

# TOWER NOTES









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## From the Dean *Dr. Gama Perruci*

**W**elcome to the Fall 2020 issue of *Tower Notes*! This magazine serves as our “annual report”

– highlighting our programs and activities during the previous academic year. By now, it is an obvious understatement to say that 2020 will be remembered as a highly unusual year. What started as a “normal” spring semester quickly changed to uncertain times once we moved to online learning completely. We are back to in-person learning, but that has not meant going back to the pre-pandemic days.

The year has seen the confluence of three crises, actually — a global pandemic (a public health crisis); an economic crash of historical proportions; and significant social unrest following the death of George Floyd. Each crisis has meant the re-evaluation of old assumptions about community interaction (e.g., social distance, civic engagement), economic interdependence (e.g., the future of globalization), and the challenge of racism at a global level (e.g., the legacy of colonialism). More than ever, these three crises call on leaders — at the local, national, international, and global levels — to be collaborative, humble, and deliberative. These crises highlight the critical importance of leadership programs such as ours in preparing the next generation of leaders who will be ready for the next set of crises.

Several of our annual events had to be canceled once the global pandemic hit the United States — e.g., the McDonough Leadership Conference, the alternative break trip to New York City, and the service trip to the Dominican Republic in May. Those cancellations, however, did not stop our determination to offer our students opportunities for experiential learning and leadership development. As you will see in this issue of *Tower Notes*, there are plenty of programming and activities taking place. Since the outbreak, we have pivoted our strengths to address community needs. We are using the crises as an educational and developmental opportunity.

I hope you will enjoy reading this year’s issue of *Tower Notes*. You will see that the Center continues to thrive and fulfill its mission of “Giving Back the Gift.” We are developing our students’ gifts and talents and giving them back to their communities, where they will make a difference. In these uncertain times, we need — more than ever — engaged and thoughtful leaders.



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Katie Evans

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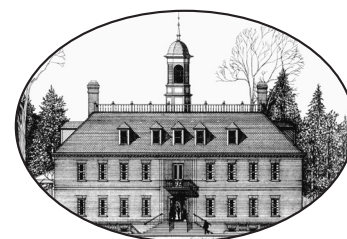
Gama Perruci, Maribeth Saleem-Tanner, Gi Smith, Tracey Wynn

### Contributing Writers/Photographers

Gama Perruci, Maribeth Saleem-Tanner, Amy Elliott

### Contact Us

lead@marietta.edu | 740-376-4760  
www.marietta.edu/mcdonough-center







## ‘Pivoting’ McDonough to Address Community Needs



For the McDonough Center, the work of “pivoting” in the early stages of the coronavirus pandemic did not end with transitioning classes online. The first weeks of the stay-at-home order were a flurry of emails, phone calls, and social-media messages as we checked in with people and organizations from across the community to understand what services were continuing, what needs existed, and how the College could best assist. Throughout the duration of the stay-at-home order, we worked to maintain active dialog on community needs and resources.

With facilities temporarily closed to visitors, students following stay-at-home orders, and faculty and staff practicing social distancing, many of the resources we typically deploy to support community needs were not readily available. However, even in the most uncertain early stages of the disruption, we had equally powerful resources available to support our mission of “Giving Back the Gift”: strong community relationships, a commitment to listening, and experience building effective collaborations.

With the support of the Marietta College Office of Communication and Brand Management, the Office of Civic Engagement created a Community Needs page through the Marietta College website. Through this communication channel, the College offered



**Members of the McDonough staff also served as part of a taskforce with the Provost's Office, Marietta College Police, and the Human Resources Office that worked to get nearly 40,000 masks donated by Marietta College's global partners in China to healthcare organizations, local businesses, senior centers, emergency management, and other key social-service providers throughout the Mid-Ohio Valley.**

medical and hygiene supplies to Emergency Management, cleaning supplies to local shelters, iPads for use by local high school students, and food donations. Faculty and staff volunteered with local organizations to help stock pantries, sew masks, deliver meals, or find and bring needed supplies directly to community service providers.

Nonprofits LEAD kept in close contact with local funders, the West Virginia Nonprofit Association, and the United Way of the Mid-Ohio Valley to take a lead role in coordinating information and resources for local nonprofits around the CARES Act and SBA loans. We offered one-on-one support calls to any local organization needing to work through challenges, surveyed area organizations to assess their evolving needs, and held weekly video conference update meetings attended by local community leaders.

Our Coordinator for Community-Based Learning kept students connected and active from wherever they were. Virtual programming included voter and census education and outreach, virtual volunteer opportunities with local and national organizations, and weekly social media and Zoom events highlighting student community engagement through the #piosstayengaged campaign. Locally, staff worked with the Empty Bowls planning committee to transition from the in-person event that we usually support with student volunteers to an effective virtual fundraiser that could be supported from anywhere. The Center also

partnered with the College's Office of Education Abroad to support their local outreach campaign for International Workers Day that honored the contributions of essential workers such as mail carriers, pharmacists, and others.

McDonough staff also had the opportunity to work as part of a campus committee with partners from Advancement, the Office of the President, and Communication and Brand Management to develop virtual events, including a series of online "bedtime story" videos for local families and a virtual food drive that raised over \$9,300 to support the Marietta Community Foundation's COVID-19 response fund for Washington County. Members of the McDonough staff also served as part of a taskforce with the Provost's Office, Marietta College Police, and the Human Resources Office that worked to get nearly 40,000 masks donated by Marietta College's global partners in China to healthcare organizations, local businesses, senior centers, emergency management, and other key social-service providers throughout the Mid-Ohio Valley.

While we can't know exactly what the future will hold, this experience reminded us that we can count on the strength of our relationships, the richness of our networks, the dedication and creativity of our partners, and the generosity and hard work of our Marietta College family, even in the most challenging circumstances.







## The EXCEL Workshop: The Short Version

Every year, the McDonough Center hosts an orientation for the new McDonough Scholars who are starting their participation in the McDonough Leadership Program. This orientation, which takes place the week before fall classes begin, is called the EXCEL (Experience Civic Engagement and Leadership) Workshop. Upper-class McDonough Scholars design and implement this workshop, which serves as a leadership-development experience for them, while at the same time giving the new McDonough Scholars a great opportunity to meet other leadership students right away.

Normally, EXCEL is a five-day event and includes highly interactive activities, such as participation in an off-campus challenge course. However, this year the pandemic curtailed the workshop down to a three-day event. Beth Lebar '21 (Cohort 31) and Taiyler Williamson '22 (Cohort 32) served as the workshop coordinator and assistant coordinator, respectively.

EXCEL organizers were very intentional in the planning process. Each day had its own theme and related activities. The first day's theme was "Beginning the Adventure," which included icebreakers and small-group activities. One of the main goals of EXCEL is to help students make a smooth transition to the college experience. The second day's theme was "Discovering Support." Students engaged in teambuilding activities and an introduction to the tradition of community service in the leadership program. The third day's theme was "Breaking Boundaries," which included a challenge for the students to consider an answer to the question: Leadership for What? Students were challenged to see how they could use their own leadership development for the benefit of others.

## New Partnership with Batten School

The McDonough Center and the Batten School of Leadership and Public Policy established a partnership through the signing of a Memorandum of Understanding (MOU) between Marietta College and the University of Virginia. Under the new agreement, McDonough graduates who successfully enroll in the Batten School's Master of Public Policy (MPP) will receive a fellowship.

According to the Batten School website, the two-year, full-time MPP program offers "more than the typical policy research and data analysis education found at other public policy schools. We focus on the result of policy — solving society's most pressing problems. We stand distinguished by teaching and cultivating effective, value-based leadership so our graduates can make significant strides toward becoming the dynamic leaders the world demands."

The new partnership is already yielding results. David Erzen '19 (Cohort 29) started his participation in the MPP program this fall under the new MOU. After graduating from Marietta College, he served as a Peace Corps volunteer in Malawi (read his reflection on

the experience on page 16).

"I'm thrilled about David Erzen. His academic record is obviously very good, but it's his passion and his drive to be a change-agent that really has us excited about him," said Jeffrey Chidester, Executive Director of External Affairs at the Batten School. "I couldn't imagine a better product of our partnership."

The Batten School stands out nationally by offering a graduate program that combines the two areas of leadership and public policy. As the Batten School website notes, "The program's core curriculum combines rigorous data analysis with hands-on policy experience and a foundation in the concepts of leadership — how it works, why context matters in decision-making, and which actions lead to tangible results."

Current McDonough Scholars, and recent graduates interested in this great opportunity should contact the Dean of the McDonough Center, Gama Perruci, for more information.



## The McDonough Leadership Program

The McDonough Center houses the nationally recognized McDonough Leadership Program, which brings to campus every fall a new cohort of McDonough Scholars. There are about 200 students (18 percent of the College's student body) currently going through the program. These students represent all majors offered by the College. Leadership students can choose to pursue one of five academic tracks: a major in Global Leadership Studies; a minor in Leadership Studies; a certificate in Leadership Studies; a Teacher Leadership Certificate; or an Engineering Leadership Certificate.

The program is structured around three themes: knowledge, action, and growth. On the knowledge side, the Center offers four core courses: Foundations of Leadership; Organizational Leadership; Theories and Models of Leadership; and Global Leadership. The curriculum uses a liberal-arts approach, meaning that the courses draw from a variety of sources from the arts and humanities. For instance, McDonough Scholars read and extract leadership insights from classical thinkers such as Plato and Aristotle.

On the action side, the Center offers a variety of co-curricular activities that allow the students to put their knowledge into action. The program, in particular, focuses on four leadership skills: critical thinking, problem solving, teamwork, and oral communication. The combination of knowledge and action leads to personal leadership growth — the third theme of the program. Growth is promoted intentionally through key reflection points in the leadership curriculum. The students are asked to think deeply about the applications of leadership lessons to their own leadership development.

Service is a critical component of the leadership program. The Center, through its Office of Civic Engagement (OCE), immerses the McDonough Scholars in a culture of "service above self" and a calling based on integrity and civic responsibility. Right out of the gate, students are introduced to nonprofit organizations in the community during the fall of their first year in the program. Aside from interacting with the organizational leaders, the students also have an opportunity to begin giving back right away.

## New ODK Executive Committee

Members of the Marietta College Circle of Omicron Delta Kappa (ODK), the national honor leadership society, elected its new executive board for the 2020-2021 academic year – President Katie Kitchen '21 (Cohort 31), Vice President Lauren Eakle '21 (Cohort 30) and Treasurer Katie McIlroy '21 (Cohort 31). Mark Sibicky, Professor of Psychology, will serve as the Faculty Advisor, while the Dean of the McDonough Center, Gama Perruci, will be the Circle Secretary. The ODK Circle President also works closely with Tracey Wynn, the McDonough Center's Administrative Coordinator.

"I'm always impressed with the caliber of students who step up and serve on the executive board of our ODK Circle," Perruci said. "We are very grateful for the excellent work that the previous executive board did, and we are looking forward to working with the new group."

Ashley Klopfenstein '20 (Cohort 30) served as the President of the ODK Circle at Marietta College during the 2019-2020 academic year.

The mission of the ODK society is to identify, honor and develop leaders in collegiate and community life; encourage collaboration among students, faculty, staff, and alumni to advance leadership; and promote and publicize the organization's ideals (scholarship, service, integrity, character, fellowship). The society was founded in 1914 on the campus of Washington and Lee University in Lexington, Virginia. As the ODK website states, "The Society was founded by a group of 15 students and faculty who believed that leadership at the collegiate level should be recognized and encouraged across all phases of campus life. The motives which guided the founders sprang from the desire to bring together one body for the general good of the institution, leaders from all parts of the college or university community."



**OMICRON DELTA KAPPA**  
The National Leadership Honor Society



### WELCOME, COHORT 34!

Since 1987, when the first group of McDonough Scholars started their participation in the McDonough Leadership Program, we have developed a great tradition of welcoming every fall a new cohort. In August, we welcomed 93 new McDonough Scholars as part of Cohort 34.

As in previous years, the new cohort is predominantly female, although the percentage this year is higher — 72.6 percent, compared to 67 percent last year (Cohort 33). This year's cohort is academically strong with an average GPA of 3.8, ACT-English around 27 and SAT-Verbal close to 630. These scores are similar to past years.

The cohort drew students from a wide variety of majors, reflecting the liberal-arts approach on which the Leadership program is based. If we cluster the majors around academic areas of study, the percentage distribution is as follows: Health (29.5 percent); Social Sciences (21 percent); Engineering (12.6 percent); Business (11.6 percent); Education (7.4 percent); Fine Arts (6.3 percent); Undecided (6.3 percent); Environmental Studies/Sciences (3.1 percent); and Humanities (2.1 percent).





## New Members Join Advisory Board

**T**he McDonough Leadership Advisory Board welcomed five new alumni members who will each serve a three-year term. The new group draws from the for-profit, nonprofit, and public sectors.

**Josh Barstow '91** is the Chief Revenue Officer at OpenVault LLC in Boston. He has an executive leadership program certificate from the Tuck School of Business at Dartmouth College.

**Melissa Yusko Clawson '05** is the Chief Audit Executive at The Wendy's Company in Columbus, Ohio. She has a Master's degree in accounting from the Fisher School of Business at The Ohio State University.

**Matt Majzun '02** is the Medical Director of Quality & Patient Safety at the OhioHealth Doctors Hospital in Columbus. He has a doctorate of osteopathic medicine from the Ohio University.

**Heather Taylor-Miesle '99** is the Executive Director of the Ohio Environmental Council in Columbus. She has a master's degree in public administration from the University of Southern California.

**Mike Templeman '00** is a foreign service officer in the U.S. Department of State in Washington, D.C. He has an MBA in Global Business from Georgetown University.

The Advisory Board also includes four other alumni, the Chairman of the Board of Trustees, the President, and the Provost. The board members give the Dean of the McDonough Center critical guidance on current trends in the world of work and how these trends may impact the study and practice of leadership.



## 2020-2021 LIR Focuses on Online Privacy

**D**on Miesle '98, a Technical Analyst in the Law Enforcement Compliance group of a large multinational corporation in the technology industry, has been named the 2020-2021 Schwartz Leader-in-Residence (LIR) at Marietta College. The Mathematics and Computer Science Information Systems Department is hosting the 2020-2021 LIR.

"I am looking forward to serving as a Leader-in-Residence at Marietta College for the 2020-2021 school year in the Computer Science Department," Miesle said. "Twenty years after I graduated, the knowledge, skills, and relationships I built influence me to this day. Sharing my knowledge and perspective on leadership, software development, and privacy with the next generation of Pioneers is an exciting opportunity. I look forward to this experience and giving back to the College and community that has given so much to me."

This year's LIR project, entitled "Intentional Privacy," provides an opportunity for students to explore the concept of online privacy, through the concept of Privacy by Design. The project will look at the leader of the Privacy by Design concept, Ann Cavoukian, and how she influenced the creation of the European Union's GDPR (General Data Protection Regulation). As a culminating experience, participants will develop an App using the concepts learned during the project and other fundamentals of software development.

Computer Science faculty members, Matt Williamson and Bob Van Camp, are excited that Miesle will be able to share his expertise in Privacy by Design and app development with their students. Van Camp said, and Williamson agreed that, "We always look for opportunities to help our students see how the computing industry works. The students that work with Don will gain knowledge that will help them for years to come."

Miesle has a B.A. in International Studies from Marietta College. He received a Master in Forensic Sciences from George Washington University.





## McDonough Scholar Participates in LTAP

**M**organ Scott '22 (Cohort 32) participated in this year's prestigious Ronald Reagan Presidential Foundation & Institute's "Leadership and the American Presidency" (LTAP) program. Normally, the program is located in Washington, D.C. This year, due to the pandemic, the program was held online.

LTAP provides the opportunities and resources for students to interact with and learn valuable insight from top names in government, business, and nonprofit organizations. The program is part of the Reagan Institute's educational mission to promote youth leadership development. As the Institute's website states, the organization proactively promotes President Reagan's "ideals, vision, and leadership example for the benefit of generations to come through youth education and academic alliances, scholarly work, and substantive, issue-driven forums."

## English Department Hosts 2019-2020 LIR

**T**he English Department hosted the 2019-2020 Schwartz Leader-in-Residence, Jaime Cleland. She currently serves as an acquisitions editor at the Modern Language Association. She shared her wealth of knowledge with our students, mentored them through the process of pursuing a hands-on project related to publishing or researching specific aspects of the field. She also has experience in children's and educational publishing (at Scholastic), which helped students interested in becoming teachers or writing for children.

Students who were involved in the project included Rachel Ewing '20, Catherine Gattis '21, Mollie Swygart '21, and Katie Kitchen '21. Students developed a project that was meaningful to them, figured out what obstacles they might face in pursuing the project, and afterward reflected on what they learned during the process. Swygart, for instance, wrote and illustrated a bilingual children's book.

The project plans included a spring semester trip to New York City to meet with editors and learn more about the editing/publishing process. The trip was canceled due to the pandemic. "I think they all learned important things about how to respond to

unexpected obstacles — like the sudden switch to online learning — and still create meaningful work, and they also learned that they can pursue their passions in a way that provides meaning for others," said Bev Hogue, Professor of English and one of the faculty advisers for the LIR Project.

*The Schwartz Leader-In-Residence Program, named in honor of Dr. Stephen W. Schwartz (1940-2006), the founding and longtime Dean of the McDonough Center, is designed to infuse leadership across the Marietta College campus. The McDonough Center works collaboratively with a department to bring to campus an outstanding leader in the department's academic area of interest. During the academic year, the Schwartz LIR works with the department faculty to develop and implement a project that enhances the leadership knowledge and skills of the participants. The project is open to students in the department, based on selection criteria established by the department chair in close consultation with the Schwartz LIR.*





## Leadership in Action: New SGA Board

**M**cDonough Scholars are always looking for ways to put their leadership knowledge into action. On campus, they are often involved in the Student Government Association (SGA). The organization represents the voice of the College's student body. Students voted in a new executive board for the 2020-2021 academic year, and all five top positions are filled by McDonough Scholars: Katie Kitchen '21 (President) - pictured right, Taiyler Williamson '22 (Vice President), Breck Baker '21 (Treasurer), Abbie Leslie '22 (Secretary) and Alexander Lersch '23 (Parliamentarian).

"I am excited to have been elected Student Government President in order to continue the work I have been doing with SGA over the past three years," Kitchen said. "I am proud to have been part of the work SGA has done this year, especially the leadership and communication with students during the move to virtual learning, and I look forward to using this momentum to allow SGA to be a more visible and accessible channel between students and administration in the coming year. The incoming executive board and group of representatives is a mixture of experience and a fresh outlook, which I believe will allow us to accomplish great things for the student body."

SGA, which meets weekly in the McDonough building, also includes elected representatives from the four classes. Many of the new representatives are also students in the leadership program. "This is a valuable leadership development experience for them," said Gama Perruci, Dean of the McDonough Center. "They get to put into practice all the ideas and concepts that they are learning in their leadership classes."



## McDonough Dean Leads Cross-Cultural Leadership Seminar

**A**s part of the partnership between the McDonough Center and Exeter's Hamm Leadership Program, the Center's Dean, Gama Perruci, led a seminar in July on cross-cultural leadership that was offered to Exeter students via Zoom. The seminar was based on the curriculum offered to McDonough Scholars in LEAD 203 (Global Leadership).

In recent decades, scholars and practitioners have paid increasing attention to the impact of globalization on the study and practice of global leadership. As economic interdependence becomes a growing reality, different cultures come into closer contact. The need for cross-cultural communication competence, therefore, becomes critical.

"We live in a world that depends on global leaders being comfortable with communicating effectively across cultures," Perruci said. "This seminar was designed to get students to explore the challenges of cross-cultural leadership. It is not enough to know several languages. Global leaders must adopt a global mindset that allows them to navigate easily through different cultural norms and values."

## McDonough Collaborates with Hamm Leadership Program

**S**ince summer 2009, the McDonough Center has collaborated with the Hamm Leadership Program at the Phillips Exeter Academy, one of the most prestigious private high schools in the country. Tanya Judd Pucella, McCoy Professor of Education and Leadership, has been the program coordinator and taught in the program since summer 2010. We have fielded 10 interns to Exeter's leadership program over the years. The Program has two faculty members, and for the last four years those faculty members have been McDonough alums (Rachel Baughman '12 and Ethan Shoemaker '12).

"The Hamm Leadership Program has been a tremendous experience for me," Judd Pucella said. "As an Education faculty member, I get an opportunity every year to refresh my skills in teaching high-school students, which keeps my skill set fresh as I prepare teacher candidates to become high-school teachers. As a Leadership faculty member, it also allows me to explore the content of Leadership Studies, and learn from students from all over the world how they perceive and observe leadership in their own communities."

Located in Exeter, New Hampshire, the Academy uses the Harkness method, established in 1930 with a gift from Edward Harkness. According to the Exeter website, Harkness believed "learning should be a democratic affair. ... Twelve students and one teacher sit around an oval table and discuss the subject at hand. What happens at the table, however, is, as Harkness intended, a 'real revolution.' It's where you explore ideas as a group, developing the courage to speak, the compassion to listen and the empathy to understand. It's not about being right or wrong. It's a collaborative approach to problem solving and learning." This philosophy aligns closely with the McDonough Leadership Program's approach to leadership development.





# McDonough Scholar Award Recipients

**D**uring the 2019-20 academic year, McDonough Scholars received many awards in recognition of their various achievements. We are grateful for the support that our donors provide, which makes it possible for the Center to recognize outstanding leaders.

**Outstanding First-Year McDonough Scholar** is awarded annually to recognize first-year student(s) in the McDonough Leadership Program who have demonstrated academic excellence and commitment to the values of the McDonough Leadership Program: Eric Debolt '23, Lillian Daneshmand '23, Alexander Lersch '23, Cole Longcor '23, Haley Ross '23, and Grace West '23.

**Robert E. & Sally S. Evans Civic Engagement Internship Grant** is awarded annually to a deserving leadership student who is committed to spending a summer in Marietta as an intern in a nonprofit organization working with children: Abigail McNaught '23.

**The Ronald F. Carlson Experiential Education Endowment** is used to support experiential education activities of McDonough Scholars: Eric Debolt '23, Cole Longcor '23, Austin McCleary '23.

**The Michael J. Conte Educator as Leader Award** is awarded annually to an outstanding McDonough Scholar majoring in Education and pursuing the Teacher Leadership Certificate track: Kaitlyn Lafferty '21.

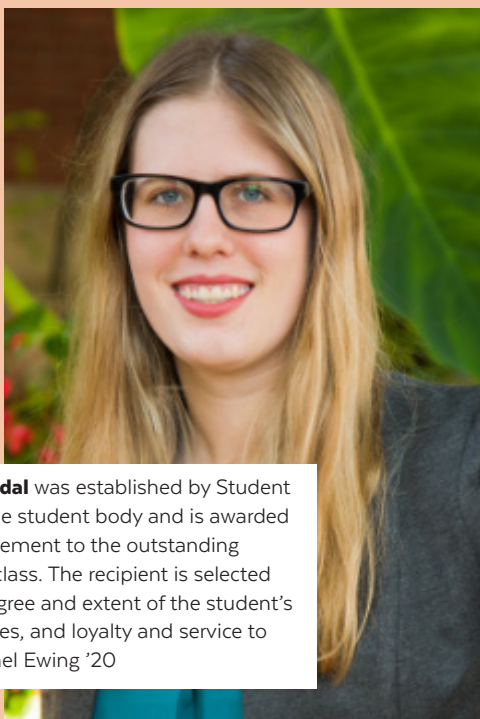
**The Sherrill Cleland Prize in Leadership** was established by the Board of Trustees upon President Sherrill Cleland's retirement in 1989 to recognize Dr. Cleland's efforts to instill qualities and skills of leadership as a major component of Marietta College's educational program during his 16 years of personal leadership: Loren Coontz '20, Rachel Ewing '20, and Ashley Klopfenstein '20.

**Outstanding Engineering Leadership Prize** is awarded annually to recognize graduating seniors who excelled in the Engineering Leadership Certificate track: Bryce Emerick '20.

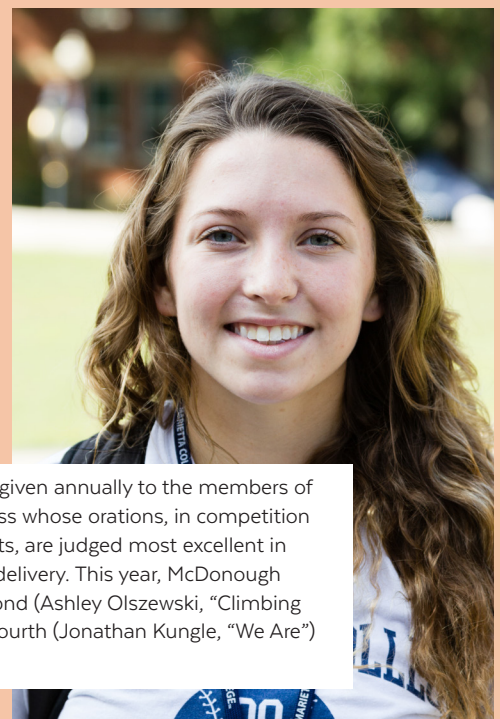
**New Members of Omicron Delta Kappa**, the leadership national honor society:

Jassar Alibrahim '20  
Legacy Barger '20  
Emma Christman '21  
Victoria Clarchick '21  
Madison Crawford '20  
Rachel Ewing '20  
Shannon Haessly '20  
James Kovatch '20  
Kathryn McIlroy '21  
Jordan Pallay '21  
Danielle Reed '21  
Lily Riffle '20  
Emily Smith '21  
Sydney Smith '20  
Elizabeth Sweda '20

**Class Valedictorian (Commencement 2020):** Johnathan Kungle '20



**William Bay Irvine Medal** was established by Student Senate on behalf of the student body and is awarded annually at Commencement to the outstanding student of the senior class. The recipient is selected on the basis of the degree and extent of the student's involvement in activities, and loyalty and service to Marietta College: Rachel Ewing '20



**Jewett Prizes** are given annually to the members of the graduating class whose orations, in competition with other aspirants, are judged most excellent in composition and delivery. This year, McDonough Scholars took second (Ashley Olszewski, "Climbing Mountains") and fourth (Jonathan Kungle, "We Are") places.





## Supporting Election Engagement Across Campus

**A**s the 2020 Presidential Election approaches, staff and faculty across campus have worked toward the shared goal of engaging students in voter registration. The McDonough Center's Office of Civic Engagement (OCE) spearheaded these efforts, putting on a variety of successful events and communicating voter information to students throughout the year.

One highlight was seeing groups of students, staff, and faculty volunteers — including President Bill Ruud — spread out across The Christy Mall, Gilman Dining Hall, and the Chlapaty Café to register students on National Voter Registration Day, helping add over 100 newly registered voters at Marietta College. Several students took advantage of the opportunity to carry voter registration forms to their classes to help in registering their peers.

A big component of the growth of OCE voter-engagement programming on campus has been active collaboration with Campus Compact and the Campus Election Engagement Project (CEEP). The OCE recruited, hired, and supervised two students this year to serve as CEEP Fellows. CEEP fellows have access to training, support, and mentorship from state and national level program staff, as well as opportunities to network and collaborate with other CEEP fellows from all over the country.

Claire Davis, our spring Fellow, reflected that “before you just start teaching that students have to register to vote, you need to encourage a group



*Trent Anthony, CEEP Fellow, distributes 'Get the Out the Vote' reminders themed for the Halloween holiday.*

discussion on issues that students face or issues that face their community so they will be more engaged.” Asked whether he would recommend the fellowship experience to others, fall 2019 Fellow, Trent Anthony, explained he “would do this again because helping inspire civic engagement in the form of voting can be rewarding.”

## Stand Up, Speak Up, Rise UP: MC MLK Day 2020



**B**uilding on the success of 2019's Dr. Martin Luther King Jr. campus-wide Day of Service and Reflection, the McDonough Center's Office of Civic Engagement once again partnered with the Marietta College's Office of Diversity and Inclusion to organize an even larger campus program in 2020. The effort was enriched by the support of a \$15,545 grant from the Corporation for National Community Service (CNCS) — the U.S. federal agency for volunteering and service — awarded to Marietta College through a nationally competitive grant process. This additional funding allowed us to expand our outreach to and engagement of community members, and to partner with groups from local schools, churches, and service clubs who joined our event. Throughout the day, participants considered their involvement in the context of the day's theme: “Stand Up, Speak Up, Rise Up for Justice.”

The 2020 MLK Day of Service had 525 participants registered at our breakfast program and service projects. “I enjoyed having the opportunity to meet the wonderful students of Marietta College,” shared one community partner on their program evaluation. “As a community member, I found the students represented their college well and all showed such positive attitudes and willingness to take on any job assigned them. Their camaraderie was evident in how they worked well as a team throughout the morning.”

Off-campus, groups volunteered at eleven different sites, including EVE Inc. (domestic violence and sexual abuse center), Boys and Girls Club of Washington County, Humane Society of the Ohio Valley, The Trading Post - Ohio Wilderness Boys Camp Thrift Shop, Marietta Community Food Pantry, Gospel Mission Food Pantry, Peoples Bank Theatre, Marietta Toy and



## TLC Students Reflect on Civic Engagement in Marietta City Schools

The Office of Civic Engagement (OCE) works to support active citizenship in a variety of forms, from volunteering with nonprofits to engagement with local government to issue-based advocacy. This spring, the OCE's Coordinator of Community-Based Learning, Katie Evans, partnered with the Chair of the Education Department and Coordinator of the McDonough Teacher Leadership Certificate (TLC) program, Tanya Judd Pucella, to host an online panel discussion highlighting a service-learning project that included all of these aspects. Students involved in this project through Judd Pucella's class were: Izzy Romain '22 (Cohort 32), Jordan Taylor '22 (Cohort 32), Britnee Kail '21 (Cohort 31), Kaitlyn Lafferty '21 (Cohort 31), Abbey McNaught '22 (Cohort 32), Kirstin Carpenter '22 (Cohort 32), Jesse Berzonski '22 (Cohort 32), Turner Mitchell '22 (Cohort 32), and Laila Hakki '22 (Cohort 32).

The panel, hosted online via Zoom, featured the TLC students' reflections on a year-long project working with Marietta City Schools to learn about a local education levy ballot issue and a school-consolidation plan. Students worked directly with local public-school administrators, learning firsthand about budgets, state funding, advocacy campaigns, school infrastructure and the community's response to change. TLC students partnered with the district to help facilitate community conversations with the school board and promote communication. More about this project is shown in the video links – right.

"The Marietta Community needs volunteers for several different nonprofits and being able to go out there and experience something different and being part of something that's bigger than yourself will impact you in more ways than you think it will," Kail said. She believes this project helped students see themselves as leaders within a community, future leaders within their school, and much more.



Doll Museum, Betsey Mills Club, Marietta in Bloom, and Marietta Main Street.

On campus, we packed and transported 120 spring break boxes and 120 snow day bags for GoPacks, put together 225 hygiene care kits to be distributed throughout the community by EVE, Inc, the Marietta Community Food Pantry, and Gospel Mission Food Pantry, upcycled approximately 300 tee shirts donated from campus to create pet toys to be donated to the Humane Society and other organizations, sorted and packed 200 packets of pollinator seeds to be distributed through Friends of the Lower Muskingum River to promote healthy natural habitats, and wrote 80 letters to be sent to US service members through Operation Gratitude, senior citizens through Love for the Elderly, and in support of human rights around the world through Amnesty International. Students also wrote notes of gratitude to many Marietta College Alumni who supported these service and community engagement activities through the college during the Day of Giving, and wrote their reflections on the meaning of service, community, and justice.



### PROMOTING MEANINGFUL DIALOGUE ON CAMPUS

The Office of Civic Engagement's work in experiential education includes a variety of opportunities for students to practice skills in a classroom setting, apply them outside the classroom, and reflect on their experience to deepen their learning. In the Fall 2019 semester, Director of Civic Engagement Maribeth Saleem-Tanner developed a Leadership Practicum experience centered on advanced facilitation and dialog. The LEAD 340 Advanced Facilitation project asked students to take on the challenge of promoting meaningful, challenging conversations among their peers.

Students in the Advanced Facilitation project enrolled in a one-credit course, where participants met weekly. In these meetings, students worked collaboratively to set personal and group goals for the project, practice using a variety of facilitation and decision-making tools by leading in class discussions, choose topics on which they felt campus discussion was necessary, make a plan to lead intentional conversations with fellow students on those issues, and plan events at which those conversations would take place. The project was open to all students at Marietta College.

The outcome of the project included two discussion programs. One facilitated reflection by students in response to an art installation in Gallery 310 in the Hermann Fine Arts Center, *People of a Darker Hue* by Carrie Mae Weems. Students partnered with McCoy Professor of Art and Director of Gallery 310, Jolene Powell, to have students watch the video installation, "a 14-minute short which invites the viewer to reflect on enforcement practices and policies that impact communities of color" (description from Hammonds House Museum) and then share their reactions, questions, and responses. The other discussion program asked students to brainstorm together to identify sources of and solutions for burn-out and other common mental-health challenges.





## Celebrating a Decade of Nonprofit Leadership

The Nonprofits LEAD 10-year Anniversary Party brought together a wide range of wonderful people involved in philanthropy and community service. The event marked a decade since the publication of *An Analysis of Nonprofit Capacity Building in the Mid-Ohio Valley*, by Tanya Judd Pucella. This report was part of a comprehensive study conducted by the McDonough Center during the 2008-2009 academic year under a grant from what was then the Sisters of St. Joseph Charitable Fund. Its findings were the basis for the establishment of the program that has since become Nonprofits LEAD. Guests included a wide range of stakeholders and supporters, from those who helped launch the project to those who have participated in our most recent programs.



## Nonprofits LEAD Annual Conference Goes Virtual

When the COVID-19 global pandemic caused Marietta College to close to outside visitors, the Nonprofits LEAD Annual Capacity Building Conference was canceled. “We were only seven weeks out,” said Amy Elliott, Nonprofits LEAD Program Director and conference organizer. “We had all of the speakers and topics lined up for the workshops.” The annual conference is the largest event hosted by Nonprofits LEAD each year, annually drawing over 100 participants from across the region for a day-long program that includes keynote speakers, expert panels, hands-on workshops, and facilitated networking opportunities, all built around the goal of increasing the capacity of nonprofit organizations to achieve their missions.

In thinking about how to most effectively take the annual event virtual, Nonprofits LEAD held to its value of being responsive to the needs of the nonprofits community. Rather than simply transitioning all of the scheduled workshops and sessions to a streaming format, Nonprofits LEAD instead started by sending out a survey that went to all of the area nonprofits to ask what they needed most in the current context and what formats and timing were most accessible for their organizations. From the survey data, Elliott set up a summer schedule of virtual workshops that included topics on: grant seeking, collaboration, use of Google tools, short-term strategic planning, and working from home. “We also learned that it would be best received to roll out the workshops one at a time over the course of the summer,” Elliott said.

Additionally, it was important to not take for granted that the nonprofit leaders had the technological capacity to participate in virtual workshops. “In order to get everyone ready to learn on a new virtual platform,” Elliott said, “we set up a series of ‘Zoom Play Sessions.’ By keeping the tone light-hearted and stakes low, we could get new people comfortable with the tech, so that they could focus on content when we started to deliver it. Now we have capable ‘Zoomers’ who have taken that skill back to their organizations to share with their boards and their staff. We have continued to build organizational capacity in many ways.”

Reviews from nonprofit leaders have been very favorable. Lisa Valentine, Executive Director of the Retired Seniors Volunteer Program (RSVP) of Washington County, stated, “Nonprofits LEAD is my source for information, education and connection. I am enjoying the reworked annual conference which is being offered in affordable Zoom sessions. Washington County is so fortunate to have this program and the resources of Marietta College.”





## Nonprofit Leaders Find Personal and Professional Support During COVID-19

**A**nother way Nonprofits LEAD adapted to the stay-at-home orders, and the effect on nonprofit leaders in the Mid-Ohio Valley, was to set up weekly nonprofit leader roundtables via Zoom. “These started out as a way to touch base with the leaders of the nonprofit sector in our community,” said Amy Elliott, Nonprofits LEAD Program Director, “but they have really blossomed into a valuable program for a lot of reasons.”

Jill Parsons, Executive Director of the Mid-Ohio Valley Chamber of Commerce, described the first weeks from her experience. “The first week I was able to share some of my knowledge about the Paycheck Protection Program — one of the stimulus-relief options available to 501c3 nonprofits,” she said. “Week Two of the Zoom gatherings, I had one of the fellow directors ask about information to join our Chamber of Commerce. Week three I nearly cried as we all shared how tired we were with so much uncertainty surrounding the economy, our organizations, and the health of our families, friends, co-workers and community.”

After a few weeks, the roundtable evolved into a more facilitated discussion which included predetermined topics, questions to discuss, guest experts and even some group brainstorming.

“I’m finding the nonprofit leader roundtables to be informational and thought-provoking. Results can include the creation of collaborations, the pivoting of strategic planning, and the rejuvenation in purpose of mission,” said Sharon Kesselring, Executive Director of The American Red Cross, Central Appalachian Region.

Lisa Valentine, Executive Director of the Washington County Retired Seniors Volunteer Program (RSVP) stated, “The weekly roundtable has been a lifeline during the pandemic, with topics that resonate with what’s going on in real time.”

But even as the nonprofit leaders tackled some tough questions and discussed hard topics about racial equity, community resources and resilience, they still found ways to support each other as people.

“Early on, I know many became immune to the saying ‘We are in this together’ but the Nonprofit LEAD Zoom meetings have been some of the best ‘together times’ since the pandemic changed everything,” Parsons said. “To spend time each week with other directors who are going through the same struggles and challenges that I am is indeed a blessing and a comfort to know together we can help one another.”

## Forming a Capacity-Building Ecosystem

**S**ome of the most powerful community work happens when people come together to create joint solutions to community issues. It is in that spirit that Nonprofits LEAD has begun a long-term process of gathering philanthropists, nonprofit leaders and consultants together in intentional ways to support the creation of a capacity-building ecosystem for the Mid-Ohio Valley.

“The idea comes out of the Nonprofit Lifecycles approach to capacity building developed by Susan Kenny Stevens,” said Amy Elliott, Program Director of Nonprofits LEAD. “If those that do the funding, those that do charitable work and those that facilitate organization planning and change are all using the same language and philosophy, we can create a culture that really supports nonprofit organizations to develop their capacity.”

“What struck me most about the Lifecycles approach through Nonprofits LEAD was that it brought so many partners together,” said Connie Huntsman, Executive Director of the O’Neill Center in Marietta, Ohio. “Individual nonprofits could conduct their self-assessment which would be shared with local funders so that those funders could contribute in ways that would be most impactful. These guiding principles help identify needs that may not always be easily identified. I appreciate Nonprofits LEAD finding new ways of bringing our community together!”

Among the first steps taken this program year in creating this capacity-building ecosystem were basic training for all involved. Nonprofits LEAD held a series of introductory trainings for nonprofits, funders and nonprofit consultants that focused on the Lifecycles model and the concept of community-level capacity building for nonprofits.

Ethos Leadership Group, a longtime collaborator with Nonprofits LEAD, was among the first to be trained in the Lifecycles model. “Ethos Leadership is honored to be a part of the Nonprofit Ecosystem that Nonprofits LEAD is creating in the Mid-Ohio Valley region. By adopting the Nonprofit Lifecycles model as its foundational philosophy, the Nonprofit Ecosystem honors each nonprofit’s experience by acknowledging that each stage brings its own joys and challenges,” said Becky Mathis-Stump, Chief Operating Officer of Ethos. “The beauty of the Nonprofit Ecosystem is that it can meet organizations at any Lifecycle stage and provide capacity support — for their current experience and the path they hope to travel.”

“One reason we chose the language and philosophy of the Lifecycles approach,” Elliott said, “is that it agrees with our own philosophy of meeting each organization where they are today with acceptance. We don’t judge or place blame for organizational challenges, we address them.”



## McDonough to Offer Business Leadership Academy

In Fall 2021, the McDonough Center – in collaboration with the Business & Economics Department – is planning to offer a Business Leadership Academy for a select group of executives. The Academy will provide a valuable (and intensive) opportunity for participants to expand their knowledge base and skill set while networking with a dynamic group of fellow learners. Tailored especially for managers who are moving into more senior executive positions in their organizations, this academy – using case studies and real-world examples – will serve as a powerful leadership-development experience that will impact not only the individual executives, but also their organizations.

“As we recover from the pandemic and the ensuing economic crisis, we must invest more than ever in the development of human capital,” Gama Perruci, Dean of the McDonough Center, said. “Managers are constantly learning and growing, and they need to get ready for the next challenge.”

The Business Leadership Academy will meet in-person for four consecutive afternoons at McDonough. On the last day, the participants will have a graduation dinner during which they will receive their Certificate of Completion. Each meeting will involve a specific topic with a different instructor. Topics will include diversity and inclusion; delivering results; interpersonal communication; and ethical leadership.

The Academy has three main goals/takeaways for the participants: (1) Gain a deeper understanding of business leadership through key topics: Each session topic has been carefully selected to maximize the participants’ leadership development; (2) Expand communication skills through open discussions: The Academy’s highly interactive sessions are designed to sharpen the participants’ communication skills. Therefore, be prepared to challenge and be challenged, and in the process contribute to everyone’s learning; and (3) Network with other aspiring senior managers: Participants are selected not only because of their potential for growth, but also their ability to share their own experiences with the whole group. This give-and-take is the hallmark of the Academy.

Interested in joining the Academy? Let us know by sending an email to [lead@marietta.edu](mailto:lead@marietta.edu).

## Oberlin Team Wins Eighth Business Case Competition

For the second year in a row, Oberlin College was awarded first place and \$1,500 in the Eighth Annual Peoples Bank Undergraduate Business Case Competition on Saturday, February 8, 2020, at Marietta College. The competition takes place at the McDonough Center, and the McDonough staff and students provide logistical support.

Oberlin College’s team members included Matthew Walton ’22, Yanjin Wu ’22, and Noemi Duker ’23. Beth Tallman served as the team coach.

Sixteen teams competed this year, including a team from Marietta College. The teams were given a case in advance and were asked to prepare a presentation to be delivered during the competition to a panel of judges.



## Lyons Focuses on Personal Leadership Development for Next EIR Project

Global society is in what is best described as a Volatile, Uncertain, Complex & Ambiguous (VUCA) world. We are reeling from the COVID-19 pandemic tsunami, and the death toll is historic. Additional casualties will include a number of Fortune 500 corporations, as well as mid-size and small businesses which will experience contraction or dissolution. Few will flourish, and those that do will have done so through financial acumen, innovation, and a bit of luck. Those companies will also have leaders who model ethical leadership, courage, and character. Colleen Lyons, senior ethics advisor for the Boeing Company, will focus on those issues as the 2020-2021 Fitzgerald Executive-in-Residence at McDonough.

Lyons has spent much of her diverse career advancing ethical leadership in a variety of matrixed healthcare, Fortune 100, and consulting organizations. As a Senior Ethics Advisor for the Boeing Company, Lyons has led initiatives with senior executives and staff in many provocative and impactful engagements, such as Ethical Fading and Leadership, Trust, and Stress. In 2019, she co-led a Giving Voice to Values (GVV) initiative, which is based on Dr. Mary Gentile's groundbreaking work. Prior to becoming an ethicist, she worked with IBM, Gartner, and EY in a variety of customer-facing and executive roles. She has a doctorate in Values Driven Leadership from the Benedictine University, and a master's in bioethics from the University of Pennsylvania School of Medicine.

"This EIR is designed to prepare Marietta students to develop leadership core competencies of ethical leadership, psychological safety, and empowered voice," Lyons said. "These critical leadership

skills are essential to leading others in a VUCA environment. The Pandemic, social-justice and racism issues, political tensions, and the breathtaking powershifts in the global political economy affect each of us as Americans and global citizens. The impressive group of student-leaders who are taking this EIR will be better prepared to lead today and in the future. I am honored and excited to take this values-based VUCA leadership journey with them."

The students in Lyons' EIR project will design and develop a personal ethical leadership model (PELM) as a tool to lead themselves and others. The PELM will serve them in their personal and professional lives long after they graduate. Specifically, they will have codified their core values while appreciating and respecting those of others. This enables the students to approach problem-solving as a collaborator seeking win/win outcomes. John Fazio, Associate Professor of Management, is serving as the faculty adviser for this EIR project.



## Senior Executive Serves as 2019-2020 EIR

Douglas Griebel '74, a highly accomplished entrepreneur and senior executive, served as the Fitzgerald Executive-in-Residence at the McDonough Center during the 2019-2020 academic year. As part of his EIR responsibilities, he focused on the development of resilience and career planning. While on campus, he taught management and leadership classes, had one-on-one meetings with students, and met with groups of students over a meal.

Griebel, who is a Marietta College Emeritus Trustee, has more than 40 years of success within the restaurants, education, athletics, investments, and real-estate industries. His areas of expertise include fundraising, negotiations, sales-team development, performance management, executive coaching, and mentoring. Currently, Griebel is the Chairman and Co-Founder of RM Hospitality Group Inc., a company consisting of the award-winning Rosa Mexicano restaurant chain. In this role, he oversees the company's long-term goals and manages a broad range of top-level responsibilities.

Leveraging his considerable expertise, Griebel actively mentors and guides the company's C-suite executives and actively holds

board seats. Additionally, he manages investment relations with the company's 25 equity partners. Earlier in his career, Griebel completed the P&G Management Executive Training Program before moving to New York to start his own restaurant business, Shelter Rupert's Group, with two partners. He grew the business to 10 locations with four concepts, including fast food, catering and neighborhood restaurants, before focusing all efforts into Rosa Mexicano. As a proven thought leader, Griebel is a frequent speaker and panelist at industry events and restaurant board panels, where he speaks on a range of topics within the restaurant industry, including real-estate and employment laws, as they relate to the industry.





## McDonough Develops Partnership in Ethiopia

The McDonough Center has been developing a relationship with Selamta Family Project, a nongovernmental organization (NGO) that promotes initiatives in support of children in Ethiopia. Margaret Hoffer '06 (Cohort 16), who serves as the NGO's Volunteer and Trip Coordinator, is working with Maribeth Saleem-Tanner, the Director of Civic Engagement at McDonough, to develop ideas that will involve McDonough Scholars.

Originally, the plan was to send a McDonough Scholar to Ethiopia as part of an internship opportunity with Selamta. Due to the pandemic, we switched plans to a virtual partnership. Selamta is working with McDonough Scholars to develop a virtual program that provides English and career instruction to over 100 children. The NGO is creating recorded videos that give Selamta students the opportunity to continue to practice their English. In addition, the virtual program will identify and match mentors in a variety of career fields with Selamta students who are interested in those careers.

"Volunteering with Selamta Family Project cultivates relationships amongst students in the U.S and Ethiopia," Audrey Albright '21 (Cohort 31) said. She has served as a virtual intern for the NGO during the summer. "It is so exciting to see Marietta's outreach on a global scale, and I am proud to be part of an organization that volunteers across many borders."

## McDonough Graduate Reflects on Peace Corps Experience

In August 2019, David Erzen '19 (Cohort 29) completed training and was sworn in as a Peace Corps Volunteer. He was assigned to Malawi (Kamsonga Trading Centre in central Ntchisi, where he spoke Chichewa). As an environmental and food-security educator, Erzen partnered mainly with school groups and other community-based organizations to develop and execute relevant programs on environmental science, agriculture, and nutrition. Outside of his primary projects, he also facilitated leadership trainings with various groups, teaching topics such as community development and microfinancing. The COVID-19 pandemic cut short his assignment, as all Peace Corps Volunteers were recalled in spring 2020. Since then, he has had time to reflect on his experience:

"The privilege of serving the people of Malawi through my role as an Environmental and Food Security Educator with Peace Corps truly goes unmatched. Throughout my service, I worked alongside amazing counterparts and inspirational youth to do important, hands-on work directly addressing our community's needs; learning Malawian customs and sharing American traditions along the way. As an alumnus of the McDonough Center, I always felt incredibly



prepared to serve my host community in Malawi. From studying theory in McDonough 205 to completing leadership practica in the greater Marietta community, the McDonough Center equipped my leadership toolbelt with the knowledge and skills necessary to make the most of my service. Further, in Chichewa, the vernacular of my host-community, the word volunteer wodziipereka directly translates to 'one who gives him or herself.' I often reflected on the word's similarity to McDonough's motto of 'give back the gift.' As McDonough graduates, we leave Marietta charged not only to give our time, talent, and effort to communities and causes we dub important, but to give our whole-selves, entirely to all the work we do."

### Erzen's Primary Activities and Accomplishments

1. **After-School Wildlife Clubs:** Erzen worked with 293 elementary-and secondary-school children bi-weekly, giving lessons on environmental conservation and appreciation. Activities ranged from discussions of the water cycle to tree-planting practicums. Erzen worked with six teachers at five different schools to encourage the clubs' sustainability after his tenure.
2. **Health Center Garden:** Erzen collaborated with 12 people living with HIV to establish a perma-garden, giving lessons in climate-smart agricultural technologies and basic garden maintenance. Erzen continued working with this group to train them on nutrition knowledge using local garden vegetables and to encourage the sale of their excess yields as an income-generating activity.
3. **Organization and Business Trainings:** The Sustainable Opportunities for Leaders of Internal Development (SOLID) curricula are a series of lessons teaching community assessment, project management, monitoring and evaluation, and basic business skills. Erzen facilitated trainings for 68 participants in three different groups on a weekly basis; a youth group preparing to write a grant to build an elementary-school block, a farming cooperative hoping to improve their business skills, and a mushroom-production group considering how to market their product.



# Leadership Study-Abroad Reflections

Two McDonough Scholars, Rowan Henderson-Bernard '22 (Cohort 32) and Graham Nesselrode '21 (Cohort 31), studied abroad during the spring semester and participated in the McDonough Worldwide Blogging Program. Students taking the Global Leadership (LEAD 203) course read their blogs and provided questions/comments. Unfortunately, due to the global pandemic, their study-abroad experiences were cut short. Nevertheless, they were still able to glean valuable insights about the local culture while abroad.

Henderson-Bernard is a junior majoring in Global Leadership with minors in Corporate Social Responsibility and Gender Studies. She spent part of the spring semester in Paris.

Excerpt from her blog:

"The first week or so in Paris has been a weird one. I wish there was a more eloquent way to put it, but that about sums it up. It's been full of challenges, both big and small. ... I've found an abundance of time to be in awe of everything around me. Even the little things, like how there's really detailed and ornate graffiti everywhere, how truly remarkable it is that everyone ignores traffic laws or how tiny the glasses are (I'm talking 3 ounces at the most) are cause for amazement, as menial as it sounds. And the bigger things are too, of course. Like how I can see the Eiffel Tower from my host mom's window (lit up in all of her golden, night-time glory), how we're in the middle of three separate protests/strikes happening all at once, which is completely normal (did you know France has around 250 protests annually?) or how my art history course will be meeting at museums rather than in the classroom most days . . .



The French are actually an extraordinarily polite people, their rules are just different from ours. Whenever you walk into a shop, onto an elevator or ask for directions, you are expected to greet whoever is in there. Same for when you leave. This isn't an invitation to start a conversation, after all, the French are notoriously private individuals, but it's a polite acknowledgment of the other person and the fact that you sharing the space with them. The French are known to be brisk, and although this is true to some extent, it isn't from a place of malice. There aren't words in their language that allow for the passive-aggressive, beating-around-the-bush conversations we have in the U.S. I find that when I'm struggling to convey what I mean in French, it's typically because I am trying to express it in a very 'American' way. Once I let go of the different

expectations I'm still operating under from our culture, it becomes far easier to communicate. If you're courteous, ask questions, and don't take things too personally, you'll be fine. Just as long as you don't try to make friends in line at the supermarket or take up too much room on the escalator."

Nesselrode spent part of the spring semester at Universidad Torcuato Di Tella in Buenos Aires, Argentina. He is a senior double majoring in Global Leadership and International Business.

Excerpt from his blog:

"In my short trip to Argentina, I had almost two full weeks of class. In that time, I discovered that the student-teacher relationship and overall classroom etiquette was quite different than it is in the United States.

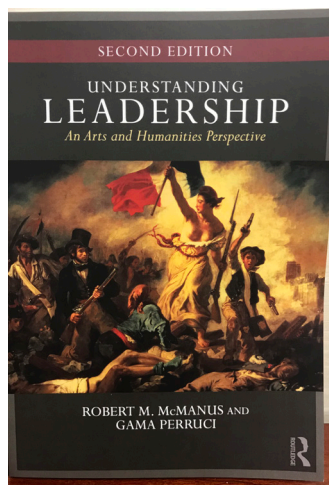
First, all of my professors insisted that students call them by their first names, regardless of their academic prefixes. Calling my International Marketing professor Jorge, as opposed to Dr. Almada, never felt right. ... Calling an instructor by their first name made me feel more like peers, and admittedly, it eased communication in an otherwise foreign setting. ...

So, it is no surprise that student behavior in classes was also different. Local students had no issue speaking out in the middle of a lecture. I could tell by the faces of my European peers that even they were caught off guard by these tendencies. The local Argentine students didn't hesitate to stop the lecture to get up and change the thermostat or tell the professor that they were hot or cold. ...

The last thing that I noticed was timeliness of classes. It's widely discussed how much the perception of time differs amongst cultures. The United States is notoriously time oriented, and if you're not fifteen minutes early then you're late. In Argentina, the sense of time was not pressing. If dinner was said to be at 9:00 p.m., then you just knew that it wouldn't actually start until 10. Further, it was weird to show up right at 9. In the classroom, things weren't that relaxed, but it was certainly more laid back than I was used to. Students would come in nearly 20 minutes late with food in their hand. The professor would welcome them briefly without a sarcastic retort like, 'nice of you to join us.' These late-comers wouldn't rush to their seat either. They would make sure to find their friends, give them a customary kiss on the cheek and say hello before sitting down."



## Second Edition of *Understanding Leadership*



Congratulations to Robert McManus and Gama Perruci on the second edition of their book, *Understanding Leadership: An Arts and Humanities Approach*, published by Routledge in December 2019. The book has been widely used in academic leadership programs both at the undergraduate and graduate levels. The new edition expanded Part II of the book, which looks at the cultural context of leadership. A new chapter on the Russian cultural context was added. In addition, individual chapters are dedicated to Daoist, Confucian, and Buddhist perspectives on leadership.

The book is still based on the Five Components of Leadership model. Leadership is not defined in terms of the characteristics of a leader. Rather, it is defined as “the process by which leaders and followers develop a relationship and work together toward a goal (or goals) within a context shaped by cultural values and norms.” While the book includes a chapter about the role that leaders play in that process, it also includes a chapter on the followers (“followership”). Both leaders and followers play an important part in leadership.

Each chapter uses a case study drawn from the liberal arts in order to illustrate key leadership concepts and ideas. The cases include a wide variety of media — novel, film, sculpture, painting, short story, and play.

## Edited Volume on *Ethical Leadership*

Ethics is a key component of leadership, regardless of the sector — public, for-profit, or nonprofit — in which leaders operate. They are called to make decisions that take into consideration ethical implications. Robert McManus, Stanley Ward, and Alexandra Perry have edited a thoughtful volume (*Ethical Leadership: A Primer*, Edward Elgar Publishing, 2018) that has been well received in the leadership community.

The book is divided into two sections. In the first section, the authors focus on traditional models of ethics, such as Kantianism, Utilitarianism, Virtue Ethics, and Ethical Egoism. The editors also consider challenging topics such as cultural relativism, social contract theory, justice, and the common good. In the second section, the editors delve into the application side of ethics by exploring popular models, such as authentic leadership, servant leadership, followership, transformational leadership, and adaptive leadership.

The Five Components of Leadership Model serves as the framework for the discussion of the different ethical concepts. Aside from the three editors, 12 scholars/practitioners contributed to the volume. The authors drew from a wide variety of fields, including Maribeth Saleem-Tanner, Director of Civic Engagement at the McDonough Center, and Steve Trainor, Head of Curriculum and Faculty Strategy at the Google School for Leaders.





## The 12<sup>th</sup> McDonough Leadership Conference Moved to 2022

The 12th McDonough Leadership Conference, which had been scheduled for April 9–10, 2021, has been moved to April 1–2, 2022, due to the global pandemic. This national event is dedicated to the promotion of undergraduate and graduate research in the field of Leadership. The conference, which will take place on the campus of Marietta College, will draw students, faculty, and staff from diverse institutions. We expect about 30 institutions to be represented at the conference.

Because of generous corporate support, there is no registration fee, and most meals are covered. Participants are expected to make their own travel and lodging arrangements. Because space is limited, institutional delegations should limit the size of their delegation to no more than six students, plus a faculty/staff member.

The 2022 conference theme will be “The Self-Aware Leader.” Reagan Shriver ’22 (Cohort 32) will serve as the conference chair. Leading well requires a strong sense of self — knowing who you are, and your strengths and weaknesses. In recent years, the leadership literature has paid increasing attention to the importance of self-awareness in leadership development. In the process of expanding their leadership capacity, leaders gain critical insights about themselves. Leading from the heart requires leaders to know themselves at a deeper level. This topic allows us to explore related issues, including (but not limited to) mindfulness, emotional intelligence, values-based leadership, authentic leadership, and leader burnout.

In the spirit of promoting a greater understanding of the topic, as well as encouraging emerging leaders to seek their own leadership development through reflection, we welcome proposals that can explore the many facets of self-awareness.

The conference has two types of sessions — undergraduate/graduate student sessions (individual/panel presentations) — original research, senior capstone project, literature review, report from field experience (e.g., internships, study abroad); and faculty/staff sessions (roundtable discussions) — interactive sessions, information exchange, best practices.

To learn more about the conference — including how to submit a proposal — please visit the conference web page (<https://www.marietta.edu/mcdonough-leadership-conference>). The deadline to submit a proposal is Friday, January 7, 2022.



# Alumni Roundup

**W**e have more than 1,000 alumni literally scattered all over the world, serving others in meaningful ways. This page highlights some of our graduates and the variety of paths they are taking. This year, we will focus on the McDonough Scholars currently pursuing graduate studies.

- **David Erzen '19** (Cohort 29) started this fall his Master in Public Policy at the University of Virginia's Batten School of Leadership and Public Policy. Prior to his graduate studies, he served as a Peace Corps volunteer in Malawi (read his reflection on the experience on page 16).
- **Riley Osborn '16** (Cohort 26) started this fall her MA in Clinical Psychology with an emphasis in Marriage and Family Therapy at Pepperdine University's Graduate School of Education and Psychology.
- **Ben Pratt '20** (Cohort 30) started this fall his MS in Physics with an Entrepreneurship Track at Case Western Reserve University. The Physics Entrepreneurship Program (PEP) includes graduate-level courses in science, engineering, technology innovation, intellectual property commercialization, and finance.
- **Loren Coontz '20** (Cohort 30) and **Sydney Smith '20** (Cohort 30) started this summer their Master in Physician Assistant Studies at Marietta College.
- **Megan Baché '17** (Cohort 27) is completing the last year of her doctorate at the University of Missouri College of Veterinary Medicine.
- **Paapa Nkrumah-Ababio '18** (Cohort 28) is completing his last year of a Master in Higher Education Administration from Baylor University.
- **Angela (Sipes) Williams '17** (Cohort 27) is an MD candidate at the University of Toledo's College of Medicine and Life Sciences.
- **Rachel Ewing '20** (Cohort 30) started this fall her Master in English Literature at Virginia Tech.

Congratulations to **Cody Clemens '13** (Cohort 23) on completing his Ph.D. in Communication from Bowling Green State University (BGSU)'s School of Media & Communication. His primary focus was in Health & Organizational Communication, with a secondary focus in Relational Communication. He is also a 2015 graduate of Duquesne University where he earned his Master of Arts in Corporate Communication. According to BGSU's website, "Clemens is interested in studying intersecting and marginalized identities from a critical perspective in organizations. He is also interested in studying ways to promote health and well-being within organizations, as well as examining the effects stress, burnout, and emotional labor have on individuals in the workplace." He is currently an Assistant Professor of Communication at Marietta College.



**Aaron Berger '09** (Cohort 19) took his Comprehensive Exams at the beginning of April and defended them successfully in June at Kent State University's School of Foundations, Leadership, and Administration. His Ph.D. is in Higher Education Administration. He is now an ABD (All But Dissertation)! His doctoral research focuses on how leadership and crisis management intersect with higher education, more specifically enrollment management. Berger currently serves as a Senior Assistant Director of Recruitment, Undergraduate Admissions, at Kent State.





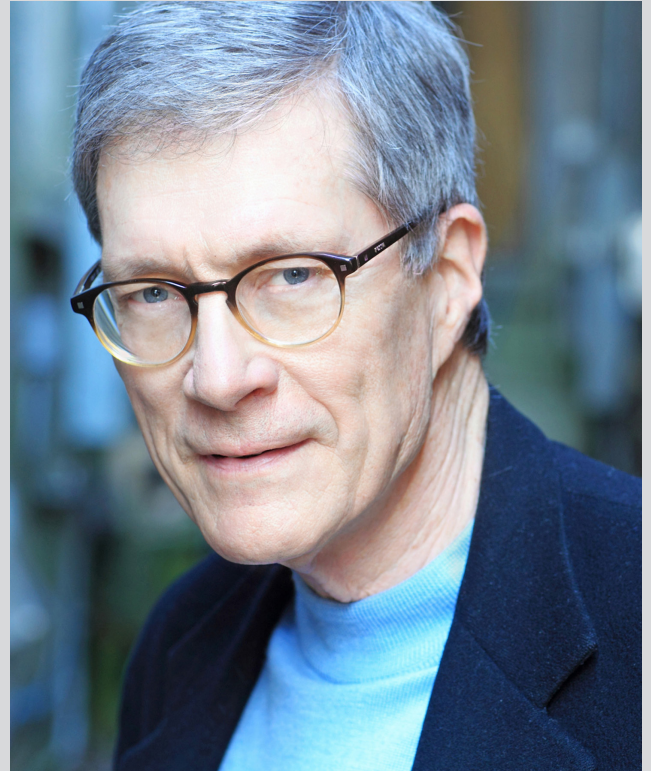
# Supporting the Next Generation of Leaders

Through the generosity of Alma McDonough and the McDonough Foundation, the College received an incredible gift in 1986 — the resources to develop a nationally recognized undergraduate leadership program, which has attracted gifted young leaders to campus. The main mission of the McDonough Center is to “give back” this gift by preparing these young leaders to lead a purposeful life in service of others — seeking through their leadership to attain higher goals that transcend their individual interests. As the Center fulfills this mission, it immerses the McDonough Scholars in a culture of “service above self” and a calling based on integrity and civic responsibility.

Since 1987, when the McDonough Center welcomed the first cohort of McDonough Scholars, we have had several alumni of the College who graduated before the program was established but have become strong supporters of McDonough’s mission. One of the College alumni supporters who stands out is John Gardner ’65 H ’85, the Co-Founder, Chair, and CEO of the non-profit organization, the John N. Gardner Institute for Excellence in Undergraduate Education, based in Brevard, N.C. He is also Distinguished Professor Emeritus, Senior Fellow, Founding Executive Director of the University 101 Programs and the National Resource Center for The First-Year Experience and Students in Transition at the University of South Carolina.

“From my vantage point as an expert on innovation in undergraduate education in our great country, it is my professional judgment the Leadership Programs at Marietta College are some of the most unique, impactful, proven, replicable, and inspiring in all of U.S. Higher Education,” Gardner said. “When I look back on my four years as an undergraduate at our beloved Marietta and could pick one opportunity I did NOT have but would really have wanted and needed: it is the McDonough Center’s programs in Leadership Studies. I could have intentionally become a leader and not as I did through serendipity and chance.”

Gardner’s pre-career leadership experiences were at Marietta College as an undergraduate and then in the United States Air Force as a psychiatric social worker in the Vietnam era. He is the recipient of both BA and Honorary degrees from Marietta (1965 and 85, respectively) and eleven other honorary degrees recognizing him for his leadership contributions.



“Through the McDonough Center’s programs in Leadership Studies, Marietta College is truly exemplary at U.S. Higher Education’s most important function: producing the next generation of leaders,” Gardner said. “Mr. McDonough would be so proud!”

*This section in Tower Notes is designed to highlight how McDonough’s supporters are making a difference on campus and beyond. We hope you will consider contributing to the McDonough Center. To give, please visit the Marietta College website ([www.marietta.edu](http://www.marietta.edu)) and click on the “Give” button. Please designate your gift to “The McDonough Center.”*



*John Gardner served as one of the keynote speakers at the 2018 McDonough Leadership Conference. Gardner is regarded as the founder and leader of an international movement to improve the success of undergraduate students, especially first-year students.*



# Marietta College

**MCDONOUGH CENTER FOR  
LEADERSHIP AND BUSINESS**

215 Fifth Street  
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