

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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Cynthia Cooper Delivers Clough Colloquium

BY MICHAEL CAPRIO A&S '12

STUDENTS, ADMINISTRATORS, AND ALUMNI GATHERED LAST NOVEMBER in Gasson Hall to hear the Fall 2008 Clough Colloquium guest speaker, Cynthia Cooper, as she addressed the issues of ethics and corporate accountability.

Cooper served as vice president for internal audit for the telecommunications company WorldCom, which made national news in 2002 when Cooper and her team of auditors discovered accounting frauds within the company's records. The investigation following the discovery led to the exposure of the largest corporate accounting fraud in history. Cooper was named one of *Time* magazine's People of the Year in

2002, and is also the author of the book *Extraordinary Circumstances: The Journey of a Corporate Whistleblower*.

During her time at WorldCom, Cooper noted that she was often forced to make the decision of whether to remain loyal to her corporation or to follow her personal values. "Loyalty is important in many facets of life – like the business world, the military, and the household – but it has to be

balanced with a clear self-understanding," she said. "There are so many valuable lessons that can be gleaned from not only WorldCom, but also all the corporate scandals that we have seen. It's critically important that we try to share those lessons with the next generation of leaders, so that we can prevent these frauds and respond to them more quickly when they do occur."

Cooper believes that instilling a sense of personal responsibility in students will play a key role in preventing future ethical problems.

Cynthia Cooper (Continued on page 3)

Athens Delivers Chambers Lecture

BY PILAR LANDON A&S '09



Colonel Art Athens

WHEN THE OLDEST OF COLONEL ART Athens' ten children was preparing to deploy to Iraq, he asked his father for one last bit of advice regarding the nature of leadership.

talk during the Chambers Lecture held on October 22, 2008. Drawing on his professional, educational, and volunteer experiences, Athens contextualized the aspects of leader-

“Leadership is a complex topic, and this was my son,” recalled the 1987 U.S. Naval Academy (USNA) graduate and director of USNA’s Stockdale Center for Ethical Leadership. “What do I tell him? How do you summarize leadership?”

These reflections served as the basis for Athens’

ship that he considers absolutely necessary to produce extraordinary results in both leaders and those they lead.

Leaders must ask themselves three key questions, Athens said, which assess their competence, courage, and compassion.

“Most leadership programs put emphasis on the first two words,” Athens explained, “but what of compassion?” Athens contends that compassion and love are integral to successful leadership. “What does love have to do with it? Everything,” he stressed. “You cannot be a genuine leader without putting love for those you lead in it. You will always miss the mark of extraordinary if you forget compassion.”

Often, Athens explained, leaders will have a diversity of members on their team, some of

Art Athens *(Continued on page 6)*

Jenks Leadership Program Welcomes Entering Class

ON SUNDAY, JANUARY 18, AND MONDAY, January 19, the Jenks Leadership Program (JLP) welcomed its new class of 24 students with the annual opening retreat held at the Whispering Pines Conference Center in West Greenwich, Rhode Island.

The Jenks Class of 2010 consists of freshmen, sophomores, and juniors representing the Carroll School of Management, the College of Arts and Sciences, and the Lynch School of Education. This select group of students was chosen in the fall of 2008 through a competitive application and interview process. Through a series of workshops over the course of three semesters, they will develop and foster their leadership skills. The program culminates in the design and execution of a service project.

During the day-and-a-half retreat in Rhode Island, Jenks alumnus Joe Bonito '79 led a series of workshops centered on Robert Greenleaf's concept of “Servant Leadership.” Through an individualized self-assessment and group projects, the students discovered what type of learners they are and how their personal

style contributes to overall group dynamics. Additionally, they had the chance to interact with Jenks alumna Anna Kelleher '00 and former Staff Director Tom McGuinness, director of University Counseling Services. Both Anna and Tom shared their memories of this 40-year-old program's history, as well as anecdotes about JLP's namesake, Sandy Jenks '47. Newly appointed student directors Katherine Riedy '10 and Meredith Loughlin '10 were excited about the energy coming from the new class. “Their work, enthusiasm, and participation during the opening retreat were quite impressive,” noted Riedy.

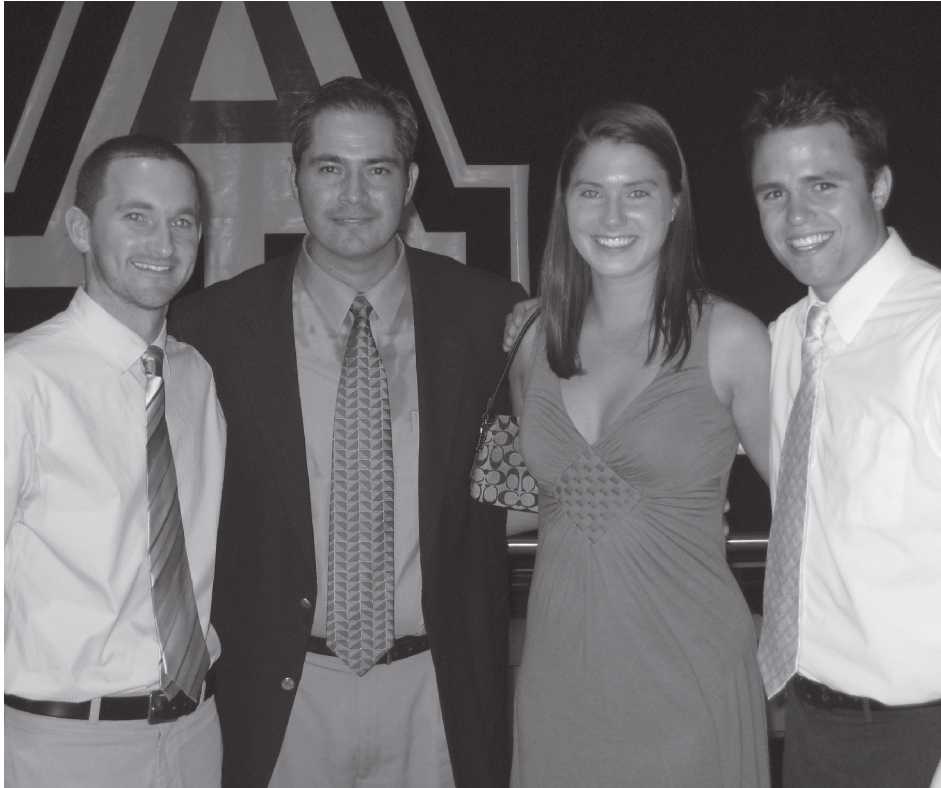
Meanwhile, the Jenks Class of 2009 had a successful fall. In addition to attending further leadership seminars, they devoted time to the service projects that they will

execute this semester. In early September, the class was treated to a day on Cape Cod at the home of Bob and Judy Winston. Meeting for the first time in their service project groups, they began to conceptualize their projects. Both on and around campus this spring, you will see these Jenks students in action, as they apply their leadership skills to service projects that aim to better the lives of those in the greater BC community. ■



The 2009 Jenks Leadership Group

Winston Center Sends Team to Ethics Case Competition



Pictured left to right: Jonah Berman, Paul Melendez, Kristen Sullivan, and Mike Sokolowski.

ON THURSDAY, OCTOBER 23, AND FRIDAY, October 24, 2008, the Winston Center was represented by two undergraduate students at the University of Arizona's seventh annual Eller Ethics Case Competition. Kristen Sullivan '09 and Michael Sokolowski '09, both members of the Jenks Leadership Program, were first-time Boston College representatives, and competed against teams from 21 other schools and universities.

Two weeks prior to the competition, teams received a business ethics case authored by Paul Melendez, director of the Ethics Program and lecturer at the School of Public Administration and Policy in the Eller College of Management. This year's case asked students to consider the philosophical, financial, and legal consequences that might result from the reopening of a copper mine in a rural community in Arizona. Teams then assumed the role of a task force and presented their recommendations to a panel of judges representing the governor and her advisors.

While Sokolowski and Sullivan did not place at this year's competition, they found the experience to be quite valuable. "The competition provided a wonderful opportunity to explore ethics in an unfamiliar context and compete with some of the nation's top universities," Sullivan said. Sokolowski added that "Kristen and I had to present our case to esteemed business executives, which was an extremely valuable experience that few CSOM undergrads get to go through."

Their performance was noted by Ethics Program Director Melendez as well: "Kristen and Michael exemplified the strong Jesuit tradition of moral reasoning in the 2009 Eller Ethics Case Competition. Based on their fine performances, I hope to have future students from Boston College return to our ethics case competition." ■

First Winston Scholar Announced

KRISTEN SULLIVAN, A MEMBER OF THE CLASS of 2009 in the Carroll School of Management, has been named the first undergraduate Winston Scholar. In announcing the award, Director of Programs Richard Keeley noted that "the award recognizes and encourages students who capitalize on the intersection of Boston College's academic strengths and extracurricular offerings in the areas of leadership and ethics."

A resident of Needham, Massachusetts, Sullivan will graduate with a concentration in finance and a full major in philosophy. In the summer of 2007, she studied at the London School of Economics and Political Science. In pursuing her philosophy studies, Sullivan completed a four-year, interdisciplinary sequence in the Perspectives program. Her senior thesis will be directed by Dr. Richard Spinello, who heads the Carroll School's Ethics Initiative. Sullivan will explore the connections between the deep roots of American capitalism and the current crises in the subprime mortgage market. In May, she will present her thesis at a reception hosted by the Winston Center.

Outside the classroom, Sullivan was selected in the first cohort of the rejuvenated Jenks Leadership Program. In addition, she represented Boston College as a team member at the Eller School of Management's Business Ethics Competition, which was held at the University of Arizona last October. Sullivan will begin work as a Financial Management Program intern for General Electric in July 2009. ■

Cynthia Cooper...*(Continued from page 1)*

Her speech marks the sixth event sponsored by the Clough Colloquium, which began in 2006. Chuck Clough '64, who was present at the lecture, praised Cooper and her ability to connect to the audience. "It's wonderful how she is able to connect her experiences to those of everyone here—it's a subject that everybody can relate to." ■

AROUND THE TABLE: LUNCH WITH A LEADER

FALL 2008 SAW THE CONTINUED success of the Winston Center's *Lunch with a Leader* program. This unique series enables students to dine in close quarters with leaders from a variety of fields as they engage in informal conversation.

The fall series began with a visit from Michael K. Durkin '77, president and chief executive officer of the United Way of Massachusetts Bay and Merrimack Valley. Durkin spoke of how his formative years at Chestnut Hill, particularly the PULSE Program for Service Learning, shaped his career trajectory at the United Way. He then fielded questions about the intricacies of leading a nonprofit organization.

On November 12, 2008, Jack Littmann-Quinn, another Class of '77 alumnus, spoke to students about his career as an entrepreneur. Currently the chief executive officer of Marketburst, LLC, he has spent 30 years developing and leading a range of businesses. Littmann-Quinn focused on a few key traits, including compassion and commitment, which he deemed essential for success.

The series was capped with University President William P. Leahy, S.J., making his third appearance at a *Lunch with a Leader* event. During a conversation with Honors students from the College of Arts and Sciences, the Carroll School of Management, and the Lynch School of Education, Father Leahy outlined his personal philosophy of leadership and answered challenging questions about his role and the future of the University.

New Portico Course Links Ethics, Leadership, and Globalization

ED HAYWARD, OFFICE OF PUBLIC AFFAIRS

A VERSION OF THIS ARTICLE ORIGINALLY APPEARED IN *THE BOSTON COLLEGE CHRONICLE*

PORTICO WAS DESIGNED TO MEET ONE OF the biggest challenges that business schools face: the need to teach business ethics to undergraduates in a way that connects with both the student and the real world.

A major initiative of CSOM's Winston Center for Leadership and Ethics, Portico's combination of lectures, visits with seasoned executives, and hands-on case studies places students at the intersection of the three driving forces of business education today: ethics, leadership, and globalization.

"We can't teach business ethics in a vacuum—we have to bring it to life so the subject really resonates with our newest students," noted Carroll School Dean Andy Boynton. "Portico connects ethics with leadership and globalization in ways that will equip Carroll School undergraduates to recognize and respond to the ethical challenges of contemporary business."

Supported by a large gift from an anonymous donor, Portico will expand next year as a mandatory course for the nearly 500 freshmen who enter the Carroll School.

The broad scope of the course led to the creation of an interdisciplinary team of faculty and guest lecturers, including Associate Professor David Quigley (History),

interim Dean of the College of Arts and Sciences, and Associate Research Professor Richard Spinello (CSOM), as well as Boynton and CSOM Associate Dean for Undergraduate Education Richard Keeley. Guest lecturers will include top executives from local companies.

In the wake of scandals such as Enron and WorldCom, undergraduate business programs revamped their ethics courses. Many are now in the process of further fine-tuning instruction on the topic. At the same time, leadership and globalization rose to the forefront of business study. In the summer of 2007, a working group of CSOM administrators and staff saw a unique opportunity to combine these three topics into a freshman course guided by the institution's Jesuit tradition of discernment.

"For the student, as he or she goes through a business program, there is a practice of discernment," explained Keeley, who also directs programs in the Winston Center for Leadership and Ethics. "But it is not simply lining up strengths and weaknesses, opportunities and threats. It's about determining what your heart's desire is. What are you being called to do?" ■



THE SPRING 2009 CLOUGH COLLOQUIUM

will feature Dr. Francis Collins, former director of the National Human Genome Research Institute and author of *The Language of God*.

Thursday, March 26, 2009, at 4:30 p.m.
Gasson 100

Winston Center Seminar Series

IN 2008, THE WINSTON CENTER OFFERED A forum for cutting-edge thinking on leadership and ethics research by bringing world-class scholars to campus as well as spotlighting some local talent. We heard presentations from Deborah Dougherty, Professor of Management & Global Business, Rutgers University, and senior editor, *Organization Science*; and Sim B. Sitkin, Professor of Management, faculty director, Center of Leadership and Ethics, Fuqua School of Business at Duke University, who shared his recent work, entitled “Empirical Tests of a Leadership Framework.”

Plans are already in the works for the third Winston Center Summer Day Camp: Research 101. The “camp” is designed to equip researchers with the important methods and tools needed to enable the study of leadership and ethics. We have already scheduled a June session with Professor Anat Rafaeli of Technion—Israel Institute of Technology. She is a well-known scholar who works in the areas of culture, symbolism, and emotions. Professor Rafaeli co-edited the 2006 book, *Artifacts and Organizations: Beyond Mere Symbolism*, with Winston Center Research Fellow Mike Pratt. ■

Activities with Other Institutions and Professional Associations

THE WINSTON CENTER CONTINUED TO interface with other university-based centers through numerous conference presentations and publications at small, invitation-only events. Some of these included Harvard Business School’s Organization Design Conference and the University of Michigan’s POS (Positive Organizational Scholarship) Conference. Last June, Professor Jean Bartunek

attended the first INSEAD-Wharton Research Conference on Leadership, where she presented her paper, “Impacts of Ethical Leadership during Scandal-exacerbated Decline,” coauthored with Rick Cotton and Bill Stevenson. All of these events fostered the development of relevant and rigorous research as well as a community of academics interested in leadership and ethics. ■

WINSTON CENTER COLLABORATIONS

An Afternoon with Cory Booker, Mayor of Newark, New Jersey
A Collaboration with the Institute for the Liberal Arts

Thursday, April 2, 2009, at 6 p.m.
Murray Room, Yawkey Center

Chris Lowney, Author of *Heroic Leadership*
A Collaboration with the Intersections Program

Wednesday, April 15, 2009, at 12 p.m.
Fulton Honors Library

For more information, please visit www.bc.edu/leadership or call 617-552-9296.

WINSTON CENTER RESEARCH UPDATE

THE CURRENT ACADEMIC YEAR GOT off to a great start last fall, with the arrival of Professor Mike Pratt (from the University of Illinois) as a Winston Center Research Fellow. Professor Pratt brings a focus in the areas of trust, professional identities, and values in the workplace, as well as recognized expertise in qualitative methods of inquiry. He has published extensively in the top journals in the fields of organizational studies, marketing, groups and cultures, as well as research methods. Professor Pratt currently serves as an associate editor for the *Academy of Management Journal* and recently completed a term as division chair for the Managerial and Organizational Cognition Division of the Academy of Management.

This past fall, we also welcomed two new Winston Center Doctoral Fellows: Dan Halgin and Ian Walsh. Dan investigates the influences of dynamic social networks and cultural sentiments on the portrayal and performance of leadership. With Winston Center Research Director Mary Ann Glynn, Dan is studying the portrayal of chief executive officers in the media over time; last year, they presented their work at Duke University and at the Tuck School of Dartmouth College. Ian studies the role of leadership in transforming negative organizational conditions into positive ones; he presented his paper, “The Role of Leaders in the Creation of Legacy Organizational Identities,” at the 2008 Academy of Management Annual Meeting.

WINSTON CENTER RESEARCH PROJECTS AND PUBLICATIONS

A significant number of current research investigations by faculty and doctoral students are beginning to appear in the pages of journals and books. Below are a few highlights:

- Fiol, M., Pratt, M.G., and O'Connor, E. 2009. Managing Intractable Identity Conflicts, *Academy of Management Review*, January 2009, 34:32–55.
- Glynn, M.A., and Dowd, T. 2008. Charisma (Un)Bound: Emotive Leadership in *Martha Stewart Living Magazine*, 1990–2004. *Journal of Applied Behavioral Science*, 44:71–93.
- Glynn, M.A., and Walsh, I. 2008. The Way We Were: Legacy Organizational Identity and the Role of Leadership, *Corporate Reputation Review*, 11(3):262–276.
- Shapiro, D.L., and Bartunek, J.M. In Press. Being an Ethical Editorial Board Member and Editor: The Integral Role of Earned Trust. In Y. Baruch, A. Konrad, H. Aguinis, and W.H. Starbuck, eds., *Opening the Black Box of Editorship*. New York: Palgrave MacMillan.
- Nielsen, Richard P., 2008. The Private Equity–Leveraged Buyout Form of Finance Capitalism: Ethical and social issues, and potential reforms, *Business Ethics Quarterly*, 18:3.
- Nielsen, Richard P., 2009. Win-win solutions to problems with ethical dimensions, *Journal of Business Ethics*, 34.

Winston Center Affiliates' Honors and Awards

WINSTON CENTER RESEARCH DIRECTOR Mary Ann Glynn was appointed as the inaugural holder of the Joseph F. Cotter Professorship, which was created to honor a faculty member noted for teaching and research in the areas of organizational studies and leadership and ethics.

Glynn also was inducted as a Fellow of the Academy of Management. The Fellows Group was established to recognize and honor members of the Academy of Management who have made significant contributions to the science and practice of management, and to provide opportunities for fellowship and a forum for discussion. She joins Professor Jean Bartunek, who was previously inducted as a Fellow.

At the 2008 Academy of Management Meeting, Winston Center Research Fellow Mike Pratt was awarded the 2007 Best Paper Award for his article on intuition and decision making. The article by Mike and his colleagues (Kevin Rockmann and Greg Northcraft), which explores distributed workgroups, was also a

finalist for best paper for the journal *Small Group Research*.

Dan Halgin, Winston Center Doctoral Fellow, was a runner-up for the 2008 Duke University Center for Leadership and Ethics Dissertation Proposal Competition. Additionally, a paper from his dissertation won a 2008 Best Student Paper Award in the Managerial and Organizational Cognition Division of the Academy of Management Conference.

Ian Walsh and Jean Bartunek received the 2008 Best Paper Award at the Davis Conference on Qualitative Research.

Richard Nielsen was elected to the board of directors and recently served as president and program chair of the Society for Business Ethics; Richard also is the senior editor for *Ethics and Social Responsibility of Organization Studies*. In addition, he was one of five academics chosen to meet with five chief executive officers at the Mitchell Forum on Ethical Leadership in Financial Services in Palm Beach, Florida, the weekend of January 16–17, 2009. ■



THE SPRING 2009 CHAMBERS LECTURE

will feature Paul Rusesabagina, Hotel Manager depicted in the movie *Hotel Rwanda*.

Wednesday, March 18, 2009, at 5:00 p.m.
Gasson 100

Art Athens... (Continued from page 2)

whom they love naturally, and others whom they do not. “Leaders must rise to the challenge of loving all their team members,” he said. “Sometimes those who need love the most are those who deserve it the least.”

Athens believes that it is sometimes difficult for a leader to communicate love to those he leads. “You aren’t going to stand there and tell a platoon, company, or team that you love

them—you have to show them,” he said. “You show them through sacrifice.”

While the degrees of sacrifice might vary considerably between professions and fields, leaders must always be ready and willing to show their love by “jumping on grenades—literally or figuratively—to protect their followers.” A leader’s affirmation of his or her commitment to the team is integral to that team’s success, said Athens. “It releases the energy of the team to do what they need to do.” ■

LEADERSHIP for CHANGE

LEADERSHIP INTEGRITY AND CHALLENGE

THE PROJECTS THAT EMERGE FROM LEADERSHIP for Change (LC) require personal reflection and a sense of individual values and responsibility.

Each year, LC participants lead change within an organization that embodies their LC experience of collaboration, participation in a reflective process, implementation of an organizational change, and development of responsible leadership skills.

After each monthly session, this shift in leadership skills gains momentum in the workplace, where internal and external factors can create a challenge or grow into a crisis. Ideally, each project benefits the organization and one or more of its stakeholders, while providing a new approach to an organizational problem.

One LC participant project involved a new technology that would replace an existing system within the organization. Although this initiative would increase organizational efficiencies, it also would cause service disruptions and systemic culture changes.

The participant's change strategy resulted in teams to improve communication and provide evaluations and recommendations. This strategy built internal confidence and support for the implementation of this initiative within a historically risk-averse environment.

While the new system created success at group and organizational levels, it presented an unexpected leadership dilemma for the participant on a personal level. Although the technology reduced external cost and gave the organization a competitive advantage, there would be a large staffing reduction. The LC participant struggled with the change agent role since success would mean job cuts within the organization. This self-awareness led to a number of responsible actions and recommendations to management.

This participant's leadership actions and recommendations influenced the outcome. Instead of a wholesale layoff, employees who were already familiar with the project could be re-trained on the new system and its operation. To preserve knowledge, other employees could migrate to open positions within the organization.

The project became a priority effort within the organization and was implemented successfully. "To be an influence from within instead of observing without," the participant stayed on the implementation team and was then promoted. The organization gained from the value-based leadership of this participant.

This LC participant exemplified a leadership style that compelled people to work together toward a common good. There was integrity and respect in response to the project challenges. When seeking information, the participant valued conflicting points of view and fact-based decisions. In reflection, the participant recognized the responsibility of creating or developing change within an organization on a personal level.

For the past 15 years, Leadership for Change has developed a leadership paradigm of "responsible, sustainable action in organizations and society." This model of leadership is a powerful learning tool that instills great hope for new leaders who reflect these values. ■

Leadership for Change is accepting applications from working professionals for the next 10-month session starting September 2009. For more information, visit www.bc.edu/lfc or call 617-552-2044.

Leadership for Change is a program of the Winston Center for Leadership and Ethics at Boston College.

Rebecca Rowley is the Director of Leadership for Change.

WINSTON UPDATE

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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 2009–2010 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 life of students and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

SPRING EVENTS

ALL EVENTS ARE FREE AND OPEN TO THE PUBLIC UNLESS OTHERWISE INDICATED.

MARCH 10

WINSTON FORUM ON BUSINESS ETHICS

Featuring Sharon Allen, Chairman of the Board,
Deloitte LLP
Murray Room, Yawkey Center
4:30 PM

MARCH 16

MOVIE SCREENING OF *Hotel Rwanda*

McGuinn 121
7:00 PM

MARCH 18

THE CHAMBERS LECTURE SERIES

Featuring Paul Rusesabagina, Real-Life Hero
from the Movie, *Hotel Rwanda*
Gasson 100
5:00 PM

MARCH 26

CLOUGH COLLOQUIUM

Featuring Dr. Francis Collins, former Director
of the Human Genome Project and author of
The Language of God
Gasson 100
4:30 PM

APRIL 1

LUNCH WITH A LEADER

Featuring Christine Reynolds, President and Chief
Operating Officer of Fidelity Investment's Pricing
and Cash Management Services Group
Fulton Honors Library
12:00 PM–1:30 PM
By Invitation Only

APRIL 2

AN AFTERNOON WITH CORY BOOKER,
MAYOR OF NEWARK, NEW JERSEY

A Winston Center Collaboration with the
Institute for the Liberal Arts
Murray Room, Yawkey Center
6:00 PM

APRIL 4

THE BRENNAN SYMPOSIUM FOR
STUDENT LEADERSHIP AND ETHICS

The Heights Room
9:00 AM–5:00 PM

APRIL 15

CHRIS LOWNEY, AUTHOR OF *HEROIC
LEADERSHIP*

A Winston Center Collaboration with the
Intersections Program
Fulton Honors Library
12:00 PM–2:00 PM

APRIL 22

LEADERSHIP FOR CHANGE INFORMATION
SESSION

Meet faculty and alumni and learn about this graduate-level
program for working professionals. Contact 617-552-2044.
Boston College Campus, Room TBD
Fulton 513
6:00 pm–8:00 PM

MAY 15

LEADERSHIP FOR CHANGE
APPLICATION DEADLINE

For Cohort 16. Applicants are encouraged to apply early
based on the limited space and size of each cohort. Late
applications will be considered based on space availability
by July 30, 2009. Applications are available at www.bc.edu/lfc
or contact 617-552-2044.

JUNE 12–13

LEADERSHIP FOR CHANGE PROJECT
PRESENTATIONS AND DINNER

Cohort 15 participants will present their projects in groups
with Leadership for Change Faculty followed by Dinner on
the 13th on the Boston College campus.
Fulton 513

For questions about Winston Center events, please call 617-552-9296 or email winston.center@bc.edu.

BOSTON COLLEGE

CARROLL SCHOOL of MANAGEMENT

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