“Capitalism needs to evolve, and that requires different types of leaders from what we’ve had before. Not better leaders, because every period has its own challenges, but leaders who are able to cope with today’s challenges.”

— Paul Polman, Unilever CEO

“While I remain convinced that capitalism is the economic system best suited to advancing the human condition, I’m equally persuaded that it must be renewed, both to deal with the stresses and volatility ahead and to restore business’s standing as a force for good, worthy of the public’s trust.”

— Dominic Barton, Managing Partner, McKinsey

Aspen Institute Business Education Symposium

October 16-17, 2014 | Hosted at Ford Foundation
Meeting our Highest Aspirations for Capitalism

Introduction

Welcome to the Aspen Institute Business Education Symposium.

The Symposium is designed to foster a deep inquiry into *how business schools can most effectively prepare students to lead companies in ways that move us closer to a vibrant economy that works for all.* We will examine this question through three specific lenses, focusing on:

1. Responsible sourcing within supply chains;
2. Exceptional employment practices, particularly for front-line workers; and
3. The roles of the public and private sectors in value creation and problem-solving.

Objectives

Our objectives for the Symposium include:

- To create a forum for management educators to learn from one another about exceptional teaching that will prepare our next-generation leaders to act on their highest aspirations for capitalism;
- To create a dialogue between business executives and academics to give shape to future business school curriculum—i.e., in the areas of employment and sourcing, what are the key challenges facing business executives now? What skills and competencies are required to lead on these issues?; and
- To share teaching materials and curricular ideas related to our *2014 Aspen Faculty Pioneer Awards*. This year’s theme is “the intersection of the public and private sector in value creation and problem-solving.”
Draft Agenda

Day 1: Thursday, October 16

11:30AM  
Registration

12-12:30PM  
Session 1: Welcome and Opening
  - David Dillon, Chairman of the Board of Directors, The Kroger Co.
  - Interviewed by: Judith Samuelson, Executive Director, Business & Society Program, The Aspen Institute

  Kroger, one of the world’s largest retailers, employs more than 375,000 associates who serve customers in 2,640 supermarkets and multi-department stores in 34 states and the District of Columbia under two dozen local banner names including Kroger, City Market, Dillons, Food 4 Less, Fred Meyer, Fry’s, Harris Teeter, Jay C, King Soopers, QFC, Ralphs and Smith’s.

12:30-1:30PM  
Lunch – Exploring Inequality and Growth
  - Joel Rogers, University of Wisconsin-Madison (tentative) – on “high-road” strategies, and their relationship to shared prosperity, environmental sustainability and efficient democracy.

1:30-2:00PM  
Session 2 – Table-top Discussions

2:15-3:30PM  
Session 3: Agenda-setting

Discussion Starters:
  - Pankaj Ghemawat, IESE Business School and Stern/NYU
  - Thomas Kochan, MIT
  - Richard Locke, Brown University

Key Questions:
  - In business practice, what are the links between responsible sourcing, exceptional employment practices, and operational excellence? What is
the interplay between firm-level strategic choices and the institutional context in which they operate?

➢ In business schools, how are students being prepared now in regard to responsible sourcing and exceptional employment practices? Where in the curriculum could these issues be addressed in more depth?

3:30-4:00PM  Break

4:00-5:00PM  **Session 4: Case Studies: Sourcing and Employment** *(2 concurrent sessions)*

Each of these two sessions will engage participants in a live teaching case that illuminates critical social, environmental and operational issues.

➢ *Coke in the Cross Hairs: Water, India and the University of Michigan*, authored and taught by Andrew Hoffman, University of Michigan

➢ *Mercadona*, (Spain’s largest supermarket chain and its “good job strategy”), authored and taught by Zeynep Ton, MIT

5:00-5:30PM  Break

5:30-6:45PM  **Session 5: Refreshing Leadership**

*Welcome:*

➢ *Xavier de Souza Briggs*, Vice President for Economic Opportunity and Assets, Ford Foundation – on the Foundation’s legacy in management education, and the connections between Ford’s investments in management education and its mission

*Panel:*

➢ *Darren Walker*, President, Ford Foundation

➢ *Peter Tufano*, Dean, Said Business School, Oxford University

*Key Questions:*

➢ What are the roles of leaders in the business, academic, and philanthropic sectors in advancing exceptional business practices—those that reflect our highest aspirations for capitalism?

➢ How do aspirational commitments – e.g. to purchase commodities responsibly or to adopt high-road employment practices – become translated into core operational practices throughout a business? What kinds of cross-sectoral collaborations can support these commitments?

➢ What does business – and society – need from management education over the next decade?
6:45-7:00PM Recognition of the 2014 Aspen Faculty Pioneer Award Winners & Finalists

The 2014 Awards focus on “the intersection of the public and private sectors in value-creation and problem-solving.”

7:00-8:15PM Cocktails and Conversation

Day 2: Friday, October 17

8:00-8:30AM Breakfast

8:30-9:15AM Session 6—Practitioner-Academic Inquiry

Discussion Starters:

- Joseph Whinney, Founder and CEO, Theo Chocolate
- Witold (Vit) Henisz, The Wharton School

Key Question:

- What challenges and opportunities face practitioners and academics as they strive to contribute to “a fair economy that works for all?”

9:30-10:45AM Session 7—Inside & Outside the Classroom (3 concurrent sessions)

A. The Employer/Employee Relationship

Discussion Starters:

- Dennis Campbell, Harvard Business School
- Maureen Conway, Executive Director, Economic Opportunities Program, The Aspen Institute
- David Jacobs, Morgan State University

Key Questions:

- What can we learn from firms that ensure basic economic stability, and encourage career mobility, especially for their front-line workers? What prompts some firms to put in place exceptional employment practices?
- What is the relationship between these exceptional practices and a firm’s business model, culture and incentive systems?
- What kinds of curriculum in b-schools prepare students to implement exceptional employment practices?
B. The Buyer/Supplier Relationship

Discussion Starters:

- Deishin (Dei) Lee, Boston College
- Mark Murphy, Assistant Vice President, Corporate Responsibility, Cargill

Key Questions:

- What are the characteristics of buyer/supplier relationships that generate socially useful outcomes for all stakeholders? What changes to supply chains are required?
- How can large firms support the development of small suppliers, such as smallholders in agriculture, and their access to markets? What can be learned on this front from other industries?
- What kinds of curriculum in b-schools prepare students to implement responsible sourcing practices?

C. The Public/Private Relationship

Discussion Starters:

- Aspen Faculty Pioneer Award winners and finalists, to be announced on September 24, 2014.

Key Questions:

- How are we teaching business students about how government and private enterprise each contribute to creating social and economic value?
- What mix of public and private interventions is optimal for achieving fair and efficient solutions for some of our most pressing problems? How are the comparative advantages of the public and private sectors being portrayed in the classroom?

10:45-11:15AM Break

11:30-12:45PM Session 8—Teaching Samples

Key Questions:

- At the intersection of the public and private sectors, what opportunities exist to create value and solve societal problems? How are business school students learning about these opportunities?
1:00-2:00PM  **Lunch**

- Ken Kring, Co-Managing Director, Global Education Practice, Korn Ferry

2:00-3:00PM  **Session 9—Reflections**

*Key Questions:*

- What do our discussions yesterday and today imply for business schools? What changes – especially to core curriculum – are called for?
- What questions and findings are emerging in academic research—on the key themes we’ve been discussing—that have yet to be translated into classroom materials?
Registration Info

Participation Fee: The participation fee is $195 and includes meals, breaks and a festive cocktail party Thursday night.

To Register: Please visit our registration site.

Meeting Venue:
Ford Foundation
320 East 43rd Street
New York, NY 10017

About Us

The Aspen Institute Business & Society Program supports established and emerging business leaders in putting values at the heart of business. Through carefully constructed dialogues, we inspire and support collaborative action among educators, corporate intrapreneurs, and business leaders. We provide reflective space to share practices, gain courage, and acquire tools to lead change.

In so doing, we are building on 60+ years of Aspen Institute programming to foster leadership that is dedicated to aligning business activities with the long-term health of society. For more information, visit www.aspenbsp.org. The Aspen Institute’s Business & Society Program was established in 1998 within the Aspen Institute.

The Aspen Institute is an educational and policy studies organization based in Washington, DC. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. The Institute is based in Washington, DC; Aspen, Colorado; and on the Wye River on Maryland’s Eastern Shore. It also has offices in New York City and an international network of partners. For more information, visit www.aspeninstitute.org.