



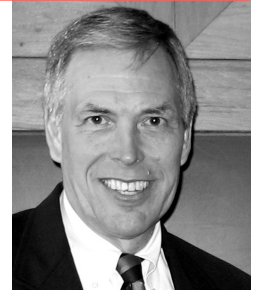
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THE ROCKEFELLER CENTER
AT DARTMOUTH COLLEGE

*A Center for Public Policy
and the Social Sciences*

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<http://rockefeller.dartmouth.edu>

Rockefeller Blitz Bulletin

Rockefeller.Center@Dartmouth.edu

Visionary Human Resources Executive Next Portman Lecturer



ANN RHOADES

*Founding Executive Vice President
of People, JetBlue Airways
President, People Ink*

People-Centric Cultures Pay Big Dividends: Lessons from Great Companies

●
Thursday
May 10
4:30 PM
Cook Auditorium
Tuck School of Business

Visionary human resources executive Ann Rhoades will be on campus Thursday, May 10, to give the 2006–2007 Portman Lecture in the Spirit of Entrepreneurship. With over 25 years experience in a variety of service-based industries, Rhoades is known for her creative approach to human resource management and for blending cultures when companies merge. The founding Executive Vice President of People for JetBlue Airways, Rhoades is currently President of People Ink, her human resources consulting company.

Prior to her work at JetBlue, Rhoades was Vice President of the People Department for Southwest Airlines, where she solidified the company's reputation of retaining and hiring outstanding people in the airline business. Rhoades was also Executive Vice President of Team Services for Promus Hotel Corporation, where she was credited with building a strong service-oriented culture.

In a quest to revitalize the workforce and culture of the nation's hospitals, she serves on patient safety and quality task forces with the Texas Medical Institute of Technology to develop metrics used in pay-for-performance programs across the country. She is co-founder of CareLeaders Corporation, a company dedicated to helping US hospitals attain a higher level of performance.

As a leader in her community, Rhoades serves on the University of New Mexico's Robert O. Anderson School of Business National Advisory Board and the boards of several other organizations, including JetBlue Airways Corporation, Restoration Hardware, Acción New Mexico, Brigham & Women's Hospital/Harvard Medical School, and as chairwoman for Safer New Mexico Now. Ann has an MBA in Management from the University of New Mexico.

CALL FOR PROPOSALS · 2007–2008 FACULTY RESEARCH & CONFERENCE GRANTS

Application Deadlines: April 2, 2007 & October 1, 2007

For information and applications, connect to <http://rockefeller.dartmouth.edu/faculty>

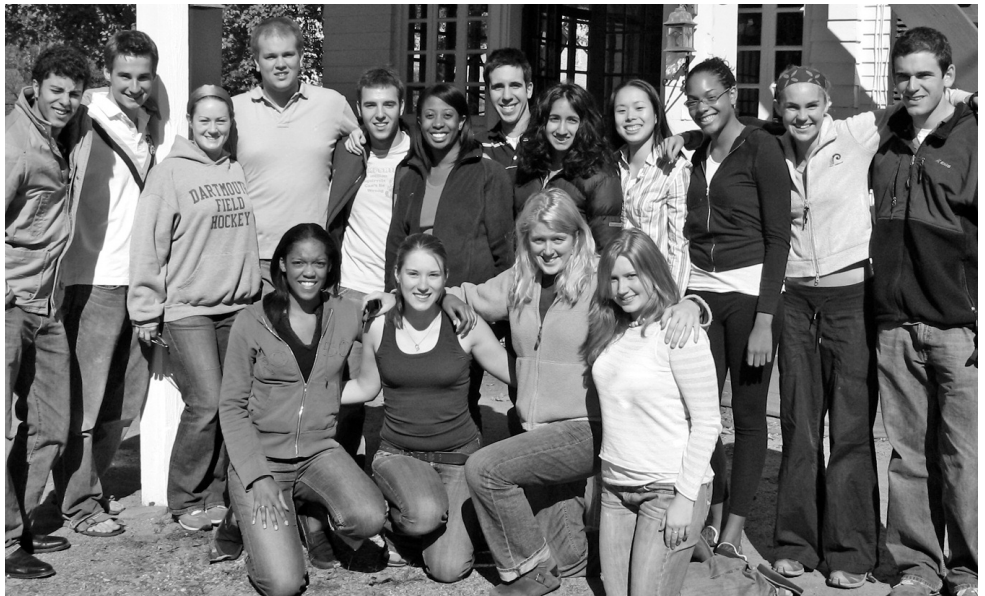
rockefeller leadership fellows ●

LEADERSHIP TRAINING ROCKS AT THE CENTER

The consensus is that the chemistry among the 2006–2007 Rockefeller Leadership Fellows (RLF) group was awesome and that learning from one another was a key element in the success of this year's program. As active participants in the weekly two-hour sessions during fall and winter terms, "we were constantly asked to think about what we've heard from guest speakers, to share our opinions with the other Fellows, and to find ways to apply the advice we get to our own leadership styles," says Alex Kehl '07. Senior Shala Byers adds that what made the program stand out for her was the great group of people from "uniquely different perspectives" with whom she shared a rich and rewarding learning experience.

An integral part of the Rockefeller Center's core mission to educate, train, and inspire the next generation of public policy leaders, the RLF program "gives students a place where they can reflect on the theory and practice of leadership with their peers, develop and refine skills and teamwork, and expand their understanding about working within organizations," says program director and Center Associate Director Sadhana Hall. The curriculum is designed to tackle complex questions facing leaders today as well as opportunities to develop their own particular styles of leadership.

"The ability to lead depends on a capacity to understand the environment, assess the likely consequences of a variety of options,



2006-2007 Rocky Leadership Fellows take a break at their retreat at the Alden Country Inn

choose among the most promising of them, and work thoughtfully to bring them about," says Professor of Economics and Center Director Andrew Samwick. "The program serves as a bridge between the students' experiences in an academic setting and the contributions we expect them to make in their workplaces and the public sphere once they graduate."

A new option for Fellows this year is to continue their study of leadership as an independent study (see shaded box). All students who participate in the RLF program will leave Dartmouth better prepared to step into leadership roles and serve as agents of change and progress in their communities and their careers.

IMPORTANT DEADLINE

2006–2007 ROCKEFELLER LEADERSHIP FELLOWS

Application deadline: Monday • April 16

Application at: <http://rockefeller.dartmouth.edu/students>

For more information, contact: Sarah.Morgan@Dartmouth.edu



"It's all in the Game: Athletics and Leadership Development" might be an apt title for senior Shala Byers' public policy independent study. The first Rockefeller Leadership Fellow to take advantage of the new curricular option, Shala's study will examine the importance of encouraging team athletics within the public school system as a means of leadership development. "Many have heard of the IQ as a way of measuring intelligence, but few have focused on the development of one's EQ or emotional intelligence," says Shala, "which is critical in the development of leaders such that they are aware of their peers and are able to gather a sense of how to best approach issues with them."

Shala decided to do the independent study because it was a great way to "merge my interest in athletics with applicable leadership theories that I have studied within the RLF program. I have always held an interest in this topic. Until now, however, my studies had not provided a window of opportunity with which to bring this research to full fruition."

AT THE HEART OF THE MATTER

Leadership is “one of the most observed and least understood phenomena on earth,” states noted scholar and theorist James McGregor Burns. But Dartmouth faculty, alumni, administrators, and other special guests are at the heart of the program helping Rockefeller Leadership Fellows study various theories of leadership, understand the complexities of leadership in an increasingly pluralistic and interdependent world, and develop the skills necessary to assume leadership roles in their communities and careers.

“The RLF program plays an integral part in preparing students for leadership positions by giving them a chance to discuss a broad range of leadership issues with civic, academic, political, and business leaders from around the United States,” says Class of 1925 Professor of Sociology John Campbell. Topics this year included: *Vision, Leadership, and Culture*; *Leaders as Agents of Change*; *Leadership, Alignment, and Organizational Change*; *Intuition, Emotions, and Epistemology: How Well You Decide Depends on What You Know*; *Leadership at the Top: Being Faced with an Ethical Dilemma*; and *How Some People Make the Leap from Being an Expert to Being a Leader*. The program “helps students connect the dots between their classes and their responsibility as potential leaders,” says Associate Professor of History Judith Byfield ’80, who led the session *Leadership in a Multi-Cultural Society*.

In addition to exposing students to leadership theories, it also provides an opportunity for students to learn important skills through workshop sessions such as *The Art and Science of Negotiation*; *Thinking Probabilistically*; *The Art of Observation*; *Blending Individual Styles to Achieve Common Goals*; *Handling Crises as Leaders*; *Careers and Networking*; and *Public Speaking*.

Dartmouth’s laudable institutional goal is “to turn out mature, well educated, and skilled young adults who can have and impact on society through initiative, creativity, social responsibility, and leadership,” says Dartmouth Entrepreneurial Network Executive Director Gregg Fairbrothers ’79. “I think all Dartmouth students should have the opportunity to confront the key focus areas of the Rockefeller Leadership Fellows program at some time in their Dartmouth careers.”

2006-2007 RLF Program Presenters:

David Ager	Harvard University
Judith Byfield ’80	History
John Campbell	Sociology
Melissa Crounse ’03	Google, Inc.
Jay Davis ’90	Education
Aine Donovan	Ethics Institute
Gregg Fairbrothers ’76	Dartmouth Entrepreneurial Network
Nate Fick ’99	Kennedy School of Government, Harvard
Carol Folt	Biological Sciences, Dean of Faculty
Linda Fowler	Government
Michael Gibbons	Leadership Learning Program
Robert Hager ’60	Former NBC Correspondent
Sadhana Hall	Rockefeller Center
Jennifer Jordan	Tuck School of Business
Punam Keller	Tuck School of Business
Brian Kennedy	Hood Museum of Art
Joshua Lozman ’01	Johns Hopkins University
Brian Mandell	Kennedy School of Government, Harvard
Joshua Marcuse ’04	Booz Allen Hamilton
Giavanna Munafò	Institutional Diversity & Equity
Skip Sturman ’70	Career Services
Kent Womack	Tuck School of Business
Andy Zelleke	Kennedy School of Government, Harvard



Judith Byfield ’80



John Campbell

ROCKEFELLER ALUMNI IN THE NATION'S CAPITAL

Kirstin Ellison '05



During her junior year at Dartmouth, Kirstin Ellison received a Rockefeller internship grant to work at Common Cause in Washington, DC. A nonprofit, nonpartisan lobbying organization promoting open, honest, and accountable government, Common Cause is supported by nearly 300,000 members across the nation. Today, Kirstin is a full-time staff member there, managing

“Common Blog” and the Common Cause website and serving as intern coordinator, among other programmatic responsibilities. In addition to managing the Common Cause blog, she is a frequent blogger, posting in recent months on the Abramoff scandal, the lack of a paper trail in electronic voting machines, and the lack of diversity in media ownership. She is currently working closely with the senior leadership at Common Cause as the organization is beginning its strategic review process. As intern coordinator, Kirstin is perfectly situated to serve as a Mentor in the new Rockefeller First-Year Fellowship Program. Kirstin is among the more than 25 Dartmouth alumni who have expressed interest in hosting one of the twelve First-Year Fellows who will spend the summer interning in Washington, DC.

As Kirstin puts it, “My experiences with the Rockefeller Center as a student had a direct impact on my career at and after Dartmouth. I became involved with the student discussion groups early on, which convinced me to pursue a Government major. Later, Rocky staff and resources helped me find two separate internships in Washington, DC, one of which led directly to a job after graduation. I owe a lot to the guidance I received from the Rockefeller Center.”

She has delayed graduate school in international relations until the fall of 2008 in order to return to the political scene in our nation's capital. Anticipating her graduate education, she is keeping her mind engaged academically by taking graduate courses at the USDA Graduate School, where she is currently enrolled in an *Introduction to Terrorism* class. She is also volunteering at organizations that are focused on international affairs.

Joshua Marcuse '04

“At my first job in Washington, DC, working on foreign policy analysis at the Council on Foreign Relations,” says Joshua Marcuse '04, “I realized that the excellent intellectual preparation I received at Dartmouth was only part of what I needed to be successful in the workplace.” His academic training, he says, needed to be “grounded by practical knowledge, useful skills, and hands-on experience,” which he got from the many opportunities offered by the Rockefeller Center.

As an undergraduate, Josh received a Class of 1952 internship grant to work at the Institute of National Strategic Studies. It provided him a valuable co-curricular link between his academic studies of international relations and his interest in pursuing a career in that field. His entrepreneurial spirit manifested in founding the *Dartmouth College Undergraduate Law Journal*, now the *Dartmouth Law Journal*, and raising funds to support and institutionalize it with help from the Rockefeller Center. During his senior year, Josh participated in the Rockefeller Leadership Fellows program to further develop his leadership skills, which have served him well beyond campus.

Currently the Vice-President of the Dartmouth Club of Washington, DC, Josh is also the President and founder of Young Professionals in Foreign Policy, a nonpartisan organization committed to fostering the next generation of America's foreign policy leadership. He returns to campus regularly to speak to the new Fellows and organizes events for the Washington, DC-based Civic Skills Training (CST) that the Rockefeller Center provides for students embarking on leave-term public service internships. “The CST and RLF programs are some of the most innovative and successful efforts I have seen to prepare young people to make a contribution to society.”

Josh is currently working for Booz Allen Hamilton, an international management and technology consulting firm, supporting the Office of the Secretary of Defense with the transformation of U.S. military capabilities.



APPLY NOW FOR SUMMER 2007

PUBLIC AFFAIRS/POLICY INTERNSHIP FUNDING & CIVIC SKILLS/INTERNSHIP TRAINING

Application Deadline: Thursday, May 3 · 4:00 PM · 203 Rockefeller Hall

Information & Applications: Center Resource Areas, <http://rockefeller.dartmouth.edu/students>, or Karen.Liot.Hill@Dartmouth.edu



New Hampshire's first-in-the-nation Presidential primary generates both excitement and learning opportunities for Dartmouth students every four years. As Presidential candidates started arriving in the state this winter, we at the Rockefeller Center were quick to partner with both the College Democrats and the College Republicans to host candidate visits. No matter what their political persuasions, all Dartmouth students share in the unique opportunity to engage with emerging leaders as they come to campus.

Personally and professionally, I enjoy the political season but acknowledge that New Hampshire's privileged status is part of a much larger system that aims to elect the best leader as President. During each election cycle, difficult questions are raised about whether according a small state with less racial and socioeconomic diversity than the nation as a whole such a prominent position serves the ultimate goal well.

In my opinion, the state's small population is in fact an advantage. If the more populous states had the earliest primaries, lesser-known candidates would have a difficult time competing, and the early election results might well be insurmountable for those who do not win. The issue of diversity is more compelling. If some candidates appeal differentially to different groups, and if New Hampshire's early primary makes its results unduly influential in the nominating process, then its privileged status may not be contributing to the best eventual outcome. Perhaps these concerns have been addressed, however, as contests in Nevada and South Carolina, as well as some larger states, will now be closer in time to the Iowa caucus and New Hampshire primary.

I confess that a bigger issue for me during this primary season is the exceedingly early start to the process and the planned televised debates from New Hampshire in the spring of 2007. While I have no objection to televising political events, the idea of putting the candidates next to each other so early in the campaign, to trade one-minute sound bites about complex policy issues, seems ill-advised.

One of the most interesting aspects of the New Hampshire primary is how much it depends on retail politics—events in small venues with each of the candidates away from the intense media circus of made-for-television events. I think the process actually helps develop the candidates for the national stage and is the best justification for continuing the state's first-in-the-nation primary role. Putting the candidates on television this soon runs the risk of our selecting the naturally telegenic before letting the process of retail politics do its good work.

There are many months between these televised debates and the New Hampshire primary. We would lose very little in waiting until the fall before distorting the campaign to accommodate nationally televised debates. What we would gain is an electorate that is enthusiastic about the political process rather than exasperated by it and candidates who had built their platforms in front of people, not cameras. We would also be advantaged by more time during which the media spotlight could be focused on the people actually governing in Washington.



Alumnus Profile: Ronald Schram '64

Behind every successful organization . . .

For over 30 years, Ronald Schram '64 provided integrated business and legal advice to non-profit health care organizations throughout the US, having founded the health care practice at the Boston law firm of Ropes & Gray. But his leadership wasn't isolated to the business world. He is a former trustee of Dartmouth College, the Dartmouth-Hitchcock Medical Center, Derby Academy, the New England Sports Museum, and most recently of the Central New England Chapter of the National Multiple Sclerosis Society.

In his parting speech to the Society's 2006 annual meeting, he harkened back to the beginning of his tenure as its Chair when he referenced Jim Collins' book titled *Good to Great*, which suggested that at the heart of great companies is a culture that rigorously finds and promotes "disciplined

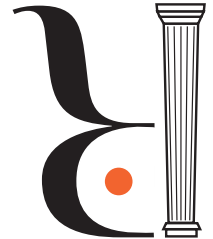
people to think and act in a disciplined manner." Ron recalled saying that the MS Society was a good organization but that it also faced serious challenges in meeting the needs of MS patients and their families. From his years of experience he understood that successful leaders know the impor-



tance of motivating people within the organization, so he appointed task force and charged it with developing a strategy to meet ambitious financial and programmatic goals that would make it great. As he stepped down from his leadership position, he was happy to report "the significant progress we have made in meeting our financial goals and developing new programs including those in care management, financial assistance, scholarship assistance, supporting children and young adults through discussion groups and programs like 'Kids Get MS Too,' long-term care, and advocacy."

Ron continues his service to Dartmouth by chairing the Rockefeller Center's Board of Visitors. He is utilizing his experience and talent to assure that the Center moves from a good organization to a great one in meeting its challenge to educate, train, and inspire the next generation of public policy leaders.

ROCKEFELLER CENTER
AT DARTMOUTH COLLEGE
6082 Rockefeller Hall
Hanover, NH 03755-3514



spring 2007 • public events

TUESDAY, APRIL 17
4:30 PM, 2 ROCKEFELLER HALL

CONGRESS TO CAMPUS SERIES

The New Congress: Implications for Public Policy and the 2008 Presidential Election

BARBARA KENNELLY (D-CT)

WILLIAM GOODLING (R-PA)

Co-sponsored with the Department of Government

THURSDAY, APRIL 19
4:30 PM, 3 ROCKEFELLER HALL

BROOKS FAMILY LECTURE SERIES

Mass Communication for the Masses: The Power of Weblogs

ANN ALTHOUSE

Professor of Law, University of Wisconsin

JOHN HINDERAKER '71

Partner, Faegre & Benson, LLP

JOE MALCHOW '08

ANDREW SEAL '07

ROGER SIMON '64

Founder/CEO, Pajamas Media

TUESDAY, APRIL 24
4:30 PM, FILENE AUDITORIUM
MOORE HALL

Report from Darfur: First Genocide of the 21st Century

NICHOLAS KRISTOF

Columnist, New York Times

Co-sponsored with The John Sloan Dickey Center

FRIDAY, MAY 4 AND SATURDAY, MAY 5
ROCKEFELLER HALL

2007 LAW DAY PROGRAM

Schedule available at website <http://rockefeller.dartmouth.edu/events>

Co-sponsored with the Dartmouth Lawyers Association and the Office of Alumni Relations

MONDAY, MAY 7
4:30 PM, 3 ROCKEFELLER HALL

ROGER S. AARON '64 LECTURE

Tortures Past and Present

KENNETH PENNINGTON

Kelly-Quinn Professor of Ecclesiastical and Legal History, The Catholic University of America

Co-sponsored with The John Sloan Dickey Center

THURSDAY, MAY 10
4:30 PM, COOK AUDITORIUM, TUCK SCHOOL
PORTMAN LECTURE IN THE SPIRIT
OF ENTREPRENEURSHIP

People-Centric Cultures Pay Big Dividends: Lessons from Great Companies

ANN RHOADES

Founding Executive Vice President of People, JetBlue Airways and President, People Ink

FRIDAY, MAY 11
4:30 PM, FILENE AUDITORIUM,
MOORE HALL

Under Pressure: The Future of Freshwater for People and Nature

SANDRA POSTEL

Founder, Global Fresh Water Policy

BRIAN RICHTER

Director, The Sustainable Waters Program, The Nature Conservancy

Co-sponsored with the Nature Conservancy

THURSDAY, MAY 17
4:30 PM, 3 ROCKEFELLER HALL
BERNARD D. NOSSITER '47 LECTURE

Iraq through a Camera Lens: A Photojournalist's Story

ANJA NIEDRINGHAUS

Photographer, The Associated Press

Please visit <http://rockefeller.dartmouth.edu/events/index.html> for updates and program details.