

The Daniels Compass

In the fifteenth century, explorers charted a course toward something they could neither see nor imagine.

You will be required to do the same.



The world, and the world of business, is shifting at warp speed.

In just a few years, you could find yourself doing a job that didn't exist when you started business school. Using technologies that are faster and more complex than any today. And making decisions that affect people whose languages you will never learn.

How do you prepare to succeed in this kind of world? Do you memorize business models? Build the perfect resume? Or do you get to know yourself and hone your abilities to reason, evaluate—and adapt.

How do you prepare to succeed in a world that will be exponentially different from today? You'll need a Compass.

A bold new curriculum for a bold new world of business

Ethics and values-based leadership, combined with technical business knowledge, are now prerequisites for success. That's why, at Daniels, they are not elective. As part of your graduate studies, you'll be required to take the Daniels Compass, a forward-thinking curriculum that prepares you to assume leadership roles and make tough decisions in a rapidly changing world. The Daniels Compass is more than a new curriculum; it is a new vision of what a business school can provide and how business students can become business innovators. It gives you the ethical foundation you'll need to make complex decisions, address stakeholder needs, collaborate effectively and lead in an interrelated global business environment. And, in the process, change the way you think about the world.

The Daniels Sustainability Strategy Model

The enterprise is fast becoming a place where profit depends on global sustainability. Where it is necessary to align corporate and community values to succeed. And a place where making a living and making a difference have become inseparable.

Direction

Vision

Current Reality

Sustainability Strategy



Results

Value:

- Profit
- Stakeholder Value
- Reputation
- Brand Equity

Access to Capital:

- Financial
- Human
- Natural
- Social
- Manufactured

Personal:

- Career Sustainability
- Career Integrity
- Income Potential
- Life Balance
- Self Fulfillment

Ethics. And academics.

The Daniels College of Business committed itself to teaching ethics and values-based leadership long before it became the norm. *The Wall Street Journal* ranks us No. 7 in the world for producing graduates with strong ethical standards. Now, business is catching up with what we have always delivered: that the most successful leaders of enterprises are people who know how to successfully lead in their lives.

84%

Eighty-four percent of corporate recruiters consider awareness and knowledge of corporate social responsibility important. And over 80 percent of executives at U.S. multinational companies rate sustainability as either essential or very important.***

*Source: Wall Street Journal-Harris Interactive

** Source: Corporate Board

Empowering innovation. Yours.

Succeeding in our changing business landscape requires innovative, forward-thinking professionals, so we teach innovation in ways that you won't find at other business schools. Our professors aren't afraid to use creative class formats, whether it's teaching the finer points of leadership on a sailing adventure, learning how to collaborate while knee high in the Rocky Mountain snow, challenging yourself in a ski race, or solving real business problems for real corporate clients.

No other business school devotes this much time to making sure its graduates leave not only wanting to make the world a better place, but having the skills to do it. At Daniels, you will spend at least 20 percent of your time learning about a global vision of sustainable business practices and the role of values-based leadership in business and the world.



At it again

Since our inception in 1908, Daniels has redefined what a graduate business education can provide. We were founded on ethics, and in the 1980s Dr. Bruce Hutton procured a grant and developed the nation's first integrated MBA. He later led Daniels to be the first to include ethics and professionalism in the MBA core curriculum, while most other business schools thought an elective or two would suffice. He has been recognized by Beyond Grey Pinstripes and other organizations for his leadership in ensuring business colleges accept their responsibility to produce business leaders with integrity.

Dr. Hutton is at it again, leading a team that is redefining how corporate social responsibility is taught, and forcing the industry to come face-to-face with what the world requires of business leaders in the 21st Century.



It's hard to tell which are more rigorous.

The readings or the ropes.

The Compass launches a learning process that underlies your entire education at Daniels. Its courses blend classic teaching methods with group engagement and innovative learning experiences.

Start where a legend began.

Success in business depends in part on how skilled you are at collaborating with teams and leading effectively in a variety of situations. The first Compass experience takes you to various locations in Colorado's Rocky Mountains, including Camp Hale—home of the legendary 10th Mountain Division. You'll literally walk in the footsteps of this group that produced so many leaders across a spectrum of society—including the founders and leaders of enterprises such as Nike and the Sierra Club. In the process, you'll gain insight into who you are, how you work under extreme conditions and what kind of leader you can be. And take away skills that will guide you personally and professionally for the rest of your life.

View business as urban stakeholders see it.

Back in Denver, you'll explore the competitive advantages of urban economies and the challenges that today's businesses face as corporate citizens. You'll apply what you observed in the great outdoors at Camp Hale to an urban economic environment. And you'll not only connect with leading Denver enterprises—you'll also spend time in the communities around them, putting yourself in the shoes of stakeholders who don't wear pinstripes.

The Oxford tutorial approach.

Your experiences will be combined with theory through rigorous readings and discussion of how to apply them. This dialogue will take place in small groups of five students meeting with one professor in non-classroom settings. Student groups will continue to work and learn together throughout the Compass courses.

Test ideas in your team laboratory.

You and your team will work on a project that can continue throughout your career at Daniels. The group is both an incubator for innovation and a testing ground for learning how to evaluate an idea and take it to market.

Daniels grand rounds.

We'll bring in outside experts to discuss key concepts that are vital to everyone in the enterprise and which offer perspectives that both faculty and students can learn from. These discussions will take place in an informal "grand rounds" format—and your professors will be asking questions right along with you.

The Daniels Compass Courses

The Daniels Compass is a 20-credit hour course sequence that integrates the concepts of values, global perspective and innovation. It is required of all MBA students. Students in MS programs are required to take 10 credit hours.

The Essence of Enterprise

Today's business environment is filled with complex questions that don't have clear black and white answers. This course gives you a worldview of "the enterprise"—the framework you need to be an adaptable manager and leader able to manage multifaceted relationships with stakeholders and constituents. You'll also acquire the analytical and conceptual skills that allow you to see connections between social and environmental challenges, local and global opportunities, and how they interact and influence enterprise-level value creation and innovation responsibly.

Leading at the Edge

A complement to the Essence of the Enterprise, this course connects values, globalization and innovation through a mix of classroom and experiential learning. Using the metaphor of Colorado's famed 10th Mountain Division, you will be introduced to leadership, team building and creative problem solving in challenging and changeable outdoor settings.

Ethics for the 21st Century Professional

Delve deeply into ethics through reflection and dialogue about your responsibilities as a manager and leader in a multi-cultural world. This course emphasizes ethical decision-making, professionalism, behavioral and organizational ethics, and how to apply these concepts to business stakeholders and issues. The ethical dimensions of specific issues will be examined in the context of sector influences—government, civil society and business.

Creating the Sustainable Enterprise

A sustainable organization is much more than one that recycles or uses green materials. Explore and apply the three dimensions of a sustainable enterprise—environmental integrity, cultural equity and economic prosperity. Collaborate with your team to produce a strategic design document for a specific enterprise that addresses all the dimensions of sustainability, and compete in a final exam "sustainability competition."

Global Enterprise Challenges

Learn how to apply the Daniels Compass tools to an extensive global experience through case analysis, presentation and critique. You will integrate what you've learned from both the Daniels Compass and other first-year MBA courses, including assimilating and organizing data as you would in a multi-national environment. This course is linked to Creating a Sustainable Enterprise.

Innovation Design and Execution

Learn to distinguish between invention (exhibiting creativity or putting things together in a novel or unique way) and innovation (driving widespread adoption of an improved or unique idea). This course looks at innovation, creativity, entrepreneurship and design, and the role each can play in the face of the massive change taking place in our world. The last course in the Daniels Compass sequence, it focuses on both the evolving theory of how innovation is accomplished and practical exercises to stimulate your creative thinking.



The experience and knowledge you'll gain in the Daniels Compass courses enhances and complements our graduate programs. You will take six Compass classes in addition to the other classes and electives required for your degree.

How do you build a sustainable career?

Contact a Daniels program counselor today to learn more.

 [Contact Us](#)

"If we're to be truly effective with the Daniels Compass we'll have to walk the talk. The Compass team is continually looking for ways to reflect innovation and sustainability in the way we design and deliver this experience."

- Dr. Bruce Hutton
Professor, Department of Marketing

