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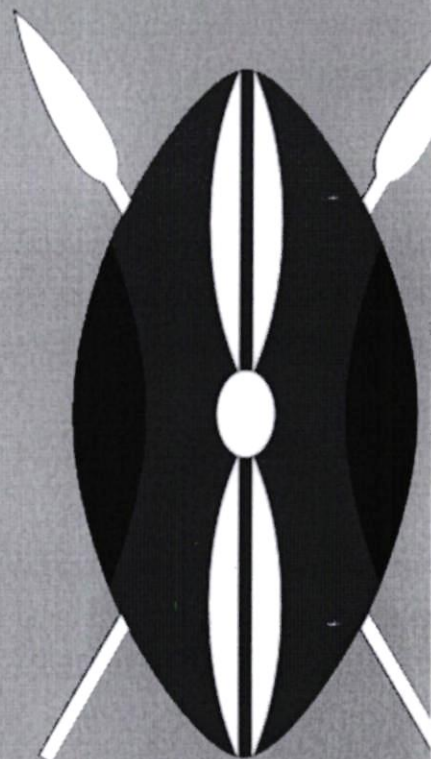
COUNTY
LEADERSHIP
INSTITUTE

**Kenya Transition & Change
Leadership Workshops
Concept ~ Proposal**

“Kenya ~ Pamoja Tunaweza (KPT)”

Presented by:
Henzlon K. Waithaka
March 2012

NATIONAL ASSEMBLY
RECEIVED
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SPEAKER'S OFFICE
P. O. Box 41643, NAIROBI.



Concept Proposal prepared by:
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28th March 2012

Hon. Kenneth Marende,
Speaker of the National Assembly,
P. O. Box 41842 – 00100,
Nairobi.

Dear Hon. Marende,

RE: Kenya Transition and change Leadership workshop concept-Proposal

We are at the initial stages of developing the above concept. We will appreciate to have an honest view on the concept from you. We are aware that you are more involved with the TOP leadership in our Country and its dynamics better than many of us and therefore you are privileged with knowledge commensurate with the advice that is necessary for the proposal to succeed.

In your opinion, do you think it is a worthwhile exercise to pursue and if yes, would you back it and partner with us to promote the concept to our leadership?

We are willing to discuss the matters further if you deem it appropriate and we are happy to enclose the concept proposal for your retention and review

Yours Sincerely,


Hon. K. Waithaka



Kenya Transition & Change Leadership Workshops Concept ~ Proposal -- Short Summary --

“Kenya ~ Pamoja Tunaweza (KPT)”

Our concept is to assist Kenyan initiatives in pursuing Vision 2030 within the new Constitutional framework. Elections conforming the new Country structure are pending in late 2012 / early 2013. A series of workshops were held by the Country Leadership Institute in Nakuru, Nairobi and Mombasa in February and March 2012 to prepare prospective candidates for Kenyan elections of President, Senate and 47 County Governors. Participants concluded there was a continuing need for leadership education and careful preparation in change and transition procedures. Our leadership workshop concept addresses this need with a proposal to hold a pre-election “Change Management” Workshop and two post-election “Transition Workshops.”

COUNTY LEADERSHIP INSTITUTE (CLI)

Our vision is to be the pioneering and leading consulting firm for county leadership training in the region with a mission to create awareness of the need for county government education at the Government and Corporate level in order to preserve human dignity and provide the capacity to overcome problems and pressures which can crush or exploit the Kenyan people by impacting innovation and technology.

The main objective of the organization is to disseminate the knowledge of county governance strategy in Kenya through discussion and practice. And the specific objectives are to:

- *Establish a common understanding on the conceptual framework of county government administration and the strategizing process,*
- *Share contextual experiences from different parts of the world helpful for identifying appropriate federal government administration strategies,*
- *Analyze different tools and techniques practiced by different countries for county governance on behalf of the citizen to attain their implementation of government policies,*
- *Develop future strategies to implement a capacity building program for the nation in county governance concepts and tools.*

CLI proposes to hold Pre and Post Election Workshops for current senior Kenyan public officials. The workshops would be centered on the peaceful election transition and change leadership requirements for moving Kenya towards a suitable infrastructure of government in support of Kenya Vision 2030 and conforming to the new constitution. The Workshops could be done as part of the general election preparations for transition and change in Kenya. Under the proposed structure CLI will oversee the Workshops Project and subsequently provide ongoing Leadership, offering a span of services while maintaining core competencies in the process of peaceful transition. CLI is led by a collective of experienced executives and consultants, whose complimentary abilities will lead to the successful execution of the proposed Workshop Project.

CLI is prepared to engage local government officials, Tribal leaders, business executives and community partners in order to identify the salient issues with change and transition and to enable a smooth peaceful evolution of the Kenyan political power structure within the structure of the new constitution and the pending election cycle. .

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INTRODUCTION

The Country Leadership Institute (CLI) is pleased to submit this proposal to the Government of Kenya. The proposed project is for CLI, (here after the “Contractor”) to provide support for a Transition & Change Management Workshop “Kenya ~ Pamoja Tunaweza” Project (hereafter “KPT Project”).

Our KPT Project ~ Transition & Change Leadership Workshop Facilitation Goals are to:

- 🌀 **Develop a Sense of Urgency:** Create the general awareness about why there is a need to enable peaceful “change” and transition.
- 🌀 **Building a coalition team:** Choose the people and leaders that will help to deploy and manage the change at all levels of the Kenyan government, the Tribes and the business community.
- 🌀 **Develop a clear vision:** Get the country and 47 Counties synched to enable the Kenyan Vision 2030 and strategy to deploy the constitutional change
- 🌀 **Communicate for buy-in:** Communicate, Communicate, Communicate, Communicate, Communicate, Communicate, and Communicate
- 🌀 **Empowering action to clear obstacles:** Remove political obstacles; open the door to receive constructive feedback and new ideas about the change in process. Reward and recognize progress and achievements. Encourage risk-taking activities.
- 🌀 **Create short term wins:** Develop in the short term some tangible benefits to get more acceptance to the pending structure and changes
- 🌀 **Consolidate gains and produce more change:** Persist, persist, and persist.
- 🌀 **Make change stick:** Reward all those who helped to make the change possible, Make the change language a usual term in leadership development.

The KPT Project is a continuation and further expansion of the successful workshops previously conducted and detailed below.

BACKGROUND INFORMATION ~ Empowerment Workshops

Nakuru: 27th February 2012

Nairobi: 1st March 2012

Mombasa: 5th March 2012 Workshops

The objective of the workshops was to provide a critical insight of the management of County Governments in Kenya. Additionally, the goal was to provide insight on how county governments relate to the National Government, collection of Taxes, allocation of revenue to the county, constituencies, budgets and budgetary controls, management of Human Resources, harnessing of knowledge, and capital resources as well as formulation of working committees, policies, law, and rules governing the County Government.

The workshop sought to empower those aspiring to be in County Governors, the National leaders and stakeholders before the implementation of the County Governments.

This was to ensure that we will make a well-informed decision when deciding which position to take, whom to choose and the responsibilities that are attached to each position and the expectations of the stakeholders.

The workshop gave a rare opportunity to interact with a State Senator, County Council Member, and a Superior Court Judge from the United States of America and hear from them how they have successfully managed their counties and the challenges and benefits of County Governments. The Leadership portions were taught by a former Senior Faculty member of Harvard Business School, now Senior Associate Dean of IE University in Madrid, Spain.

Key Proposal Points of Contact:

Henzlon K. Waithaka ~ Country Leadership Institute

Johann A. Clendenin ~ Professor, IE University

Key Partners:

Kenya Government (Executive, Legislative, Judicial)

Kenya Chamber of Commerce

International Support

KPT Project ~ Concept Proposal Outline

(Upon approval and support of the concept, a detailed KPT Project Plan for funding and implementation will be developed.)

Strategic Direction

Background: Kenya is pursuing their Vision 2030 and has created a new Constitution. Elections conforming the new Country structure are pending in late 2012 / early 2013. A series of Workshops were held by the Country Leadership Institute in Nakuru, Nairobi and Mombasa in February March 2012 to prepare prospective candidates for Kenyan elections of President, Senate and 47 County Governors.

Concept of Operations

General: To hold Pre and Post Election Workshops for current senior Kenyan public officials. The workshop would be centered on the peaceful election transition and change leadership requirements for moving Kenya towards a suitable infrastructure of government in support of Kenya Vision 2030 and conforming to the new constitution. Multicultural leadership traits, principles and practices will be introduced as well as techniques for complex decision making under uncertainty. Internationally prominent leaders will give perspectives on change management and transition.

Timeframe: Summer 2012 and Spring 2013

Organizational Structure

Invited Speakers & Panel: Six Panelists, who deliver keynotes (Two each Day) in the morning and conduct Panel Discussions in the afternoon Sessions.

Proposed Attendees:

- ☞ Prospective Governors
- ☞ Prospective Senators
- ☞ County Representatives
- ☞ Members of Parliament
- ☞ Executives and Managers in various companies
- ☞ Top government officials and stake holders

Proposed Speakers:

- ☞ Former U.S. Ambassador Gary Cooper – Mobile, Alabama
- ☞ Kenneth Powell – President HBS African-American Alumni – NYC, NY
- ☞ Dr. Andy Zelleke ~ Harvard Kennedy School of Government - Center for Public Leadership
- ☞ Stephen Greyser ~ Professor Emeritus, Harvard Graduate School of Business

- ☎ Reggie Van Lee ~ Executive Vice President, Booz Allen Hamilton where he leads the firm's healthcare business and its not-for-profit business. NYC, NY
- ☎ Raymond McGuire ~ Citibank, Head, Global Banking, Institutional Clients Group, NYC, NY
- ☎ Vera Grant ~ Executive Director, Harvard Dubois Center for African & Caribbean Studies
- ☎ Stacey Plaskett ~ Attorney, U.S. Virgin Islands Economic Development Commission (EDC).
- ☎ David Thomas ~ Dean, Georgetown Business School, Professor of Organizational Behavior.
- ☎ Zoran Jolevski ~ Macedonian Ambassador to the United States
- ☎ Kofi Appenteng ~ Partner, West Africa Fund
- ☎ Senator Usie Richards ~ President of the 27th Legislature of the U.S. Virgin Islands

Proposed Partners:

- ☎ KNCCI ~ The Kenya National Chamber of Commerce and Industry (KNCCI), is a NON-PROFIT, autonomous, private sector institution and membership based organization to protect and develop the interest of the business community. The KNCCI has a countrywide outreach with 68 branches; it works in close collaboration with the government, stakeholders and business development organizations internationally. It is an affiliate member of the international Chamber of Commerce and Industry (ICC).
- ☎ UNON ~ UN's African headquarters in Nairobi is the global headquarters of the United Nations Environment Programme (UNEP) and the UN Programme for Human Settlements (UN-Habitat), and a rapidly expanding regional development hub. The UN's diverse functions in Nairobi is fulfilled with the support of an efficient and proactive administrative hub - the United Nations Office at Nairobi (UNON), which since 1996 has been providing the offices of UNEP, UN-Habitat and other key agencies with vital administrative and technical support services

Workshop Director: H. Waithaka

Workshop Moderator: J. Clendenin, Senior Associate Dean, IE University

Workshop Facilitator: Dr. Magdalena Wojcieszak, Professor, IE University

Requirements Planning

Venue: Mombasa Continental Resort

General Dates / Timeframe: Two Workshops, Pre-Election (Change Leadership) and Post Election (Transition Leadership)

Execution

Funding Requirements & Budget: Approx: \$1,500,000.00 USD

Proposed: Speakers ~ Kenya Leadership Workshop

Workshop Moderator:

John A. Clendenin

Mr. John A. Clendenin is Founder, President & CEO of Inner Circle Logistics, Inc. internationally based on St. Croix in the U.S. Virgin Islands. The company operates as the Inner Circle Group (ICGroup), with several divisions that focus on the different aspects of corporate strategic operations.

John started the company while on leave from the senior faculty of Harvard Business School. While a professor at Harvard, he served as a member of the National Research Council's Committee on Supply Chain Integration, which produced *Surviving Supply Chain Integration, Strategies for Small Manufacturers*. He has also served as adjunct faculty at Washington University in St. Louis and the University of Chicago. John is currently a Distinguished Visiting Professor at IE Business School in Madrid, Spain. He was appointed in January 2011 and serves as Senior Associate Dean for Graduate Programs at IE University.

John specializes in the areas of multicultural leadership, executive coaching, quality, benchmarking, transportation and logistics competitiveness, supply chain optimization and business process management. He was first selected for listing in *Who's Who in the World* in 1995 and in *Who's Who in Science and Engineering* in 1998. He has conducted trade facilitation missions to Japan, Mexico, The Balkans and South East Europe. He is currently developing multicultural leadership workshops in Kenya.

Clendenin, a sixth generation "Crucian" native of St. Croix, has been initiating the development of the island into a premier World Trade Center for International Trade Facilitation and Electronic Data and Document management. ICGroup's technology expertise will enable global flexibility, customer driven business insight and ICT infrastructure security as to path to an increasingly global information and knowledge society. ICGroup is headquartered in St. Croix and has been granted special tax benefits by the US Virgin Islands' Economic Development Commission.

John's background includes a career of 38 years in the active and reserve forces of the United States Marine Corps where he was a Field Grade Officer in Telecommunications Management. John has graduate degrees in Psychology, Communications Engineering and Business Administration. While in New York, John was a candidate in the NY 28th District for the U.S. Congress. He was appointed to chair the New York Governor's School and Business Alliance and was Chair of the Judicial Advisory Council, New York Seventh Judicial District. He has served on the Foundation Board of the State University of New York, College at Fredonia, and on numerous corporate boards. John competed internationally as a U.S. athlete and coach in multiple sports. He has an avocation in sports psychology and was a team member of the silver medal winning 1984 Olympic Modern Pentathlon Team. He continues to coach, counsel and

Modern Pentathlon Team. He continues to coach, counsel and mentor professional and "Corporate" athletes and is a Leadership Consultant for Element K Corporation in developing corporate training courses and materials.

He is a member of MENSA, the New York Academy of Science, the International Society of Sport Psychology, the American Legion, the advisory Board of RedTech, Inc in Shanghai, China, the Board of Directors of the Crucian Heritage and Nature Tourism, Inc. (CHANT), The Society of Caribbean Artists (SOCA), the St. Croix Marine Corps Association, and a Trustee of St. Patrick's Alumni Association. He was elected in 2012 as a delegate to the GOP Presidential Convention as will serve as Chief of Delegation. He lives (and "Tweets") in St. Croix, USVI with his wife Bonnie. They have three grown children, Trevor, Stacy and Ryan, and one grandson, Tristan.

Confirmed Interested Speakers

Ambassador Jerome G. Cooper – Retired

Ambassador J. Gary Cooper (Major General United States Marine Corps, Retired) is currently the Chairman of the Board and Chief Executive Officer of Commonwealth National Bank. He serves on the Board of GenCorp, USX, Protective Life Corporations and PNC Financial Service Group, Inc.

In 1994, President Clinton selected J. Gary Cooper, a military, government, and business leader, as the first African American to serve as the United States Ambassador to Jamaica. Upon Senate confirmation, Mr. Cooper presented his credentials to the Governor General of Jamaica on November 4, 1994. Ambassador Cooper returned to his home in Mobile, Alabama in December 1997.

From 1992 to November 1994, Ambassador Cooper was the senior vice-president of David Volkert and Associates, a regional engineering and architectural firm. Mr. Cooper also served as vice president of David Volkert from 1981 to 1989.

President Bush, in 1989 appointed, and the US Senate confirmed, Cooper as the Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and the Environment. He participated in the planning of Operation Dessert Storm. He served throughout the Bush Administration.

In 1978 the Governor of Alabama appointed Mr. Cooper Commissioner of the Alabama State Department of Human Resources. In this Cabinet position, Commissioner Cooper managed a staff of over 4,000 and the largest agency budget in the State of Alabama.

From 1973 until his selection as Commissioner, Mr. Cooper served in the Alabama State Legislature. He was one of the first African Americans since reconstruction elected from Southern Alabama.

From 1958 to 1970, Cooper was an active duty Marine Corps officer. During his acclaimed military career, he reached the rank of Major General, and earned the Distinguished Service Medal, Legion of Merit, Bronze Star, two Purple Hearts and the Republic of Vietnam Gallantry Cross with Palm, Silver and Bronze Stars. In Vietnam, he became the first African American officer to lead an infantry company into combat in Marine Corps history and later command a Marine reserve unit. He was promoted to Major General in 1988, and returned to active duty as Director of Personnel, Headquarters, United States Marine Corps.

As a private citizen, from 1970 on Ambassador Cooper served as Director and Corporate officer of his family's seventy-old insurance company and funeral home. In 1976, joined by other distinguished local citizens, Ambassador Cooper founded Alabama's first and only minority owned and operated National Bank. Commonwealth National Bank continues to serve Southern Alabama.

Ambassador Cooper has served on the Boards of Talladega College and Spring Hill College. His public service has been recognized by the NAACP, B'Nai Brith, the City of Mobile, AL, the Secretary of the Navy, the University of Notre Dame, and the Omega Psi Phi Fraternity.

The Ambassador is a graduate from the University of Notre Dame. He was a graduate of the SMG (Senior Management Graduate) program for Senior Executives in Government at Harvard University in 1979. In 2003, he attended the Directors' Education Institute at Duke University's Fuqua School of Business. Alabama's Troy University in 1990 awarded him an Honorary Doctorate of Law.

The Ambassador is married to Beverly Martin Cooper of Richmond, Virginia, Director, Institutional Advancement at the Alabama School of Mathematics and Science and a transportation and health care consultant. He is the father of three children, Patrick, a graduate of Yale Law School; Joli, a graduate of Wharton School of Business; and Gladys Shawn, a former Marine Corps Officer and graduate of the J. L. Kellogg School of Business.

James I. Cash

James I. Cash, Jr., Emeritus James E. Robison Professor of Business Administration, Harvard Graduate School of Business, Boston, Massachusetts. Director since 1997. A graduate of Texas Christian University with MS and PhD degrees from Purdue University, Dr. Cash joined the faculty of Harvard Business School in 1976, where he served as chairman of the MBA program from 1992 to 1995, and served as chairman of HBS Publishing from 1998 until 2003. Dr. Cash retired from the Harvard Business School faculty in 2003. Dr. Cash is also a director of The Chubb Corporation and Wal-Mart Stores, Inc. He serves as a trustee of the Bert King Foundation, on the board of the National Association of Basketball Coaches Foundation, on the Advisory Council for the Smithsonian National Museum of African American History and Culture and on the

advisory board of the Met Fund. Dr. Cash also served as a director at Microsoft, Inc., Scientific-Atlanta, Inc. and Phase Forward, Inc. during the last five years

Vera Ingrid Grant

Vera Ingrid Grant is Executive Director of the W. E. B. Du Bois Institute for African and African American Research at Harvard University (on leave 2011-12), where she personally directs both the Fellows Program and the Rudenstine Gallery.

She is currently working on a research project in Modern European History on Transnational Race in the U.S. Occupation Zone in Germany, 1918–1923. Her MA, former Ph.D. Candidacy, and further graduate work in Modern European History was at Stanford University; Her BA in both History and Art was at CCNY and the CUNY Grad Center. She was the Associate Director of the Program in African and African American Studies at Stanford from 2001 to 2007, where she taught courses on Black Feminisms, Black Europe, Paris Noir, the Trajectories of Jim Crow, and Art in Bits, and designed and led faculty and student expeditions to Paris, Belize and NYC.

Grant spent a year on a Fulbright Grant at the Universität Hamburg, Germany, She returned to Europe last spring for a series of lectures on "the Interrogation of Race and Gender in 20th C. Images and Texts in Germany" that she presented in Bonn, Germany and Basel, Switzerland. She also presented recent lectures at Vanderbilt, BU, Harvard, the 2010 MAASA conference at KU, and the Italian Embassy in Boston, and previously at the CAAR conference at the Westfälische Wilhelms-Universität in Münster, and the BEST conference at the Friedrich-Meinecke-Institut (FMI) in Berlin.

Grant is a novelist, a mixed media and graphic artist, and has several articles and short stories now in publication. She is also a 2011-12 Visiting Scholar at the Center on Intersectionality and Social Policy at Columbia Law School, Columbia University.

Senator Usie Raymond Richards

Usie R. Richards was born to the late Verne I. Richards and Ernestine S. Lenhardt Richards on January 12, 1956. Usie Richards is married to Beverly Henry, and the father of Amarae, Nneka, Nailah, and Askia. He attained a catholic education at both St. Patrick's School and St. Joseph High School, which he completed in 1973. In his pursuit of higher education Usie Richards began his studies at Fisk University in Nashville, Tennessee, in August of 1973. In January of 1974 he became one of the first students to enroll in a dual university program offered at Meharry Medical College. In May of 1977 he graduated from both Fisk University and Meharry Medical College with a B.A. and Certificate in Health Care Administration and Planning.

He was elected to public office in 1988 to the St. Croix District Board of Elections and served as that Board's Chairman from 1989 to 1991. Richards served three 4-year terms on the Boards of Elections and also was Chairman of the Virgin Islands Joint Boards of Elections for 10 ½ years of the 12 years he served the Election System of the Virgin Islands. As an active member of the Independent Citizens Movement Party, he served three terms as the Chairman of the Territorial Committee of the ICM party.

As a freshman Senator in the 25th Legislature he served as Minority Leader and Coordinator of the St. Croix Legislative Caucus. As a re-elected Senator of the 26th Legislature, Usie Richards served as Secretary of Intergovernmental and Territorial Affairs. The distinguished Senator Richards served as President of the 27th Legislature. While President, he also served on the Governing Board of the Council of State Governments and an Executive Committee member of the Council of State Governments-Eastern Regional Conference. During the 28th Legislature, he once again held the title of Minority Leader and also chaired the Committee on Labor and Agriculture. In 2008 he was re-elected for a third-term as an At-Large Representative to the National Black Caucus of State Legislators (NBCSL) Executive Committee.

He is a former Vice-President of the St. Croix Parent, Teacher & Student Council and currently President of the Virgin Islands Basketball Federation. He served for two years as the Secretary-General of the Caribbean Basketball Confederation before he was elected as its current President. He is a member of the Central Board of the International Basketball Federation (FIBA) for the Americas; he held the position of President of the Permanent Commission on Legal Matters, Statutes and Internal Regulations for FIBA Americas; currently the first Vice-President of the Central American and Caribbean Basketball Confederation (CONCECABA) and a member of International Basketball Federation's (FIBA) Commission on Legal Matters.

Determined to return home, he began his professional career on September 27, 1977 at the Virgin Islands Department of Health, with the Bureau of Health Planning and Resources Development, as a Health Plan Developer II. He worked at the Department of Health until 1995, when he left as the Assistant Director of Health Planning for the Bureau of Health Planning and Statistics. In 1995 he joined the Legislative Branch as a Planner with the Committee on Health and Government Operations and has also held the position of Special Assistant/Researcher in the 24th Legislature.

Reggie Van Lee

Reggie Van Lee is an Executive Vice President with Booz Allen Hamilton where he leads the firm's healthcare business and its not-for-profit business.

Mr. Van Lee has deep expertise in building the organizational capabilities that make his clients resilient to potential shocks to mission accomplishment and growth. For 27 years, he has helped numerous private and public sector organizations transform to better achieve their missions and assisted in driving growth in not-for-profit organizations and foundations. Prior to Booz Allen, he worked as a research engineer.

Mr. Van Lee has co-authored a number of articles on the topic of strategy implementation. These articles have appeared in publications such as The Journal of Business Strategy and Business Horizons. He developed an innovative, integrated tool kit of management techniques to help leaders realize new strategies and institutionalize existing strategies. He is the co-author of the book, "Megacommunities- How Leaders of Government, Business and Non-Profits Can Tackle Today's Global Challenges

Together.” He has appeared on ABC-TV’s “World News This Morning” and CNBC, and co-led the Urban Enterprise Initiative with the William Jefferson Clinton Foundation, where he focused on driving enhanced competitiveness to small businesses in Harlem. He is a founding member of the Clinton Global Initiative.

Mr. Van Lee’s many recognitions include the Black Engineer of the Year Award, the Joseph Papp Racial Harmony Award from the Foundation for Ethnic Understanding, New York University’s C. Walter Nichols Award for outstanding community service, and the prestigious Spirit of Cabrini Award from the Cabrini Mission Foundation. In addition, Consulting magazine named Mr. Van Lee as one of the Top 25 consultants in the world. He has been recognized as one of New York’s Finest Philanthropists and as one of the 2009 Washington Minority Business Leaders by the Washington Business Journal.

Mr. Van Lee serves as Chairman Emeritus of the board of the Evidence Dance Company, Chairman of the Board of the New York International Ballet Competition and a Trustee of the Studio Museum in Harlem. He was appointed by President Obama to the President’s Committee on the Arts and the Humanities and is a member of the MACS AIDS Fund Board. He is also a member of the Executive Leadership Council, Chairman of the Board of the Washington Performing Arts Society, Co-chair of the Board of Trustees of the Howard Theatre Restoration Project, Chairman of the Board of the National CARES Mentoring Movement and a Cabinet member of Habitat for Humanity International’s Global Capital Campaign.

Mr. Van Lee holds an MBA from the Harvard Business School as well as M.S. and B.S. degrees from the Massachusetts Institute of Technology.

Stacey Plaskett, Esq.

Attorney Stacey Plaskett is General Counsel at US Virgin Islands Economic Development Authority. She has been Deputy General Counsel at AmeriChoice, and Senior Counsel to Deputy Attorney General at U.S. Department of Justice She is a graduate of Georgetown University and the American University, Washington College of Law.

David A. Thomas

David A. Thomas is Dean and William R. Berkley Chair of Georgetown University’s McDonough School of Business. A recognized thought leader in organizational behavior and strategic human resource management, Dr. Thomas’ research focuses on issues related to executive development, cultural diversity in organizations, leadership, and organizational change.

Prior to his appointment at Georgetown University, Dr. Thomas was the H. Naylor Fitzhugh Professor of Business Administration at Harvard Business School, where he directed the school’s Organizational Behavior Unit. He also served as senior associate dean and director of faculty recruitment at Harvard; led its business school’s required

first-year MBA course, Leadership and Organizational Behavior; and held the position of faculty chair for several executive education programs. Prior to joining the faculty at Harvard in 1990, Dr. Thomas was an assistant professor of management at the Wharton School of Finance at the University of Pennsylvania.

Dr. Thomas has co-authored two books—*Breaking Through: The Making of Minority Executives in Corporate America* (Harvard Business Press, 1999) and *Leading For Equity: The Pursuit of Excellence in Montgomery County* (Harvard Education Press, 2009)—and more than 60 case studies and articles for leading academic journals and practitioner publications.

In addition to being widely published, Dr. Thomas has been recognized with a number of prestigious awards, including the Executive Development Roundtable's Marion Gislason Award for Contributions to the Theory and Practice of Executive Development. He recently received the Administrative Science Quarterly Scholarly Contribution Award for the article that had the most impact on the field in the last five years. He also earned the George R. Terry Award from the Academy of Management for the most outstanding contribution to the advancement of management knowledge for his book, *Breaking Through: The Making of Minority Executives in Corporate America*.

Dr. Thomas received a Bachelor of Arts in Administrative Sciences and Master and Doctor of Philosophy degrees in Organizational Behavior from Yale University. He also holds a Master of Arts in Organizational Psychology from Columbia University.

Stephen A. Greyser

Stephen A. Greyser is the Richard P. Chapman Professor of Business Administration (Marketing/Communications) Emeritus at Harvard Business School, where he specializes in brand marketing, advertising/corporate communications, sports management, and nonprofit management. A graduate of Harvard College, he received his MBA and DBA degrees from HBS, where he was the Chirurg Advertising Fellow. Since 1958, he has been active in research and teaching in marketing at HBS. His longtime association with the Harvard Business Review included five years as an editor and research director, and subsequently as Editorial Board Secretary and as Board Chairman. At Harvard College, he is a Trustee of WHRB, a Faculty Associate of Winthrop House, and a past director of the Harvard Alumni Association; he was also a member of the Harvard Professional Sports Panel advising Harvard undergraduates considering professional sports careers. He is a Hauser Center Faculty Fellow at Harvard's Kennedy School. He delivered the invited 2003 Commencement Day address, "A Look at Your Inner Mirror" for Harvard's Extension School. For eight years (to 1981) he was also Executive Director of the Marketing Science Institute, a nonprofit research center which he continued to serve as a Trustee and now on the Executive Directors Council; he is the charter member of MSI's Hall of Fame. In 2005, Boston Latin School, the nation's oldest (1635) public school, named him its Distinguished Graduate of the Year, an honor previously bestowed (among

others) on Leonard Bernstein, Theodore White, Sumner Redstone, and Cardinal John Wright; he delivered part of his speech in Latin.

He is responsible for sixteen books and monographs; is a frequent contributor to journals on marketing, advertising, and business/consumer attitudes (including 15 HBR articles and two lead articles in the *Journal of Advertising Research*), and has published some 300 Harvard case studies. His views on corporate advertising were the subject of full-page ads in *The Wall Street Journal's* 1996-97 advertising campaign. He was named one of marketing's "outstanding thought leaders" in a 1975 poll for the American Marketing Association's *Marketing News*. In 1990 he was selected as the university-wide annual Harvard lecturer in India by the Harvard Clubs of India, the first HBS professor so honored. In 1993 he was elected Fellow of the American Academy of Advertising, honoring his career-long contributions to advertising and advertising education. In 2009, the Institute for Public Relations honored him with its award for "lifetime contributions to public relations education and research" for his work in corporate communications. In 1996, he delivered an invited address on corporate reputation at the House of Lords, and in 1998 delivered the first Lord Gould Memorial Lecture in London, on "Advancing and Enhancing Corporate Reputation," published in *Corporate Communications* (1999).

His co-authored *California Management Review* articles with John Balmer explored "The Multiple Identities of the Corporation" (2002) and "Aligning Identity with Strategy" (2009). He wrote "Learning from Reputational Crises" (2005), "Insights into Brand Crises" (2007), and "Corporate Brand Reputation and Brand Crisis Management" (2009). He and Balmer co-authored *Revealing the Corporation* (2003) on corporate identity, image, and corporate branding, and a comprehensive overview of corporate marketing (*European Journal of Marketing*, 2006). They also co-edited "Corporate Marketing and Identity: Reflections and Directions," a special issue of *Management Decision* (2009). With Balmer and Mats Urde, he co-authored a pioneering research report on "Monarchies as Corporate Brands" (2004), and subsequent articles on corporate communications for monarchies (*European Journal of Marketing*, 2006), and branding for monarchies (*Journal of Brand Management*, 2006), for which they interviewed the Royal Family of Sweden. They also published "Corporate Brands with a Heritage" (*Journal of Brand Management*, 2007), developing a new category of brands.

Professor Greyser's marketing and advertising books include *Advertising in America: The Consumer View* (with Raymond A. Bauer), a study of the public's attitudes toward advertising; three editions of *Cases in Advertising and Communications Management*; several casebooks and other volumes in marketing; and the co-authored *Managing Cooperative Advertising: A Strategic Approach*, the first managerially-oriented treatment of this topic. He also developed the HBR reprint series *Advertising: Better Planning, Better Results*. He co-edited *Improving Advertising Budgeting* (1999). He has conducted major surveys of executive opinions on advertising and on consumerism for articles in HBR. He has also published on new technologies in advertising, irritation in advertising, comparison advertising, and a monograph on "tombstone" ads. In addition, he has been a leading commentator on advertising's public policy dimensions, having twice been invited to address the Federal Trade Commission on advertising's social impacts. His

papers include "Some Reflections on The Evolution of Marketing and Public Policy" (1993), "The Information Superhighway: Big Vision, Small Lens" (1993), "Historical Perspective on the Critique of Marketing" (1994) at The Value of Marketing Conference, "Assessing Cause-Related Corporate Do-Gooding" (1995), "Janus and Marketing: The Past, Present, and Prospective Future of Marketing" (1997), and the published and videotaped 20th anniversary interview with Theodore Levitt on "The Globalization of Markets" (2004). His public service in the advertising field includes two terms as a public member of the National Advertising Review Board, the industry's self-regulatory vehicle. He served on the Advertising Hall of Fame Selection Committee, and was a member of the board of judges for ARF's Ogilvy Award for excellence in advertising research. His 2005 paper for ARF interpreted the roles of research on the effectiveness of Ogilvy Awards' marketing communications campaigns.

Professor Greyser has worked for over 30 years interpreting consumerism's impacts on marketing for both the business and public policy communities. Two Mobius articles treated the continuing challenges of consumerism and consumer issues of the '90s. Earlier, he co-directed the Sentry study of Americans' attitudes on consumerism and edited the HBR volume Understanding and Meeting Consumerism's Challenges.

He conceived and developed the HBS elective course on the "new" Corporate Communications, exploring business efforts to influence its many external constituencies, particularly through the media. This has involved over 40 new case studies and articles on business-media relations, crisis/issues management, corporate identity and images, investor relations, changing roles for public relations/public affairs, sponsorship, and corporate reputation (the topic of his 1992 invited presentation to the Arthur W. Page Society and of a 1995 article in Reputation Management.) He co-developed the Strathclyde Statement on Corporate Identity (1995), an international academic-practitioner initiative on the subject. His presentations on "Authenticity and Reputation" (2008) and "On Authenticity, Trust, and Reputation" (2009) built on the Page initiative on corporate authenticity.

In his role as MSI's Executive Director, his commitment to bringing together business and academic research in marketing was reflected in several articles on making academic research more effective for marketing management. He also co-authored Marketing Research and Knowledge Development: An Assessment for Marketing Management, based on the AMA Commission study (which he co-chaired) of this topic. A subsequent book chapter revisited knowledge development in conjunction with an AMA re-examination of the subject.

Professionally he has been active with many organizations in the marketing field. He has served as a national Director of the American Marketing Association and Chairman of its Publications Board, on the Advisory Council of the Association for Consumer Research, and as Past President and Chairman of the American Academy of Advertising, the national association of advertising educators. He was the first academic on the board of the Advertising Research Foundation, and the first academic to serve as a director of the

Advertising Educational Foundation, for which he also chaired its Academic Advisory Committee. He was a trustee of the SOCAP Foundation, and is a member of the Market Research Council. In addition, he has been a member of the Editorial Board of the Journal of Marketing, of Marketing and Public Policy, of the AMA management and application journal, Marketing Research, of the AMA's Marketing Management, and the European-based Marketing Management and International Journal of Sports Marketing and Sponsorship. He twice served as chairman of the Penney Consumer Issues Forum and chaired the Senanque Marketing Seminar (France).

Professor Greyser is a longtime contributor to the nonprofit management field. He was a founding faculty member and research director of Harvard's Institute in Arts Administration. He co-authored Cases in Arts Administration, edited a Harvard University Press collection of international perspectives on Cultural Policy and Arts Administration, and wrote several articles on better marketing of the arts and social programs. He was founding chairman of the Trustees Marketing Committee for the Museum of Fine Arts (Boston) of which he is an Overseer, and has served on the Getty Trust's Advisory Committee for the Museum Management Institute. He has spoken to the Association of Art Museum Directors on leadership training, and to the Museum Trustee Association. He was also an Overseer of WGBH, and is a Trustee of The Sports Museum (Boston). He has co-chaired the HBS Executive Education leadership seminar for nonprofit CEOs/COOs.

Professor Greyser has served on numerous corporate and nonprofit boards. He is past national vice-chairman (1991-3) and a director of the Public Broadcasting Service (the U.S. non-commercial television system), for which he chaired the Public Television Task Force on Future Funding in 1991. Until their sales, he also sat on the boards of Doyle Dane Bernbach, Restaurant Associates, Gruntal & Co., Opinion Research Corporation, and Tonka (toys). His consulting and executive teaching activities include work both in the U.S. and overseas in marketing, advertising, public relations, publishing and broadcasting, sports management (including relationships with the NBA and the Boston Red Sox) and the management of nonprofit organizations. He spoke on nonprofit governance for the NACD in Boston. He is also alumni association past president of the Boston Latin School; he chaired its 350th anniversary celebrations. For his Harvard class he has been responsible for nine published reunion class reports, and has co-authored forty years of quinquennial surveys of classmates' attitudes and behaviors, and the 2006 essay "Oh The Changes We've Seen," comparing the Harvard classes of 1856, 1906, and 1956. He has co-authored analogous surveys for HBS '58 reunions.

He conceived and developed the HBS MBA elective course "The Business of Sports," reflecting his lifelong fandom and longtime business involvement in sports. The course has generated over 25 new cases. He is co-author of a cases and text volume on The Business of Sports (2006). In March 2006, HBS Working Knowledge published his "Winners and Losers at the Olympics," a treatment of Olympics-based marketing and endorsements. He also organized 2006 seminars on "The Business of Olympics" and "Fifty Years of Change in Intercollegiate Athletics." He co-authored an article on

ambush marketing (Journal of Advertising Research, 2005), and on internal company use of sponsorship (HBR, 2007). For Harvard China Review, he organized, moderated, and spoke at 2006 and 2008 seminars on "Sports in China," and presented "The Branding of China: Beijing 2008" (the role of the Olympics in branding a nation). He has also been on the selection committee for the Boston Red Sox Hall of Fame, and wrote their 30th anniversary souvenir pamphlet for "The Impossible Dream" 1967 pennant-winners. He was a board member of the BoSox Club, a Red Sox booster organization. He is a former sports broadcaster of three sports, and a radio-TV producer, including a Red Sox pregame fan quiz program for seven years.

He is a frequent speaker, television panelist, and commentator on advertising, consumer marketing, sports management, crisis communications, and consumer issues both in the U.S. and abroad. His views on the meaning of the Olympics for China were seen by millions in China on CCTV after the 08/08/08 Opening Ceremonies.

His most recent HBS MBA teaching assignments included electives on Corporate Communications and The Business of Sports. He also has taught executive education sessions in the two HBS nonprofit management and governance seminars, and in "Managing Brand Meaning," as well as at Harvard Divinity School on branding for faith-based entities and at the Education School's Media and American Democracy program on the impacts of media ownership on content. He supervises HBS MBA field studies and is faculty advisor to its Business of Sports Club. He teaches the Business of Sports at Harvard's Extension School and formerly in Harvard Law School Professor Weiler's Sports and the Law course. Known as "the Cal Ripken of HBS," in over 40 years of teaching, he has never missed a class.

Kenneth Powell

Ken Powell is a Career Management Consultant at Right Management with principal focus on the Key Executive Services practice in New York.

His experience working with top management spans more than 30 years in business management, finance, marketing, and consulting and recognized leadership expertise in business, military, and the community. At McKinsey and in his private consulting practice, he has led engagements in strategic planning, new product and business development, organizational development, and management of information, materials, real estate, and diversity, across a number of industries, including chemicals, business equipment, consumer marketing, financial services, airlines, entertainment, information, electronics, insurance, health care, and not for profit. Ken has also served as a Vice President at Chase Manhattan Bank and at Marine Midland Bank (now HSBC, Hong Kong Shanghai Bank).

In addition to holding a Bachelor's Degree in mathematics from Howard University, he holds an MBA in finance from Harvard University. Active in the community, Ken has served as President of the Harvard Business School Association and of the Harvard Business School Club of Greater New York, where he is a current life board member. He

is currently President of the Harvard Business School African-American Alumni Association and serves as Vice President of the Board of Managers for the Harvard Club of New York. Formerly, he has served on the boards of the Inwood House, Jobs for Youth, and Safe Horizon, three leading New York City not for profit organizations. He is an Army Lieutenant Colonel (Ret.) and is named in Who's Who among Black Americans.

Not yet confirmed

Kofi Appenteng, Esq.

Kofi Appenteng is a partner in the West Africa Fund, a private equity fund focused on investing in the West African Region. Prior to co-founding the West Africa Fund, Mr. Appenteng was a partner at the New York City law firm of Thacher Proffitt & Wood, where he had a general corporate practice and was a member of the firm's Corporate and Financial Institutions Practice Group.

Mr. Appenteng is a member of the boards of directors of the Africa-America Institute (Chair); the Community Service Society of New York (Vice Chair); the Ford Foundation; the Instituto de Empresa Fund, Inc; and the University of Cape Town Fund, Inc. He is also a Trustee Emeritus of Wesleyan University, a member of the International Advisory Board of the Instituto de Empresa and a Life Member of the Council on Foreign Relations.

Born in Ghana, West Africa, Mr. Appenteng attended preparatory and public schools in England before coming to the U.S.A. in 1977 to attend Wesleyan University. Mr. Appenteng graduated from Wesleyan University with a B.A. in 1981 and he received a J.D. from Columbia University School of Law in 1984.

Deborah C. Wright

Deborah C. Wright is Chairman, President and Chief Executive Officer of Carver Bancorp, Inc. and Carver Federal Savings Bank – February 2005 to present. Carver Bancorp, Inc. is the holding company for Carver Federal Savings Bank, the largest black owned bank in the U.S. and possible the first to reach a \$1 billion in assets. Previously, Ms. Wright was President & CEO of the Upper Manhattan Empowerment Zone Development Corporation, a position she from 1996 to 1999. She also served as Commissioner of the Department of Housing Preservation and Development under Mayor Rudolph W. Giuliani from January 1994 through March 1996. Previously, Ms. Wright was named by Mayor David N. Dinkins to the New York City Housing Authority Board, which manages New York City's 189,000 public housing units.

Ms. Wright serves on the boards of Kraft Foods Inc., Time Warner Inc., the Children's Defense Fund and the Partnership for New York City. She is a member of the Board of Overseers of Harvard University and a member of the Board of Managers of the Memorial Sloan-Kettering Cancer Center.

Ms. Wright earned her bachelor's, Masters in Business Administration and Juris Doctor degrees from Harvard University.

Raymond McGuire

Raymond McGuire is Citi's Head of Global Banking, which includes Corporate and Investment Banking. He is based in New York. Mr. McGuire is a member of the Institutional Clients Group Executive Committee and the Institutional Clients Group Business Practices Committee. Mr. McGuire has advised on transactions valued at more than \$250 billion, including representing Time Warner in its separation of Time Warner Cable (\$45.0 billion); Conoco Phillips Co.'s (\$36.0 billion) acquisition of Burlington Resources; Koch Industries' (\$21.0 billion) acquisition of Georgia Pacific; EDS in its sale to Hewlett Packard (\$13.0 billion); SABIC's (\$12.0 billion) acquisition of GE Plastics, UST in its sale to Altria (\$12.0 billion) and, as a former director of Wyeth, on its sale to Pfizer (\$68 billion).

Prior to joining Citi, Mr. McGuire was the Global Co-Head of Mergers & Acquisitions at Morgan Stanley; Managing Director in the Mergers and Acquisitions Group of Merrill Lynch & Co., Inc.; and one of the original members of Wasserstein Perella & Co., Inc. where he became a Partner/Managing Director in 1991. He started his career in 1984 in the Mergers and Acquisitions Group of The First Boston Corporation.

Presently, Mr. McGuire serves on several boards including De La Salle Academy (Chairman of the Board, Foundation for Art and Preservation in Embassies, the Alex Hillman Family Foundation (Trustee), the Carnegie Endowment for International Peace (Trustee), the International Center of Photography (formerly President of the Board), Lincoln Center (Trustee), New York-Presbyterian Hospital (Trustee), The New York Public Library (Trustee and member of the Executive Committee), the Studio Museum in Harlem (Chairman of the Board), Whitney Museum of American Art (Vice Chairman and Chairman of the Nominating Committee). Formerly, he was a Director of the Wyeth Corporation (Nominating & Governance Committee). In the past, he has served on the boards of the Joseph & Claire Flom Foundation, the Howard Gilman Foundation, the Hotchkiss School and the San Remo Tenants' Corporation (formerly President of the Board). He has also served on various Visiting Committees at Harvard University, as well as a member of the Overseers/Directors Nominating Committee.

In 2009, he received the Humanitarian Leadership Award from the Council of Urban Professionals and the same year he was featured in Black Enterprise Magazine as one of the "100 Most Powerful Executives in Corporate America." In 2008, he received the New York Urban League's Frederick Douglas Award. In 2008, he was inducted by Morehouse College as one of the inaugural members of the Martin Luther King, Jr. International Board of Renaissance Leaders. In 2006, he was featured on the cover of Black Enterprise Magazine as one of the most powerful Blacks on Wall Street. Mr. McGuire was recognized by Avenue Magazine as one of New York's "50 Smartest."

Mr. McGuire has been honored by the Make-A-Wish Foundation and Art for Life Foundation. Pratt Institute honored him as its inaugural distinguished "Patron of the Arts." He has also been honored with Harvard Business School's African-American Student Union's Professional Achievement Award, has presented at Harvard Law School's Traphagen Distinguished Alumni Speaker Series and emceed the first Harvard College Black Alumni Weekend.

He received his M.B.A. and J.D. from Harvard Business School and Harvard Law School (1984), and an A.B., cum laude, from Harvard College (1979). He received an L.H.D. from Pratt Institute (2011). He also attended the University of Nice in France while on a Rotary Fellowship (1980). He has had legal experience at the law firms of Skadden, Arps, Slate, Meagher & Flom as well as Patterson, Belknap, Webb & Tyler.

Andy Zelleke

Andy Zelleke is MBA Class of 1962 Senior Lecturer of Business Administration. A member of the General Management unit, he teaches the new FIELD course in the Required Curriculum.

For four years prior to joining the HBS faculty, Zelleke was Lecturer in Public Policy at the Harvard Kennedy School, teaching "Strategy, Structure and Leadership in Public Service Organizations" and "Introduction to Negotiation Analysis." He also served for two of those years as Co-Director (with Director David Gergen) of the Kennedy School's Center for Public Leadership; and as founding faculty chair of the Center's Latino Leadership Initiative. For four years prior to joining the Kennedy School faculty, Zelleke taught Negotiation in the MBA and undergraduate programs at the University of Pennsylvania's Wharton School, where he won teaching awards and led the development of an executive education program for newly appointed members of public company boards of directors.

While at Wharton, Zelleke was Project Director and a Steering Committee member of the American Academy of Arts and Sciences' Corporate Responsibility initiative, and coeditor of its publication *Restoring Trust in American Business* (MIT Press, 2005); this initiative focused on the responsibilities of various "gatekeepers" -- regulators, corporate directors, auditors, business lawyers, investment bankers, and business journalists -- in promoting responsible corporate conduct. Zelleke's articles on corporate governance have appeared in *Sloan Management Review*, *Harvard Business Review*, *Directors & Boards*, and *Corporate Governance: An International Review*. His op-eds on topics in leadership, corporate governance and foreign affairs have appeared in the *Wall Street Journal*, *Washington Post*, *Boston Globe*, and *Christian Science Monitor*. He has also lectured on these topics at venues ranging from the headquarters of the United States European Command (EUCOM) in Stuttgart, Germany, to the Vatican; and has served as a consultant on corporate governance issues to leading law firms in relation to several major business litigations.

Formerly a practicing business lawyer, Zelleke received an AB in Government magna cum laude from Harvard College, where he was elected to Phi Beta Kappa; and a JD cum laude from Harvard Law School. He also received a Ph.D. (in Organizational Behavior) from Harvard University, where he studied corporate governance with Jay Lorsch. Zelleke is a member of the Council on Foreign Relations and the State Bar of New York. He lives in Cambridge with his wife, Dina Zelleke, and 8-year-old daughter, Zoe.

Ambassador Zoran Jolevski

Professor Zoran Jolevski was appointed Ambassador of the Republic of Macedonia to the United States in March 2007. In November 2008, he also has been appointed the Macedonian Government's chief negotiator on name differences with Greece under the auspices of the United Nations. Ambassador Jolevski is professor at the European University, in Skopje, Macedonia.

From 2000 to 2004, Ambassador Jolevski was Chief of Staff to the late Macedonian President Boris Trajkovski, and served as the Chief Adviser to the Macedonian Government on Macedonia's World Trade Organization accession. He has served in various other capacities with the Macedonian Government through the Ministry of Foreign Affairs.

He was the Chief of Party to the Macedonian Business Environment Activity, and from 2004 to 2006 the Chief of Party to the World Trade Organization Compliance Activity. Both of these were USAID funded projects, and operated by Booz Allen Hamilton, a leading US consulting firm.

Ambassador Jolevski founded and has been the first President of the Institute for Economic Strategies and International Affairs – "Ohrid", he served also as a President of "The Boris Trajkovski International Foundation" from 2004 to 2005. Prior to his appointment as ambassador he was member of the Boards of number of companies. He also was Vice Chairman of the UN/ECE Committee on Trade, Industry and Enterprise Development (2005-2007), as well as a Member of Team of Specialists on Internet Enterprise Development at UN/ECE (1999-2003)

Ambasador Jolevski holds a Ph.D. in International Economy from the Faculty of Economy, as well as a Master of Science in International Trade Law. He is the author of two books and more than a hundred articles as well as editor of several books.

Zoran Jolevski married Suzana Jolevska and they have two sons: Pero (1988) and Filip Jolevski (1992).

Workshop Facilitator

Magdalena Wojcieszak

Magdalena Wojcieszak is a Assistant Professor in Political Communication at IE School of Communication at IE University.

She defended her dissertation, titled "When Deliberation Divides: How People with Strong Views Respond to Political Disagreement," at the Annenberg School for Communication at the University of Pennsylvania. Her research interests include deliberation, polarization, divided societies, ways to mitigate conflict and online political communication.

Professor Wojcieszak's papers have appeared in *Journal of Communication*, *Public Opinion Quarterly*, *Communication Research*, *New Media & Society*, among other journals. She has received the 2006 Seymour Sudman Award for the Best Student Paper from the American Association of Public Opinion Research, the 2008 Best Student Paper Award as well as 2006 and 2005 Honorable Mentions from the DC Chapter of AAPOR, and the 2005 Annual Prize for Excellence for the best paper submitted to the *International Journal of Technology, Knowledge and Society*. Her MA Thesis was also nominated for the National Florian Znaniecki Award for the Best Thesis in the Social Sciences in Poland. She currently serve on the Editorial Board of *Journal of Communication*, *International Journal of Public Opinion Research* and *EastBound* electronic journal.

In 2006 she earned her Masters Degree in Communication from the Annenberg School, following the MA in Sociology, Suma Cum Laude, that she received in 2003 at the University of Warsaw at the Institute of Applied Social Studies. As a winner of the European Union Fellowship, Wojcieszak studied at the Università degli Studi di Urbino in Italy. She also interned at the *Grade the News* Organization, and at National Polish Public Television. She worked as a Media Planner Buyer and as a freelance journalist for a monthly magazine *Perspektywy* in Poland.

She enjoys the ocean, travelling, dancing, Madrid, San Francisco, observing, international cinema, swimming, experiencing, sarcasm, anti-superficiality, jazz & old school hip-hop, sunshine, and fervent discussions. Her goal in life is to have a house at the ocean and a sense of belonging.