



## Aspen Undergraduate Business Education Consortium

Daniels College of Business, University of Denver

March 10-12, 2013 | Denver, CO

### Agenda

#### **SUNDAY, MARCH 10**

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6:00-8:00      **Welcoming Reception** (*Beacons Creative Community Space, 2630 E. Third Ave, Cherry Creek North*)

Note: Beacons is a three minute walk from both the JW Marriott Denver Cherry Creek and the Inn at Cherry Creek.

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#### **MONDAY, MARCH 11**

*All conference sessions on Monday will be held in the Joy Burns Center (2044 East Evans Avenue, Denver, CO 80210) at the Daniels College of Business, University of Denver.*

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7:30            **Shuttle Pick-up** (*JW Marriott Denver Cherry Creek; this is a 1 minute walk from the Inn at Cherry Creek*)

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8:00-8:30      **Breakfast** (*Ballroom*)

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8:30-9:00      **Welcome** (*Ballroom*) (*See nametag for table assignment*)

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9:00-9:30      **Session 1—Speed (Up)dating** (*Ballroom*) (*See nametag for table assignment*)

In groups of 3 schools, we will update one another on progress since 2012 (and, for new schools, introduce ourselves). Vis-à-vis our pilot projects, what are our accomplishments? What are we learning about the integration of liberal learning and business, and about institutional change? What obstacles are we facing—and in what ways can we get help in the next 2 days?

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9:30-10:00     **Break** (*Wine Room*)

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10:00-11:15   **Session 2—The Art of Reframing Problems** (*Ballroom*) (*See nametag for table assignment*)

In this interactive session, we'll step back from the pilots and programs we are operationalizing at our schools to reexamine the key problems these initiatives are trying to solve. We'll introduce several reframing strategies and then use them to take another look at the challenges that we are working on.

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11:30-12:15

**Session 3—Stories of Institutional Change** (See nametags for room assignment)

Concurrent Sessions ([pre-registration required](#))

- A. **Bentley University (Room 229)**— Integrating Arts & Sciences and Business education can be achieved through creative faculty collaboration and facilitated by interdisciplinary centers and alliances, without redesigning the curriculum or creating overly complex organizational structures.
- B. **Copenhagen Business School & University of St. Gallen (Room 231)**— Two Euro Business Universities engaged in context based management education grounded in humanities and social sciences; how Carnegie gave us confidence and Aspen brought us closer together.
- C. **Cornell University (Room 344)**—This discussion will use the evolution of Business at Cornell, an initiative aimed to increase student access to high quality management education across the university, as a basis for discussing the creation of synergies across a complex academic structure.
- D. **Northwestern University (Wine Room)**—Northwestern is primarily a liberal arts school but tries to cover most of the core elements of an undergraduate business program. Beyond basic skills (quantitative, writing, etc.), how can liberal arts departments contribute toward teaching aspects of a pre-business education?
- E. **Santa Clara University (Room 211)**— As we move toward June graduation of the first group of students required to complete Pathway reflection essays, we are gathering information about faculty and student perceptions of the new requirement and making plans for assessment of student learning and systems to close feedback loops.
- F. **University of Michigan (Ballroom)**—In this session, we will explore how the BBA Program Office at the Ross School of Business engaged diverse stakeholders to innovate and redesign the undergraduate business curriculum and experience.
- G. **The University of Texas at Austin (Room 226)**—On implementing a set of interdisciplinary programs that enable business students to earn a certificate (a minor or concentration) related to societal problems in a particular area (e.g., environment, health policy, social justice).
- H. **University of Virginia (Ballroom)**—The University of Virginia is working to develop an interdisciplinary, university-wide BA in Global Studies.

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12:15-1:45

**Lunch (Ballroom)**

with

**Ed Ayers, President, University of Richmond** on “*Sibling Rivalry: Business and Liberal Arts*”

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2:00-3:30

**Session 4—Liberal Learning and ....**

*Concurrent Sessions*

A. **Freshman Experiences** (Room 229)

Discussion Starters: **Anne Greenhalgh and Scott Romeika, University of Pennsylvania** on PennSTART and Management 100. PennSTART is a program for freshman that teaches resilience skills and aims to develop more optimistic and accurate thinking; the self-awareness exercises featured in PennStart are then integrated into Penn’s Management 100; and **Stephen Haag, University of Denver** on the *Gateway to Business* course that dives right into a business plan competition with students having taken no prior (or very few) business courses. Pilot launched in Spring 2012.

B. **Giving Voice to Values** (Room 211)

Giving Voice to Values (GVV) is an innovative, cross-disciplinary business curriculum and action-oriented pedagogical approach for developing the skills, knowledge and commitment required to implement values-based leadership. In this participatory session, **Mary Gentile, PhD, Director, Giving Voice To Values and Senior Research Scholar, Babson College**, will introduce the curriculum and discuss how GVV is being used to integrate liberal learning, the liberal arts and business. Participants who have piloted GVV at their schools will lead table-top discussions.

C. **Reflective Practices** (Room 231)

Discussion Starters: **Dan Moshavi, Dominican University of California** on Dominican’s efforts to map how reflective practices can be integrated inside & outside the classroom; and **Paul Kirsch, University of Michigan** on Michigan’s efforts to incorporate reflective practices into student advising, as well as their freshman and capstone experiences.

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3:30-4:00

**Break** (Atrium)

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4:00-4:45

**Session 5—Repeat Session 3** (Sections have same room assignments) (See nametags for room assignment)

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5:00

**Bus back to hotel(s) – or stay on campus for “Voices of Experience” Event\***

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5:45

**Reception** (Blue Bell Ballroom, JW Marriott Denver Cherry Creek)

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**\*VOICES OF EXPERIENCE (OPTIONAL EVENT/PRE-REGISTRATION REQUIRED):**

**Lee McIntire**, chairman and CEO of CH2M HILL, will be speaking on campus tonight from 6-8. We are pleased to be able to offer participants the opportunity to attend this installment of Daniels’ “Voices of Experience” series. Sign-up in advance via [SurveyMonkey](https://www.surveymonkey.com). We will we arrange transportation back to the hotel at the conclusion of this event. For more on the series, visit: <http://daniels.du.edu/about/events/voices-of-experience/>.

**Lee McIntire** is the chairman and CEO of CH2M HILL. The firm—with 30,000 employees and annual revenue of \$6.4 billion—is recognized as a global leader in consulting, design, design-build, operations and program management for private and public clients. He is responsible for the CH2M HILL enterprise, with projects in water, transportation, environmental, energy, resources, and facilities. CH2M HILL’s global operations serve clients on six continents, delivering projects such as the 2012 London Olympics, the Panama Canal Expansion, the Mumbai airport and the Emirates Nuclear Energy Program.

## **TUESDAY, MARCH 12**

All conference sessions on Tuesday will be held in the Joy Burns Center (2044 East Evans Avenue, Denver, CO 80210) at the Daniels College of Business, University of Denver.

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7:30                    **Shuttle Pick-up** (*JW Marriott Denver Cherry Creek*)

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8:00-8:30            **Breakfast** (*Ballroom*)

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8:30-9:45            **Session 6—Entrepreneurship, Finance & the Sciences**

*Concurrent sessions*

A. **Entrepreneurship** (*Room 211*)

Discussion Starters:

**Jay Brennan, Georgetown University** on the Entrepreneurship and Ethics Freshman seminar and an embedded semester-long project to build critical thinking; and **John McVea, University of St. Thomas** on ENTR 350—Entrepreneurial Research—a course that centers on the development of critical thinking—including the elements of 1. Analysis and evaluation; 2. Problem finding and reframing; 3. Reflection and Purpose; and 4. An action orientation through practical wisdom.

B. **Investing: The Last Liberal Art** (*Room 231*)

How do Biology, Economics, Mathematics, Philosophy, Physics, Psychology, and Literature inform investing? **Robert Hagstrom, Chief Investment Strategist and Managing Director for Legg Mason Investment Counsel, Legg Mason Capital Management**, and author of Investing: The Last Liberal Art explores this question as both author and investment professional.

C. **Science, Commerce, and Liberal Education** (*Room 229*)

What role do the sciences play in our pursuit of the integration of liberal learning and business? In what ways can teaching in the sciences support the development of capacities like multiple framing—and the reflective exploration of meaning? **Jeffrey Nesteruk** and **Timothy Sipe** from **Franklin & Marshall College** will introduce F&M’s “Science, Commerce, and Liberal Education” seminar in which faculty will explore how the examination of critical issues at the intersection of science and commerce might enrich liberal education.

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9:45-10:15          **Break** (*Atrium*)

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10:15-11:15        **Session 7—Teaching Samples**

*Concurrent sessions*

A. **Jim O’Toole, Daniels College of Business, University of Denver** (*Room 211*)

Drawing on the fine arts to teach the art of leadership: An illustration by way of a Nineteenth Century painting.

B. **Clive Holtham, Cass Business School, City University London.** (*Ballroom*)

The Dialogue Sheet, a teaching method developed in Scandinavia in the late 90s, promotes semi-structured dialogue and visual expression and is ideal for cross-disciplinary themes—as in the liberal arts/business interface. This sample lesson uses a Dialogue Sheet based on the Conference theme and includes time for review of the method. Professor Clive Holtham is Director of the Learning Laboratory at Cass Business School London.

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11:15-1:00

**Session 8 — Lunch and Charting a Course Forward (Ballroom)**

What is most valuable about participating in this Consortium? In pursuit of fuller integration of liberal learning and business education, what next steps would you propose? Are there activities that require collective action—and, if so, what are they?

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1:15

**Shuttle to Airport**

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**OUR HOST**



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## **SPEAKER BIOGRAPHIES**

### **Edward L. Ayers, PhD**

*President, University of Richmond*

Edward L. Ayers has been president of the University of Richmond since 2007.

Dr. Ayers is a noted historian and the author of ten books on the American South. He is the recipient of numerous honors and awards, including a Bancroft Prize for distinguished writing in American History and the Beveridge Prize for the best book in English on the history of the Americas since 1492 for *In the Presence of Mine Enemies, Civil War in the Heart of America*. His book, *The Promise of the New South: Life After Reconstruction*, was a finalist for both the National Book Award and the Pulitzer Prize. Dr. Ayers' digital archive project, *The Valley of the Shadow: Two Communities in the American Civil War*, has been used in thousands of classrooms around the world, and he works closely with the Digital Scholarship Lab at UR on a digital atlas of American history, funded by a large grant from the Andrew W. Mellon Foundation. Dr. Ayers is also a co-host of *BackStory*, a nationally syndicated radio show that ties history to the present day.

Dr. Ayers is an accomplished teacher. In 2003 he was awarded the National Professor of the Year from the Carnegie Foundation for the Advancement of Teaching, and he annually teaches an undergraduate seminar for first-year students.

### **Mary C. Gentile, PhD**

*Director, Giving Voice To Values and Senior Research Scholar, Babson College*

Mary Gentile, PhD, consults on management education and values-driven leadership. In her ten-year tenure at Harvard Business School, she developed and taught the school's first course on managing diversity, and helped design and taught its first required module on ethical decision-making. Currently she is director of the Giving Voice to Values curriculum and senior research scholar at Babson College. Her articles have appeared in *Harvard Business Review*, *strategy+business*, *BizEd*, *CFO Magazine*, and *Risk Management*, and she has written several books on ethics and diversity. She lives in Arlington, Massachusetts.

### **Joanna Graham**

*Director of Field Marketing, GMAC*

Joanna Graham is the Director of Field Marketing at GMAC® who owns the Graduate Management Admission Test® (GMAT®), an exam delivered to prospective graduate business students in 111 countries worldwide. Her responsibilities include developing and executing outreach initiatives to increase the number of GMAT test takers worldwide, but with a particular focus on under-represented populations, undergraduate students, women and military. She also works closely with several global educational partners to increase awareness about the GMAT exam and graduate management

education. She has 10+ years of experience working in the test preparation industry focusing primarily on the GMAT, GRE, LSAT, MCAT and SAT.

Joanna holds a B.S. in Language and Linguistics from Georgetown University as well as Executive Certificates in Marketing and Finance from Georgetown University. In her free time, she serves on the Board of Directors for the Georgetown University Hoya Hoop Club and volunteers as the Athletic Director for the Washington, DC chapter of Team Red, White and Blue, a national veterans service organization.

### **Robert Hagstrom**

*Chief Investment Strategist and Managing Director for Legg Mason Investment Counsel, Legg Mason Capital Management*

Robert is Chief Investment Strategist and Managing Director for the Legg Mason Investment Counsel. He is the author of seven investment books including The New York Times Best Seller *The Warren Buffett Way: Investment Strategies of the World's Greatest Investor*. His new book titled *Investing: The Last Liberal Art* (Second Edition) was published in December 2012 by Columbia University Press. Robert attended Villanova University graduating with a B.A. in 1981 and a M.A. in 1990. He is a member of the CFA Institute and the CFA Society of Philadelphia.

### **Jim O'Toole, PhD**

*Daniels Distinguished Professor of Business Ethics, Daniels College of Business, University of Denver*

Jim O'Toole received his Doctorate in Social Anthropology from Oxford University, where he was a Rhodes Scholar. He served as a Special Assistant to Secretary of Health, Education and Welfare, Elliot Richardson, as Chairman of the Secretary's Task Force on Work in America, and as Director of Field Investigations for President Nixon's Commission on Campus Unrest.

At USC he has held the University Associates' Chair of Management and served as Executive Director of the Leadership Institute. He has been editor of *New Management* magazine and Director of the Twenty-Year Forecast Project (where he interpreted social, political, and economic change for the top management of thirty of the largest US corporations).

From 1994-97 O'Toole was Executive Vice President of the Aspen Institute. He also has served recently as Managing Director of the Booz Allen & Hamilton Strategic Leadership Center, and Chair of the Center's academic Board of Advisors. In 2007 he was named one of the "100 most influential people in business ethics" by the editors of *Ethisphere*, and one of "the top 100 thought leaders on leadership" by *Leadership Excellence* magazine.