Former Navy SEAL Speaks of Humanitarian Efforts

By Samantha Costanzo | As seen in The Heights

Eric Greitens is many things: a former Navy SEAL, a photographer, a Gold Glove boxer, a Rhodes scholar, an author, and a humanitarian. Now, he can add Chambers Lecture Series speaker to that list.

Greitens spoke to a group of Boston College faculty and students, including ROTC members and Carroll School of Management (CSOM) students, in the Yawkey Center’s Murray Function Room October 20th. The lecture series, organized by CSOM’s Winston Center for Leadership and Ethics, invites one speaker each year who “offers perspectives and guidance…to shape ethical leaders of the future,” according to its web page.

Greitens offered that and more in his talk. Though his naval career included tours in Iraq and Afghanistan, it is Greitens’ philanthropic efforts that proved most inspiring to the audience. He talked about his experiences in Bosnian and Rwandan refugee camps and how there he saw many of the refugees “find a way to be of service and step outside [their] own pain.” After completing his military service, Greitens said he found that the one thing many injured service members wanted to do was return to their units. He realized that though their injuries would make this impossible for most of these service members, there were still ways for them to serve their communities.

“It’s not a charity; it’s a challenge,” Greitens said of The Mission Continues, an organization he and two friends started with their combat pay and disability checks, respectively, in 2007. The Mission Continues matches former military members with what Greitens calls “service fellowships,” which help them “become citizen leaders and reconnect with their purpose.”

Eric Greitens

(Continued on page 3)
THE SPRING 2012 CHAMBERS LECTURE

Patrick Kuhse became an expert on ethics the hard way—by taking part in his own criminal acts and suffering the consequences.

Kuhse originally worked as a successful stockbroker, but he kept his clients in the dark about a number of important issues. The situation got worse when a friend offered Kuhse a position as the investment advisor for the multimillion dollar investment portfolio of the State of Oklahoma. He accepted, and with his “greed goggles” on, illegally bumped up his commission.

After being caught, Patrick Kuhse spent four years on the lam in Costa Rica, trying to avoid the FBI and the federal government. Eventually, he decided to turn himself in and take responsibility for his actions. He spent four years in prison, and now devotes himself to speaking to audiences worldwide about the importance of ethical behavior.

Wednesday, March 14, 2012
Murray Room, Yawkey Athletic Center
7:00 p.m.
This event is free and open to the public

THE JENKS LEADERSHIP PROGRAM (JLP) enjoyed a successful fall semester. In early September, spearheaded by Luke Lapointe ’12 and Jordan Bolebruch ’12, the two student co-directors, all 25 Jenks participants boarded a bus and headed down to Osterville, MA, where they met with Bob and Judy Winston. Bob regaled the students with stories from his days of working at American Funds Distributor and the lessons that Boston College taught him on the importance of ethics.

Jordan and fellow JLP participant Kristy Lyons ’13 accompanied Brooks Barhydt, assistant director of the Winston Center for Leadership and Ethics, to the eighth annual Ethics Case Competition at Eller College of Management at the University of Arizona. In October, Kristy and Jordan represented Boston College and the Jenks program extremely well and demonstrated great enthusiasm with their presentation on the difficult housing market in the Tucson area.

Throughout the semester, the Jenks participants were fortunate to hear from a number of speakers who spoke on subjects that ranged from the leadership skills needed to launch a start-up company to the ethical dilemmas that can be encountered in the world of high finance. Speakers included Jenks alumna Kristin Cattafesta ’00, Chuck Clough ’64, Nicole DeBlois ’99, and Jason Aconzo, Chris Ziemek, and Jack DeManche from CampusLive.

Capping off the semester, the students gathered at Tasca Restaurant, a local eatery, where they had the opportunity to share their favorite moments of the semester while also talking about their plans over the winter break. Alexandra Smith summarized the semester by saying, “While I love Boston College for so many reasons, I always look forward to returning to campus to see my friends in the Jenks program!”

Audrey Riedy and Christina Vail are the co-directors of the newest Jenks group of students who started the semester with a retreat to the Whispering Pines conference center in Rhode Island. Once again Jenks alumnus, Joe Bonito, was kind enough to lead the retreat. In addition to the leadership skills workshops he conducted, Joe was also able to provide the students with some perspective on the long history of the Jenks program. With this retreat under our belts, we are looking forward to an exciting spring filled with service projects, workshop speakers, and wishing our graduating seniors well.
Eric Greitens… (Continued from page 1)

“They needed someone to believe in them enough to challenge them,” Greitens said. “It’s difficult, but not complicated.”

He illustrated this through the story of Anthony Smith, a service member who suffered intense injuries to his right side, including the loss of his hand, and had to be put in a medically induced coma for 62 days. Thanks to The Mission Continues, however, Smith is now a martial arts teacher for children. Other notable fellowships given to injured service men and women included becoming tennis and ski instructors, training to become nurses, and working with physically handicapped children. Many of these new citizen leaders are often handicapped themselves, making their ability to serve again even more remarkable.

During his talk, Greitens described what he called “the hardest moment, of the hardest week, of the hardest military training in the world,” at the SEAL training school. Greitens spoke about the end of the second grueling day, and every SEAL in training lined up on the beach to watch the sun set as their commanders yelled into bullhorns and tried to “get inside [their] heads,” Greitens said. “I saw more people quit that night than any other time, when they thought about how hard it was going to be.”

Greitens said, however, that “there is no way to transform who I am in one minute, one day, or one week. To transform, I need the courage of perseverance: the willingness to do the hard thing that has to be done to rebuild my family, transform myself, and to be of service. Amazing transformations in us lead to hope in others.”

At the end of his talk, Greitens was met with a standing ovation. He is the author of The Heart and the Fist: The Education of a Humanitarian, the Making of a Navy SEAL, which tells his story and explains his ideas of combining strong leadership with love and service.

Former DC Mayor Discusses Urban Education Reform

BY CHANDLER AITKEN | AS SEEN IN THE HEIGHTS

Yesterday afternoon, the Winston Center for Leadership and Ethics sponsored the Clough Colloquium during which Adrian Fenty, former mayor of Washington, D.C., spoke about his role as a leader in urban education reform.

Fenty is a native of Washington, D.C., and attended Oberlin College. As one of the youngest mayors ever to be elected, Fenty served from 2007 until 2011. During his time as mayor, he was responsible for reforming the public school system, which previously had been troubled by poor test performance scores and low graduation rates.

Fenty began his talk by showing his enthusiasm for being mayor of his native town. “There is no better job than being the mayor of the town you were born in,” he said.

However, upon being elected, Fenty knew that education reform was mandatory. “If the kids go another year where they are three to four grade levels behind everyone else because we don’t have support from unions...well that’s too long and unacceptable,” he said. “My thesis was that we needed a mayor of Washington, D.C., who would run the city as a private sector of business. We needed to hire the best and the brightest so that we could be focused on productivity.

“When I got elected, I thought of the city as if I was the CEO,” he said. “How do I improve the value of this business and make the shares worth more?”

The answer to his question was to improve the public school system.

At the time, Washington, D.C., was reported to have the worst public school system in the nation. Graduation rates were less than 50 percent. Only 8 percent of eighth graders were reported as being proficient in math. Fenty looked to the mayors of other cities to get advice.

“The first place I looked was Boston,” Fenty said. “We went and visited cities, and the

Adrian Fenty (Continued on page 5)
Pratt Named O’Connor Family Professor

Pratt appointed inaugural holder of the O’Connor Family Professorship in CSOM

BY PATRICIA DELANEY | DEPUTY DIRECTOR OF NEWS & PUBLIC AFFAIRS | PUBLISHED: NOVEMBER 3, 2011

A widely recognized expert on the role of identity in organizational dynamics and on qualitative methodology, Michael G. Pratt has been appointed the inaugural holder of the O’Connor Family Professorship in the Carroll School of Management.

The professorship was made possible through the generosity of University Trustee David P. O’Connor ’86, senior managing partner, president, and chief investment officer at High Rize Capital Management LP in New York, and his wife, Maureen Doyle O’Connor.

“I owe a great deal of my business success to the outstanding teaching I enjoyed while I was a student in the Carroll School, and Maureen and I recognized that a gift to support faculty would help to ensure that current and future students have the same experience,” O’Connor said. “We also know that the continued success of the Carroll School will be determined in large part by the quality of its faculty, and we couldn’t be more thrilled that Mike has been named the first O’Connor Family Professor. He is clearly an acknowledged force in his field.”

“Mike is a top scholar in the field of organization studies, and his work has been acclaimed by both national and international academicians,” said Carroll School Dean Andy Boynton in announcing the appointment. “His research on organizational and professional identity is extremely well regarded, and is both foundational and innovative.”

Pratt said, “I am deeply grateful and honored by this appointment. I want to express my gratitude to the O’Conners for their continuing investment in BC, and to the University and the Carroll School of Management for their recognition of my work and their confidence that I will continue to represent BC well.

“I also realize that ‘individual’ accomplishments such as these are never achieved alone,” he said. “I am thankful for my supportive family, dean, and colleagues.”

Pratt, a native of Erie, PA, who holds master and doctoral degrees in organizational psychology from the University of Michigan, joined the Carroll School faculty in 2008. In addition to teaching courses in organizational behavior, leadership, and qualitative research methods in the Organization and Management Department, he is director of its doctoral program, is a fellow at the Winston Center for Leadership and Ethics, and holds a courtesy appointment in the Psychology Department of the College of Arts and Sciences.

Pratt’s current research focuses on how people connect with the work that they do, as well as to the organizations, professions, occupations, and other groups in which they find themselves. A central question, he says, is: “How do individuals approach their work? As a vehicle for attaining money, gaining achievement, creating community, serving others, and/or honing a craft? And what difference does their approach make to their performance?”

“Given that job satisfaction has been steadily declining for the past two decades, even during times of economic boom, and that less than a third of workers are actively engaged in their jobs,” this research area can provide valuable insights for both employees and managers, he said.

Pratt also is fascinated by a fundamental issue facing all organizations: How do leaders manage competing viewpoints, especially when they involve differences in identity? His research examines, for example, what happens when group conflicts evolve from relatively simple differences related to wants and interests to more complex clashes over identity—such as interactions between Democrats and Republicans in Congress, he said, or discord between physicians and hospital administrators. “How are such seemingly intractable conflicts resolved?” he asks.

Even when there is not such overt conflict, other issues surrounding identity plurality remain, he said. For one, “How do organizations, that are beholden to multiple stakeholders not only create multiple identities in service of these stakeholders, but also integrate these identities into a dynamic whole? In other words, how do leaders manage pressures for a company to be ‘many things to many people,’ alongside the need for it to retain some sense of coherent common purpose—both of which are essential for an organization to be successful?”

“The impact of Mike’s work is significant,” said Boynton, noting Pratt’s nearly 1,000 citations in the Web of Science Social Science Index and “too many to count” in Google Scholar. Pratt’s research has appeared in a wide range of leading journals including Administrative Science Quarterly, Academy of Management Journal, and the Academy of Management Review, among others, as well as in numerous edited books. He is co-editor of Artifacts and Organizations: Beyond Mere Symbolism.

A member of the International Advisory Board for the Center for the Advancement of Research Methods and Analysis, Pratt was co-recipient of the 2007 Best Paper Award for the Academy of Management Review, is the outgoing inaugural qualitative associate editor for the Academy of Management Journal, and recently finished a term as division chair for the Academy of Management.
Adrian Fenty... (Continued from page 3)

...mayors told us that we first had to get rid of the school board."

The contemporary school board was composed of nine people. “Nine people cannot make a decision,” Fenty said. “It’s not the people; it’s the system.”

He took this advice and took action by searching for a new chancellor. “We [needed] someone exciting, someone brave, someone smart,” Fenty said. He soon found Michelle Rhee, a woman whom Fenty believed was willing to risk everything for the sake of children’s education.

In the Parthenon report that year, Fenty saw that his predecessors found the need for educational reform, but never achieved it. “No one had the political courage to do it,” Fenty said. Within six months, Fenty, Rhee, and their administration closed 27 out of 141 schools. They fired half the people of the central administration.

“Schools started to be fixed, we were returning people’s phone calls, and then the test scores came,” Fenty said. New York City’s five-year report stated that Washington, D.C.’s schools improved their test scores in reading by 12 percent and in math by 15 percent. Every school now offered language arts, music, and physical education—something that had never happened before.

Fenty’s next action toward educational reform was to negotiate a new collective bargaining system. A new contract was drafted, voted by 80 percent of teachers, which rid teacher protection rights for higher pay. The schools’ principals and master educators evaluated every teacher based on his or her energy level, preparation level, and success in improving children’s scores.

“We did a riff where we fired 252 teachers based on performance,” Fenty said.

Although many people saw a change in the public education system, many did not approve of Fenty’s decision to fire all these teachers and thus he did not gain enough support for re-election. He said, “I ran unopposed for 14 months, so I basically ran against myself.”

Despite his loss, Fenty remains proud of his accomplishments and is hopeful for the schools in Washington, D.C. Fenty said, “I don’t have any material regrets. Politicians are supposed to do what’s right. Politicians are supposed to put the kids first.”

Mayor Fenty chats with College of Arts and Sciences student Will Rasky. (Photo by John Gillooly)
Christopher Menard joined Brightcove as chief financial officer in 2010. Menard came to Brightcove after more than nine years at Phase Forward, a leading provider of enterprise software and services for clinical trials and drug safety. He joined Phase Forward in 2001 as director of finance and held numerous roles, including vice president of finance and, most recently, senior vice president and chief financial officer. Menard was at the company for many of its key milestones and played an integral role in the execution and integration of six acquisitions, successful execution of the IPO and secondary stock offering, and implementation of global financial systems. He was also heavily involved in Phase Forward’s acquisition by Oracle in 2010.

Menard also currently teaches mergers and acquisitions at Boston College in the Carroll School of Management. He holds a master of business administration degree from Boston College and a bachelor of science degree in business administration from Babson College.

Sam Kennedy serves as president of Fenway Sports Group. Previously, he served as the executive vice president of Fenway Sports Group (formerly New England Sports Enterprises, LLC) and as its senior vice president of sales and marketing. Since he joined the Red Sox, he and his staff have increased sponsorship revenue by more than 250 percent, premium licensing revenue by 160 percent, and the season ticket base by 30 percent. Additionally, Fenway Sports Group, under Kennedy’s guidance, added several clients, including Athletes’ Performance and English Premier League team Fulham FC. Kennedy was also involved in important early work on former Fenway Sports Group President Mike Dee’s new stadium naming-rights deal in Florida with Sun Life Financial, and was a key liaison with the NHL for the wildly successful Winter Classic at Fenway Park. Sam earned an undergraduate degree from Trinity College in Hartford, CT.
Rebecca Skloot: The Immortal Life of Henrietta Lacks

April 25, 2012
Murray Function Room
7:00 p.m. – 8:30 p.m

Award-winning science writer Rebecca Skloot has made a career of probing the intersections between hard science and human experience; the resulting stories have been as varied as cellular research and cancer, medical care for pet goldfish, and the science behind personal motivation. In her bestselling book, The Immortal Life of Henrietta Lacks (2010), Skloot tells the story of a young black woman who died of cervical cancer in 1951 and left behind an inexplicably immortal line of cells known as HeLa. Skloot spent more than ten years researching Henrietta Lacks, whose cells—harvested without her knowledge or consent—contributed to scientific advancements as varied as the polio vaccine, treatments for cancers and viruses, in-vitro fertilization, and our understanding of the impact of space travel on human cells. Part detective story, part scientific odyssey, and part family saga, The Immortal Life of Henrietta Lacks raises fascinating questions about race, class, and bioethics in America. This event is presented in partnership with the Lowell Institute’s Lowell Humanities Series.

Winston Forum on Business Ethics

Supervisory Special Agent Cynthia M. Deitle joined the F.B.I. as a special agent in 1995. Upon graduating from the Academy, she was assigned to the New York Division. In 1997, she volunteered for a transfer to the Civil Rights squad where she remained until her promotion to supervisor in the Civil Rights Unit in Headquarters in 2007. In the New York Division, she was the case agent for many high-profile civil rights investigations, including the Color of Law case involving the death of Amadou Diallo, the sexual assault of Abner Louima by a New York City Police Department Officer, and the Hate Crime case involving the death of Yankel Rosenbaum in Crown Heights, NY. She is the Bureau’s designated Subject Matter Expert in Civil Rights and served as the chief of the Civil Rights Unit from December 2008 until January 2011. At the time, Deitle accepted a transfer to the Boston FBI Office to manage the division’s Public Corruption and Civil Rights programs.

Deitle is an attorney and has earned a master of laws degree in constitutional law from the George Washington University National Law Center. She has also published several law review articles dealing with the right to bear arms in the Second Amendment and police officers’ use of excessive force. She was featured in a February 2011 episode of 60 Minutes dealing with an unsolved civil rights cold case investigation in Mississippi, and she appeared in the Investigation Discovery Channel’s program, The Injustice Files in 2011, which profiled three unsolved or inadequately addressed civil rights era cold cases. Deitle frequently lectures on all aspects of the FBI civil rights and public corruption programs and has granted interviews to the Washington Post, New York Times, Boston Globe, National Public Radio, British Broadcasting Corporation, and other media outlets.

Tuesday, February 28, 2012
Murray Function Room
7:00 p.m. – 8:30 p.m.
This event is free and open to the public.
RECENT TABLE TALK: LUNCH WITH A LEADER

Students electing to participate in the Winston Center’s Lunch with a Leader series were not disappointed.

Joe Petrowski, chief executive officer of the Gulf-Cumberland Group, was the featured speaker on Wednesday, September 28, 2011. Petrowski spoke of his time as an undergraduate at Harvard and his quick assent up the corporate ladder at the Dryfus Group — eventually becoming the youngest president in the history of the company. Joe has guided the Gulf-Cumberland Group in his role as CEO since 2008 and consolidated the two facets of the company, convenience stores and the oil and gas business, into one corporate headquarters in Framingham in 2009.

Randy Seidl, a 1985 alumnus, now a senior vice president in Hewlett-Packard's enterprise servers, storage, and networking division, stopped by the Heights to speak with an eager group of students. Randy mentioned his involvement with the school as a trustee associate and spoke to the important lessons that he learned as an undergraduate in the Carroll School of Management.

The Winston Center’s Lunch with a Leader series is available by invite only. But if you are interested in attending an upcoming session, please email us at Winston.center@bc.edu.

WEB FEATURES

The Winston Center has video available of many past keynote lectures, including speakers from the Clough Colloquium, Chambers Lecture, and Winston Forum on Business Ethics. You can find these videos by visiting www.bc.edu/leadership.