

BOSTON COLLEGE

CARROLL SCHOOL
OF MANAGEMENT

WINSTON UPDATE

The Winston Center for Leadership and Ethics

••• CALDERÓN REFLECTS ON PRESIDENCY

By Eleanor Hildebrandt, The Heights Staff



President Calderón speaks to a packed Robsham Theater. —Photo by John Gilooly

“As young Americans or Latin Americans, you may question whether it is possible to overcome the problems that concern your own nation,” said Felipe Calderón, the former president of Mexico, as a guest of the Clough Colloquium on October 24, 2013. **“In troubled times, you may ask yourself whether it is possible to change and to transform your country and do what is right to do for your people. And I’m convinced that the answer is yes.”**

In Robsham Theater, Calderón spoke about his presidency and what citizens can do to improve their own countries. A member of the Partido Acción Nacional (PAN), Calderón assumed office in December 2006 after an extremely close election and served as president until December 1, 2012. He is currently a visiting fellow at the Harvard Kennedy School.

Interim Provost Joseph Quinn introduced Calderón, mentioning that he had a somewhat personal connection with the former president, as his younger brother moved to Mexico decades ago. “He’s married, with

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• • • RIDGE REFLECTS ON POLITICAL CAREER, CRISIS MANAGEMENT

By *Andreina Baquero-Degwitz, The Heights Staff*



Governor Ridge shares his experiences with the BC community at the Fall 2013 Clough Colloquium. —Photo by John Gilooly

"I've always had this theory—you manage things and you lead people. Don't forget that." At the November 7, 2013 Clough Colloquium lecture, Tom Ridge discussed the importance of leadership in a time of crisis. The governor of Pennsylvania from 1995 to 2001, Ridge was appointed by President George W. Bush as the first Office of Homeland Security Advisor soon after the events of September 11.

"As I take a look back on most of those opportunities to serve, whether I thought about it or not, I was put in a position that, if the circumstances warranted, I was going to be called upon to lead," he said. "But I can look back to those experiences and say that, along the way, someone decided that I could lead an organization."

In the wake of the September 11 attacks, Ridge was charged with developing a

national strategy in order to improve the defenses against terrorist attacks in the United States. If another attack had occurred, Ridge stated that he would have taken complete responsibility for that crisis.

A leader also needs to communicate clearly and promptly to demonstrate empathy, honesty, and motivation to the people around him or her, he explained. Visibility is crucial, as a leader's presence in itself sends a message about hope, aspiration, and resolve.

Ridge also emphasized the need for leaders to be able to adjust to their particular crisis and listen to the people around them. No one has the capability to handle these complex situations alone, and leaders in a crisis should not be afraid to empower others in order to get the job done. ●

• • • TOUGH DISCUSSES ATTITUDES AROUND ACADEMIC SUCCESS

By *Nathan McGuire, The Heights Staff*

On Wednesday, October 9, 2013, more than 250 students, faculty, and members of the Boston College community packed Gasson 100 to listen to a lecture given by *New York Times* bestselling author, Paul Tough. The event was co-sponsored by the Winston Center for Leadership and Ethics and the Lowell Humanities Series.

Tough, who is a contributing writer to the "New York Times Magazine," spoke about the ideas behind his newest book, *How Children Succeed: Grit, Curiosity, and the Hidden Power of Character*.

"The center of the book is that the conventional wisdom that has governed our thinking for the past couple of decades about education and childhood development has been misguided," Tough said. "We've been emphasizing the wrong skills and abilities in our children, and we've been using the wrong strategies to help develop those skills. The name that I give to this conventional wisdom is the 'cognitive hypothesis.'"

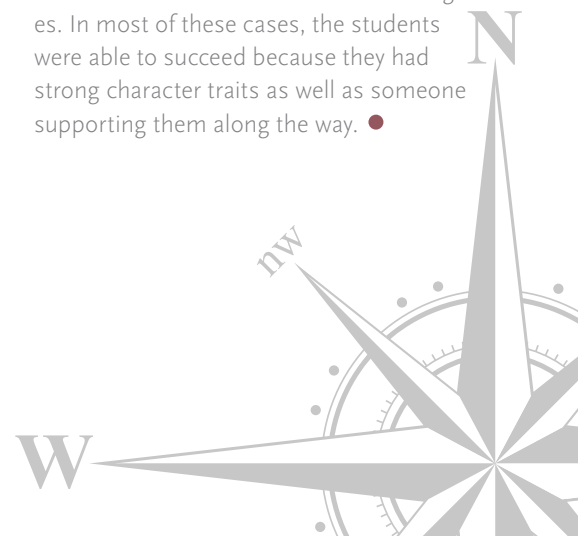
The cognitive hypothesis, which is accepted by many educators, states that the most important quality in a child's success is his or her IQ, explained Tough. Since standardized test scores measure cognitive skills, many educators have placed great importance on them over the past few decades.

"As a nation, we've invested a whole lot of importance in standardized test scores, because we really believe on some deep level that they measure what matters," he said. "But the educators and scientists that I write about in *How Children Succeed* have identified this very different set of skills that they say matters at least as much as IQ, and quite possibly more so."

According to Tough, most educators and scientists would consider things like grit, curiosity, consciousness, and optimism character traits, but he believes that they can help young people succeed in school. Exposure to the right amount of adversity can strengthen character traits.



While researching and writing the book, Tough met many students who were able to rise above their childhood disadvantages. In most of these cases, the students were able to succeed because they had strong character traits as well as someone supporting them along the way. ●



• • • CALDERÓN REFLECTS ON PRESIDENCY *(Continued from page 1)*

three children, and he's a Mexican citizen," Quinn said. "Since his surname is Quinn, like mine, they're affectionately known as the Mexiquinns."

Quinn continued to run through various achievements attained under Calderón's presidency. He noted that Calderón is credited with boosting Mexico's economic development and expanding welfare policies, judicial reform, construction of new universities, and reform in the country's immigration policies. "[Calderón] prioritized access to health services—before his presidency, about 40 million people had access to public health," he noted. "Currently, more than 100 million people do, nearly the entire population. President Calderón, if you have time, perhaps you could stop by Washington on your way home."

Calderón spoke about his own childhood and how he got involved in politics. When he was young, the Partido Revolucionario Institucional (PRI) was in power—it was ousted in 2000, after 71 years as the

ruling party, when Vicente Fox was elected president. Calderón described the political situation during his youth as an autocratic regime—almost all congressmen and mayors were part of the PRI, which also controlled the media and education.

"In 1968, when college students just like you dared to protest and ask for democracy, they were massacred," Calderón said. "Around the country, hope remained alive—there was a peaceful and determined struggle for democracy." In Calderón's hometown, his father organized opposition to the ruling party. As democracy grew around the country, however, electoral fraud grew as well. Calderón recounted feeling disheartened by the fact that people often seemed not to care about democratic progress. His father, though, told him that it was a moral duty to continue working for democracy.

Calderón then launched into a summary of his administration's challenges and successes. The global economic crisis hit

Mexico hard, and was compounded by drought, flooding, and the emergence of the H1N1 virus. While the bulk of his summary focused on economic concerns, such as negotiations with unions, energy reform, free trade, and reducing the federal deficit, he also touched on his administration's successes in building public high schools and universities, as well as in approaching universal health coverage.

Calderón wrapped up his speech by appealing to the students in attendance to involve themselves in public policy in order to improve their societies.

"You can change the status quo; you can change your own reality," Calderón said. "I hope that a new generation of citizens—better informed, linked to social nets, more participative and more conscious of the problems—will take on ... the huge responsibility of change, in their countries and in the world." ●

• • • FORMER U.S. ATTORNEY DETAILS FIGHT FOR JUSTICE

By Brooks Barhydt

David Iglesias, a former U.S. attorney for the District of New Mexico and Navy JAG officer, keyed the Chambers Lecture Series on Tuesday, October 29, 2013. Perhaps best known as one of seven U.S. attorneys dismissed by the George W. Bush administration on December 7, 2006, Iglesias detailed his efforts to clear his name.

At the time of the 2006 mid-term elections, there was growing discontent from local New Mexican republicans about Iglesias's investigation into voter fraud. He received highly irregular calls from both a sitting congresswoman and a senator in New Mexico imploring him to expedite and file indictments in his ongoing cases before the elections. These individuals surmised that the pending indictments might be beneficial to their campaigns, and ignored the fact that such requests were extremely out of line and bordering on illegal. Iglesias was unwilling to bend the law, or his own moral beliefs, to

capitulate to the self-preservation needs of these two politicians.

Iglesias noted that the New Mexico republicans expected him to place party loyalty above all else. However, he stated that "I had to do the right thing no matter what. Once you do the right thing, then you factor in loyalty to country, and finally loyalty to party. I'm not sure they could understand that."

Iglesias was dismissed from his position after Allen Weh, chairman of the New Mexico republican party, complained to White House aide Karl Rove about Iglesias's unwillingness to be helpful. Iglesias and the other dismissed U.S. attorneys responded to allegations about supposed sub-par job performance through legal means and appearances on national television programs. Soon, much of the country was aware of the injustice that had been committed against them.



David Iglesias — Photo by John Gilooly

Subsequently, Karl Rove resigned on August 31, 2007, without responding to a Senate Judiciary Committee subpoena to produce emails relating to the dismissal of the U.S. attorneys. In October of 2008, Iglesias was found to have been wrongfully dismissed.

Iglesias returned to the Navy as a JAG prosecutor stationed in Guantanamo Bay, Cuba, where he oversaw the prosecution strategies of terrorism cases while at Guantanamo. After many years of service to his country, Iglesias recently transitioned out of the navy into civilian life. ●

••• EDUCATION REFORMER SUGGESTS STEPS FOR SUCCESS

By Morgan Healey, *The Heights Staff*

On Wednesday, September 25, 2013, Geoffrey Canada spoke to students and faculty about education reform and the importance and imminence of change in our society. The talk was co-sponsored by Students for Education Reform, Americans for Informed Democracy, SOFC, the Winston Center for Leadership and Ethics, and the Lynch Foundation. Canada is president and CEO of the Harlem Children's Zone in New York, which focuses on promoting youth in education, primarily through changing the foundation. "It starts at the base," he said, "which is at the academic level."

This sparked his discussion about seeking change in the country's educational system. For Canada, it all begins with educational reform. He urged students and faculty to take initiative not only in their futures, but also in the futures of young people, whom he claimed are the lifeblood of the country. This notion was a key component of his delivery, along with personal anecdotes that included stories of stumbling blocks on the way to his individual success. "I came from the Bronx, and have experienced this firsthand."

His primary focus, though, was the importance of a college education in a young person's life. He stressed how great an impact his undergraduate career at Bowdoin College had on his success. Without the fine-tuning provided at the university level, he noted, society would be less productive, passionate, proactive, and well rounded.

One question posed by a member of Generation Citizen, an organization whose mission is to promote democracy by "empowering young people to become engaged and effective citizens," was on point with Canada's mission. "Why do standardized tests end up being so important? Are they really a good measure of future performance?"

To this question, Canada answered that SAT testing, for example, is a poor indicator of one's personal ability and aptitude, and that one's past must not get in the way of one's future. "It really comes down to two things," he said. "Grit and perseverance. These are what really allow someone to succeed. The question is, what are we basing this off of?" He asked why some kids persevere at the middle school and high school levels, when others just give up. This resonated with many students.

The idea of who perseveres, Canada noted, has to do with character development and the notion of believing in one's personal aptitude and ability for success, first and foremost.

Canada left his audience with the notion that with heart and perseverance, just about anything is possible. "Change takes time and, more importantly, stamina and perseverance." ●

JENKS LEADERSHIP PROGRAM UPDATE

The beginning of the fall 2013 semester brought the Jenks Leadership Program students back to campus for their second semester. In mid-September, the class traveled down to Cape Cod for a full-day retreat at the home of Bob and Judy Winston, benefactors of the Winston Center for Leadership and Ethics. Bob worked with all the students to help them develop ideas for their service projects, the final deliverable of the Jenks program. Drawing on lessons from his time with American Fund distributors, Bob imparted advice for successfully managing objectives and working as a group to create the best project possible.

In November, Sean Hyatt and Judith Parra, current co-directors of the Jenks program, traveled down to Washington, D.C., to meet with alumni of the program. Sean and Judy updated the alumni on the current progress of the program, especially during its time under the umbrella of the Winston Center. Ideas for continuing to grow the program and engage with alumni around the country were shared, and all left the event with a renewed sense of energy for continuing the work that Sandy Jenks started almost 50 years ago.

The semester concluded with new program directors, Teddy Raddell and Mike Stanley, selecting 25 students to begin their Jenks program experience on January 19, 2014, with a retreat to the Whispering Pines Conference Center in West Greenwich, Rhode Island. Teddy and Mike drew from an applicant pool of more than 90 highly qualified students from all four schools at Boston College.

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• • • DOYLE OFFERS GLOBAL PERSPECTIVE

By Brandon Stone, The Heights Staff

The Winston Center for Leadership and Ethics: Lunch with a Leader series featured Jere Doyle, a Boston College alumnus from the Class of 1987 and vice president of the Boston College Alumni Association. Doyle has spent his career as a successful entrepreneur, building two companies, Global Marketing and Prospective, from the start-up phase into highly profitable businesses. Currently, Doyle leads Doyle Enterprises, an advisory and consulting firm.

Doyle spoke to the attendees about his own career, from his time as an undergraduate to today, as well as enumerating and discussing his “Five P’s,” a set of core guiding principles he has applied to both his business and personal life.

Doyle described the Five P’s (a play on The Marketing Mix, a well-known marketing model also known as The Four P’s). The Five P’s are passion, persistence, patience, principals, and pride. In discussing passion, Doyle posed and then answered his own question: “How do you figure out what

you’re passionate about?” He began by noting that it was surprising how many people never figure out what they are passionate about. Moreover, he continued, if you find that you are not passionate about your job, you should find something else. To first discover what you are passionate about, however, “think about who you admire. Think about who you like to hang out with. Then think about what those people do. You’ll find that pretty often, you’re going to be passionate about similar things.”

Turning next to persistence, Doyle likened most people’s careers to pushing a big ball up a hill—it is going to be a difficult and long journey. In fact, said Doyle, “I believe that persistence is the most important quality in determining whether a career will be successful.” On the other hand, Doyle continued, patience is also important. Careers are going to be long journeys, so you should try and enjoy them. Accept that it will take a long time, and make the most of the journey. ●



• • • MCKIERNAN SHARES TECH BUBBLE EXPERIENCE

By Mujtaba Syed, The Heights Staff

“I chose to major in accounting, only because I wanted to get a job when I graduated,” said Bill McKiernan, BC ’78, to a crowd of students, aspiring entrepreneurs, and faculty members at the Thursday, September 26, 2013 installment of the Lunch with a Leader series. “Eventually, I decided accounting was not for me,” he said. “I felt like I was refereeing the game instead of being in the game.” Ultimately, McKiernan started his own company, CyberSource Inc., in 1994.

“The original concept of CyberSource was to start this online store called software.net,” he explained. “We would distribute software electronically instead of off shelves. At the time, that was sort of a novel idea.” Emphasizing adaptability by subsequently discussing how this idea

evolved into becoming an e-commerce and payments solutions company, McKiernan focused on the lessons he learned while running the company.

“Things are never as good as you think they are. And they are never as bad as you think they are,” he said, referencing the wild changes in CyberSource’s stock price following successful fundraising efforts through public offerings. After raising a total of \$300 million through two public stock offerings in 1999, shares were being traded at \$70 during the height of the dot-com bubble in 2000. Following the market’s collapse the next year due to faulty valuations of tech stocks, CyberSource endured a two-year period of dismal stock prices.

“In hindsight, although the dot-com burst was painful, it was probably the best thing

that could have happened to us,” McKiernan said. “Because what it did was eliminate all of our competitors.” Focusing on company values, long-term goals, and careful hiring decisions, CyberSource became profitable 10 years into its operations and hosted its billionth payment transaction in 2007. In 2010, with McKiernan still serving as president and CEO, CyberSource was acquired by Visa for approximately \$2 billion.

“People don’t work for startups for the money. They do it for the mission. They do it for the joy of building something. You’ve got to make the mission real,” McKiernan said, giving the audience his most sincere pitch for building something they believe in. “At CyberSource, we talked about our mission as being to change the world, one transaction at a time. And we meant that.” ●

• • • ATHLETICS DIRECTOR DISCUSSES LEADERSHIP AND VALUES

By Daniel Perea-Kane, *The Heights Staff*

Boston College Director of Athletics Brad Bates addressed students in the Fulton Honors Library on Wednesday, October 30, 2013, as part of the Winston Center for Leadership and Ethics' program, Lunch with a Leader. Bates believes that leadership is both a natural and a developed trait. He related the development of leadership qualities to education. "You can be incredibly demanding as a leader if your team trusts you," he said.

After college and graduate school at the University of Michigan, Bates became a strength and conditioning coach at Vanderbilt University. He later served as a senior associate in the athletics department of Vanderbilt, where he obtained his doctorate

in education. "It really wasn't until I was at Vandy that I decided to become an administrator," he added.

Still, Bates believes that the seed for sports administration was planted in the eighth grade when he attempted to create a year-long athletics program for his school after the state cut funding for physical education.

In his speech, Bates emphasized the importance of the team. "Collective efforts are more important than individual ones," he noted. "You're surrounded by really smart people here. We can all learn from one another."

Bates also talked about the unique nature of combining academics and athletics in

American education and why collegiate sports appeal to him for this reason. "The only justification for this combination is that education is the ultimate goal of athletics curricula," he said. "These athletes must reach maximum development. That's why winning is important to me. There's a set of skills and a mindset that come from winning."

His final thoughts emphasized the power of an academic setting. "Every experience should promote growth," Bates said. "I'm a big believer in a liberal arts education. There are advantages to more specifically geared educations, too, but a liberal arts education transcends academics." ●

• • • MCKIBBEN DISCUSSES DEADLOCK ON GLOBAL WARMING

By Sean Keeley, *The Heights Staff*



Bill McKibben (right) poses with Bobby Wengronowitz, a member of BC Fossil Free. —Photo by John Gilooly

On Thursday, October 24, 2013, in a lecture co-sponsored by the Lowell Humanities Series and the Winston Center for Leadership and Ethics, Bill McKibben addressed the extent of the global warming crisis and the growing movement to combat climate change. McKibben has a long history with the cause, after writing the first book on climate change for a general audience, *The End of Nature*, in 1989. In recent years, McKibben has placed himself on the national front lines of environmental activism, as the leader of the global environmental organization 350.org, as an organizer for protests surrounding the Keystone XL pipeline, and as an advocate for divestment from fossil-fuel companies.

McKibben began his talk by addressing the scientific realities of climate change. He explained that what was an "abstract and theoretical problem" 25 years ago has become all too real. Citing evidence that the planet has warmed by one degree Celsius since 1989, McKibben said that the change could become four or five degrees if we stay on the same path. Mentioning last year's drought in the Midwest, rainfall records in Japan, and widespread wildfires in Australia, he argued that global warming's recent effects have been visible across the globe.

In the political sector, McKibben stated that the lack of will in Washington and the influence of money from the fossil-fuel industries prevented progress. "We've had a 25-year bipartisan effort to accomplish virtually nothing, and it's been highly successful," he said.

Such frustration led McKibben to found 350.org with seven of his students. The organization takes its inspiration from scientist James Hansen, who identified 350 parts-per-million of CO₂ in the atmosphere as the acceptable upper bound to avoid a climate tipping point. The movement soon took off internationally, as McKibben showed with pictures submitted from

climate activists on an International Day of Climate Action in 2009.

From children on the streets of Ethiopia to religious communities in Cape Town to burqa-clad women in Yemen, the pictures showed activists from across the globe. McKibben theorized that the story became so popular because "people didn't look the way they thought environmentalists should look." While showing the pictures, McKibben stressed that many of the poorest faces seen would be hit hardest by climate change, despite not having contributed significantly to the problem.

As 350.org expanded globally, McKibben focused his domestic attention on opposing the Keystone XL tar sands pipeline. Using methods of civil disobedience, activists protested outside the White House. Many were arrested, leading President Barack Obama to reconsider fast-tracking the pipeline.

To conclude the evening, McKibben affirmed the necessity of collective tactics to address climate change. "There's no way to address it by yourself," he said. "It's got to be everyone doing what they can, where they can." ●

• • • AROUND THE TABLE: LUNCH WITH A LEADER



Norby Williamson
*Executive Vice President,
Programming & Acquisitions, ESPN*
Tuesday, February 18, 2014
Fulton Honors Library
12:00 p.m. - 1:30 p.m.
By invitation only.

In January 2012, Norby Williamson was named executive vice president, programming & acquisitions, overseeing all rights negotiations and managing relationships with rights holders for all ESPN entities. Williamson, who joined ESPN in 1985 as a production assistant, rose quickly through the ranks, ultimately being named executive vice president, production in 2007. In that role, he was responsible for all ESPN and ABC game, event, and studio production work for domestic and international television and radio networks.

Before assuming management responsibilities in 1999, Williamson's production work on select ESPN studio programs received a total of five awards, including Sports Emmy Awards for *SportsCenter* (1990) and *NFL GameDay* (1988), and three CableACE Awards for *SportsCenter* (1990, '91) and *NFL GameDay* (1989).

From September 2002 until October 2005, Williamson served as senior vice president and managing editor at ESPN, responsible for the day-to-day content of all news and information programming on ESPN, ESPN2 and ESPNEWS. He provided leadership and editorial direction for the largest television sports news-gathering operation in the U.S.

On the remote production side, he was responsible for major programming initiatives such as *Monday Night Football*, NASCAR, NBA, and Major League Baseball. He also oversaw studio production, which includes *SportsCenter* editions in the U.S. and around the world, *Outside the Lines*, *Sunday NFL Countdown*, *College GameDay*, *Baseball Tonight*, *NFL Prime-Time*, and *Monday Night Countdown*. Additionally, he was responsible for the networks' on-site coverage of major events like the Super Bowl, NBA Finals, World Series, MLB All-Star Game, and the Stanley Cup Finals. In December 2008, Williamson added oversight for ESPN Regional Television's (ERT) production responsibilities.

Williamson earned his bachelor's degree in corporate/video communications from Southern Connecticut State University in 1985.



Sean Burke
*Chief Marketing Officer of Solutions,
GE Healthcare*
Wednesday, February 19, 2014
Fulton Honors Library
12:00 p.m. - 1:30 p.m.
By invitation only.

As healthcare providers around the globe look to address complex and ever-increasing clinical, operational and financial challenges, GE Healthcare has a unique combination of products, services and capabilities that can help. In his newly created position, Burke is tasked with working across the company to define, develop & commercialize offerings that align the organization and its capabilities around delivering upon improved customer outcomes.

Burke joined GE Healthcare in 2003 and has held a number of sales and marketing leadership roles including CMO of the Healthcare IT business, CMO of the Americas Region and CMO of Global Diagnostic Imaging. Before joining GE Healthcare, Burke worked for GE Corporate with GE's Chief Commercial Officer focusing on sales and marketing processes across all of GE. He also led initiatives on pricing, customer relationship management and customer service as part of GE's Corporate Initiatives Group (CIG).

Prior to GE Corporate, Burke was a Vice President of Business Development & Sales for what is now GE Money, where he led GE's acquisition of JC Penney's Credit Card business. He joined GE in 1994, and is a graduate of GE Capital's Management Development Program (MDP).

Burke received a Bachelor of Science in management and marketing from Boston College and a Master of Business Administration from the Harvard Business School. He serves as GE's University Executive for Boston College, championing the Company's relationship with the school and leading recruitment efforts.

• • • BOSTON COLLEGE ALUMNI RETURN TO HEADLINE BRENNAN SYMPOSIUM

Matt Ryan is the current quarterback of the NFL's Atlanta Falcons. He was drafted in the first round as the third overall pick in the 2008 NFL Draft after playing college football at Boston College. At BC, he led the team as the school's starting quarterback from 2005 to 2007. Under his leadership, BC claimed three bowl victories and Matt threw for 200 or more yards 15 separate times. He is fifth all-time in school history in passing yards and pass completions, and was a First Team All-American in 2007. Additionally, in 2007, Ryan led his team to an ACC Atlantic Division championship and was named ACC Player of the Year.

During his rookie year with the Falcons, Matt started all 16 games, and led the team to the playoffs with an 11-5 season record. For his efforts, he earned honors as the 2008 NFL AP Offensive Rookie of the Year. Matt is also a two-time Pro Bowl pick, and currently holds the Falcons franchise record for passing yards.

Sarah was a standout high school athlete who was known particularly well for her talent as a basketball player. Her high school basketball career included being twice named the Maine Gatorade Player of the Year, claiming two state titles, being named to the first team all state three times, and being named the Maine Female Athlete of the Year after her junior season. She was also a standout soccer and track athlete, and was named to the all-state teams in those sports in addition to basketball.

Sarah continued her basketball career at Boston College, starting for three seasons at point guard and ending her career second on the school's all-time assists list. She was a three-time conference academic all-star, and was a part of two teams that made the Sweet Sixteen. Sarah is currently working for the WNBA's Atlanta Dream as a sponsorship sales consultant.

Sarah and Matt were married in 2011, and are heavily involved in local charities, particularly the Boys and Girls Clubs and Children's Healthcare of Atlanta. ●



Matt and Sarah

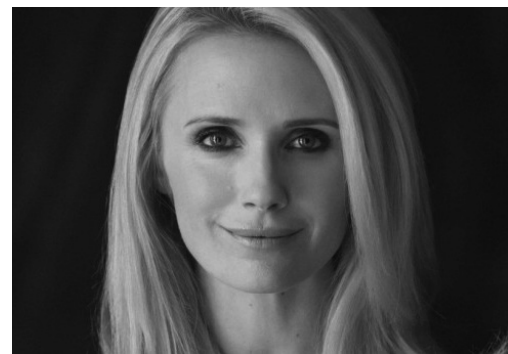
Wednesday, March 12, 2014
Murray Room, Yawkey Center
7:30 p.m.

• • • WOMEN'S ADVOCATE, JENNIFER SIEBEL NEWSOM, TO SPEAK ON CAMPUS

Jennifer Siebel Newsom is a filmmaker, former actress, and advocate for women and girls. She has been heralded by Newsweek Daily Beast as one of "150 Women Who Shake the World" and has been included in "The League of Extraordinary Women" by Fast Company for her work in writing, directing, and producing the award-winning documentary Miss Representation, which exposes how mainstream media contributes to the underrepresentation of women in positions of power and influence. Due to the overwhelming response to the film, Newsom launched the social action campaign of the film, MissRepresentation.org, the mission of which is to shift people's consciousness, inspire individual and community action, and ultimately transform culture so everyone, regardless of gender, can fulfill their potential.

As a tireless advocate for social change, Newsom got her start with Conservation International by working with women in third-world countries helping to develop micro-enterprise opportunities. Back in the US, she founded Girls Club Entertainment to produce content that educates, inspires action, and transforms our culture. Her most recent film project has been serving as an executive producer of the Sundance award-winning documentary The Invisible War, which investigates the epidemic of rape in the US military.

Newsom graduated with honors both from Stanford University and Stanford's Graduate School of Business. She is married to California's Lieutenant Governor Gavin Newsom. ●



Jennifer Siebel Newsom

Tuesday, April 1, 2014
The Heights Room
3:00 p.m.

• • • WINSTON CENTER FOR LEADERSHIP AND ETHICS: RESEARCH NEWS

By Mary Ann Glynn, The Heights Staff

The Carroll School of Management faculty have been busy and productive, exploring various aspects of leadership and ethics. These range from ethics online —

Richard A. Spinello, “Intellectual Property: Legal and Moral Challenges of Online File Sharing,” in *Ethics and Emerging Technologies* ed. Ronald Sandler (New York: Palgrave Macmillan, 2014), pp. 300-314.

To the meaningfulness we can experience in our work life --

Christopher Michaelson • Michael G. Pratt • Adam M. Grant • Craig P. Dunn. Forthcoming. *Meaningful Work: Connecting Business Ethics and Organization*. *Journal of Business Ethics*.

Importantly, too, the faculty have researched corporate social practices, from their vision —

Waddock, S. & Steckler, E. (Forthcoming). *Visionaries and wayfinders: Deliberate and emergent pathways to vision in social entrepreneurship*. *Journal of Business Ethics*.

ABSTRACT: This qualitative study explores how social entrepreneurs construct and navigate vision pathways in their efforts to achieve transformational change. We find two predominant pathways to vision. The deliberate pathway is consistent with the conventional view in entrepreneurial and strategic contexts that intentional vision leads to and is iterated by action. The emergent pathway, in which action pre-

cedes vision, is contrary to this dominant assumption. The study sample includes 23 individuals who have pioneered successful institutions and initiatives in the field of corporate responsibility

And institutional change --

DeJordy, R., Almond, B., Nielsen, R. P., Creed, D. (2014). *Serving Two Masters: Exploring Dialectical Resolutions To Institutional Contradictions*. *Research in the Sociology of Organizations*.

And managing ethical struggles --

Simona Giorgi & Stefania Palmisano. *Sober Intoxication: Fending Off Stigma in Day-to-Day Life*.

ABSTRACT. This study examines the day-to-day ethical struggle to maintain one's beliefs and fend off stigma in four new religious communities in Italy. We draw on interview, observational, and archival data to explore routine strategies of managing controversial practices and beliefs. We find that people “normalize” their ethical practices and beliefs by tightly coupling worthy and unworthy elements and by appealing to tradition to justify such combinations. These findings shed light on the micro-foundations of stigma management in the ordinary life of people in organizations.

As well as the organizational adoption of environmentally sustainable practices

Glynn, M.A., Lockwood, C.L., & Raffaelli, R. Forthcoming. *Staying the same while*

changing: *Organizational identity in the face of environmental challenges*. In Gulati, R., Henderson, R., & Tushman (Eds.). *Organizational and Strategic Change and the Challenge of Sustainability*. Oxford University Press.

ABSTRACT: Identity is an enduring property of organizations that consists of claims to “who we are” and “what we do” that are made to both internal and external constituencies. We show how identity – as a driver of organizational stability and change – plays a role in the adoption of new sustainability practices over time. Drawing on illustrations from the U.S. hotel industry, we show how identity functions to enable or hinder organizational efforts to become more sustainable. We examine how the hotel industry, as a whole, came to incorporate sustainability practices and, how, for two hotels in particular, identity played very different roles in their sustainability efforts. Using the lens of organizational identity reveals how sustainability is concerned not only with “what we do” as an organization but also “who we are,” in terms of a constellation of organizational values, beliefs and practices. We also show how organizational efforts to balance identity sameness and difference shift with the institutionalization of sustainability practices at the industry level. We discuss implications for future research on sustainability from an identity perspective and reflect on implications for managers and leaders. ●

• • • WINSTON UPDATE

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• • • **SPRING EVENTS**

February 11th: Chambers Lecture Series

Speaker: Senator Olympia Snowe
Location: Gasson Hall 100
Time: 7:00 pm

*A book signing and reception to follow

February 18th: Lunch with a Leader

Speaker: Norby Williamson, ESPN
Location: Fulton Honors Library
Time: 12:00 pm

February 19th: Lunch with a Leader

Speaker: Sean Burke, GE
Location: Fulton Honors Library
Time: 12:00 pm

**February 20th: Winston Center
Collaboration, *Inequality for All***

Speaker: Robert Reich, Former Secretary
of Labor (via webcast)
Location: Fulton 511
Time: 5:00 pm

*The film *Inequality for All* will be screened

March 12th: Brennan Symposium

Speaker: Matt and Sarah Ryan
Location: Murray Room, Yawkey Center
Time: 7:30pm

April 1st: Winston Center Collaboration

Speaker: Jennifer Siebol Newsom
Location: Heights Room, Corcoran
Commons
Time: 3:00 pm

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.

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