

AGENDA AND SESSION DESCRIPTIONS

Wednesday, January 30

4:30–8:00 P.M.

Registration

Room: San Jacinto Foyer—Lake Level

5:00–7:00 P.M.

Optional Workshop for New MBA Program Directors: Everything You Need to Know but Are Afraid to Ask!

Room: San Jacinto East—Lake Level

Whether you moved from the corporate world or from full-time faculty, the life of a new MBA program director can be overwhelming. In this highly interactive session, you'll have the opportunity to learn from some of the most knowledgeable and experienced MBA program professionals. Whatever keeps you awake at night—admissions, rankings, faculty, student demands, competition, or your future—you'll find program veterans willing to provide useful advice while sharing their secrets for maintaining sanity. You'll also have a great opportunity to begin building your network of other MBA program professionals. Join us as we face the day-to-day challenges of running MBA programs with a sense of humor and a shared commitment to help each other. A survival guide developed from the session will be distributed to participants after the conference.

Marci Armstrong, Associate Dean for Graduate Programs, Cox School of Business, Southern Methodist University

Cherie A. Scricca, Associate Dean, MBA programs, Marshall School of Business, University of Southern California

7:00–9:00 P.M.

WELCOME RECEPTION

Room: Lawn or Ballroom A—Lake Level

Thursday, January 31

7:00–8:15 A.M.

Registration

Room: Ballroom Foyer—Lake Level

7:30–8:15 A.M.

BREAKFAST

Room: Ballroom AB—Lake Level

8:30–8:45 A.M.

Conference Opening

Room: Ballroom CD—Lake Level

Richard Coughlan, Chair, 2008 MBA Leadership Conference Advisory Group, and Associate Dean for Graduate and Executive Programs, Robins School of Business, University of Richmond

8:45–10:00 A.M.

General Session

Open Wins: Building a Competitive Advantage in Graduate Management Education

Room: Ballroom CD—Lake Level

Open systems are not just the future of technology—they are also the future of successful graduate management education. Open source and common standards in higher education will foster greater competition and provide more opportunities for universities to build their global profile, develop greater influence, and have more access to the world's best and brightest.

Scott McNealy, Chairman, Sun Microsystems

10:00–10:30 A.M.

REFRESHMENT BREAK

Room: Ballroom Foyer—Lake Level

10:30–12 NOON

Concurrent Sessions I

How Relevant Is the MBA? Assessing the Alignment of MBA Curricula and Managerial Competencies

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: Stone's Crossing—Lobby Level

MBA programs are faced with escalating criticism from various business school stakeholders. Central to these criticisms is the contention that the MBA is wholly out of touch with the real world and is irrelevant to the needs of practicing managers. Despite such criticism, no systematic evidence yet exists to substantiate such claims. This session will review and discuss a comprehensive study that investigated the relevancy of MBA programs by examining the competency requirements of managers and their relation to MBA required curricula. Results are derived from 373 AACSB-accredited MBA programs and more than 8,600 incumbent managers across 52 managerial occupations.

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Eric Dierdorff, *Assistant Professor of Management*, Charles H. Kellstadt Graduate School of Business, DePaul University

Robert Rubin, *Assistant Professor of Management*, Charles H. Kellstadt Graduate School of Business, DePaul University

Life Happens: Recognizing Students in Distress

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: Little Colony—Lobby Level
(Repeated at 1:15 p.m.)

Life doesn't stop because you are getting a graduate degree. Births, family illness, serious health problems, career stress, aging parents, and parenting...the real-world impact on our students has a professional impact on program directors. How can you recognize when a student is in distress and decide what to do? This presentation will feature descriptive data about the kinds of stressors students experience today; offer concrete and actionable suggestions to help you better help your students; and provide an opportunity for you to share your challenges, examples, and best practices with your colleagues.

Pat Light, *Director, MBA Support Services*, Harvard Business School

Peripheral Vision: An Application of Critical Thinking

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: San Jacinto East—Lake Level
(Repeated at 4:30 p.m.)

In the decision-making process, leaders are barraged by a stream of weak signals from the periphery. How do they know when to respond and when to ignore these signals? The key is to spot and interpret the important weak signals and to act on opportunities or recognize early signs of trouble before they escalate into major problems. This interactive session will address how individuals and organizations can improve their peripheral vision to more rapidly identify opportunities and threats. Examples and best practices will help you explore frameworks for seeing new opportunities sooner and avoiding surprises.

Kathy Pearson, *Senior Consultant and Director of Executive Development*, Decision Strategies International, and Adjunct Associate Professor, Operations and Information Management Department, The Wharton School, University of Pennsylvania

Strategic Use of Virtual Worlds for MBA Program Delivery

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: San Jacinto West—Lake Level
(Repeated at 1:15 p.m.)

Second Life is all over the news—should it be all over your business school programs? Learn about the current state of this technology and how business academia are using virtual worlds. A school professional shows how INSEAD has incorporated virtual worlds into both the business school classroom and community at large, and an industry expert provides a broader context of corporate and academic uses. Bring your questions, concerns, and experiences to share.

Jill Huret, *Assistant Director*, Learning Innovation Centre, INSEAD

Eilif Trondsen, *Research and Program Director of the Virtual Worlds Consortium for Innovation and Learning*, SRI Consulting Business Intelligence

Moderator: Kate Klepper, *Associate Dean*, Graduate Programs, College of Business Administration, Northeastern University

12 NOON-1:00 P.M.

LUNCHEON

Room: Ballroom AB—Lake Level

1:15-2:45 P.M.

Concurrent Sessions II

Getting Unstuck—Building Strong, Engaged Teams

Interactive Workshop—Suggested for Full- and Part-Time Programs

Room: San Jacinto East—Lake Level
(Repeated at 4:30 p.m.)

We teach our MBAs the importance of teamwork, yet are we really managing and participating in our own teams? Set aside your assumptions as you join ImprovEdge for a fully interactive session focused on the key components of highly effective, satisfied teams. You will engage in improvisation exercises and discussion as you explore change, flexibility, listening skills, and positivity in a fast-paced session designed to help you extend your own team-building skills. You'll walk out with techniques to put those skills to immediate use back at the office.

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Signe Harriday, *Facilitator*, ImprovEdge

David Thompson, *Facilitator*, ImprovEdge

Life Happens: Recognizing Students in Distress

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: Little Colony—Lobby Level

(Repeat)

Life doesn't stop because you are getting a graduate degree. Births, family illness, serious health problems, career stress, aging parents, and parenting...the real-world impact on our students has a professional impact on program directors. How can you recognize when a student is in distress and decide what to do? This presentation will feature descriptive data about the kinds of stressors students experience today; offer concrete and actionable suggestions to help you better help your students; and provide an opportunity for you to share your challenges, examples, and best practices with your colleagues.

Pat Light, *Director, MBA Support Services*, Harvard Business School

Strategic Use of Virtual Worlds for MBA Program Delivery

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: San Jacinto West—Lake Level

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Jill Huret, *Assistant Director*, Learning Innovation Centre, INSEAD

Eilif Trondsen, *Research and Program Director of the Virtual Worlds Consortium for Innovation and Learning*, SRI Consulting Business Intelligence

Moderator: Kate Klepper, *Associate Dean*, Graduate Programs, College of Business Administration, Northeastern University

The Yale Integrated Curriculum: One Year Later

Expert Panel—Suggested for Full-Time Programs

Room: Stone's Crossing—Lobby Level

Attendees at the 2007 MBA Leadership Conference heard Yale Dean Joel Podolny talk about the school's new curriculum and the intentions and processes behind the headline-earning redesign. So what is the reality of the curriculum implementation a year after the headlines? A panel of cross-level and cross-function Yale faculty and administrators share with us their lessons learned. This retrospective and candid look by the Yale team will shed light on the process for those undergoing or contemplating program redesign.

Diana K. Cieslak, *Senior Associate Director and Curriculum Manager*, Student and Academic Services, Yale School of Management

Stanley Garstka, *Deputy Dean and Professor in the Practice of Management*, Yale School of Management

Diane A. Palmeri, *Chief Administrative Officer and Associate Dean for Finance and Administration*, Yale School of Management

Moderator: Carleen Kerttula, *Executive Director*, MBA Roundtable

2:45–3:15 P.M.

REFRESHMENT BREAK

Room: Ballroom Lobby—Lake Level

3:15–4:15 P.M.

General Session

GMAC® Town Hall Meeting

Room: Ballroom AB—Lake Level

We will start with a short report on strategic issues that the GMAC® Board of Directors has been addressing over the past year, then switch to an open dialogue between you, GMAC staff members, and GMAC Board Members.

Marci Armstrong, *Vice Chair*, GMAC Board of Directors

Nicole Chestang, *Chief Client Officer*, GMAC

Valerie Gauthier, *Member*, GMAC Board of Directors

Peg Jöbst, *Senior Vice President*, GMAT Program, GMAC

Dan Poston, *Chair, Membership Committee*, GMAC Board of Directors

Dave Wilson, *President and CEO*, GMAC

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4:30–6:00 P.M.

Concurrent Sessions III

Getting Unstuck—Building Strong, Engaged Teams

Interactive Workshop—Suggested for Full- and Part-Time Programs

Room: San Jacinto East—Lake Level

(Repeat)

We teach our MBAs the importance of teamwork, yet are we really managing and participating in our own teams? Set aside your assumptions as you join ImprovEdge for a fully interactive session focused on the key components of highly effective, satisfied teams. You will engage in improvisation exercises and discussion as you explore change, flexibility, listening skills, and positivity in a fast-paced session designed to help you extend your own team-building skills. You'll walk out with techniques to put those skills to immediate use back at the office.

Signe Harriday, *Facilitator*, ImprovEdge

David Thompson, *Facilitator*, ImprovEdge

Incorporating Service Learning into Graduate Management Education

Expert Panel—Suggested for Full-Time Programs

Room: Little Colony—Lobby Level

Increasing numbers of MBA students are looking for programs that offer hands-on experience in socially relevant business opportunities. At the same time, research is showing that these opportunities foster increased learning across the b-school curriculum. In this session, learn how service learning—defined as linking a program's learning goals and objectives with meaningful community service—is enhancing academic programs across the globe. The session highlights two school programs, one incorporating project work by Chinese and Portuguese MBA students in the Macau Special Administrative Region, China, and the other involving MBA students working with nonprofit boards in the New York area. After the presentations, you will have an opportunity to work in a small group to craft a service learning program for a typical school.

Betty S. Coffey, *Professor of Strategic Management*, John A. Walker College of Business, Appalachian State University

Sandra Drucker Wright, *Director*, Nonprofit Board Leadership Program, Columbia Business School, Columbia University

Moderator: Anne Dries, *Director*, MBA Program Office, Goizueta School of Business, Emory University

Peripheral Vision: An Application of Critical Thinking

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: Stone's Crossing—Lobby Level

(Repeat)

In the decision-making process, leaders are barraged by a stream of weak signals from the periphery. How do they know when to respond and when to ignore these signals? The key is to spot and interpret the important weak signals and to act on opportunities or recognize early signs of trouble before they escalate into major problems. This interactive session will address how individuals and organizations can improve their peripheral vision to more rapidly identify opportunities and threats. Examples and best practices will help you explore frameworks for seeing new opportunities sooner and avoiding surprises.

Kathy Pearson, *Senior Consultant and Director of Executive Development*, Decision Strategies International, and Adjunct Associate Professor, Operations and Information Management Department, The Wharton School, University of Pennsylvania

Using Blended Learning Strategies for MBA Program Delivery

Expert Panel—Suggested for Full- and Part-Time Programs

Room: San Jacinto West—Lake Level

In a world where students are dispersed, overscheduled, and highly networked, how can MBA programs make the best use of all available instructional strategies and technology tools to reach and teach? This session looks at how academic and corporate environments are making use of a wide range of teaching and collaboration media to deliver an exceptional experience to students where they live and work. Find out how they are taking teaching and learning out of the classroom and solving real-life challenges with blended solutions. Bring examples from your own schools, as well as questions and concerns to discuss.

Margje Geurts, *Managing Director*, International MBA, IE Business School

Sandra Lundeen, *Program Director*, Fast Tract MBA, Franklin W. Olin Graduate School of Business, Babson College

Steve Mahaley, *Director of Learning Technologies*, Duke Corporate Education

Moderator: Diane Fennig, *Director-Graduate Student Services*, Robinson College of Business, Georgia State University

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6:30–7:00 P.M.

RECEPTION

Room: Ballroom Foyer—Lake Level

7:00–9:00 P.M.

DINNER

Room: Ballroom AB—Lake Level

Friday, February 1

7:30–8:30 A.M.

BREAKFAST

Room: Ballroom AB—Lake Level

8:45–10:00 A.M.

General Session

Made to Stick: How Your Ideas Can Have the Influence They Deserve

Room: Ballroom CD—Lake Level

Why do some ideas stick with people while others go in one ear and out the other? A professor spends an hour explaining a concept to a class, and the students can't apply it on the exam. A public health message warns people about the dangers of a behavior, but the behavior doesn't change. A dean proposes a new direction for a business school, which proceeds to wander off in the same direction it always has. It's not enough to influence people just when you are in the room—you can't be everywhere. Wouldn't it be wonderful if people understood your ideas well enough to execute them even when you weren't there? This presentation will discuss six principles that can help you make your messages stick with others and help them translate your ideas into actions.

Chip Heath, *Professor of Organizational Behavior, Graduate School of Business, Stanford University*

10:00–10:30 A.M.

REFRESHMENT BREAK

Room: Ballroom Foyer—Lake Level

10:30–11:45 A.M.

Make to Stick Workshop: Putting Your Learning into Action

Room: Ballroom CD—Lake Level

Chip Heath, *Professor of Organizational Behavior, Graduate School of Business, Stanford University*

12 NOON–1:15 P.M.

LUNCHEON

Room: Ballroom AB—Lake Level

1:30–3:00 P.M.

Concurrent Sessions IV

Challenges of Delivering a Part-Time Program in a Convenience Driven Market

Facilitated Discussion—Suggested for Part-Time Programs

Room: San Jacinto West—Lake Level

Part-time MBA programs face rapidly growing competition from local as well as distance MBA programs, many of which are designed to directly target the unique schedule and life-styles of potential students. How is your program competing in this increasingly convenience-driven marketplace? Share your insights and hear from your peers about the strategies schools are employing to compete without losing curricular integrity.

Facilitator: Karen Hopper Wruck, *Associate Dean for MBA Programs, Fisher College of Business, Ohio State University*

Exploring Alternative Full-Time Curricular Approaches

Expert Panel—Suggested for Full-Time Programs

Room: San Jacinto East—Lake Level

Join us for a strategic look at alternative full-time MBA curricular designs. When and how can curricular design be a strategic advantage? What are the resource implications? How does one design a portfolio of MBA program offerings that works? Learn more from an American school that recently moved from a traditional 18-month, full-time program structure to an 11-month model; from a Korean university that offers a 15-month modular format; and from an American school that has offered an accelerated, one-year, full-time MBA program in its portfolio for more than 20 years. Be prepared to discuss the strategic and tactical implications of each of these curricular designs with fellow participants.

Mary Lee Kerr, *Director of the MBA Center, Gatton College of Business and Economics, University of Kentucky*

Jae Wook Kim, *Associate Dean of Graduate and MBA Programs, Korea University Business School*

Michele Rogers, *Assistant Dean of Integrated Programs and Experiential Learning, Kellogg School of Management, Northwestern University*

Moderator: Gary Scudder, *Associate Dean, Owen Graduate School of Management, Vanderbilt University*

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The Power of Predictive Modeling in Making Data-Driven Decisions

Expert Presentation—Suggested for Full- and Part-Time Programs

Room: Waterloo—Lobby Level

We all collect data and have access to industry data, but are we using it effectively? In this session, you will explore how data can be used to make decisions throughout the b-school pipeline. You will also learn ways to “scrub” your school’s data to make it more reliable and usable. Come to this session with strategic questions that need answers and a list of statistics that matter most to your office.

Steven Morales, *Director*, Client Relations Manager, Darden Solutions

Predicting Your Future Student Body: Characteristics, Mobility, and Demand

Expert Presentation and Facilitated Discussion—Suggested for Full- and Part-Time Programs

Room: Little Colony—Lobby Level

Join us for a moderated discussion that will help you set realistic goals when crafting your class, effectively segment your target audience, and understand student behaviors and objectives while they’re in your program. See recent trends, in-depth regional breakdowns and segmentation of test takers using never-before-presented mba.com registrant data and unique GMAT® test-taker data. Participate in this session and learn to use powerful data and ideas to more successfully attract students to your program.

Johnette Peyton, *Associate Director-Research*, Graduate Management Admission Council®

Daniel Garza, *Assistant Dean*, McCombs School of Business, University of Texas at Austin

3:00–3:30 P.M.

REFRESHMENT BREAK

Room: Ballroom Foyer—Lake Level

3:30–4:30 P.M.

Invest in You: Personal Enrichment Activities

Cooking Demonstration

Room: Stone’s Crossing—Lobby Level

Join one of Austin’s most notable chefs—Elmar Prambis from The Four Seasons Hotel Austin—as he demonstrates the secrets of making his famous “Campfire Shrimp.” Chef

Prambis is responsible for leading the transformation of the four-diamond Café at Four Seasons into TRIO, the hotel’s new restaurant concept.

Drinks and Strategy

Hotel Lounge—Lobby Level

Meet in the hotel lounge and be prepared to discuss any matter of concern you have about program expansion or strategy. Join like-minded people sharing issues in a casual environment.

Tai Chi

Room: Ballroom A—Lake Level

Develop balance, focus, and connection as your mind and body work together in this ancient Eastern practice. Led by an award winning master instructor, you will feel relaxed and rejuvenated when you finish this class. All levels welcome. Towels and water provided.

Urban Trekking on Lady Bird Lake

Meet in Hotel Lobby

Enjoy a guided fitness walk that enlivens the mind and the body. Your guide will take you through a warm-up, a brisk 2.5-3 mile walk, and a cool-down stretch, all the while pointing out interesting sites along the lake to give you the insider’s guide to Austin.

EVENING AT LEISURE

After 4:30 p.m.

Saturday, February 2

7:30–8:30 A.M.

BREAKFAST

Room: Ballroom AB—Lake Level

8:45–10:30 A.M.

General Session

Influencing Without Authority: Power and Politics in the Academic Setting

Room: Ballroom CB—Lake Level

Many people avoid “playing politics,” which they view as nasty business. Yet choosing to stay out of the fray can be detrimental to one’s ability to be effective in a leadership role. Good leaders see building a base of influence as

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an integral part of their work. They know that without power—the ability to get things done—they cannot achieve their individual goals or be good advocates for the work units they lead. Good leaders are not afraid to go after what they want. They are strategic about building networks of relationships, adopting an appropriate behavioral style, and being relevant to the key initiatives in their organizations while remaining true to themselves. This session will provide insight about gaining influence in your own organization by engaging in politics the “right” way. You will learn how to analyze the political dynamics, identify your personal bases of power, and become an influential leader who gets things done.

Louellen Essex, *Training and Organization Development Specialist*, Louellen Essex & Associates

10:30–11:00 A.M.

REFRESHMENT BREAK

Room: Ballroom Foyer—Lake Level

11:00 A.M.–12 NOON

General Session

Business Education and the Global Agenda

Room: Ballroom CD—Lake Level

Just as the global economy has torn down walls across borders for business, it is also opening access to education for students. As the educational network is widening, graduate management education programs and professionals will share in both the opportunities and challenges of training leaders to function as world citizens in a global economy. The session will focus on the individual and shared roles that business schools can play in both opening access and training global leaders, as well as the broader role that the industry has in directing the global agenda.

Ángel Cabrera, *President*, Thunderbird School of Global Management

12 NOON–12:15 P.M.

Conference Closing

Room: Ballroom CD—Lake Level

PRESENTERS

Marci Armstrong

Marci is the associate dean for graduate programs at the Cox School of Business, Southern Methodist University. Her responsibilities include strategic leadership of the MBA, Professional MBA, Executive MBA, MA/MBA in arts administration, JD/MBA, MS in management, MS in entrepreneurship and MS in accounting programs. Marci's areas of functional responsibility include admissions, student services, international programs, diversity, and career management.

A six-time teaching award honoree, Marci teaches marketing courses to Cox School MBA students and is also an experienced executive education instructor and consultant. She focuses on strategic and measurement issues of Customer Relationship Management to create and maximize customer loyalty and profitability. Executive education and consulting clients have included Accenture, Anheuser-Busch, AT&T, Boeing, EDS, Edward Jones, Home Depot, Ingersoll Rand, Monsanto, Nationwide Insurance, Nortel Networks and Verizon.

Marci currently serves as vice chair of the Graduate Management Admission Council® (GMAC®) Board of Directors and previously served seven years on the Executive MBA Council Board, holding the offices of chair, treasurer, and past chair.

Prior to joining SMU, Marci was a marketing faculty member and administrator at the Olin School of Business at Washington University in St. Louis. She earned a PhD in management science (focused on solving marketing problems with quantitative methods) from the University of Texas at Dallas.

Ángel Cabrera

As president of Thunderbird School of Global Management, founded in 1946 as the first graduate school focused exclusively on international business, Ángel Cabrera guides a truly global learning network dedicated to educating leaders who create sustainable prosperity worldwide. Its operations are in the United States, Switzerland, the Czech Republic, Russia, Singapore, Central and South America, and China. Prior to joining Thunderbird, Ángel served as dean of Instituto de Empresa business school in Madrid.

Ángel earned his PhD and MS from the Georgia Institute of Technology, which he attended as a Fulbright Scholar, and his BS and MS in engineering from Madrid Polytechnical University. Throughout his career, he has taught organizational behavior, human resources, knowledge management, and leadership in several graduate and executive programs and has consulted with a number of organizations. His research has been presented in forums such as the Academy of Management and the Strategic Management Society and has been published in numerous journals, including the *International Journal of Human Resource Management* and the *Journal of Management Development*.

Ángel is an active member and a current or past board member of several international organizations, including the Forum of Young Global Leaders and the Future Trends Forum in Madrid. He is also a member of the board of directors of eFunds), a leading provider of electronic payment technology and services.

An outspoken advocate of corporate social responsibility and managerial professionalism, he is a frequent speaker at prestigious international forums. His viewpoints have been featured by the *Financial Times*, *The Wall Street Journal*, *BusinessWeek* Online, CNN International, and a number of other regional and international media. Ángel presently serves as a senior adviser to the UN Global Compact Office on Academic Affairs. In that role, he chaired a taskforce to develop the "Principles for Responsible Business Education," which serve to strengthen the role of business schools in promoting global corporate citizenship.

In 2002, Ángel was named by the World Economic Forum a "Global Leader for Tomorrow," and in 2004, he was appointed to the founding class of the Forum Young Global Leaders. In 2004, he was showcased by *Business Week* as one of 25 "Stars of Europe."

PRESENTERS

Nicole M. Chestang

Nicole Chestang was named Chief Client Officer of the Graduate Management Admission Council® (GMAC®) in 2007, having previously served as Chief Operating Officer. She joined GMAC in 1994 as Director of Member Relations. In her current role, Nicole is responsible for leading the Council's association-related activities, including client services, communications, association operations, and industry analysis.

During Nicole's 13-year tenure with GMAC she has played a key role in the evolution of the Council into an international enterprise leveraging effective partnerships with service providers, organizations, and the media, and supporting more than 1,800 schools and 200,000+ test takers worldwide (annually) with value-added services.

Prior to joining GMAC, Nicole spent 10 years in human resources management with Unisys Corporation and Fisher Controls, a division of Emerson. She also served as director of diversity programs at AACSB International.

She serves on the board of trustees of the Edwin Gould Foundation, the National Black MBA Foundation and the PhD Project Association. She is also on the Corporate Advisory Board of the HBCU Business Deans Roundtable.

Nicole received a bachelor's degree in psychology from Wayne State University and an MBA from the Olin School of Business at Washington University in St. Louis.

Louellen Essex

Louellen Essex is a leadership development consultant specializing in communication, change management, team building, and conflict resolution. She is a fellow of the University of Minnesota Carlson School of Management Executive Development Center and an adjunct faculty member at the University of St. Thomas, St. Paul, Minnesota. She earned her PhD from the University of Minnesota, where she studied administration, psychology, and communication. For her achievements in management development, Louellen was honored with an American Society for Training and Development Professional Excellence Award.

For more than 20 years, she has helped executives, managers, and others in administrative roles become better leaders. Through skill-based seminars and organization development programs, Louellen shares her expertise with corporations, government agencies, healthcare establishments, and educational institutions. She also delivers keynote addresses and provides one-on-one executive coaching. Her list of clients includes 3M, Blue Cross Blue Shield, Caterpillar, General Mills, Saudi Arabian International Schools, and the Mayo Clinic.

In addition, Louellen has coauthored three books. Her first, *Fast Forward Leadership*, teaches how to exchange outmoded practices for more effective methods of management. Her second is *Breaking the Code of Silence: Prominent Leaders Reveal How They Rebounded from 7 Critical Mistakes*. In October 2007, her third book, *Manager's Desktop Consultant*, was released. She has also published articles for *Leader to Leader*, *Physician Executive*, and *Organization Development Practitioner*.

Valérie Gauthier

Educated in France and the United States, Valérie Gauthier pursued graduate-level research into individual learning processes and the development of cross-cultural relationships. Her academic background in psychology and literature established a solid foundation for her future in management education.

Valérie was elected associate dean of the HEC MBA Program in 2002 (re-elected in 2006), and she has since redesigned the MBA curriculum with a view toward future societal and educational shifts. Under her mandate, the program has undergone a fundamental transformation that has placed the concept of *savoir relier*TM (making connections), at the very core of its participants' personal and professional development.

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In order to place the HEC MBA at the forefront of innovative management education, Valérie has instituted several pioneering initiatives. For example, since 2005, the HEC MBA has implemented a strong partnership with Apple that serves to enhance participants' management skills through the integration of the "podcast solution." Students further develop their capacity for positive management by participating in an experiential learning process that trains them to adopt and implement high ethical standards. The program's emphasis on leadership is reflected in the Visions of Leadership cycle of seminars that brings CEOs, entrepreneurs, and leadership specialists to the HEC campus to share their experiences and insights with MBA participants.

Valérie's personal vision of leadership encompasses a global perspective on women in business. As part of her continuing efforts to further integrate women into the HEC MBA Program, she strongly supported the creation of HEC Women in Leadership.

Chip Heath

Chip Heath is professor of organizational behavior at the Graduate School of Business, Stanford University. His research focuses on two general areas: what makes ideas succeed in the social marketplace of ideas, and how people can design messages to make them stick. How do individuals, groups, and organizations make important decisions and what mistakes do they make?

Chip's research examines why certain ideas—ranging from urban legends to folk medical cures, from Chicken Soup for the Soul stories to business strategy myths—survive and prosper in the social marketplace of ideas. A few years back, Chip designed a course, now a popular elective at Stanford, that asked whether it would be possible to use the principles of naturally sticky ideas to design messages that would be more effective. The material from that course, "How to Make Ideas Stick," has been taught to hundreds of students, including managers, teachers, nonprofit leaders, doctors, journalists, venture capitalists, product designers, and film producers.

Chip is the coauthor, along with his brother, Dan, of the book, *Made to Stick: Why Some Ideas Survive and Others Die*, published by Random House in January 2007. His research has appeared in numerous journals, including *Organizational Behavior and Human Decision Processes* and the *Journal of Risk and Uncertainty*. Popular accounts of his research have appeared in publications such as *Scientific American*, *Financial Times*, the *Washington Post*, and *Business Week*, as well as on National Public Radio, and in a National Geographic television show.

Prior to joining Stanford, Chip taught at the University of Chicago Graduate School of Business and the Fuqua School of Business at Duke University. He has taught courses on organizational behavior, negotiation, strategy, international strategy, and social entrepreneurship. He received his BS in industrial engineering from Texas A&M University and his PhD in psychology from Stanford University.

Peg Jöbst

Peg Jöbst is Senior Vice President, Graduate Management Admission Council®. She is the GMAC officer responsible for the Products and Services Division of GMAC, including the GMAT® Program, Research & Development, and Marketing departments.

Peg has been affiliated with GMAC for 13 years, during which she has specialized in issues of data privacy and security, test delivery, test accommodations, and related issues. Peg has also completed projects such as the MBA Survival Kit software and MBA Pathfinder® date warehouse, and she has managed several product development teams.

Prior to her work with GMAC, Peg was a Certified Public Accountant at Ernst and Young, American Institute of Public Accountants, and Arthur Young and Company. Peg holds a BBA degree from the University of Texas at Austin and is a Certified Public Accountant in the state of Texas.

PRESENTERS

Scott McNealy

Scott McNealy is chairman of the Sun Microsystems board of directors, a company he cofounded in 1982, and chairman of Sun Federal Inc. From 1984 to 2006, Scott served as chief executive officer and chairman at Sun, steering the company to constant innovation in open, network computing. In his 22 years at the helm, Scott grew Sun from a Silicon Valley start-up to a leading, publicly traded provider of network computing infrastructure with 37,900 employees worldwide. His vision and business acumen have made him one of the most influential and widely quoted leaders in the complex, fluid, and fast-moving IT industry.

Scott never shies away from controversial issues in the industry. His tenacity and willingness to address tough issues head on has earned him respect and admiration. In 1999, he predicted that “software will all go free,” and the market is now moving in that direction. He also foresaw the service provider movement, predicted the rise of business models based upon free software, evangelized thin client architectures, and predicted grid computing. Scott’s belief in innovation and commitment to research and development, even in a tough economic climate, also helped Sun weather the storm of the dot.com collapse, leaving the company well positioned to compete in today’s marketplace.

A champion of Sun’s strategy to share, Scott is always fighting for openness and choice: “Without choice, you have no innovation. Without innovation, you have nothing.” He continues to put his leadership and vision to work for Sun. He is a strong advocate for open and competitive business practices and is furthering his commitment to education, working with Curriki, a global education and learning community dedicated to delivering global access to knowledge.

Dan Poston

Dan Poston has managed MBA programs at the University of Washington Business School since November 2000. Born in Los Angeles, Dan earned his BA in political science at Stanford University and his JD from Loyola Law School. Dan began law practice with a Los Angeles firm handling international distribution and licensing agreements, U.S. investments, and immigration issues for several large Japanese corporations. Drawn to the business opportunities of his clients, he left law practice three times to join start-up ventures. The success of the third venture helped fund a return to school to pursue a long-desired MBA, which Dan says in retrospect should have preceded his forays into business.

Dan’s MBA experience at the University of Oregon was so transforming that he wanted to give back to the school “just for a year or two” and help the school launch new efforts in alumni relations and marketing. That two-year commitment turned into 10 years developing and promoting the graduate management degree, first at the University of Oregon and then at the University of Washington. Dan remains a member of the California State Bar and continues to do occasional consulting on IT systems integration, international licensing and distribution agreements, and international trade transactions.

Cherie A. Scricca

Cherie A. Scricca is associate dean, MBA programs, at the Marshall School of Business, University of Southern California. For the past 19 years, she has worked in higher education administration. Prior to joining the Marshall School in August of 2005, she was associate dean, master’s programs and career services, at the Robert H. Smith School of Business, University of Maryland. She has worked as assistant dean, undergraduate admissions, at Minnesota State University in Mankato; assistant director, law school admissions, at University of California, San Francisco, Hastings College of the Law; assistant dean, law school admissions and financial aid, Golden Gate University School of Law; and director, MBA admissions, at University of California, Berkeley, Haas School of Business.

In addition to her expertise in student outreach and recruitment services, Cherie has had significant success in the reorganization and restructuring of student services, admissions, career services, and financial aid services. She has been an active member, presenter, and conference organizer of the Graduate Management Admissions Council®, and she served as a board member on the Corporate Advisory Board of the National Society of Hispanic MBAs. Cherie earned her bachelor’s degree in political science at Miami University, her master’s degree in women’s studies at Minnesota State University, Mankato, and her doctorate in higher education management at the University of Pennsylvania.

PRESENTERS

David A. Wilson

Dave Wilson became president and CEO of the Graduate Management Admission Council® in July 1995. A Certified Public Accountant and Fellow Chartered Accountant (Canada), Dave received his BCom degree from Queen's University, his MBA from the University of California, Berkeley, and his PhD from the University of Illinois.

Prior to joining the Council, Dave was with Ernst & Young, LLP, as managing partner and national director of professional development. He also was chairman of the International Professional Development Committee and director of the Ernst & Young Foundation. Additionally, he served on the faculties of Queen's University, the University of Illinois, and Harvard University's Graduate School of Business. He was awarded tenure at the University of Texas at Austin.

Dave has published extensively, including *Intermediate Accounting* (with Welsch and Zlatkovich), *Forbes Numbers Game* (with Lawrence Minard, managing editor of *Forbes* magazine), and *Contemporary Financial Reporting* (with John Shank and Dennis Frolin). He is a frequent speaker to business, professional, and academic groups and has received numerous awards. In 1991, he was named Fellow of the Institute of Chartered Accountants of Ontario, and in 1992 he was awarded Junior Achievement's highest honor, the National Gold Leadership Award.

Dave is the founder of the Chaîne des Rôtisseurs Foundation, a not-for-profit group that provides scholarship support for students in the culinary arts and hospitality management field. He was awarded an honorary doctorate in oenology from Johnson & Wales University in 1999. Dave is a member a member of the British-North American Committee, and he serves on the boards of the Bladder Cancer Advocacy Network and the Wolf Trap Foundation for the Performing Arts.

Widely recognized for his contributions to accounting education, Dave has served as vice president of the American Accounting Association and was a charter member of the American Institute of Certified Public Accountants' CPE Board of Management.

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