

WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



Peter Lynch '65 discusses the importance of philanthropy (Photo by Emily Stansky)

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Lynch Offers Insights on Work and Philanthropy

BY ANDREW SKARAS | HEIGHTS STAFF

“WITH YOUR FIRST SENTENCE, LIGHT A FIRE,” SAID PETER LYNCH, TREASURER AND FOUNDER OF THE LYNCH Foundation, vice chairman of Fidelity Management and Research, trustee of Boston College, and BC '65. “With your second sentence, build a bridge.”

These were lessons that Lynch learned during an English composition course he took during his time at BC. Returning to BC on January 30 as a speaker at the Winston Center for Leadership and Ethics' Lunch with a Leader program, Lynch spoke about his time as an undergraduate at BC, his experience working for Fidelity Investments, and his current philanthropic efforts with the Lynch Foundation.

His father was a professor in the math department, so Lynch always had a close connection with BC growing up. Describing his

time at BC, Lynch said that it was an experience that changed his life, and that courses such as his English class, as well as courses in logic, metaphysics, and epistemology were some of the most influential courses that he took at BC. He also talked about a Jesuit, Rev. John Collins, SJ, who inspired him.

“Fr. Collins was a Jesuit who went to Wharton in the '40s, which was unusual,” Lynch said. “It used to be hard to get a job from BC. Fr. Collins ran the placement office and helped lots of students get jobs.”

After Lynch graduated from BC, he applied for a summer position at Fidelity, before he began graduate studies at the Wharton School. “There were 75 applicants for three spots,” Lynch said. “But I caddied for the president of Fidelity, so, short of punching someone, I had a job.”

Lynch Offers Insights

(Continued on page 3)

Clough Colloquium: Major Russell Reflects on Leading Under Fire

BY MICHELLE TOMASSI | HEIGHTS EDITOR



Major Russell Lewis, MC (PARA) (Photo by John Gillooly)

IN THE MIDST OF VIOLENCE AND UNCERTAINTY, being a leader takes on a whole new meaning. Maj. Russell Lewis, a former officer in the British Army, explained how he acquired this meaning during his time in Afghanistan as part of the Winston Center for Leadership and Ethics' Clough Colloquium on March 18th.

Lewis was commissioned into the Parachute Regiment in 1994, and in 2008 he was appointed to command B Company, 2 PARA, a group of 200 soldiers from the regiment. His company was based near Sangin, Afghanistan, where they encountered temperatures of up to 115 degrees, brutal conditions, and transitions from desert to jungle warfare.

Samuel Graves, a professor in the Carroll School of Management, began by reading some quotes from Lewis's book, *Company Commander*, and explained how Lewis's advice can be applied to various types of leadership positions aside from the military, such as business and government. As Lewis began his presentation, he addressed some of the numerous challenges he faced, such as distinguishing between Taliban and ordinary citizens, and

keeping track of every member in his company, even though the majority of them were out of sight at any given moment.

Lewis then continued to describe two different days that he experienced—a "great day" and "a very bad day"—to illustrate the extremities he faced in warfare and the lessons that he learned from them. During his "great day," his company was given 18 hours to defeat a 40-strong enemy group, and after securing the high ground and enduring a two and a half-hour counterattack, the enemy eventually disappeared. His "very bad day," in contrast, did not end as well for his troops, yet the experience had lifelong effects.

"It taught me more about leadership in a few hours than anything else in my entire life," Lewis said. During this day, the goal was to gather intelligence and clear enemy routes, and after two and a half hours, the group began to run out of water and started to head back to base. At this time, an Afghan local stepped out of a doorway, and two of Lewis's soldiers who spoke the native language approached to identify him. Unfortunately, the man was a suicide

bomber and self-detonated onto these two soldiers, and Lewis soon received information that the enemy was ready to attack.

"I was confronted by this overwhelming vision of hell," Lewis said, describing the ensuing events. Shouts for medics began filling the air, and he described how "time started to slow down," and he experienced "sensory overload." Despite the bloody scene and the panicking of soldiers around him, he had a "leadership epiphany," and suddenly was able to compose himself in order to execute the necessary tasks.

"Security is priority—the medics will deal with the casualties," Lewis explained. "You've got to be calm. People are looking to you." Three soldiers were killed that day, which was devastating to the group, but Lewis learned that at times fear and sadness must be masked for the sake of the other troops.

"[A leader is] the person you need to be at the time you need to be it," he said. "Understand what your people need of you at any given moment."

After recounting one of the most difficult days of his life, Lewis concluded by explaining the responsibilities and qualities expected of a leader: decision-making, being in a position to influence, and good communication. He noted that the lessons learned from Afghanistan may not coincide with typical leadership experiences, but the moral courage and unique perspective that he gained were indispensable moving forward in the military and in life.

"Chapter one of any leadership book says a leader must have trust, but I believe a leader has to have good judgment; because if you make good decisions, people will trust you," Lewis said. "The popular decision is right for some of the time, but the right decision is right all of the time." ■

Lynch Offers Insights on Work and Philanthropy...*(Continued from page 1)*

Lynch returned to Fidelity full-time after completing his MBA program and serving time in the U.S. Army. He joined the company as an analyst when there were only 80 employees. Lynch worked his way up until he was running their Magellan Fund in 1977, which he led until 1990. Under his management, the Magellan Fund averaged an unheard-of 29.2 percent return. This has led Lynch to be classified by Forbes as one of the top five most successful investors of all time.

“As an analyst, they give you an industry and you have to learn everything about it,” Lynch said. “With investment decisions, being

right seven times out of 10 is good. It’s not like pure research. You have to take risks. Trying to predict the future is really tough. I don’t deal with what the market is doing. At the end of the day, it’s what happens to earnings.”

After retiring from Fidelity in 1990, Lynch devoted his time and energy to philanthropic efforts through his Lynch Foundation. He discussed his reasoning behind starting the foundation and what he felt that he could do with it. By putting his money in a foundation, Lynch knew that he could get more out of his money by letting it grow tax-free.

“We have done this for the last 25 years,”

Lynch said. “We were one of the first 10 givers to Teach For America. Our first [major] gift to BC went to the School of Education. We started a leadership program for charter and public school principals.”

Lynch spoke about how he has always focused on education. One of the factors behind this was his experience at BC and his belief in how education was crucial to improving people’s quality of life. “Education is the key to everything,” Lynch said. “It’s a meritocracy—but you’ve got to know English; you’ve got to know how to use a computer.” ■

Brennan Symposium: Mark Herzlich Shares Experiences as Athlete and How to be A Leader

BY GABBY TARINI | HEIGHTS CONTRIBUTOR

ON APRIL 6TH, NEW YORK GIANTS LINE-backer and former Boston College football player Mark Herzlich '10 came to BC to discuss leadership in a lecture sponsored by the Brennan Symposium in Leadership and Ethics.

Students packed Fulton 511 to hear Herzlich talk about football and his experiences at BC and beyond.

As a junior at BC, Herzlich was named a first-team All-American and the Atlantic Coast Conference Defensive Player of the Year. He led the team with 110 tackles and 81 stops, six interceptions, eight pass break-ups, and two forced fumble recoveries. Herzlich then missed the entire 2009 season due to Ewing’s Sarcoma, a rare form of bone cancer.

During the lecture, Herzlich recalled the support he felt from the team and the BC community during his absence from football.

“When I was diagnosed, I would imagine myself coming back to BC; sitting down for a pregame meal with the team; taking the bus over to the stadium; getting my eye black on; lining up in the tunnel; counting down three, two, one; breaking through the banner; running to the student section and seeing a sea of yellow T-shirts—I understood at that moment what my goals are, what it meant to fight through cancer, and what it means to succeed,” Herzlich said.

Herzlich recalled one of his mentors from his early years at BC, Jo-Lonn Dunbar, who

now plays for the St. Louis Rams. “Dunbar taught me that in order to be a leader, you can’t always want to make friends; you can’t be afraid to piss some people off,” Herzlich said. “Dunbar knew that his principles aligned with team goals—he was never a locker-room lawyer advocating for things that he knew weren’t part of the team spirit.”

Now with the New York Giants, Herzlich explained, “We had 7 a.m. workouts for the rookies, and while I’m not a morning person I made sure that I was in the weight room at 6:15 sharp every morning. I wanted to make sure that I was there first and worked the hardest.”

Herzlich also explained how a leader should interact with peers that he or she is competing with. He explained that after signing with the Giants, he worked his way up from third string to first string, only to get benched during his second game because of a broken ankle. “After it was established that I would be out for the rest of the season, the coaches brought in someone else, Chase Blackburn,” Herzlich said. “I instantly hated him—we got to the playoffs, then the Super Bowl, then we won the Super Bowl, and all I can think is that I could have done that.”

Herzlich explained that in the offseason, 100 percent of his drive went to hating Chase. “As I start to get to know Chase—he is like a little baby angel; he is so sweet and nice,” Herzlich said. “However much I try to hate



Herzlich with students at the Brennan Symposium
(Photo by John Gillooly)

him, he loves me.” Instead of being fueled by hate, Herzlich explained that people should try to learn from their competitors.

“Chase had something that I didn’t have, experience,” Herzlich said. “I made it my goal to take the best things that he had, combine it with the best things I had, and then beat him with it.”

Herzlich closed the lecture with a special note to BC students. “In the BC community, where ‘Ever to Excel’ is the motto, where everyone wants to be better than the next person, students need to remember to find something in their lives where they can be happy,” Herzlich said. “When you’re pushing to be the best, make sure you take some time to be satisfied.” ■

CHAMBERS LECTURE SERIES TO FEATURE EXPERT ON GUANTANAMO BAY TERRORISM CASES



David Iglesias, JAGC, U.S. Navy, serves as a prosecutor and team leader with the Office of Military Commissions, where he mobilized back to active duty in 2008 to prosecute Guantanamo Bay terrorism cases.

A trial attorney with an impressive résumé, Iglesias originally served on active duty as a U.S. Navy JAG officer, where, in 1986, he defended a Marine in a Guantanamo Bay court-martial that partially inspired the film *A Few Good Men*. Iglesias also successfully defended Dick Marcinko, the legendary Navy SEAL who was the first Commanding Officer of the Navy's most famous SEAL team.

As the former U.S. Attorney for the District of New Mexico, Iglesias catapulted onto the national stage in 2007, when he resigned his position and testified before both houses of Congress in the U.S. Justice Department scandal. His book on the ordeal, *In Justice*, was published in 2008. He has written op-eds for the *New York Times*, *Los Angeles Times*, and *Slate*, and has appeared on *Meet the Press*, *Larry King Live*, and more, to discuss the issue.

He was named Reserve Officer of the Year, U.S. Special Operations Command, 2001. Iglesias was also a White House Fellow for the year 1994–1995, which is this country's most selective leadership program. David Iglesias is a highly sought-after legal expert who brings a thoughtful, firsthand perspective on integrity, ethics, and contemporary politics to audiences.

Tuesday, October 29, 2013
Gasson 100, 7:00 p.m.

This event is free and open to the public.



Beth Mowins with panel members Bob Bowman and Jessica Long (Photo by John Gillooly)

Chambers Lecture Series: Leaders in Sports Highlight Path to Success

BY JENNIFER HEINE | HEIGHTS CONTRIBUTOR

BOSTON COLLEGE STUDENTS, FACULTY, and neighbors packed the Murray Function Room on February 25th to hear a panel including Olympic swim coach Bob Bowman, Paralympic swimmer Jessica Long, and ESPN announcer Beth Mowins. Held as part of the Chambers Lecture Series under the Winston Center for Leadership and Ethics, the event took the form of a casual discourse, with Mowins as well as audience members questioning Bowman and Long on their Olympic careers and the secrets to their longstanding success.

For Bowman, this success is most famously evident through his mentee, Michael Phelps, the most decorated Olympian of all time, with records for the most gold medals in one Olympics and the most medals overall. Bowman also served as a U.S. Olympic team assistant coach in 2004, 2008, and 2012, and coached a number of Olympic and world-class swimmers, winning a host of coaching awards.

Long has accrued accolades as a Paralympic swimmer—currently holding 20 world records. She most recently won five gold medals, two silver medals, and one bronze medal in the 2012 Paralympics, and has won the ESPN Best Female Athlete with a Disability ESPY Award twice. Long also received the Amateur Athletic Union's James E. Sullivan Award—the first Paralympian to do so.

"Toughness is one of the keys to performance at the top level," Bowman said. "I want my swimmers to be able to perform in any environment. You need toughness to do that, and the only way you build that toughness is to practice it. Can you stand up and give your best effort, one shot, knowing that if you don't do it, you don't have a chance for another four years? That's the definition of mental toughness."

For Long, minimizing that self-pressure helped her to perform her best. "For me going

into London, it was my third Olympics, and I didn't put pressure on myself," she said. "I really wanted to take it all in and have fun with my teammates. You train yourself to stay focused. It's just another swim meet when it comes down to it; there's just a lot more people watching."

Both agreed that planning ahead is vital, both for calming nerves and setting goals.

"Olympic competition is doing something you've been trained to do, day in and day out," Bowman said. "Swimming the race isn't the hard part; it's doing it in a very abnormal environment. Routine is very important. Those things are decided ahead of time so that you don't have to invest any energy into them, and that really helps. The key is not to expend emotional energy beforehand."

"I think planning is key," he said. "I don't like to waste time. Every minute is accounted for. I have a plan that fits into not only what we want to do today, but also what we want to do tomorrow, and six months from now. I always say, you don't manage time; you manage yourself. There's always time, and plenty of it. You have to figure out what is important to you, and focus on that. If you're really passionate about it, you'll get it done. So long as a swimmer, or anyone really, has goals that are meaningful and exciting to them, they never have a motivation problem."

Ultimately, they acknowledged, their work amounts to more than swimming. "I'm giving my swimmers an experience that is more than just going up and down a box of water, because in the end, where does that get you?" Bowman said. "It's the process of success: learning where you are, figuring out where you want to go, making a plan to get there, and going through with that plan. The medals aren't important; it's the process it takes to get there." ■

Jenks Leadership Program Update – The Jenks Class of 2014

BY ALEX CHRISTENSON AND SEAN HYATT | PROGRAM CO-DIRECTORS

THE JENKS CLASS OF 2014 KICKED OFF its program experience mid-January at the Whispering Pines retreat center in Rhode Island. The retreat featured a multitude of team-building exercises, self-reflection, and a leadership styles workshop held by Jenks Alum, Joe Bonito '79. Additionally, the retreat gave participants the opportunity to explore the legacy of Sandy Jenks and his contributions to the Boston College community, primarily through the Jenks program.

This year's class is a diverse group with members from the College of Arts & Sciences, Carroll School of Management, and Lynch School of Education. The group boasts an even number of students from all three representative grades, each with unique interests and career aspirations.

The Class of 2014 has been fortunate to work with Jenks and Boston College Alum Norm



Jenks Leadership Program Class of 2014 participants

Chambers and BC graduate student Ryan Raffaelli on leading through turbulent times and moving forward after failure, respectively. The class has been unwaveringly eager to learn and absorb lessons on leadership, and they

look forward to the inevitable opportunities granted from the two semesters to come. ■



Like the new Jenks Leadership Program Facebook page.

Peter Cronan '77: Leadership at BC and Beyond

BY DEVON SANFORD | HEIGHTS STAFF

“WE ARE ALL SELLING SOMETHING,” Peter Cronan, regional vice president of Merrill Corporation and BC '77, told students at the Winston Center for Leadership and Ethics Lunch with a Leader program last February. Cronan spoke with students about his time as a college and professional football player and how he made his transition from the field to the office.

“When I was growing up, I suffered from a lack of identity,” Cronan said. “Football was the first thing I could be good at. It was the first thing I was recognized for.” Cronan became “Pete the football player” for the next 17 years. Turning down offers from Notre Dame, Ohio State, and Holy Cross, he joined the Boston College football team as a starting linebacker. He arrived at Gonzaga 203 in the summer of 1973.

“Soon after I came to BC, my athletic career flourished,” Cronan said. “But it was not without challenges ... I only focused on what was in my control. There were times when I was frustrated. But my frustration turned to anger, which turned to action.”

It was at BC that Cronan first began to understand the power of networking. He

advised students to take advantage of their peers, faculty, and administrators within the BC community. “What you should be doing now is collecting the most information you possibly can about people,” Cronan said. “Leverage your connections. BC alums are vast and loyal. The connections are of tremendous value.”

After graduating from BC with a double major in education and sociology, Cronan was drafted by the Seattle Seahawks in the second round of the National Football League draft. As a professional athlete, Cronan learned another valuable life lesson—the importance of being prepared. Training seven days a week, six hours a day during his first preseason, Cronan struggled to keep up with his teammates. Though it was a bleak beginning, Cronan again focused on what was in his control and eventually found his footing within the professional league.

“I learned from my mistakes, and that message is transferable to each and every one of you,” Cronan said.

Cronan played middle linebacker for the Seahawks for three years, followed by four years with the Washington Redskins. He retired from the game in 1985, after playing as team captain

for the Seahawks and Redskins, and appearing in two Super Bowl games. In retirement, Cronan created a plan for his life after football. He turned to his BC network to land his first job.

“I joined a TV gig that covered Boston College football,” Cronan said. “It was my entry into broadcast. Two years later, I began working as a radio analyst on the Boston College radio and I have been doing that for the last 25 years ... The question looms: Have I made it outside of the football world? Some days, I still don't know. But I am happy with what I'm doing.”

Cronan told students that in order to succeed in business, he used his motivation to improve athletically and transferred it to the corporate world. As the regional vice president of Merrill Corporation, Cronan is now responsible for the sales and general management of the company's Legal Financial Transaction Services.

“Ironically, I always wanted to be a teacher and a coach,” he said. “You know what I do every day? I teach and I coach.”

He left students with his own road map to landing a job: “Be prepared, convey enthusiasm, remain honest, call on God, and always know your product,” Cronan said. “Most importantly, always, always network.” ■

Microsoft Executive Highlights Time Running Xbox

BY CONNOR FARLEY | HEIGHTS STAFF



Robert Bach P'15 gives insight into the development of Xbox 360 (Photo by Lee Pellegrini)

ON JANUARY 18TH, THE WINSTON CENTER for Leadership and Ethics hosted guest speaker Robert Bach, former president of the Entertainment and Devices Division at Microsoft, at the Center's Lunch with a Leader program. The program, which focuses on offering students the opportunity to meet and engage with prominent business leaders, allowed Bach to speak to both his experiences at Microsoft and his take on the value of leadership.

After briefly introducing the room to his experiences and background up until working with Microsoft (including his role in the implementation of Microsoft Office in the '90s), Bach detailed his oversight of the launching of Xbox—a revolutionary gaming system that aimed to afford gamers an incomparable experience.

First envisioned in 1999, Xbox was Microsoft's initial attempt at entering the video gaming market, and it sought to outperform, and outsell, Sony's PlayStation 2. "There was not really a whole lot of strategy behind the original Xbox besides making it bigger and more powerful than PlayStation 2, and to do so really fast," Bach said on the planning behind the gaming system. After Bach and his team decided that Xbox consoles would need to ship by the holiday season of 2001, the research and development groups at Microsoft had only 18 months for design, production, and global shipping. "[Xbox] needed differentiation and needed to get [into homes] soon," he said. Bach, responsible for heading the project, explained the initial struggle that Xbox faced—over the

course of five years, Xbox lost about \$6 billion.

"The reason we were losing that money was because we had to sell each console at the price [Sony] was selling PS2s," Bach said. "So we lost about \$50 to \$100 on every console." Despite having shipped on time, Xbox systems were expensive to manufacture: each console's production cost exceeded its selling price.

"We decided we had to do a much better job on thinking about a strategy," Bach said.

In a determined response to overcome the first Xbox's challenges, Bach and his team developed a "3-30-300" plan—an extensive documentation of the goals for the future of Microsoft gaming experiences and an explanation of what developers hoped the new Xbox would become. The idea was to first write a three-page synopsis for the company's new idea—the Xbox 360. The document laid out in just three pages a simplified summary of the product's purpose—the essence of what those working on Xbox 360 wanted the product and business to become.

Once the three-pager's purpose was comprehensively understood by those working on the project, it was forwarded to a group of leaders within Microsoft who then turned the "outline" into a 30-page, in-depth explanation of the document, providing the more advanced facets of the concept. The more elaborate analysis expounded upon in the 30-pager was finally communicated to the Xbox team, who then composed a 300-page exposition on the detailed specs on every aspect of the product.

Xbox 360 dominated the video gaming

market and is now closing in on 100 million units sold. Still selling eight years later, the console has surpassed Microsoft's market longevity expectations of five years and has become one of the most profitable and highest-selling video-game consoles of all time.

"Xbox 360 was made smaller, opened to a wider audience, content was altered, and a new tagline for the product was established: 'Jump In,'" Bach said on the inclusiveness and wide-ranging appeal of the Xbox 360. "The market share went from about a 90 percent male gaming audience to about a 65-35 [percent] male-to-female gamer demographic."

Bach holds that the success of Xbox hinged on three basic rules he considers necessary for the success of any business endeavor: "Purpose, principles, and priorities."

"Simplify your vision," Bach said. "When it comes to priorities, have five absolutes—five unwavering primary concerns and stick with them ... Know your purpose and the purpose of your product in two sentences—it made all the difference for us and our team between Xbox and Xbox 360."

On a broader note, Bach emphasized three other factors that have contributed to his success and formation outside of the business world, one of them being the importance of "having a really strong faith in your goals."

"If you don't have a strong faith in what you're trying to accomplish, how can you get people to follow you?" Bach said. He also encouraged a willingness to be open to serendipitous events in life, and noted the relationship between skill and hard work: "When you can't outsmart, outwork."

After having led the division responsible for the Xbox, Xbox 360, Windows Games, Windows Mobile, and the Microsoft TV platform, Bach retired from Microsoft in 2010, and now serves as the chairman of the Boys and Girls Clubs of America's National Board of Governors. He also engages in consulting work for both non-profit and for-profit companies by walking them through the same process that made the Entertainment and Devices Division at Microsoft the success it is today. ■

Winston Forum on Business Ethics: Nowinski Reveals the Truth about Head Injuries in the NFL

BY CONNOR FARLEY | HEIGHTS STAFF

TERRY LONG, ANDRE WATERS, JOHN Grimsley. The list goes on—all former National Football League (NFL) players; all committed suicide before the age of 50.

“I’m going to talk to you tonight about the concussion crisis,” Chris Nowinski said in Gasson 100 on February 5th. Nowinski, a nationally recognized expert on concussions, co-founder and executive director of the Sports Legacy Institute (SLI), as well as the co-director of the Center for the Study of Traumatic Encephalopathy at Boston University (BUCSTE), was hosted by the Winston Center for Leadership and Ethics to speak about the troubling and largely disregarded statistics behind head injuries in sports.

Nowinski played football at Harvard and later went on to a short-lived professional wrestling career for World Wrestling Entertainment (WWE). Known as “Chris Harvard” among the WWE community, he made a prominent career for himself, even meriting the WWE title of “2002’s Newcomer of the Year”—but that all ended after a performance gone wrong in 2003. After sustaining a severe injury to the face as a result of a gaffed stunt, Nowinski was forced to reevaluate his standing on head injuries. Like most diehard athletes, Nowinski generally shrugged off substantial injuries even when “seeing stars,” “blacking out,” or experiencing extreme disorientation, but long-term effects led him to take initiative toward his own well-being.

The wrestler found himself “unable to last in the gym for even five minutes” and experienced unstoppable sleepwalking for over three years—after his first honest consultation with

a doctor, he was diagnosed with having undergone multiple untreated concussions.

With a new perspective on the long-term effects of sports-related traumatic head injuries, Nowinski launched his investigative career on the previously overlooked truth behind concussions. His research revealed deeply unsettling patterns between NFL legends suffering from unbearable symptoms of depression, dementia, short-term memory loss, abusive behavior, and a lengthy list of other life-threatening manifestations of repeated head injuries. The NFL, however, was reluctant to connect the dots between concussions and their long-term effects—as recently as 2009, the NFL’s research committee on head injuries touted evidence that refuted all claims of a causal relationship between concussions and the symptoms Nowinski and his colleagues found, even denying congressional allegations of such a correlation.

It was soon discovered, though, that the NFL hired researchers who had published statistics based on manipulated data and only studied active players for a period of six years—disregarding the long-term effects of retired players. Their reports concluded that there existed no risk for players immediately being put back in the game or any increased susceptibility to concussions (repeat concussions). These researchers also asserted that concussions posed no long-term dangers for children. Nowinski’s fieldwork held otherwise.

Information gathered through SLI and a network of physicians working with Nowinski showed that concussions inflicted not only

physical harm but also an extensive degree of psychological damage.

Nowinski started uncovering numerous suicides of former pro-football players who were later found to have had CTE. Former Chicago Bear Dave Duerson’s suicide note read, “Please see that my brain is donated to the NFL’s brain bank.” A link emerged between concussions and long-term health deterioration, which led the NFL to change its stance in 2009, and even to become one of the leading forces of research in this field.

Nowinski now heads the movement for studies in CTE and has been featured in multiple ESPN and HBO documentaries for his work. His book, *Head Games*, details and quantifies concussion-related statistics not only in professional sports, but in youth athletics too, and has been made into a film. He also advocates for enhanced league regulation and a greater focus on the preventive measures that can be taken to minimize head injuries among children. “Most youth leagues have no form of formal training [for coaches] ... limited access to health resources in youth leagues also stands out ... we miss about 90 percent of concussions.”

He knows the devastation caused by concussions, but also realizes the difficulty in relaying the magnitude of this overlooked phenomenon. “We’re dealing with an invisible problem—an invisible injury—and there’s a lack of understanding of the injury where people don’t comprehend or appreciate its magnitude,” Nowinski said. “It is a slow, tedious process, but a necessary one.” ■

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

**JERE DOYLE '87***Doyle Enterprises*

Tuesday, September 24, 2013

Fulton Honors Library

12:00 p.m. – 1:30 p.m.

By invitation only.

Jere Doyle is a proven entrepreneur experienced in building profitable and sustainable companies into recognized industry leaders. Doyle founded and launched two companies, Prospectiv and Global Marketing, leading both from the startup phase to highly profitable businesses and finally to successful liquidity events for all shareholders. He now operates Doyle Enterprises, an advisory and consulting firm.

Until the summer of 2012, Doyle was the CEO of Prospectiv, a highly respected online customer acquisition company he founded in 1999 that connects the world's leading national brands and local and online businesses to new customers. In 2011, Prospectiv was acquired by the Affinion Group, the global leader in customer engagement and loyalty solutions.

Doyle launched Prospectiv in 1999 and built the company into the leader in online customer acquisition. With top brands like P&G, Walmart, Sony, and hundreds of others as clients, Prospectiv focused on serving as a valuable, strategic, and cost-effective marketing strategy.

Doyle received an MBA from Harvard Business School following his undergraduate studies in marketing and finance at Boston College. He is currently vice president of the Boston College Alumni Association and serves on the Advisory Boards of Brodeur Partners, VERC Enterprises, Jebbit, OpenBay, Rocket Travel, and Ellie.

**BILL MCKIERNAN '78***Founder and former CEO,**CyberSource Corp.**President, WSM Capital, LLC*

Thursday, September 26, 2013

Fulton Honors Library

12:00 p.m. – 1:30 p.m.

By invitation only.

Bill founded CyberSource Corp. in 1994 and served as its chief executive officer from December 1997 to January 1, 2010. McKiernan served as chief executive officer of Beyond.com Corp., from 1994 to March 1998. From 1992 to 1994, he was employed by Network Associates (formerly known as

McAfee Associates, Inc.), a developer of computer security software, where he served as president and chief operating officer during its initial public offering since October 1992.

Prior to joining McAfee Associates in 1992, McKiernan served as vice president of Princeton Venture Research, Inc., an investment banking and venture consulting firm from 1990 to 1992. He also held management positions with IBM/ROLM, a telecommunications company, and PricewaterhouseCoopers. McKiernan is the founder of CyberSource Limited and serves as its executive chairman. He has served as chairman of the board of CyberSource Corp. since December 1997. McKiernan founded Beyond.com, an online reseller of computer software, in 1994 and has served as its chairman of the board since March 1998. He serves as a director of Vertical Software, Inc. and has served as a director of CyberSource Corp. since December 1997. McKiernan holds a BS from Boston College and an MBA from Harvard Business School.

**BRAD BATES***Director of Athletics,**Boston College*

Wednesday, October 9, 2013

Fulton Honors Library

12:00 p.m. – 1:30 p.m.

By invitation only.

Boston College named Brad Bates the director of athletics on Oct. 9, 2012. Bates, who is credited with bolstering Miami (Ohio) University's athletics program during his 10 years as AD, succeeded Gene DeFilippo, who retired on September 30 after 15 years at Boston College.

As athletics director at Miami University, Bates oversaw a program that featured the school's first back-to-back football bowl game appearances in nearly 30 years (2003-2004) and two Mid-American Conference (MAC) championships in 2003 and 2010. Under his direction, 14 of Miami's 18

teams won at least one conference championship, including football, men's and women's basketball, baseball, soccer, cross-country and field hockey. In addition, Bates implemented retention strategies to raise student-athlete graduation rates, achieving an overall Graduation Success Rate (GSR) of 89 percent in 2011, while also raising private funds to upgrade Miami University's athletics facilities--including a complete renovation of Yager Football Stadium--and a new ice hockey arena and softball field.

Prior to being named director of athletics at Miami, Bates served as senior associate AD at Vanderbilt University, where he had held positions of increasing responsibility within the athletics department between 1985 and 2002. In addition to overseeing the administration of all 15 sports, Bates supervised the athletic department's budget, while leading its marketing, development, licensing and Title IX compliance efforts.

A graduate of the University of Michigan, where he began as a walk-on defensive back before earning a football scholarship under legendary coach Bo Schembechler, Bates holds a master's degree in education from Michigan and a doctorate in education from Vanderbilt. He was also a member of the faculty at Miami University, teaching undergraduate and graduate courses in sports administration.

WINSTON CENTER FEATURES TWO IMPRESSIVE SPEAKERS FOR FALL CLOUGH COLLOQUIUMS



PRESIDENT FELIPE CALDERÓN

Wednesday, October 23, 2013
Robsham Theater, 4:00 p.m.

This event is free and open to the public.

FELIPE CALDERÓN OBTAINED A MAJORITY OF VOTES IN ONE OF THE most closely fought presidential elections in the history of Mexico. He was sworn in as President on Dec. 1, 2006 and served until November 30, 2012.

After graduating as a lawyer from the Escuela Libre de Derecho, he obtained an MA in economics from the Instituto Tecnológico Autónomo de México, as well as an MA in public administration from the John F. Kennedy School of Government at Harvard University.

As a presidential candidate, Felipe Calderón drew up a plan of

government based on the concept of Sustainable Human Development, organized into five sections: Rule of law and public security; a competitive, job-creating economy; equal opportunities; sustainable development and effective democracy; and responsible foreign policy.

During his presidency, he prioritized access to health services for the entire population. The process of affiliation to health insurance took place on an unprecedented scale and promoted the greatest construction of hospital infrastructure in the country's history, with over 2,000 public works during the first four years of government. The aim was to achieve universal health coverage before the end of the administration.

At the same time, Mexico positioned itself as a global leader in fighting the threat of climate change. As a result of President Calderón's personal commitment in the matter, the fight against climate change has become state policy. Mexico has become an international promoter of this effort, as borne out by the successful organization of the international COP16—CMP6 conferences.

Through these and other actions, under the principle of Sustainable Human Development, the administration was working on a daily basis to transform Mexico into a country based on the rule of law, equal opportunities, competitiveness, and environmental protection. ■



GOVERNOR TOM RIDGE

Thursday, November 7, 2013
The Heights Room, 4:30 p.m.

This event is free and open to the public.

FOLLOWING THE TRAGIC EVENTS OF SEPTEMBER 11TH, 2001, TOM Ridge became the first Assistant to the President for Homeland Security and, on January 24, 2003, became the first Secretary of the U.S. Department of Homeland Security. The creation of the country's 15th Cabinet Department marked the largest reorganization of government since the Truman administration and another call to service for the former soldier, congressman, and governor of Pennsylvania.

During his tenure, Secretary Ridge worked with more than 180,000 employees from a combined 22 agencies to create an agency that facilitated the flow of people and goods; instituted layered security at air, land, and seaports; developed a unified national response and recovery plan; protected critical infrastructure; integrated new technology; and improved information sharing worldwide.

Before the events of September 11th, Ridge was twice elected Governor of Pennsylvania. He served as the state's 43rd governor from 1995 to 2001. Governor Ridge's aggressive technology strategy helped fuel the state's advances in economic development, education, healthcare, and the environment.

Born August 26, 1945, in Pittsburgh's Steel Valley, Ridge was raised in a working-class family in veterans' public housing in Erie. He earned a scholarship to Harvard, graduating with honors in 1967.

After his first year at Penn State University's Dickinson School of Law, he was drafted into the U.S. Army, where he served as an infantry staff sergeant in Vietnam, earning the Bronze Star for Valor, the Combat Infantry Badge, and the Vietnamese Cross of Gallantry. After returning to Pennsylvania and to Dickinson, he earned his law degree and was in private practice before becoming assistant district attorney in Erie County.

Ridge was elected to Congress in 1982. He was one of the first Vietnam combat veterans elected to the U.S. House of Representatives and was overwhelmingly re-elected by Pennsylvania voters five times.

Throughout his public and private-sector career, Ridge has received numerous honors, including the Woodrow Wilson Award, the Veterans of Foreign Wars' Dwight D. Eisenhower Award, the John F. Kennedy National Award, amongst others.

The Honorable Tom Ridge serves as a partner at Ridge Schmidt Cyber, an executive services firm that helps leaders in business and government navigate the increasing demands of cybersecurity. Ridge is also the president and CEO of Ridge Global. As the company's chief executive, he leads a team of international experts that help businesses and governments address a range of needs throughout their organizations, including security and infrastructure protection, emergency preparedness and response, energy, strategic growth, maritime management, and other issues that encompass a diverse portfolio.

Tom Ridge and his wife, Michele, have two children. ■

Fall 2013: Winston Center Collaborations

Geoffrey Canada, President & CEO, Harlem Children's Zone, Inc.

Wednesday, September 25, 2013

Robsham Theater, Time: 7:00 p.m.



In his 20-plus years with Harlem Children's Zone, Inc., Geoffrey Canada has become nationally recognized for his pioneering work helping children and families in Harlem and

as a passionate advocate for education reform.

Since 1990, Canada has been the president and chief executive officer for Harlem Children's Zone, which *The New York Times Magazine* called "one of the most ambitious social experiments of our time." In October 2005, Canada was named one of "America's Best Leaders" by *U.S. News and World Report*.

In 1997, the agency launched the Harlem Children's Zone Project, which targets a specific geographic area in Central Harlem with a comprehensive range of services. The Zone Project today covers 100 blocks and aims to serve over 10,000 children.

The New York Times Magazine said the Zone Project "combines educational, social and medical services. It starts at birth and follows children to college. It meshes those services into an interlocking web, and then it drops that web over an entire neighborhood... The objective is to create a safety net woven so tightly that children in the neighborhood just can't slip through."

Rev. John Baumann, SJ

Thursday, October 3

The Heights Room, 6:30 p.m.

1972, Rev. John Baumann, SJ, started a small training institute with the goal of supporting neighborhood organizations in California. What eventually came from this idea was the Pacific Institute for Community Organizations, now known as the PICO National Network. And, his desire to help local organizations has grown to a national outreach program, which has helped more than one million families

and 1,000 congregations from 40 religious denominations. PICO has successfully worked to increase access to healthcare, improve public schools, make neighborhoods safer, build affordable housing, and redevelop communities.

"From Plurality to Solidarity Through Justice"

Friday, October 4, 2013

The Heights Room, 12:30 p.m. – 4 p.m.

"How faith-based community organizing amid diversity of faith and ethnicity can inform theological discourse and the practice of ministry."

Using two major networks (PICO National Network and the Industrial Areas Foundation) as a springboard for reflection, this symposium examines how faith-based community organizing around issues of justice can provide common ground both for engaging in ministry in communities of diverse faith and ethnicity and for theological discourse among religions.

Paul Tough, Author

"How Children Succeed: Grit, Curiosity, and the Hidden Power of Character" and "Whatever It Takes: Geoffrey Canada's Quest to Change Harlem and America"

Wednesday, October 9, 2013

Gasson 100, 7:00 p.m.



Paul Tough is the author, most recently, of *How Children Succeed: Grit, Curiosity, and the Hidden Power of Character*, which has spent 12 weeks on the *New York Times* best-seller list. His first book, *Whatever It Takes: Geoffrey Canada's Quest to Change Harlem and America*, was published in 2008.

Tough is a contributing writer to the *New York Times Magazine*, where he has written extensively about education, parenting, poverty, and politics, including cover stories on character education, the achievement gap, and the Obama administration's poverty policies. His writing has also appeared in the *New Yorker*, *Slate*, *GQ*, *Esquire*, and *Geist*, and on the op-ed page of the *New York Times*.

Tough has worked as an editor at the *New York Times Magazine* and *Harper's Magazine* and as a reporter and producer for the public radio program, "This American Life." He was the founding editor of *Open Letters*, an online magazine.

He lives with his wife and son in New York.

Bill McKibben, Author, Educator, Environmentalist, and Co-founder of 350.org

Thursday, October 24, 2013

McGuinn 121, 7:00 p.m.



Bill McKibben is one of America's best-known environmentalists. As a best-selling author, he has written books that, over the last quarter-century, have shaped public perception—and

public action—on climate change, alternative energy, and the need for more localized economies. McKibben is the founder of 350.org, the first big global grassroots climate change initiative.

McKibben's seminal books include *The End of Nature*, widely seen as the first book on climate change for a general audience, and *Deep Economy*, a bold challenge to move beyond "growth" as the paramount economic ideal and to pursue prosperity in a more local direction—an idea that is the cornerstone of much sustainability discourse today. In total, McKibben has penned 10 books. A former *New Yorker* staff writer and Guggenheim Fellow, he writes for various magazines, including *Rolling Stone*, *The Atlantic*, *National Geographic*, and *The New York Review of Books*.

In 2007, McKibben founded *stepitup07.org* in 2007 to demand that Congress curb carbon emissions that would cut global warming pollution 80 percent by 2050. On April 14, 2007, as part of the effort, McKibben helped lead over 1,000 demonstrations, across all 50 states, a watershed moment described as the largest day of protest against climate change in the nation's history.

All events are free and open to the public.

WINSTON CENTER RESEARCH: PUBLICATIONS AND CONFERENCES PRESENTATIONS

Jones C. & Massa, F.G. 2013. From Novel Practice to Consecrated Exemplar: Unity Temple as a Case of Institutional Evangelizing, *Organization Studies*.

Nielsen, R.P., Balachandra, L. & Nielsen, A.L. 2013. Whistle-Blowing Methods for Navigating Within and Sometimes Reforming Regulatory Institutions, *Journal of Business Ethics*.

Pratt, M.G., Pradies, C. & Lepisto, D. 2013. Doing Well, Doing Good, and Doing With: Organizational Practices for Effectively Cultivating Meaningful Work. In B Dik, Z. Byrne & M. Steger's (Eds.) *Purpose and Meaning in the Workplace* (pp. 173–196), APA Books.

Vadera, A., Pratt, M.G. & Mishra, P. 2013. Constructive Deviance in Organizations: Integrating and Moving Forward, *Journal of Management*.

Vadera, A.K. & Pratt, M.G. 2013. Love, Hate, Ambivalence, or Indifference?: A Conceptual Examination of Workplace Crime and Organizational Identification, *Organization Science*.

Raffaelli, R. & Glynn, M.A. 2013. Relational Pluralism and Institutional Complexity in CSR Practice Adoption: A Study of Fortune 500 Firms, *Academy of Management Journal*.

Marquis, C., Davis, G.F. & Glynn, M.A. 2013. Golfing Alone? Corporations, Elites, and Nonprofits in 100 American Communities, 1987–2002, *Organization Science*, 24(1): 39–57.

Spinello, R.A. 2014. *Cyberethics: Morality and Law in Cyberspace*, 5th edition (Burlington, MA: Jones & Bartlett).

Spinello, R.A. 2013. Privacy, Property Rights, and Gene Ownership, in *Bioinformatics Law*, ed. Jorge Contreras and A. James Cuticchia (Chicago: American Bar Association Publications).

At the annual gathering of management scholars at the 2013 Academy of Management Conference in August in Orlando, FL, there were a number of research presentations by BC faculty and doctoral students; these are a few that were especially related to leadership and ethics:

Beth Humberd, R. Arnett, Judy Clair, J.A. & K. McGinn presented their paper “Becoming a leader: High-achieving women’s construction of professional and personal advancement,” as part of a symposium entitled “Beyond Gender Barriers: Exploring How Women Overcome Obstacles to Career Advancement,” with researchers from Harvard, INSEAD, Stanford, and Virginia.

Simona Giorgi, Christi Lockwood & Mary Ann Glynn are part of an All-Academy Symposium on “Culture and capitalism: Reconsidering capitalism from a cultural perspective.” They join panelists from HBS, Michigan, Northwestern, and the University of Texas to explore capitalism’s pervasiveness, stability, and adaptability, as well as its links to organizational governance, ethics, and leadership.

Erica Steckler & Sandra Waddock are part of an All-Academy PDW on “Capitalism in Crisis and Other Conundrums: Tackling the Big Question.” Erica presented on the problem of organizational authenticity by focusing on stakeholder perceptions of a firm’s sustainability and how organizational leaders might best address their needs and the interests of stakeholders, particularly when their views diverge.

AT OTHER CONFERENCES this summer...

Erica Steckler & Bill Stevenson presented a paper at the American Sociological Association conference in New York City, “Rhetoric, Sustainability, and the Corporate Institutional Field.”

Richard P. Nielsen & William Laufler (Wharton) will be co-chaired a Society for Business Ethics Symposium on “Too Big To Jail? Legal, Ethical, and Behavioral Implications of the U.S. Justice Department’s Decision Not to Criminally Prosecute Large Financial Institutions.”

In May, **Mary Ann Glynn** was invited to present “Staying the Same While Changing: Organizational Identity in the Face of Environmental Challenges” at the HBS Change and Sustainability Conference.

WINSTON UPDATE

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FALL EVENTS

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

TUESDAY, SEPTEMBER 24, 2013
LUNCH WITH A LEADER
 Jere Doyle '87, Globally Recognized Entrepreneur
Fulton Honors Library. By Invitation Only.
 12:00 P.M. — 1:30 P.M.

WEDNESDAY, SEPTEMBER 25, 2013
WINSTON CENTER COLLABORATION
 Geoffrey Canada, President and CEO for Harlem
 Children's Zone
Robsham Theater
 4:30 P.M.

THURSDAY, SEPTEMBER 26, 2013
LUNCH WITH A LEADER
 Bill McKiernan '78, Founder and
 former CEO of CyberSource Corp.
Fulton Honors Library – By Invitation Only
 12:00 P.M. — 1:30 P.M.

THURSDAY, OCTOBER 3, 2013
WINSTON CENTER COLLABORATION
 Rev. John Baumann, SJ
The Heights Room
 6:30 P.M.

FRIDAY, OCTOBER 4, 2013
WINSTON CENTER COLLABORATION
 "From Plurality to Solidarity Through Justice"
The Heights Room
 12:30 P.M. — 4:00 P.M.

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 Paul Tough, Author, *Whatever It Takes: Geoffrey
 Canada's Quest to Change Harlem and America*
Gasson 100
 7:00 P.M.

WEDNESDAY, OCTOBER 23, 2013
CLOUGH COLLOQUIUM
 President Felipe Calderón,
 56th President of Mexico
Robsham Theater
 4:00 P.M.

THURSDAY, OCTOBER 24, 2013
WINSTON CENTER COLLABORATION
 Bill McKibben, world-renowned
 environmentalist and author
McGuinn 121
 7:00 P.M.

TUESDAY, OCTOBER 29, 2013
CHAMBERS LECTURE SERIES
 David Iglesias, Former U.S. Attorney for District of
 New Mexico and Active Duty US Navy JAG Officer
Gasson 100
 7:00 P.M.

THURSDAY, NOVEMBER 7, 2013
CLOUGH COLLOQUIUM
 Governor Tom Ridge, First Secretary of the U.S.
 Department of Homeland Security and Former
 Governor of Pennsylvania
The Heights Room
 4:30 P.M.

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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