

# WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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## Boston College Alumni Headline Brennan Symposium

BY BROOKS BARHYDT

**M**ATTHEW AND SARAH (EGNACZYK) HASSELBECK, BOTH MEMBERS OF Boston College's Class of 1997 and graduates of the Carroll School of Management, recently returned to campus to speak with students about faith, family, and football.

Matt, a quarterback in the National Football League, first met Sarah during their freshman year at Boston College. According to Matt, he sat directly behind Sarah when registering for classes so that he could sign up for every class that she was in. Matt ended up with a heavy course load, but immediately struck up a friendship with Sarah and discovered that she was a member of the field hockey team. One afternoon, Matt made his way over to the field

hockey practice with his friends to cheer on Sarah. However, much to his chagrin, Sarah was nowhere to be found! After some good-natured ribbing from his friends, who accused him of imagining this new girl, Matt was determined to find Sarah later to ask why she had misled him. Matt confronted Sarah, who was happy to inform him that she was in fact the goalie and was disguised from view because of the protective gear she wore. Despite this

inauspicious start, Matt and Sarah credit their relationship as fundamental to their success both at the Heights and after graduation.

While at BC, Matt starred on the football team while Sarah was an All-American field hockey goalie, and both strived to find success in the classroom. Despite their accomplishments since leaving campus, it took hard work and perseverance to provide them with an opportunity to succeed. During Matt's senior year, he was disappointed not to receive an offer to the National Football League Combine, where he wanted to prove to professional teams

## Brennan Symposium

(Continued on page 3)

## THE FALL 2012 CLOUGH COLLOQUIUM



U.S. Ambassador to China and Singapore under two presidents—Barack Obama and George W. Bush—and lauded for his fiscal policy as two-term Governor of Utah, Jon Huntsman infuses issues of global importance into the key political and economic concerns facing audiences today. The youngest American diplomatic mission leader in a century, as U.S. Trade Ambassador, Huntsman launched global trade negotiations and deftly guided the accession of the Republic of China into the World Trade Organization. Huntsman's belief that "in order to project strength abroad, we have to be strong at home," coupled with his commitment to service, led to his two successful terms as governor of Utah—where in the midst of a national economic recession, Utah earned national accolades for debt management, was ranked #1 nationally in job creation, and was named the best-managed state by the Pew Center. A committed patriot who brings civility to the discussion, Huntsman shares with audiences his keen insights on today's headlines—from China and the economy to business abroad and political leadership issues at home, including what impact they will have on the 2012 elections. A consummate champion for strengthening America's health-care system, Huntsman is the chairman of the Huntsman Cancer Foundation, which serves the needs of cancer patients and their families with research, education, and treatment. He also serves as a Distinguished Fellow at the Brookings Institution.

**Tuesday, October 2, 2012**  
**Robsham Theater, 4:00 p.m.**

**This event is free and open to the public**

## WINSTON CENTER AND LOWELL HUMANITY SERIES BRING RENOWNED AUTHOR TO CAMPUS: Skloot Defends the Value of Curiosity

BY ANDREW MILLETTE | ASSOCIATE NEWS EDITOR



Rebecca Skloot addresses the crowd.

**O**N OCTOBER 4, 1951, CERVICAL CANCER cells were taken from Henrietta Lacks, and the future of medicine was changed forever. These cells, taken without Lacks's knowledge, had the ability to proliferate indefinitely and to survive in vitro, making them the first "immortal" human cell line. The story of Lacks's cells, which are now referred to as HeLa cells, is widely known because of the research and medical breakthroughs the cells have led to, including human genetic mapping and the discovery of the cure for polio.

The story of Henrietta Lacks's life, besides the theft of her cells, was largely unknown until 2010, when Rebecca Skloot published *The Immortal Life of Henrietta Lacks*, a book that explores Lacks's history, the famous theft of her cells, and the impact that theft had on her family.

In a lecture held on April 25th, Skloot explained the mystery surrounding Lacks's personal life as a major inspiration that spurred her to write *The Immortal Life of Henrietta Lacks*.

"I remember my high school biology teacher saying there were these amazing cells called HeLa cells discovered in the 1950s and that the woman who gave them died," Skloot said. "He said she was a black woman and then erased the board and that was it. I went up to him after class with all of these questions about her, but he said that's all we really know. If you want to find out more and do a project on it, I'll give you extra credit."

These questions stayed with Skloot until her college years, when a writing assignment asked her to write about something that was

forgotten. She chose Henrietta Lacks. The writing she did about Lacks as an undergraduate helped her get into graduate school, and then graduate school led her to write *The Immortal Life of Henrietta Lacks*, as all students were required to write a book to graduate. Skloot, who had graduated from college with a biology degree and had always intended to go to veterinary school before a creative writing class inspired her to become a writer, chose again to write what she knew most about: science. Though she intended to write about a number of women in the field of science, she ended up only writing about Lacks, and *The Immortal Life of Henrietta Lacks* was born.

One of the most important lessons Skloot imparted to her audience, and especially the students in her audience, was to always follow the path of curiosity.

"Letting go of a goal doesn't mean you are giving up so long as you have another one to put in its place," she said.

Skloot continued to employ this philosophy when she began to write her book, one that would eventually become a best-seller.

"I didn't know what I was supposed to be doing as a journalist. All I knew was that I had this burning question that I had to find an answer for," she said. "That led me to contact Henrietta's daughter Deborah. The more I tried to reach out to her, the more I started wondering why she didn't want to talk to people."

Skloot's interest in Deborah Lacks's story completely changed the outcome of her book, for the better.

"Going into this book, I thought I would write about Henrietta and her cells, but it turned into a story very much about her family, and about my path of discovery," Skloot said.

Once Skloot finished her book and brought the complete story of Lacks to light for the first time, she remembered some unfinished business.

"I tracked down my old biology teacher and sent him my book," she said. "I attached a note that said, 'Here's my extra credit paper, sorry it's 23 years late.'" ■

## Brennan Symposium...*(Continued from page 1)*

that he was worthy of a draft pick and a chance to play in the NFL. However, the quarterback coach of the Green Bay Packers, Andy Reid (who has since gone on to successfully coach the Philadelphia Eagles), visited Chestnut Hill to watch Matt work out. "Coach Reid arrived on a cold and rainy day and asked if I preferred to work out outside or in the indoor facility," recounted Hasselbeck. "BC did not have an indoor football facility, so I replied that I wanted to conduct the session outside, which evidently really impressed Coach Reid." Ultimately, the Packers took a chance on Matt and drafted him in the sixth round (187th overall) of the 1998 NFL Draft.

Matt went on to serve as Brett Favre's back-up in Green Bay before being traded to the Seattle Seahawks in March of 2001. In Seattle, Matt formed a close friendship with Trent Dilfer, whom he battled for playing time in his first couple of years, before winning the starting job outright in 2003. Matt highlighted Dilfer's influence when discussing times of key development during his professional career. "Trent Dilfer is an incredibly upbeat individual. Even when we were competing for the starting

job in Seattle, he would come up to me and let me know that he was pulling for me to do well," recalled Hasselbeck. "It took me a little while to realize that he was being sincere in his encouragement and that he was willing to find ways to help me be productive during practice and games." One of the ways that Dilfer celebrated Matt's success was to reward him for every touchdown pass that he threw during the year. "Trent is passionate about wine, so every time I threw a touchdown he would give me a bottle, but the bottle depended on the difficulty of the pass that I threw. If I dumped the ball off for a small screen pass for a 3-yard touchdown, I would receive some sort of table wine; but if I audibled to a more complex passing play with Ray Lewis blitzing and knocking me down as I threw a 40-yard touchdown pass, I would earn a rare bottle." Under Dilfer's mentorship and with renewed confidence, Matt led the Seahawks to the playoffs and was selected to the Pro Bowl during the 2003 season.

Without a doubt, he experienced phenomenal success as the quarterback of the Seattle Seahawks. Matt led the Seahawks to the playoffs in six different years, including



Brennan Symposium. (Photo by John Gillooly)

reaching Super Bowl XL in 2005. He was selected to three Pro Bowls and owns almost all of the franchise's passing records. However, Matt and Sarah's life extends far beyond football. They have been involved with a number of charities, both in Seattle and Nashville. In addition to philanthropic work in their adoptive cities, the Hasselbecks are sure to spend lots of quality time with their three children: Annabelle, Mallory, and Henry. At the conclusion of the day's events, Matt and Sarah mingled with students, answered questions, and signed a few autographs. ■

## RESEARCH HIGHLIGHTS

### SUMMER DAY CAMP: RESEARCH 101

Our 6th annual WCLE summer day camp, Research 101, was a great success once again!

The WCLE summer day camp is a series of workshop seminars on theories, methods, and the profession designed to appeal to the broad interests of the CSOM/BC community. Faculty and doctoral student "campers" enjoyed three energetic and productive days of camp.

June 12th – "Job Market 101," with Mike Pratt, covered everything you ever wanted to know about going on the academic job market.

June 21st – "Writing Up Your Research 101," with Mary Ann Glynn, offered pointers on how to theorize and structure research papers.

June 28th – "Intellectual Property 101," with Rick Spinello, offered an overview of ethical and legal issues regarding some recent contentious business cases.

### RESEARCH SEMINAR SERIES

This spring, the WCLE brought to campus two outstanding professors who gave talks about their own research. In February, Prof. Claus Rerup, University of Western Ontario, spoke on "Organizing to Preclude Tragedy: Problem Detection, Heterogeneity, and Cross-Level

Coordination at Roskilde Festival," and in May, Prof. Alan Meyer, University of Oregon, spoke on "Organizational Resilience in a Collapsing Environment."

### CONFERENCE SPONSORSHIP

In June, the WCLE sponsored the 4th Boston Community Field Researchers Conference, which brings together researchers in the Greater Boston area. Boston College joins Harvard Business School, MIT's Sloan School, and Boston University as one of the core sponsoring schools. Co-organized by Mary Ann Glynn and Mike Pratt, the BC conference focused on "Framing your Research." The conference drew approximately 60 participants.

### ACADEMY OF MANAGEMENT MEETINGS

In August, more than 25 CSOM faculty and doctoral students participated in the Academy of Management Meetings held here in Boston. BC faculty and doctoral students were quite visible on the program and presented a number of research projects related to leadership and ethics issues.

Judy Clair presented on the topic of "Senior Women and Leadership." Beth Humberd presented her paper on "Seeing Herself as a Leader: A Study of Women's Identities in Transitions to Greater Leadership." Andrea Tunarosa's paper, "Navigating Rough Waters: A

Theoretical Model of Organizational Action in Corrupted Environments," was among the top 5 percent of papers published in the conference proceedings.

Two symposia organized by affiliates of the WCLE were finalists for the Organization & Management Theory Best Symposium Award: "Finding Meaning in the Economic Sphere: Revisiting and Advancing a Core Question," by Doug Lepisto and Mike Pratt, and "Fields of Gold: Mining the Origins, Definitions, and Assumptions Attending Institutional Fields," by Ryan Raffaelli and Mary Ann Glynn.

Shelly McArdle, Spencer Harrison, and Mike Pratt received the "Diamond in the Rough" Award for Best Faculty Proposal in the Cognition in the Rough Workshop, Managerial and Organizational Cognition Division of the Academy of Management.

Congratulations to Professor Mary Ann Glynn and her co-author Chad Navis, University of Wisconsin, Madison, for winning the IDEA Thought Leader Award from the Entrepreneurship Division of the Academy of Management for their paper: "Legitimate Distinctiveness and the Entrepreneurial Identity: Influence on Investor Judgments of New Venture Plausibility," which was published in the *Academy of Management Review* last year. ■

## Ex-Con Turned Public Speaker Offers Guidance

BY SAMANTHA COSTANZO

**ORGANIZERS OF THE CHAMBERS LECTURE** Series chose what may seem to many a rather unusual speaker for their second lecture of the year: Patrick Kuhse, a former financial planner turned convict turned public speaker.

But Kuhse and the Winston Center for Leadership and Ethics, the Boston College organization that hosts the Chambers series, actually hold business and personal ethics in high regard.

"I was given the opportunity to spend four years at the University of Crime," Kuhse said. "It cost me my country, my assets, my freedom, and my family. Every decision we make impacts our loved ones."

Kuhse went to Arizona State University, which fulfilled his two requirements that his college have no snow and be a lot of fun.

"My mother noticed a change in me. She said all I talked about then was money, but I didn't care. [My classmates and I] were the Gordon Geckos of the future." Kuhse connected his poor decisions to eight critical thinking errors, which he said he encountered in the stories of other prisoners as well.

The first error is having a sense of entitlement, which, in Kuhse's case, caused him to drop out of school after two years and eventually become a New York stockbroker.

"I didn't want to wait until after graduation to make my millions," he said.

The second error Kuhse identified is super optimism, which he defined as considering oneself invulnerable and incapable of failure. He was soon working 80-hour weeks, never thinking the greed this created would catch up to him.

Kuhse's third critical thinking error, affection dissociation, caused him and his family the greatest stress. Though he turned down a job in New York in order to move back to his wife's hometown of San Diego to keep the family together, his work interfered once again.

"If I could buy them more things, I could make them happier," Kuhse said, "and if there's a problem, I'll just make more money and make it go away."

In 1990, he fell victim to the fourth



Patrick Kuhse. (Photo by Lee Pellegrini)

error: the making of seemingly unimportant decisions. A friend of his had a friend who was running for state treasurer of Oklahoma and told Kuhse that she would hire him to be one of the state's 10 investment brokers if he agreed to give her a cut of his commission. Though Kuhse knew the scheme was unethical and illegal, he agreed to it and, after bumping up his commission to 5 percent of each trade, made \$400,000 in one week.

"A confused mind does nothing," Kuhse said. Because the sheer amount of money he was making stunned him, he continued with the scheme despite the fact that his wife and mother questioned its legality.

"It was okay because the state was making money too," Kuhse said, falling victim to the fifth critical thinking error, rationalization.

Kuhse said that the sixth error, laziness, led him to give his friend an ATM card connected to his personal bank account, which held \$6 million after 21 months. But after a disgruntled former employee went to the FBI, Kuhse's connection to his friend, who was withdrawing the maximum amount allowed from the ATM every day for two months, got him into trouble with the FBI and the IRS.

He blamed his friends for everything, saying that even though they never forced him into the scheme, they were the ones who presented him with the tempting opportunity in the first place. "It's so easy to be a victim," Kuhse said.

Kuhse had two options: go to trial and risk up to 15 years of imprisonment, or turn all of his friends in and get only 15 months of imprisonment.

Instead of taking the deal, Kuhse made the eighth critical thinking error of invoking situational ethics.

Though it was all right to take huge amounts of money from the state, his ethics led him to believe that turning in his friends was disloyal.

After Kuhse's friends were sentenced to nine years of prison, he and his family fled to Costa Rica, where they lived for several years before Interpol finally caught up with him.

"I ran out the back door," Kuhse said. "I thought, 'Kill me now, and I win.'" He lived as an international fugitive for four years before finally turning himself in. Even though spending a month in a Costa Rican prison was terrifying, Kuhse said he had never felt better. "I was doing the right thing," he said.

Kuhse spent four years in prison in America, during which time he completed his college degree. After his release, Kuhse and his wife divorced, but he repaired his relationship with his sons. "They still won't let me be the banker in Monopoly," he said.

"Income will never be the definition of you," Kuhse said to close. "The only two things we have at the end of the day are our choices and our relationships." ■

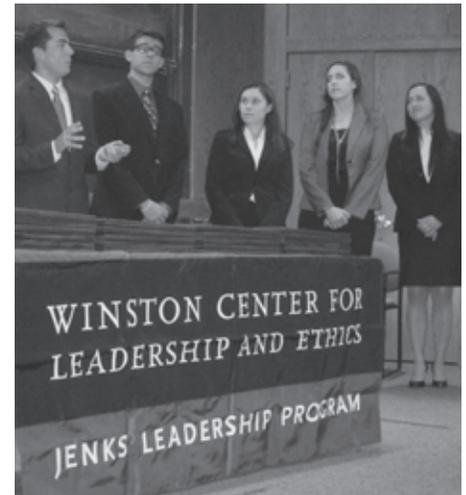
## Jenks Leadership Program Update

**T**HIS PAST SEMESTER HAS BEEN A BUSY one for the Jenks Leadership Program. The semester kicked off in January with the Class of 2013's opening retreat, which was held at the Whispering Pines Retreat Center in Rhode Island. It was a weekend filled with workshops that taught the class not only about their own leadership perceptions, but also about the servant leadership style that the founder of the JLP, Sandy Jenks, implemented. Jenks Leadership Program advisory board member and past program participant Joe Bonito '79 guided the group through a number of important workshops over the course of the weekend and prepared the class for the upcoming semester.

Throughout the spring, JLP members attended each workshop with enthusiasm and a willingness to grow. From Andy Boynton, dean of the Carroll School of Management, they learned about how effective communication between a leader and their team allows for tasks to be completed. The group explored the importance of ethical leadership, especially what can happen when one ignores their moral compass, from hearing Patrick Kuhse, the keynote speaker of the Chambers Lecture Series, who detailed his experiences in business and life. The class also experienced firsthand

the hardships of living at or below the poverty line in a simulation called the Walk-a-Mile experience, administered by the Merrimack Valley-based United Way. These workshops, and many others, have helped to build a foundation of leadership that will carry over into their next two semesters as they plan and complete their service projects to better the greater Boston College community.

While one great new group of students begins their Jenks experience, another must move on from the program and transition to proud alumni. The 2012 Jenks class completed their final deliverable, service projects impacting the greater Boston College community, at the end of the spring semester. These projects were some of the most far-reaching and successful projects that this program has seen. The projects ranged from clothing drives not only on the Boston College campus but also around the town of Newton to serve the homeless; a mock Jenks Leadership Program for students for the Dorchester Boys and Girls Club; a Boston Marathon shoelaces campaign to raise money and awareness for the Boston College Campus School; and even raising funds to buy and serve a meal at Annie's Place, a homeless shelter in Boston. Final presentations detailing these



Jenks Leadership Program final presentations.

successes were shared at a graduation ceremony in Fulton Hall in late April. Undoubtedly, the Class of 2012 will continue to use the skills taught to them in the JLP to better serve their communities, and will bring the ideas handed down by Sandy Jenks to plant the seeds of servant leadership wherever their future endeavors take them! ■



Like the new Jenks Leadership Program Facebook page.

## Too Big to Fail Author Recounts Tale at Clough Colloquium

BY BROOKS BARHYDT

**"I'M PROBABLY ONE OF THE ONLY** authors who hope to never have to write a sequel to their book." Andrew Ross Sorkin enlightened a standing-room-only crowd at Boston College's Robsham Theater on April 3rd as he discussed his best-selling book, *Too Big to Fail*. Sorkin recalled the frightful days at the peak of the economic recession in vivid detail, including Hank Paulson's difficult decision to directly inject capital into the banks to stabilize the economy. "Hank Paulson's ardent belief in capitalism transformed the decision to grant a bailout to companies in the financial community into a fundamentally gut-wrenching choice." However, according to Sorkin, Paulson's pragmatism about the dire situation facing him, and the country, pushed

him to find a way to instill confidence in the financial system.

During a small group Q&A, Sorkin stressed that elements of "moral hazard" remain in the market to this day. Moral hazard in its most basic form is that people will take risks if they have incentive to do so and will ignore the moral implications of their choices. Sorkin believes that it will be at least a decade before the government can truly distance itself from Wall Street; and even at that point, there will remain some thought in many investors' minds that the government might once again be willing to step in to provide funding for companies that have dangerously overextended themselves and put in peril the financial stability of the country.

The conclusion of the story remains

unwritten as history will judge the effectiveness of Hank Paulson, Ben Bernanke, Timothy Geitner, and all those involved in one of the greatest financial crises in the years to come. Sorkin contends that "we did not fall off a cliff" and that it can be argued that the TARP funds were effective in containing the financial damage to the country. Undoubtedly, many in the country were adversely affected by a crisis of global proportions. Our fundamental beliefs in the effectiveness of deregulated markets were challenged, but our nation has faced adversity before and new laws and better management provide the hope of a more stable economic future. ■

## From Chestnut Hill to São Paulo, Brazil: An Adventurous and Enlightening Summer Work Experience

BY KILBOURN GORDON



Kilbourn Gordon (left) at the Abbott Labs Latin America office, conducting an interview with Marcelo Anieri (center), protagonist of the case study, with BC alumna Natalie Casey '99.

**F**OR TWO MONTHS OF THIS PAST SUMMER, I had the great fortune of living in one of the most vibrant places on this earth: São Paulo, Brazil. As the financial hub of all of South America, this became the ideal place for me to gain working experience as I began to build my career in U.S.-South American business.

I am currently a rising junior studying Operations Management and Information Systems in the Carroll School of Management as well as pursuing a minor in International Studies. I expect that pursuing a degree in these two disciplines will provide me with a good foundation for a career in international business. However, I came to realize that reading textbooks and sitting in a classroom could only do so much to prepare me for this journey. I knew the best way to prepare was to have the actual experience of working in an international context. While I had traveled to León, Nicaragua, during high school to learn Spanish and volunteer at small local businesses, I had a burning desire to have a formal internship in a more dynamic area of the world where a passion of mine had already begun to take root: South America.

After months of networking, I connected with a Boston College alumna, Natalie Casey '99, who was working in São Paulo as the

Marketing Manager of Latin America at Abbott Laboratories, a U.S. multinational pharmaceutical company. Although she could not offer me an internship with the company, she did offer me the opportunity to write a business case study that, once finished, would be published through a professor at the Darden School of Business at the University of Virginia. The case, she told me over Skype, was focused on an event that occurred at Abbott Labs in 2005 regarding the distribution of the company's anti-HIV drug throughout Brazil. While I had no tangible experience in the sector, I had a growing interest, having been exposed to the field through my father, who is a physician. I jumped on the opportunity, eager to begin research on what I believed to be one of the most fascinating countries in the world.

Additionally, Natalie put me in touch with a good friend of hers, Paula, who was the founder and CEO of a startup Internet marketing company in São Paulo. The company, Blinks, is responsible for managing advertising campaigns and optimizing performance on Google Ad Words and Facebook. Paula accepted me into a two-month internship with her company.

At Blinks, I was responsible for both optimizing a client account as well as researching the Facebook platforms of our competitors

around the globe to decide which software, if contracted, would bring the most value to our Facebook campaigns. The internship enabled me to learn a great deal about the leading-edge business of online marketing, while exposing me to the Brazilian work culture. In turn, I was able to make important and lasting connections with current and rising Brazilian business leaders.

Both my internship and research into my case study provided me with valuable experiences. After completing my work with Blinks, I transitioned to my work with Natalie. My research involved conducting interviews with Natalie and leveraging online research, where I gained access to news articles, government publications, and legal documents. The following is the basis of the case and of my research.

In 2005, approximately 660,000 people in Brazil were infected with HIV, all of whom were guaranteed free treatment through the government-run National STD/AIDS Program. The Brazilian government became the sole purchaser of Abbott Laboratories' anti-HIV drug Kaletra®, which was distributed to the 1,000 treatment centers around the country. This gave the government considerable buying power when it came time for price negotiations. Meanwhile, Abbott Labs held an industrial patent on the Kaletra capsule until 2017.

On a TV broadcast in March 2005, Brazil's Minister of Health publicly declared that Abbott's patent on Kaletra had been terminated. They claimed the price Abbott was charging for the drug was too high to sustain the AIDS Program. They demanded that Abbott decrease their price by 42 percent or else the government would no longer continue to purchase Kaletra and instead begin production of a generic version. The news came as a shock to Abbott, and it was up to Marcelo Anieri, the Business Unit Manager of Sales and Marketing for the Kaletra drug, to develop an immediate plan of action. Kaletra was Abbott's leading drug in Brazil, and the company's branch would be in financial ruin if the price were dropped to meet the minister's demands. Even worse, if Kaletra sales

were halted entirely, Abbott would be in jeopardy of losing its entire Brazil operation. In a matter of minutes, Abbott was in the midst of the biggest crisis it had ever faced in Brazil. Marcelo would be meeting with the Minister of Health over the next few days and if he were going to try to negotiate, he needed to understand where Abbott had leverage and where it did not. These next few meetings would be crucial in preserving not only his job but also the corporate brand and the financial health of the company.

The case is intended to encourage students to think about how they would handle this situation if they were in Marcelo's position. There are three themes and lesson topics to take away from this case. The event requires students to think analytically about negotiation strategy, both what their arguing points would be and how they would act in order to represent Abbott in a positive and truthful manner. Second, the case enables students to become aware of the political risks and uncertainties involved in conducting business internationally. The third element may be the most interesting, which is the ethical dimension to the case. First of all, the Brazilian government's act of terminating the licensed patent was in fact legal under the World Trade Organization, but was it ethical?

Respecting intellectual property rights is an important value of many developed countries, but one that Brazil has for years fervently opposed. And which of the government's interests came first, saving money or providing universal care to its citizens? The government's claim that the survival of the AIDS Program was in jeopardy with Abbott's price is still up for debate.

On Abbott's side of the matter, what is the most ethical decision for them to make, a company whose mission is to provide the best medical care for those in need? If Abbott decides to leave Brazil, the company would be publicly scrutinized for having abandoned hundreds of patients who require Kaletra for survival. Although other HIV medications exist, Kaletra was the most effective drug on the market, and it was known that patients would suffer serious side effects if they were to alter their medication.

Although the case study was primarily research based, in late July, I was able to meet

and interview the protagonist of the case, Marcelo Anieri, who was the Business Unit Manager of Sales and Marketing at the time. This two-hour interview at Abbott Labs' São Paulo office became one of the highlights of my trip. Now the manager of Latin America, Marcelo first told Natalie and me his account of the event; the incident with the Brazilian government was resolved to the satisfaction of the company. I was then able to ask him questions regarding details of the case that I could not find in my research as well as discuss how he resolved the issue. My interview with Marcelo was very important for me as well as for the case; he brought the story to life and enabled me to do the same in my writing. He also allowed me to see in vivid detail the type of determination, courage, and positive thinking a manager must have to motivate his team out of a crisis. In speaking about the lessons he learned from the event, Marcelo also taught me lessons that will become extremely valuable as I embark on my career.

The combination of my two projects has provided me with both tangible skills and practical knowledge, which have enabled me to make positive relationships with prominent Brazilian business leaders. The Brazilian people are some of the most generous and affectionate people I have ever met, which made my two months there an absolute thrill. I loved my experience of being immersed in the vibrant Brazilian culture, where I learned a good amount of Portuguese, while being able to gain valuable work experience in what I expect to be one of the world's most dominant economies in the 21st century. Although Brazil is still plagued by extensive poverty and crime and is still very much a developing country, financial growth in cities like São Paulo is giving its people hope for a brighter future. And with the whole world watching, literally, over the next four years with the World Cup in 2014 and the Rio Olympics in 2016, I think Brazil is poised and ready to rise to the challenge.

I would especially like to thank the Winston Center for Leadership and Ethics for the opportunity to pursue these life-changing experiences. My time in São Paulo is something that I will treasure forever, and I look forward to sharing my research with the Boston College community. ■

## WINSTON CENTER SUMMER GRANTS

Narintohn Luangrath (A&S '14, International Studies and Political Science) received a Winston Center Summer Internship Grant to support her work with the Irish Human Rights Commission (IHRC) in Dublin, Ireland. Narintohn provided research and policy analysis on human rights issues in Ireland, particularly in the context of the IHRC's activities as Ireland's National Human Rights Institution (NHRI) and in relation to the United Nations Universal Periodic Review (UPR) and Convention Against Torture (CAT) processes. Narintohn drafted IHRC recommendations to amend Irish immigration laws, particularly those concerning refugees and asylum-seekers. She assisted in the IHRC's collaboration with the European Roma Rights Centre (ERRC) and the Irish Traveller Movement (ITM) in legal cases surrounding evicted Irish travellers and Roma peoples in Ireland. Working with the IHRC gave Narintohn a greater understanding of policy-making, international criminal law, and the role of an NHRI.

## A R O U N D   T H E   T A B L E

## L U N C H   W I T H   A   L E A D E R

Peter Bell is a General Partner at Highland specializing in technology investments across all stages of company growth. Before joining Highland Capital Partners, Peter was managing director and founder of Stowe Capital, LLC, which specialized in providing capital and management expertise to emerging growth companies. Prior to establishing Stowe Capital in 2002, Peter was the co-founder, chairman, and chief executive officer of StorageNetworks, an information storage software and services company. Under his leadership, the company grew from pioneering concept to over \$120 million in annual revenue in three years and closed six rounds of equity capital financing totaling over \$700 million, including a successful IPO in June 2000. Peter began his career at EMC Corporation. During his tenure, he held positions in marketing, operations, and sales and played a key role in building and managing the Open Storage Group at EMC, a major growth engine for the company.

**PETER BELL**

*General Partner,  
Highland Capital Partners*  
Thursday, September 20, 2012  
Fulton Honors Library  
12:00 p.m. – 1:30 p.m.  
By invitation only

Dan Fitzpatrick has been in the commercial banking industry for the entirety of his career, working at Bank of America prior to joining Citizens Bank, a subsidiary of the Royal Bank of Scotland (RBS). He is chairman of the board of the Committee of 70, a government-reform-oriented watchdog organization; served on a panel of business leaders scrutinizing the city budget; and is chairman of CEO Ambassadors for 21st Century Schools, a group focused on strengthening public education and job preparedness.

**DAN FITZPATRICK**

*President and CEO  
for Pennsylvania,  
New Jersey, and Delaware  
Citizens Bank*  
Friday, October 26, 2012  
Fulton Honors Library  
12:30 p.m. – 2:00 p.m.  
By invitation only

Dan is also on the Greater Philadelphia Urban Affairs Coalition board, the Greater Philadelphia Chamber of Commerce executive committee, and the chamber's CEO Council for Growth, which oversees regional marketing and is active on transportation infrastructure issues such as Philadelphia International Airport expansion and funding for Amtrak. He serves on the boards of the University of the Sciences, the Office of Catholic Education of the Archdiocese of Philadelphia, and the Free Library of Philadelphia Foundation. Dan also is on the executive committee of the Greater Philadelphia Convention and Visitors Bureau, which seeks to promote a healthy meetings and conventions business in the region.

Karen Kaplan joined the Hill Holliday in 1982 as a receptionist and over the last 29 years advanced her career in account management, gaining expertise in the consumer, health care, technology, retail, and financial services markets. In recognition of her career achievements, *Boston* magazine featured Karen on its cover as one of the most powerful women in Boston. The magazine also named her as one of the 50 most powerful people in Boston. In 2008, Karen was selected by *Advertising Age* for its highly coveted "Women to Watch" special report honoring the nation's top women in advertising, marketing, and media.

In 2008, Karen was elected president of the Massachusetts Women's Forum, a chapter of the International Women's Forum, an international non-political organization of pre-eminent women leaders worldwide. She has been honored with the prestigious Pinnacle Award from the Greater Boston Chamber of Commerce, and was inducted into YWCA Boston's Academy of Women Achievers.

Karen is an integral part of Hill Holliday's commitment to the community. She serves as a director of the executive committee of the Greater Boston Chamber of Commerce, a member of the board of governors of the Chief Executives' Club of Boston, and a board member of the Massachusetts Conference for Women.

Karen is a trustee of Fidelity Investments' Rutland Square Trust II and Commonwealth Trust II. She is also a director of DSM (dba Delta Dental, Doral, and DentaQuest) and is a member of the corporate board resource committee of The Boston Club.

**KAREN KAPLAN**

*President, Hill Holliday*  
Tuesday, November 6, 2012  
Fulton Honors Library  
12:00 p.m. – 1:30 p.m.  
By invitation only

## THE FALL 2012 CHAMBERS LECTURE: TOM BROKAW AND LUKE RUSSERT '08



**E**VEN AFTER STEPPING ASIDE FROM two decades at the helm of *NBC Nightly News*, Tom Brokaw is now more engaged than ever in finding stories that show the strength, perseverance, and courage of people not only here at home but also around the globe. From the turmoil of the Vietnam War and the fall of the Berlin Wall to the war zones of Iraq and Afghanistan and the hallowed ground of Normandy where he interviewed President Obama during the anniversary commemoration of D-Day, Brokaw has the journalistic acumen and global experience to help us make sense of the complex stories of our times. Brokaw enlightens audiences with his observations on the state of the U.S. and the world, providing unmatched analysis on the important political headlines, economic challenges, and social issues in the news—and the people behind the headlines. Known and beloved for his landmark work in American journalism and his *New York Times* bestsellers which include *The Greatest Generation* and *Boom!*, Brokaw now turns his attention to the challenges that face America in the new millennium and offers reflections on how we can restore America's greatness in his new book, *The Time of Our Lives: A Conversation About America*.

Luke Russert joined NBC News in August 2008 as a correspondent based in Washington, D.C. Russert currently reports from Capitol Hill on the House of Representatives and covers youth issues for *NBC Nightly News*, *Today*, MSNBC, and msnbc.com.

Russert covered the 2008 presidential election, reporting from both the Democratic and Republican National Conventions. At the Democratic Convention, Russert was the only journalist to interview former President Bill Clinton immediately following Hillary Clinton's convention speech. Coinciding with the 7th anniversary of the September 11th tragedies, Russert exclusively interviewed presidential candidates Sen. Barack Obama and Sen. John McCain on the importance of national service. His election day reporting on the impact of young people on Barack Obama's victory has been nominated for a News & Documentary Emmy Award as part of NBC News' 2008 election night coverage.



**Tuesday, October 9, 2012  
Robsham Theater, 4:00 p.m.**

This event is free and open to the public

## JENKS LEADERSHIP PROGRAM EVENTS

Mike Considine '80 and the Jenks Advisory Board invite you to join them for the

FALL 2012 JENKS LEADERSHIP  
PROGRAM UPDATE

with special guests

Audrey Riedy '13 and  
Christina Vail '13  
*Jenks Leadership Program*  
co-directors

Thursday, November 8, 2012  
6:00 p.m.

Seward & Kissel LLP  
One Battery Park Plaza  
New York, NY 10004

Reception to follow.

Please RSVP by November 2  
to Brooks Barhydt  
at [brooks.barhydt@bc.edu](mailto:brooks.barhydt@bc.edu)  
or 617-552-9251

Kristen Sullivan '09 and the Jenks Advisory Board invite you to join them and connect with friends (old and new!) at the

FALL 2012 JENKS LEADERSHIP  
PROGRAM TAILGATE

Saturday, October 27, 2012  
Prior to  
Boston College Eagles vs.  
Maryland Terrapins  
Football Game

Boston College  
Edmonds Parking Lot  
140 Commonwealth Avenue  
Chestnut Hill, MA 02467

*Parking passes and tickets  
are sold separately.*

*Please contact the  
Boston College Athletic Department  
for all of your game day needs  
at [athletic.tickets@bc.edu](mailto:athletic.tickets@bc.edu)  
or 617-552-2525*

## Sex Trafficking Still an Issue Today

BY ANDREW SKARAS



**“BACK IN 2004,** I ended up buying two girls,” Nicholas Kristof said. “One was Sre Net, who I paid \$150 for. And Sre Mum, I paid just over \$200 for her. The thing that shook me the most was that I got receipts in writing for buying the two

girls from the brothels. When you get a receipt for buying a human being in the 21st century, it is really a disgrace on the time.”

A *New York Times* op-ed writer and two-time Pulitzer Prize winner, Nicholas Kristof came to Boston College April 12th to talk about his recent book, *Half the Sky*, which discusses human trafficking. Kristof, speaking to an overflowing lecture hall in McGuinn, was brought to BC by the Winston Center for Leadership and Ethics and the group Rallying Efforts Against Contemporary Trafficking (R.E.A.C.T.), in part because of the University’s emphasis on social justice and activism.

Kristof discussed his motivation for writing *Half the Sky*, which covers topics such as sex trafficking and forced prostitution, contemporary slavery, gender-based violence, and rape as a weapon of war and method of justice. The book also details the multitude of ways in which women are oppressed and violated in the world.

He explained that he first sought out interviews with girls in brothels simply as a

means of assuring himself a front-page story. But, he said, the girls would stay embedded in his mind and, to a degree, haunt him. “I was exploiting them and moving on,” Kristof said.

“*Half the Sky* comes from a Chinese expression that women hold up half the sky,” Kristof said. “Just as in the 19th century the central moral challenge for the world was slavery, and in the 20th century the central moral challenge was totalitarianism, in this century the paramount moral challenge is the inequity that is the lot of so many women and girls around the world.”

Kristof’s focus on human trafficking started on a trip that he made 15 years ago. Reporting on prostitution, Kristof traveled all around Asia, and was stunned by the vast number of girls imprisoned and forced into prostitution. He described it as “slavery—but they were all going to die of AIDS by the time they were 20.”

While talking about sex slavery in Cambodia, Kristof described some of the brutalities committed by the brothel owners. When visiting one brothel, he encountered a girl whose eye had been gouged out for being uncooperative. He also recounted a story he heard about a neighboring brothel. He explained that two girls died when the brothel burnt down, as they were assessed to be a flight risk and were thus chained up.

“There is no silver bullet, but to educate girls and bring them into the formal labor force is the most effective [solution],” Kristof said. “We have leverage through our values. Hillary Clinton made a brief trip to Cambodia, during which she found time in her schedule to meet

Lan Cross. That visit sent a powerful message through Cambodian society. Here we have the Secretary of State of the United States meeting with this girl who, in Cambodian terms, was absolutely nothing. If she had gone to the police station, the police would have raped her. It sent this message rippling through the Cambodian elites that maybe these girls do count.”

He also stressed the importance of America cleaning up domestic prostitution. He said that efforts work best here when the police target the pimps and the johns instead of the girls.

“Going after the pimps is crucial, and the pimps are essentially business people,” Kristof said. “They can make a little more money, and it is a little safer to traffic girls than it is to traffic drugs.”

“Another thing is to go after johns more,” Kristof said. “Some cities have john schools. A lot of the johns have no notion that the girls are being coerced. After the johns are arrested, the johns are told [they] can spend 10 days in a lockup or [they] can attend a john school, in which girls who have been trafficked come and speak to them. It takes all the luster and exoticism out of what they’ve done.”

In responding to questions from the audience, Kristof recognized the close ties between rap culture and pimping as one of the negative influences in the United States. “Pimps have their photos taken with rap stars,” Kristof said. “Pimps are seen as heroes in some neighborhoods. I wish these rap stars would not lend their legitimacy to those pimps.” ■



### LOWELL HUMANITIES COLLABORATION

Katherine Boo, a staff writer for *The New Yorker*, focuses on issues of poverty, education, and the distribution of opportunity. Previously, she was an investigative reporter and editor at the *Washington Post*, and a writer and editor at the *Washington Monthly* and *Washington City Paper*. Her reporting from within poor communities has received a Pulitzer Prize for Public Service, a MacArthur “genius” grant, and a National Magazine Award. Her book about families in a Mumbai slum, entitled *Behind the Beautiful Forevers*, appeared in February 2012 to overwhelming accolades.

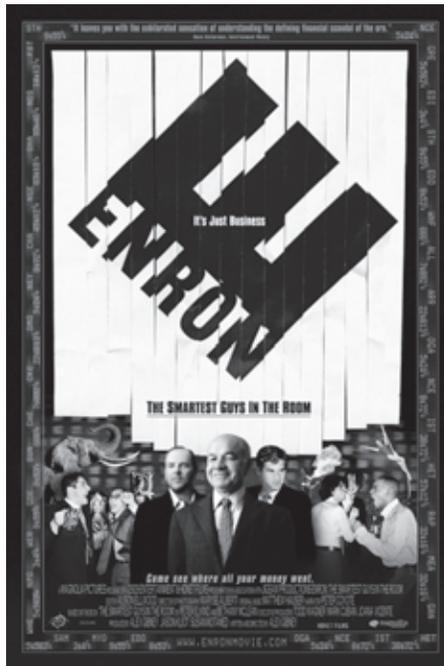
Wednesday, October 3, 2012 | Gasson 100 | 7:00 p.m. | This event is free and open to the public

## A Night at the Movies – *Enron: The Smartest Guys in the Room*

**I**N ANTICIPATION OF JOHN OLSON'S KEYNOTE speech at the Winston Forum on Business Ethics on Monday, October 29th, the Winston Center will be screening *Enron: The Smartest Guys in the Room*. This is a 2005 documentary film based on the best-selling 2003 book of the same name by *Fortune* reporters Bethany McLean and Peter Elkind, a study of one of the largest business scandals in American history. McLean and Elkind are credited as writers of the film alongside the director, Alex Gibney.

The film examines the 2001 collapse of the Enron Corporation, which resulted in criminal trials for several of the company's top executives; it also shows the involvement of the Enron traders in the California electricity crisis. The film features interviews with McLean and Elkind as well as former Enron executives and employees, stock analysts (including Mr. Olson), reporters, and the former Governor of California, Gray Davis.

The film won the Independent Spirit Award for Best Documentary Feature and was nominated for Best Documentary Feature at the 78th Academy Awards in 2006. ■



Wednesday, October 24, 2012  
Fulton 511, 7:00 p.m.

This event is free and open to the public



## WINSTON FORUM ON BUSINESS ETHICS

Monday, October 29, 2012, Devlin 008  
Session I: 4:30 – 5:20 p.m. (by invitation only)  
Session II: 5:30 – 6:30 p.m. (open to the public)

**J**OHN OLSON, WHO RECEIVED HIS MBA from Wharton in 1966, has been in the securities research business for 35 years, with stints at Merrill Lynch and First Boston, among others. Always focused on the energy and utilities industries, he followed Enron from its inception, when it was formed by the merger of Houston Natural Gas and InterNorth in 1985.

In the late 1990s and early 2000s, while almost every other analyst had “buy”

recommendations on Enron stock, Olson steadily maintained that the company was “not very forthcoming” about how it made money and that “no analyst worth his salt can seriously analyze Enron.” Olson’s refusal to kowtow to Enron cost him his job at Merrill Lynch.

Today, John Olson’s reputation as a savvy and principled energy analyst is intact, and his advice is sought by investors and members of Congress. ■

## WINSTON UPDATE

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

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

## FALL EVENTS

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

THURSDAY, SEPTEMBER 20

**LUNCH WITH A LEADER**

Featuring Peter Bell, General Partner, Highland Capital Partners.

*Fulton Honors Library – By Invitation Only*

12:00 P.M.—1:30 P.M.

TUESDAY, OCTOBER 2

**CLOUGH COLLOQUIUM**

Featuring Governor Jon Huntsman.

*Robsham Theater*

4:00 P.M.

WEDNESDAY, OCTOBER 3

**LOWER HUMANITIES COLLABORATION**

Featuring Katherine Boo, staff writer,

*The New Yorker.**Gasson 100*

7:00 P.M.

TUESDAY, OCTOBER 9

**THE CHAMBERS LECTURE SERIES**

Featuring Tom Brokaw and Luke Russert '08.

*Robsham Theater*

4:00 P.M.

WEDNESDAY, OCTOBER 24

**A NIGHT AT THE MOVIES:****ENRON: THE SMARTEST GUYS  
IN THE ROOM***Fulton 511*

7:00 P.M.

FRIDAY, OCTOBER 26

**LUNCH WITH A LEADER**

Featuring Dan Fitzpatrick, President and CEO for Pennsylvania, New Jersey, and Delaware, Citizens Bank.

*Fulton Honors Library – By Invitation Only*

12:30 P.M.—2:00 P.M.

MONDAY, OCTOBER 29

**WINSTON FORUM ON BUSINESS ETHICS**

Featuring John Olson.

*Devlin 008*Session I: 4:30 P.M.—5:20 P.M. – *By Invitation Only*Session II: 5:30 P.M.—6:30 P.M. – *Open to the Public*

TUESDAY, NOVEMBER 6

**LUNCH WITH A LEADER**

Featuring Karen Kaplan, President, Hill Holliday.

*Fulton Honors Library – By Invitation Only*

12:00 P.M.—1:30 P.M.

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