The Columbia Senior Executive Program

Consecutive weeks: September 30 – October 26, 2012
April 28 – May 24, 2013 • September 29 – October 25, 2013
2 x 2 option: April 28 – May 10, 2013 and July 7 – 19, 2013

“The only safe ship in a storm is leadership.”

Faye Wattleton, MS, Columbia University, 1967
Today’s executives face unprecedented leadership challenges. The Columbia Senior Executive Program (CSEP) is ready to help you meet those challenges—and emerge a stronger, more innovative leader. An incomparable 26-day intellectual, personal and professional journey of discovery and growth, CSEP provides you with the tools and insights to maximize your potential. Within a vibrant learning environment and guided by Columbia Business School faculty, you will develop a deeper understanding of organizational dynamics, strategic thinking and key levers for implementing change. The Columbia Senior Executive Program is offered in four consecutive weeks or in a 2x2 option consisting of two, two-week modules with program work between modules.

How You Will Benefit

CSEP faculty address issues pertinent to current conditions while providing a long-term perspective essential to effective leadership. Over the four weeks, CSEP offers a variety of sessions that weave together personal leadership, strategic thinking and execution to help you develop the skills invaluable for the challenges that you will face upon your return to your organization.

- **Understand** how to keep strategy aligned with current challenges
- **Champion** and drive change initiatives
- **Create** and sustain competitive advantage
- **Execute** your vision
- **Be aware** of your strengths as a leader
- **Inspire** the people you lead
- **Lead** cross-functional areas of the organization to work together
- **Maximize** individual and team performance

Spouse/Partner Program

Attending CSEP requires a generous time commitment, and returning to “real” life is an important transition. At the close of the program, you are invited to bring your spouse/partner or a guest to CSEP. Guests attend some sessions with you, but they also go to sessions designed exclusively for them. Through presentations focusing on life after the program and the graduation ceremony, your guest will become an integral partner and supporter of your CSEP experience.
The Columbia Senior Executive Program expands the possibilities executives see through an integrated curriculum that combines personal leadership, strategic thinking, and execution. This integrated three-level curriculum along with a rich learning environment creates an opportunity for a transformative experience that starts changing the way they think for immediate benefit as well as lasting impact for themselves and their organizations.

**Personal Leadership**
Great leadership starts with true self-awareness. In order to lead well outwardly, executives must be good personal leaders. Personal leadership starts with understanding and controlling one's internal thoughts, motivations, goals, and mindsets. Executives will come to better understand their current level of awareness and learn ways to develop their personal leadership more completely in order for them to lead others. Knowing one's core values helps better align day-to-day behaviors with one's overall goals and priorities and leads to more effective leadership.

**Strategic Thinking**
One of the greatest challenges leaders face is creating strategic initiatives especially during times of change. Pulling from faculty members’ research and experience, executives will better analyze the competitive market and identify opportunities, knowing more about how competitive advantage is derived. Participants will apply learning to their own organizations, balancing risk and innovation and be better prepared to address external and internal change.

**Execution**
Executives in CSEP are already proven leaders when they enter the program but through questioning their assumptions and reflecting on the learning, they can uncover concrete steps for themselves to lead more effectively. Much of the focus on execution revolves around how to help identify steps you need to take to create a vision and implement change.

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**Sample Session Titles**
- The Distribution of Global Power
- Valuation Considerations and Measuring Strategy
- Managing Your Major Customers
- Communication and Innovation in Teams
- Flexible Thinking
- Organizational Alignment
- Negotiations: Concepts and Capability
- Discovery Driven Planning
- Value-Based Leadership
Who Should Attend

Senior executives with a minimum of 15 years of managerial experience, responsibility and professional success who seek an even greater level of achievement through the exploration of new ideas, perspectives, theories and realities.

“This program has provided me with so many personal ‘ah-ha’ moments. I am overwhelmed with a sense of personal and professional enrichment, and I need time to now take it all in—process it—and apply the lessons learned.”

Paul Héroux
Senior Vice President, Federal Home Loan Bank of New York

“This is both an inviting and provocative program because of its diversity and its cutting-edge and forward-looking approach. It helps you learn how to reflect and make a difference, not only as a leader but as a human being.”

Edouard Maciejewski
Former IMF Staff Assistant Director, IMF

“The program is a unique combination of academic knowledge, team building, personal evaluation and reflection, with international and intercultural experiences for all participants.”

Piotr Czarnecki
President & CEO, Raiffeisen Bank Polska S.A.

“The program has provided me various useful tools and approaches that I can apply in both my career and personal life. It also made me understand and appreciate who I am, what my strengths and weaknesses are, and how I can contribute to my organization as well as my society.”

Azman Ahmad
Assistant Vice Chancellor, Universiti Brunei Darussalam

Representative Companies and Organizations

Altana Pharma
ANZ Banking Group
A. P. Moller - Maersk
Asian Development Bank
AT&T Corporation
Bankinter
Boehringer Ingelheim
Boeing
Caterpillar, Inc.
ChevronTexaco Corporation
Credit Suisse Group
Deutsche Bank
Government of Hong Kong SAR
Hewlett Packard
Hitachi
ITOCHU Corporation
Mitsui & Co.
Naval Support Activity
Nissan Motor Co., Ltd.
Orica Limited
Panalpina Inc.
Saudi Aramco
Telstra Corporation Ltd
UBS
Unilever Ltd
U.S. Air Force
U.S. Navy
Verizon

www.gsb.columbia.edu/execed E-mail: execed@columbia.edu Phone: 1.212.854.3395
The Columbia Senior Executive Program

Paul Ingram
Faculty Director,
Kravis Professor of Business,
Columbia Business School

"The Columbia Senior Executive Program is about leadership, and that is more important now than ever. If anything is proven recently, it’s that our received models of macro-economics and finance don’t offer us enough understanding of the economy. Instead of misplaced trust in complex model, in CSEP we develop leaders who can create a vision, communicate it and motivate others, and design organizations so that information and responsibility are allocated to those who can make a difference."

Paul Ingram earned his PhD from Cornell University, and he was on the faculty of Carnegie Mellon University before coming to Columbia. He has held visiting professorships at Tel Aviv University, Shanghai Jiao Tong University and the University of Toronto. His research has been published in more than forty articles, book chapters and books. Professor Ingram’s current research projects examine the influence of intergovernmental organizations on bilateral trade and democratization; the structure and efficacy of managers’ professional networks in China and the United States; and the effects of networks and institutions on the evolution of the Glasgow shipbuilding industry.

Professor Ingram recently completed a term as President of the College of Organization Science of the Institute for Operations Research and Management Science (INFORMS). In 2007 he won the Dean’s Award for Teaching Excellence at Columbia Business School.

Faculty

More than 50 Columbia Business School faculty and industry experts contribute to the program, including:

Glenn Hubbard
Dean, Columbia Business School
Russell L. Carson Professor of Finance and Economics

David Beim
Professor of Professional Practice
Author of Emerging Financial Markets

Robert Bontempo
Adjunct Associate Professor of Management
Faculty Director, Negotiation and Decision-Making Strategies; Persuasion: Influencing Without Authority; Emerging Leader Development Program

Noel Capon
R.C. Kopf Professor of International Marketing
Faculty Director, Managing Strategic Accounts and Pricing to Win
Author of several books, including Managing Global Accounts and The Marketing Mavens

Rita Gunther McGrath
Associate Professor of Management
Faculty Director, Leading Strategic Growth and Change
Author of several books, including MarketBusters and Discovery Driven Growth

Raymond Horton
Frank R. Lautenberg Professor of Ethics and Corporate Governance
Faculty Director of Social Enterprise programs, Executive Education
Author of several books, including Power Failure: New York City Politics and Policy Since 1960

Michel Pham
Kravis Professor of Business, Marketing
Faculty Director, Strategic Marketing Management

www.gsb.columbia.edu/execed      E-mail: execed@columbia.edu      Phone: 1.212.854.3395
The Columbia Senior Executive Program

2 x 2 Option

The Columbia Senior Executive Program offers the same curriculum in a modular option for executives who might prefer two, two-week modules instead of the consecutive 26-day program.

Executives in 2 x 2 start the program at the same time as the 26-day schedule. After two weeks of class, the 2 x 2 participants will return to work before coming back to Columbia in a few months for an additional two weeks to complete the program. Between the two sessions, executives continue work on designated personal and business projects, receive coaching, and have access to additional content. There also is a virtual component to maintain the class connection and community, and share learning and reflections that reinforce bridging theory to practice.

Executives receive immediate feedback from colleagues, which they will be able to discuss with their CSEP peers, personal coaches, and the faculty members.

Learning Journals
CSEP participants receive a journal in which they’re expected to reflect upon their learning while in the program. They will continue to use this teaching tool between sessions to develop the skill of reflection and understand how it helps them process their learning.

One-On-One Coaching
Executives who enroll in 2x2 are offered additional intensive coaching during the break to help them continue their leadership challenge and improve an aspect of their leadership style that they want to change.

Virtual Learning Groups
Participants will continue to meet in a virtual setting to maintain the support they first experienced during the first two weeks of the program. This opportunity is an enormous benefit for executives to go forward with the advice from their group through the execution of their personal cases.
Week in New York City

Week Four of CSEP brings participants into New York City for an exciting roster of events and academic sessions. Participants experience the vibrant living laboratory that is New York and benefit from a wide array of learning opportunities. Sessions on the Columbia University campus and at Manhattan venues allow participants to explore the city that never sleeps.

Session Examples:

Frick Collection
Professor Paul Ingram believes that art can reinforce important business concepts. An inspiring session takes place at the Frick Collection, one of New York’s most beloved cultural treasures. Frick Curator Colin Bailey collaborates with Professor Paul Ingram to use highlights of the collection to help senior executives think about the power of symbols in communication.

Leadership Jazz
An evening of live music and stimulating Q&A at The Lennox Lounge in New York City led by Columbia “Leadership Jazz” demonstrates the relationship of jazz to leadership and management techniques.

Cooking with Chef John Santiago
John Santiago, chef and director of Columbia University Faculty House, leads CSEP participants in a team-building session and discusses how to motivate employees under pressure.

Shakespeare Power Plays with James Shapiro
James Shapiro walks through Shakespeare’s great plays at Circle in the Square Theatre to expose lessons on building coalition and exercising power.

Dinner Cruise
After several days of creative and academic sessions in the city, participants take a World Yacht Dinner Cruise: a fitting finale to the week. The tour affords participants with views of the New York City skyline and bridges, and a close-up look at the Statue of Liberty.

“The real strength of this course is New York City. It is the embodiment of what Columbia’s trying to teach.”

David Deverall
CEO, Perpetual Limited
CSEP Class 128
The Columbia Senior Executive Program

Upcoming Sessions: September 30 - October 26, 2012
April 28 - May 24, 2013 • September 29 - October 25, 2013
April 28 - May 10, 2013 and July 7 - 19, 2013 (2x2 option)

Tuition: $47,500* (2012 dates) • $48,500* (2013 dates)
$52,000* (the 2x2 option consists of two modules with program work between modules)

Location: Dolce Norwalk, a four-star conference center one hour outside of New York City
three of the four weeks and one week in New York City. The 2x2 Option spends
two weeks at Dolce Norwalk and two weeks in New York City.*

Audience: Senior executives with a minimum of 15 years’ management experience who are
responsible for driving growth and change within their organization.

Application: Register online at www.gsb.columbia.edu/execed.

Alumni Status

CSEP graduates achieve Columbia Business School alumni status and receive select benefits:

- A 25 percent tuition benefit for yourself and up to four colleagues each year for programs lasting up to seven days.
- Global network opportunities with 37,000 Columbia Business School alumni worldwide
- Invitations to alumni events and programs around the world
- Subscriptions to all Columbia Business School alumni publications
- Eligibility to join a Columbia Business School alumni club
- Lifetime Columbia Business School e-mail address

“The program brought me so much more than I expected. My objectives were not only met but were exceeded, both from a professional and personal standpoint. The way it is put together and flows is quite amazing. It brings so much together.”

Roselyne Renel, Managing Director/Chief Credit Officer, Deutsche Bank

“Excellent program of the highest quality. A truly holistic approach to learning and developing as a leader that has provided me with countless applications, professionally and personally.”

Brian Wenger, Commander, Defense Contract Management Agency—Americas

“Six months on and I’m really beginning to leverage the learning and to find ways to make it all add up to a significant step up in the way I work. It’s not so much each individual piece of learning put into practice in isolation, but more how they all hold together around my values and inner self.”

Ian L. Ayres, Chief Executive, Sutton and Merton PCT
Application
You can register for CSEP online by visiting our Web site at www.gsb.columbia.edu/execed. Once your application has been reviewed, you will receive an e-mail welcoming you to the program, with a link to your invoice. Please remember that all tuition and fees must be paid before the start of the program.

Admission Qualifications
Successful candidates should be senior executives with a deep range of experience, responsibility and professional success who seek an even greater level of achievement through the exploration of new ideas, perspectives, theories and realities.

Language Requirements
Participants must be sufficiently fluent in English (recommended TOEIC score: 750-800) to complete reading assignments and participate meaningfully in discussions and working groups.

Deadlines
Qualified applicants are accepted on a first-come, first-served basis. Programs are often fully subscribed, so early registration is recommended.

Cancellation Policy: Withdrawals, Transfers, Substitutions
All notification of withdrawals, transfers and substitutions must be sent in writing to Columbia Business School Executive Education. Full refunds can be obtained up to 30 days before the program start date. Due to the costs incurred for program preparation and administration, any cancellations or requests for transfers or deferrals received 30 days or less from the program start are subject to penalty fees as described in the chart below.

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<tr>
<th>Time</th>
<th>Cancellation—Transfer Penalty</th>
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<tr>
<td>More than 30 days notice</td>
<td>0%</td>
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<tr>
<td>14 to 30 days notice</td>
<td>30%</td>
</tr>
<tr>
<td>Less than 14 days notice</td>
<td>50%</td>
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Substitutions: All participant substitutions are subject to the sole discretion of Columbia Business School Executive Education. Requests must be submitted in advance and will be reviewed on an individual basis, based on participant qualifications and lead time needed for any program pre-work.

Transfers: Transfer requests must indicate the new dates and/or new program the participant wishes to attend. Transfers are valid only within one year of the original program start date.

Refunds: Any remaining balance of a cancelled program’s payment can be applied to another Columbia Business School Executive Education program within one year of the program date. After one year, the balance is non-refundable.*

Full tuition is non-refundable under these conditions:
1. The registrant or substitute does not enroll in another program within one year** of the original start date, and/or
2. The registrant or substitute defers or transfers more than two times.

*Columbia Business School Executive Education is not responsible for travel or related costs under any circumstances. Participants may want to consider purchasing trip cancellation insurance in the unlikely event that a program is cancelled or they cannot attend for personal or professional reasons.

**For any program with more than two iterations in an enrollment year, tuition is non-refundable after 2nd transfer.

Visas
If you require a visa, you will need a B1 business visa for these programs. Note that some embassies may ask that you apply for a student visa, but because these programs are nondegree and participants are visiting the United States on business, the B1 is the appropriate visa.

Columbia Business School Executive Education follows the U.S. State Department guidelines, which can be found at http://travel.state.gov/visa/questions/questions_4433.html. It is against University policy for a representative to contact the embassy directly for a participant. However, there is a standard letter that can be sent to you to present to the embassy, if needed. If you would like to request this letter, please contact execed@columbia.edu.
About Columbia Business School Executive Education

Columbia Business School’s renowned Executive Education programs create a bridge between theory and practice by offering a rich, global perspective. Columbia’s nondegree open-enrollment programs address individual development needs in leadership, strategy, marketing, finance and social enterprise, providing executives with an understanding of powerful new academic approaches and their application to achieve results.

Columbia Business School partners with custom clients on designing and executing organizational initiatives that enable a critical number of top-level executives to meet their corporation’s strategic goals.

Please visit www.gsb.columbia.edu to view the complete program portfolio.

Educational Options for a Lifetime

Columbia Business School offers a number of educational programs, each with the Columbia standard of excellence.

Full-Time MBA Program
Columbia Business School offers a comprehensive business education with an exceptional faculty, groundbreaking academic programs and an incomparable network. Columbia Business School’s location in one of the world’s most dynamic cities makes the Columbia MBA a program of choice for exceptional applications worldwide: www.gsb.columbia.edu/mba.

Executive MBA Programs (EMBA)
Alternative options allow midcareer professionals to remain at their jobs while earning an MBA degree, putting what they learn into practice immediately: www.gsb.columbia.edu/emba.

Doctoral Program
Offered by the Graduate School of Arts and Sciences and administered by the Business School, the PhD Program each year produces some of the world’s most sought-after researchers and scholars: www.gsb.columbia.edu/doctoral.