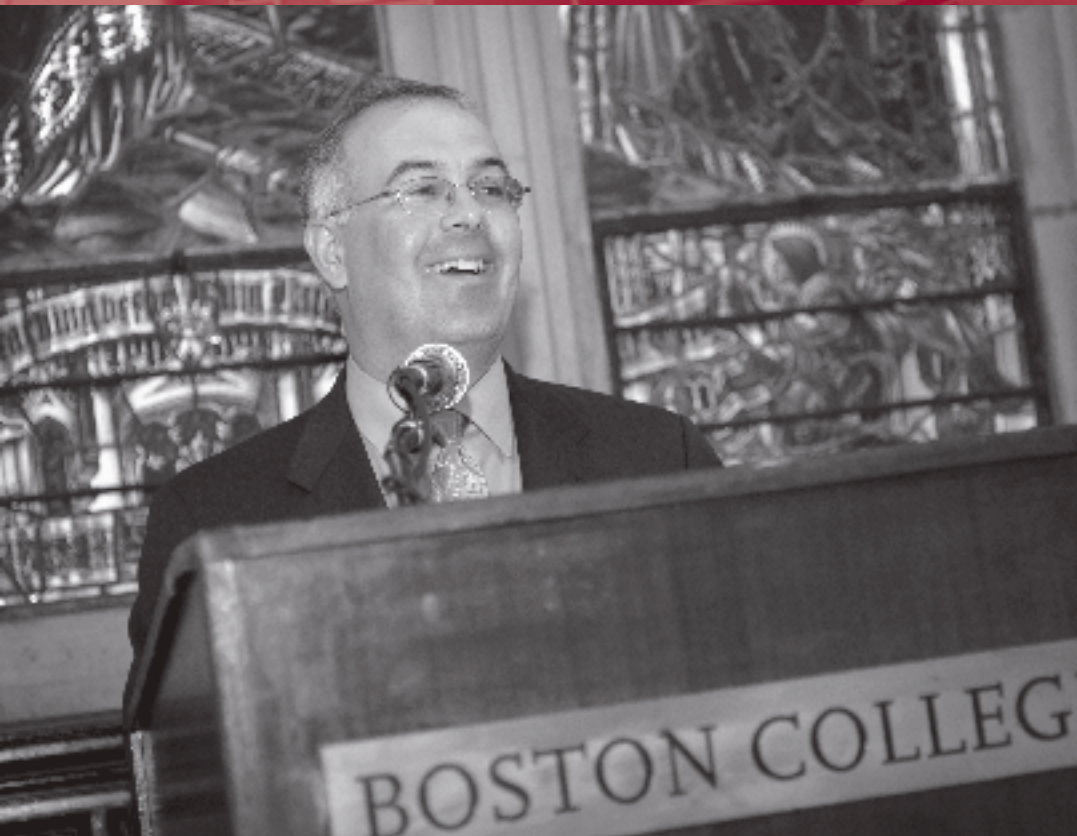


WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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Brooks Dissects Washington at Clough Colloquium

BY NATALIE SILENO, A&S '13 (A version of this article originally appeared in *The Heights*.)

DAVID BROOKS, COLUMNIST FOR THE *NEW YORK TIMES*, SPOKE ON MONDAY, March 22, on the state of the U.S. political climate at the ninth Clough Colloquium. Brooks examined current political issues with a focus on the people and attitudes that have shaped policy as it stands today.

One such politician Brooks spoke of was President Barack Obama. "He's a serious, smart, responsible guy," Brooks said of Obama, "but his self-confidence has a good side and a bad side."

During his time in office, Obama has established a system of debate and analysis in his White

House, one which was absent during the previous administration, Brooks said. "His White House is a culture of debate," he said. "Bush did not spread debate around the White House."

According to Brooks, the Obama White House has been out of touch with the direction toward

which the country is leaning. Obama and his constituents have "a tremendous faith in analysis, and not enough in perception," he noted.

Brooks said that Obama has struggled to find his own leadership style in the power struggles of Washington politics. "I thought he really was going to bring change to Washington," he said. "He has not changed the fundamentals to get our country out of a fundamental crisis."

However, Brooks said, the political and cultural system within which Obama works is worthy of the most blame. "It's a failure of culture," he said. "I blame Obama 20 percent and the system 80 percent."

Brooks (Continued on page 2)



Charley Casserly makes a point during the spring 2010 Chambers Lecture.

Casserly Talks NFL Experiences at Chambers Lecture

BY KENDALL BITONTE, A&S '12 (A version of this article originally appeared in *The Heights*.)

ON THURSDAY, MARCH 25, THE WINSTON Center hosted its ninth Chambers Lecture, featuring Charley Casserly, current CBS Sports analyst and former general manager for the Washington Redskins and the Houston Texans.

Starting as an unpaid intern for the Redskins, Casserly eventually secured a position as a full-time employee with the franchise. During the lecture, he related his success story to current students who are looking to begin their own careers by focusing on how to motivate a team, based on his personal experience in sports management.

Using a number of football references and his coach-like mannerisms, Casserly outlined his 11 points of motivation. The points concentrated on the necessity of making every person within an organization feel important and needed. "People want to see their individual effort lead to a final product, because everyone is a part of the victory and the loss," Casserly said.

The lecture was followed by a question-and-answer period, during which the audience asked questions ranging from how to deal with the press in the business world to why Casserly, while with the Texans, chose to sign Mario Williams over Reggie Bush in the 2006 NFL Draft. Zack Kaplan, CSOM '12, said he decided to attend the lecture because its topic covered both business and sports, two of his main interests. "I liked how he applied his experiences in the sports industry to motivational techniques," Kaplan said.

Casserly also focused on the need to recognize all the people involved in individual success. He used the example of his work with the Washington Redskins during their Super Bowl-winning seasons. He said that every member of the company, from the grass cutter to the secretaries, received a Super Bowl ring. By rewarding everyone who contributed to the team's success, Casserly said he believed each person felt more accountable for his or her job.

According to Casserly, success in business is possible through ethically and effectively motivating all employees. The necessity of teamwork in the sports world translates directly into the business world. ■

Brooks...*(Continued from page 1)*

Brooks' lecture was sponsored by the Winston Center for Leadership and Ethics. During his opening comments, University Provost Cutberto Garza said that the Winston Center's events have inspired, in undergraduate students, a sense of engagement with modern issues. "You can see that by just looking around the room," he said. ■

The Jenks Leadership Program: A Student Perspective

BY JORDAN BOLEBRUCH, CSOM '12

MY YEAR AND A HALF JOURNEY through the Jenks Leadership Program (JLP) came to an end this spring after delivering pounds of Xerox paper, pens, pencils, art supplies, notebooks, and, most importantly, bright-yellow SuperFan shirts to dozens of schoolchildren at the Mather Elementary School in Dorchester, Massachusetts. As a recent Jenks Leadership Program graduate, I will not soon forget the experiences I had and the leadership lessons I learned during my time in the program.

For the first half of the program, my JLP class participated in workshops building our individual leadership styles and problem-solving techniques, and even experimenting with improvisational leadership. In the second half of the program, we were divided into service project groups and were given ample time and resources to create a project and implement it. The service project I was involved with, "Supplying Hope," fundraised and donated school supplies to the Mather Elementary School. The school had serious budget cuts this year, limiting the supplies they could provide their students in the last months of the school year.

The Jenks Leadership Program has given me a number of opportunities to get connected with Jenks alumni through both the Jenks Alumni Networking Event and alumni-led workshops. The alumni network alone and the support given to the Jenks Leadership Program show how influential the program has been for so many Boston College students.

I know I will carry what I learned as a member of the JLP and apply it to my next leadership role as the Class of 2011 Jenks student director. My fellow student director, Luke Lapointe, and I have been working hard this summer to figure out ways to interest more students in applying for the Jenks Leadership Program, as well as expand and update the workshops for the Class of 2011. As student directors, we hope to continue to foster a positive relationship among past, present, and future Jenks-ers.

To be a Jenks Leadership Program graduate is a great honor. The lessons I learned and the experiences I had will be with me far beyond graduation. ■



The "Supplying Hope" Jenks project team with students at Mather Elementary in Dorchester.

ONE AND MANY CENTERS: LOOKING FOR SYNERGIES

PRIOR TO THE WINSTON CENTER'S founding, commissioned research revealed a host of university-based and free-standing leadership centers. Noticeably lacking? Any formal network of centers to spur collaboration and share thoughts and strategies.

In the spring of 2010, Winston Center Assistant Director Jonah Berman initiated outreach that may result in formal networking. As Berman notes, "The goal of the project is to connect us to other centers that are focused on similar issues, and to share ideas and best practices to aid each other in our work." His efforts resulted in visits from Thomas White of the Center for Ethics and Business at LMU (Loyola Marymount University) and Michael Lindsay of Leadership Rice. The White visit was especially encouraging and will likely result in WCLE's (Winston Center for Leadership and Ethics) participation in an annual LMU Ethics competition.

Apart from these visitors, Sim Sitkin of the COLE Center (Center on Leadership and Ethics) at Duke, Aine Donovan of the Dartmouth Ethics Institute, Art Athens from the USNA Stockdale Center for Ethical Leadership, and Michael Hoffman of the CBE (Center for Business Ethics) at Bentley expressed interest in exploring a network connection.

JENKS LEADERSHIP PROGRAM

Applications for the Jenks Leadership Program beginning in January 2011 will be accepted through September 24. Look for our information table at the Student Activities Fair in September, or visit our website at:

<http://www.bc.edu/schools/csom/research/leadership/programs/jenks.html>

Fourth Annual Brennan Symposium

ON SATURDAY, MARCH 27, THE WINSTON Center held its fourth Brennan Symposium on Student Leadership and Ethics. This year's event was populated by students nominated by their Portico professors and by the respective Deans of the schools of Nursing and Education, along with selected members of the CSOM Honors program. Students were chosen based on their academic performance and leadership potential.

The day began with a unique team learning exercise, which put students in a fictional scenario that had their plane crash-land in the Canadian Arctic. Each team of six students was tasked with ranking the most important items for their survival, and deciding whether to try to hike to safety or wait to be rescued. After making their decisions, students could compare their choices to the recommendations of survival experts.

The second session of the day was led by Carroll School Dean Andy Boynton, and was entitled "Leading with Ideas." Dean Boynton shared with students the importance of "idea hunting" in their academic and professional careers, and used case studies to illuminate his points.

The day concluded with a keynote talk given by Michael Durkin '77, CEO of United Way of Massachusetts Bay and Merrimack Valley. Durkin discussed his BC days with the group and talked about how BC shaped his commitment to serving others, a path to which he has dedicated his life. Durkin then answered questions about the challenges of leading a nonprofit organization in today's economic environment.

The 2010 Brennan Symposium was a great success, and was particularly poignant this year as Francis P. Brennan, the event's namesake, passed away soon after the event, in early April, at the age of 93. ■

Father Leahy Highlights Spring Lunch with a Leader Series

BY WILLIAM BOLE

SPEAKING TO NEARLY 40 STUDENTS IN Fulton Hall, the Rev. William P. Leahy, SJ, shared his outlook on leadership as part of the Winston Center's *Lunch with a Leader* series on April 13.

Leadership is a form of ministry, Father Leahy told the invited students, who were culled largely from the Honors ranks and leadership programs. He laid out some essentials, the most important of which is to articulate a vision that could animate an organization and usher it into the future. While not claiming to have a formula for creating such a vision, he said one critical element is that a leader must be in dialogue with the tradition that gave birth to the institution and shaped its development.

There are also pitfalls a leader must avoid. The first one that Father Leahy named is the human need to be liked. "It's always there, but it could be so great that it robs people of their freedom, of the ability to choose" and make tough decisions, he cautioned. Another pitfall is the "fear of failure," which has a similar effect.

The University president enumerated some qualities of leadership, namely high energy, tenacity, creativity, and the willingness to consult widely. He spoke of how someone grows as a leader. Reflection on personal experience is a must; mentors and significant conversations with peers are invaluable. In that frame, he also said that leaders are readers. "There's no substitute for reading biographies," he specified, pointing to a few he's read lately, including *Team of Rivals*, Doris Kearns Goodwin's portrait of President Lincoln's inner circle.

After a half-hour of presenting, Father Leahy spent as much time taking questions. Alyssa Martin '10 (CSOM) asked about his vision of Boston College's future, which the president says he draws out of three words: "university, Catholic, Jesuit." Martin, who had the chance to converse with Father Leahy over

Father Leahy (Continued on page 6)

Summer Grants Update



Danielle Larsen (front row center) with PUSH clients in Buffalo.

DURING THE SUMMER OF 2010, the Winston Center supported three undergraduate students engaged in internships that allowed them to cultivate their leadership skills. Zaneta Pinkney, A&S '11, from New Ipswich, New Hampshire, worked as an intern in the Treasury Office at the Massachusetts State House. Danielle Larsen, A&S '11, from Williamsville, New York, served as a community organizing intern for People United for Sustainable Housing (PUSH) in Buffalo, New York. Daniel Tonkovich, CSOM '13, from Vancouver, Washington, completed a research internship with the Columbia River Economic Development Council. "The internship not only merged my academic interests in business and history to create a solid research foundation, but also provided significant value through my constant interactions with a variety of civic and business leaders who have made contributions to the formulation and stewardship of creative economic development policy at the local level," says Tonkovich. "The stories of those leaders and their collaboration, fostered by organizations such as CREDC, demonstrate the impact of strategic grassroots leadership efforts that resulted in significant economic growth for the area." ■

WINSTON CENTER RESEARCH UPDATE

SUMMER DAY CAMP: RESEARCH 101

More than 20 people—including faculty from different departments at CSOM, doctoral students, and visitors from local universities—attended the four sessions of the fourth annual WCLE Summer Day Camp: Research 101. Participants heard Spencer Harrison (CSOM Org Studies) present *Lit Review 101* on how to conduct an effective review of literature; Mary Ellen Carter (CSOM Accounting) present *Publishing 101* on how to publish your nonsignificant findings; Adam Brasel (CSOM Marketing) speak on ANOVA and Experimental Design 101; and Mike Pratt (CSOM Org Studies) discuss the ins and outs of Managing a Dissertation Committee 101.

ACADEMY OF MANAGEMENT MEETINGS

In August, BC faculty and doctoral students associated with the Winston Center were well represented in the program of the Academy of Management Meetings in Montreal, Canada, the premier event for management scholars.

PhD student Erica Steckler presented on “The Emergence and Evolution of a Corporate Responsibility Identity Orientation,” and fellow PhD student Najung Kim organized and chaired a symposium on “Passionate Older Workers in the Compassionate Work Environment.”

WCLE Fellow Mike Pratt and WCLE Research Director Mary Ann Glynn, with PhD students Ryan Raffaelli and Camille Pradies, organized a symposium to investigate “The Role of Organizational Theory and Practice in Poverty Alleviation: Commerce with Compassion.” The research project was inspired by Alex Counts’ Clough Colloquium talk from the fall of 2009, entitled “Microfinance as a Platform.”

Professor Sandra Waddock, the Galligan Chair, participated as a panelist in several symposia, including “Sustainable Global Enterprise: Building Research on Caring and Daring MNEs” and “Ten Years of Daring to Care: The UN Global Compact (2000–2010)—What Has Been Achieved?”

Professor Judy Clair, with PhD students Beth Humberd and Stephanie Creary, presented their research on “Occupational Identity Denial: Investigating the Experiences of Medical Residents of Color.”

Congratulations are in order for Professor Jean Bartunek and PhD student Boram Do who won the Best Paper Award from the Organizational Development and Change Division of the Academy for their paper, “Uncovering Relationships and Shared Emotion Beneath Senior Managers’ Resistance to Strategic Change.”

SPRING SEMINAR SERIES

Don Palmer of the University of California at Davis highlighted the spring seminar series. His talk—“A Power Structure Analysis of Organizational Corruption: Understanding Enron’s Illegal Special Purpose Entities”—outlined the complexities and ramifications of the now-infamous corruption that took place at Enron.

RESEARCH PUBLICATIONS & PRESENTATIONS

Glynn, M.A. & Raffaelli, R. “Uncovering Mechanisms of Theory Development in an Academic Field: Lessons from Leadership Research.” *Academy of Management Annals*, 2010, 4:359–401.

Dufresne, R.L. & Clair, J.A. “Mind the Gap: Hypocrisy Monitoring and Integrity Striving as a Source of Ethical Leadership.” Burnes, B. & Todnem, R. (Eds), *Ethical Leadership: Enabling Sustainable Change and Continuous Improvement*. Routledge.

Nielsen, R.P., “Practitioner-Based Theory Building in Organizational Ethics,” *Journal of Business Ethics*, 2010, 93:401–406.

Additionally, Mike Pratt will be part of a Society for Business Ethics conference symposium on “Meaningful Work: The Meaning of Work and Business Ethics,” in August 2010.

NEW PHD COURSE A SUCCESS

Winston Center Research Director Mary Ann Glynn’s brand-new offering, “PhD Seminar on Leadership Theory and Research,” debuted in the spring of 2010. The course exposed students to major theoretical and empirical approaches to the study of leadership in organizational research by providing an overview of selected classic and contemporary work on leadership. Questions considered included: *How do leaders matter?*, *When do leaders matter?*, and *What is leadership?* PhD Student Ryan Raffaelli noted that “as a budding scholar interested in the growth of leadership studies over the past 50 years, I found that Mary Ann’s PhD seminar provided an invaluable opportunity to delve deep into leadership theory and map new research opportunities that will hopefully contribute to the field and impact students in the classroom.”



THE FALL 2010 CHAMBERS LECTURE

will feature actor
Chris O'Donnell '92

Friday, October 1, 2010, at 12:00 p.m.
The Heights Room, Corcoran Commons

Truth Telling, Hops Sharing, and Good Brewing: Jim Koch at the Winston Forum

BY ADAM WLADIS, A&S '12 (A version of this article originally appeared in *The Observer*.)



Jim Koch of the Boston Beer Company.

ON THURSDAY, MARCH 10, THE WINSTON Forum on Business Ethics sponsored a discussion in the format of a public interview with Jim Koch, founder and chairman of the Boston Beer Company. Just as the Winston Forum always does, the discussion focused on the ethical implications for running a good business.

Koch addressed in an open and honest fashion the product recall that the company had to endure in 2008, a result of glass particles found in a small percentage of their bottles. “You have to tell the truth, tell the whole truth, and tell it fast,” he said, and then added, “and only tell one story. If it is one story, people will forgive you.”

He contrasted this approach with the course of action that Toyota undertook with

their recent product recall. Toyota has long been regarded with high esteem for its product quality, but Koch was quite blatant in his appraisal of their current situation: “Toyota just really mishandled that situation in trying to hide and cover up the truth.”

During the worldwide hops shortage in 2008, the Boston Beer Company shared about 20,000 pounds of its own hops with its craft brewing competitors at price, even though the company could have jacked up their prices. One audience member asked Koch, “Why did you decide to make such a bad business decision?” The audience broke out in laughter and applause.

“First of all,” Koch answered, “I thought that it was the right thing to do—plain and simple.” He explained how the ethos in the craft brewing industry was quite different from that experienced in any other industry. “We are all in the same boat here, so we are always helping each other out. I know my competitors and I like them...we leave competition to the marketplace.”

He continued that, “too often, we think of competitors as a black-and-white, zero-sum game, but that’s not the case at all...hops sharing was just my way to remind others of our roots—by helping each other out.” ■

Father Leahy...*(Continued from page 4)*

lunch, noted that “he was very engaged with us. He has a gift of conversation.”

Other speakers from the spring series included Al Kelly, president, American Express Company, and Jim Gibbons, president and CEO, Goodwill Industries International, Inc. ■

Thinking Concentrically

ON MONDAY, MARCH 8, THE WINSTON Center Staff—Jonah Berman, assistant director; Mary Ann Glynn, research director; and Richard Keeley, program director—convened a lunch of Center and Program directors from across the University. Keeley had wondered, in an invitation email, if multiple Boston College centers might think of programming “concentrically.”

Joining the discussion were Professor Kenneth Kersch of the Clough Center for the Study of Constitutional Democracy; Professors Daniel Kanstroom, Brinton Lykes, and G. David Hollenbach, SJ, co-directors of the Center for Human Rights and International Justice; Professor Mary Crane, director of the Institute for the Liberal Arts; Professors Alan Wolfe and Erik Owens of the Boisi Center for Religion and American Public Life; and Deans David Quigley and Andy Boynton. While participants recognized the diverse functions of the centers—ranging from pure and applied-policy research to inspirational or aspirational programming targeted to undergraduates—there was broad agreement on overlaps of mission and interest in pursuing what might be addressed in common.

Conversation about shared programming and the possibility of marketing via common calendaring publications were noted as items to consider for the coming year. ■

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 2010–2011 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 student life and contribute to the growth of knowledge.

We welcome your comments and invite your participation.

LEADERSHIP for CHANGE

A PUBLIC CONVERSATION ON SUSTAINABILITY

THIS PAST FEBRUARY, LEADERSHIP FOR Change (LC) took a bold step into the future with our first two-day module on Sustainability. Breaking with the traditional LC delivery model, we opened up the first session (Friday) with an all-day public event. On Saturday, we held the usual full-day LC session with only LC cohort participants.

The Friday symposium attracted 120 people representing not only Boston College and the LC cohort, but also representatives of governments, corporations, universities, and nonprofits. Walmart alone sent 17 regional managers and store managers to share sustainable practices and learn from others. LC business partners Ken Mirvis and Peter Crawley organized and facilitated the event.

The structure of the symposium was interactive and engaged people in four “community conversations” instead of the usual lecture or panel format. Each of the first three conversations began with short presentations from panelists followed by in-depth community conversations among the plenary. The last conversation allowed the plenary to break out into their specific areas of interest, such as education, corporate social responsibility, the environment, and social marketing, for discussion.

Preparation for the symposium included extended discussions with the Leadership for Change community, including LC alumni. Those discussions expanded the focus of sustainability from one that is largely environmental to one that includes corporate social responsibility and social justice.

With that expanded focus, the panels covered the following topics: Panel 1: “Defining Sustainability in Context: Environment, Commerce, Social Justice”; Panel 2: “The Business Perspective”; and Panel 3: “Intersectoral Impacts and Opportunities.” The final panel of the day fostered networking opportunities and new collaborations among the attendees.

Panelists included representatives from Staples, Harvard University, Genzyme Corporation, William A. Berry & Son (a major regional construction management firm), Merida Meridian (a sustainable building materials company), the United Illuminating Company, and the U.S. Fish and Wildlife Service.

The response of the attendees was extremely positive, and provided impetus to continue this new endeavor and focus on sustainability for years to come. ■

Leadership for Change: Sustainability, Responsibility, Community is a graduate-level program for working professionals that empowers sustainable and responsible action in organizations and society. For additional information about the MBA certificate and 12 credits, contact 617-552-2044 or www.bc.edu/lfc.

Leadership for Change: Sustainability, Responsibility, Community is a program affiliated with the Winston Center for Leadership and Ethics at Boston College.

Kenneth Mirvis, EdD., is president of the Writing Company in Watertown, Massachusetts, and a business partner of Leadership for Change. His primary work involves communications training and curriculum development/public education related to water, energy, and the environment.



THE FALL 2010 CLOUGH COLLOQUIUM

will feature Peggy Noonan, *Wall Street Journal* columnist and author, *Patriotic Grace*

Tuesday, October 19, 2010, at 4:30 p.m.
Robsham Theater

WINSTON UPDATE

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If you would like to make a contribution to help support the Winston Center, please contact Carrie Klemovitch at 617-552-4400.
Website: www.bc.edu/leadership

FALL EVENTS

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

SEPTEMBER 15

LUNCH WITH A LEADERFeaturing Tom Sebok, North America CEO,
Young & Rubicam*Fulton Honors Library—By invitation only*

12:00 p.m.—1:30 p.m.

SEPTEMBER 28

LUNCH WITH A LEADERFeaturing D. Scott Brown, president and COO,
Sage Products*Fulton Honors Library—By invitation only*

12:00 p.m.—1:30 p.m.

OCTOBER 1

THE CHAMBERS LECTURE SERIESFeaturing Chris O'Donnell '92, actor
The Heights Room

12:00 p.m.

OCTOBER 19

CLOUGH COLLOQUIUMFeaturing Peggy Noonan, *Wall Street Journal*
columnist and author, *Patriotic Grace*
Robsham Theater

4:30 p.m.

NOVEMBER 3

WINSTON FORUM ON BUSINESS ETHICSFeaturing Juliet Schor, author, *Plenitude*
The Murray Room, Yawkey Center

7:00 p.m.

NOVEMBER 17

**LEADERSHIP FOR CHANGE
INFORMATION SESSION**Engage with Faculty and Alumni to learn about
this hybrid program, which enables working
professionals to earn graduate credits in an
executive education format. Contact 617-552-2044.*Fulton 513*

6:00 p.m.—8:00 p.m.

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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