



# Babson | SEE

SYMPOSIUM FOR ENTREPRENEURSHIP EDUCATORS  
SANTANDER FELLOWS

## EXPERIENCE THE BEST IN ENTREPRENEURSHIP EDUCATION AT BABSON COLLEGE

Thank you for your consideration to develop a program in partnership with Babson College. The purpose of this document is to provide indicative terms and conditions for the program, managed by Glavin Global Programs at Babson Executive Education, Babson College.

### PROGRAM OVERVIEW

Entrepreneurship is the fastest-growing business discipline. As a recognized leader in entrepreneurship education, Babson College seeks to raise the quality of the content and the process of teaching entrepreneurship through its Babson Symposium for Entrepreneurship Educators (SEE) Program. The goal of the SEE Program is to develop an ever-increasing international cadre of capable entrepreneurship educators who understand the importance of connecting theory and practice in teaching. Over 2,400 academics and entrepreneurs from more than 625 academic institutions, government organizations and foundations in 57 countries are alumni of Babson SEE Programs. The Program will provide information based upon Babson's experience in developing and maintaining its entrepreneurship program that is currently ranked number one in the U.S. and/or worldwide by *Business Week*, the *Financial Times*, and *U.S. News & World Report* and has maintained this ranking for 16 years.

Upon completion of the Program, participants will:

Be motivated to engage in entrepreneurship education through Entrepreneurship Thought & Action®

Gain a comprehensive understanding of the entrepreneur and the entrepreneurial mindset.

Understand the process and content sides of teaching entrepreneurship.

Experience and learn a variety of teaching methods that can help students practice entrepreneurship.

Reflect on personal teaching philosophies and styles in order to better develop a pedagogy portfolio to teach the next generation of entrepreneurs

**Build** their personal resource base by networking with a global cohort of like-minded educators who are dedicated to innovation in entrepreneurship education.



## PROGRAM LOCATION

The program will be held on Babson College's campus, just 20 minutes from downtown Boston, Massachusetts. There is time allocated outside of the curriculum for touring and exploring the cities of Boston and Cambridge. Located in New England on the Atlantic seaboard, Boston offers something for everyone to enjoy including harbor cruises, museums, shops, sporting events, and eateries.



## DATES:

Arriving Sunday, September 26, departing Monday, October 4, 2010

## PROGRAM EXPECTATIONS

The Babson Symposium for Entrepreneurship Educators (SEE) has been the leading program to train entrepreneurship educators (academics and entrepreneurs) since its inception in 1984. Under the current leadership of Heidi Neck, Jeffry A. Timmons Professor of Entrepreneurial Studies, this program continues to alter the landscape of entrepreneurship education around the world. To date the Babson SEE programs have reached over 2,400 individuals representing over 624 institutions worldwide. With the support of Banco Santander, Babson College is pleased to offer a customized version of the Symposium for Entrepreneurship Educators to Santander Fellows from around the globe. The intensive SEE program from September 26 – October 4, 2010 will explore the entrepreneurial process, the “art and craft” of teaching and learning entrepreneurship, and core topics in the discipline. The goal of the program is to help all participants become more effective, innovative teachers of entrepreneurship. Students are required to prepare for each class, present, and participate in class discussions.

### **Applicants must fulfill the following requirements:**

1. ***Be fluent in oral and written English.*** Course materials and lectures are taught in English, so participants must be proficient with speaking and reading English. This program will have no translation.
2. Have taught entrepreneurship or related courses at a university - no teaching experience is okay as long as they have a desire to teach.
3. Eager to experience and experiment with a variety of pedagogies to teach and learn entrepreneurship
4. Be recommended by a Banco Santander Universities representative

Attendees are encouraged to identify, plan, and personalize their own entry (or re-entry) strategy into academia and to improve as teachers, learners, researchers, colleagues, and entrepreneurs. Upon completion of this program, participants will receive a certificate confirming their active participation in the Program.



### **Intensity of the Program**

This is an intensive program that demands your undivided attention to the extent possible. It takes discipline and planning to derive the full benefit of the program. To aid you in this effort, we strongly urge that you limit blackberries, phone calls and other diversions as much as possible to prevent interruptions and distractions, which can affect the entire group. Please use laptops appropriately. Our intention is for everyone to be able to engage in the fullest opportunities that our programs have to offer.

### **Daily Schedule**

The times on the schedule are considered “firm,” meaning that we will start and end on time. We expect participants to attend all sessions each day as each session builds upon the previous one. On the last day, you will be presented with a certificate for your active participation in SEE-Santander Fellows.

### **Pre-Readings**

Please refer to Blackboard for the list of pre-readings/cases. Your careful preparation of each case will be required. When preparing for the case study sessions, please consider how you would like your students to prepare a case and how you might teach a case.

## **PROGRAM CURRICULUM**

The workshop is designed as a course to be delivered at Babson College. Content is delivered through experiential exercises, cases, reflective practice, group projects, and interactive lectures. There will be strong emphasis on acquiring knowledge about the primary and secondary topic areas of entrepreneurial thought and action.

Topics covered in this program may include:

- ✓ The Entrepreneurial Teacher
- ✓ Entrepreneurial Thought and Action
- ✓ Understanding Entrepreneurial Finance
- ✓ Technology in Entrepreneurship Education
- ✓ Idea Generation and Creativity
- ✓ Market Tests
- ✓ Business Models
- ✓ Managing Growing Ventures



# BABSON

**Babson Symposium for Entrepreneurship Educators  
for Santander Fellows  
Arriving September 26 – Departing October 4, 2010**

## **Tentative Schedule**

*(Subject to Change)*

<b>Monday September 27</b>	<b>Tuesday September 28</b>	<b>Wednesday September 29</b>	<b>Thursday September 30</b>	<b>Friday October 1</b>
<b>The Entrepreneurial Teacher &amp; Program Overview</b>	<b>Student Self-understanding as the foundation for Entrepreneurial Activity</b>	<b>IdeaLab Part 1: The Observant Entrepreneur</b>	<b>Understanding Entrepreneurial Finance: Pain Pen Case</b>	<b>The use of Technology in Entrepreneurship Education</b>
<b>Morning Break</b>	<b>Morning Break</b>	<b>Morning Break</b>	<b>Morning Break</b>	<b>Morning Break</b>
<b>The Logic of Entrepreneurial Thought &amp; Action (ETA)</b>	<b>Recognizing the Initial Resource Base: What I have and What I can do</b>	<b>Market Tests: Planning, Experimenting, Learning, Reshaping</b>	<b>Managing the Growing Venture: Nancy's Coffee Case</b>	<b>Teaching Entrepreneurship Students Today: A Student Panel</b>
<b>Luncheon Buffet</b>	<b>Luncheon Buffet</b>	<b>Luncheon Buffet</b>	<b>Luncheon Buffet</b>	<b>Luncheon Buffet</b>
<b>Teaching ETA as the Entrepreneurship Method</b>	<b>Building Entrepreneurial Teams</b>	<b>Translating Market Tests Into Business Models</b>	<b>Teaching Failure</b>	<b>Rocket Pitch Event (All Participants)</b>
<b>Afternoon Break</b>	<b>Afternoon Break</b>	<b>Afternoon Break</b>	<b>Afternoon Break</b>	
<b>IdeaLab</b>	<b>Teaching Values: Introducing the Giving Voice to Values Curriculum</b>	<b>Giving Feedback to Students about Ideas &amp; Opportunities</b>	<b>Group Work on Rocket Pitch</b>	<b>Program Wrap-Up and Certificate Ceremony</b>
<b>Dinner Buffet</b>	<b>Dinner Buffet Study Groups</b>	<b>Dinner Buffet Study Groups</b>	<b>Reception New England Clambake,</b>	



## **POSSIBLE CLASS TOPICS**

### **The Entrepreneurial Teacher**

This session provides a framework for developing an entrepreneurial approach toward teaching, it provides the context for the program, including a discussion of teaching practices, articulations of program objectives and participants' expectations.

### **Entrepreneurial Thought and Action**

A frank and open discussion on the future of entrepreneurship at Babson College. The session emphasizes entrepreneurship as a way of thinking and acting that goes beyond the traditional discipline boundaries as we know them today.

### **Teaching Entrepreneurship as a Method**

Review of three, mainstream approaches to teaching entrepreneurship that are currently found in most entrepreneurship classrooms today. Introduction and exploration of teaching ETA by focusing on entrepreneurship as a method.

### **Entrepreneurial Identity**

Self understanding is the basis of entrepreneurial action. Every entrepreneur has a unique identity that, when fully understood, becomes the platform for building a resource base as well as developing expertise. In this session we will use a process that helps students to uncover their entrepreneurial identity.

### **Idea Generation and Creativity**

This session builds off the previous session and continuing with design-based learning methodologies, participants use "findings" and apply them to two separate ideation exercises that can be used to help students to further develop and refine ideas into bold opportunities.

### **Market Tests**

This session identifies an iterative process for launching a venture. This approach combines both the creation and prediction aspects of ETA to identify low cost means of testing your opportunity, learning from the test, and then reshaping the opportunity to take the next, larger test.

### **Business Models**

Based upon the learning that entrepreneurs glean from their market tests, they can develop sophisticated business models. This session defines business models and asks a number of questions, such as: how can you leverage your base model to add marginal sources of revenue? What kind of infrastructure do you need to build to support that revenue model?

### **Managing Growing Ventures**

Practical frameworks to guide entrepreneurship students and practicing entrepreneurs through the various stages of venture growth.

## FACULTY DIRECTOR



**Heidi Neck** is the Jeffrey A. Timmons Professor of Entrepreneurial Studies at Babson College. As Faculty Director of the Babson Symposium for Entrepreneurship Educators (SEE), she passionately works to improve the pedagogy of entrepreneurship education because new venture creation is the engine of society. Given the integrated and multidisciplinary nature of entrepreneurship, teaching entrepreneurship In addition to entrepreneurship education Professor Neck's research interests include social entrepreneurship, corporate entrepreneurship, and creativity. She has published numerous book chapters, research monographs, and refereed articles in such journals as *Journal of Small Business Management*, *Entrepreneurship Theory & Practice*, and *International Journal of Entrepreneurship Education*. She is on the editorial board of *Entrepreneurship Theory & Practice* and *Academy of Management Learning & Education*. Recognized for her contributions to innovative teaching and curriculum developments, she's received numerous awards including Babson's Deans' Award for Excellence in Teaching, the Gloria Appel Prize for entrepreneurial vitality in academe, United States Association for Small Business & Entrepreneurship (USASBE) Outstanding Entrepreneurship Course, USASBE Best Practice Pedagogy for theatrical improvisation, and USASBE best workshops for social entrepreneurship development and entrepreneurship pedagogy using the historic account for Ernest Shackleton's journey to the South Pole as a backdrop for a discussion on entrepreneurial thought and action. Babson has nominated her twice for the Carnegie Foundation Professor of the Year Award - but only nominated!

## POSSIBLE PROGRAM PROFESSORS

**Andrew "Zach" Zacharakis** is the John H. Muller, Jr. Chair for Entrepreneurship. Zacharakis' primary research areas include the venture capital process and entrepreneurial growth strategies.



The editors of *Journal of Small Business Management* selected "Differing Perceptions of New Venture Failure" as the 1999 best article. Zacharakis' dissertation *The Venture Capital Investment Decision* received the 1995 Certificate of Distinction from the Academy of Management and Mr. Edgar F. Heizer recognizing outstanding research in the field of new enterprise development. Zacharakis has been interviewed in newspapers nationwide including *The Boston Globe*, *The Wall Street Journal* and *USA Today*. He has also appeared on the Bloomberg Small Business Report and has been interviewed on National Public Radio. Zacharakis has taught seminars to leading corporations, such as Boeing, Met Life, Lucent and Intel. He has also taught executives in countries worldwide, including Chile, Australia, China, and Germany.

He is the Chair for the Entrepreneurship Division of the Academy of Management. Professor Zacharakis actively consults with entrepreneurs and small business startups. His professional experience includes positions with The Cambridge Companies (investment banking/venture capital), IBM, and Leisure Technologies.



**Les Charm** has been a partner in the firm of Youngman & Charm since 1972. The firm specializes in directorship functions for firms owned and operated by entrepreneurs and in assisting companies that are experiencing operating and/or financial problems. Youngman & Charm has operated in a variety of industries, channels of distribution, and has been involved in many successful financings and acquisitions and mergers.

From 1977 through 1990, Professor Charm was chairman and president of a major distributor and specialty retail chain. He has been active in other specialty marketing companies, and served as a member of the Board of Directors of the International Franchise Association. He was a director of the National Association of Corporate Directors-New England. He currently is on the board of several firms where he generally sits as the lead director.

Professor Charm has taught throughout the world on a variety of topics regarding entrepreneurship and governance. He is on the President's Council at Babson, and is the recipient of the Appel Award for Entrepreneurship.



**Patricia G. Greene** is Professor of Entrepreneurship of Babson College, where she holds the President's Chair in Entrepreneurship. She previously served as Provost, and before that as the Dean of the Undergraduate School at Babson and held the President's Endowed Chair in Entrepreneurship. Prior to joining Babson she held the Ewing Marion Kauffman/Missouri Chair in Entrepreneurial Leadership at the University of Missouri – Kansas City (1998-2003) and the New Jersey Chair of Small Business and Entrepreneurship at Rutgers University (1996-1998). Dr. Greene earned a Ph.D. from the University of Texas at Austin, an MBA from the University of Nevada, Las Vegas, and a BS from the Pennsylvania State University. She was a founding member of the Rutgers Center for Entrepreneurial Management and the coordinator of the Rutgers Entrepreneurship Curriculum. At UMKC she helped to found KC SourceLink, the Entrepreneurial Growth Resource Center (EGRC), the iStrategy Studio, the Business and Information Development Group (BRIDG), the UMKC Students in Free Enterprise Program (SIFE), the Kauffman Entrepreneurship Internship Program (KEIP), the Entrepreneurial Effect, the Network for Entrepreneurship Educators and Researchers (NEER), and the annual regional Business Plan Competition.



**Dennis Ceru** is a full-time lecturer at Babson College, where he teaches MBA courses in entrepreneurship and business strategy. Dennis Ceru has more than 25 years of experience delivering successful business and technology solutions through leadership and management positions in the high-tech, financial services, and healthcare fields. He is a recognized speaker and author on key topics in strategy and technology for the financial services industry and has been quoted extensively online and in print periodicals.

He is the President and CEO of Strategic Management Associates, LLC, a company dedicated to providing business leaders with the tools necessary to expand and manage growth. His areas of expertise center on developing and implementing tactical action plans to achieve strategic goals, designing work flows to reduce inefficiency and



optimize performance, aligning business operations and people for optimum effectiveness, and change management. In partnership with The SBANE Educational Center he developed and leads The CEOs Group, an innovative executive leadership program for growing entrepreneurial companies.



Candy Brush is well known for her pioneering research in women's entrepreneurship. She conducted the first and largest study of women entrepreneurs in the early 1980s, resulting in one of the earliest books on the topic. Her continued research catalyzed studies and dissertations worldwide. With four other researchers she founded the Diana Project, a research consortium investigating women's access to growth capital internationally. With her four co-researchers, she was named the 2007 recipient of the FSF - Swedish Research Foundation International Award for Outstanding Research Contributions in the Field of Entrepreneurship. Prentice Hall- Financial Times published their book, *Clearing the Hurdles: Women Building High Growth Businesses* (2004). From this research, she co-edited a second book, *Growth-Oriented Women Entrepreneurs and their Businesses: A Global Research Perspective* in 2006, and a third, *Women's Entrepreneurship and Growth Influences: An International Perspective*, is forthcoming in 2009.

## PROGRAM CONFIRMATION

This will confirm that Santander Bank entered into an Agreement with Babson College November 27, 2007 and that as part of that agreement Babson College will deliver a **Babson Symposium for Entrepreneurship Educators for Santander Fellows** from Santander University Partners.

**Dates:** Arriving Sunday, September 26 and departing Monday, October 4, 2010

**Location:** Babson College, Wellesley, Massachusetts

**Program Includes:** A welcoming reception at the beginning of the program

Faculty, lectures, case discussions, classroom materials, and program administration for a standard program. Teaching will be through Babson College regular faculty.

Room and board residency at the Center for Executive Education for up to a maximum of thirty (30) participants. Residency includes guestroom, three meals per day (breakfast, lunch, and dinner) and snacks, all classroom and breakout room facilities, and computer and audiovisual equipment.

Transportation

- ✓ Transportation for group pick-up and drop-off at Logan Airport;
- ✓ Transportation to and Boston City Tour
- ✓ Transportation to Wrentham Outlets.