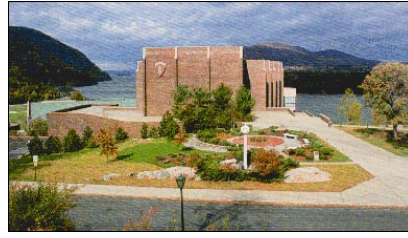




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EDRT Spring 2010 Meeting

“The Strategic Use of Technology for Leadership Development”

April 28 – 29, 2010

U.S. Military Academy at West Point, NY

Thayer Hotel

The EDRT Spring 2010 Meeting will be held on April 28-29, 2010 at the Thayer Hotel and on campus at the United States Military Academy at West Point, NY. We are working with our faculty colleagues, military leaders, faculty and staff, and key executives to devote this meeting to the topic of *The Strategic Use of Technology for Leadership Development*.

Technology has transformed the workplace, which has impacted the ways in which leaders are developed. We will examine these concepts and demonstrate their relevant application through working with knowledge experts, scholars and senior leaders to better understand ways to develop executives who will be capable of leading our organizations into an increasingly complex future.

EDRT is thrilled to be meeting at the United States Military Academy (USMA) at West Point. The USMA at West Point is located on the picturesque bank of the Hudson River in New York. It is renowned as the world's premier leader development institution and is integral to the history of the United States of America. From the day of its founding on March 16, 1802, a favorite expression at West Point is that "much of the history we teach was made by people we taught." Great leaders such as Grant and Lee, Pershing and MacArthur, Eisenhower and Patton, Schwarzkopf and Petraeus are among the more than 50,000 graduates. Countless others, following military service, have had distinguished careers in business, medicine, law, sports, politics, and science.

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Our colleagues at West Point will work with us to be sure that meeting participants have the "inside West Point experience" and that we should be able to gain special access to the campus in interesting and exciting ways! We will be hearing from the following speakers who will discuss the use of technology for leadership development.

- ❖ **Frances Hesselbein** – *Chairman and Founding President, Leader to Leader Institute; Class of 1951 Chair for the Study of Leadership at the US Military Academy at West Point*
- ❖ **Chuck Allen** - *Professor of Cultural Science, US Army War College*
- ❖ **Lloyd Baird** – *Professor of Organizational Behavior, Boston University School of Management*
- ❖ **Margaret Schweer** – *Vice President, Insight & Onsite, nGenera*
- ❖ **LTC Tony Burgess** – *U.S. Army's Center for the Advancement of Leader Development and Organizational Learning, USMA*
- ❖ **LTC Pete Kilner** – *U.S. Army's Center for the Advancement of Leader Development and Organizational Learning, USMA*
- ❖ **COL Bernie Banks** - *Assistant Professor, Aviation, Behavioral Sciences and Leadership, United States Military Academy*
- ❖ **COL Erik Kail** – *Assistant Professor, Field Artillery, Behavioral Sciences and Leadership, United States Military Academy*
- ❖ **Edward T. Reilly** – *President and CEO, American Management Association, International*
- ❖ **LTC John Graham** – *Director, Network Science Center and the Executive Officer to the Superintendent, USMA, West Point, NY*



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AGENDA

Tuesday, April 27, 2010

6:00 pm – 8:00 pm **Informal Networking Gathering for EDRT Members and Guests: President Grant Room**

Day 1: Wednesday, April 28, 2010

- 7:30 am – 8:15 am **New Member/Guest Orientation (Breakfast Included): Marshall Room**
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University
- 8:00 am – 8:30 am **Continental Breakfast: Marshall Room**
- 8:30 am – 9:45 am **Welcome, Introductions & Roundtable Discussion: Marshall Room**
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University
- 9:45 am – 10:00 am **Break**
- 10:00 am – 12:00 pm **Building Leaders at Every Level: Strategically Leveraging Technology for Leadership Development**
Lloyd Baird, Professor of Organizational Behavior, Boston University
Margaret Schweer, Vice President, nGenera
- 12:00 pm – 2:00 pm **Luncheon – “Mess” in USMA Cadet Dining Hall**
Special Tour of USMA – Inside West Point Experience
- 2:00 pm – 3:30 pm **Dynamic Leadership Development & Learning: *The Leader Challenge Workshop***
LTC Tony Burgess, U.S. Army’s Center for the Advancement of Leader Development and Organizational Learning, USMA
LTC Pete Kilner, U.S. Army’s Center for the Advancement of Leader Development and Organizational Learning, USMA
- 3: 30 pm – 3:45 pm **Break**
- 3:45 pm – 5:15 pm **Leadership Panel: Leading in a Complex World: General MacArthur Ballroom**
Facilitator: Frances Hesselbein, Chair of the Board of Governors of the Leader to Leader Institute; Class of 1951 Chair for the Study of Leadership at the US Military Academy at West Point
COL Bernie Banks, Assistant Professor, Behavioral Sciences and Leadership, USMA
COL Erik Kail, Assistant Professor, Behavioral Sciences and Leadership, USMA
Edward T. Reilly, President and CEO, American Management Association, International
- 5:45 pm – 6:45 pm **Reception – Thayer Hotel, General Patton Tavern**
6:45pm – 8:30 pm **Dinner – Thayer Hotel, Poe’s Riverview Restaurant**

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Day 2: Thursday, April 29, 2010

- 7:30 am – 8:30 am **Steering Committee Meeting (Includes Breakfast): BG Collins Boardroom**
Open to all EDRT Members
- 8:00 am – 8:30 am **Continental Breakfast: Marshall Room**
- 8:30 am – 8:45 am **Steering Committee Update: Marshall Room**
Chuck Allen, Professor of Cultural Science, US Army War College
- 8:45 am – 10:00 am **Application Panel: Leading across a Networked, “VUCA” Landscape**
LTC John Graham – Director of the Network Science Center and the Executive Officer to the Superintendent, United States Military Academy
- 10:00 am – 10:15 am **Break**
- 10:15 am – 11:30 am **Applying the Learning: Roundtable Session on Technology & Leadership Development**
- 11:30 am – 12:00 pm **Wrap-up and Final Reflections**
Jack McCarthy, Director of EDRT, Associate Professor of Organizational Behavior, Boston University
- 12:00 pm – 1:00 pm **Luncheon & Adjourn: Poe’s Riverview Restaurant**



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Frances Hesselbein is the Chairman of the Board of Governors of the Leader to Leader Institute (formerly the Peter F. Drucker Foundation for Nonprofit Management) and served as its founding President. She was awarded the Presidential Medal of Freedom, the United States of America's highest civilian honor, in 1998. The award recognized her leadership as Chief Executive Officer of Girl Scouts of the U.S.A. from 1976-1990, her role as the founding President of the Drucker Foundation, and her service as "a pioneer for women, diversity, and inclusion." Her contributions were also recognized by former President Bush, who appointed her to two Presidential Commissions on National and Community Service.

She serves on many nonprofit and private sector corporate boards, including the Board of the Mutual of America Life Insurance Company, New York, the Veterans of Corporation Advisory Board, the Boards of the Center for Social Initiative at the Harvard Business School, the Hauser Center for Nonprofit Management at the Kennedy School, and U.C.S.D. graduate school of International Relations and Pacific Studies. She was the Chairman of the National Board of Directors for the Volunteers of America from 2002-2006 and is the recipient of twenty honorary doctoral degrees.

In 2007 Hesselbein was awarded the John F. Kennedy Memorial Fellowship by Fulbright New Zealand. In 2006, Hesselbein received three awards: *Miss Hall's School Woman of Distinction Award* from Miss Hall's School, the *Champion of Workplace Learning and Performance Award* from the American Society for Training and Development, and the *Teachers College Medal for Distinguished Service* from Columbia University's Teachers College. In 2006, she gave commencement addresses at St. Mary's University, San Antonio, Texas, and The University of St. Thomas, St. Paul, Minnesota. In 2006, she sponsored the *Frances Hesselbein Leadership Award for Research* and the *Frances Hesselbein Educator Leader Award* at the U.S. Air Command and Staff College. During the Military Child Education Coalition's (MCEC) 8th Annual Conference in July 2006 the MCEC Board of Directors established the "Frances Hesselbein Student Leadership Program" in recognition of her dedication to the leadership development of the children of the military.

In 2001, Hesselbein was awarded the Henry A. Rosso Medal for Lifetime Achievement in Ethical Fund Raising from the Center on Philanthropy at Indiana University and the International ATHENA Award. In 2002, Hesselbein was the first recipient of the Dwight D. Eisenhower National Security Series Award for her "outstanding contributions to America's national security." In 2003, the "Frances Hesselbein How-To-Be Award" was established and is presented annually at the Junior Achievement Worldwide Leadership Conference. The award recognizes Junior Achievement staff who live the Junior Achievement values of integrity, respect, and excellence through their examples of positive ethical leadership. In 2004, she received the Juliette Award from Girl Scouts of the U.S.A. and the 2004 Visionary Award from the American Society of Association Executives Foundation.

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Hesselbein is Editor-in-Chief of the award-winning quarterly journal *Leader to Leader*, and a co-editor of a book of the same name. She also is a co-editor of the Drucker Foundation's three-volume *Future Series* and *Leading Beyond the Walls*, and *Leading for Innovation, Organizing for Results*, the first two books in the Foundation's *Wisdom to Action Series*. She is co-editor with Dr. Marshall Goldsmith of *The Leader of the Future 2: Visions, Strategies, and Practices for the New Era*, published in 2006. She is the author of *Hesselbein on Leadership* and *Be, Know, Do: Leadership the Army Way*, introduced by General Eric K. Shinseki, and she was published in February of 2004. She is the co-editor of 24 books in 28 languages.

August 25 2009, Frances Hesselbein was appointed as the Class of 1951 Chair for the Study of Leadership at the U.S. Military Academy at West Point, the first woman and first non-graduate of West Point to hold this distinguished position. The Chair is in the Department of Behavioral Sciences and Leadership.



Colonel (retired) Charles D. Allen culminated a 30-year Army career as Director, Leader Development and is currently the Professor of Cultural Science in the Department of Command, Leadership, and Management at the United States Army War College, Carlisle Barracks, PA.

A 1978 graduate of the United States Military Academy at West Point, he had 11 years of overseas assignments in Germany (Cdr, 417th Base Support Battalion; Chief of Inspections, Office of the Inspector General, USAREUR), Honduras (Director of Operations/J-3, Joint Task Force Bravo), and South Korea. An Airborne Ranger, his military education includes the U.S. Army Command and General Staff College, the School of Advanced Military Studies, and the United States Army War College. He also was an instructor and assistant professor of Engineering Management at West Point.

Prof Allen has served in leadership and staff positions from platoon through Corps (I and V Corps) in Army and Joint Commands. He has extensive experience with National Guard in his role as the senior active component Field Artillery Officer as the Chief, Field Artillery Coordination Center, US I Corps at Ft. Lewis and as the J-3, JTF-B with nation-building projects in Central America.

His areas of interest are Strategic Leadership, Creativity and Innovation, and Organizational Change. He is a frequently presenter on these topics for Senior Leadership Staff Ride and outreach programs for the Army War College (USAWC). He is a contributor and member of the "On Leadership" panel of the Washington Post. Prof Allen is the Steering Committee Chairman for the Executive Development Roundtable hosted by Boston University.

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In addition to authoring and co-authoring material for the USAWC curriculum for the core courses in Strategic Thinking and Strategic Leadership, he is the author and co-author of two chapters in *Strategic Leadership: The General's Art* (2008). He is a frequent contributor to *Journal of Installation Management* presenting and applying leadership concepts to Army garrison commanders (the Army's equivalent to city managers). His works are also published in *Parameters*, *Military Review*, and *Armed Forces Journal*. In service projects to USAWC, he was a contributor to the report "Faculty Recruiting and Retention" and was editor-contributor to "Educating Strategic Leaders: Electives in the USAWC Curriculum." He is the Chair of the Elective Programs Director Committee at USAWC.

As part of the Carlisle community, he is member of the Carlisle Sunrise Rotary Club and works with the local food bank, Project Share. He has also served as a panel member for the PA chapter of the National Alliance for Mental Illness program "Minds on the Edge."

Professor Allen participated in the 2009 "Soldiers and Citizens: Military and Civic Culture in America" held at Boston College's sixth annual Mass Humanities fall symposium. He was a panelist for "Diversity in Uniform: Race, gender, class, sexuality and religion in the armed forces" and "United We Serve: The all-volunteer force, national service, and democracy."

Professor Allen is a 2004-2005 graduate of the Pennsylvania Education Policy Fellowship Program. He was an Advisory Board member for the Lumina Project for the Institute of Educational Leadership. He is currently 2nd Vice President of the MG Charles Rogers Chapter of ROCKS, Inc.



Lloyd Baird is Professor of Management at Boston University and Chair of the Organization Behavior Department. He is also the Director of Doctoral Programs for the School of Management. Dr. Baird also serves as a senior partner at the Institute for Global Work and particularly helping direct and manage the Innovation Forum within the Institute. The Innovation Forum brings together global organizations from across industry sectors, military and government agencies working together to enhance, drive and improve their own efforts of sustainable innovation. Dr. Baird has consulted with leading corporations including IBM, Johnson & Johnson, BP, Bristol-Myers Squibb, Florida Power and Light, John Hancock, ATT, Rockwell International, etc. He is also a faculty partner at the Pharmaceutical Institute at Boston University, which focuses on improving performance of hospital-run pharmacies.

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In addition to his consulting and research work on leadership and change, Dr. Baird has recently written and consulted in the areas of knowledge management and dynamic learning. Drawing from his work in corporations, institutes and roundtables his current work focuses on dynamic learning as a source and driver of the innovation process and culture.

He received his BS degree from Utah State University and his MBA and PhD from Michigan State University.



Margaret Schweer has more than 20 years of experience as a senior human resource professional, writer, educator and professional speaker. She has an established track record of building partnerships with leaders at all levels of the organization to create innovative, practical solutions to address their business needs.

In her current role with nGenera, where she serves as Vice President, Insight & Onsite, Margaret works internationally with Fortune 500 companies by: Consulting with clients on organizational issues including human resource strategy, organization design, assessment of leadership talent, business process redesign, and change management; Helping organizations understand how they can increase their collaborative capacity – building talent, increasing engagement, and enhancing productivity; Providing executive coaching, with a special emphasis in developing job transition solutions to accelerate senior leader learning, assimilation and performance; Focusing executives on critical workforce issues and strategies through keynote presentations and facilitated workshops.

Prior to joining nGenera, she worked as a senior human resource professional in the consumer products, hospitality, and university settings. Margaret's vast career in HR has included day-to-day employee relations support for a variety of client groups, facility start-ups and business expansions, closing redundant facilities, and transitioning employees. She has also functioned as an expert in organizational development where she was the head of global learning. Margaret is a frequent speaker in the area of talent management and she has been an invited presenter at numerous human resource conferences and technical symposiums. Her work in the area of leadership development is also profiles in publications such as *Computer World*, *CIO Magazine* and *Network World*. She holds a Ph.D. with emphasis in Organizational Behavior from Purdue University.

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LTC Tony Burgess graduated from the United States Military Academy at West Point, NY in 1990 and was commissioned a second lieutenant of Infantry. After a tour with the 82nd Airborne Division, he commanded an infantry rifle company and the division long range surveillance detachment in the 25th Infantry Division at Schofield Barracks, Hawaii. During their many front-porch conversations about leadership, Tony and a fellow company commander, Nate Allen, decided to write a book to capture what they were learning (see *Taking the Guidon: Exceptional Leadership at the Company Level*, 2000). And with their growing recognition of the value of professional conversation among

peers, they launched an online forum that could make “front-porch” conversation possible for platoon leaders and company commanders across the Army.

Tony holds a masters degree in leader development and counseling from Long Island University and a doctorate of science in knowledge management from the George Washington University where he focused his research on leadership within informal social systems and, specifically, the core group phenomenon in communities of practice. Tony continues to serve platoon leaders and company commanders in his role with the U.S. Army’s Center for the Advancement of Leader Development and Organizational Learning at West Point, NY.



LTC Pete Kilner graduated from the United States Military Academy at West Point, NY in 1990 and was commissioned a second lieutenant of Infantry. After a tour with the 1st Armored Division in Germany, he commanded an airborne heavy-weapons company in the 82nd Airborne Division. After command, Pete studied philosophy at Virginia Tech and then taught philosophy at West Point for three years. During that teaching assignment, Pete met Tony Burgess and became part of the team that founded and continues to lead the Army’s online professional forums for platoon leaders and company commanders.

Pete has been awarded an M.A. in philosophy from Virginia Tech and a Ph.D. in instructional-systems design from Penn State, where he focused on his research on how content in an online community can be designed and presented to influence members’ participation. Pete continues to serve platoon leaders and company commanders in his role with the U.S. Army’s Center for the Advancement of Leader Development and Organizational Learning at West Point, NY.

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Colonel Bernard (Bernie) Banks has over twenty years of leadership and management experience in small, medium and large size organizations. Currently, he is a faculty member in the leadership and management program at West Point and a Colonel in the United States Army. His teaching and research is focused on leadership development, and organizational change. Bernie has presented on the topic of leadership at notable institutions like the University of Pennsylvania's Wharton School of Business and General Electric's John F. Welch Leadership Center. His leadership roles have afforded him the opportunity to work in the U.S. and abroad. He has served as the Squadron Commander (General Manager) of a 500-person U.S. Army

Apache helicopter unit based in South Korea (possessing responsibility for approximately \$700 million dollars in assets) and as a Military Social Aide to President William J. Clinton. In 1995, Bernie was selected from over 40,000 mid-level managers as the Army's 12 junior officers of the year (the General Douglas MacArthur Leadership Award).

In addition to his professional accomplishments, Bernie has distinguished himself scholastically. He earned a Bachelor of Science degree from the United States Military Academy at West Point. Bernie also holds a Master of Business Administration degree from Northwestern University's Kellogg School of Management and York University's (Canada) Schulich School of Business; a Master of Public Administration degree from Harvard University's Kennedy School of Government; a Master of Arts degree in organizational psychology from Columbia University; and a Master of Strategic Studies degree from the U.S. Army War College. Additionally, Bernie is a graduate of Harvard Business School's General Management Program. Currently, he is completing his Ph.D. in Social-Organizational Psychology at Columbia University.

Bernie is an active member of various civic and professional organizations including the Academy of Management, the Society for Industrial and Organizational Psychology, the American Psychological Association, the West Point Association of Graduates, the Harvard Club of NYC, the Columbia Club of NYC, and the Kellogg Alumni Club of NYC.

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Colonel Eric G. Kail was commissioned as an artillery officer in the U.S. Army in 1988. He has commanded multiple organizations and served at several levels of staff responsibility in conventional and special operations units. His assignments and deployments have taken him to 18 States, Europe, Africa, Asia, and the Middle East.

Colonel Kail holds a Bachelor of Arts Degree in Criminal Justice from Radford University; Master of Science Degrees in Psychology and Leader Development from Long Island University and in National Security and Strategic Studies from the U.S. Naval War College, and a Ph.D. in Organizational Psychology from North Carolina State University. His military education includes the Field Artillery Officer Basic and Advance Courses, the Combined Arms Services Staff School, the Command and General Staff College, and the College of Naval Command and Staff.

He has three combat tours and his awards include the Bronze Star Medal with “V” Device for Valor, the Meritorious Service Medal, the Army Commendation Medal, the Army Achievement Medal, Global War on Terrorism Expeditionary Medal, the Global War on Terrorism Medal, the Southwest Asia Service Medal, the Army Valorous Unit Award, the Presidential Unit Citation, the Parachutist Badge, the Air Assault Badge, the Combat Action Badge, and the Ranger Tab.

He is married to the former Miss Gigi Graves, and they have two children, Jake and Emma.



Edward T. Reilly is the 17th President and Chief Executive Officer of American Management Association, International. He has served in this role since June 2001. AMA (amanet.org) is the world’s leading not-for-profit, membership-based management development, research and publishing organization. Each year, AMA directly interacts with over 100,000 managers and executives in the United States and around the world, through its renowned management education seminar programs and conferences. It publishes many newsletters, research papers and a quarterly management journal. Through its publishing arm, AMACOM, it publishes over 80 books per year.

Ed previously served as President and Chief Executive Officer of Big Flower Holdings, Inc. (now Vertis, Inc.), a leading provider of integrated marketing and advertising services. Under his four-year leadership, revenues at Big Flower Holdings increased from approximately \$1 billion to nearly \$1.9 billion. The NYSE-listed Company broadened its services and made numerous acquisitions, specializing in newspaper insert advertising, individualized direct mail, digital asset management and

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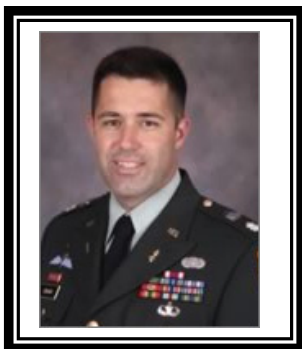
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application software for the broadcasting and advertising agency industries. In December of 1999, the Company was taken private in a leveraged transaction.

Prior to joining Big Flower Holdings, Ed spent over 25 years with the broadcast and book publishing groups of The McGraw-Hill Companies, holding the following positions: Editor in Chief of the Accounting, Computing and Data Processing Department of Gregg Community College Division; Chief Financial Officer of the California Test Bureau; General Manager of the Instructo Corporation; Group Vice President for Europe, Africa and The Middle East; Group Vice President for McGraw-Hill Training Systems; Executive Vice President in charge of McGraw-Hill International Book Company. In 1987, Ed became the President of The McGraw-Hill Broadcasting Company, during that time, he also served as Chairman of the Board of the Television Bureau of Advertising (TVB), Chairman of the Board of the Association for Maximum Service Television (MSTV) when the technology platform for digital broadcasting and high definition television was developed and approved by the FCC, and as a Board member of the National Association of Broadcasters (NAB). Ed is also a past Chairman of The Advertising Council, the world leader in public service advertising.

Currently, Ed serves on the following Boards: Chairman of the USO World Headquarters Board of Governors and a Member of the Board of Directors of AARP Services, Inc. He is also a Member of the North American Advisory Board of the UCD Michael Smurfit School of Business in Dublin, past Chairman and Fellow of the Royal Society of Arts in the U.S., and Fellow of the International Academy of Management.

Ed holds a Bachelor's Degree in Business Administration from St. Francis College, New York, and attended the Stanford Executive Program. He resides in Westport, Connecticut, with his wife, Susan.



LTC John Graham, Ph.D. is Director of the Network Science Center at West Point and the Executive Officer to the Superintendent, United States Military Academy. LTC Graham received a PhD from Carnegie Mellon University, a M.S. from Ohio State University and a B.S. from West Point. Previously, LTC Graham served as Program Manager for Engineering Psychology and General Psychology, and the Laboratory Director in the Behavioral Sciences and Leadership Department at West Point, the Officer in Charge at the Space Control Detachment of Army Space Command (OEF), the Director of Space Intelligence and Operations Courses (NORAD/USSPCECOM), and leadership positions in the 10th Mountain

Division, 82nd Airborne Division, and Korea. He is Space Operations, Jumpmaster, and Ranger Qualified. John also works with the Eagle Scout and Junior Downhill Ski Racing Programs at West Point and enjoys skydiving and kite surfing in his free time.

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