

# A Multidisciplinary Approach to University Leader Development

South Asia Initiative Workshop Schedule

July 30 – August 3, 2012

Harvard University

Cambridge, Massachusetts

<b>Monday, July 30</b>	
7:20 am	A SAI Staff member will meet the group at the Sheraton Commander Lobby
7:30 – 8:30 am	<p><b>Breakfast and Registration</b>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p>
8:30 – 10:00 am	<p><b>Session 1: Welcome and Introduction</b>            Tarun Khanna, <i>Director of SAI and Jorge Paulo Lemann Professor, Harvard Business School</i>            Parimal Patil, <i>Professor of Religion and Indian Philosophy; Chair of the Department of South Asian Studies, Faculty of Arts and Sciences, Harvard University</i>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><i>Discussion session for Sessions 2, 3, and 4</i></p>
10:00 – 12:00 pm	<p><b>Session 2: Building a World Class Institution</b>            Jorge Dominguez, <i>Antonio Madero Professor for the Study of Mexico; Vice Provost for International Affairs, Harvard University</i>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• Morton and Phyllis Keller, <i>Making Harvard Modern: The Rise of America's University</i> (Oxford University Press, 2007 revised edition).</li> </ul> <p><b>Key Considerations:</b></p> <ol style="list-style-type: none"> <li>1. How does Harvard's evolution into a meritocratic university- with faculty selected primarily on the basis of their scholarly reputation, a student body chosen primarily for its intellectual abilities, and a campus culture that places a high priority on national and international ranking - resonate with your experience as a senior academic leader?</li> <li>2. Harvard University has successfully been able to establish itself as a meritocratic, affluent and worldly institute- a model that other American universities have tried to follow. Given the tapestry of higher education in India, would such a blend be achievable in your own context?</li> </ol>
12:00 – 1:00 pm	<p><b>Lunch at Pub Café - Wasserstein Hall, First floor</b></p> <p>A SAI Staff member will accompany the group to the Caspersen Student Center Pub Café in Wasserstein Hall. Provide your voucher to the cashier as payment. You may take your lunch to the seating area outside the Cafe, or the green space outside Wasserstein Hall.</p>
1:00 – 3:00 pm	<p><b>Session 3: Think Again: Adult Developmental Frontiers in Higher Education</b>            Michael Shiner, <i>Harvard Graduate School of Education</i>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p>In this session, we will explore theories of adult development and how they can help us to re-evaluate and re-imagine university curricula and administration for the 21<sup>st</sup> century in ways that fit our unique contexts.</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• Gardner, H. (2011). "Chapter 6 - Learning Throughout Life" in <i>Truth, Beauty, and Goodness Reframed: Educating for the Virtues in the Twenty-First Century</i> (pp. xii, 244). New York: Basic Books.</li> </ul>

3:00 – 3:30 pm	<b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b>
3:30 – 5:30 pm	<p><b>Session 4: Building an Outstanding Student Body</b>  Bill Fitzsimmons, <i>Dean of Admissions and Financial Aid to Students in Harvard College; Member of the Faculty of Arts and Sciences</i>  Deirdre Leopold, <i>Managing Director, MBA Admissions &amp; Financial Aid, Harvard Business School</i>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• “Megan Turner” Case Study</li> </ul>
5:30 – 6:00 pm	<b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b>
6:00-6:30 pm	<i>Discussion Session for Session 5</i>
6:30 – 8:00 pm	<p><b>Session 5 (Dinner Session): Bringing Global Studies to K-12 Classrooms: Why It Matters for Universities</b>  Deborah Cunningham, <i>Senior Program Director, Primary Source</i>  <u>Venue:</u> Wasserstein Hall, Milstein West B, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1) What kind of educational experiences did you have as a child that influenced your thinking about other cultures?</li> <li>2) What kinds of conversations do you think would be useful for university educators in India to have with primary and secondary school educators in India?</li> <li>3) Would you describe the teachers you have encountered at the pre-university or university level in India as culturally proficient (knowledgeable about their students' cultural backgrounds)? Why or why not?</li> </ol>

<b>Tuesday, July 31</b>	
7:30 – 8:30 am	<p><b>Breakfast</b>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p>
8:30 – 10:00 am	<p><b>Discussion Groups</b>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><i>Discussion Session for Session 6, 7, and 8</i></p>
10:00 – 12:00 pm	<p><b>Session 6: From “Bench to Trench”: Accelerating Knowledge Transfer</b>  Vish Viswanath, Associate Professor of Society, Human Development, and Health, Harvard School of Public Health  <u>Venue:</u> Wasserstein Hall, Milstein West B, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Readings:</b></p> <ul style="list-style-type: none"> <li>• Knowledge Transfer Session Background</li> <li>• Greenhalgh, T. et al. (2004) “Diffusion of Innovation in Service Organizations: Systematic Review and Recommendations.” University College London. The Milbank Quarterly. Vol. 82. No. 4, (pp.581-629).</li> <li>• Ramanadhan S, Salhi C, Achille E, Baril N, D’Entremont K, et al. (2012) Addressing Cancer Disparities via Community Network Mobilization and Intersectoral Partnerships: A Social Network Analysis. PLoS ONE 7(2): e32130. doi:10.1371/journal.pone.0032130</li> </ul> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1) What are the models that you are using or have used in the past?</li> <li>2) How can these models be adapted - localized and customized, to Indian conditions?</li> </ol>

	<p>3) How does one mobilize different sectors and motivate them to work on problems in a collaborative way?</p> <p>4) How do we create learning teams to promote and accelerate knowledge transfer?</p> <p>5) What core competencies are needed to train future workforce to access, manage, and use the information that is being generated?</p> <p><b>**Shuttle to Harvard Business School will leave from Wasserstein Hall at 12:00 pm**</b></p>
12:15 – 1:00 pm	<p><b>Lunch at Spangler Café Harvard Business School</b></p> <p>A SAI Staff member will accompany the group the Spangler Café at the Harvard Business School. Provide your voucher to the cashier as payment.</p>
1:00 – 3:00 pm	<p><b>Session 7: Strategic Shifts – Leveraging Libraries in the 21st Century</b>          Deb Wallace, <i>Executive Director, Knowledge and Library Services, Harvard Business School</i>          Laura Linard, <i>Director of Special Collections, Knowledge and Library Services, Harvard Business School</i>  <u>Venue:</u> Baker Library, Harvard Business School, 25 Harvard Way, Boston MA 02163</p> <p>Positioning library collections and services to meet the needs of the 21<sup>st</sup> Century scholar and student has been accomplished at Knowledge and Library Services (KLS) through the application of Harvard Business School Dean Nitin Nohria’s The 4+2 Formula for Sustained Business Success. Senior administrators will provide an overview of the approach KLS has undertaken in the last 5 years to create value for its diverse constituents. A brief tour of the library facilities will be included.</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• Knowledge and Library Services Strategy Documents</li> </ul> <p><b>**Shuttle to Harvard Law School will leave Baker Library at 3:00 pm**</b></p>
3:15 – 3:30 pm	<p><b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b></p>
3:30 – 5:30 pm	<p><b>Session 8: Linkages Between Scholarly Research and Policy – Setting</b>          Merilee Grindle, Edward S. Mason Professor of International Development, Center for International Development, Harvard Kennedy School  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• Peter de Leon and Toddi A. Steelman, "Making Public Policy Programs Effective and Relevant: The Role of the Policy Sciences". <i>Journal of Policy Analysis and Management (JPAM)</i>, 20 (1), 2001.</li> </ul> <p><b>Suggested Reading:</b>          Three articles from JPAM, 27 (1), 2008:</p> <ul style="list-style-type: none"> <li>• John Ellwood, "Challenges to Public Policy and Public Management Education"</li> <li>• Iris Geva-May et al, "MPP Programs Emerging Around the World"</li> <li>• Scott Fritzen, "Public Policy Education Goes Global: A Multi-Dimensional Challenge"</li> </ul> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1) What is the purpose of a program/school of public policy?</li> <li>2) What are the challenges facing the development of new programs/schools of public policy?</li> <li>3) In what ways can programs/schools of public policy be made relevant for the future?</li> </ol>
5:30 – 6:00 pm	<p><b>Group Photo on steps outside of Harvard Law School Library</b></p>
6:00 – 6:30 pm	<p><b>Discussion Session for Session 9 (Coffee will be served outside Classroom 3007, Wasserstein</b></p>

	<b>Hall)</b>
6:30 – 8:30 pm	<b>Session 9: Dinner</b> <u>Venue:</u> Wasserstein Hall, Milstein West B, 1585 Massachusetts Avenue, Cambridge MA

<b>Wednesday, August 1</b>	
7:30 – 8:30 am	<b>Breakfast</b> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA
8:30 – 9:50 am	<b>Discussion Groups</b> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA  <i>Discussion Session for Sessions 10, 11, 12, and 13</i>  **A SAI staff member will accompany the group to the Peabody Museum at 9:50 am**
10:00 – 12:00 pm	<b>Session 10: Harvard Museums</b> Diana Loren, Associate Curator and Catherine Cezeaux, Deputy Director of Administration, Peabody Museum of Archaeology and Ethnology, 11 Divinity Place, Cambridge MA  <i>Reading:</i> <ul style="list-style-type: none"> <li>Visit the website for the Harvard Museums <a href="http://www.harvard.edu/arts-museums">http://www.harvard.edu/arts-museums</a></li> </ul>
12:00 – 1:00 pm	<b>Picnic Lunch outside of Hauser Hall, Harvard Law School Campus</b>
1:00 – 3:00 pm	<b>Session 11: Perspectives on a Liberal Arts Education- the importance of education conducted in a spirit of free inquiry</b> Parimal Patil, <i>Professor of Religion and Indian Philosophy; Chair of the Department of South Asian Studies, Faculty of Arts and Sciences, Harvard University</i> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA  <b>Required Reading:</b> <ul style="list-style-type: none"> <li>Keohane, Nannerl O. "The Liberal Arts as Guideposts in the 21st Century." <i>The Chronicle of Higher Education</i>, January 29, 2012.</li> <li>Pollock, Sheldon. "The Real Classical Languages Debate."</li> </ul> <b>Recommended Reading:</b> <ul style="list-style-type: none"> <li>Flexner, Abraham. "The Usefulness of Useless Knowledge." <i>Harpers</i> (179), June/November 2939.</li> </ul> <b>Questions:</b> <ol style="list-style-type: none"> <li>Can the liberal arts be a guidepost for education in 21st century India? If so, how? If not, why not?</li> </ol>
3:00 – 3:30 pm	<b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b>
3:30 – 5:30 pm	<b>Session 12: Promoting Cultural and Religious Literacy: On-campus and On-line</b> Ali S. Asani, <i>Professor of Indo-Muslim and Islamic Religion and Cultures, and Director, Prince Alwaleed Bin Talal Islamic Studies Program at Harvard University</i> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA  <b>Required Reading:</b> <ul style="list-style-type: none"> <li>Asani, Ali. (2011), "Enhancing Religious Literacy in Liberal Arts Education through the Study of Islam and Muslim Societies." In E. Hammonds, S. Kosslyn, &amp; J. Shephard (Eds.) <i>The Harvard Sampler: Liberal Arts for the Twenty-First Century</i> (pp. 1-31). Cambridge:</li> </ul>

	Harvard University Press
5:30 – 6:30 pm	<p><b>Historical Walking Tour of Harvard Campus</b> Geraldine Jowett, a Harvard undergraduate student and member of the Crimson Key Society, will conduct the tour</p> <p>Tour begins at Wasserstein Hall, Room 3007 and concludes at Wasserstein Hall, Milstein West B.</p>
6:30 – 8:30 pm	<p><b>Session 13 (Dinner Session): Research in the Social Sciences at Harvard: The Harvard Academy</b> Laurence Winnie, <i>Executive Officer, Harvard Academy for Area and International Studies</i> and researchers at Harvard <u>Venue:</u> Wasserstein Hall, Milstein West B, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• Article on Harvard Academy Scholars Program</li> </ul>
<b>Thursday, August 2</b>	
7:30 – 8:30 am	<p><b>Breakfast</b> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p>
8:30 – 10:00 am	<p><b>Discussion Groups</b> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><i>Discussion Session for Sessions 14, 15 and 16</i></p>
10:00 – 12:00 pm	<p><b>Session 14: New Methods to Enhance Participant-Centered Learning</b> Tarun Khanna, <i>Director of SAI and Jorge Paulo Lemann Professor, Harvard Business School</i> <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Readings/Materials:</b></p> <ul style="list-style-type: none"> <li>• Bill Sahlman and Liz Kind “Khan Academy,” HBS Case No. N9-812-074, 2012</li> <li>• Thompson, Clive, “How Khan Academy Is Changing the Rules of Education,” <i>Wired</i>, July 15, 2011.</li> <li>• University 2.0 – VIDEO: <a href="http://www.youtube.com/watch?v=SkneoNrfadk&amp;feature=youtube_gdata_player">http://www.youtube.com/watch?v=SkneoNrfadk&amp;feature=youtube_gdata_player</a></li> <li>• Explore Udacity website: <a href="http://www.udacity.com/">http://www.udacity.com/</a></li> </ul> <p><b>Questions:</b> In some ways the Khan Academy model of self-directed learning has so much to offer regions in India where student interest may be high, but resources and teacher accountability can be astonishingly low. Readily available hardware, software, and internet connectivity could do much to allow individual students to take charge of their educations, through Khan Academy, and unlock their own potential. How would you begin to tackle such a proposition? Do you think such efforts could have the impact without teacher support?</p>
12:00 – 12:50 pm	<p><b>Lunch at Greenhouse Café</b> <b>Harvard Science Center</b></p> <p>A SAI Staff member will accompany the group to the Greenhouse Café. Provide your voucher to the cashier as payment.</p> <p><b>**Group will leave from Greenhouse Café at 12:50 pm to walk to Harvard Yard**</b></p>
1:00 – 3:00 pm	<p><b>Session 15: Widener Library - Operations and Services</b> Ramona Islam, <i>Curricular Design and Research Librarian, Widener Library, Harvard University</i> Dan Hazen, <i>Associate Librarian of Harvard College for Collection Development</i></p>

	<p><u>Venue:</u> Harry Elkins Widener Memorial Library, 48 Quincy Street, Cambridge, MA</p> <p>This session will include a tour of Harvard's Widener Library, to emphasize the resources that are available to students and faculty members. Additionally, a discussion of the library planning and transition process that is currently underway.</p> <p><b>Materials:</b></p> <ul style="list-style-type: none"> <li>Review the Harvard College Library Website: <a href="http://hcl.harvard.edu/">http://hcl.harvard.edu/</a>. You will find general information, including several policy documents on collections under the green 'information' tab with links to 'Collections/Digital Collections.'</li> </ul>
3:00 – 3:30 pm	<b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b>
3:30 – 5:30 pm	<p><b>Session 16: Strategies for Fundraising: Budgeting, Planning, and Development</b> Paul Keenan, Senior Associate Dean and Director of Development, Faculty of Arts and Sciences, Harvard University</p> <p><u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li><i>Supporting Harvard's Mission: Benefactor's Handbook</i>, Faculty of Arts and Sciences, Harvard University</li> </ul>
5:30 – 5:50 pm	<b>Break (Coffee will be served outside Classroom 3007, Wasserstein Hall)</b>
5:50 – 6:15 pm	<p><i>Discussion Session for Session 17</i></p> <p>**Group will depart from Wasserstein Hall at 6:15 pm to walk to the Harvard Faculty Club **</p>
6:30 – 8:30 pm	<p><b>Session 17: Universities as Change Agents</b> Tarun Khanna, <i>Director of SAI and Jorge Paulo Lemann Professor, Harvard Business School</i></p> <p><u>Venue:</u> Harvard Faculty Club, 20 Quincy Street, Cambridge</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>Auletta, Ken. "Get Rich U." <i>The New Yorker</i>. April 30, 2012.</li> <li><b>NPR radio clip:</b> Stanford's Next Lesson: Free Online Courses For Credit And Degrees?: <a href="http://www.npr.org/blogs/alltechconsidered/2012/07/23/157132291/stanfords-next-lesson-free-online-courses-for-credit-and-degrees?print=1">http://www.npr.org/blogs/alltechconsidered/2012/07/23/157132291/stanfords-next-lesson-free-online-courses-for-credit-and-degrees?print=1</a></li> </ul>
8:30 pm	<i>Discussion Session for Sessions 19 and 20</i>

<b>Friday, August 3</b>	
7:30 – 8:30 am	<p><b>Breakfast</b> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p>***Shuttle to Harvard's Innovation Lab departs from outside of Wasserstein Hall at 8:45 am***</p>
9:00 – 9:45 am	<p><b>Session 18: Tour of Harvard Innovation Lab</b> <u>Venue:</u> Harvard Innovation Lab, 125 Western Avenue, Allston, MA Neal Doyle, <i>Manager of Harvard Innovation Lab</i></p> <p>**Shuttle to Harvard Law School will depart from Harvard Innovation lab at 9:45 am**</p>
10:00 – 12:00 pm	<p><b>Session 19: The Harvard Biodesign Lab: Innovating Medical Technologies in a University Setting</b> Conor Walsh, <i>Assistant Professor of Mechanical and Biomedical Engineering, Harvard School of Engineering and Applied Sciences and Core Faculty Member, Harvard's Wyss Institute of</i></p>

	<p><i>Biologically Inspired Engineering</i></p> <p><u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p> <p><b>Required Reading:</b></p> <ul style="list-style-type: none"> <li>• ES 227: Medical Device Design (G) – Spring 2012 Syllabus</li> <li>• NCIIA Course and Program Grant Application: <i>Creation of a Medical Device Innovation Initiative</i></li> </ul>
12:00 – 1:00 pm	<p><b>Lunch at Pub Café</b>  <b>Wasserstein Hall, First floor</b></p> <p>A SAI Staff member will accompany the group to the Caspersen Student Center Pub Café in Wasserstein Hall. Provide your voucher to the cashier as payment. You may take your lunch to the seating area outside the Cafe, or the green space outside Wasserstein Hall.</p>
1:00 pm – 3:00 pm	<p><b>Session 20: Outcomes and Opportunities for Maharashtra</b>  Tarun Khanna, <i>Director of SAI and Jorge Paulo Lemann Professor, Harvard Business School</i>  <u>Venue:</u> Wasserstein Hall, Room 3007, 1585 Massachusetts Avenue, Cambridge MA</p>
3:00 pm	<p><b>Departure</b></p>