

# WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



The 2008 Jenks Leadership Group at Whispering Pines Conference Center in West Greenwich, Rhode Island.

## IN THIS ISSUE

- 2 JANET ROBINSON LEADS THE TIMES IN THE DIGITAL AGE
- 3 RAY OFFENHEISER DELIVERS CHAMBERS LECTURE
- 3 WINSTON CENTER TO HOST FIRST NATIONAL ACCOUNTING ETHICS CONFERENCE
- 4 WINSTON FORUM ON BUSINESS ETHICS TO HOLD PAIR OF SPRING EVENTS
- 4 TYCO CFO, CHRIS COUGHLIN, SPEAKS AT BUSINESS ETHICS FORUM
- 5 THE MORAL IMPERATIVE TO ACT: BC NURSING SCHOOL ALUMNA MICHELLE LYDEN SPEAKS ABOUT WORK IN AFRICA
- 6 AROUND THE TABLE: LUNCH WITH A LEADER
- 6 LEADERSHIP FOR CHANGE: ACTIVATING DEMOCRACY
- 7 THE BRENNAN SYMPOSIUM
- 7 RESEARCH UPDATE
- 8 SPRING EVENTS

## Jenks Student Leadership Program is Relunched with Opening Retreat

**O**N FRIDAY, JANUARY 11, AND SATURDAY, JANUARY 12, the Jenks Leadership Program was reborn. The first class of this recently revived program participated in an opening retreat in West Greenwich, Rhode Island. Held in the W. Alton Jones Campus, University of Rhode Island Whispering Pines Conference Center, the two-day retreat gave attendees a chance to get to know one another, learn what the Jenks Program holds in store for them, and discuss issues about what being a leader truly means.

The weekend kicked off with lunch and a welcome presentation from Carroll School Associate Dean for Undergraduates Richard Keeley, who worked closely with the late Weston “Sandy” Jenks, for whom the program is named.

Jenks ’47, MA ’50, MEd ’55, founded and directed the University Counseling Service for 21 years, and was a teacher, counselor, and confidante for countless numbers of BC students.

Dean Keeley discussed the importance of recognizing that this current class is part of a legacy that goes back many years, and shared several stories to illustrate what an impressive figure Sandy Jenks was in the Boston College community. Jonah Berman, assistant director of the Winston Center, then provided the students with a logistical overview of the weekend before handing over the reins to Joe Bonito ’79, who led

the majority of the sessions for the remainder of the retreat.

Now vice president for organizational development at Coach in New York City, Bonito also knew Jenks well when he was an undergrad here at BC. “Sandy Jenks’ advice and mentorship,

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**Jenks Student...** (Continued on page 5)



## Janet Robinson Leads the *Times* in the Digital Age

By Steven Liu CSOM '11

**JANET ROBINSON, PRESIDENT AND CEO OF** the New York Times Publishing Company, who led the *Times* in its transformation from the premier traditional newspaper of its era to a 21st-century multimedia giant, spoke at the Fall 2007 Clough Colloquium. In describing the ongoing evolution of *The New York Times* during the digital age, she emphasized that the theme of reinvention is at the core of the company's operating philosophy.

Robinson noted that overall worldwide circulation of newspapers has increased, even as major American dailies have seen declines. *The New York Times* delivers news not only in the traditional print format, but also online, through video, and on mobile devices. Moreover, the company has acquired various holdings, ranging from *The New York Times* and *The Boston Globe* to websites such as About.com to a minority share in the Boston Red Sox.

Robinson noted that "the millennials, the largest generation in American history, recently surpassing my group, the baby boomers," have spurred much of the company's commitment to multimedia. "Fundamental needs will always remain fundamental. We concluded that people will always want what empowers them and what reinforces basic needs, instincts, and interests. That is exactly why the Internet, the cell phone, the iPod®, and other handheld devices have been so warmly embraced," she explained.

"We also know that you are committed to your communities and seem quite concerned about the outside world," continued Robinson. "*The New York Times* is trying to cater to the millennials and their spirit of community, while providing them with the tools necessary to accomplish their goals."

Ascending to her current position on December 27, 2004, Robinson became the first female CEO of *The New York Times*. She has

been listed on *Forbes* magazine's "100 Most Powerful Women in the World," on *Crain's New York Business's* "100 Most Influential Women in New York City Business," and on *Fortune* magazine's "50 Most Powerful Women in Business."

Robinson concluded by encouraging students to explore careers in journalism. True to her theme, she emphasized thinking beyond print, the traditional domain of journalism, to the Internet, television, and other media. ■

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A version of this article first appeared in *The Heights*, Boston College's student newspaper.





## Ray Offenheiser Delivers Chambers Lecture

**WHEN RAY OFFENHEISER, PRESIDENT** of Oxfam America, arrived at Boston College, he found the campus brimming with students minoring and majoring in international studies; oversubscribing to international service trips across South America, the Caribbean, and Africa; and championing the Center for Human Rights and International Justice. While speaking at the Fall 2007 Chambers Lecture, he brought a message of both challenge and hope. Offenheiser interwove the story of his personal journey, from its earliest beginnings to his leadership of the global NGO (non-governmental organization), with

comments on current Oxfam engagements and the structural dimensions of economic development and humanitarian assistance. He ended by asking, “What is your story going to be? What key question will fire your spirit and define the path you will choose? I’d like to challenge you to be moral leaders who care about the world.” Long after his concluding remarks, students clustered in the aisles.

To view or hear Offenheiser’s talk, visit *Front Row* at <http://frontrow.bc.edu/program/offenheiser/>. ■



### THE SPRING 2008 CLOUGH COLLOQUIUM

will feature F. W. de Klerk, former president of South Africa and co-winner of the Nobel Peace Prize.

Monday, April 7 at 4:00 pm  
Robsham Theater

## WINSTON CENTER TO HOST FIRST NATIONAL ACCOUNTING ETHICS CONFERENCE

On Friday, April 11, the Winston Center and the accounting department of the Carroll School of Management will host a one-day conference entitled, “Forensics and Accounting Ethics.” Participants will be invited from each of the Jesuit universities across the country, as well as from a group of select colleges in the Northeast. “This symposium will be valuable to the attendees because it addresses two significant issues in today’s business environment—fraud detection and ethics,” notes Associate Professor of Accounting Gregory M. Trompeter. “To the extent that the conference can enhance accounting programs in either or both of these areas, it will have served an important role.”

A first-of-its-kind event at BC, the conference will cover two topics relevant to the accounting curriculum. The morning session will focus on the “Model Curriculum for Forensic Accounting,” which was co-sponsored by the U.S. Department of Justice and the National Institute of Justice (NIJ) in conjunction with West Virginia University. Developed with a major federal grant, this curriculum involved many of today’s top academics and professionals in accounting and security. It was completed late last year, and then submitted to and subsequently approved by the NIJ earlier this year. During the afternoon session, the topic will be KPMG’s Ethical Compass, *A Toolkit for Integrity in Business*. Hot off the presses, it was created in conjunction with Assistant Professor of Accounting and Taxation Barbara Porco of Fordham University. Developed by the firm’s internal professionals, coupled with the contributions of professors specializing in the field of accounting ethics, the Ethical Compass is being rolled out this year. This conference will offer one of the very first opportunities to get an in-depth look at this innovative and unique way to present ethics to students.

## Tyco CFO, Chris Coughlin, Speaks at Business Ethics Forum

**W**HEN FORMER TYCO CEO L. DENNIS Kozlowski and former CFO Mark Swartz first faced trial in 2003, news coverage focused on the arrogance surrounding their glitzy lifestyles and dubious expenses: a lavish birthday party for a spouse on a faraway island with a celebrity entertainer, as well as shower curtains and umbrella stands that cost as much as a compact car. Unfortunately, the real problems with Tyco ran much deeper, with consequences for investors, employees, and financial institutions, according to Chris Coughlin '74.

Coughlin, the current CFO of a resurgent Tyco, returned to Boston College for two days in the inaugural Winston Forum on Business Ethics. In presentations to the MBA "Leadership" class of Professor Mary Ann Glynn, the Winston Center director of research, and at a faculty seminar and lecture before undergraduates enrolled in "Introduction to

Ethics," Coughlin emphasized the interplay of character, strong accountability processes, and rigorous internal controls in restoring what had become a corrupt corporate culture.

Among the changes that Coughlin and CEO Mark Breen initiated were an outright dismissal of the board of directors from the previous era, the installation of a new corporate team at headquarters, the publishing of a guide to ethical conduct, and the fashioning of employee training programs that feature ethical conduct. As a result, extraordinary progress ensued Global Metrics International, which has pioneered in the tracking of good corporate governance, issued a December 2002 press release saddling Tyco with its lowest possible rating. By September 2006, however, the same firm awarded Tyco a perfect score, placing it in the top one percent of the 3,800 companies evaluated.



Reflecting on the renewal of corporate policy and conduct, Greg Pidgeon '11 commented, "They are trying to find the best balance in giving managers enough power to keep an ethical environment, while making sure that everyone has checks in place to ensure corruption does not exist."

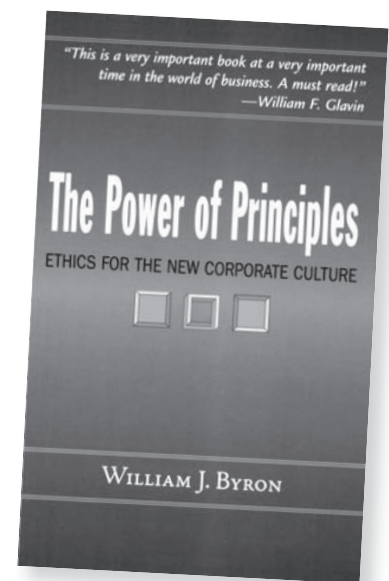
The second Winston Forum on Business Ethics will be held March 10 and 11, and will feature William J. Byron, S.J., author of the recently published book, *The Power of Principles: Ethics for the New Corporate Culture*. ■

## Winston Forum on Business Ethics to Hold Pair of Spring Events

**T**HE WINSTON FORUM ON BUSINESS Ethics continues this spring when William J. Byron, S.J., visits campus on Monday, March 10. Fr. Byron will participate in a dialogue with all Carroll School of Management (CSOM) freshmen, who are currently enrolled in the "Introduction to Ethics" course, on Monday evening at 7 p.m., in McGuinn Hall 121. He will discuss his new book, *The Power of Principles: Ethics for the New Corporate Culture*.

On Tuesday, March 11, the Winston Center will host a select group of Boston College students, faculty, and alumni for a luncheon featuring Fr. Byron at the Boston College Club in downtown Boston. This exclusive invitation-only event offers attendees the opportunity to converse with Fr. Byron in a casual, intimate setting, while enjoying the spectacular views from the 36th floor of 100 Federal Street.

William J. Byron is a Jesuit priest and economist. From 1982 to 1992, he was president of the Catholic University of America; and from 1992 to 2000, he served as the Distinguished Professor of the Practice of Ethics in the McDonough School of Business at Georgetown University. He currently teaches "Corporate Responsibility" at the Sellinger School of Business and Management, Loyola College, in Maryland. For his contributions over the years to the advancement of Catholic higher education, Fr. Byron received the 1999 Association of Catholic Colleges and Universities Theodore M. Hesburgh Award. He writes the Catholic News Service's syndicated bi-weekly column, "Looking Around." ■



## Jenks Student... *(Continued from page 1)*

as well as the training that I received through the Paraprofessional Leader Program [as the Jenks Program was formerly known], had a significant impact on my personal life and career," Bonito recalls. "I have returned to Boston College as a way to express my gratitude to Sandy and continue the tradition of developing servant leaders at Boston College." Guiding students through a number of different exercises, including a PowerPoint presentation on what makes a leader, he asked students to identify great leaders in a variety of fields—politics, sports, religion, and business. Bonito then led the students through a "Learning Styles Inventory," a self-assessment in which they answered a set of questions to determine what type of learners they are—convergers, divergers, assimilators, or accommodators. The ensuing discussion helped students identify how they best learn and how they can most effectively work together with people who operate differently. Friday evening allowed students a chance for some rest and relaxation, as well as the opportunity to enjoy s'mores over the fireplace in the Sycamore Lodge living room.

Saturday began with a panel featuring Bonito, Director of University Counseling Thomas P. McGuinness, PhD, and Anna Kelleher '00, all Jenks Program alumni. After the panelists shared their personal stories, students were invited to ask questions about the history of the program. Bonito then continued his presentation with a short video on servant leadership and a discussion on the qualities needed for executing effective servant leadership. Following another group activity and then lunch, the retreat concluded with a session during which each student presented an object of personal importance and shared his or her story with the group.

"The retreat was a great way to kick off the program," noted Kristen Kinnetz, CSOM '10. "It was so rewarding for 20 of us to get to know one other and anticipate what the Jenks Leadership Program has in store for us. We are all excited to give a new energy to the program and share this experience together."

Kathryn Alex O'Brien, A&S '11, echoed those sentiments, adding, "After the weekend of our retreat, I was officially excited to be a part of the Jenks Program. I couldn't be more thrilled about belonging to a group that teaches its members the importance of servant leadership." Kevin Schuster, A&S '11, agreed. "The Jenks Program seems to offer a unique opportunity not only to develop leadership skills, but also to actually put these skills to use," he explained. "I think the program speaks to the heart of what a Jesuit education is all about—learning in order to serve others."

McGuinness, who has been an advisor to the program for many years, is also excited about the relaunching of the Jenks Program. "This group is every bit as bright, talented, and enthusiastic as the best groups in the past," he stressed. "I am very pleased to see the program revitalized under the auspices of the Winston Center. The strong tradition of leadership in service to others, which was started by Sandy Jenks, will carry on into the future with the new group of Jenks leaders."

The spring semester is the first module of a three-semester program, and will feature lectures and workshops led by a variety of CSOM faculty, including Carroll School Dean Andy Boynton. For information on applying in September 2008 to the 2009 Jenks Leadership Program, please visit [www.bc.edu/leadership](http://www.bc.edu/leadership). ■



Jenks students at work during the retreat.



## THE MORAL IMPERATIVE TO ACT: BC NURSING SCHOOL ALUMNA MICHELLE LYDEN SPEAKS ABOUT WORK IN AFRICA

On Tuesday, January 29, Michelle Lyden CSON '92, CGSON '97 returned to campus to share her experiences in a talk entitled, "The Moral Imperative to Act: Working for the Common Good of Humanity." In an event co-sponsored by the Winston Center and the BC Alumni Association, Lyden recounted her journey from BC undergrad to nurse practitioner to Harvard University's John F. Kennedy School of Government, where she earned a master's degree in public administration, and eventually to her current work as founder and executive director of Global Action. In her present role, Lyden is implementing a Micronutrient Malnutrition program in Rwanda, where she works with orphans who are living with HIV/AIDS. Her program has received funding from former President Bill Clinton's Global Initiative. Lyden credited her Boston College experience as an essential building block in developing an ethical foundation and moral compass for her leadership skills. Those in attendance were in awe of her commitment and perseverance to effect change in the sphere of public health. "I really admired the diversity of her education and the path which her career has taken since leaving Boston College," said Cara Sullivan, A&S '08. "It showed me that the pursuit of one's true passion in life has no physical or educational boundaries—the possibilities of people and communities whom we can serve are infinite."



Students speak with Robert Winston '60 and Robert Amen CSOM '71, chairman and CEO of International Flavors & Fragrances.

## AROUND THE TABLE: LUNCH WITH A LEADER

The Fall series began with William P. Leahy, S.J., president of Boston College, in conversation with Honors students from the College of Arts and Sciences, the Carroll School of Management, and the Lynch School of Education. While Fr. Leahy's formal remarks sketched his personal philosophy of leadership, the question-and-answer session was rife with queries on Boston College's long-range plans.

Robert Amen CSOM '71, chairman and CEO of International Flavors & Fragrances, and former president of International Paper, spoke with MBA and MSF students on November 2, 2007.

The series concluded on November 16, 2007, with an appearance by Patricia Hillman, executive vice president, Fidelity Strategic Investments. In remarks to undergraduate students, many of whom were members of Ladies in Business, Ms. Hillman stressed the importance of valuing the members of one's team and reflected on the challenges of balancing work and family life.

## LEADERSHIP for CHANGE

**L**eadership for Change hosted *Activating Democracy: How Grass-Roots Movements Can Revolutionize Politics* on January 28. An open dialogue took place between the panelists—Massachusetts Lt. Governor Timothy Murray; Professor Giovanni Moro from Rome, Italy, and the president of FONDACA; Sociology Professor Charles Derber, a founding faculty member of Leadership for Change—and the audience. Group discussions followed, with the format modeled after the Leadership for Change learning community to engage large groups in collaborative and inclusive dialogues.

A diverse audience of 175 students, faculty, alumni, and business practitioners addressed the issues and challenges of civic engagement in democracy. Rebecca Rowley, director of Leadership for Change, moderated the evening.

Using Internet activity and blogs as dynamic examples of current changes that provide ordinary citizens with access to candidates and elected officials, Lt. Governor Murray noted how a grass-roots movement affected Governor Deval Patrick's election last year. Grass-roots movements throughout the United States and Europe are facilitating change and bridging social movements with political parties.

Professor Moro discussed the current troubling political situation in Italy, marked by a collapse of the government and the difficulty

## ACTIVATING DEMOCRACY

of bringing about change in a system driven by 44 political parties. As the president of an Italian foundation committed to active citizenship, Professor Moro sees a paradox of influence between civic and political participation. In their past nine elections, 90 percent of the eligible population in Italy voted compared to 54 percent of the eligible population voting in the United States.

To this fact, Professor Derber spoke about the erosion of democracy in America and presented a conservative power concept of "surplus democracy" in response to the Vietnam War and Civil Rights protests in the 1960s. Has this concept contributed to the marginalization of civic engagement and activism and to the increase of special-interest groups and lobbyists?

Subsequent group discussions buzzed with the importance of activating citizen engagement both before and after elections. Comments from audience members appear on the Leadership for Change website at [www.bc.edu/lfc](http://www.bc.edu/lfc) under "Events." ■

Leadership for Change is a work-based program that empowers responsible, sustainable action in organizations and society.

Rebecca Rowley, Director

## LEADERSHIP FOR CHANGE INTERACTIVE INFORMATION SESSION

Tuesday, April 22 at 6:00 pm  
Fulton 513

Starting in Fall 2008, Leadership for Change will be accepting program applications for responsible and sustainable leadership practices. For information, call 617-552-2044.



The Winston Center welcomes new Assistant Director, Jonah Berman.



## The Brennan Symposium

**T**HE SECOND ANNUAL BRENNAN Symposium for Student Leaders will take place on Saturday, April 26. Supported by the Francis P. Brennan fund, the event was established in 2007 in honor of Frank Brennan '39, a longtime leader in the Massachusetts banking and financial communities. This annual event is designed to equip the rising set of student leaders with new leadership skills and to foster dialogue among student leaders from different domains. Participants are drawn from the Undergraduate

Government of Boston College, from the Emerging Leader and the Shaw Leadership programs, and from the ranks of a variety of student clubs and organizations. Whereas last year's event was held off campus, this year's symposium will take place in the Heights Room, from 9 am to 5 pm, and will feature a combination of presentations, group discussions, and interactive activities. Check the Winston Center website for more details, coming soon! ■

## Research Update

**T**HE WINSTON CENTER HAS BEEN instrumental in funding high-quality research that advances our understanding of leadership processes in organizations and the implications for leaders' actions. One important study under way examines the role of leadership in a firm facing scandal-exacerbated decline. Organizational Studies doctoral candidate Rick Cotton and Winston Center faculty affiliates Professor Jean Bartunek and Professor William Stevenson are currently investigating the impact of CEO transformational leadership under the duress of scandal. The results of their study demonstrate that bold and transformative leadership actions can increase employees' commitment, as well as intentions to stay, even during an

organizational crisis. Not only does their work suggest that leaders should address scandals head-on, but that they must confront the specific needs of employees in business units experiencing scandal. To do otherwise runs the leadership risk of losing employee commitment, which is so critical when a turnaround is sorely needed.

The study has resulted in several invited presentations at conferences and universities, including the University of Michigan as well as the Academy of Management, with an additional presentation pending acceptance at the European Group on Organizational Studies. Their research presentations have been well received, and the work is ongoing. ■

## WINSTON UPDATE

EDITOR  
RICHARD KEELEY

CONTRIBUTORS  
JONAH BERMAN  
STEVEN LIU '11  
REBECCA ROWLEY

PHOTOGRAPHY  
JOHN GILLOOLY  
IAN THOMAS '09

Please send editorial correspondence to  
winston.center@bc.edu.

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Email: winston.center@bc.edu  
Phone: 617-552-9296

[www.bc.edu/leadership](http://www.bc.edu/leadership)

## WINSTON CENTER

Centers serve as both origins and destinations, places where forces converge and where new energies are released. The Winston Center aspires to both roles, and our plans for 2007–2008 reflect that aspiration.

Our signature public events, The Clough Colloquium and The Chambers Lecture series, attract a diverse and vibrant audience from across the University and within the community at large. In collaborative programming with schools, departments, and institutes, the Center will focus a rich variety of intellectual disciplines on

salient issues in ethics and leadership. In promoting faculty research and scholarship and in encouraging curricular innovation, the Center will enrich the lives of students and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

If you would like to make a contribution to help support the Winston Center, please contact Chris Toro at 617-552-4400.

Website: [www.bc.edu/leadership](http://www.bc.edu/leadership)

## SPRING EVENTS

## JANUARY 28

"It's a Matter of Time: The Psychology of Intergenerational Decisions." A presentation by Professor Kim Wade-Benzoni, Duke University.

Fulton Hall, Lynch Executive Center  
1:30–3:00 pm

## JANUARY 29

"The Moral Imperative to Act: Working for the Common Good of Humanity," presented by the Winston Center for Leadership and Ethics and the Boston College Alumni Association, features Michelle Lyden, '92 CSON, '97 CGSON, Founder and CEO of Global Action and former Executive Director of Project Healthy Children, Africa Operations.

Murray Function Room  
4:00–6:00 pm

## FEBRUARY 20

"The Organizational Integrity Imperative: Theory & Evidence" Professor Matthew Kraatz, University of Illinois

Lynch Center  
12:00–1:30 pm

## MARCH 10

Winston Forum on Business Ethics featuring Father William J. Byron on his book, *The Power of Principles: Ethics for the New Corporate Culture*.

McGuinn Hall 121  
7:00–9:00 pm

## MARCH 12

Viewing of the film *13 Days* with a discussion of JFK's leadership during the Cuban Missile Crisis (1962).

Fulton Hall, Lynch Executive Center  
5:30 pm

## MARCH 12

The Chambers Lecture Series featuring Bill Strickland, President and CEO of Manchester Bidwell Corporation and MacArthur Fellowship Genius grant award winner.

Murray Room  
7:00–9:00 pm

## MARCH 28

Lunch with a Leader featuring Kevin Campbell CSOM '82, Group Chief Executive for Outsourcing at Accenture.

Fulton Honors Library  
12:00–1:30 pm  
By Invitation Only

## MARCH 31

Lunch with a Leader featuring Mike Millette, Managing Director of the Risk Markets Group and head of Financial Institutions Structured Finance at Goldman Sachs, CGSOM '94.

Fulton Honors Library  
12:00–1:30 pm  
By Invitation Only

## APRIL 7

Clough Colloquium featuring former President of South Africa, F. W. de Klerk.

Robsham Theatre  
4:00 pm

## APRIL 11

Accounting Ethics Conference. Participants drawn from Jesuit universities across the nation to attend.

The Lynch Center  
9:00 am–5:00 pm  
By Invitation Only

## APRIL 16

Lunch with a Leader: Speaker TBD

Fulton Honors Library  
12:00–1:30 pm  
By Invitation Only

## APRIL 18

Paths to Power: How Insiders and Outsiders Shaped American Business Leadership

Laura Singleton, Boston College  
Tony Mayo and Nitin Nohria,  
Harvard Business School

Location and time TBD

## APRIL 26

The Brennan Symposium for Student Leadership and Ethics

The Heights Room  
9:00 am–5:00 pm

For questions about Winston Center events, please call 617-552-9296 or email [winston.center@bc.edu](mailto:winston.center@bc.edu).



**BOSTON COLLEGE**  
CARROLL SCHOOL of MANAGEMENT

WINSTON CENTER FOR LEADERSHIP AND ETHICS  
140 COMMONWEALTH AVENUE  
CHESTNUT HILL, MA 02467-3808

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