachel Carriere)  
1/27 – Walking Through the Lion's Den (Jason McKnight)  
2/3 – 7 Days of Joy (Gary Coon)  
2/10 – Anxiety Fix (John Terrill)  
2/24 – On Wings of Eagles (Valerie Red-Horse)  
3/3 – Entrepreneurial Christian and Christian Entrepreneur (George Veth)  
3/10 – Leading with Faith – The New Centurions (Scott Stephenson)

**2002-2003**

9/8 – Building on a Lasting Foundation (Steve Nelson)  
9/15 – Here is a Better Way – A Foundation of Love (Jeff Barneson)  
9/22 – Renewing Your Strength (Jason McKnight)  
9/29 – Nehemiah: Building with Tools of Faith & Trade (Katie Smith-Milway)  
10/6 – How Does God Use Discipline? (John Terrill)  
10/20 – Competition without Compromise (Steve & Pattie Orr)  
10/27 – Walking By Faith (Ndidi Nwuneli)  
11/3 – Purposeful Work & Value Creation (Brian Hall)  
11/10 – Fear, Faith & Competitive Strategy (John Ratichek)  
11/17 – God's Business: High Risk & High Reward (Ruth Goodwin)  
11/24 – HBS and the Local Church (Jeff Wolbert)  
12/8 – Principles of Servant Leadership (Pastor Brian Green)  
1/26 – Student Reflection (Matt Turner & Linda Griffith)  
2/9 – Reaching Leaders, Transforming Nations (Ben Robinson)  
2/23 – Taking the Low Place and Preferring the Poor (Reverend Rick Downs)  
3/2 – Making a Leap of Faith (Tom Doyle)  
3/9 – Our True Aim in Life (Andy Wasyncuk)  
3/30 – Overcoming Adversity Through Faith (The Honorable Allen Clark, Jr.)  
4/6 – A Prescription for Living (Abraham Philip)  
4/13 – Need (Rev Glenn Hoburg)  
4/27 – TBD (Laura Nash)

**2003-2004**

11/21 – The Life of David as an example of Servant Leadership (Steve Nelson)  
3/11 – Determinants of success (Steve Reinemund, CEO of Pepsi)

**Exhibit 3: Potential Speakers List****Speakers who have expressed interest:**

Truett Cathy – Founder of Chick-Fil-A  
 Contact Woody Faulk (HBS alum, Brand Development Chick-Fil-A)  
[Woody.Faulk@chick-fil-a.com](mailto:Woody.Faulk@chick-fil-a.com)

Marc Belton – SVP, President Big G Division (Cheerios), General Mills  
 General Mills, Inc.  
 1 General Mills Blvd.  
 Minneapolis, MN 55426  
 Assistant: LeAnne Clemons 763-764-3133, [leanne.clemons@genmills.com](mailto:leanne.clemons@genmills.com)

**Speakers who came:****2000-2001 year**

- Brian Hall – HBS professors in options and incentives, [bhall@hbs.edu](mailto:bhall@hbs.edu)
- Todd Sinelli – ex-commodities trader, author of *True Riches*
- John Sage – co-founder of Pura Vida Coffee
- Andy Mills – HBS alum, former CEO of Thomson Financial Services, [amills@iso.com](mailto:amills@iso.com)
- Laura Nash – Author of *Believers in Business*, Senior Research Fellow at HBS, [lnash@hbs.edu](mailto:lnash@hbs.edu)

**2002-2003**

Andy Mills – HBS alum, Former CEO of Thomson Financial Services, [amills@iso.com](mailto:amills@iso.com)  
 Leroy Sampson – HBS alum, [lrsampson@mindspring.com](mailto:lrsampson@mindspring.com)

**2003-2004**

Steve Reinemund – Chairman and CEO of PepsiCo  
 700 Anderson Hill Road  
 Purchase, NY 10577  
 (914) 253-2333

**Potential, but uninvestigated speakers:**

Tony Cimmarrusti (MBA'86) (Jeff Barneson is the contact)

Bonnie Wurzbacher  
 Corporate Vice President, Director of Customer Strategy, The Coca Cola Company, Atlanta, GA

John Tyson  
 Chairman, CEO & President, Tyson Foods, Springdale, Arkansas

Bureon E. Ledbetter, Jr.  
 Senior Vice President, Real Estate and General Counsel, Chick-fil-A, Atlanta, Georgia

Bill Pollard, Former CEO of ServiceMaster



**Exhibit 4: Letter of Invitation to guest speaker (example)**

**Harvard Business School Christian Fellowship**

405 HBS Student Mail Center, Boston, MA 02163  
(617) 493-5551 phone rcarriere@mba2002.hbs.edu

February 6, 2002

Mr. Steven S. Reinemund  
Chairman of the Board and Chief Executive Officer  
PepsiCo, Inc.  
700 Anderson Hill Road  
Purchase, NY 10577-1444

Dear Mr. Reinemund:

On behalf of the Harvard Business School's Christian Fellowship, I would like to invite you to speak to our fellowship. I was encouraged by your recent quote in the UVA Center for Christian Study Annual Fund brochure, my alma mater, and have been in contact with Bill Wilder. He encouraged me to write you and extend an open invitation to speak at HBS. If you are in the Boston area, we would be honored to have you speak during a one hour afternoon session either later this semester or next school year.

The Christian Fellowship is an inter-denominational Christian community that is committed to providing interaction, support, inquiry and outreach to the HBS community and beyond. As we aspire to seek a deeper understanding of Jesus Christ, we also want to combine our Christian walk with our lives as business professionals. In the dynamic and intense environment of Harvard Business School, the Christian Fellowship serves as a forum to better understand our Christian purpose in the context of business.

We encourage and challenge students to think creatively about their God-given talents. By accepting this invitation, you will be inspiring future business leaders to explore and use their faith to improve the business community. We very much hope that you are able to share your opinions and insights with us, especially as a Christian recognized by Business Week as one of the top 25 managers of 2001. If you have any questions, please feel free to call me at (617) 493-5551 or email me at rcarriere@mba2002.hbs.edu. Thank you for your consideration.

Blessings,

Brook Hazelton  
Co-President

**Exhibit 5: Complaints and Responses****HCF Message about 5:55 Service****Complaint:**

Could you please take me off the distribution list?

Thanks

Jean

**HCF Response:**

Jean,

Thank you for your email. However, I'm unable to remove your name from the list as the email was sent to all HBS students via the "mbaevents" listserv. As you know, many clubs use this list to announce events open to the entire student body. Our Sunday night service is a weekly event, however we do have a different speaker each week and thus would like to keep all the students informed via a once weekly email. We do have a separate club listserv email that we use for internal club communications and other announcements. You are able to remove your name from the "mbaevents" listserv by following the instructions on this web page.

<http://www.mba.hbs.edu/admin/tech/elists/index.html#mbaevents>

Please let me know if you have any other questions.

**Complaint:**

I would like to suggest that you establish a subscription e-mail list for the HBS Christian Fellowship. I am becoming rather bothered by the consistent e-mails that visit my inbox on a weekly basis urging me to worship and to consider how G-d has impacted my life. Most other clubs on campus have asked interested HBS students to sign up to receive their e-mails (e.g., the Marketing Club, Negotiations Club, etc.) and I feel the Christian Fellowship should be no different. In this way, only interested parties receive club notices.

It is extremely presumptive for you to e-mail the entire student body with a religious solicitation. While the easy response on your part would be "Simply delete the e-mail when you get it," I feel that any message with religious content bears more import and responsibility than that. It is incumbent upon you and your organization to e-mail only those people who have expressed an interest in receiving your announcements.

Please find a way to remove me from future e-mail distributions. If it requires entering every other student's name into a distribution list, rather than spamming to "owner-mbaevents @listserv.hbs.edu", then so be it. I have sat quietly for an entire semester hoping you would take the initiative to correct this on your own. Now I feel I must speak up. I am losing my patience.

I appreciate the effort you and your colleagues expend to make the HBS Christian Fellowship a thriving, beneficial organization within the HBS community. Now please take the time to avoid sending your notices to those who do not wish to receive them. If at all possible, I would like to deal with this issue between us rather than involving the HBS administration. Thank you for your attention to this matter,

XXX

HBS Class of 2004

**HCF Response:**

Hi XXX,

Thanks for your email about the HBS Christian Fellowship events that are announced on the MBA listserve.

Every club on campus (religious, fraternal, or business) uses the MBA listserve to promote speakers that come to campus. In this regard, the HBS Christian Fellowship tends to be more active than most. Our club

holds strictly to the policy that governs the use of the MBA listserve. Each semester our speakers include numerous HBS alumni, partners from major consulting firms and investment banks, leaders of non-profits, individuals working for third world development organizations, and notable speakers addressing issues of race, poverty, and other social topics. Sometimes, our colleagues speak as well, including the topics of racism and cancer that were addressed this evening.

The vast majority of feedback we receive is positive concerning the diverse set of speakers that come each week that provide MBA students with opportunities to hear about topics that often are not addressed in the classroom. The fact that our event brings a different speaker weekly makes our weekly meetings different from those of the Catholic Student Association, Latter-Day Saints Organization, or the Jewish Student Association. When these clubs have speakers coming to campus, they all use the MBA listserve as well.

We completely respect your desire not to receive these email announcements further. As you requested, we have a simple procedure that will eliminate you having to receive emails about this weekly event. In addition to deleted MBA listserve messages, MS Outlook has a feature that enables you to block emails from specific individuals. I consistently send out the announcement, and the process to eliminate my email messages will take 60 seconds for you to block.

- 1) Under MS Outlook Tools Menu, select Rules Wizard
- 2) Select New
- 3) Select "Move new messages from someone", click people and distribution list, and insert [sphilip@mba2003.hbs.edu](mailto:sphilip@mba2003.hbs.edu)
- 4) Click on "Move it to the specified folder" and select deleted items.

We really do not want you to be receiving unwanted emails. In a community as diverse as ours, it's helpful to have tools such as MS Outlook to customize the emails we receive to our specific preference. If you have further questions, please do not hesitate to contact me, Brook, or Christian.  
Sincerely,

Sheeba  
Harvard Business School  
MBA Class of 2003

**Exhibit 6: Example of CSA and HCF Joint Announcement**

(no joint HCF/CSA events were held in 02-04, but this example follows the 9/11 attack)

## Prayer in the HBS Chapel

### 3-5 pm on Wednesday, Thursday, and Friday

CSA & HCF are committed to praying for the HBS community during this difficult time. Over the next three days, the chapel will be open for quiet mediation, prayer, and reflection. During these times, someone from either CSA or HCF will be in the chapel to pray with you or for you.

**Catholic Student Association**

Chris Crane [ccrane@mba2002.hbs.edu](mailto:ccrane@mba2002.hbs.edu)

Fernando Torres [ftorres@mbs2002.hbs.edu](mailto:ftorres@mbs2002.hbs.edu)

Juan-Carlos Pereira [jpereira@mba2002.hbs.edu](mailto:jpereira@mba2002.hbs.edu)

**Harvard Christian Fellowship**

Wee Ping Lim [wlim@mba2002.hbs.edu](mailto:wlim@mba2002.hbs.edu)

John Lunde [jlunde@mba2002.hbs.edu](mailto:jlunde@mba2002.hbs.edu)

Rachel Carriere [rcarriere@mba2002.hbs.edu](mailto:rcarriere@mba2002.hbs.edu)

## Exhibit 7: Email Tips

### Speaker emails

- Standard format (Vary the color every once in while)
- Creative text aimed toward mainstream crowd
- Follow SA standard on announcing events (time, room, speaker, etc)
- Use leads to promote topic (if possible) and provide a reason to come
- Establish speaker credibility in email - do not forget brief bio at bottom
  - Notations such as OD/NE won't make sense early in year
- Send to MBA events list on Wednesday or Thursday
- Use layman's terms
- When in doubt - use basic phrases for subject lines and leads
- Email is sent from "HBS Christian Fellowship" (need to set up profile in outlook)
- 16-18 KB Max file size that school allows through the system

### All emails

- Have multiple "eyes" look at an email with "questionable" content before sending
- Concise wording
  - Emails with long paragraphs and many words are not read
  - "Short and sweet"
- Email text fits well on screen and is easy to read
  - Check for small screen and large screen appearance
  - Send email to yourself first
- Avoid jargon and potential misinterpretations
- Do not spam school with Christian specific propaganda
- Make sure email is inviting to people and not threatening
- Use "hidden text" in emails with a color background to communicate information to people on the HCF listserv without Microsoft Outlook

## Exhibit 8: Weekly HCF Email (example)

Hey everyone,

Maybe everyone will read this because of the different color. First year MKTG at its best! We hope everyone had a great week and enjoys the short week and long weekend coming up. **Please read about the special events coming up.**

**This week's events:**

**Campus Bible Study** - Wednesday, Feb. 25th @ 6:15 pm in Hamilton Lounge.

**Couples Bible Study** - Wednesday, Feb. 25th @ 7:30 pm. We meet at the house of Alex and Heather Cabanas (617-441-3605) on 16 Elmer Street #504, right across the Western Ave Bridge. Parking at Mahoney's Garden Store on Memorial Drive and Western Ave (map below).

**"The Passion of the Christ"** - Thursday, Feb. 26 @ 7:40 pm showing at Loews Harvard Square. We encourage everyone to see this movie. If you want to attend with an HCF group, by tickets at [www.fandango.com](http://www.fandango.com) for this time. Please email Alex Cabanas ([acabanas@mba2004.hbs.edu](mailto:acabanas@mba2004.hbs.edu)) if you plan to attend. We'll probably grab dinner beforehand or dessert afterwards.

**Special events**

**HCF Leadership 2005** - March 4th @ 4:00 pm (location TBD). If you are interested in being a part of next year's HCF leadership team, please plan on attending this meeting. Even if you just want to help plan an event or two. This meeting will be for the new leadership team to discuss roles, gifts/talents, etc. If you want to be involved but can't make this meeting, please email Alex Cabanas ([acabanas@mba2004.hbs.edu](mailto:acabanas@mba2004.hbs.edu)).

***Challenge Yourself!!!***

**Steve Reinemund, Chairman & CEO of PepsiCo** - Thursday, March 11th @ 3:00-4:00 pm in Spangler Auditorium. Mark you calendar!!! We have been trying to get on Steve's calendar since last year and we are very blessed to have him this year. Don't miss out! Invite your friends and section mates to come hear from a Christian CEO, leading a \$25B business with over 142,000 employees.

Have a great week!

In Him,

Alex      [acabanas@mba2004.hbs.edu](mailto:acabanas@mba2004.hbs.edu)

Lisa      [ldare@mba2004.hbs.edu](mailto:ldare@mba2004.hbs.edu)

Craig      [cellis@mba2004.hbs.edu](mailto:cellis@mba2004.hbs.edu)

HCF Website: <http://sa.hbs.edu/christian>

## Exhibit 9: Example of Flier Directed at General Student Body

***Pondering the true meaning of success?  
Struggling with how to merge capitalism and morality?***

***Do you feel like you have been chasing after the wrong goals?***

## **Ethics and Success Week**

***September 24-27, 2001***

**Monday 9/24 – Brian Hall - Associate HBS Professor**

**“Value Values”**

**The Ethics of Focusing on Shareholder Value**

3pm, Aldrich 111

**Brian Hall** - Associate Professor of Business Administration at Harvard Business School. Professor Hall teaches and researches in the area of compensation and incentive strategy, corporate governance, corporate finance and organizational economics. He teaches a 2nd year elective course called Coordination, Control and the Management of Organizations: Incentives (“CCMO: Incentives”). He also teaches a first-year MBA foundations course called “Economics of Markets” and modules on “Stock Options” in various executive education programs. Professor Hall’s research is in the area of executive compensation and incentives, with a focus on the optimal design and incentive effects of stock option plans.

**Wednesday, 9/26 – Todd Sinelli - ex-commodities trader**

**“What is the true meaning of success?”**

3pm, Aldrich 111

**Todd Sinelli** - Broke at 23. A millionaire at 24. A multi-millionaire at 25. Practically broke again at 28. While working as a professional trader in the financial markets, Todd Sinelli lost everything he had and then rebuilt his success multiple times before the age of 30. Todd holds an MBA degree from the University of Dallas and has also studied in the Wharton School’s Executive Education Program and is currently pursuing his Masters in Divinity at Fuller Theological Seminary. He has written a book, True Riches, about how to live in the present while investing in the eternal. His ambition is to educate others about the difference between material and spiritual wealth.

**Thursday, 9/27 – John Sage – Co-founder of Pura Vida Coffee**

**“Fair Trade vs. Competitiveness”**

3pm, Aldrich 9

**John Sage** – John Sage and Chris Dearnley originated their vision for Pura Vida Coffee in a small coffee shop while they were students at HBS. After initially pursuing different post-MBA careers, they came back together to fulfill the vision. Pura Vida is the product of an ambitious and radical idea: the resources of capitalism and power of technology can fuel work undertaken with the passion of faith to bring comfort and hope for a better future to families and children living in need. As President, John handles the business side of Pura Vida Coffee in Seattle, providing money and other resources critical to the success of Pura Vida.

**Exhibit 10: New Student Career Fair Handout (examples)**

Welcome to the HBS Christian Fellowship  
September 2002

**Overview and Mission**

HBS Christian Fellowship is an inter-denominational Christian community that is committed to providing interaction, support, inquiry and outreach to the HBS community and beyond. We aspire to seek a deeper relationship with Jesus Christ, as well as to bridge our lives in Christ with our lives as business professionals. In the dynamic, intense environment of Harvard Business School, the Christian Fellowship serves as a wellspring of genuine friendships, Christian support and growth, and a forum to better understand our Christian purpose as future business leaders.

We believe that the Gospel of Christ is relevant not only for things explicitly spiritual, but for every area of life. This includes dealing with issues such as career choice, professional development, decision-making, business relationships, and stewardship of resources. We seek to assist all students, regardless of religious background or belief, to understand the life and ministry of Jesus Christ and to know what it means to follow him today.

**Regular Weekly Activities**

Sunday Evening Worship - every Sunday at 5:55 pm in the HBS Chapel, featuring worship music and guest speakers with diverse backgrounds and interests who maintain a solid commitment to Jesus.

Wednesday Evening Bible Study - starting on **September 18**, we will have two meetings on campus that study the same relevant topic, with times geared towards specific groups but open to all:

**Students** - 5:00 to 6:30 pm

Open Dinner for all interested in Spangler - 6:30 to 7:30 pm

**Couples** (dating, engaged, married) - 7:30 to 9:00 pm

Locations to be announced soon via email - please sign up to be included in the email distribution.

**Special Event**

Friday-Sunday October 11-13 - Fall Retreat in New Hampshire with all 9 Harvard graduate fellowships. More details to come (Monday Oct 14 is an open day, plenty of time to prepare cases)

<i>Contact Names</i>	<i><u>Phone</u></i>	<i><u>Email</u></i>	<i><u>Home Church</u></i>
Sheeba Philip	617.271.5445	sphilip@mba2003	Pentecostal Tabernacle
Brook Hazelton	617.817.7203	bhazelton@mba2003	Christ the King Presbyterian
Christian Hempell	617.416.5487	chempell@mba2003	Christ the King Presbyterian
Doug Smith	617.645.5924	dsmith@mba2003	Park Street Congregational



**Welcome, Class of 2005!**

*HBS Christian Fellowship is an inter-denominational Christian community that is committed to providing interaction, support, inquiry and outreach to the HBS community and beyond. We aspire to seek a deeper relationship with Jesus Christ, as well as to bridge our lives in Christ with our lives as business professionals. In the dynamic, intense environment of Harvard Business School, the Christian Fellowship serves as a wellspring of genuine friendships, Christian support and growth, and a forum to better understand our Christian purpose as future business leaders.*

**WHAT TO EXPECT**

- Fellowship, friendship and support among HBS classmates, partners and other graduate student fellowships
- Freedom to ask questions and discuss topics
- Growing a deeper relationship with Jesus Christ
- Events all year. Praise and worship events, powerful speakers, small group Bible studies (couples and singles), fall and spring retreats, prayer groups, social activities

**UPCOMING EVENTS****CHURCH VISITATION**

Looking for a home church? Visit local churches with fellowship members.

**8/31: Morning church visits**

**Grace Chapel:** Depart at 10:15am. Contact Warren Brackin (abrackin@mba2004.hbs.edu) ahead of time so we can coordinate rides.  
**Christ the King:** Meet at Harvard T station (next to token machines) at 9:30am.  
 Lisa Dare (ldare@mba2004.hbs.edu)

Evening church visit

**Park Street:** Meet at Harvard T station (next to token machines) at 4:20pm. Ryan Taliaferro (rtaliaferro@hbs.edu)

**9/7: Morning church visit**

**Park Street:** Meet at Harvard T station (next to token machines) at 10:20am.  
 Linda Griffith (lgriffith@mba2004.hbs.edu)

Evening church visit

**Grace Chapel:** Meet in front of Spangler at 5:00pm. Contact Alex Cabanas (acabanas@mba2004.hbs.edu) so we can coordinate rides.

**PRaise & Worship**

Join us for an evening of praise & worship at the HBS Chapel. Friday 9/19, 6:30pm.

**SMALL GROUP DINNER**

Get to know other fellowship members over small group dinners. First small group dinner Wednesday, 9/17. (Leisle Chung, lchung@mba2004.hbs.edu).

**BIBLE STUDY**

**Students:** Wednesdays from 6:00-7:00pm (Craig Ellis, cellis@mba2004.hbs.edu).  
**Couples:** Wednesdays from 7:30-9:00pm (Alex Cabanas, acabanas@mba2004.hbs.edu).

**FALL RETREAT**

A weekend of fellowship, reflection and growth in beautiful New Hampshire. Oct 10-12.

**Boston-Area Congregations****THE MEMORIAL CHURCH**

**Denomination:** non-denominational (services tend to follow Anglican/Episcopalian liturgy). **Location:** Harvard Yard (T: Harvard). **Service Times:** Sundays 11am, Morning Prayer weekdays 8:45am, Compline 10pm first Thursday of the month. (This schedule for Term time only; Summer schedule differs substantially.) **Note:** World-famous Harvard University Choir performs at most services. **Website:**  
<http://www.memorialchurch.harvard.edu/>

**CHRIST THE KING**

**Denomination:** Presbyterian (Presbyterian Church in America). **Location:** 99 Prospect Street, Cambridge, MA 02139 (T: Central). **Service Times:** Sunday School 8:45am, Sunday Morning Worship 10am (11am beginning fall), Sunday Evening Worship (Portuguese) 7pm; Wednesday Daybreak Prayer 6:30am, Wednesday Prayer (Portuguese) 7pm. **Note:** Translation available (Portuguese-English or English-Portuguese) for Sunday services. **HCF contact:** Lisa Dare. **Website:**

<http://www.ctkboston.org/index.html>

**CAMBRIDGE VINEYARD**

**Denomination:** non-denominational (member of the Association of Vineyard Churches USA). **Location:** Morse School, 40 Granite Street, Cambridge, MA 02139 (T: Central (Red Line) or BU West (Green Line)). **Service Times:** Worship services 6:30pm Saturday, 9:30am and 11am Sunday, prayer service 7pm third Friday of the month. **Website:**  
<http://www.cambridgevineyard.org/>

**PARK STREET CHURCH**

**Denomination:** Congregational (Conservative Congregational Christian Conference). **Location:** 1 Park Street, Boston (T: Park Street). **Service Times:** Sunday mornings 8:30am and 11am, with "Christian Formation Hour" (Sunday School) at 9:45am; Sunday evenings 4pm and 6pm (during summer, one 5pm service only). **HCF contacts:** Leisle Chung, Linda Griffith, Ryan Taliaferro. **Website:**

<http://www.parkstreet.org>

**GRACE CHAPEL**

**Denomination:** non-denominational. **Location:** 59 Worthen Road, Lexington, MA 02421. **Service Times:** Sunday worship 8:05am (except Summer), 9:30am, 11am, 6pm. **HCF contacts:** Warren Brackin, Alex Cabanas, Phil Shellhammer. **Website:**  
<http://www.grace.org/index.htm>

*Note: This list is not meant to represent the churches officially endorsed by the fellowship. Instead, this is a list of area congregations where current HCF members worship.*

**Want more info about the fellowship?** Contact one of the co-Presidents: Alex Cabanas (acabanas@mba2004.hbs.edu), Lisa Dare (ldare@mba2004.hbs.edu), Craig Ellis (cellis@mba2004.hbs.edu)

## **HBS Christian Fellowship**

### *Sunday Evening Worship Service*

A weekly student led inter-denominational service with visiting speakers each Sunday

Sunday, February 23 at 5:55 pm  
in the HBS Chapel\*

Come hear Rev. Rick Downs

Reverend Rick Downs is the Senior Pastor of Christ the King Presbyterian Church in Cambridge. He graduated from Florida State University and received his Masters in Divinity degree from Westminster Theological Seminary and a degree in counseling from Grace Theological Seminary. Rick served as the Senior Pastor of Redeemer Presbyterian Church in Winston-Salem, NC for many years before moving to Cambridge four years ago.

\* The Chapel is a round, gray stone building located between South Hall and the Tennis Courts

#### **About the Fellowship**

The **HBS Christian Fellowship** is an inter-denominational Christian community that is committed to providing interaction, support, inquiry and outreach to the HBS community and beyond. We aspire to seek a deeper relationship with Jesus Christ, as well as to bridge our lives in Christ with our lives as business professionals. In the dynamic, intense environment of Harvard Business School, the Christian Fellowship serves as a wellspring of genuine friendships, Christian support and growth, and a forum to better understand our Biblical purpose as future business leaders.

In addition to the weekly service, the Fellowship facilitates student led Bible studies, visiting speakers, social events, outreach opportunities, and friendships with the Christian Fellowships of other graduate schools at Harvard.

For more information, contact:

Brook bhazelton@mba2003.hbs.edu

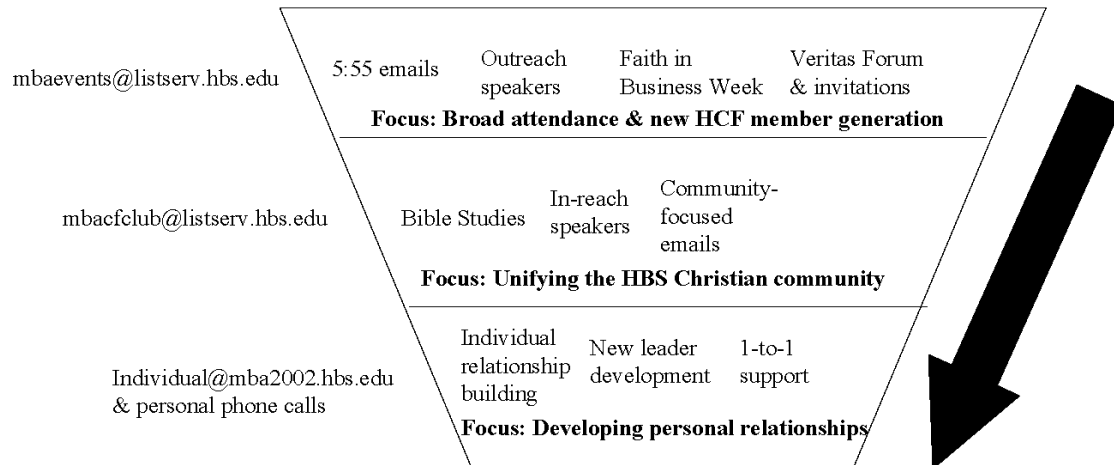
Sheeba sphilip@mba2003.hbs.edu

Christian chempell@mba2003.hbs.edu

<http://sa.hbs.edu/christian>

## Exhibit 12: Communication Strategy

## Communication Strategy for HCF



## Exhibit 13: Branding HCF

### The HCF Brand – Consistent image with different target audiences

- HCF as a brand
  - The brand of HCF stands for a set of values and beliefs that are core to who we are: our Christian beliefs, our desire to serve God/others and our desire to share His love with others. Everytime we put HCF on an email (esp. if it is sent from the “HCF” name) we are stamping our beliefs onto the emails. The stamp of HCF should be consistent on everything we do. This should be the same font/color everywhere. Many companies have a similar stamp that goes on every one of their products. For example, General Mills has a symbol of a blue G that is on every box of cereal that they sell. It is the same G everywhere, except color changes on a blue box to white in order to show up.
- HCF Sub-brands – 5:55, Bible Studies, Speaker Week, etc.
  - Each activity is a part of HCF and an opportunity to reach out to many different people in different formats. Using the General Mills analogy, the Big G shows up on every cereal package as a stamp of Mills quality. Mills has developed several different types of cereals that target different audiences. They all target one, broad group of people = people who eat cereal (not everyone does). However, they have developed different mediums/flavors in which to deliver cereal. Cheerios is designed for folks who do not like sugar cereals. Trix is targeted towards kids that like sugar cereals. Kix is a cereal aimed to please both Mom and kid. Each of these different mediums has a different look, has a different target audience, but all have the consistent “G” on the box.
  - 5:55, bible studies, speakers week, etc. are all different activities that have different target audiences. They are different brands of HCF, or “sub-brands” of HCF. We have these different events and formats to target people who prefer different ways to engage in conversations about their faith. However, like Cheerios and Trix, each brand we have needs to have a consistent image and message to the audience. Cheerios is all about a healthy cereal while Trix is always a fun treat. 5:55 is an outreach ministry, same format, same place, and same time. The bible studies are an inductive study of a passage where the target person knows what will be happening each week and can count on consistency. Each communication we send about our activities needs to have the big “G” or the “HCF” consistent logo on it.
  - One note, if we had the same image for HCF across all of our communications, we would be sending the message that we are targeting the same audience and would effect target the same audience each week. By having different images for HCF and putting the HCF logo as the consistent logo, we are able to create new formats and try new things in hopes of reaching new and different people.

### **Exhibit 14: Intervarsity Purpose and Doctrinal Statement**

This statement can be used to "screen" the beliefs of a speaker who is unknown to HCF. If a speaker agrees to this doctrinal statement in advance, then their beliefs likely align with HCF.

#### **InterVarsity Purpose Statement**

*In response to God's love, grace and truth:*

The Purpose of Intervarsity Christian Fellowship/USA is to establish and advance at colleges and universities witnessing communities of students and faculty who follow Jesus as Savior and Lord: growing in love for God, God's Word, God's people of every ethnicity and culture and God's purposes in the world.

#### **InterVarsity Doctrinal Statement**

We believe in:

The only true God, the almighty Creator of all things, existing eternally in three persons— Father, Son, and Holy Spirit—full of love and glory.

The unique divine inspiration, entire trustworthiness and authority of the Bible.

The value and dignity of all people: created in God's image to live in love and holiness, but alienated from God and each other because of our sin and guilt, and justly subject to God's wrath.

Jesus Christ, fully human and fully divine, who lived as a perfect example, who assumed the judgment due sinners by dying in our place, and who was bodily raised from the dead and ascended as Savior and Lord.

Justification by God's grace to all who repent and put their faith in Jesus Christ alone for salvation.

The indwelling presence and transforming power of the Holy Spirit, who gives to all believers a new life and a new calling to obedient service.

The unity of all believers in Jesus Christ, manifest in worshiping and witnessing churches making disciples throughout the world.

The victorious reign and future personal return of Jesus Christ, who will judge all people with justice and mercy, giving over the unrepentant to eternal condemnation but receiving the redeemed into eternal life.

To God be glory forever.

Adopted by the Board of Trustees  
October 20, 2000

**Exhibit 15: HCF past events****HCF Events for year 2003-04**

RC Welcome party  
Local Church visits  
HCF Welcome back party  
HBS Club fair  
Small group dinners  
Weekly Bible studies  
Steve Nelson speaking event  
Praise & Worship events  
Weekly prayer time  
GSCF Retreat in October  
HCF Christmas Party  
Steve Reinemund speaking event  
Ravi Zacharias – Jesus Among Other Gods  
Passion Experience Tour  
Veritas Forum  
Welcome Back (2nd semester) Event  
Women's Dessert Night  
End of year party

**HCF Events for Year 2002-2003****Weekly Events**

Single's and Couple's bible studies  
5:55 Sunday Worship Service (see list of speakers below)  
Weekly prayer on Tuesday afternoons at 3pm in the Chapel

**August**

HCF Welcome Event for RC students interested in HCF or general church information – Aug 24

**September**

HCF Welcome Event for RC and EC students in Mellon Lounge – Sept 12  
Club Fair Activity  
All Harvard GSCF Worship Service on Friday Sept 27  
HCF Party at Christian Hempell's apartment Saturday, Sept 28

**October**

Fall Retreat in New Hampshire – October 11-13

**November**

Bible Study Party at Brook Hazelton's Place – Nov 20  
Campus Speaker – Andy Mils – November 7  
Campus Speaker – Leroy Sampson – November 14  
HCF Social dinner at Chilis – November 27

**December**

Individual Bible Study Christmas Parties – Dec 11

**January**

HCF Social Party and John Terrell Farewell at Christian Hempell's apartment Jan 24

**February**

All Harvard GSCF Worship Service – February 7  
Group Dinner at Chili's February 11  
Admit Students Weekend 555 February 23

**March**

Open House at Jeff Barneson's March 19

**April**

HCF Leadership Retreat April 11-13

Ordination to Daily Work - April 27 at Memorial Church

**5:55 Speakers**

<b>Sept. 8 - Steve Nelson</b> - HBS '88, Executive Director of the MBA Program	<b>Sept.</b>
<b>15 - Jeff Barneson</b> - MBA Intervarsity Director	<b>Sept. 22 -</b>
<b>Jason McKnight</b> - Gordon Conwell Post-Graduate Student	<b>Sept. 29 - Katie</b>
<b>Smith-Milway</b> - Partner at Bain & Co.	<b>October 6 - John Terrill</b>
- Intervarsity Christian Fellowship's National Director of MBA Ministry	<b>October 20 - Steve &amp;</b>
<b>Pattie Orr</b> - Participants in Park Street Church's Marketplace Ministry	<b>October 27 - Ndidi</b>
<b>Nwuneli</b> - HBS '99	<b>November 3 - Brian Hall -</b>
HBS Professor	<b>November 10 - John Ratichek - HBS</b>
'69	<b>November 17 - Ruth Goodwin - HBS '92</b>
<b>November 24 - Jeff Wolbert</b> - HBS '99 - Associate with Bain Capital	
<b>December 8 - Pastor Brian Green and Pentecostal Tabernacle Gospel Band</b>	
<b>January 26 - Matt Turner &amp; Linda Griffith</b> - HBS Students	<b>February</b>
<b>9 - Ben Robinson</b> - Director of the Center of Leadership in Kieve, Ukraine	<b>February 23 -</b>
<b>Reverend Rick Downs</b> - Pastor, Christ the King Presbyterian Church	<b>March 2 -</b>
<b>Tom Doyle</b> - HBS Student and Catholic Priest	<b>March 9 - Andy</b>
<b>Wasyncuk</b> - COO, New England Patriots	<b>March 30 - The</b>
<b>Honorable Allen Clark, Jr.</b> - Vietnam War Veteran	<b>April 6 -</b>
<b>Abraham Philip</b> - Evangelist and Six Sigma Black Belt with DuPont & Co	<b>April 13 -</b>
<b>Reverend Glenn Hoburg</b> - Assistant Pastor, Christ the King Presbyterian Church	<b>April 27 -</b>
<b>Laura Nash</b> - HBS Professor.	

**Exhibit 16: Spring Leadership Retreat Schedule (example)**

**HCF Leadership Retreat  
Schedule**

**FRIDAY**

4-5 pm Early arrival for anyone eager to get away  
5-8pm General arrival (Be sure to eat dinner on the way down)  
8:00 pm Ice-breakers / worship / prayer / reflections by ECs  
10:00 pm Dessert / Fellowship / Games (Including Pictionary Rematch)

**SATURDAY**

9 - 10:30am Breakfast & Quiet Time  
10:30 - Noon Bible Study - led by John Ratichek  
12:00 - 1:00pm Lunch  
1:00 - 3:00pm RC Led session - Vision, Passion, Where is HCF headed? What's next?  
Plans/Ideas for next year.  
3:00 - 4:00 pm Tactical Hand-off (break up into interest groups, ie. 5:55, Bible Studies, Prayer, etc.)  
4:00 - 6:30pm Free Time and Sports  
6:30 - 8:00pm Dinner  
8:00 - 10:00pm EC & RC Reflection / Blessing  
10:00pm Dessert / Fellowship / Games / Free Time / All night movies TBD

**SUNDAY**

8 - 9:30am Breakfast & Quiet Time  
9:30 am Worship / Prayer  
10:30 am Cleaning Duties (See Lease Checklist!!)  
Check out by 11:30 am



**Exhibit 17 : GSCF Fall Retreat Schedule****Thoughts on the GSCF Fall Retreat:**

The retreat serves as an early indicator of who is interested in committing significant time to HCF. Given that the retreat is early in the semester, it is important to build some level of friendship and familiarity with students in September so they feel comfortable enough and interested to attend. In 2001 we had about 25 attend, and in 2002 we had about 35 in attendance.

Our emphasis in 2002 was less on teaching per se, and more on community building, friendships, and free time. The game of pictionary between RC and EC appealed to the competitive nature of HBS students and anchored friendships. Board games, name games (2 truths and a lie), and free time can produce an outcome that sets the tone for the remainder of the year.

The open meeting room with the fireplace and view of the lake is the Bethel Meeting room. Request this room from the GSCF organizer. It is easier to get with a group of 30+, given that HBS is usually one of the largest groups from any school.

Also, staying in the Bethel dorm rooms is perhaps more convenient than in the Hebron building, given the noise and other activity from the Hebron main dining room.

## Exhibit 18: HCF Fundraiser Letter



# HBS Christian Fellowship

A student organization at Harvard Business School

May 7, 2002

Dear HCF Friends and Family,

HBS Christian Fellowship has much to be thankful for this year. By God's grace, HCF is thriving and has become one of the most active and visible clubs on campus. Through the weekly "5:55" Chapel Service, Community Bible Studies, 1<sup>st</sup> Year Section Bible Studies, Prayer Meetings, Retreats, and Faith in Business Week, HCF has been able to serve and encourage a wide segment of students. We want to especially recognize Rachel Carriere, Wee-Ping Lim, John and Catherine Lunde, Mo-Yun Lei, James Cantu, Matt and Jennifer Crossland, Jennifer Dostert, Panya Lei-Yarber, and the entire Class of 2002 leadership team. We wish them well as they embark on their next adventure in the "real" world. We pray that they will be a blessing to others as they have been to us!

As you know, the Christian Fellowship receives no corporate sponsorship and charges no membership dues. We rely on the voluntary contributions of students such as you who care about providing a vibrant fellowship for Christian students here at HBS. Our expected need for the year is \$2,500, including administrative costs, supplies, kick-off events, fellowship dinners, and retreats. HCF often subsidizes these events to provide opportunity for broad student participation.

We are asking you to consider making a year-end contribution to the Fellowship to help provide for next year's activities. If you believe as we do that HCF has an important role to play on this campus, please seriously consider making a donation from your summer income or signing bonus that will allow the fellowship to enhance its effectiveness and visibility on campus next year. If you will be supporting the club, there are two ways you can contribute: (i) write the check payable to "HBS Christian Fellowship," but note the contribution is not tax-deductible because student clubs do not have not-for-profit status, or (ii) for a tax-deductible contribution you may write the check payable to "GSCF" (The Graduate Christian Fellowship at Harvard) which will direct 100% of the proceeds to the HBS Christian Fellowship.

On behalf of the HBS Christian Fellowship, thank you in advance for your generosity. May God bless you as you go forth, and have a great summer!

*"Do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what the will of God is, that which is good and acceptable and perfect." -- Romans 12:2*

Sincerely,

HCF leadership team  
(from left to right)

Doug Smith – Treasurer  
Steven Carden – Married Bible Studies  
Brooke Hempell – Partner  
Christian Hempell – Co-President  
Caroline Preston – Campus Bible Studies  
Sheeba Philip – Co-President  
Emma Herbert – GSCF Liaison  
Ryan Taliaferro – Campus Bible Studies



Brook Hazelton – Co-President

**HBS Christian Fellowship Contribution**

Attach this form to your check and drop it in Doug Smith's (RC) mailbox on the first floor of Aldrich by May 10<sup>th</sup>, or mail it thereafter to **HBS Christian Fellowship, Box 2422, HBS Student Mail Center, Boston, MA 02163-7825**

Name: \_\_\_\_\_

Check one: MBA '02 \_\_\_\_\_ MBA '03 \_\_\_\_\_ Other (please specify) \_\_\_\_\_

☐ I have enclosed a check for \$ \_\_\_\_\_ payable to "HBS Christian Fellowship" (non-deductible) to help fund next year's activities.

☐ I have enclosed a check for \$ \_\_\_\_\_ payable to "GSCF" (deductible) to help fund next year's activities.

**2<sup>nd</sup> Years, let us know your contact info after graduation:**

Phone number: \_\_\_\_\_ e-mail address: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

**Exhibit 19: Boston Churches****Harvard Law School Christian Fellowship  
Boston-Area Churches**

A variety of churches are active in the Cambridge/Boston area. The following list is not exhaustive by any means, but represents a few of the churches attended (either presently or in the recent past) by HLS students. Please call to verify service times.

**Boston Chinese Evangelical Church**

237 Harrison Ave., Boston  
Mandarin, English & Cantonese services  
(617) 426-5711

**Boston Worship Center**

(Assemblies of God in North End)  
Services: 10:30 AM  
(617) 723-2226

**Cambridgeport Baptist Church**

459 Putnam Ave., Cambridge  
(15 min. walk from Central Sq. T stop towards the Charles)  
Services: 10 AM  
(617) 576-6779

**Church of Christ in Brookline**

416 Washington, Brookline  
Sunday School: 10 AM  
Services: 11 AM  
(617) 277-2452

**Dorchester Temple Baptist Church**

(Shamut T stop, take red line Ashmont train) Services: 10 AM & 6 PM  
Services: 11 AM  
HLS Contact: James Clark '99  
([clarkjamesf@yahoo.com](mailto:clarkjamesf@yahoo.com))

**Grace Chapel of Lexington (Interdenominational)**

3 Militia Dr., Lexington  
Services: 9:30 & 11 AM; 6 PM (contemporary)  
(617) 862-6499

**Harvard Memorial Church**

Harvard Yard, Cambridge  
Services: 11 AM

Christ the King Presbyterian Church  
99 Prospect Street (north of Central Square)  
617.864.5464  
[www.ctkboston.org](http://www.ctkboston.org)

**Park Street Church (Congregational)**

(Across from Park Street T stop, Boston Common)  
Services: 8:30 & 11 AM; 9:45 AM Sunday School  
4:30 & 7 PM Contemporary Services  
[www.parkstreet.org](http://www.parkstreet.org)

**St. James Episcopal Church**

1991 Massachusetts Ave., Cambridge  
(Porter Square)  
Services: 8 AM & 9:30 AM  
(617) 547-4070

**St. Paul Church (AME)**

85 Bsp Rch Aln Dr., Cambridge  
Services: 8 & 11 AM  
(617) 661-1110

**St. Paul's Catholic Church**

29 Mt. Auburn St., Cambridge  
Mass: 7:30, 9:30, 11 AM; 5 PM  
(617) 661-1110

**St. Paul Evangelical Church (Assemblies)**

45 College Ave., Somerville (Davis Sq. T stop)  
(617) 623-6400

**Union Baptist**

847 Main St., Cambridge  
(617) 864-6885

**Vineyard Fellowship**

Morse School (corner of Memorial Dr. & Magazine Street in Central Sq.)  
Services: 9:30 & 11:30 AM Sunday; 5:30 PM Saturday  
Senior Pastor: Dave Schmelzer  
(617) 499-2922  
email: [mail@cambridgevineyard.org](mailto:mail@cambridgevineyard.org)  
<http://www.cambridgevineyard.org>

**Exhibit 20 : Christian Counselors in Cambridge and Boston**

<p><b>Abundant Life Counseling Center</b> 30 Milton Street, Suite 103 Dedham, MA 02026 781 329-8380</p> <p><b>Abundant Life Counseling Center</b> 1991 Mass Ave (entrance on Beech St.) Cambridge, MA 02138 617 661-8829 Elizabeth Mansfield</p> <p><b>Boston Christian Counseling Center</b> Tremont Temple 88 Tremont Street Boston, MA 02108 781 523-1543 Elefthena Sidiropoulou</p> <p><b>Bolton Psychotherapy Associates</b> Bolton Corners 563 Main Street Bolton, MA 01740-1115 978 779-6505</p> <p><b>Brown, Jeffrey L., Psy.D.</b> Clinical Psychologist 691 Mass Ave Arlington, MA 02476 781 641-1633</p> <p><b>Charis Counseling Center</b> 6 Plympton St. Middleboro, MA 02346 508 947-1901 Eric Sweitzer, Ph.D. (director) Douglas E. Emerson, Psy.D. William P. Bodio, MEd., LMHC Anne R. Kronenberg, RNCS Sharman T. Moses, RNCS (prescribes meds) Nancy J. Trevino, LICSW</p> <p><b>Charis Psychological Services</b> (Grace Chapel Office Building) 3 Militia Dr. Lexington, MA 02124 781 863-0350 James Manganello, Ed.D., MPH, Director Paul Bombara, Ph.D. Bradford Smith, Ph.D. Sharon Ponzani, MSW Susan Harrington, LCSW Dori Rhodes, MA, LMFT</p>	<p><b>Elliott, Gerry, LICSW</b> Revision Counseling and Consulting 212 Liberty Square Danvers, MA 01923 978 762-5435</p> <p><b>Hope Psychological Services</b> 16 Clark St. Lexington, MA 02124 781 402-2442 Dr. Charles Slagen, Lic. Psychologist</p> <p><b>Klostermann, Christine, LICSW</b> 343 Marrett Road Lexington, MA 02124 781 861-7365</p> <p><b>Liang, Belle, Ph.D.</b> 106 Auburn St. Newton, MA 02466 617 243-0581</p> <p><b>Lombardi, Joseph, Ph.D.</b> West Professional Building 175 Walpole St. Norwood, MA 02062 781 769-7727</p> <p><b>Monahan, Richard T., Ph.D.</b> 147 Powers Road Sudbury, MA 01776 978 443-9774 (Not an Evangelical Christian, excellent clinical skills, sensitive to people of religious faith)</p> <p><b>Milestone Counseling Associates</b> 144a Mount Auburn Street Cambridge, MA 02138 617 864-0857 Kristine R. Lima, Director Pablo Polischuk, Lic. Psychologist (Mondays: 617 864-0857) Ana Miller</p> <p><b>New Life Clinics</b> 1212 Hancock Street Quincy, MA 02169 617 479-7666</p> <p><b>Nicholi, Armand, MD</b> 209 Musterfield Road Concord, MA 01742 508 369-1122</p>
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**OTHER SERVICES:****Attention Deficit Disorder:**

Edward Hallowell, MD  
 Concord, MA (Clinic)  
 978 287-0810  
[<ehallowell@aol.com>](mailto:ehallowell@aol.com)

**Divorce:** state mandated program for divorcing  
 parents with minor children; classes run by  
 Christian facilitators:

*Parents Apart:* class sites - Lexington,  
 Somerville, Danvers, Newburyport:  
 781 863-0350 x503  
 Paul Bombara, Director

*Parents Apart:* class site – Middleboro:  
 508 947-1901

Douglas Emerson, Director

*Divorce Recovery Groups*  
 Grace Chapel  
 Lexington, MA 02024  
 781 862-8351 x148  
 Judy Pierce, Pastoral Care Coordinator  
 Judy Pierce<[jpierce@grace.org](mailto:jpierce@grace.org)>

**Grief****Grief Recovery Group**

Grace Chapel  
 Lexington, MA  
 781 862-8351 x148  
 Judy Pierce, Pastoral Care Coordinator  
 Judy Pierce<[jpierce@grace.org](mailto:jpierce@grace.org)>

**Sexuality/Homosexuality:**

*Alive in Christ:*

Hugh Rutledge<[rutledge@gis.net](mailto:rutledge@gis.net)>

*Living Waters:* walks Christians through sexual  
 struggles

617 522-6181

Christopher Greco (he & spouse lead  
 study)

*Bolton Psychotherapy Associates* (groups for  
 sexual addiction)

Dennis J. DeAngelis, LICSW

**Teens:** ministry to juvenile offenders

*Straight Ahead Ministries*

PO Box 1011  
 Westboro, MA 01581  
 508 366-9797  
 Scott Larson  
<http://www.StraightAhead.org>

**Peteet, John R., MD**

Brigham Associates in Psychiatry  
 221 Longwood Ave.  
 Boston, MA 02115  
 617 278-0438

**Rupert, Dr. David**

The Danielsens Institute  
 185 Bay State Road  
 Boston, MA 02215  
 617 353-3047

**Wallace, Stanley, MD**

50 Loomis Street  
 Bedford, MA 01730  
 781 275-8900

**Willowdale Center for Psych. Services**

205 Willow Street  
 S. Hamilton, MA 01982  
 978 468-4151  
 Pablo Polischuk, Ph. D.  
 Nancy West, LICSW

**OTHER SERVICES:****Eating Disorders:**

*Eating Disorder Clinic*

McLean Hospital  
 Belmont, MA 02178-9106  
 Seda Ebrahimi-Keshishian, Ph. D.  
 Director

*Specializing in Eating Disorders:*

Cindy Keefe, Psy.D.  
 Lexington, MA 02421  
 781 863-5570

*Remuda Ranch Programs for Anorexia and  
 Bulimia* (Residential adolescents & adults)

1 East Apache Street  
 Wickenburg, AZ 85390  
 800 445-1900  
[www.remuda-ranch.com](http://www.remuda-ranch.com)

Bolton Corners, 563 Main St  
 Bolton, MA 01740-1115  
 978 963-4766

**Exhibit 21 – Info Sheet Sent to Alumni**

HBS Christian Fellowship

Alumni Association

<http://www.hbscfaa.org>
**Mission...**

The Mission of the HBS Christian Fellowship Alumni Association (HBS CFAA) is to support HBS Christian Fellowship students and alumni in hearing and obeying the call of Jesus in our ministries in the marketplace, our churches, our neighborhoods and our families.

**First Steps...**

We are brand new and looking forward to growing in whatever ways God has for us! We are trying to build the CFAA by putting up a web site (check it out at <http://www.hbscfaa.org>) and explicitly connecting HBSCF alumni via web contact tools, e-mail listservs, a monthly e-mail newsletter, and other means.

**Q: How Can You Get Involved? A: 3 Ways****WAY #1: Become a Member and Add Your Info to the HBSCFAA Database**

Note: totally free and totally private. Fill out the information below or do it online at <http://www.hbscfaa.org/UpdateForm.html> (Fill out only those fields you prefer.)

NAME: \_\_\_\_\_ PARTNER NAME: \_\_\_\_\_

E-MAIL: \_\_\_\_\_ HBS GRADUATION YEAR: \_\_\_\_\_

COMPANY: \_\_\_\_\_ POSITION: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_ WORK PHONE \_\_\_\_\_ MOBILE PHONE: \_\_\_\_\_

HOME ADDRESS: \_\_\_\_\_ CITY/STATE/ZIP: \_\_\_\_\_

SPECIAL INTERESTS: \_\_\_\_\_

**WAY #2: Become a Resource Contact**

Your name and e-mail would be listed online as a resource for fielding questions and facilitating contact among HBS CF alumni about whatever you specify: a locality (e.g. your home city or state), your HBS class, or some special interest you have. Mark below those things for which you would like to be listed.

• Make me a Class Contact: HBS CLASS: \_\_\_\_\_

• Make me a Locality Contact: LOCALITY: \_\_\_\_\_

• Make me a Special Interest Contact: SPECIAL INTERESTS: \_\_\_\_\_

### **WAY #3: Contribute Your Advice, Expertise, or Time/Effort**

Would you like to help lead the HBSCFAA? Would you like to see it move in a particular direction? We are eager for feedback and involvement from HBSCFAA members. Contact Kirk Hoiberg at 650-533-3781 or [khoiberg@mba2000.hbs.edu](mailto:khoiberg@mba2000.hbs.edu) for more information, questions, comments, ideas, or to get more involved.



## Exhibit 22 – HBSCFAA's Half-page Welcome Note



HBS Christian Fellowship

Alumni Association

## **Welcome to HBS – or welcome back – on behalf of the HBS Christian Fellowship Alumni Association.**

### **Mission...**

The Mission of the HBS Christian Fellowship Alumni Association (HBSCFAA) is to support HBS Christian Fellowship students and alumni in hearing and obeying the call of Jesus in our ministries in the marketplace, our churches, our neighborhoods and our families.

### **Vision...**

The Vision of the HBSCFAA is to provide avenues for connecting HBS Christian Fellowship students and alumni with one another and other strategic resources and relationships.

### **To get involved...**

We are new and looking forward to growing in whatever ways God has for us. The HBSCFAA is eager to have the involvement of current HBS students. Feel free to visit the website at <http://www.hbscfaa.org> to become a member (its free), start receiving the monthly e-mail newsletter, find resources related to following Jesus and business, and get connected with other HBS alumni who are interested in Christian things. Contact Kirk Hoiberg at [khoiberg@mba2000.hbs.edu](mailto:khoiberg@mba2000.hbs.edu) for more information, questions, comments, ideas, or to get involved.

**<http://www.hbscfaa.org>**