Welcome to Leadership Institute 2013!

When we began planning this year’s Leadership Institute, we recognized that the three values from last year contributed directly to the participants’ meaningful experiences. These values are and will remain at the heart of our work throughout our two-and-a-half days together:

- **Choice.** As participants, you choose which sessions you would like to attend throughout the institute. With 33 sessions facilitated by 40 faculty, staff, students, alumni, community members and parents, your experience will truly be your own.

- **Collaboration.** You will have numerous opportunities to work with and learn from your peers. This year’s participants come from Hobart and William Smith Colleges, Geneva High School, and Finger Lakes Community College. The conversations that will take place are sure to be thoughtful and compelling and assist in your greater understanding and learning of leadership.

- **Action.** Action is perhaps the most important component of this conference. During your Home Group sessions, you will design an Action Plan based on your passions and goals. With knowledge comes responsibility, and we want to support you as a leader in your responsibility to your communities.

Now, let the learning begin! This program guide is tailored to allow you to design your own Leadership Institute experience. Inside, you will find the conference schedule, session descriptions, presenter biographies, the Action Plan, and pages to take notes. Your Home Group leaders will help you use this guide as a tool to reflect on your growth as a leader, note your signature learning moments, and create your own personal Action Plan.

Our goals are that you leave the Leadership Institute with a clear sense of self, an understanding of others, and the confidence to act on your convictions. We also hope you develop a deeper understand of the Centennial Center's yearlong theme of **Big Citizenship. Real Leaders.**

If we can enhance your learning or make your experience at the conference more meaningful, we hope that you utilize the staff at the Centennial Center for Leadership. Otherwise, we look forward to spending these next two-and-a-half days with you. We are invested in developing your capacity as a leader.

Sincerely,

Susan Pliner
Director

Amy Forbes
Associate Director

Morgan Hopkins '10
Coordinator of Leadership Programs
# Leadership Institute Schedule

## Saturday, Jan. 19 • Leading Self

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1 – 1:15 p.m.</td>
<td>Welcome and Kick-Off</td>
</tr>
<tr>
<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>1:15 – 1:45 p.m.</td>
<td>Home Group</td>
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<tr>
<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>2:00-2:45 p.m.</td>
<td>Keynote - Bill and Lisa Mathis P’13</td>
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<tr>
<td></td>
<td>Leading Self Through Brand Management</td>
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<tr>
<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>3:00 – 3:50 p.m.</td>
<td>Workshops</td>
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<tr>
<td>4:00 – 4:50 p.m.</td>
<td>Workshops</td>
</tr>
<tr>
<td>5:00 – 5:30 p.m.</td>
<td>Home Group</td>
</tr>
<tr>
<td>5:30-6:30 p.m.</td>
<td>Dinner</td>
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<td>Library Atrium</td>
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## Monday, Jan. 21 • Leadership in Action

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:15 – 8:50 a.m.</td>
<td>Breakfast and Home Group</td>
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<tr>
<td></td>
<td>Vandervort Room</td>
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<tr>
<td>9 a.m.</td>
<td>Transport to MLK March</td>
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<td>Meet outside Scandling Campus Center</td>
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<tr>
<td>9:30 a.m.</td>
<td>Martin Luther King Jr. March</td>
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<td></td>
<td>Public Safety Building: 255 Exchange St. to First United Methodist Church, 340 Main St.</td>
</tr>
<tr>
<td>10:40 – 11:30 a.m.</td>
<td>Workshops</td>
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<tr>
<td>11:40 a.m. – 12:30 p.m.</td>
<td>Workshops</td>
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<tr>
<td>12:40 – 1:40 p.m.</td>
<td>Lunch</td>
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<td></td>
<td>Vandervort Room</td>
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<tr>
<td>1:50 – 2:35 p.m.</td>
<td>Keynote- Assistant Professor of Philosophy Rodmon King</td>
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<td></td>
<td>The Character of Leadership: The Strength of Love and the Courage to Act</td>
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<tr>
<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>3:00 – 4:00 p.m.</td>
<td>Home Group</td>
</tr>
<tr>
<td>4:00 – 4:30 p.m.</td>
<td>Action Plan Share</td>
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<td>Vandervort Room</td>
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<tr>
<td>4:30 – 5:00 p.m.</td>
<td>Closing Ceremony</td>
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<td>Vandervort Room</td>
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<tr>
<td>5:00 – 6:00 p.m.</td>
<td>Dinner</td>
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## Sunday, Jan. 20 • Leading Others

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>8:30 – 9:30 a.m.</td>
<td>Breakfast and Home Group</td>
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<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>9:40 – 10:30 a.m.</td>
<td>Leadership in Today’s World Interactive Roundtables</td>
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<td></td>
<td>Vandervort Room</td>
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<tr>
<td>10:40 – 11:30 a.m.</td>
<td>Workshops</td>
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<tr>
<td>11:40 a.m. – 12:30 p.m.</td>
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<td>12:30 – 1:30 p.m.</td>
<td>Lunch</td>
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<tr>
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<td>Vandervort Room</td>
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<tr>
<td>1:40 – 2:25 p.m.</td>
<td>Keynote- Felipe Estefan ’08</td>
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<tr>
<td></td>
<td>Opportunities to Lead: Citizens as Agents of Change</td>
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<tr>
<td></td>
<td>Vandervort Room</td>
</tr>
<tr>
<td>2:30 – 3:20 p.m.</td>
<td>Workshops</td>
</tr>
<tr>
<td>3:30 – 4:30 p.m.</td>
<td>Home Group</td>
</tr>
<tr>
<td>4:45 – 5:45 p.m.</td>
<td>Dinner</td>
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<td>Library Atrium</td>
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## Home Group Leaders and Locations

**Home Group 1**
Marissa Bodner ’15
Stern 101

**Home Group 2**
Cydney Chibnall ’15
Stern 103

**Home Group 3**
Jeanine Cryan ’15
Stern 117

**Home Group 4**
Aminata Dansoko ’15
Stern 203

**Home Group 5**
Caroline Dosky ’12, MAT ’13
Stern 204

**Home Group 6**
Brianne Ellis ’13
Stern 217

**Home Group 7**
Sarah Feldman ’15
Stern 301

**Home Group 8**
Sharaf Mirzayee ’15
Stern 304
## Workshop Descriptions

### Saturday, January 19

#### Leading Self

<table>
<thead>
<tr>
<th>Workshop Description</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Social Identity and Leadership Part I**  
Khuram Hussain, Assistant Professor of Education  
Susan Pliner, Director of Centennial Center for Leadership  
Stern 101 | Dynamic and transformative leaders are increasingly confronted with the need to include diverse perspectives and experiences. Through discussions and activities, this two-part workshop will explore two critical elements of inclusive leadership: critical self-awareness of one’s own social identity and the social identity of one’s peers. Throughout the workshop we will ask ourselves “who am I?” as participants critically explore their own social identity as a way of interpreting group dynamics. |
| **Managing Multiple Leadership Priorities**  
Darnell Pierce, Area Coordinator, Residential Education  
Stern 103 | This session will explore and discuss the different ways in which student leaders can effectively manage a multitude of priorities. Participants will learn different prioritization techniques and models to use in their everyday lives and leadership responsibilities. The presentation will challenge participants to think about and assess their current management techniques. If you have difficulty managing all of your priorities, this session is for you! |
| **How Do Leaders Solve Complex Problems with Teams?**  
Lisa and Bill Mathis P’13  
Stern 117 | In these increasingly complex, changing times as a leader, how do you maintain synergy with a team to fix problems, make decisions and take action to deliver successful outcomes? Be prepared to participate in this highly interactive hands-on session. After this session you will have a better understanding of how to adjust your leadership style to meet the needs of different individuals and teams. |
| **Leadership Through Empowerment**  
Tempe Newson ‘11, Health Promotions Administrator  
Stern 201 | What makes an effective leader? Success in any area depends almost entirely on the states of mind. Your state of mind determines the way someone thinks, feels and behaves at any given moment. Having control over these states with the ability to regulate your emotions is the basis to achieving personal empowerment. Research shows that those who are personally empowered are generally happier, more successful, and more effective as leaders. In this workshop, you will learn the skills to increase your emotional intelligence and increase your leadership potential. Is the glass half empty or half full? What will you choose? |

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**FACT!**

Interested in continuing your leadership development with the Centennial Center for Leadership? Consider applying for the [HWS Leads Certificate Program](www.hws.edu/leadership). HWS Leads is designed to deepen students’ understanding of self, broaden their theoretical perspective and engage in action initiatives with significant implications. For more information, visit our website at [www.hws.edu/leadership](www.hws.edu/leadership).
### Workshop Descriptions

**Saturday, January 19**

**Leading Self**

<table>
<thead>
<tr>
<th>Using Your Personality to Determine Your Leadership Style</th>
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</thead>
<tbody>
<tr>
<td>Kathy Tonkovich, Assistant Director of Career Services</td>
</tr>
<tr>
<td>Michele Maliwauki, Associate Director of Career Services</td>
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<tr>
<td>Stern 101</td>
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</table>

Find your own unique leadership style through understanding your MBTI personality type. We will cover some key leadership styles that are tied to MBTI types including: Visionaries, Catalysts, Troubleshooters and Stabilizers. Once you have clarity on which of these are your own strengths, you can then more clearly understand how you can best contribute in a leadership role or within a team, and you can understand how to work effectively with different leadership styles.

<table>
<thead>
<tr>
<th>Stress Management for Leaders</th>
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<tbody>
<tr>
<td>Caroline Dosky '12, MAT '13</td>
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<tr>
<td>Sarah Feldman '13</td>
</tr>
<tr>
<td>Stern 103</td>
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Stress affects us on a daily basis, sometimes in an obvious way, sometimes a bit more subtly. As a leader, it’s important to be able to recognize the multifaceted nature of stress so that you can learn how to tactfully manage it. This is not a “how to” session, but rather a chance for exploration. Since no two people handle stress in the same way, we want to provide you with the opportunity to discover your own personal style of stress management. The skills and insights you will gain through this session will help you to navigate through your current leadership endeavors and beyond!

<table>
<thead>
<tr>
<th>Speaking for Leaders</th>
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<tbody>
<tr>
<td>Christopher Button, Senior Projects Manager</td>
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<td>Stern 117</td>
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</table>

This session will review key points in public speaking, framed in the context of leadership. Each speech should have a basic framework: opening, body and conclusion. In developing the topic, major points include “the elevator speech” (presenting oneself), techniques and tips for developing the speech, outlining, speech writing and presentation. The instructor will then deliver a speech based on the presented model and guide a critique to discuss and explore key points.

<table>
<thead>
<tr>
<th>Resilience: Knowing Self as Leading Self</th>
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<tbody>
<tr>
<td>Brian Burbank ’11, Assistant Director of Admissions</td>
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<tr>
<td>Stern 201</td>
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Before we lead others, we must lead ourselves. What does this mean? What are some ways in which this comes to be true? A leader’s core morals and values are essential in developing resilience in times of adversity. This session will look at leadership on the most fundamental level and collaboratively identify strategies to more effectively lead oneself.

<table>
<thead>
<tr>
<th>Leading Self as Global Leaders</th>
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<tbody>
<tr>
<td>Kaylyn O’Brien ’12, Brianne Ellis ’13, Harry Gu ’13</td>
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<td>Stern 203</td>
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Now, more than ever, we find ourselves living in a world where collaboration and connection across borders and cultures is common. The effects of globalization are evident all around us. So, what does this mean for leaders? This session is aimed at dissecting and evaluating the concept of global leadership. Together, we will reflect on the complexities of leading self on a global scale: What exactly is global leadership? What role does awareness of self play in being a global leader? What are the characteristics of an effective global leader? How do we navigate the dynamics of leadership in a culture other than our own?

Panelists will discuss their leadership experiences abroad and the paths they each took to embrace the methods of global leadership. Participants will then have an opportunity to evaluate and reflect on the concept of self within global leadership, as well as their own experiences as, or aspirations to become, global leaders.
### Workshop Descriptions

**Sunday, January 20**

**Leading Others**

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>9:40 a.m.</td>
<td>Leadership In Today’s World Interactive Roundtables</td>
<td>Participants will engage in roundtable dialogue about leadership in today’s world. After 15 minutes at a table, all participants will rotate to a new table. This allows each participant to interact with different topics, people, and dynamics.</td>
</tr>
<tr>
<td>10:40 a.m.</td>
<td>Leadership &amp; Scandal: An Ethical Inquiry</td>
<td>Thanks to social media and 24/7 news cycles, we have unprecedented access to our public figures today. Though the details vary, narratives depicting the meteoric rise and then epic fall of leaders have become a journalistic mainstay. While Americans continue to demonstrate an insatiable appetite for the personal missteps of today’s leaders, the media’s focus on the salacious has complicated our sense of who our leaders should be and the moral standards they should live by. Using an ethical framework, we will examine multiple case studies of leaders who have experienced scandal. From General Petraeus to Joe Paterno, our discussion will be guided by questions that include: Do leaders have a right to a public and a private self? If so, do their moral responsibilities change? How does ethical behavior shape our notions of power and authority? And has greater access to the personal lives of our leaders created a culture of moral accountability or tolerance for ethical deviance?</td>
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<td></td>
<td>Greater Than Yourself: The Ultimate Lesson of Leadership</td>
<td>“The basic and seemingly paradoxical truth of Greater Than Yourself (GTY) is that truly great leaders in life become so because they cause others to be greater than themselves.” Steve Farber, author of “Greater Than Yourself: The Ultimate Lesson of True Leadership,” offers an inspiring perspective on what it means to be a leader in today’s world through the three tenants of GTY: expand yourself, give yourself, and replicate yourself. Come find out the secrets of incorporating GTY in your life and leadership experiences to elevate yourself to the next level of leading others.</td>
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<td></td>
<td>To Thine Own Self Be True: An Amateur’s Application of the DISC Assessment</td>
<td>Ever wonder why certain people drive you crazy? Ever wish everyone could just work together for success? Ever think that you’re the only one getting anything done? Or maybe that your ideas never get heard? Finally—an assessment that can help you not only understand your own behavioral preferences but also learn how to work better in groups. In an interactive setting, learn how DISC can help you identify your behavioral preferences and those of others to help you be a better leader and a better teammate.</td>
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<td>Controversy with Civility</td>
<td>Have you ever had problems with team or group members not doing their jobs? Have you ever had to discipline a teammate or confront someone with an addiction? This session will focus on the seven steps to effective confrontation. Participants learn about the three types of confrontation, effective confrontation skills and how to use them in their daily lives and roles as leaders.</td>
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<td></td>
<td>Learning Skills to Lead Others in Politics</td>
<td>Political campaigns and internships offer a variety of opportunities to work with and lead others and the chance to observe different leadership models. This seminar workshop will explore the ways political campaigns and internships can deepen your understanding of how you can lead others by working with others on local, state, or national campaigns.</td>
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### Workshop Descriptions

**Sunday, January 20**

#### Leading Others

<table>
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<tr>
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</table>
| 11:40 a.m. | **Advanced Public Speaking and Rhetoric**  
Peter Fiannaca, Area Coordinator, Residential Education  
Stern 101  
This workshop is intended for those that already have a sense of control over their “ums” and “ahs.” We will spend time discussing the history of discourse, exploring various rhetorical tools and utilizing proper transitions and junctions in speech. There will be a special focus placed on rhetoric as a persuasive tool as well as peeling back the basic layers of persuasion in general.  
Participants should expect to spend the majority of the workshop actually refining their rhetorical prowess. Every individual will also be allotted solo time to address the group. |
|        | **Social Identity & Leadership Part II**  
Khuram Hussain, Assistant Professor of Education  
Susan Pliner, Director of Centennial Center for Leadership  
Stern 203  
Dynamic and transformative leaders are increasingly confronted with the need to include diverse perspectives and experiences. Through discussions and activities, this two-part workshop will explore two critical elements of inclusive leadership: critical self-awareness of one’s own social identity and the social identity of one’s peers. Throughout the workshop we will ask ourselves “who am I?” as participants critically explore their own social identity as a way of interpreting group dynamics. |
|        | **A Moving Experience: Leadership Is...**  
Cadence Whittier, Assistant Professor of Dance  
Stern 117  
This workshop uses creative movement as a method for motivation others and achieving a common purpose. Workshop participants will first explore the phrase “Leadership is...” through writing and discussion. We will translate those discussion into simple movement expressions, which will when be combined into a larger movement phrase. The workshop will end with a discussion of the following questions: How is communication through movement different than verbal dialogue or writing? How would you use movement to lead or motivate others? How are “big ideas” translated into physical actions? |
|        | **Case Study on Presidential Leadership: Strategies for Utilizing a Team**  
Jeremy Wattles, Assistant Director of CCESL  
Stern 201  
Looking at a recent in-depth article by Michael Lewis in *Vanity Fair*, “Obama’s Way,” and in the context of President Obama’s early training as a community organizer in the Saul Alinsky fashion, We will examine how the President made the decision to intervene in the Libyan conflict. We will place this in the context of other recent U.S. military acts in the Middle East and ask the following questions: How did the President challenge, listen to, and manage his team? Who does he listen to and when does he listen to them? What does his decision-making process say about him as a person, leader, and as a President? What are some of the basic implications for our foreign policy and for leadership? What were some of the editorial narratives and criticisms regarding the President’s leadership? |
|        | **Coalition on Race and Racism: Leading Others Towards Change**  
Jason Rodriguez, Assistant Professor of Anthropology  
Rose Cherubin ’15  
Stern 203  
Continuing the work of the Coalition on Race and Racism, this session will work to create a safe and productive dialogue about race and racism and its effect on HWS campus culture and the Geneva community. While it is important to talk about our individual experiences, we hope this session will better inform you on how to work with others on difficult issues and move us towards identifying solutions and ideas for creating change. |
### Workshop Descriptions

#### Sunday, January 20

#### Leading Others

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<tr>
<td><strong>Leadership Café</strong></td>
<td>Designed to be unrehearsed and uncensored, the Leadership Café features a different HWS community member who will be asked to chronicle his or her personal leadership experiences. Don’t miss this chance to hear from a Hobart alumnus about his various life crossroads, professional dilemmas and leadership challenges that led him towards his most indelible insights.</td>
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<tr>
<td><strong>Global Leadership and/ as Global Listening</strong></td>
<td>If global leadership is understood to entail the ability to mobilize differently-situated people in the service of a common project, it must first be grounded in listening, observation and understanding of sometimes radically different points of view, shaped by divergent circumstances. In this workshop, I will explore the intersection of ethnographic research, participant observation and public policy advocacy. Drawing on examples of my own work with members of a transnational community of Yemeni political activists, I will explore the revolutionary power of listening and the role that learning to listen to and with differently-situated others has played in shaping my work in applied public policy settings.</td>
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<tr>
<td><strong>Tough Minds and Tender Hearts: Building Martin Luther King Jr.’s ‘Beloved Community’</strong></td>
<td>Through collaboration between the Office of Religious Life and the Center for Community Engagement &amp; Service-Learning, we aim to engage students who have participated in service-learning opportunities in meaningful discussion about service, leadership and power of interfaith alliances. The panel will highlight the collaborative interfaith efforts that address immediate food insecurity challenges in the Geneva community. The community partner panelists will represent various faith traditions who all share a commitment to serve food access and security issues. The panel will be introduced by Chaplain Lesley Adams and moderated by CCESL Director Katie Flowers. Lastly, the panel will encourage thoughtful reflection and motivate students to participate in the annual MLK Jr. Community March as well to volunteer as part of the annual MLK Jr. Day of Service on January 26.</td>
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<tr>
<td><strong>Our Voices, Our Stories: Disability Rights Advocacy</strong></td>
<td>During this interactive and collaborative workshop, we, as a group, will explore issues related to leadership within disability rights advocacy and having a voice in the decisions that impact the lives of people with disabilities. This is an important lesson about demonstrating leadership through self-advocacy and inclusive collaboration. The format of the workshop will include small group discussions using case studies.</td>
</tr>
<tr>
<td><strong>Resolving Conflict Through Radical Leadership</strong></td>
<td>One approach to leadership demands the recognition and understanding of self-interest—both for the leader and for those you seek to lead. Understanding power and self-interest is an important facet of leadership and will help in resolving conflict amicably. This session will help participants to better understand their own self-interests, explore methods for learning the self interest of others and examine how understanding self-interests can help resolve conflict.</td>
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**FACT!**

*An entrepreneur is a driver of innovation. Entrepreneurs add value to ideas that transform communities, improve systems, and create products or services that can be intellectual, cultural, social or financial. They come from a wide variety of professional sectors and a range of academic disciplines.*

The Pitch is an entrepreneurial contest that will help a student bring his or her big idea to life. Join us for The Pitch where students will compete before a panel of judges for up to $10,000.

**When:** March 6, 2013

**Where:** Vandervort Room
**From One to Many: Do Leaderless Movements Work?**
Morgan Hopkins ’10, Coordinator of Leadership Programs
Stern 101

To effectively create change, is it necessary to have one designated leader? This session will explore several recent grassroots movements, such as Occupy Wall Street, the Arab Spring, and Newtown United, to examine how leaderless movements operate and whether or not they are effective leadership strategies.

**Leading When the Path is Unclear: Sustainability Leadership**
Darrin Magee, Assistant Professor of Environmental Studies
Stern 103

Human activities are altering Earth’s climate, consuming resources at unsustainable rates, and producing mountains of persistent waste. Yet across wide swaths of society, there is little evidence that people care enough to take meaningful action. And while real progress on the big questions facing our planet and our species demands the leadership and cooperation of big players like the U.S. and China, national “leaders” in the U.S. continue to fail to lead on this front. Can we change this? How do we as students, teachers, and citizens help lead toward a more sustainable future when the path is unclear?

**Planning a Media Blitz**
Cathy Williams, Vice President of Communications
Stern 117

Are you coordinating an event, recently received accolades or looking to advance a cause? If so, tapping into the media and generating public interest is a must. Reporters are barraged with e-mails, many of which end up in junk mail. Social networks have their own pros and cons. During this session, learn what to do and what not to do when publicizing an event, achievement or cause. Find out how to develop a pitch and build a crowd; how to find and target influencers, decision-makers and like-minded audience members; and how to effectively achieve your goals.

**One Bead: Successes and Failures**
Sara Wroblewski ’13, The Pitch winner and CEO of One Bead
Stern 201

One Bead is a non-profit organization that sells glass bead bracelets to support the Oloosirkon Government Primary School in Nairobi, Kenya. Sara Wroblewski, a William Smith student and winner of the Centennial Center for Leadership’s Pitch contest, founded the organization last year. In this workshop session, Sara Wroblewski will talk about where One Bead was a year ago and where it has gone over the last few months. She will share the importance of commitment and passion when creating your own start-up and explain the challenging work when you must make revisions. She will discuss challenges faced as a young social entrepreneur and leader of her own non-profit. This session will encourage students to recognize the power of their ideas and their ability to make a difference in the world as entrepreneurial leaders through persistence and risk-taking.

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**The Centennial Center for Leadership is home to a library of books on topics including leadership development, social and community leadership, and entrepreneurship. View our catalog of books online at hws.edu/leadership or come by our office to browse and borrow books.**

We welcome individuals or groups that wish to engage in leadership discussions, make presentations, or meet with committee members in our CCL Seminar Room. Please call the Centennial Center for Leadership at (315)-781-4550 to reserve this space.
## Workshop Descriptions

**Monday, January 21**

**Leadership In Action**

| **11:40 a.m.** | **Intra-preneurship: Driving Change in Organizations**  
James Landi ’08, Sustainability Manager  
Stern 101 | The workshop will focus on the leadership required to implement big ideas and make change from within organizations. From defining goals to soliciting support and implementing a plan, making change in organizations is challenging and requires dynamic leadership skills. We’ll use the lens of Hobart and William Smith Colleges’ Sustainability Program to explore the different obstacles and inertias that can be anticipated and discuss leadership approaches to overcoming these limiting factors. |
| --- | **Grassroots Leadership: Community Engagement in Geneva**  
Kevin Dunn, Associate Professor of Political Science  
Stern 103 | Speaking from his personal experiences in Geneva — from his involvement with the Geneva13 zine to the “Love Geneva” campaign — Dunn will discuss community organization and grassroots engagement. How can one person or a small group of people make a difference in a local community? How do we define ‘successful leadership’ at the grassroots level? Dunn’s talk will focus on the ethos of DIY (do-it-yourself) community activism, reflecting on both the strengths and challenges of that approach. |
|  | **Tragedy of the Commons: How Leadership can Alter an All-Too Common Phenomenon**  
Daniel Budmen ’15  
Stern 117 | Leaders are charged with putting their values into action. For this session, participants will discover whether their actions are truly sustainable. Activities and discussion will focus on how seemingly small decisions can have big world implications. Participants will be challenged to think critically about: 1) actions that are sustainable; 2) the implications that current policies will on the future and 3) the leadership that is required to alter a tragedy of the commons. |
|  | **Communities within Communities: The Technicolor Story of Newark, NJ**  
Dan Denose ’10, Deputy Director for Community Advocacy at iReform  
Stern 201 | Board members, students, the community activist, the executive director. All of these stakeholders play a leadership role in the future of a city. This presentation will showcase how different styles of leadership in action can work together towards the betterment of a city like Newark, N.J. |
| **FACT!** | The Centennial Center offers financial support to innovative student leaders in the form of two different fellowships. With awards for the Centennial fellowship for up to $5,000 and the Cohen fellowship for up to $1,500, the CCL invites proposals from current HWS students who can craft thoughtful projects that allow them to develop their leadership identity and engage in practical experiences with significant implications. The application is available online at [www.hws.edu/leadership](http://www.hws.edu/leadership) and is due April 5, 2013. |
Felipe Estefan ’08

Felipe Estefan is a social media and public diplomacy expert who currently works as part of the Open Government and ICT4Gov teams at the World Bank Institute. In that role, Estefan works on the use of mobile and web-based technology to make governments more open, more participatory and more transparent. Estefan also designs and implements social media and citizen engagement strategies. Previously, Estefan worked as a planning producer at CNN, where he was part of the launch of three shows: “John King, USA,” “Choque de Opiniones” and “Directo USA.” Within his role, he also managed the social media presence for the shows, and produced interactive segments highlighting viewers’ opinions. He graduated from the Public Diplomacy program at Syracuse University. He holds an MA in international relations from the Maxwell School of Citizenship and Public Affairs, and an MS in public relations from the S.I. Newhouse School of Public Communications. Estefan, a native of Bogotá, Colombia, graduated from Hobart and William Smith Colleges in 2008. He double-major ed in media and society and international relations with a double minor in peer education and human relations and writing colleagues. He graduated magna cum laude with Honors in media and society and was a member of Phi Beta Kappa.

Rodmon King

Rodmon King is an Assistant Professor of Philosophy at Hobart and William Smith Colleges. King is dedicated to empowering individuals to become agents of social change and was a Leadership Café speaker at the Centennial Center for Leadership. His current research focuses on the intersection between normative virtue ethics and social justice. Over the past two years, he has given workshops on diversity, activism, and racial privilege for the G.L.I.M.P.S.E. Diversity Student Leadership Conference. For the past six years, he has served as the faculty adviser to Sankofa: the Black Student Union at Hobart and William Smith Colleges.

Bill Mathis P’13

Bill Mathis is a seasoned business executive with more than 25 years of executive experience in corporate America particularly in the financial services industry. He has a demonstrated track record in building and leading high performance teams, most recently at MasterCard International and GE Capital, and creating strategies that deliver substantial increases in revenue and profitability. Mathis retired as executive vice president from MasterCard in 2009 where he led team of 150 employees responsible for delivering 60% of this leading financial services organization’s revenue. His key responsibilities included market and key customer strategy development, revenue responsibility across a variety of product segments, financial management, customer marketing and public relations. He was named MasterCard’s “Global Coach of the Year” in 2005 signifying team development leadership and his teams consistently received the highest employee engagement scores for the company worldwide. At GE Capital, Mathis managed a team of business development managers responsible for delivering core growth for the world’s largest equipment leasing company, with net assets of $10B and earnings in excess of $140MM. He led the team that designed and implemented the company’s business development process, utilizing Six Sigma principles. This effort resulted in a significant increase in all key business metrics and he was awarded the Pinnacle Award, GE’s highest award for his work. Mathis earned a bachelor’s degree in psychology from the University of Arkansas and also attended the Stanford University Graduate School of Business – Directors Forum. Mathis has served on many boards of directors including Goldleaf Financial Solutions, Inc., Junior Achievement’s International Board and the board of The First Tee of Metropolitan New York. He also serves on the parents’ executive committee at Hobart and William Smith Colleges.

Lisa Mathis P’13

Lisa Mathis is a seasoned business executive with more than 20 years of hands on experience in Corporate America. Her expertise lies in the areas of: team and focus group facilitation; executive coaching, competency development, executive education and organization development. She has worked with the following companies as a facilitator and executive coach: IBM, HBO, ConEdison, Pfizer, MetLife, RBS, MasterCard International, HSBC, Bu yer HealthCare, KPMG, McGraw Hill Companies, Saks Fifth Ave and JP Morgan Chase. Mathis was director of executive talent for Merrill Lynch. While there, she was responsible for providing executive coaching to senior level internal clients. She also managed 15 organizational development consultants and a client base of 3,000 employees. Additionally, she facilitated leadership and team development programs. Mathis holds a business degree and is certified in the following leadership assessments: Eckerd College: The Leadership Development Institute, Voices 360, Clark Wilson 360, Hogan Assessment Systems, Life Style Inventory, NEO-PI-R, MBTI, MBTI Step II, and the FIRO-B. She served as a Board of Directors for Wooster School in Danbury, Conn and currently serves as a corporator for Fairfield County Bank, in Ridgefield, Conn., and as a member of the parents executive committee for Hobart and William Smith Colleges.
Lesley Adams
Lesley Adams is the Chaplain at Hobart and William Smith Colleges. She earned an undergraduate degree from Smith College and a Masters of Divinity at Harvard. She is an Episcopal priest ordained in 1987. Prior to arriving at HWS in 1995 she was the dean of students at Colgate Rochester Divinity School.

Daniel Budmen '15
Daniel Budmen is a Hobart sophomore double-majoring in geoscience and public policy with a minor in environmental studies. He is in the Centennial Center’s HWS Leads Certificate Program and serves on the CCE's Student Advisory Board. He is interested in environmental justice issues and creating social change around sustainability and organic gardening.

Brian Burbank '11
Brian Burbank is an assistant director of admissions at Hobart and William Smith Colleges. He graduated from Hobart in 2011 with a degree in Africana studies and a double minor in sociology and English. As a student, Burbank played on the Hobart basketball team for four years. In addition, Burbank was inducted into the Druid Honor Society and was co-president of Sankofa: The Black Student Union. As an assistant director for the Office of Admissions, Burbank is responsible for the areas of Western Massachusetts, North Shore Massachusetts, Northern Connecticut, Vermont, Texas, Oklahoma, New Mexico, Arizona, Nevada, and Utah.

Chris Button
Chris Button is the senior project manager at Hobart and William Smith Colleges, responsible for all planning, design and construction efforts on the campus. In addition to his campus responsibilities, Button is also a public speaker, having recently competed in the World Championship of Public Speaking in Orlando. He and his bride have three adorable daughters.

Rose Cherubin ’15
Rose Cherubin is a William Smith sophomore majoring in public policy with a concentration in healthcare and a minor in biology. She is a member of the Centennial Center for Leadership's HWS Leads Certificate Program. Cherubin serves as the sophomore class president, a member of the William Smith Judicial Board, a Resident Assistant, and was an Orientation Mentor for the classes of 2016. She is also on the Student Life Sub-Committee of the Coalition on Race and Racism.

Sandra Chu
In her 11th season as William Smith's Rowing's Head Coach, Sandra Chu has guided her team to Six Conference Championships, five NYS Championships, and Six NCAA Championship appearances. Following her team's fourth place finish at the NCAA Championships in 2012, she was named Conference, ECAC, and CRCA Division III Coach of the Year. This fall, her team finished second at the prestigious Head of Charles Championships.

Dan De Nose ’10
Dan De Nose serves as the deputy director for community advocacy at iReform, a New Jersey-based education advocacy non-profit organization aimed at improvement of student outcomes for all of Newark's students. While at Hobart and William Smith Colleges, De Nose was a member of the inaugural HWS Leads class and received the Centennial Center for Leadership's Cohen Fellowship. He graduated from Hobart in 2010 with an individual major in "The Rhetoric of Leadership."

Caroline Dosky ’12, MAT ’13
Caroline Dosky is currently completing a masters of arts in teaching at Hobart and William Smith Colleges. She graduated last May with a degree in psychology and dance. As an undergraduate student, her leadership experiences included serving as a student trustee for her class as well as being an Orientation Coordinator for the Classes of 2015 and the Orientation Graduate Assistant for the Classes of 2016. She also helped to spearhead the efforts of the Hope House during her sophomore and junior year. Next year, she will be teaching through Teach For America in Boston.

Kevin Dunn
Kevin Dunn is co-founder and co-editor of Geneva13; co-producer/co-manager of the Headless Sullivan Theater; co-founder and organizer of Finger Lakes Film Festival; president of the Three Stories non-profit; and helps navigate the “Love Geneva” campaign. He is an associate professor of Political Science as HWS.

Brianne Ellis ’13
Brianne Ellis is a William Smith senior from Cleveland, Ohio. She is a double major in sociology/anthropology and Latin American studies with a minor in child advocacy. She received her HWS Leadership Certificate and received the Centennial Center for Leadership Entrepreneurial Fellowship in 2011 to work on issues of leadership, self-esteem, and healthy living with teenage girls in an orphanage in Honduras. She is the William Smith Senior class president, an anthropology teaching fellow, the HWS Cheers Captain, and an admissions senior interviewer. She has various global leadership experiences including studying abroad in Mendoza, Argentina, an alternative winter break to Tzfat, Israel and traveled to South Africa to intern for The Coca-Cola Africa Foundation as a recipient of the Charles H. Salisbury International Internship Stipend.

Sarah Feldman ’15
Sarah Feldman is currently a sophomore at William Smith. She majors in public policy with a double writing colleague and dance minor. Feldman has continued her love of community service from high school to college and is an active member of many service groups on campus. She has combined her love of service into leadership positions such as being a civic leader, as we well as a co-chair of Day of Service and Relay for Life. Feldman is in the Centennial Center for Leadership's HWS Leads Certificate Program. Her other passions include dance and politics, as she is a member of Koshare Dance Collective and lives in the Politics and Social Change theme house.

Peter Fiannaca
Peter Fiannaca has been an area coordinator in residential education at Hobart and William Smith Colleges for two years. He recently graduated from Capella University with a master’s degree in leadership for higher education. Fiannaca is also a proud
Katie Flowers
Katie Flowers earned an undergraduate degree in communications from Stonehill College and an Ed.M in higher education administration from the University at Buffalo. She is the Director of Hobart and William Smith Colleges’ Center for Community Engagement and Service-Learning (CCESL) and has been at HWS since 2004.

Amy Forbes
Amy Forbes arrived at Hobart and William Smith Colleges in July 2011 as the associate director for the Centennial Center for Leadership. In addition to her day-to-day leadership within the CCL, Forbes is an instructor, adviser and content developer for CCL programs. Forbes has a BA in English from Salisbury University. She also earned a master’s of science in education with a concentration in college student personnel from Bucknell University and has completed a doctorate in education with a focus in educational leadership and policies studies. Prior to her associate director role, she spent 10 years working in college athletics as a women's soccer coach, an academic counselor and educational program developer for student-athletes. Her specialty areas include leadership development, leadership instruction, college student learning and development, and entrepreneurial leadership.

Mary Herlihy Gearan
Mary Herlihy Gearan received a BA from Emmanuel College with a double concentration in political science and economics. She earned a law degree from George Washington University. While in college, Gearan was an intern in the Massachusetts Attorney General’s office and was a volunteer on the Kennedy for President campaign in 1976. Upon graduation from college, Gearan worked for two members of Congress. She worked as a staff assistant in the Massachusetts district office of Congressman Robert E. Drinan (D-MA) and later for Congressman John Joseph Moakley (D-MA) in his Washington office, while attending evening law school. She also worked on the presidential campaign of Massachusetts Governor Michael S. Dukakis, as a national delegate tracker, the Hobart and William Smith Colleges’ Student Activities Team. While working on her master's degree in student affairs, Gearan was an intern in the Massachusetts Attorney’s office and was a volunteer on the Kennedy for President campaign in 1976. Upon graduation from college, Gearan worked for two members of Congress. She worked as a staff assistant in the Massachusetts district office of Congressman Robert E. Drinan (D-MA) and later for Congressman John Joseph Moakley (D-MA) in his Washington office, while attending evening law school. She also worked on the presidential campaign of Massachusetts Governor Michael S. Dukakis, as a national delegate tracker, the California desk liaison and a volunteer coordinator in the Chicago primary.

Jiangtou “Harry” Gu ’13
Harry Gu is a Hobart senior double majoring in history and media and society. He was granted the Centennial Center for Leadership’s Cohen Fellowship to aid his organization Non-Profit China United in its efforts to provide strategic consulting and resources for grassroots nonprofit organizations in China. For the past few years, he has worked with organizations such as the Harvard Association for U.S. China Relations, Rochester AIDS Care, China Thinks Big, in areas ranging from liberal arts education and LGBT rights to urban planning and health care. Gu is especially concerned about the role these nonprofit organizations play in the production of knowledge, value, notions of progress, and national/transnational post-colonial subjects. In a brief ethnography he pursued this past summer as a recipient of the Woodworth Fellowship, he developed an insightful critique of the current framework through which global leadership operates and generated innovative community organizing strategies.

Morgan Hopkins ’10
Morgan Hopkins ’10 is the coordinator of leadership programs in the Centennial Center for Leadership. Morgan graduated from William Smith College in 2010 with Honors in psychology and a minor in women's studies. In May 2012, she graduated from the University of Houston-Clear Lake with a Masters in Psychology with concentrations in women's studies and applied social issues. Her interests include politics, grassroots organizing, and legislative advocacy to promote social and reproductive justice.

Khuram Hussain
Khuram Hussain is a former New York City schoolteacher who currently serves as Assistant Professor of Education at Hobart and William Smith Colleges. He received his Ph.D. from Syracuse University’s Cultural Foundations of Education. His teaching focuses on the capacity of schooling to both reproduce social inequality and empower people and communities.

Tom Keller
Tom Keller begins his second year at Hobart and William Smith Colleges after a successful first year as Hobart's assistant coach of rowing. Prior to HWS, he served as an assistant coach with the U.S. Junior National Team and at West Virginia University. Keller served as the head coach of the Rochester Institute of Technology team. He also rowed at Trinity College.

Mary Kelly
Mary Kelly is an Assistant Professor in the education department with a focus on special education and disability-related issues. Over the past 15 years, Kelly has worked with youth, families, and schools around issues of self-advocacy and ways that technology can be used to support students with disabilities in having a voice in the decisions that impact their lives.

James Landi ’08
James Landi is the sustainability manager at Hobart and William Smith Colleges and directs the Office of Sustainability. Hired in 2008 as the first sustainability officer at HWS, he is the lead for ACUPCC Implementation and Sustainability in O&M, Capital Projects, and Campus Programming. Landi graduated from Hobart and William Smith Colleges with a BA in political science.

Darrin Magee
Darrin Magee is an assistant professor of environmental studies and director of the Asian Environmental Studies Initiative at Hobart and William Smith Colleges. He is a China specialist with degrees in geography, international studies, mathematics and foreign languages. His research and teaching focus primarily on water, energy, and waste issues.

Michele Maliwauki
Michele Maliwauki works with students and alumni/se interested in careers relating to the not-for-profit sector, social/human services, government, arts, public service and sciences. She assists with career decision-making, writing cover letters and resumes and preparing for interviews. Maliwauki also supervises the career assistant staff, well-trained student para-professionals who are available to assist students on a walk-in basis with resume preparation. She has a masters of science in counseling from Canisius College and bachelor of arts in psychology from St. Bonaventure University.

Jessie Marullo
A recent University of Rochester graduate, Marullo joins the Hobart and William Smith Colleges’ Student Activities team. While working on her master’s degree in student affairs, she worked in campus life at RIT, U of R, and the College at Brockport. Marullo advises the class presidents and concert advisory committee in addition to delivering a wide range of programming.
Tempe Newson ’11

Tempe Newson ’11 is the health promotions administrator at Hobart and William Smith Colleges. She graduated from William Smith College in 2011 with a BA in psychology and a dual-certification in childhood and students with disabilities through the HWS Teacher Certification Program. Newson also leads a Readers College course titled “Personal Empowerment.”

Kaylyn O’Brien ’12

Kaylyn O’Brien is currently pursuing a masters in philosophy and public affairs at University College in Dublin, Ireland. During her first year at HWS, she became a member of the inaugural Centennial Center’s HWS Leads class and remained extensively involved with the Centennial Center for Leadership, both as a Certificate student and as a Student Advisory Board member, for the duration of her time at HWS. This past summer she served as the first CCL intern. O’Brien graduated from William Smith in 2012 with a BA in critical social studies and public policy, and a minor in philosophy. While at HWS she served as the president of William Smith Congress, was a member of the William Smith Senior Honor Society Hai Timiai, created The First Year Survival Guide, and was a resident of Hope House. She also studied abroad in Hungary and Romania, as well as in Galway, Ireland.

Stacey Philbrick Yadav

Stacey Philbrick Yadav is an assistant professor of political science and director of the Middle Eastern Studies Program. She authored “Islamists and the State: Legitimacy and Institutions in Yemen and Lebanon” and has worked with Yemeni activists in Yemen, as well as in diasporic communities throughout the Middle East, Europe, and North America since 2004.

Darnell Pierce

Darnell Pierce is an area coordinator for the office of Residential Education and is the club sports coordinator for the Student Activities office. He has a M.S in athletic administration from State University of New York at Brockport.

Susan Pliner

Susan Pliner is the associate dean for Teaching, Learning, and Assessment, director of the Center for Teaching and Learning (CTL), and director of the Centennial Center for Leadership. In addition, she holds an assistant professor position in the Education Department. Pliner has a B.A. in secondary social studies education, a M.Ed. in special education, a CAGS in social justice education, and an Ed.D. in human development. Her areas of specialty include universal instructional design for teaching and learning; multicultural and social justice education; college student learning and development; social identity development theory and practice in higher education; history of disability and disability studies; and special education.

David Reiner

David Reiner is the Rabbi at Temple Beth-El in Geneva. He graduated cum laude from the University of Rochester and was ordained at Hebrew Union College-Jewish Institute of Religion in Cincinnati, from which he also received a master’s in Hebrew letters. He is on the board of the Human Rights Commission in Geneva and the board of the Commission on Christian Jewish Relations of the Jewish Federation of Greater Rochester.

Jason Rodriguez

Jason Rodriguez is an assistant professor in the department of anthropology and sociology and the department of asian studies. His current academic research concerns development, Buddhism, and gender in India, and he has also pursued research on race and education in the U.S., all of which inform the courses he offers at HWS. Rodriguez also serves on the Curricular Sub-Committee of the Coalition on Race and Racism.

Kathy Tonkovich

Kathy Tonkovich is the assistant director of the Salisbury Center for career services at Hobart and William Smith Colleges. After earning a B.A. in anthropology from the State University of New York at Cortland, Tonkovich received an M.S. in counseling from the State University of New York at Brockport. Tonkovich has worked as a high school counselor, as well as an academic counselor at Corning Community College. She has spent time as a human resources manager and consultant for numerous companies. Prior to joining the Salisbury Center as assistant director, Tonkovich served as assistant director the Career Center at St. John Fisher College and as an internship counselor at the University of California, San Diego.

Jeremy Wattles

Jeremy Wattles is the assistant director of the Center for Community Engagement & Service Learning (CCESL). He organizes volunteer projects and runs a large America Reads tutoring program, where Hobart and William Smith students help local schoolchildren with literacy. He is a political junkie who does not have all the answers to society’s ills, but loves to debate them with the hope of finding some better tools for human beings to live together.

Cadence Whittier

Cadence Whittier is an associate professor of dance at Hobart and William Smith Colleges and on the faculty at Integrated Movement Studies in Salt Lake City, Utah. Whittier’s research interests include using creative movement to enhance the learning experience and is delighted to share this research at the Leadership Institute.

Cathy Williams

Cathy Williams, vice president of Communications at Hobart and William Smith Colleges, oversees the media relations and publications programs for the Colleges, including admissions and development publications, the alumni/ae magazine, sports information, photography, videography and the website. She has worked with the Colleges in several capacities since 2001, including as a senior editor for institutional advancement. Williams holds a bachelor of arts in English and religion and a master of arts in English literature from Syracuse University.

Sara Wroblewski ’13

Sara Wroblewski is a William Smith senior majoring in media and society with a minor in economics. After winning the Centennial Center for Leadership’s first annual The Pitch contest in 2012, Sara established One Bead as an official non-profit organization and has raised more than $25,000 for the Olmoskion Government Primary School in Nairobi, Kenya. She also attended the Clinton Global Initiative University (CGIU) a month after winning The Pitch to learn more tools for addressing current global issues and developing leadership skills.
Leadership Institute 2013 is designed to compel leaders towards self-examination, work with diverse teams and action that will address the important issues of our times. All participants will leave with an individually crafted action plan, which is outlined here. Your morning Home Group meetings are specifically for developing your idea, to gain important feedback and to learn how you CAN make a positive impact, right now.

<table>
<thead>
<tr>
<th>Description</th>
<th>Describe your change. Name the problem you want to solve, the issue you want to address, or contribution you’re going to make to your community. Why is it important?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders</td>
<td>Leadership is a relational process. To implement change, you need support from others in your community. Who are your key stakeholders? How will you get their buy-in?</td>
</tr>
<tr>
<td>Action vehicle</td>
<td>All good ideas need an engine. Engines are educational programs, clothing drives, petitions, or other initiatives that move the idea forward. What is the engine that will support your change?</td>
</tr>
<tr>
<td>Quick wins</td>
<td>When working with communities, collective leaders need to maintain momentum. This supports the action vehicle and inspires the group to push through challenges. What short-term goal can you reach? How can you use this goal to motivate your team?</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Great change takes time. Collective leaders use quick wins to motivate, but plan for long-term sustainability. What are your long-term goals? How will you keep your team focused?</td>
</tr>
<tr>
<td>Feedback</td>
<td>Good leaders don’t need to be right, they want to get it right! How will you gather and use feedback from your team? How will you know when you’re making an impact?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Plan</th>
<th>Description</th>
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</table>

Describe your change. Name the problem you want to solve, the issue you want to address, or contribution you’re going to make to your community. Why is it important?
Leadership is a relational process. To implement change, you need support from others in your community. Who are your key stakeholders? How will you get their buy-in?
Action Plan
Action Vehicle

All good ideas need an engine. Engines are educational programs, clothing drives, petitions, or other initiatives that move the idea forward. What is the engine that will support your change?*

*Powerful action vehicles are often local innovations. What global models, programs or concepts could you make work locally?
Action Plan
Quick Wins

When working with communities, collective leaders need to maintain momentum. This supports the action vehicle and inspires the group to push through challenges. What short-term goal can you reach? How can you use this goal to motivate your team?
Great change takes time. Collective leaders use quick wins to motivate, but plan for long-term sustainability. What are your long-term goals? How will you keep your team focused?
Action Plan
Feedback

Good leaders don’t need to be right, they want to get it right! How will you gather and use feedback from your team? How will you know when you’re making an impact?*

*An important part of feedback is recognizing success. How will you communicate your success and recognize your team?
My Action Plan

Description: ____________________________________________________________

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Stakeholders: __________________________________________________________

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Quick Wins: ____________________________________________________________

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Sustainability: _________________________________________________________

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Feedback: ______________________________________________________________

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Acknowledgements

More than 100 individuals made direct contributions to making Leadership Institute 2013 a reality. The Centennial Center for Leadership would like to thank all of those who have contributed their time and talent to making Leadership Institute a success:

- Mark D. Gearan and Mary Herlihy Gearan for their support of this program;
- Bill and Lisa Mathis P’13 for joining us a second time to share their wisdom;
- Felipe Estefan ’08 for taking time out of his global traveling to return to campus;
- Assistant Professor Rodmon King for his dedication to students as change agents;
- Greg Baker and Dr. Pringle at Geneva High School for bringing Geneva High student leaders who contribute so much to this event;
- All Workshop Facilitators who have volunteered their time, energy, and expertise;
- The Conferences and Events staff, with special thanks to Tammy Pillsbury and Erica Cooney-Connor for coordinating rooms, meals and other accommodations;
- The Office of Communications for designing our program materials, arranging for press coverage, and photography;
- Residential Education for making housing arrangements for participants;
- IT Services, with special thanks to Roy Dewar and Matt Thomas for technology support;
- Print Services, for printing hundreds of applications at a moment’s notice;
- Sodexo for preparing our meals;
- Buildings and Grounds for setting up and maintaining our meeting spaces.