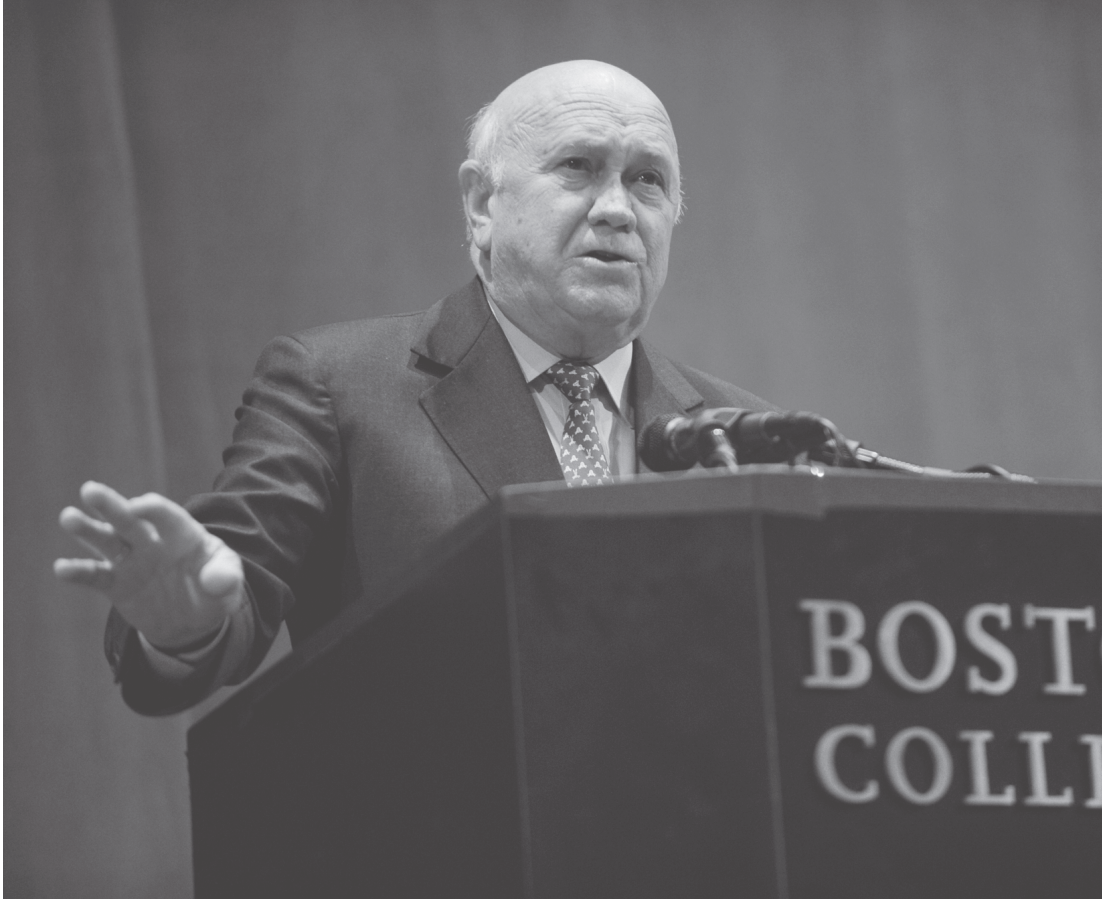


WINSTON UPDATE

THE WINSTON CENTER FOR LEADERSHIP AND ETHICS



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De Klerk Featured at Clough Colloquium

ON MONDAY, APRIL 7, F.W. DE KLERK—former president of South Africa and winner of the Nobel Peace Prize—delivered the Clough Colloquium address to a packed house in Robsham Theater. In a talk entitled, “Bridging the Gap: Globalization Without Isolation,” De Klerk discussed the unique position of the United States as the globe’s last remaining superpower, suggested how our country can best manage the responsibility that comes with that title, and examined the ramifications that will result from the decisions our leaders enact, for both current and future generations.

“An important factor in determining the future well-being of the students of Boston College,” De Klerk said, “will be how the United States plays its global leadership role in a rapidly changing

world full of threats and full of opportunity.” Citing the persistence of ethnic and religious conflicts in underdeveloped nations such as Afghanistan and Zimbabwe, De Klerk stressed

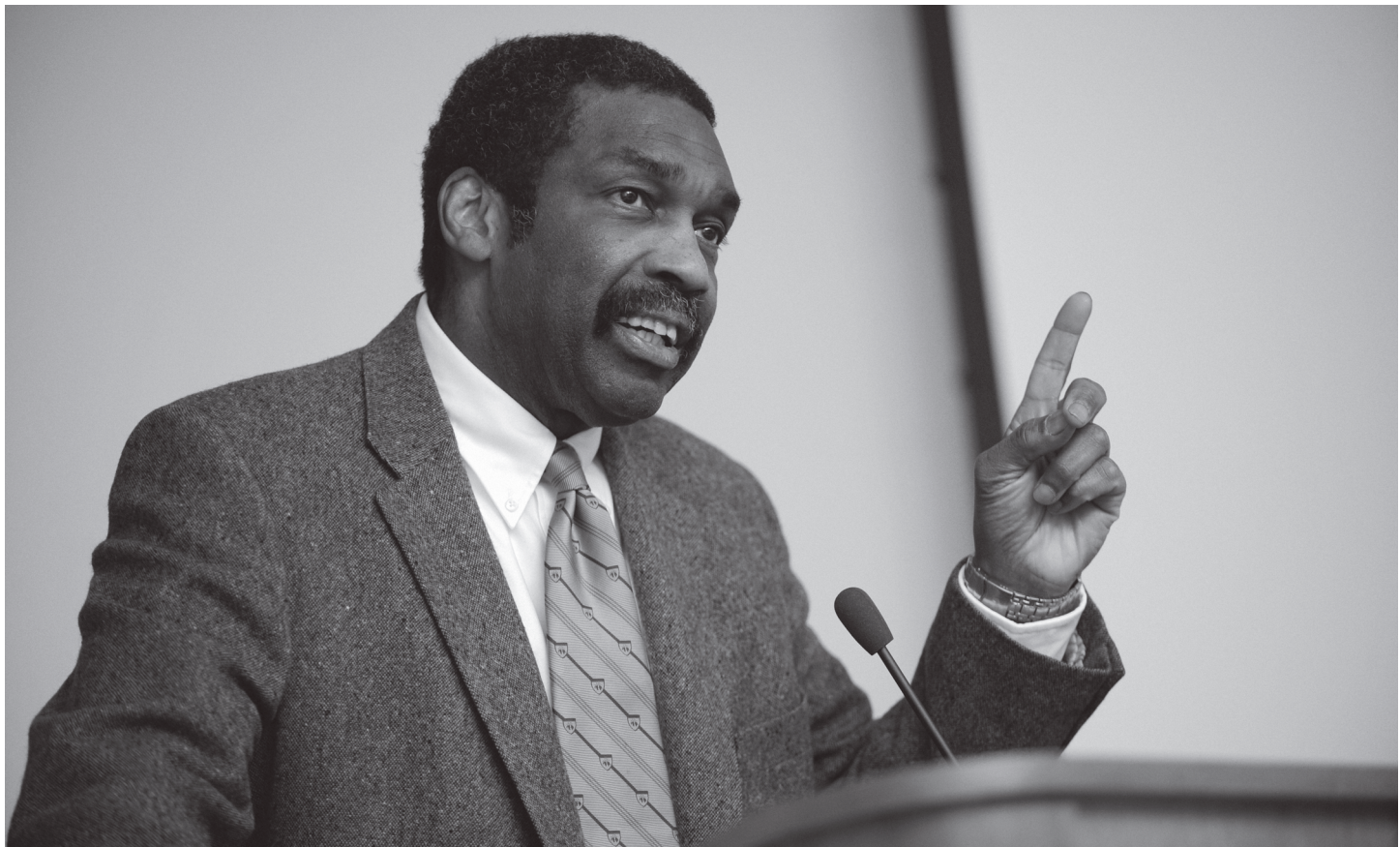
that it is the obligation of developed countries such as ours to promote economic growth in these regions in order to ensure future stability for the global community.

One of the overarching themes of De Klerk’s talk was the necessity, as Theodore Roosevelt put it, for the United States to “speak softly and carry a big stick.” While the United States has had no qualms about carrying a “big stick” throughout its history, De Klerk advised that we would be well served to pay close attention to the other half of the equation. Acknowledging that

De Klerk...

(Continued on page 3)

www.bc.edu/leadership



Bill Strickland Delivers Chambers Lecture

WITH A BLEND OF INTELLIGENCE, compassion, and humor, Bill Strickland—president and CEO of the Manchester Bidwell Center in Pittsburgh—shared his personal philosophy at the Chambers Lecture this past March. While describing the story of how he built the center, Strickland offered suggestions on how students might be a force for positive change in the world. “I believe that people are born into this world as assets, not liabilities,” he reflected.

Growing up in the inner city, Strickland was inspired by a high-school ceramics teacher to dream big and identify the potential in those around him. Recognizing how his passion for art had allowed him to evade the pitfalls that life in the ghetto created, Strickland dedicated himself to helping others reach their full potential. He laid the foundation by starting a small community arts center in the basement of a dilapidated house. Little by little, he has

grown it into the Manchester Bidwell Center—one of the foremost arts education and job training centers in the world.

Strickland stressed the influence of place upon expectations and performance. Noting that, despite its location, the center has never had an incident of crime, he observed, “I’m in the attitude business, not just the training business. People are a function of their environment...if you build world-class environments,

people act like world-class citizens. If you build prisons, they act like prisoners.”

Strickland’s words and example struck a deep chord among students. “It was inspiring to hear Strickland’s advice on how to treat people—and ourselves—to positively transform lives, while also seeing the proof of his claims through his amazing work,” remarked Kevin Schuster, A&S ’11. ■



THE FALL 2008 CLOUGH COLLOQUIUM

will feature Cynthia Cooper, 2002 *TIME* “Person of the Year,” former vice president of WorldCom, and author of *Extraordinary Circumstances: The Journey of a Corporate Whistleblower*.

Monday, November 17th at 4:30 p.m.
Gasson 100

Father William J. Byron Speaks at Second Winston Forum on Business Ethics



(l-r): Jack Joyce, Father William J. Byron, and Bob Winston '60.

ON MONDAY, MARCH 10, AND TUESDAY, March 11, William J. Byron, S.J., visited Boston College as the keynote speaker for the second Winston Forum on Business Ethics. “Principled behavior on the part of the principals would have made all the difference in the world for Enron,” Byron writes in his book, *The Power of Principles: Ethics for the New Corporate Culture*. During his talk, he discussed how we can better ourselves and improve our businesses by heeding that advice.

A Jesuit priest and economist, and current president of St. Joseph’s Preparatory School in Philadelphia, Byron first met with freshmen

students from the “Introduction to Ethics” course on Monday evening in McGuinn 121. The following day, in a first-of-its-kind event, Byron spoke to a mix of Carroll School board members, Boston College alumni, students, and faculty over lunch at the Boston College Club.

In both talks, he emphasized the importance of organizational culture. Byron went on to discuss what he calls the 10 “classical ethical principles”—among them integrity, veracity, fairness, and love—and urged attendees to consider how widely shared these principles are in their respective workplaces. ■

De Klerk... (Continued from cover page)

the “big stick” is necessary, De Klerk also noted that “there are clear limitations to the use of the bigstick for a democratic country.” He continued, “The United States, in its global leadership role, should also consider the necessity of speaking softly. The speaking softly option recognizes that long-term solutions can be achieved only by addressing the root causes of conflict: poverty, repression, ignorance, and fanaticism.”

In closing, De Klerk cautioned America to

use its power wisely. “In the final analysis, the greatness of the United States does not lie in the undoubted strength of its armies, but in the values and the ideals of personal and economic freedom that it represents.”

In a preceding session with faculty and business leaders, as well as in the question-and-answer session following his address, De Klerk responded to various inquiries regarding his role in the dismantling of apartheid. He also shared his thoughts on issues such as trade embargoes and ethnic cleansing. ■

Second Annual Brennan Symposium

THE WINSTON CENTER HELD THE SECOND annual Brennan Symposium for Student Leadership and Ethics on Saturday, April 26. Held in the Heights Room, the half-day event gave the newly elected Undergraduate Government of Boston College (UGBC) staff and cabinet a chance to convene for the first time as an entity.

After breakfast and a brief welcome from Winston Center Director of Programs Richard Keeley, the first of the day’s three sessions was led by Chris Denice, the newly elected UGBC president. Denice provided an overview of the history and structure of UGBC, as well as the current roles and responsibilities in the new administration. Impressing upon his staff that they are part of a rich tradition, Denice urged them to approach their roles with commitment and creativity.

For session two, Lakshmi Balachandra reprised her “Improvisational Leadership” workshop, first offered at the 2007 Brennan Symposium. A former stand-up comic, Balachandra drew parallels between the skills needed to be a successful improvisational comic and those needed to be a great leader. Through a series of interactive exercises, the attendees experienced this correlation firsthand.

The day concluded with keynote speaker Colonel Art Athens, director of the Stockdale Center for Ethical Leadership at the U.S. Naval Academy. In a speech entitled, “Hard to Be Humble,” Athens focused on the importance of humility for effective leadership. He remarked that as leaders, “it’s not about us—it’s about those we lead.” By reflecting on personal experience and by sharing moving and often humorous anecdotes, Athens noted the failures of leaders who become too inwardly focused, as well as the successes of those who put others first.

“The Brennan Symposium was the first time that the new UGBC was assembled together, so a nervous excitement filled the room,” remarked UGBC President Denice. “At the event, both speakers left lasting impressions, particularly Art Athens with his motivating speech on humility. The lessons shared will prove to be invaluable in the year to come as everyone’s jobs become more challenging.” ■



(l-r): Benaree Wiley speaks with Chandi Dublin '08 after her Lunch with a Leader presentation.

AROUND THE TABLE: LUNCH WITH A LEADER

The spring Lunch with a Leader series began with Kevin Campbell, CSOM '82, group chief executive for outsourcing at Accenture. Campbell shared stories of his journey from Carroll School undergrad to senior executive at one of the world's largest consulting and technology services companies. Stressing the importance of finding mentors and role models, developing clear goals and intentions, and being open to change, he emphasized that flexibility and adaptability would serve students well as they embark on their careers.

On Monday, March 31, Mike Millette, CGSOM '94, managing director and head of financial institution structured finance at Goldman Sachs & Co. in New York, spoke to MBA and MSF students. In a compelling dialogue, Millette outlined what occurred in the credit market to help cause the economic downturn, and how and when the financial services industry might recover.

The series concluded on Friday, April 25, with a talk given by Benaree Wiley in collaboration with the Winston Center and the Office of AHANA (African American, Hispanic, Asian American, and Native American) Student Programs. Wiley is the former president and CEO of Partnership, Inc., a firm that works to enhance opportunities for professionals of color, and is the current principal of the Wiley Group. She spoke to a group of AHANA students about her experience both as a woman and as a person of color in the professional world. ■

Jenks Leadership Program Update



Jenks students at work during the "Failing Forward" workshop.

THE REBORN JENKS LEADERSHIP PROGRAM (JLP) got off to a successful start with a series of workshops and seminars during the spring of 2008. Following on the success of the opening retreat held in January, Jenks students participated in seven unique sessions over the course of the semester. Led by BC faculty, doctoral candidates, and one special guest, each session focused on a different aspect of leadership and allowed students to reflect upon their own leadership styles and aspirations.

Among the highlights were "Effective Conversation," led by Carroll School Dean Andy Boynton; "Failing Forward," taught by Winston Center Director of Research Mary Ann Glynn; and "Ethical Leadership," with Winston Center Director of Programs Richard Keeley. "While there was a clear theme of leadership throughout all the workshops," one student remarked, "each one touched on a

different aspect of that theme, challenging our understanding of what it is to be a leader." In a special session, the Jenks students had a chance to speak with Bob Winston about his personal philosophy of leadership, and how that informed the decisions he made in his long and successful career with American Funds.

Capping off the program was an end-of-semester dinner, where students had the opportunity to share their plans for the summer with their fellow JLP classmates as well as workshop leaders. Michael Devlin, CSOM '11, summarized the experience: "If Jenks were to end right now, I would still have to say it has been by far the most rewarding experience I have had at Boston College this year."

In the fall semester, the Jenks Leadership Program will focus on group leadership, with students developing plans for their service project to be completed in the spring of 2009. ■

JENKS LEADERSHIP PROGRAM

Applications for the 2009 Jenks Leadership Program will be accepted through Friday October 10, 2008. Look for our information table at the Student Activities Fair on September 12, 2008 or visit our website at:

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

Winston Center Holds Meeting with NY State Comptroller's Office

THE WINSTON CENTER HOSTED A MEETING on Tuesday, May 20, with the State of New York Comptroller's Office to provide guidance on maintaining ethical standards in a post-scandal environment. Luke Bierman, general counsel to the NY State Comptroller, and Suzanne Dugan, special counsel for ethics, met with Professor of Law Michael Cassidy, James F. Cleary Chair in Finance Edward Kane, Associate Professor of Accounting Gregory M. Trompeter, Winston Center Director of Programs Richard Keeley, and Associate Director Jonah Berman.

Bierman assumed his position under current Comptroller Thomas P. DiNapoli after the prior comptroller was forced to resign amidst allegations of a variety of unethical practices. Along with Dugan, Bierman has been charged with reviewing and improving a variety of programs to instill a culture of ethics

and to restore public integrity to the office. In their search for direction on how best to implement those changes, they identified the Winston Center as a valuable partner and reached out to arrange this meeting.

Through the shared experience of those participating in the meeting, a number of options were proposed to overcome the apparent roadblocks for the comptroller's office. Bierman commented that "the importance of enhancing a culture of ethics remains essential in the public, private, nonprofit, and academic sectors. We are thankful to the Winston Center for sharing its expertise." ■

Accounting Ethics Conference a Success

THE WINSTON CENTER, TOGETHER WITH the Carroll School Accounting Department, hosted a first-of-its-kind conference in the Lynch Center for Executive Education on Friday, April 11, entitled, "Forensics and Accounting Ethics." The conference drew 24 participants representing 13 different colleges and universities from across the country.

In separate sessions, attendees had a chance to discuss some of the most pressing issues currently facing the accounting world, and to learn about new methods for tackling those challenges. In the morning session, Tim Pearson and Dick Riley of West Virginia University presented the "Model Curriculum for Forensic Accounting," a project developed in conjunction with the U.S. Department of Justice and the National Institute of Justice. In an informative and engaging session, Riley and Pearson outlined their model, which aims to help educational institutions that wish to add fraud and forensic accounting courses into their curricula.

In the afternoon, Fordham University Assistant Professor of Accounting and Taxation Barbara Porco presented "The KPMG Ethical Compass: A Toolkit for Integrity in Business." With the help of Wanda Kaminski of KPMG and Steven D'Agustino of Fordham, Porco described how schools can implement this interactive ethics course to teach ethics in any subject area.

"It was great to find out what is out there in forensic accounting, and the suggestions on incorporating ethics into accounting courses were very valuable," one participant noted.

The success of the conference has prompted the Winston Center to discuss the possibility of collaborating on a similar event in the fall of 2008 with the University of Central Florida, where former BC Accounting Professor Gregory Trompeter will assume a chair in the fall. ■

WINSTON CENTER RESEARCH UPDATE



(l-r): Visiting Lecturer Matt Kraatz with Organization Studies doctoral candidates Ian Walsh, Rick Cotton, and Dan Halgin.

THIS PAST SPRING WAS A BUSY— and productive—period for research. The Winston Center enjoyed considerable momentum on the research front as it sought to create basic knowledge about effective, ethical leadership in organizations. In particular, the Center benefited this past year from the contributions of Rich DeJordy (BC doctoral candidate in Organization Studies) as the inaugural Winston Center Doctoral Fellow; he has been invaluable in organizing and initiating many of the research projects that are reported here.

The Winston Center is proud to welcome Mike Pratt (from the University of Illinois) as professor of organization studies and research fellow of the Winston Center. Professor Pratt is a renowned and accomplished scholar who brings significant expertise in the domains of trust, positive relationships in organizations, the dynamics of personal and professional identities, and ethics in the workplace. Some of his research will be featured in a future issue of the *Winston Update*. The highlights on the following page offer a flavor of the research program currently underway. ■

WINSTON CENTER RESEARCH PROJECTS

FACULTY AND DOCTORAL CANDIDATES are now conducting a significant number of research investigations, many of which were presented at the National Meeting of the Academy of Management in Anaheim, California, in August 2008. Below are a few highlights; for more information, please visit the Winston Center website at <http://www.bc.edu/schools/csom/leadership/research/projects.html>.

- “Perfect Storm: A Cross-Level Study of Transformational Leadership During Scandal-Exacerbated Decline,” Richard Cotton and William Stevenson
- “The Role of Leaders in Crafting Legacy Organizational Identities,” Ian Walsh
- “The Cultural Web of Entrepreneurship: Relational Identity in *Martha Stewart Living Magazine* 1990–2004,” Mary Ann Glynn and Mamta Bhatt
- “Perceived Values Congruence and Employee Support for Organizational Change,” Judith Gordon
- “Two New Calls for Faculty to Improve Ethical and Moral Conduct of Graduates: Views Inside and Out,” Sandra Waddock
- “Bein’ Green: The Emergence of a Corporate Environmentalism Macroculture,” Erica Steckler, author; part of symposium, “The Environment as Stakeholder”
- “The Partial Importance of Academic-Practitioner Collaboration,” Jean M. Bartunek

Winston Center Seminar Series

DURING THE PAST ACADEMIC YEAR, THE Winston Center offered a forum for cutting-edge thinking on leadership and ethics research by bringing world-class scholars to campus as well as spotlighting some local talent. Speakers included: Professor Kimberly Wade-Benzoni from Duke University; Professor Matthew Kraatz from the University of Illinois; BC’s own Laura Singleton (Organization Studies doctoral candidate). Singleton and her coauthor, Professor Tony Mayo of Harvard Business School, presented insights from their book, *Paths to Power: How Insiders and Outsiders Shaped American Business Leadership* (HBS Press, 2006). *Administrative Science Quarterly* (Pearce, 2007:490) praised their work: “The book is itself a truly pathbreaking approach to the practical problem of understanding who succeeds in business and how that has (and has not) changed.”

For the second year, the Winston Center hosted a “March Movie Madness” event, inviting faculty and doctoral candidate researchers to view and discuss a film on leadership. This year, we chose *13 Days*, a revealing presentation of John F. Kennedy’s

leadership during the Cuban Missile Crisis. The audience took away a profound sense of how leadership may rise to the demands of context, and how leadership has the potential to effect positive change.

This summer saw the return of the popular Winston Center Summer Day Camp: Research 101. The intent of this “camp” is to equip researchers with the critical methods and tools needed for their studies. This year’s camp included two well-attended and insightful sessions. The first was *Networks 101*, presented by doctoral candidates Rich DeJordy and Dan Halgin, in which they taught the basics of interpersonal network analysis. Bob Winston, the Winston Center benefactor, was in attendance for this event. The second session was *ANOVA 101 and the Basics of Experimental Design*, presented by Assistant Professor of Marketing Adam Brasel, who offered a primer on how to conduct and analyze laboratory studies. By offering informative “how to” sessions, the Winston Center enables researchers to conduct studies that build knowledge on how leadership does—and does not—work in organizations. ■

Winston Center Papers, Publications & Honors

ALL OF THE RESEARCH ACTIVITY UNDERWAY has yielded publications and recognition. A number of the Academy of Management presentations have received distinction as “Showcase Symposia” or as “All Academy Symposia,” designating their contribution and broad appeal.

Although a long time line runs from a research idea to its publication, some Winston Center activities are beginning to appear as journal articles and book chapters, including:

- The Virtue of Prudence, by Bartunek, J.M., and Trullen, J. 2007. In E. Kessler and J.R. Bailey (Eds.), *Handbook of Organizational and Managerial Wisdom* (pp. 91–108). Thousand Oaks: Sage.

- Charisma (Un)Bound: Emotive Leadership in *Martha Stewart Living Magazine*, 1990–2004, by Mary Ann Glynn and Timothy Dowd (Emory University), *Journal of Applied Behavioral Science*, forthcoming (2008).
- Leadership and the Legacy of Organizational Identity, by Mary Ann Glynn and Ian Walsh, *Corporate Reputation Review*, forthcoming (2008).
- Leadership in Organizational Studies: A Review, by Mary Ann Glynn and Rich DeJordy. In R. Khurana and N. Nohria (Eds.), *Leadership* (Proceedings from the 2008 Conference), forthcoming (2008).

A new series of research presentations will debut in the fall of 2008. Please visit <http://www.bc.edu/schools/csom/leadership/research.html> for more information. ■

LEADERSHIP for CHANGE

ALUMNI AND FACULTY SUSTAINABILITY DIALOGUE

FOR MORE THAN 15 YEARS, THE FACULTY and business partners of Leadership for Change (LC) have developed, designed, and facilitated the LC program. By integrating their academic research on responsible leadership and their business practices with current events, they have shaped the unique Leadership for Change curriculum. The work-based LC curriculum addresses responsibility and sustainability, while developing and empowering leadership at organizational and societal levels.

Although Leadership for Change currently addresses sustainable action in both the workplace and society, we are seeing an increasing knowledge gap regarding the environment and information related to global warming. So much print space is dedicated to sustainability and the environment these days that it is easy to become overwhelmed and unable to act. Within Leadership for Change, however, this increase of information and personal concern for the environment has resulted in numerous projects related to sustainable practices.

To formalize this new direction, Leadership for Change engaged alumni, current participants, and faculty in a redesign of the LC curriculum related to sustainability. This broad collaboration included alumni from 13 different cohorts. Overall, the April event included 25 alumni and 12 faculty who addressed the LC curriculum as it relates to

sustainability in business practices, society, LC projects, and the environment.

Recommendations to the curriculum included a full weekend session or module on sustainability; weaving sustainability and the environment into the existing four modules of leadership development (Individual, Group, Organization, and Society); or creating a separate "Sustainability" workshop in support of project development. Stimulating conversations on sustainability also reconnected alumni to the energy of Leadership for Change.

As a result of this event, Leadership for Change will interlace sustainability into each module and develop a "Sustainability" workshop co-facilitated by LC faculty member Charles Derber from the Sociology Department; business partner Ken Mirvis of The Writing Company; and LC alumnus and business partner Peter Crawley. In the tradition of LC, alumni will be an important collaborative resource in future program development.

Leadership for Change is accepting early applications for September 2009. For more information, contact Theresa Mahan at Theresa.mahan.1@bc.edu or visit our website at www.bc.edu/lfc. ■

Leadership for Change is a work-based program that empowers responsible, sustainable action in organizations and society.

Rebecca Rowley, Director

WINSTON UPDATE

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WINSTON CENTER

Centers serve as both origins and destinations, places where forces converge and where new energies are released. The Winston Center aspires to both roles, and our plans for 2008–2009 reflect that aspiration.

Our signature public events, the Clough Colloquium and the Chambers Lecture series, attract a diverse and vibrant audience from across the University and within the community at large. In collaborative programming with schools, departments, and institutes, the Center will focus a rich variety of intellectual disciplines on

salient issues in ethics and leadership. In promoting faculty research and scholarship and in encouraging curricular innovation, the Center will enrich student life and contribute to the growth of knowledge.

We welcome your comments, and invite your participation.

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

Website: www.bc.edu/leadership

FALL EVENTS

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

**JENKS LEADERSHIP PROGRAM
INFORMATION SESSIONS**

MONDAY–THURSDAY, SEPTEMBER 15–18, 2008

7:00 PM

*Fulton 412***WINSTON FORUM ON
BUSINESS ETHICS**Featuring Dave Berryman '74, president, Gibson
Guitar Corp.

WEDNESDAY, OCTOBER 15, 2008, 12:00 PM

*Fulton Honors Library***THE CHAMBERS LECTURE SERIES**Featuring Colonel Arthur Athens, director, Stockdale
Center for Ethical Leadership, U.S. Naval Academy.

WEDNESDAY, OCTOBER 22, 2008, 4:30 PM

*The Heights Room***CLOUGH COLLOQUIUM**Featuring Cynthia Cooper, WorldCom Whistleblower,
2002 TIME "Person of the Year," and the author
of, *Extraordinary Circumstances: The Journey of a
Corporate Whistleblower*.

MONDAY, NOVEMBER 17, 2008, 4:30 PM

*Gasson 100***LEADERSHIP FOR CHANGE**Energy, Environment, and Sustainability: Global
Visions of Corporate Sustainability

Participate in a conversation on sustainability.

Engage in dialogues of shared visions and best
practices with international and local leaders.

TUESDAY, OCTOBER 28, 2008, 6:30 PM TO 8:30 PM

*Gasson 100*Sponsored by FONDACA of Italy and the Sustain-
able Business Network (SBN) of Greater Boston.**SONIA WEITZ***"I Promised I Would Tell"*Featuring author Sonia Weitz, Holocaust Survivor and
Education director of the Holocaust Center Boston
North.

TUESDAY, NOVEMBER 4, 2008, 6:30 PM

*McGuinn 121*Co-sponsored by the Winston Center, Emerging
Leaders Program, and Shaw Leadership Program.**LEADERSHIP FOR CHANGE**

An Interactive Information Session

Meet Leadership for Change faculty and alumni
and engage in a learning environment for work-
ing professionals.

TUESDAY, NOVEMBER 18, 2008, 6:00 PM

*Fulton 513***RESEARCH SEMINARS**Featuring Sim B. Sitkin, Professor of Management and
Faculty Director of the Center of Leadership and Ethics,
Fuqua School of Business, Duke University.

WEDNESDAY, NOVEMBER 5, 2008, 12:00 PM

*Fulton Honors Library*Constance E. Helfat, J. Brian Quinn Professor in
Technology and Strategy, Tuck School of Business
at Dartmouth. **DATE AND TIME TBD.****PLEASE VISIT OUR WEBSITE: www.bc.edu/leadership
FOR MORE INFORMATION.**For questions about Winston Center events, please call 617-552-9296 or email winston.center@bc.edu.**BOSTON COLLEGE**CARROLL SCHOOL *of* MANAGEMENT

WINSTON CENTER FOR LEADERSHIP AND ETHICS

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