

SPRING 2014

**TEN YEARS HENCE
A SPRING LECTURE SERIES**

MBGR-60210 / BAUG-30210

*The Mendoza College of Business
University of Notre Dame*

This one-credit-hour course will explore issues, ideas, and trends likely to affect business and society over the next decade. A series of seven separate lectures on selected Friday mornings from 10:40 a.m. to 12:10 p.m. will feature a wide range of experts on economic demography, technology, futurism, corporate governance, capital markets, health care, government and more. There will be no examinations or graded assignments. Students must attend all lectures; there are *no unexcused absences*. This course is open to any Notre Dame or Saint Mary's undergraduate or Notre Dame graduate or law student.

The course instructor is Professor James S. O'Rourke (234-B Mendoza College of Business, Office: 574.631.8397). This course is offered with the assistance and sponsorship of the Office of the Dean, Mendoza College of Business.

READINGS

There are no required textbook purchases for this course. From time to time, we will distribute selected reprints and journal articles for your consideration. We ask that you read each of these in preparation for the talk to be given by the next speaker in the series.

PURPOSES OF THE COURSE

- To give students a sense of the near future and the possibilities that lie in store for us by the year 2024.
- To offer students, faculty, and invited guests an opportunity to engage in structured speculation about the nature of life, human society, business, and government a decade from now.
- To help students understand the problems, challenges, opportunities, and responsibilities that will accrue to the leaders of business and society in 2024.

- To assist students in understanding emerging issues related to demography, science, sociology, economics, anthropology, commerce, and technology and how they will affect our lives over the next ten years.
- To facilitate an informed discussion about the issues, opportunities, and choices facing those who compete for management and leadership positions in large and complex organizations.
- To assist students in making decisions about their own education, careers, obligations, and life choices.

GENERAL COURSE REQUIREMENTS

- **You *must* attend class.** Your professor will take roll at each meeting session to determine who is present and who is not. To repeat: there are no unexcused absences for this course. You must be present at all lectures. If you are absent for an excused reason, please forward the proper documentation to your instructor. Documented, excused absences may not exceed the number of credits granted for the course (in this case: one). You are welcome in the classroom for as many sessions as you wish to attend, but if you want academic credit for the course, you must attend all of the lectures.
- **You must arrive at class on time.** We will begin promptly at 10:40 a.m. each scheduled class date. As a courtesy to our speakers and to your classmates, we ask that you be in your seat and ready to listen when class begins.
- **You should feel free to participate fully and actively** in our classroom discussions and question-and-answer sessions. Our speakers are eager to hear what's on your minds and share their views with you.

GRADES

There are no scheduled examinations, quizzes, or tests in this course. Nor are there any papers, projects, or presentations for you to prepare. This is a course designed to provide you with an opportunity to hear from accomplished, prominent speakers and ask questions of them.

If you attend all of the lectures, you will receive a grade of "Satisfactory" and an appropriate transcript entry for either MBGR-60210 or BAUG-30210. The course is valued at one credit-hour. Please consult your college's assistant dean for further information regarding the satisfaction of particular graduation requirements.

The last day to add MBGR-60210 / BAUG-30210 is Thursday, January 30, 2014. Your last opportunity to drop this course will expire at the close of business on Friday, February 21, 2014. After that date, you will no longer be able to voluntarily disenroll from the course.

ADDITIONAL

Should a particular speaker for some reason be unable to appear as scheduled, your instructors may choose to arrange for a suitable replacement and will notify you by e-mail. If you have any questions regarding the course or the policies outlined in this syllabus, please contact your instructor. Additional information concerning the course, including biographical sketches of the speakers, is available on the course website: <http://business.nd.edu/tenyearshence>.

LECTURES

January 31, 2014

Robert Schleckser, Vice President and Treasurer, Exxon Mobil Corporation

Mr. Robert (Bob) N. Schleckser is Vice President and Treasurer for Exxon Mobil Corporation. Mr. Schleckser was born in East Orange, New Jersey and received his B.S. degree in Chemical Engineering from the University of Notre Dame in 1978.

Mr. Schleckser joined Exxon Research and Engineering Company in 1978 as a Process Engineer. In his career of thirty-five years, Mr. Schleckser has had a variety of management positions in Engineering, Planning, Refining, Supply/Logistics, Corporate Finance, Shipping, Banking/Cash Management, Investor Relations, and Controllers. He spent two years overseas, working as an engineer at the Fawley Refinery in the U.K. Mr. Schleckser moved from his position as Controller of the Global Fuels Marketing organization to become the Downstream Treasurer of ExxonMobil in Fairfax, Virginia on May 5, 2005. Mr. Schleckser returned to the Corporation as Assistant Treasurer on February 1, 2009 and then became the Vice President and Treasurer on May 1, 2011.

Mr. Schleckser and his wife Kay have two children, Kathryn (Yale '09, Harvard Law '14) and Christopher (ND '16). They reside in Dallas, Texas.

February 7, 2014

Lloyd Adams, Chief Operating Officer, Americas' Regulated Industries, SAP

Lloyd Adams is the Chief Operating Officer for SAP Americas' Regulated Industries team, which is composed of the Healthcare, Federal Civilian, Department of Defense, Aerospace & Defense, State and Local Government, Higher Education, and Utilities markets.

His key responsibilities include core operations, pipeline development and demand management, and revenue growth and acceleration. He directly manages the Innovation Sales (Platform, Analytics, and Mobility), Presales, Industry Business Development, Value Engineering, and Ecosystem & Channels teams aligned to this industry set.

Prior to this, Lloyd served as Chief of Staff for SAP North America, a role in which he is a point of connection between the Office of the President and all parts of the business.

In that role, he was responsible for the holistic management of the Regional President's office, ensuring quick and full execution of programs and communications, balancing the President's responsibilities to North America employees, customers, and the SAP Executive Board.

Lloyd joined SAP in 1998 as an Applications Consultant in SAP's Field Services organization after beginning his career in Human Resources with Arthur Andersen LLP and then Accenture.

This led to other roles in Presales and Inside Sales, followed by a progression of leadership roles in Field Marketing in the North America and Asia Pacific and Japan regions – including industry, solution, segment, and services.

Lloyd received his Bachelor of Arts and MBA degrees from the University of Notre Dame in Indiana. He hails from New Jersey and is currently based in SAP North America's headquarters in Newtown Square, Pennsylvania.

February 21, 2014

Lieutenant General Michelle Johnson, USAF; Superintendent, United States Air Force Academy

Prior to her selection to be the nineteenth Superintendent of the U.S. Force Academy, Lt. Gen. Johnson was the Deputy Chief of Staff, Operations and Intelligence, Supreme Headquarters Allied Powers Europe, North Atlantic Treaty Organization, Casteau, Belgium.

A distinguished graduate of the U.S. Air Force Academy in 1981, General Johnson completed graduate studies as a Rhodes Scholar before earning her pilot wings in 1984. She has served in various assignments in air mobility, airlift and tanker flying operations and training, academic instruction and personnel. She has commanded the 9th Air Refueling Squadron, the 97th Operations Group and the 22nd Air Refueling Wing. The general commanded a deployed air refueling squadron in Operation Southern Watch and an air refueling wing in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom.

She has served as the Air Force aide to the President of the United States, an Assistant Professor of Political Science, and Associate Air Officer Commanding at the U.S. Air Force Academy. She was also the Director of Personnel for Air Mobility Command and Director of Air Force Public Affairs. General Johnson served as the Deputy Director for Information and Cyberspace Policy on the Joint Staff and as the Director, Strategy, Policy, Programs and Logistics, U.S. Transportation Command, Scott Air Force Base, Ill.

General Johnson is a command pilot with more than 3,600 flying hours in C-141, T-41, KC-10, C-17, C-5 and KC-135 aircraft.

March 21, 2014

John Gordon, Vice President of Marketing & Strategy, IBM, Watson Solutions Division

John Gordon is the Vice President of Marketing & Strategy IBM's Watson Solutions Division. He is responsible for developing the end-to-end business model needed to transform the innovations created by IBM Watson into a strategic set of industry solutions. John's focus areas include solution prioritization, value creation and value capture, business development for solution content and requirements management for the Watson core technology.

Prior to this role, John held a number of executive strategy, market management, and business development positions within IBM. Most recently, John was the Director of Strategy & Market Management for IBM's Global Smarter Cities initiatives. In that capacity, John led IBM's efforts to work with city leaders around the world in defining and executing on a vision to improve the quality of urban life by leveraging the capabilities of a smarter planet. John was responsible for the end-to-end Smarter Cities mission including market insight, strategy generation, solution prioritization, client engagement, and market development.

Previously John was the Director of Business Partner Marketing for IBM Software Group. In this capacity, he worked with over 40,000 IBM Business Partners around the world to develop and promote innovative business solutions leveraging IBM and Business Partner assets. John joined the IT industry over 17 years ago and has consistently helped global clients enhance their performance and results by leveraging innovative technology. Before joining IBM in 1999, John spearheaded open standards interoperability, serving as the VP of Marketing for the Frame Relay Forum, developed successful business partner programs for Larscom, Inc, and evaluated mergers and acquisitions candidates for EMC Corporation.

John holds undergraduate degrees in Philosophy and Computer Applications from the University of Notre Dame and has an M.B.A. from the University of Texas at Austin. Additionally, John is a certified SOA architect with a foundational certification in the IT Infrastructure Library (ITIL) standards, and is a co-author of a Harvard Business School case on value-in-use solution pricing.

March 28, 2014

Professor Shibley Telhami, University of Maryland

Dr. Shibley Telhami is the Anwar Sadat Professor for Peace and Development at the University of Maryland, College Park, and non-resident senior fellow at the Saban Center at the Brookings Institution. Before coming to the University of Maryland, he taught at several universities, including Cornell University, Ohio State University, the University of Southern California, Princeton University, Columbia University, Swarthmore College, and the University of California at Berkeley, where he received his doctorate in political science.

Professor Telhami has also been active in the foreign policy arena. He has served as Advisor to the US Mission to the UN (1990-91), as advisor to former Congressman Lee Hamilton, more recently as senior advisor to George Mitchell, President Obama's United States Special Envoy for Middle East Peace (2009-2011) and as a member of the US delegation to the Trilateral US-

Israeli-Palestinian Anti-Incitement Committee, which was mandated by the Wye River Agreements and has served as an advisor to the United States Department of State. He also served on the Iraq Study Group as a member of the Strategic Environment Working Group. He has contributed to *The Washington Post*, *The New York Times*, and the *Los Angeles Times* and regularly appears on national and international radio and television.

He has served on the US Advisory Group on Public Diplomacy for the Arab and Muslim World, which was appointed by the Department of State at the request of Congress, and he co-drafted the report of their findings, *Changing Minds, Winning Peace*. He has also co-drafted several Council on Foreign Relations reports on US public diplomacy, on the Arab-Israeli peace process, and on Persian Gulf security.

His best-selling book, *The Stakes: America and the Middle East* (Westview Press, 2003; updated version, 2004) was selected by Foreign Affairs as one of the top five books on the Middle East in 2003. His other publications include *Power and Leadership in International Bargaining: The Path to the Camp David Accords* (1990); *International Organizations and Ethnic Conflict*, ed. with Milton Esman (1995); *Identity and Foreign Policy in the Middle East*, ed. with Michael Barnett (2002), *The Sadat Lectures: Words and Images on Peace, 1997-2008*, ed. (2010), *The Peace Puzzle: America's Quest for Arab-Israeli Peace, 1989-2011*, co-authored with Dan Kurtzer, et al. (2013), *The World Through Arab Eyes: Arab Public Opinion and the Reshaping of the Middle East* (2013) and numerous articles on international politics and Middle Eastern affairs. He has been a principal investigator in the annual Arab Public Opinion Survey, conducted since 2002 in six Arab countries.

He is a member of the Council on Foreign Relations and serves on the board of the Education for Employment Foundation, several academic advisory boards, and has served on the board of Human Rights Watch (and as Chair of Advisory Committee of Human Rights Watch/Middle East). He has also served on the board of the United States Institute of Peace. Professor Telhami was given the Distinguished International Service Award by the University of Maryland in 2002 and the Excellence in Public Service Award by the University System of Maryland Board of Regents in 2006. He was selected by the Carnegie Corporation of New York with the *New York Times* as one of the "Great Immigrants" for 2013.

April 11, 2014

Michael Merk, Director, Corporate Communications, Steelcase, Inc.

Michael Merk is director of Corporate Communications for Steelcase Inc., the global leader in the office furniture industry. Steelcase Inc. helps create great experiences – wherever work happens. Our brands offer a comprehensive portfolio of workplace furnishings, products and services, inspired by 100 years of insight gained serving the world's leading organizations.

Appointed to this role in April 2010, Michael is responsible for developing strategy for Steelcase's corporate communications across all functional areas, including employee communications, public relations and investor relations.

Most recently, Michael was director of brand marketing at Turnstone and director of marketing with the Growth Initiatives team, relocating with his family from Strasbourg to Grand Rapids. In those roles Michael was responsible for the evolution of the Turnstone brand as well as for developing a brand strategy for Steelcase's Growth Initiatives projects. (December 2008 – March 2010) From August 2002 to November 2008, Michael was creating the Steelcase brand experience and strategy in Europe, the Middle East and Africa in various roles, such as director of External Communications.

Michael led the first Sustainable Initiatives teams for Steelcase in Europe, the European SRT and employee communications.

He started his Steelcase career in September 2000 in Rosenheim, Germany as director of Marketing Communications, preparing the ground for the Steelcase brand strategy in Germany.

Michael has extensive experience in the office furniture industry. Prior to joining Steelcase, Michael gained brand and communication experience in various roles with international office furniture brands. Michael started as an apprentice at the Samas brand Fortschritt in 1986, which he left 12 years later as marketing director and spokesman.

Born in Freiburg, Germany in 1966, Michael served the German Air Force for two years. He resides in Grand Rapids, Michigan with his wife Brigitte and his son Maximilian.

April 25, 2014

Jon Freedman, Global Government Affairs Leader, GE Power & Water, Water & Process Technologies

As the global government affairs leader for GE Power & Water, Water & Process Technologies, Jon Freedman monitors and shapes domestic and international water policies and helps GE Power & Water develop technology collaborations with government entities. Jon also co-leads GE's Natural Gas Policy Working Group.

Prior to assuming his current role in February 2005, Jon served as a director for GE's Corporate Marketing Initiatives Group. While in this role he was the project leader responsible for developing GE's global environmental sustainability initiative now called ecomagination.* He also served as general manager, contractual services for GE Water & Process Technologies, with responsibility for developing and executing business plans to drive global expansion into a range of water service segments.

Jon joined GE in 2001 as business development leader for GE Energy. During his tenure in that position, Jon led the acquisition of an NYSE-listed global water company and initiated the acquisitions of two other NYSE-listed companies.

Jon holds a bachelor's degree from the University of Virginia, a law degree from The College of William & Mary, and an MBA in finance from The Wharton School of the University of Pennsylvania.

Active in his community, Jon serves as co-chair of the WaterReuse Association's Industrial Reuse Committee and served six years on the organization's board of directors. Jon teaches a class at the University of Pennsylvania called "The Future of Water." He currently serves on the advisory committee of The Wharton School's Institute for Global Environmental Leadership and on the US Department of Commerce's Environmental Technologies Trade Advisory Committee. He has authored numerous articles and speaks frequently on the future of water, water reuse, and policy best practices.