Leadership Institute

January 14-16 • 2012

Name:_______________________________________________

Program Guide

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Welcome to Leadership Institute 2012!

When we began designing this year’s Leadership Institute, and explored what we hoped you would gain from the experience, three important values surfaced. These 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 conference. With 31 sessions facilitated by faculty, staff, students, alums 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 DeSales High School. 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 each 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 where you can collect your 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.

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. 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 are invested in developing your capacity as a leader.

Sincerely,

Susan Pliner
Director

Amy Forbes
Associate Director

Jerry Wohletz
Leadership Fellow
## Leadership Institute Schedule

### Saturday, Jan. 14 • Leading Self

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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| 1 – 1:15 p.m. | Welcome and Kick-Off  
Vandervort Room               |
| 1:15 – 2 p.m.  | Keynote- Lisa and Bill Mathis  
Words to Lead By-Leading Self  
in Changing Times  
Vandervort Room               |
| 2:15 – 3:05 p.m. | Workshop                                                                 |
| 3:15 – 4:05 p.m. | Workshop                                                                 |
| 4:15 – 5 p.m.  | Home Group                                                 |
| 5 p.m.       | Dinner Served  
Vandervort Room               |

### Monday, Jan. 16 • Leadership in Action

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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| 8:30 – 9 a.m. | Breakfast  
Vandervort Room               |
| 9 a.m.     | Transport to March  
Meet outside Scandling  
Campus Center               |
| 9:30 – 10:30 a.m. | Martin Luther King Jr. March  
Public Safety Building-  
255 Exchange Street               |
| 10:40 – 11:30 a.m. | Workshop                                                                 |
| 11:40 a.m. – 12:30 p.m. | Workshop                                                                 |
| 12:30 – 1:30 p.m. | Lunch                                                                 |
| 1:30 – 2:15 p.m. | Keynote- Dean Montrose Streeter  
Martin Luther King Jr.:  
A Leader of Action  
Vandervort Room               |
| 2:30 – 3:30 p.m. | Home Group                                                                 |
| 3:30 – 3:45 p.m. | Post Action Plans  
Vandervort Room               |
| 3:45 – 4:30 p.m. | Closing Ceremony  
Vandervort Room               |
| 4:30 p.m.    | Dinner Served  
Vandervort Room               |

### Sunday, Jan. 15 • Leading Others

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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</table>
| 8:30 – 9 a.m. | Breakfast  
Vandervort Room               |
| 9 – 9:50 a.m. | Workshop                                                                 |
| 10 – 10:50 a.m. | Workshop                                                                 |
| 11 – 11:50 a.m. | Workshop                                                                 |
| 12 – 1 p.m.  | Lunch  
Vandervort Room               |
| 1 – 1:45 p.m.  | Keynote- Mark D. Gearan  
Lessons Learned from  
Leadership Styles  
Vandervort Room               |
| 2 – 2:50 p.m. | Workshop                                                                 |
| 3 – 4 p.m.   | Home Group                                                 |
| 5 p.m.       | Dinner Served  
Vandervort Room               |

### Home Group Leaders and Locations

| Home Group 1 | Ava Pavao ’14  
Stern 101 |
|--------------|------------|
| Home Group 2 | Kaylyn O’Brien ’12  
Stern 117 |
| Home Group 3 | Cait Hughes ’12  
Stern 203 |
| Home Group 4 | Isaias Garcia ’13  
Stern 204 |
| Home Group 5 | Abby Evans ’14  
Stern 217 |
| Home Group 6 | Daphney Etienne ’12  
Stern 301 |
| Home Group 7 | Caroline Dosky ’12  
Stern 304 |
### Workshop Descriptions
**Saturday, January 14**

#### Leading Self

**Leading Others, Part One**
Steve Cohen ’67, Founder and Principal, Strategic Learning Collaborative  
Stern 103

*Note: This session lasts from 2:15-4:05 p.m.*

Leading others effectively requires a multitude of capabilities, including skills, attributes and personal traits. But, no capability is more important for leadership excellence than first being able to truly understand and lead oneself. This workshop provides an opportunity for people to capture and articulate their essence as a person and a leader. Through a series of individual and group exercises, during two 2-hour sessions, attendees will explore five key ingredients for self-leadership required to lead others effectively:

- Appreciating Yourself
- Creating Your Vision
- Defining Your Leadership Purpose
- Building Your Commitment
- Establishing Your Contribution

Whether you are currently in a student leadership position or are planning to be in one, these two sessions, taken together, will offer significant insights into your talents, skills and abilities, what’s important to you in your life, how that relates to you leading others, how committed you are to values-based leadership, and the legacy contribution you want to make as a leader.

The first workshop, on Saturday, Jan. 14 from 2:15-4:05 p.m., will focus on the foundation for self-leadership: appreciating who you are and what you bring to the world around you. The second workshop, on Sunday, Jan. 15 from 10:00-11:50 a.m., will address the other four elements of self-leadership: vision, purpose, commitment and contribution. While either of these workshops can be attended individually, the full impact of self-leadership development will be acquired only by attending both of them.

#### Authentic Leadership is I, You, We

Amy Forbes,  
Associate Director,  
Centennial Center for Leadership  
Stern 201

The word leadership is used frequently today. Too often relegated to the abstract or bound to ideologies of the past, the meaning of leadership is rarely spoken, appropriately examined or sufficiently defined. Join us for a Centennial Center for Leadership session. See how leadership can be learned. Hear why it is an emerging social science. Understand that leadership is not an affixed entity. It is socially constructed, culturally specific and complicated by the historical, situational and environmental contexts in which it resides. As technology and globalization continue to spur interconnectedness, today’s leaders must navigate tumultuous environments where change is rapid, discontinuous and unpredictable. In this session, we will reconsider many of our traditional definitions of leadership and construct new ones. Come tackle the challenge: *What is leadership? What does it mean to me? What does it mean to others? How does it impact us collectively?*

#### How Do Leaders Solve Complex Problems with Teams?

Bill Mathis P’13, Retired Executive Vice President MasterCard Worldwide and Lisa Mathis P’13, Principal & Executive Coach Parker Consulting LLC  
Stern 301

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.

#### Your Values, Your Mission, Your Leadership

Tom Keller,  
Hobart Assistant Rowing Coach  
Stern 204

Today’s emerging leaders need to know their core values. Join us for a session that delves deeply into our personal value schemas and belief systems. After a values clarification exercise, we will discuss how to align your values with a personal mission. Participants will learn how to assemble a personal mission statement based on who they are, what they believe and the common purpose he or she looks to serve.
### Know Your Passions, Your Brand, and Your Goals for the Future
**Kim Pool and Kathy Tonkovitch, Salisbury Center for Career Services and Professional Development**
Stern 201

Assess your interests, skills and values by taking the Strong Interest Inventory. After looking at your passions, we will focus on your unique strengths and personal brand. A 30-second pitch will be crafted that can be used in networking situations. Finally, we will assess your career readiness and assist with mapping out your career goals.

### Leading with Effective Writing
**Caitlin Caron, Coordinator of Writing Initiatives**
Stern 203

Presenting yourself in writing is important for all types of leaders because clear writing impacts strong and sound leadership. Whether you are applying to college or graduate school, to internships or jobs, or running for president or treasurer of your class, it is important that you communicate who you are to other people. This means that you need to really know who you are, what your values are, and how you can effectively show these things in writing so that your readers get a clear picture of your personality and leadership style. In this workshop, we will practice different ways of presenting yourself in writing and how to find and tell your story.

### Seeing Self: Social Identity, Does it Matter?
**Khuram Hussain, Assistant Professor of Education and Susan Pliner, Director, Centennial Center for Leadership**
Stern 204

Dynamic and transformative leaders are increasingly confronted with the need to include diverse perspectives and experiences. This workshop will explore two critical elements of inclusive leadership: critical self-awareness of one’s social identity and the social identity of one’s peers. We will ask ourselves: How are we defined by social categories? How do social group memberships, real or perceived, impact the formation and progression of effective groups? As participants, we will critically explore our social identity as a way of interpreting group dynamics.

### Know Thyself: A Leadership Imperative
**Robert Pool, Director of Student Activities**
Stern 303

Who are you? Really. What do you hold as your most cherished, core values? What makes you - you?

Each of us are truly unique, one-of-a-kind individuals. As such, our leadership styles are uniquely ours. Core values, desires, ambitions, talents and skills all play a role in determining how we lead, when we choose to lead, and where we hope to lead others.

During this session, we will explore the “Who am I, really?” question. Through rich dialog and exploratory activities, you will leave with a clearer sense of yourself and how that translates to leading others.

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**FACT!**

Interested in continuing your leadership development with the Centennial Center for Leadership? Consider applying for the HWS Leads leadership certificate program. 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](http://www.hws.edu/leadership)
Workshop Descriptions
Sunday, January 15
Leading Others

<p>| 9 a.m. | Leadership Examined: The Grit Factor | What if resiliency were the most important facet of being a leader? How would you be measured? With ethical decisions, professional dilemmas and significant social challenges to address, one quality successful leaders have in common is resolve. This Centennial Center for Leadership session will use an inventory that examines an individual's grit and analyze the development of character. Join us for a compelling discussion on whether perseverance can be taught or if leadership actually requires fortitude, not charisma. Part of being a leader is overcoming substantial challenge, severe disappointment or even public failure. How do you respond when you are faced with obstacles? Get ready to roll up your sleeves and find out. This session will examine the merits of good ol' fashion toughness (i.e. the grit factor). |
| How Do You Lead When Nobody Cares That You Are Chief? Cross-Cultural Ways of Getting People to Do Things | How do you get respect when everyone is equal? In this workshop we will talk about how most people around the world do not view leadership like Americans do. In some places the most important person in the room has to beg to get people to help him, in others the leader never says a word. Once we discuss some examples of leadership structures from around the world, we will try them on for ourselves. |
| Global Citizenship: Leading Lives of Consequence in International Communities | An increasing number of American students are studying abroad. At HWS alone, there are many options as to places to study abroad, and nearly 60% of students do. Now that technology has put news at our fingertips, and with the opportunity to travel, the world is a much smaller place. In addition to this, an increasing number of our peers are doing service abroad, giving our generation the title, “the civic generation.” In this workshop we will discuss, evaluate and reflect on ourselves as leaders and how to approach our international communities as we live up to our name as the “civic generation.” |
| Advocacy in Theory and Practice | How do you define advocacy? Is it a letter writing campaign? A nonviolent protest? Calling your Senator? How is advocacy similar to or different from other terms like rebellion, social justice, responsible citizenship, or public nuisance, to name a few? What do you consider legitimate or illegitimate about certain forms of advocacy? What do our definitions reveal about our values as a society? Some initial thoughts, terms, and case studies will be presented prior to opening up a discussion. |</p>
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<th><strong>10 a.m.</strong></th>
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| **Leading Self to Lead Others. Part Two**  
Steve Cohen ’67,  
Founder and Principal,  
Strategic Learning Collaborative  
Stern 103  
*Note: This session lasts from 10 - 11:50 a.m.* | Leading others effectively requires a multitude of capabilities, including skills, attributes and personal traits. But, no capability is more important for leadership excellence than first being able to truly understand and lead oneself. This workshop provides an opportunity for people to capture and articulate their essence as a person and a leader. Through a series of individual and group exercises, during this two 2-hour session, attendees will explore the five key ingredients for self-leadership required to lead others effectively:  
- Appreciating Yourself  
- Creating Your Vision  
- Defining Your Leadership Purpose  
- Building Your Commitment  
- Establishing Your Contribution

Whether you are currently in a student leadership position or are planning to be in one, these two sessions, taken together, will offer significant insights into your talents, skills and abilities, what’s important to you in your life, how that relates to you leading others, how committed you are to values-based leadership, and the legacy contribution you want to make as a leader.

This workshop will address four elements of self-leadership: vision, purpose, commitment and contribution. |
| **Public Speaking 201:  
“I’ve Passed 101”**  
Darnell Pierce,  
Area Coordinator,  
Residential Education;  
Club Sports Coordinator,  
Student Activities  
Stern 201 | Public Speaking 201 will explore the do’s and don’ts of public speaking. Whether you’re presenting a class project, speaking at commencement, holding a floor meeting, or giving a quick announcement, the skills learned in this workshop will help each participant better understand and apply the dynamics of a successful public speaking engagement. This workshop will require active participation in various public speaking exercises.  
*This session aims to examine the use of different forms of technology and social media and how they have affected leadership. The session will also examine events that occurred prior to, and after the technology revolution. Weigh in during this discussion on whether technology and social media have improved or hindered leadership development.* |
| **“A Journey of a Thousand Miles Begins with a Single Step”**  
(Lau-tzu): Volunteering and Becoming a Leader Abroad  
Helen McCabe,  
Associate Professor of Education  
Stern 203 | This session provides students the opportunity to learn about how becoming a leader can begin with the single step of volunteering. The journey from being a volunteer to founding and leading an organization is discussed, beginning with the session leader’s journey from volunteering with individuals with autism in China, to leading a non-profit organization dedicated to this work. Students will have the opportunity to brainstorm and think about how their own interests in service work may lead to leadership positions in the future. |
| **Technology and Social Media’s Effect on Leadership Development**  
Sue Willard ’99,  
Associate Director of Admissions  
Stern 204 | The session’s aim is to examine the use of different forms of technology and social media and how it has affected leadership. The session will also examine events that occurred prior to, and after the technology revolution. Weigh in during this discussion on whether technology and social media have improved or hindered leadership development. |
### Seeing Others & Being Seen: The Road to Transformative Leadership
Khuram Hussain, Assistant Professor of Education and Susan Pliner, Director, Centennial Center for Leadership
Stern 201

Dynamic and transformative leaders are increasingly confronted with the need to include diverse perspectives and experiences. This workshop will explore two critical elements of inclusive leadership: critical self-awareness of one’s social identity and the social identity of one’s peers. Participants will examine case studies and develop strategies for leading a diverse membership and engaging effectively with differences. Inspiring leaders bring people into a shared sense of purpose. Let’s explore how to do this together!

### The Behaviors of a Leader
Bob Murphy, Vice President of Enrollment Management, Dean of Admissions
Stern 203

For many years educators have debated whether leadership is something we are born with or it can be learned. For the purpose of this presentation, it will be assumed that leadership is a process that can be learned and the competencies of a leader are developed over time. At the heart of this presentation are two fundamental “givens”: Leadership must be ethical and it is built on a foundation of trust.

The leadership model utilized during this presentation is taken directly from: “The Behaviors of a Leader” (Kouzes and Posner, 4th edition). Their model was developed by interviewing more than 1,300 middle and senior level managers in private and public sector organizations. Their finding resulted in a model consisting of five fundamental practices that enable leaders to get extraordinary things accomplished.

- Model the way - finding our own voice that is value driven
- Inspire a shared vision - creating compelling visions that can guide peoples’ behavior
- Challenge the process - be willing to change to status quo
- Enable others to act - treat other with dignity and respect
- Encourage the heart - rewarding others for their accomplishments

### What Kind of Leader Are You?
Christine de Denus, Associate Professor, Chemistry
Associate Dean of Faculty
Stern 204

Have you ever thought about your style of leadership? Or, the style of others? This workshop will present a number of factors that contribute to a variety of leadership styles, all of which are effective. Highlighting the Eight Approaches to Effective Leadership used in the Everything DiSC 363 for Leaders Assessment, participants will be given the chance to reflect upon (or simply assess) their leadership style with others. Participants will have the opportunity to discuss their strengths and weaknesses, and develop strategies to help themselves and others to become more effective leaders in the future.

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**An entrepreneur is a driver of innovation. Entrepreneurs add value to ideas that transform communities, improve systems, and create products or services that change the way we interact with our world and with each other. Their impact 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 one student bring his or her big idea to life. Join us for The Pitch, when five students will compete before a panel of judges for a $10,000 grant to transform their big idea into reality.

- **What:** The Pitch
- **When:** February 29, 2012
- **Where:** Vandervort Room

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<thead>
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<th>Time</th>
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<tr>
<td>2 p.m.</td>
<td><strong>Fierce and Focused: Transforming Conversations for Success</strong></td>
<td>This session will equip participants with the skill set necessary to engage in meaningful and effective conversations. Regardless of whether the conversation is business or personal, the key to transforming conversations from lackluster and lifeless to insightful and productive are the same. The session will draw on techniques from Susan Scott’s ‘67 book, “Fierce Conversations.”</td>
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<td>Stacey Pierce, Director of Residential Education Stern 103</td>
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<td><strong>Politics and You: Gaining Leadership Skills and Getting Involved In Your World</strong></td>
<td>Political campaigns and internships offer a variety of leadership opportunities, the chance to observe different leadership models and a unique ability to gain considerable knowledge without extensive prior experience. This seminar workshop will explore the ways political campaigns and internships can help you gain a better understanding of how your own leadership styles can be enhanced and honed by working on local, state or national campaigns. From learning how to introduce yourself to representing a candidate, there are a range of opportunities that political campaigns and internships offer, which we will discuss in this workshop.</td>
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<td>Mary Herlihy Gearan Stern 201</td>
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<td><strong>Ethical Leadership</strong></td>
<td>How can I be an ethical leader? How can I avoid taking advantage of the trust that others place in me? How might institutional constraints and policies undermine my ability to be a trustworthy leader? How does power and privilege effect the trustworthiness of leaders? These are some of the moral and practical questions about the ethics of leadership that we will investigate together.</td>
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<td>Karen Frost-Arnold, Assistant Professor of Philosophy Stern 203</td>
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<td><strong>Impact of Imagination: A Guide to Creative Leadership</strong></td>
<td>Want to see a new creative spin on leadership? Do you love interactive workshops? Then this workshop is for you! Impact of Imagination: A Guide to Creative Leadership will use interactive and performance-based methods to present an innovative approach to leadership. This workshop will focus on four main themes/characteristics of leadership: respect, communication, trust, and inspiration. Through performances and other “hands on” tasks, participants will learn the value of these themes and find ways to hone them to achieve leadership success.</td>
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<td>Ava Pavao ‘14 Stern 204</td>
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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 space. Please call the Centennial Center for Leadership at (315) 781-4550 to reserve this space.
# Workshop Descriptions

## Monday, January 16

### Leadership in Action

<table>
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<tr>
<th>Time</th>
<th>Workshop Description</th>
<th>Details</th>
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<tbody>
<tr>
<td>10:40 a.m.</td>
<td><strong>The Secret Lives of Teams: How to Win Everything</strong></td>
<td>In an interactive setting, learn how to avoid the typical pitfalls of team building, create winning structures that outlast your leadership, and exceed your goals while forging long-lasting relationships. Come prepared to take an active role and draw connections from seemingly unrelated tasks. When you leave, you will have a greater understanding of how to identify and combine diverse talents to achieve success.</td>
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<td><strong>Planning a Media Blitz</strong></td>
<td>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.</td>
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<td><strong>“Leadership Café” with Mara O’Laughlin: Her Story, Her Leadership &amp; Her Relationship Building</strong></td>
<td>After nearly 40 years of service at Hobart and William Colleges, Mara O’Laughlin would describe her leadership as unplanned. Though her impact has been realized across admissions, alumnae relations, development, athletics, the Smith Library, the Centennial Center for Leadership and now the Performing Arts Center, this self-taught leader stepped into her director of admissions role when she was just 28 years old and led during periods of rapid growth and significant change for the Colleges. When she moved into fundraising after 31 years, she continued to rely on an essential leadership quality — relationship building. Join us as she describes why cultivating relationships, creating connections and building community are critical keys for leadership success. One of the Centennial Center for Leadership’s new programs for 2011-2012, the Leadership Café invites campus leaders to share their story. Don’t miss this session, which includes the history of the coordinate system, the changing role of women on campus and the importance of relationship building to a leader.</td>
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<td><strong>Honoring King’s Legacy: Religion, Social Action, and Collaboration—Panel Discussion</strong></td>
<td>Leaders from the Civil Rights Movement joined non-religious advocates and were at the forefront of advocating for racial equality. Honoring Martin Luther King Jr.’s commitment to non-violent social change, panelists representing local faith communities will share their perspective on why religion inspires social action and how young people can gain strength from respectful communication of diverse beliefs. “Rabbi Abraham Joshua Heschel wrote of his experience walking with Martin Luther King Jr. during the 1965 march from Selma to Montgomery, ‘even without words, our march was worship. I felt my legs were praying’” (Heschel, 2005). For more information on this topic, read “The Civic Power of Interfaith Cooperation,” by Eboo Patel: <a href="http://www.diversityweb.org/DiversityDemocracy/vol14no3/patel.cfm">http://www.diversityweb.org/DiversityDemocracy/vol14no3/patel.cfm</a></td>
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<td>Time</td>
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<td>11:40 a.m.</td>
<td>Collaborative Leadership: Real Issues, Real Change &amp; Really Moving the Dial</td>
<td>Amy Forbes, Associate Director, Centennial Center for Leadership</td>
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<td>Networking 101: Making the Connections!</td>
<td>Lisa Kaenzig, Associate Dean, William Smith College</td>
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<td>Becoming the Media: Self-Publishing and Citizen Journalism</td>
<td>Doug Reilly, Editor &amp; Co-founder, Geneva13; Programming Coordinator, Global Education</td>
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<td>From Stress to Success</td>
<td>Kaylyn O’Brien ’12 and Caroline Dosky ’12</td>
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The Centennial Center for Leadership 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 Center 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. For application and deadline information, visit our website at [www.hws.edu/leadership](http://www.hws.edu/leadership).
Keynote
Presenter Bios

Mark D. Gearan
Mark D. Gearan is the current president of Hobart and William Smith Colleges. After serving the Peace Corps as director from 1995 to 1999, he joined the Colleges in 1999. At the close of his first year on campus, Gearan began the development of a five-year strategic planning initiative, HWS 2005. Since then he has led the next two phases of the planning initiative, HWS 2010 and HWS 2015, as well as Campaign for the Colleges, the $200 million capital campaign scheduled for completion in 2012. In addition, Gearan established the President’s Forum lecture series, which for the past 11 years has brought national and international speakers to campus. Prior to his Peace Corps directorship, he served in the White House as Assistant to the President and Director of Communications as well as Deputy Chief of Staff. A native of Gardner, Mass., Gearan earned his BA in government cum laude at Harvard University and his law degree at Georgetown University.

Bill Mathis
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 a 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.

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. He 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 Parent’s Executive committee at Hobart and William Smith Colleges.

Lisa Mathis
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, Bayer HealthCare, KPMG, McGraw Hill Companies, Saks Fifth Ave and JPMorganChase.

Mathis was director of executive talent for Merrill Lynch. While there, Mathis 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 on the 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, in Geneva, N.Y.

Montrose Streeter
Montrose Streeter is assistant vice president of Student Affairs. He is the primary student conduct hearing officer and works with the Committee on Standards, the Hobart Student Court, and the William Smith Judicial Board. He is responsible for the implementation of the Handbook of Community Standards, and he works directly with the Residential Education and Campus Safety offices. He holds an associate’s degree from Lees McRae College in Banner Elk, N.C.; a bachelor’s degree from Wake Forest University in Winston Salem, N.C.; a master’s in adult education from North Carolina Agricultural and Technical State University in Greensboro, N.C., and doctorate in education from St. John Fisher College in Rochester, N.Y.
Workshop
Presenter Bios

Chris Annear
Assistant Professor Christopher Annear, who joined the anthropology faculty in 2011, received a BA at Hampshire College in 1996 and his MA and Ph.D. in sociocultural anthropology at Boston University in 2004 and 2010, respectively. Annear has worked in Central and East Africa since 1997, spending 1997-1999 in Zambia as a Peace Corps Volunteer.

Caitlin Caron '08
Caitlin Caron is the coordinator of writing initiatives in the Center for Teaching and Learning. She graduated from William Smith College in 2008 with a BA in English. In 2010, she received her Master of Arts in Teaching from HWS. Her master’s thesis explored the importance of revision in students’ writing and suggested new ways for assigning and assessing writing.

Sandra Chu
Sandra Chu is in her 10th season as William Smith’s Head Rowing Coach. Since her arrival in 2002, the team has earned four Conference titles and 4 NCAA Championships appearances. A graduate of Princeton University, she also holds a master’s degree in English from NYU and is a published poet.

Steve Cohen '67
Steve Cohen is a 1967 graduate of HWS having majored in psychology and minored in economics, subsequently obtaining both his master’s and doctoral degrees in industrial/organizational psychology from the University of Tennessee. Since then, Dr. Cohen has founded and/or directed seven different talent management consulting practices, focused on leadership strategy and development for more than 150 of the world’s largest and well-known global organizations such as IBM, Disney, Johnson & Johnson, Ford Motors, Microsoft, General Mills, among many others. Cohen has also had more than 100 articles, book chapters and research papers published during his nearly 40 year career.

When at HWS, Cohen was both a Chimera and Druid, played varsity basketball, was President of the Intra-fraternity Council and Treasurer of Kappa Sigma. Since leaving HWS he has remained an active alumnus as a former Alumni Council member and President of the Hobart Alumni Association, and currently serves on the Board of Trustees.

Christine de Denus
Associate Professor of Chemistry Christine de Denus has been at Hobart and William Smith Colleges for 13 years. She has chaired the chemistry department, and is currently an Associate Dean of Faculty. She is involved in a number of campus-wide committees (chairing many), curricular and strategic initiatives. She is also the faculty athletic representative to the NCAA for William Smith College.

Caroline Dosky '12
Caroline Dosky is a senior at HWS, studying psychology, dance, and education. Her leadership experiences include being a Student Trustee and an Orientation Coordinator for the Classes of 2015. She also helped to spearhead the efforts of the Hope House during her sophomore and junior years.

Daphney Etienne '12
Daphney Etienne is a senior from Brooklyn, N.Y., majoring in writing and rhetoric. She is the Center for Community Engagement and Service Learning Senior Civic Leader; she is on the board of the Koshare Dance Collective as well as The Human Rights Collective and STAND. She would like to eventually combine her interests in fashion and writing to pursue a career in fashion journalism. She would also like to explore those interests and create her own non-profit in Haiti. Her ultimate goal is to become a humanitarian.

Katie Flowers
Katie Flowers, Director of the Center for Community Engagement and Service Learning, has been at the Colleges since 2004. A graduate of Stonehill College and the University at Buffalo, Flowers is an AmeriCorps VISTA alumna and recipient of the HWS Hai Timai award.

Amy Forbes
Associate Director for the Centennial Center for Leadership Amy Forbes has been at the Colleges since July 2011. Prior to her arrival, she spent 10 years working in college athletics as a women’s soccer coach and then as an academic counselor and life skills coordinator for student-athletes. Her professional work with student-athletes enabled her to pursue a master’s in college student personnel from Bucknell University and then a doctorate in educational leadership and policy studies from the University of Vermont. A former student-athlete, she received her B.A. in English from Salisbury University where she also captained her soccer team.

Karen Frost-Arnold
Assistant Professor of Philosophy, Karen Frost-Arnold has taught at HWS since 2009. Her research focuses on the ethics of trust and the role of trust in knowledge. She has experience working in the non-profit sector, and teaches a class on the ethics of civil engagement.
Mary Herlihy Gearan

Mary Herlihy Gearan received a BA from Emmanuel College in 1978 with a double concentration in political science and economics. She earned a law degree from George Washington University in 1986. 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 F. 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.

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. in 2010 from Syracuse University’s Cultural Foundations of Education. His scholarly inquiry focuses on the capacity of public schooling to both reproduce social inequality and democratize educational opportunity. His current research agenda includes the social history of grassroots school reform movements and the intellectual history of multiculturalism. In his work with pre-service and in-service teachers, he aims to inspire educators to integrate culturally relevant pedagogy within their repertoire of best practices and develop a personal understanding of the significance that difference plays in the classroom.

Lisa Kaenzig

Lisa Kaenzig is an associate dean at William Smith College. She has more than 20 years of administrative experience, including several years working in politics in Washington, D.C. Kaenzig served as the executive director of the Women’s Information Network (WIN), a non-profit organization dedicated to providing career support to women interested in politics and public service. She has been a project coordinator at the Center for Gifted Education at the College of William and Mary, director of a Montessori school in North Carolina, and principal for a career-consulting firm. She earned her BA in political science from Douglass College at Rutgers University, her M.A. in human resource development from George Washington University and her Ph.D. in educational policy, planning and leadership from the College of William and Mary. She serves on the Public Leadership Education Network (PLEN) board of directors in Washington, D.C. and as the president of Music Boosters of Geneva.

Tom Keller

Tom Keller is in his first year as the Assistant Coach of Rowing at Hobart. Prior to his arrival at HWS, Keller worked in student affairs traveling around the country meeting with student leaders at more than 40 colleges in 24 states. Keller is a certified L.E.A.D. (Leadership, Ethics, Achievement, Development) Program facilitator, familiar with more than 50 workshops on leadership aimed at both groups and individuals.

Helen McCabe

Helen McCabe is co-founder of a non-profit organization (The Five Project) that provides training and resources to families and organizations serving individuals with disabilities in China, especially autism. She is Associate Professor of Education and Asian Studies at HWS. She began volunteering with children with autism in China in 1992.

Bob Murphy

Bob Murphy is currently the vice president of enrollment management and dean of admissions at Hobart and William Smith Colleges. Prior to this position he was the director of the Salisbury Center for Career and Professional Services. During this period of time, HWS Admissions realized historically high enrollment indicators and the Salisbury Center has been recognized as a leader among liberal arts career centers in the U.S.

Prior to his seven years at HWS, Murphy spent 27 years in private industry not only owning his own successful business but also leading domestic and international Pepsi-Cola and PepsiCo business units. His last assignment was as a chief operating officer for PepsiCo’s International business in Istanbul, Turkey.

Murphy is a former captain in the United States Marine Corps and a member of a 2003 U.S. Mount Everest climbing team.

Kaylyn O’Brien ‘12

Kaylyn O’Brien is a senior at William Smith and is pursuing a double major in critical social studies and public policy, with a minor in philosophy. She credits her various leadership experiences on campus for providing her with the ability to share what she’s learned about turning your stress into success. Kaylyn is the outgoing president of William Smith Congress.

Mara O’Laughlin ‘66

Mara O’Laughlin ’66 was director of admissions of William Smith College from 1974 to 1992, and then of Hobart and William Smith Colleges until 2005. She was instrumental in establishing “Frank’s Books” in the Warren Hunting Smith Library on campus—an extensive collection of nearly 11,000 scholarly books from the library of Professor Emeritus Frank O’Laughlin, to whom she was married for 35 years. O’Laughlin has also established the Frank and Mara ’66 O’Laughlin Scholarship, which targets middle income students of high promise in their first year. In her role as assistant vice president, she shaped the successful William Smith Centennial Fund and is now leading the Performing Arts Initiative.

Ava Pavao ‘14

Ava Pavao is in her sophomore year at HWS. In high school she was a member of the National Honor Society, Tri-M Honor Society, and captain of her Mock Trials team. In her first year at HWS, Pavao was elected vice-president of William Smith Congress in the spring semester 2011. Last year, she attended the Impact Conference in Deland, Florida and presented her workshop Impact of Imagination: A Guide to Creative Leadership in front of other conference attendees. Pavao is currently a Laurel Society member, and works at the Centennial Center for Leadership.
Darnell L. Pierce
Darnell L. Pierce is an area coordinator for the Office of Residential Education and is the club sports coordinator for the Student Activities Office. Pierce has a BS in physical education with a concentration in exercise physiology and a MS in athletic administration from The College at Brockport.

Stacey Pierce
Stacey Pierce has worked in housing and residence life at Monroe Community College, Texas Tech University, University of New Haven, and Rowan University. Pierce enjoys working with students as they lead their own journeys of exploration, growth and development. She is a doctoral candidate from the University of Maryland with a dissertation focused on change management, leadership, and higher education.

Susan Pliner
Susan Pliner is the associate dean for teaching, learning, and assessment, director of the Center for Teaching and Learning, and director of the Centennial Center for Leadership. In addition, she holds an assistant professor position in the Education Department. Pliner has a BA 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.

Kim Pool
Kim Pool is in her second year as a career counselor at the Salisbury Center for Career Services and Professional Development. Certified to administer the Strong Interest Inventory Assessment, she counsels students regarding career exploration and identifying their passions. Pool also provides assistance with job shadowing, job searches, interviewing, resume writing, and networking strategies. Prior to joining HWS staff, she served as assistant director of The Career Center at the University of Illinois and as a career consultant for Simon Graduate School of Business at the University of Rochester. Pool completed her BA in business administration at Hanover College in Indiana and her M.S. in higher education, college student personnel at Southern Illinois University, Carbondale.

Robert Pool
Robert Pool is the Director of Student Activities with over 15 years of college student leadership training experience. He helped build a 2 year, 3-tiered leadership academy at the University of Evansville (IN) which was awarded the National Student Award for Leadership Training (NRHA.org SALT Award). Robert has also presented at national leadership conventions and colleges including the University of Illinois-Champaign Urbana. Pool completed his MA from Southeast Missouri State University in counseling and higher education administration.

Doug Reilly
Doug Reilly is the co-founder and co-editor of Geneva13, a zine of the local, a quarterly, DIY zine that tells stories within a 13-mile radius of Geneva, NY, a forlorn rust-belt city trying to reinvent itself. Reilly completed his MA in international relations from Syracuse University and is also an amateur astronomer and photographer.

Kathy Tonkovich
Kathy Tonkovich is an experienced career counselor who is trained to administer the Strong Interest Inventory and the Meyers-Briggs Personality Type Indicator. She counsels HWS students regarding career exploration, job and internship searches, resume critiques, mock interviews and networking strategies. Prior to joining the Salisbury Center, Tonkovich served as assistant director at the career center at St. John Fisher College and as an internship counselor at the University of California, San Diego. She also previously worked as a human resources manager for a division of GE and a human resources consultant for various companies in Rochester. She completed her BA in anthropology at the State University of New York at Cortland, and then completed an M.S.Ed. with a concentration in counseling at the State University of New York at Brockport.

Jeremy Wattles
Jeremy Wattles is assistant director of the Center for Community Engagement & Service Learning. He organizes volunteer projects and runs a large America Reads tutoring program, where HWS 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. Wattles completed his MA in english literature from the University of Edinburgh.

Sue Willard ’99
Sue Willard is a member of the William Smith ’99 with a major in history, a minor in political science and as member of the Education Certification Program. Immediately following her time at HWS, she attended Washington College in Maryland where she earned a master’s degree in history. From 1999-2009, she was a college soccer coach at both the NCAA Division 1 & 3 levels before returning to HWS to work in the Office of Admissions.

Cathy Williams
Cathy Williams, vice president of communications, 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.

Jerry Wohletz
Jerry Wohletz is the leadership fellow at the Centennial Center for Leadership, where he helps coordinate CCL programs such as Leadership Institute, The Pitch, and the HWS Leads Certificate. He received his BA in communication studies and American studies from the University of Kansas.
Centennial Center for Leadership
Action Plan
Introduction

The 2012 Leadership Institute is designed to compel leaders towards a clear sense of self, an understanding of others and the confidence to act on your convictions. All participants will leave with an individually crafted action plan, which is outlined here. We encourage you to utilize your home group time to develop 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>

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?
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?
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?
Notes
Acknowledgements

More than 100 individuals directly contributed to making Leadership Institute 2012 a reality. The staff at the Centennial Center for Leadership would like to sincerely thank everyone who made Leadership Institute possible, including:

- Mark D. Gearan and Mary Herlihy Gearan for their support and presentations;
- Steve Cohen ’67, trustee, for his commitment to leadership development and support of the Centennial Center for Leadership and HWS students;
- Bill and Lisa Mathis P’13 for their generosity of wisdom and time;
- Jerry Macaluso, principal at DeSales High School and Tim McSweeney, guidance counselor at Geneva High School, for bringing students from the Geneva high schools to join us for this event;
- All presenters who have volunteered to share their time, expertise, and energy;
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- Buildings and Grounds for setting up and maintaining our meeting spaces;
- The Leadership Institute Planning Committee for their feedback and advice.