

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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NBC Legend, Rising Star Take the Stage for Chambers Lecture Series

BY MARY ROSE FISSINGER | HEIGHTS EDITOR

ON THE STAGE OF A PACKED ROBHAM THEATER ON TUESDAY, NBC NEWS journalists Tom Brokaw, H '90, and Luke Russert, BC '08, had a conversation about the current state of the media in America, the presidential election, and the duties of our generation. As part of the Chambers Lecture Series, the Winston Center for Leadership and Ethics sponsored the event, titled "Ethics in the Newsroom," which functioned as a casual public interview of Brokaw on an array of topics relevant in American news today.

"I see a lot of undergrads here. I hope you weren't forced to come to this for class credit," joked Russert at the beginning of his introductory speech, in which he spoke about the ways Boston College had played into his development as a man and as a journalist. He asserted that BC had forced him to look at

situations from many different perspectives instead of confining himself to conventional wisdom, and that here he had learned self-sacrifice and the necessity of being active rather than apathetic.

Russert then segued into the media focus of the event.

"We live in a media age where speed is put above all else ... a media age based on speed above truth," he said. Russert denounced the

NBC Legend

(Continued on page 3)

Clough Colloquium: Gov. Huntsman Still Optimistic

BY DAVID COTE | NEWS EDITOR



Governor Jon Huntsman

IN THE 1960S, JON HUNTSMAN'S GRANDfather, a Republican, used to have two photos hanging by the front door of his house that guests would see as they left—one of John F. Kennedy and one of Lyndon B. Johnson.

As the keynote speaker of the Clough Colloquium on Tuesday, October 2nd, Huntsman, the former governor of Utah and former United States ambassador to Singapore and China, pointed out how unlikely it would be for this to happen in America today.

"We've forgotten that moment in history when we actually used to be proud of our president," he said. "Where even as someone of a different party, we'd hang that picture in our home, and we'd say, 'We're Americans—that's who we are.'"

Instead, Huntsman said, politicians have for too long been putting party before country, forcing moderate views out of politics to be replaced by extreme positions.

"We've blown the total center out of politics, and all the sane American people are asking, 'What about us? Don't we count?'" Huntsman said. Despite the dim current state, he repeatedly emphasized his hope for the future.

"I don't want anyone walking out of this lecture hall thinking that this country is doomed for failure, or that the American people are forever consigned to division like the world is today—red, blue, MSNBC, FOX, Republican, Democrat," he said.

Huntsman, who came onto the national political scene last year as a candidate for the Republican nomination for president, quickly gained support from prominent politicians on both sides of the aisle, from former president Bill Clinton to Haley Barbour, former governor of Mississippi. He earned a reputation as being a moderate conservative willing to put the country's concerns before party politics.

Huntsman was introduced to the Robsham crowd by R. Shep Melnick, the Thomas P. O'Neill, Jr. Professor of American Politics in the Political Science Department. Melnick, a Democrat, described a time last year when he was called by a polling agency and asked about the Republican field.

"The first question that I received was, 'Which Republican candidate do you think is most capable of improving the economy?' and I answered Jon Huntsman," Melnick said. "The second question was: 'What Republican candidate do you think is most capable of handling American foreign policy?' And again I answered Jon Huntsman. Third question: 'What Republican candidate do you think is overall most capable of being president?' And again I gave the same answer."

Melnick lauded Huntsman's success as governor of Utah, where he was reelected to office with 78 percent of the vote, and left office with an 80 percent approval rating.

Rather than giving a partisan speech,

Huntsman said his goal was to reflect on what he learned while campaigning for the Republican nomination and to describe how he sees America progressing.

"My goal is to impart a couple of thoughts that resonate, that are relevant, that are consistent with you students and your time in history," Huntsman said. "You've got a great motto at this school—*Ever to Excel*—which means you're always thinking, always doing, always moving ahead."

He spoke about his experiences on the campaign, ranging from his appearance on *The Colbert Report* to his time on the debate stage with the other Republican candidates. He equated the primary debates to a "game show," pointing out the absurdity in summarizing his views on tax policy or nuclear weapons in 30 seconds. The game show was not a high-quality one, according to Huntsman. "The barriers for entry into this game are pretty dang low," he said.

"I wasn't able to make myself into something I'm not, which is what you do in primary politics," he said on his eventual loss.

He was also critical of the views of many of the candidates on foreign policy, joking that by the time the debate moderators got to him, America had already declared war on five different countries. "We have to be honest with the American people about how the world really works out there."

After reflecting on the campaign, Huntsman spoke about the current state of America. One of his largest focuses was on the economy, and he spoke at length about America's current debt problems, which he sees as a "ball and chain" on America's ability to compete internationally. The transition from skilled laborers to automation, he said, is causing structural unemployment that cannot be solved easily.

During his lecture, Huntsman listed the U.S. recovery, energy, Europe, and China as key areas to focus on in the future years. "These are the four most dramatic and profound areas of change that will play out over the next four years or few decades," he said.

After the lecture, Huntsman took questions

Gov. Huntsman

(Continued on page 10)

NBC Legend... *(Continued from page 1)*



Tom Brokaw and Luke Russert appear with Norm and Monever Chambers.

emerging trend of sacrificing accuracy in order to break the story first.

"I believe, as a journalist, it's our ethical duty, for those of us who still believe in non-partisan news, to educate and inform the viewer or the reader or the listener, and let them make their own decision," he said. Russert then moved to the center of the stage to sit next to Brokaw in a pair of leather armchairs and ask him a series of questions about American media and politics, as well as the intersection of the two.

One of Brokaw's major messages was the responsibility of the reader in this day and age to figure out what is reliable and what is not. "There's more opinion out there now, and there are more places you can go to get it," Brokaw said. "You have the opportunity with a keystroke to go anywhere in the world that you want to in order to get information. You can't be a couch potato anymore. You've got to work harder at it, and sort out what works for you, what is reliable."

He discussed how the news has always been partisan, but what has changed is the frequency and availability of the news, meaning it falls on the readers to discern for themselves the best way to get it.

Brokaw did, however, acknowledge social media as a real and potentially beneficial addition to the world of newsgathering. He commended

Russert on his Twitter "play-by-play" of the presidential debate in Denver last Wednesday.

"He was the John Madden of tweeting," Brokaw said. He also celebrated the fact that Facebook and Twitter have made audible the voices of very intelligent people who would not have otherwise been heard.

"We're going to be using all these instruments to get access to information about what is going on. The problem is too many people just put their head down, and they're more interested in what they have to say than in what's going on right in front of them or on the screen."

He once again urged people to spend time deducing whether or not news sources are legitimate, and not pay undue attention to anonymous bloggers. "If you've got something to say, you need to have the courage to put your name on it," he said.

When asked if he believed that the country had ever been this polarized before, Brokaw once again pointed to the constant availability of varied news sources as one of the culprits. "There is much more awareness of it now because of the ease with which people can get the information," he said. "It does polarize because there are interests out there, across the political spectrum, across the economic spectrum, who want to do that—they want to isolate you."

Brokaw and Russert also discussed the recent presidential debate and the campaign race in general. Brokaw expressed his belief that the race will come down to the "independent married couple" that is not sold on either candidate—the deciding factor will be who can win over the voters like them.

"I do think [the campaign] has been great for the country, and here's why: so much that we have taken for granted has disappeared beneath our feet," he said. "The idea that you could buy a house, and it would be the most secure investment ... if you sent your child to college it would be worth the price because he or she could get a job when they got out. That has turned out not to be the case. The country is extraordinarily wary, and with very good reason. So they're watching this [campaign] in a way, and I don't remember them ever being so tuned in and demanding specifics. So I think big ideas will be the test between now and the first Tuesday in November."

When asked the final question, concerning political apathy in the United States right now, Brokaw took the opportunity to urge the students at Boston College, and their entire generation, to step up to the plate.

"The test is whether or not your generation has within it the determination to change the world," he said. ■

Boo Reflects on Life as an Investigative Journalist

BY ANDREW SKARAS | HEIGHTS STAFF

“THE STUFF THAT I CARE ABOUT MOST is stuff that most people don’t want to read,” Katherine Boo said to a full audience in Gasson 100. As a part of the Lowell Humanities Lecture Series and the Winston Center for Leadership and Ethics, Boo came to Boston College October 3rd to speak about her Pulitzer Prize-winning book, *Behind the Beautiful Forevers*, and her life’s work as an investigative journalist.

As a journalist, Boo explained that what she wanted to focus on was the lives of the poor and marginalized in society. She felt that her early work with these people was inadequate and wanted to work with people over longer periods of time.

“What people say about their lives is so much less revealing of their character than the choices that they make over the course of their lives,” Boo said. “I wanted to be there to watch people make those choices.”

After her marriage to an Indian, Boo found herself spending more and more of her time working in India. This led her to working in the Annawadi slum near the international airport in Mumbai beginning in November 2007. She was bothered by the discrepancies between the official statistics that said extreme poverty had almost been eliminated and the reality of the existence of and life in the slums.

“I had fears about the legitimacy of my work,” Boo said. “Was this something legitimate for a white Western woman to do? I had one deep conviction—that was that issues of global poverty and inequality are some of the

most over-theorized and under-reported issues of our time.”

When Boo started her work in Annawadi, she emphasized how important it was to spend the first few months just listening and observing all of the lives that were unfolding around her. In her experience, the first few months as an outsider in a community were completely useless, since she was learning more about her own inadequacies than about the people of the slum.

“In the beginning, I was a freak attraction in Annawadi,” Boo said. “They had not seen many white women before. They thought that I had gotten lost between the airport and the high-end hotels that surround it. Eventually, they got used to my presence, and then I spent the next years following the residents wherever they went, whether that was stealing metal from the airport or teaching kindergarten.”

Looking at the people that she followed, Boo said that she wasn’t looking for the most exciting or outrageous stories, but that she just wanted to observe ordinary people. Distilling the meaning behind documenting what she did, Boo said that she was looking for “stories that illuminate the nature of a changing society.”

While Boo described most people she met as “more affluent than they had ever been,” there was still less social mobility than she expected.

One of the people that she followed was a garbage collector named Abdul. Boo was amazed that, as a garbage sorter, he was able to lift a family of 11 above subsistence living. When he was accused of a crime, she had the



Katherine Boo (Photo by Eun Hee Kwon)

opportunity to delve into the corruption of the criminal justice system in the slums.

Another aspect of her experience that stood out was the role of women and children in the communities. She noted that, while most journalists there were men, women and children were having great impacts on their communities.

“Many of the men had given up hope, but many of the women and children had not,” Boo said. “To the children, caste did not matter. They didn’t really know the caste of their friends.”

In taking the time to understand people’s lives, Boo found that the actions they took reflected the values they held in ways that she did not expect. She described the people as “not just subjects to be written about, but co-investigators.” Turning to the philosopher John Rawls, Boo posed to the audience the question that she asked herself many times during her stay there: “How would I design a society if I didn’t know where I would be placed in it?” ■

ELLER ETHICS CASE COMPETITION & MICHIGAN INVESTMENT CONFERENCE

BY ERICA GRAF

For the sixth year in a row, the Carroll School of Management sent a team of undergraduates to the Eller Ethics Case Competition. The competition, which is celebrating its 10th year, is hosted annually by the Eller College of Management at the University of Arizona. This year’s case, written by Dr. Paul Melendez, founder of the Center for Leadership Ethics, centered on the issue of hydraulic fracturing (fracking) in western Maryland. The 28 teams competing were asked to analyze the financial, legal, and ethical implications of fracking and provide a recommendation to judges who were acting as the governor of Maryland’s staff.

Juniors Justin Feng ’14 (CSOM) and Matthew Alonzoana ’14 (A&S) represented Boston College in this year’s competition. They prepared the case in the weeks leading up to the competition, conducting external research on the issues, and consulting with both classmates and faculty. Justin and Matt examined the risks associated with the process (e.g., effects on the residents’ health, the environment, and economy) and developed a comprehensive plan outlining their recommendation to implement fracking in Maryland with strict environmental regulations.

After successfully presenting in the first two rounds of the competition, Justin and Matt were selected to compete in the final round against Concordia University, University of Florida, and University of Iowa. Due to their analysis, thorough plan, and dynamic presentation, Justin and Matt won first place in this year’s competition. Congratulations to Justin and Matt! More details about the competition, including video of their presentation, can be found at <http://ethics.eller.arizona.edu/competition/>.

Carroll School of Management students Matt Flynn ’13, Charlie Rechiene ’13, and Eddie Parisi ’14 traveled to the University of Michigan Ross School of Business to compete in the Michigan Investment Conference (<http://miiic.org/stock-pitch-faq/>). Each of the 24 teams that competed were asked to pitch a stock to a panel of judges. Matt, Charlie, and Eddie selected their stock in the two weeks leading up to the competition. After a 12-minute pitch, there were eight minutes of questions. The team placed third in its bracket.

Jenks Leadership Program Update

BY CHRISTINA VAIL '13 | CLASS OF 2013 CO-DIRECTOR

THIS HAS BEEN A VERY BUSY SEMESTER for the Jenks Leadership Program (JLP) as the Class of 2013 begins to plan their service projects for the spring semester. We kicked off the semester at Bob and Judy Winston's home on Cape Cod, MA, for a fantastic Saturday filled with great conversation, company, and food. The groups all had their first official brainstorming sessions and began to determine the type of service project they would like to accomplish. In the past, many groups have executed a project that was initially thought up at the Winstons' home; so this was a critical time for everyone to start off on the right foot.

The second semester of the program is a transition from strictly workshops to a stronger focus on group planning and establishing

connections in the greater Boston College community to aid in the execution of the service projects. Many groups are hoping to partner with local and national groups, including Back on My Feet, Cradles to Crayons, and the Boys & Girls Clubs of America. The groups are looking to impact a wide variety of populations, including underprivileged children, the homeless, the environment, and Boston College. The projects are promising, and we are greatly looking forward to seeing how everything turns out in the spring.

In addition to planning their projects, the members of JLP also held a couple of workshops and attended the Clough Colloquium, Chambers Lecture Series, and the Winston Forum, as well. The exposure that



Like the new Jenks Leadership Program Facebook page.

JLP members as well as the greater Boston College community had to these speakers is something for which we will be forever grateful. We have learned lessons from some of the best in our country, including Jon Huntsman, Tom Brokaw, and BC's very own, Luke Russert '08. Lastly, Ara Balikian, an alumnus of the Jenks Leadership Program and current member of the Jenks Advisory Board, ran a workshop on the difference between leadership and management. We always enjoy having participation from the alumni of the program, and Ara has been running this workshop every year since the reestablishment of the program. Next semester will continue to be a balance between project execution and larger group activities. ■

Winston Center Sponsors: Living on \$1

CLAREMONT MCKENNA DUO REDEFINE POVERTY RESEARCH

BY PARISA OVIEDO

ON A DAILY BASIS, THE AVERAGE BOSTON College student probably spends at least \$30 on meals alone. Zach Ingrasci and Chris Temple, two economics majors at Claremont McKenna College, recently lived voluntarily on only \$1 a day. The pair lived off an average of \$1 a day for eight weeks in Guatemala in order to understand life below the poverty line. Ingrasci, Temple, and their two photographers recorded their experience in a film titled *Living on One*. The film's Boston premiere was held Friday, November 2nd in BC's Devlin 008 and drew a crowd of about 300 audience members.

"About 1.1 billion people live on under \$1 a day," Ingrasci said. "Coming from Seattle and New York, respectively, we didn't really understand." Ingrasci and Temple wanted to answer two main questions on their trip: How do poor survive on only \$1?; and What financial services do they need to better their lives?

The duo chose a rural village called Pena Blanca in Guatemala, a country in which, according to Temple, half of the population is living in poverty, and more than 15 percent in extreme poverty. As economics majors, they were also curious to know if this 15 percent really thinks about how to manage their money or if "it is just a survival mode and trying to manage to take care of their children," Ingrasci said.

The film tracked how the two got their answers. In order to simulate living in poverty,

they had to echo what they believed were two key aspects to living on less than \$1. Due to unpredictable incomes, "the extreme poor don't know when they're getting paid," Ingrasci said. Secondly, according to Ingrasci, the poor use a "complex combination of financial instruments in order to survive."

To mimic these two aspects, the team of four took their budget for the summer, \$56 each, and divided it from a hat each morning, using only the amount that they drew from the hat on a given day. This meant that they could spend anywhere between \$0 and \$9 a day. Secondly, the team took out a loan in the beginning of the summer and, according to Ingrasci, paid an installment every two weeks, adding to their already limited budget. Indeed, an average of \$4 a day for four people (and sometimes \$0, depending on the number that they drew from the hat) made it quite impossible for the four to get a healthy nutritional intake, let alone start their own business.

"I'm used to eating a lot, I'm used to being active, but when you're eating like 500 calories, you feel really lethargic," Ingrasci said. At one point, Temple had Giardia and E. Coli at the same time, and the \$2 truck ride, \$25 doctor's visit, and even more for prescription medication forced them to spend more money than their budget allowed. As someone who does not actually live in poverty, Temple was fortunate

enough to have access to emergency money to aid his health. He was well aware, however, that it would have been very different for anyone living in poverty.

Health and nutrition aren't the only victims of poverty: education is affected as well. "Do you choose between feeding your child and keeping them in school?" Temple asked. One solution, Temple and Ingrasci found, was microfinancing and microloans. "It was so huge to see the difference that access to a little credit could do for our friends and for our neighbors," Ingrasci said.

After 56 days, the team of four had collectively lost about 18 kilograms and had suffered from starvation, physical challenges, and various illnesses, but the lessons they learned were invaluable. "Our friends in Pena Blanca became the best teachers we've ever had in our lives," Ingrasci said. "They took abstract concepts that we were learning in the classroom and made them real."

Ingrasci and Temple took their experiences and went on to create an organization, *Living on One*, that is currently focusing on raising awareness. "If each individual could help the livelihood of another individual, we could change the world," Temple said. ■

Bell Urges Entrepreneurs to Start Early, Think Creatively

BY MUJTABA SYED | FOR THE HEIGHTS



Peter Bell '86

“MY VIEW IS: DON'T WAIT,” SAID PETER Bell, general partner at Highland Capital and BC '86. “Waiting is a really bad thing in life. Time is one of your most precious resources.” On September 20th in the Fulton Honors Library, Bell spoke to a crowd of faculty as well as graduate and undergraduate students interested in entrepreneurship. He was welcomed back to his alma mater as the first speaker for this fall's “Lunch with a Leader” initiative, sponsored by the Winston Center for Leadership and Ethics.

Graduating with a degree in accounting from Boston College, Bell briefly worked for PriceWaterhouseCoopers before taking a job

with Boston- and Bay Area-based startup EMC. After working for five years in San Mateo, CA with EMC, Bell attended Harvard Business School. Following the completion of his MBA, he founded a cloud computing based startup company that eventually went public. Since selling the company in 2002, Bell has taught advanced management courses and investing. Following the introductory segment of his speech, he offered advice for aspiring young entrepreneurs.

“As you think about your careers, if you're going to join or start a startup, the cost goes up as you get older,” he said, asking the students present to get involved in their interests as soon as possible.

Bell went on to address a sentiment that was likely present in most students' minds as they listened to his presentation—that all successful business ideas may already be taken.

“The great companies—their ideas, they don't make sense,” he said, citing examples like Facebook and the iPad to indicate that many staples of modern society were drastic changes from the way things were done at the time they were introduced.

Using the uncanny nature of startup companies and the benefits of early involvement as a backdrop, Bell went on to a broader discussion of some strategies for young entrepreneurs with developed ideas. Stating “people

love hanging out with students,” he stressed the luxury of BC students' proximity to a hub of established entrepreneurs and investors, urging the audience to reach out and express their ideas to those who once walked the same path. He also emphasized the importance of using the BC alumni database, indicating that it is an underused resource by most of the student population.

Bell went on to articulate some of the nuances of the venture capital industry, which consists of funders and analysts who listen to presentations by entrepreneurs and decide whether to finance their ventures for a later return on their investment. Although there are only five to 10 deals in the United States worth investing in every year, Bell emphasized that the venture capital industry is always a buyer's market for the most innovative entrepreneurs.

While Bell went over some of the technical aspects of success for entrepreneurs in the context of venture capital, perhaps his most heartfelt and memorable advice came in the form of an all-too-familiar dialogue while discussing the importance of working relationships.

“It's like your mother told you when you were a kid—she didn't want you hanging around the wrong people. That's the best advice you can get in business.” ■

Education & Social Responsibility Key to Good Business

BY SIMON LIANG | FOR THE HEIGHTS



Dan Fitzpatrick P '13 (Photo by Robyn Kim)

“THE WORLD CHANGES SO FAST, SO incredibly fast right now, that you can't stop learning,” said Dan Fitzpatrick, Citizens Bank's president for Pennsylvania, New Jersey, and Delaware, and the father of a senior at Boston College. “One thing we emphasize when we recruit good people is you have to continue to learn.”

Fitzpatrick opened his mind to a group of graduate and undergraduate students interested in finance and the social responsibility of business October 26th in the Fulton Honors Library. Fitzpatrick was invited as the second-to-

last speaker for this fall's “Lunch with a Leader” series, sponsored by the Winston Center for Leadership and Ethics.

After receiving a BS in Business Administration from LaSalle University and an MBA from Drexel University, Fitzpatrick became both a Certified Public Accountant and a Chartered Financial Analyst. He has 20 years of experience in the private client business and has held leadership roles at some of the leading institutions in wealth management, including J.P.

(Continued on next page)

Good Business... (Continued)

Morgan, Citigroup, Goldman Sachs, and BNY Mellon. In addition, Fitzpatrick holds Series 7 and 63 licenses from the National Association of Security Dealers.

Fitzpatrick began his speech at the roots. Growing up in a religious family, he started his career as a public accountant in Philadelphia, his hometown. Then he realized his interest in finance and made a quick transition from auditing to banking.

Fitzpatrick then went on to speak about the importance of combining the business of banking with the service of banking to the community. Fitzpatrick recalled that when he was young, no one within his family could give him path suggestions, so he was thankful for those that helped him and decided to pay back the favor. He applauded BC for its contribution to the community.

“A reason that Boston College is great is that you focus on business, and you focus on education, and you couple that with the Jesuit tradition of commitment to service,” he said. “We can’t succeed on our own, and it’s our duty to give it back when we make it.”

Fitzpatrick also spoke of problems in education and their effect on the workforce in general.

“How do we have an 8 percent unemployment rate and a workforce shortage? We have a skill gap,” he said.

He mentioned that the biggest business challenge that employers are currently facing is workforce shortage, saying that the problem challenges America to maintain global leadership in education. Many unemployed citizens seeking jobs do not have as many necessary skills to handle the work as earlier generations

do. “The adult literacy rate in Philadelphia is only 45 percent,” he pointed out. According to Fitzpatrick, maintaining America’s leadership position in the world of business relies heavily on advancing education at all levels.

After his remarks, Fitzpatrick answered a few questions regarding accounting majors, loans to small businesses, job opportunities, Citizens Bank’s relationship with Royal Bank of Scotland, and how firms lost money purposely to earn more. He ended his talk with a suggestion of the importance for social business to be profitable. “If people donate to me and get no return, it’s not fair and won’t be sustainable.” ■

Kaplan Shares Keys to Corporate Success

BY ANDREW SKARAS | HEIGHTS STAFF

WHEN KAREN KAPLAN APPLIED TO WORK as a receptionist at Hill Holliday in 1982, she was not sure if she wanted to work there or even if she wanted to work in advertising. She had graduated college as a French literature major and intended to go on to law school. What she did know was that she wanted to meet the then-president of Hill Holliday, Jack Connors, BC ’63. After getting that job, Kaplan never left Hill Holliday and now serves as the president of the company.

As part of the Lunch with a Leader program, Kaplan came to the Fulton Honors Library on November 6th to talk about her experience rising through the ranks at Hill Holliday, as well as to share her understanding of the current advertising landscape for college graduates looking for jobs. She also talked generally about how to succeed in the corporate world.

“Once you get yourself into a company, find a sponsor or a mentor,” Kaplan said. “A sponsor is a senior person who is really committed to helping guide and cultivate emerging talent. Those with sponsors consistently get better

assignments, they get paid more, and they are promoted more often.”

Kaplan also expressed her negative views about formal mentorship programs.

“I don’t believe in formal mentorship programs where people are matched,” she said. “I think you need to find the person that is right for you. The best mentors and sponsors are those who have the innate ability to open themselves up fully and share not only their successes, but also their failures. A hallmark of a great sponsor is that he or she is willing to give you a task that is much bigger than you think you are at the time.”

When looking at the trends in advertising today, Kaplan noted that the emergence of digital media was the change in the last several decades that had the greatest impact on the advertising industry. Because of this change, she stressed the importance of young people, or “digital natives,” in the field.

“Everything moves at ‘the speed of digital,’” Kaplan said. “Our business has changed more in the past five to 10 years than it did in

the 50 years before that. The three key impacts of technology on consumer behavior are distraction, participation, and sharing. They’re not bad things. They just require us to look at branding and story telling differently. The old rules don’t apply, but you don’t have to unlearn those old rules.”

To all of those in the audience who were interested in the field of advertising, she offered some advice on how to succeed.

“Always pay attention,” Kaplan said. “Originality requires attention, and there is a premium placed on the creation of original ideas. This is virtually impossible while you are texting, tweeting, and watching TV all at the same time. Human beings are not truly able to multi-task. Always be confident and optimistic. Embrace what makes you different.” ■

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

Robert J. (Robbie) Bach served as the president of the Entertainment Devices Division of Microsoft Corporation from September 2005 until retiring on October 1, 2010. Bach has over 16 years of experience at Microsoft in various divisions and is responsible for everything from small-business marketing and OEM programs to major product launches and marketing for Microsoft's family of productivity applications. He served as chief Xbox officer of Microsoft Corporation for several years and is credited with being directly responsible for Xbox and Microsoft Xbox 360™, the next-generation game console. In addition, he oversaw Microsoft's TV platform products for cable and telecom network operators: Microsoft TV Foundation Edition and Microsoft TV Internet Protocol Television (IPTV) Edition. Bach is also responsible for Microsoft's line of consumer hardware, software, and products for Macintosh. This includes the Works, Encarta® multimedia encyclopedia, Office for Macintosh and Virtual PC product lines, and Microsoft mice and keyboard products. Additionally, he serves as chairman emeritus of the Board of Governors of the Boys & Girls Clubs of America. He holds a BA in Economics from the University of North Carolina, Chapel Hill, and an MBA from Stanford University.

**ROBERT J. BACH**

Former President of the Entertainment Devices Division, Microsoft; chairman emeritus, Boys & Girls Clubs of America

Friday, January 18, 2013

Newton Room,
Corcoran Commons

12:00 p.m. – 1:30 p.m.

By invitation only

Peter Cronan, a 1977 graduate of Boston College, is currently the Regional Vice President of Merrill Corporation, where he is responsible for the sales and general management of the company's Legal Financial Transaction Services.

Cronan had an outstanding career as a student-athlete at Boston College, and was a 1986 inductee into the Boston College Hall of Fame. After graduating, Cronan was drafted by the Seattle Seahawks in the second round of the National Football League draft where he played middle linebacker and was a standout on special teams. In 1980, he joined the Washington Redskins and continued to perform at a high level until his retirement from the game in 1985. His self-professed love of the game and connection to Boston College has kept him actively involved with football. Since 1986, Cronan has served as the action analyst for WEEI Sports Talk Radio and covers the Boston College Eagles football games.

**PETER CRONAN**

Regional Vice President of Merrill Corporation

February 7, 2013

Fulton Honors Library

12:00 p.m. – 1:30 p.m.

By invitation only

Throughout his career, Cronan has been actively involved with sales management training and has mentored numerous colleagues and Boston College students and alumni. The work ethic that he developed on the football field continues to serve him well in his unparalleled preparation and execution in business.

Cronan is the proud father of two Boston Colleges graduates and currently resides in Hopkinton, MA.

Beth Mowins joined ESPN in 1994 as a play-by-play commentator. She currently calls NCAA Championships in basketball, softball, soccer, and volleyball, in addition to regular season games for college football and men's and women's basketball. Mowins began calling college football games on ESPNU in 2005, and currently calls the ESPN2 College Football Saturday afternoon game with former Oregon head coach Mike Bellotti.

Mowins most recently covered the 2011 Women's World Cup in Germany, and has also called U.S.A. softball and soccer events. She currently co-hosts the podcast *Shootaround with Beth & Debbie* and is an occasional contributor to ESPN.com. A 1989 graduate of Lafayette College, Mowins captained the varsity basketball team. She was a three-time all-conference selection, 1,000-point scorer, and is still the school's all-time assists leader with 715.

**BETH MOWINS**

ESPN Sports Commentator

February 25, 2013

Fulton Honors Library

12:00 p.m. – 1:30 p.m.

By invitation only

THE SPRING 2013 CHAMBERS LECTURE: JESSICA LONG, BETH MOWINS & ALY RAISMAN



Jessica Long is a United States Paralympic swimmer from Baltimore, MD who currently holds 20 world records. She entered the international stage at the 2004 Paralympic Games in Athens, Greece, winning three gold medals in swimming. Only 12 years old at the time, Long was the youngest competitor on the U.S. Paralympic Team. In the 2008 Paralympics, Long won six medals, four of which were gold, and set three world records. In the 2012 Paralympic Games, she earned five gold medals, two silver medals, and one bronze medal. Long has been recognized for her athletic prowess by several organizations, including the United States Olympic Committee, who named her the U.S. Paralympic Sportswoman of the Year in both 2012 and 2006. Further, Long is a two-time recipient of the ESPN Best Female Athlete with a Disability ESPY Award and was the first Paralympic athlete selected as the Amateur Athletic Union's James E. Sullivan Award winner.

Beth Mowins, ESPN Sports Commentator will moderate the Chambers lecture. Please see her bio on page 8, Around the Table, Lunch with a Leader.

Aly Raisman is the captain of the 2012 U.S. Women's Gymnastics Olympic team that won gold, the first U.S. Women's Gymnastics team to do so since 1996. Raisman helped lead the 2012 Olympic team to a distinctive victory with a sizeable five-point difference between the gold and silver medal winning teams. During the 2012 Olympic Games, Raisman also earned two individual medals: gold on floor and bronze on beam. Her performance secured her spot as fourth all-around gymnast. Prior to the 2012 Olympic Games, Raisman was a two-time women's gymnastics world team member, leading the team to silver in 2010 and gold in 2011. Additionally, she was named third all-around at the U.S. Nationals three times (2010, 2011, and 2012). A Needham, MA native, Raisman began gymnastics in 1996, and is coached by Mihai Brestyan.



Monday, February 25, 2013
Murray Function Room, 7:00 p.m.

This event is free and open to the public.

JENKS LEADERSHIP PROGRAM EVENTS

Mike Considine '80 and the Jenks Advisory Board invite Jenks Leadership Program alumni to join them for the

SPRING 2013 JENKS LEADERSHIP
PROGRAM UPDATE

with special guests

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

Thursday, March 14, 2013
6:00 p.m.

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

Reception to follow

Please RSVP by March 5th
to Brooks Barhydt
at brooks.barhydt@bc.edu
or 617-552-9251

The Jenks Leadership Class of 2013 invites all Jenks Leadership Program alumni to join them for the

CLASS OF 2013
JENKS LEADERSHIP PROGRAM GRADUATION
AND FINAL PROJECT PRESENTATIONS

Thursday, April 25, 2013
5:30 p.m.

Fulton Hall 511
Dinner to follow

Please RSVP by April 1st
to Brooks Barhydt
at brooks.barhydt@bc.edu
or 617-552-9251

RESEARCH: A LOOK INSIDE

You're the founding CEO of a company that has succeeded handsomely during your 20 years of guidance. You have the ability to size up a potential business opportunity on the spot, trusting your gut feel. You want to breed such confidence among your employees and encourage them to go with how an opportunity feels. Is this trust wellplaced? It all depends, argue Michael Pratt, Winston Research Fellow, and his coauthors in "When should I trust my gut? Linking domain expertise to intuitive decision-making effectiveness," recently published in the journal, *Organizational Behavior and Human Decision Processes*.

The founding CEOs, like the experienced museum director in Malcolm Gladwell's *Blink* who can spot the fraudulent copy without forensic analysis, does well to trust his gut. They are "domain experts," whose learning and experience inform their "gut" feelings. Company novices lack that expertise, and the encouraging CEO might wish to back off from allowing them to feel first and think later. Pratt's research also differentiates among kinds of tasks, those that are susceptible to a parsing of steps and sequences (decomposable) and those that are most appropriately grasped whole (non-decomposable). He pursues his hypothesis via novel experiments involving fake handbags and basketball shooting. Know your subject, recognize the kind of problem you face, and, as the Latin proverb has it, *festina lente*— or make haste slowly.

— Richard Keeley

News from the Research Front

The faculty and doctoral students have been actively researching topics related to leadership and ethics. To highlight a few recent publications:

Dane, E., Rockmann, K. & Pratt, M.G. 2012. "When Should I Trust My Gut?: Linking Domain Expertise to Intuitive Decision-Making Effectiveness." *Organizational Behavior and Human Decision Processes*, 119: 187–194.

Glynn, M.A. & Raffaelli, R. Forthcoming (2013). "What's So Institutional about Leadership?" *Research in the Sociology of Organizations*.

Nielsen, Richard P. & Massa, Felipe G. 2012. "Reintegrating Ethics and Institutional Theory," *Journal of Business Ethics*.

Waddock, S. & Steckler, E. 2012. "Wisdom, spirituality, social entrepreneurs, and self-sustaining practices: What can we learn from difference makers?" In Neal (Ed.) *The Handbook for Faith and Spirituality in the Workplace*. New York: Springer.

On the road Richard Nielsen conducted a two-day "Business Ethics and Corporate Social Responsibility" Executive Education seminar for the managers of a major pharmaceutical company on emerging markets in the Middle East, Turkey, India, Pakistan, and Africa in Dubai.

Gov. Huntsman...*(Continued from page 2)*

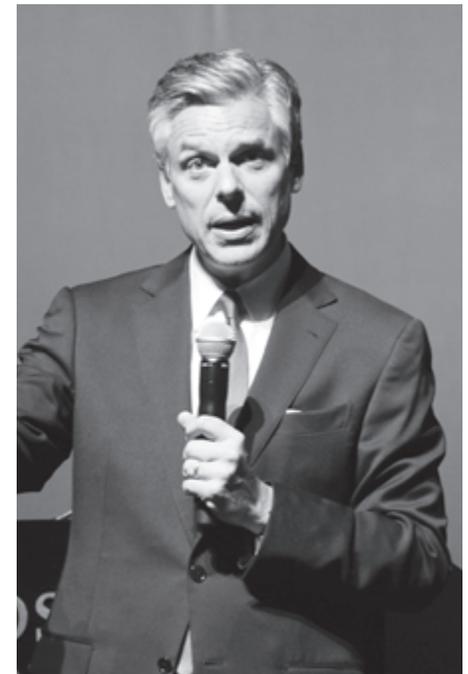
from the audience. When asked what he would do if he had the opportunity to ensure one bill became law, Huntsman answered quickly that he would focus on tax reform. He said he would remove all tax loopholes, eliminate corporate breaks, and lower taxes on a revenue-neutral basis. The result, he said, would be an easily understandable, efficient tax code, and the ability to cut the nation's debt.

Another question focused on U.S.-China relations. Huntsman began answering the question in Mandarin, before switching to English.

"The United States and China have a marriage, and divorce isn't an option," he said. He commented that he was frustrated during the debates, because candidates kept focusing on leveraging and maneuvering, rather than cooperating. "[Everyone is] talking about what we do to China, not what we do with China, because you get a better applause line if you say what you're going to do to China," he said.

Huntsman, who lived in China for almost two years as an ambassador for the Obama administration, demonstrated his strong handle on Chinese politics and emphasized how important he believes that nation will be in the coming years.

Despite some laments, Huntsman remained strongly optimistic about the future of America, and he made sure to instill in the



listeners a sense of responsibility for the future of the country.

"You have a head start by being here, make no mistake," he said. "You have a duty and an obligation to take your brainpower and your network and your connections, and to plow it back into your communities and to somehow, some way, make them a little better." ■



WINSTON FORUM ON BUSINESS ETHICS

Tuesday, February 5, 2013
Gasson 100, 7:00 p.m.

CHRIS NOWINSKI IS THE CO-FOUNDER AND executive director of the Sports Legacy Institute (SLI), a nonprofit organization dedicated to solving the sports concussion crisis. He also serves as a co-director of the Center for the Study of Traumatic Encephalopathy (BU CSTE) at Boston University School of Medicine. In addition, Nowinski serves on the National Football League Players Association Mackey/White TBI Research Committee as well as on the board of directors of the Brain Injury Association of America.

A former Harvard football player and World Wrestling Entertainment professional wrestler, he was forced to retire in 2003 when he was diagnosed with post-concussion syndrome. His diagnosis spurred him to write the critically acclaimed book, *Head Games: Football's*

Concussion Crisis, published in 2006, in an effort to educate parents, coaches, medical professionals, and children about this serious public health issue.

Through his continued advocacy and investigative work, Nowinski has raised this issue into the national consciousness. He co-founded the Sports Legacy Institute with Dr. Robert Cantu, and partnered SLI with Boston University School of Medicine to found the Center for the Study of Traumatic Encephalopathy. As of 2010, the BU CSTE has studied the brains of more than 50 athletes post-mortem, and has redefined our understanding of chronic traumatic encephalopathy (CTE), including the discovery that CTE can lead to a disease that mimics amyotrophic lateral sclerosis (ALS), also known as Lou Gehrig's disease. ■

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

SPRING EVENTS

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

FRIDAY, JANUARY 18, 2013

LUNCH WITH A LEADER

Featuring Robert J. Bach, Former President of the Entertainment Devices Division, Microsoft; Chairman Emeritus, Boys & Girls Clubs of America.

Newton Room, Corcoran Commons – By Invitation Only
12:00 P.M. – 1:30 P.M.

TUESDAY, FEBRUARY 5, 2013

WINSTON FORUM ON BUSINESS ETHICS

Featuring Chris Nowinski, Co-Founder and Executive Director, Sports Legacy Institute; Co-Director, Center for the Study of Traumatic Encephalopathy at Boston University School of Medicine

Gasson 100
7:00 P.M.

THURSDAY, FEBRUARY 7, 2013

LUNCH WITH A LEADER

Featuring Peter Cronan, Regional Vice President of Merrill Corporation

Fulton Honors Library – By Invitation Only
12:00 P.M. – 1:30 P.M.

MONDAY, FEBRUARY 25, 2013

LUNCH WITH A LEADER

Featuring Beth Mowins, ESPN Sports Commentator.

Fulton Honors Library – By Invitation Only
12:00 P.M. – 1:30 P.M.

MONDAY, FEBRUARY 25, 2013

THE CHAMBERS LECTURE SERIES

Featuring Jessica Long, 2012 Paralympic Gold Medalist, Swimming; Beth Mowins, ESPN Sports Commentator; and Aly Raisman, 2012 Olympic Gold Medalist, Gymnastics

Murray Function Room
7:00 P.M.

CLOUGH COLLOQUIUM

Date not yet determined.
 Please visit our website to see updated information on the date, time, and place.

BRENNAN SYMPOSIUM

Date not yet determined.
 Please visit our website to see updated information on the date, time, and place.

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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.

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

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