

Challenging Times Demand Accountable Leadership.

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Today's global complexities require a dramatically different approach to business leadership—and business education. With its unique integration of ethics and social responsibility into teaching, scholarship and faculty research, Bentley University is meeting the challenge. Here, President Gloria Cordes Larson and Vice President Mike Page describe how Bentley is preparing graduates to become the accountable leaders the world needs right now.

What lessons should business schools take from the recent economic crisis?

GCL: Unfortunately it has taken a global meltdown to wake up the business world to the broader impacts of its decisions—beyond corporate profits. It is incumbent upon us to educate future leaders to think holistically about the world in which they operate. **MP:** At a very basic level, I believe we have to get our students to realize that there are few, if any, decisions they will be making in their lives that do not have broader implications—and they must be accountable for the consequences.

How is Bentley shifting the paradigm? **GCL:** Our strategic plan is built around the principle of accountability, both on an individual and organizational level. We have one of the oldest business ethics centers in the country and the integration of business skill sets with the arts and sciences, service learning and social responsibility is fundamental to our mission. **MP:** We are breaking down barriers between disciplines in teaching as well as research. Our faculty engages across traditional boundaries—there are not many institutions where you will find your finance, management and sociology faculty working intensively together on emerging research, but that is the operating model at Bentley.

Gloria Cordes Larson, President, Bentley University

Mike Page, Vice President Academic Affairs and Dean of Business



The Bentley/City Year "give-a-year" program is a pioneering initiative that enables students to integrate a full year of national service into their Bentley academic experience.



Can accountable leadership be taught?

MP: Yes, but it is not a course to be taught in a classroom—it's about life experience. At Bentley, we open up many opportunities for students to think through complex problems: to take risks, make mistakes and come up with a set of solutions for which they are personally accountable.

For example? **GCL:** We just launched our Complex Challenges/Creative Solutions program, which asks students to analyze how corporate and individual decisions impact problems on a global scale—and challenges them to

develop responsible, holistic solutions. Another example is our pioneering "give-a-year" partnership with City Year. With scholarship support, we enable students to integrate a year of service and leadership development into their Bentley experience.

Why Bentley, why now? **MP:** Simply put, our graduates will be in a position to recast how the corporate world should and will operate in a broader global society. **GCL:** If there is a silver lining to recent events, it is the collective recognition of the need for change. At Bentley, we believe the next generation of business leaders will get it right.



The new Complex Problems/Creative Solutions program challenges Bentley students and faculty to work holistically across disciplines to find solutions to the global problem of "techno-trash."

Cutting-edge technology at the Bentley Trading Room, Hughey Center for Financial Services, as well as renowned research institutes like the Bentley Center for Business Ethics combine to build the foundation for tomorrow's accountable leaders.



Learn **MORE** about accountable leadership at bentley.edu

