

Leadership, Ethics, & Accountability
The Eighth Annual
General Hugh Shelton Leadership Forum



November 6, 2009
McKimmon Conference and Training Center
North Carolina State University, Raleigh, NC

Presented by:

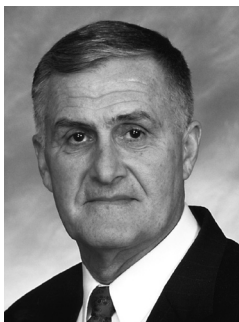
**Office of Extension, Engagement,
and Economic Development**

The General Hugh Shelton Leadership Forum

is an annual seminar series that focuses attention on the importance of leadership development. The Forum is a program offered through the General Hugh Shelton Leadership Center administered by the NC State University Office of Extension, Engagement, and Economic Development. As Executive Director, General Shelton is committed to developing values-based leadership skills to enhance corporate, education, and youth development organizations. The General Hugh Shelton Leadership Center offers education scholarships, as well as executive, faculty, student, and youth development conferences.

Our mission is to inspire, educate and develop values-based leaders committed to personal integrity, professional ethics, and selfless service. To learn more visit our website at www.ncsu.edu/sheltonleadership

General Hugh Shelton



General Henry Hugh Shelton, U.S. Army, Retired, served as the 14th Chairman of the Joint Chiefs of Staff from 1997 until his retirement in 2001. The NC State alumnus and Tarboro native is a decorated combat

veteran of the Vietnam War and was the first member of the elite U.S. Army Special Forces—the Green Berets—to rise to the nation's top military post. Before serving as the principal military advisor to the President, the Secretary of Defense and the National Security Council, General Shelton was Commander-in-Chief of the U.S. Special Operations Command, overseeing the Green Berets and the Navy Seals. General Shelton earned his commission through the Reserve Officers Training Corps at NC State, where he graduated in 1963 with a degree in textile engineering. He also earned a Master of Science degree from Auburn University before completing his training at the Air Command and Staff College and the National War College. The General now leads NC State's General Hugh Shelton Leadership Center and serves as a powerful example of leadership excellence. In September 2002, he was awarded the Congressional Gold Medal by the United States Congress.

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Schedule At A Glance

7:30-8:15 a.m.

Registration and Check-in

8:15-9:30 a.m. — Room 2

Annual Shelton Leadership Seminar:

John Allison

Leadership, Ethics, & Accountability

9:45-11:00 a.m.

Concurrent Sessions:

- *Ethical Management: Developing, Monitoring, and Training* — **Room 6**
- *Ethics in Public Service* — **Room 5**
- *Ethics & Accountability: What is the Direction for Higher Education?* — **Room 3**
- *The Integrity Dividend: Enhancing Credibility to Build Effectiveness* — **Room 4**
- *Partnerships in 21st Century Leadership and Skills* — **Room 11/12**

11:15 a.m.-12:15 p.m.

Leadership Roundtable:

Secrets of Success — **Room 2**

11:15 a.m.-12:30 p.m.

Concurrent Sessions:

- *Managing "Codes of Ethics": Paper to Reality* — **Room 5**
- *Leadership Research Panel* — **Room 4**

12:30-1:30 p.m.— Room 1

Luncheon: General Hugh Shelton, presiding

1:45-3:00 p.m.— Room 2

Keynote Speaker:

Sherron Watkins

Leadership Lessons from Enron: Bullet-proofing Your Integrity Shield

“Leadership, Ethics, & Accountability”

Featured Speaker: John Allison

Chairman, BB&T Corporation

John Allison will address how the lack of ethical leadership is related to problems we are globally encountering today. During this session he will elaborate on the ten principles that have helped BB&T to govern its operations and have enabled the organization to survive during these economic times.

Concurrent Sessions:

9:45-11:00 a.m.

Room 6

Ethical Management: Developing, Monitoring, and Training

Speaker:

Dave Hasler

Senior Director, U.S. Finance & Strategy, Health & Wellness, Wal-Mart

Moderator:

Ed Carney

Vice President and General Manager Government Systems, Cisco

Drawing from his experience with the Body Shop and his current position at the national headquarters for Wal-Mart, Inc., Dave Hasler will discuss the practical realities of incorporating ethical management into the culture of organizations and the overall impact ethics has on the bottom line.



Room 5

Ethics in Public Service

Speaker:

James E. Coleman Jr.

John S. Bradley Professor of Law, Duke University School of Law

Moderator:

The Honorable Elaine F. Marshall

North Carolina Secretary of State

Based on his exemplary leadership in public service, James Coleman will share his personal perspective on how the role of leadership should address ethics and accountability within public service (at large) and how responsible citizenship within local communities will assist to direct our society toward community accountability.

Room 3

Ethics & Accountability: What is the Direction for Higher Education?

Speaker:

Dr. David E. Shulenburg

Vice President for Academic Affairs, Association of Public and Land-grant Universities

Moderator:

Dr. James Woodward

Interim Chancellor, NC State University

The role ethics and institutional accountability plays in the leadership of higher education is being questioned just as much as it is in many other organizations today. During this session, David Shulenburg will discuss strategies and standards that can be used by higher education leaders to ensure their organizations follow ethical leadership and management practices.

Room 4

The Integrity Dividend: Enhancing Credibility to Build Effectiveness

Speaker:

Dr. Tony L. Simons

Associate Professor, Organizational Management, Communication and Law Area, Cornell University

Moderator:

Dr. Bill Atkinson

President and CEO, WakeMed Health and Hospitals

Believing a person or company lives by their word is essential to their leadership and service. A study of 76 hotels shows the bottom-line impact of leader credibility on service, turnover, and profit. This seems like common sense – but most of us undermine our credibility in a thousand small and large ways. Insights about credibility traps and how to avoid them are derived from over 100 interviews with leaders and coaches. During this session Dr. Simons will share the results of his research and will engage you in discussion about how it can enhance your bottom line.

Room 11/12

Partnerships in 21st Century Leadership and Skills

Speaker:

Dr. Steven Paine

West Virginia State Superintendent

Moderator:

Dr. Mary Patton

*Pupil Personnel Services Coordinator,
Department of Defense Educational Activity
(DODEA)*

Dr. Steven Paine will share strategies and practices that are being nationally and internationally recognized for systemically transforming West Virginia's public school system through the Global 21 Program. The Program's goal is to provide all children with skills that will enable them to excel in a fiercely competitive global world. The Program focuses on the development of internationally rigorous and relevant curriculum standards; a balanced assessment strategy; research-based instructional practices; a parallel accountability system; aligned teacher preparation programs; development of a 21st century leadership continuum; emphasis on pre-K programs; and integration of technology tools and skills in every classroom.

Leadership Roundtable

11:15 a.m.-12:15 p.m.

Room 2

Secrets of Success

Panelists:

Erskine Bowles

President, University of North Carolina

Dr. Carmaleta L. Monteith

*Educational Consultant and School Design
Coordinator, Cherokee Central Schools
Board*

Donna Chavis

Executive Director, NCGives

Moderator:

David Gergen

*Commentator, editor, and presidential
adviser*

David Gergen will share leadership experiences gleaned from public service at the highest levels of our government, and will moderate a panel of diverse

leaders whose insights are featured in the book, *Secrets of Success: North Carolina Values-Based Leadership*. Learn the keys to success from these exemplary leaders.

Concurrent Sessions: 11:15 a.m.-12:30 p.m.

Room 5

Managing "Codes of Ethics": Paper to Reality

Speaker:

Dr. Greg Young

*Associate Professor, Management,
Innovation & Entrepreneurship,
NC State University*

Moderator:

Monique Hayes

Branch Manager, BB&T

If your organization is in the process of developing a code of ethics or wants to provide training on organizational ethics and accountability, this interactive workshop will provide an opportunity to explore the process of developing strategies to incorporate such practices. By attending this interactive workshop, you will have the opportunity to explore ways to develop and implement ethical practices with applicable outcomes that can be put into place in the work environment.

Room 4

Leadership Research Panel

Panelists:

**Dr. Mary A. Houser and
Dr. Terence Hicks**

Campbell University

"The Relationship Between Selected Leadership Behaviors and Attitudes Toward Behavioral and Social Inclusive Practices Among Middle School Principals in North Carolina"

Jeff A. North

*NC A&T State University Leadership
Studies Program*

"Experiential Education Impacts on Life Skill Development"

Justin Snyder

*NC A&T State University Leadership
Studies Program*

"Bridging the Cultural Divide: Motivating an Increasingly Hispanic Green Industry Workforce"

Moderator:

Dr. Tony L. Simons

*Associate Professor, Organizational
Management, Communication and
Law Area, Cornell University*

Dr. Simons will moderate exciting graduate student research, presented in cooperation with North Carolina A&T State University's Leadership Studies Ph.D. Program, highlighting the importance of using contemporary leadership research to develop more effective leadership practice in community organizations, agencies and companies.

Take Today's Speakers Home with You

Available through the NC State Bookstores located in the main lobby today.

- *Secrets of Success: North Carolina Values-Based Leadership* by General Hugh Shelton
- *Eyewitness to Power: The Essence of Leadership, Nixon to Clinton* by David Gergen
- *The Integrity Dividend: Leading by the Power of Your Word* by Dr. Tony Simons
- *Power Failure, the Inside Story of the Collapse of Enron* by Sherron Watkins

Luncheon Agenda: 12:30-1:30 p.m

Room 1

Welcome	General Hugh Shelton
Posting of Colors	Army ROTC, NC State University
Introduction of Guests and Recognition of National Scholarship Recipient	Vice Chancellor James Zuiches
Closing Remarks	General Hugh Shelton

Keynote: 1:45-3:00 p.m.

Room 2

“Leadership Lessons from Enron: Bullet-proofing Your Integrity Shield”

Keynote Speaker: Sherron Watkins

Founder, Sherron Watkins and Company, Inc.

Featured Speakers

John Allison



John Allison is Chairman of BB&T Corporation, the 10th largest financial services holding company headquartered in the U.S. Mr. Allison began his service with BB&T in 1971 and has managed a wide variety of responsibilities throughout the bank. He became president of BB&T in 1987 and was elected Chairman and CEO in July 1989. During Mr. Allison's tenure as CEO from 1989 to 2008, BB&T grew from \$4.5 billion to \$152 billion in assets. In March 2009, he joined the faculty of Wake Forest University School of Business as Distinguished Professor of Practice. Mr. Allison is a Phi Beta Kappa graduate of the University of North Carolina at Chapel Hill, where he received a B.S. degree in business administration (1971). He received his master's degree in management from Duke University (1974). He is also a graduate of the Stonier Graduate School of Banking and has received Honorary Doctorate Degrees from Clemson University (2005), East Carolina University (1995), Mount Olive College (2002), Marymount University (2008), and Mercer University (2009). Mr. Allison received the Corning Award for Distinguished Leadership in 2009.

Sherron Watkins



Sherron Watkins is the former Vice President of Enron Corporation who alerted then-CEO Ken Lay in August 2001 to accounting irregularities within the company, warning him that Enron “might implode in a wave of accounting scandals.” She has testified before Congressional committees from the House and Senate investigating Enron's demise. *TIME* Magazine named Ms. Watkins, along with two others – Coleen Rowley of the FBI and Cynthia Cooper of WorldCom – as their 2002 Persons of the Year, for being “people who did right just by doing their jobs rightly.” *TIME* magazine concluded that, “Democratic capitalism requires that people trust in the integrity of public and private institutions alike. As whistle-blowers, these three became fail-safe systems that did not fail. For believing – really believing – that the truth is one thing that must not be moved off the books, and for stepping in to make sure that it wasn't, they have been chosen by *TIME* as its Persons of the Year for 2002.” In recognition of her outstanding demonstration of ethics in the work place, Ms. Watkins has received numerous honors, including the Court TV Scales of Justice Award and its Everyday Hero's Award, the Women Mean Business Award from the Business and Professional Women/USA Organization, and the 2003 Woman of the Year

Award by Houston Baptist University. *Glamour* Magazine named her one of its 2002 Women of the Year, and Barbara Walters included her as one of the 10 Most Fascinating People of 2002. The National Academy of Management presented Ms. Watkins with their Distinguished Executive Award for 2003 and the Women's Economic Round Table honored her with the Rolfe Award for Educating the Public about Business and Finance. Ms. Watkins is co-author, along with prize-winning journalist, Mimi Swartz, of *Power Failure, the Inside Story of the Collapse of Enron*. Currently, Ms. Watkins lectures and consults on leadership and organizational behavior.

Biographical Summaries

Erskine Bowles



Erskine Bowles has served as president of the multi-campus University of North Carolina since January 1, 2006. He is a graduate of the University North Carolina at Chapel Hill and Columbia University's Graduate School of Business, and holds eight honorary doctorates from universities and colleges throughout America. Mr. Bowles began his business career at Morgan Stanley & Co. in New York as an associate in the corporate finance group. Upon returning home to North Carolina, he founded and served as chairman and CEO of the Charlotte-based investment banking firm that became Bowles Hollowell Connor & Co. Mr. Bowles also was a founder of Kitty Hawk Capital, a venture capital company, and Carousel Capital, a middle-market private equity company. In 1993, Mr. Bowles was appointed by President Bill Clinton to serve as director of the Small Business Administration, and later was tapped to serve as deputy White House chief of staff (1994-95) and White House chief of staff (1996-98).

Donna Chavis



Donna Chavis, Executive Director of NCGives, is committed to the health and well-being of the nonprofit sector and the role it plays in the common good for all. She has served the sector in a number of capacities over the past 35 years. Among her leadership roles, Ms. Chavis has held the seat of chair or co-chair of the board for the Jessie Smith Noyes Foundation, the Changemakers Fund, Wildacres Leadership Initiative and the NC Center for Nonprofits. A member of the Lumbee tribe of North Carolina, Ms. Chavis was the first racially diverse board member intentionally selected to serve on the Jessie Smith Noyes Foundation board. Jessie Smith Noyes

Foundation is a family foundation that chose to diversify its board with non-family members. Ms. Chavis became the chair of its board in 1998, becoming the first American Indian woman to chair the board of a national foundation.

James E. Coleman Jr.



Professor James Coleman's experience includes a judicial clerkship for the U.S. District Court for the Eastern District of Michigan, a year in private practice in New York, and 15 years in private practice in Washington, D.C., the last 12 as a partner in a large law firm. In private practice, he specialized in federal court and administrative litigation; he also represented criminal defendants in capital collateral proceedings. In 1976, he joined the Legal Services Corporation, where he served for two years as an assistant general counsel. In 1978, he conducted an investigation of two members of Congress as chief counsel for the U.S. House of Representatives' Committee on Standards of Official Conduct. In 1980, he served as a deputy general counsel for the U.S. Department of Education. On sabbatical from his law firm, he was a visitor at Duke Law School for the fall semester of 1989; he joined the faculty full-time in 1991. Professor Coleman returned to private practice in 1993, but continued to teach as a senior visiting lecturer. He rejoined the faculty full-time in 1996. He teaches criminal law, legal ethics, negotiation and mediation, capital punishment, and wrongful convictions. Professor Coleman served as the Law School's Senior Associate Dean for Academic Affairs from 2002-2005. He is an active member of the American Bar Association, and has been chair of the ABA Section of Individual Rights and Responsibilities (1999-2000) and of the ABA Death Penalty Moratorium Implementation Project (2001-2006).

He earned his A.B. from Harvard University and his J.D. from Columbia University.

David Gergen



Commentator, editor, teacher, public servant, best-selling author, and adviser to presidents for 30 years, David Gergen has been an active participant in American national life. He served as director of communications for President Reagan and held positions in the administrations of Presidents Nixon and Ford. In 1993, he put his country before politics when he agreed to first serve as counselor to President Clinton on both foreign policy and domestic affairs, then as special international adviser to the president and to Secretary of State Warren Christopher. Mr. Gergen is a professor of public service and the director of the Center for Public Leadership at the John F. Kennedy School of Government at Harvard University. He is also editor-at-large at *U.S. News & World Report* and is a Senior Political Analyst for CNN. Mr. Gergen also regularly serves as an analyst on radio shows, and is a frequent lecturer at venues around the world. In the fall of 2000 he published a best-selling book titled, *Eyewitness to Power: The Essence of Leadership, Nixon to Clinton*. In the past, Mr. Gergen has served in the White House as an adviser to four Presidents: Nixon, Ford, Reagan, and Clinton. Most recently, he served for 18 months in the Clinton administration, first as Counselor to the President and then as Special Adviser to the President and the Secretary of State. He returned to private life in January 1995.

Dave Hasler



Dave Hasler received his undergraduate degree in finance from the University of Kentucky and later received his MBA from Xavier University in Ohio. Mr. Hasler has

Biographical Summaries

held various finance positions in both the consumer goods and retail industries covering food and beverage, beauty care, and health care. His diverse finance experience ranges from audit to strategic finance and has held positions at Procter & Gamble, Limited Brands, The Body Shop International, and Wal-Mart. Mr. Hasler is currently collaborating with Greg Young, Associate Professor and ERM Initiative Faculty Fellow, at NC State University on projects related to business ethics.

Dr. Terence Hicks



Dr. Terence Hicks is the chairperson and associate professor of research in the Department of Educational Leadership at

Fayetteville State University, NC. Dr. Hicks is a noteworthy researcher who has been cited in the *Research Alert Yearbook*, *USA Today* (4), *Detroit News*, *Fayetteville Observer*, and on several university websites. To date, his research has been cited by over 60 combined national and international researchers and universities. Most recently, his research on college students has been cited in the second edition of *Academic Advising: A Comprehensive Handbook*, and in a new book titled, *Encountering Faith in the Classroom: Turning Difficult Discussions into Constructive Engagement*. Dr. Hicks' latest work includes a book entitled, *The Educational Lockout of African Americans in Prince Edward County, Virginia (1949-1954): Personal Accounts and Reflections*, to be published by University Press of America, Inc.

Dr. Mary A. Houser



Dr. Mary Houser is an adjunct professor of education at Campbell University (NC) and an adjunct professor of special education at Walden University (MN). She completed a B.F.A. in related arts at

Kutztown University; an M.A.T. in special education at The College of New Jersey; and an Ed.D. in educational leadership at Fayetteville State University. Dr. Houser began teaching special education (K-12) in 1994. Since then, she has also taught undergraduate and graduate education classes at universities in New York, New Jersey, and North Carolina. Besides teaching, Dr. Houser is actively involved as an advocate for students with autism. Her research interests are in the fields of educational leadership and special education.

Dr. Carmaleta Monteith



Dr. Carmaleta Littlejohn Monteith, a member of the Eastern Band of the Cherokee Nation, is an educational

consultant currently serving as School Design Coordinator with the Cherokee Central Schools Board in Cherokee, NC. She received a B.S. from Western Carolina University and a M.Ed. and a Ph.D. in American Studies from Emory University. Prior to returning home to North Carolina in 1998, Dr. Monteith and her family lived in Atlanta, Georgia where she was employed as teacher and administrator at two large independent schools, The Lovett School and Marist School, respectively. In addition, she served as President of the Atlanta Area Association of Independent Schools and later, on the Board of the National Association of Independent Schools. At the state level, Dr. Monteith served as a representative of the Governor on the Governor's Interstate Indian Council and on Georgia's Task Force on American Indian Concerns. Additional volunteer activities included serving on Atlanta's YWCA Board of Directors and the YMCA's Blue Ridge Assembly Board as a member at-large from Georgia. She is currently Vice-President of the Board of Directors of the YWCA Blue Ridge Assembly. Current volunteer activities

include serving as Chair of the Cherokee Indian Hospital Authority, Chair of the Tribal Internal Audit Committee, Vice-chair of the Board of Directors of the Oconaluftee Institute for Cultural Arts, President of the Richard Crowe Memorial Scholarship Fund for Graduate Studies, Advisory Board member of the Cherokee Boys and Girls Club, Cherokee Youth Council Advisory Committee, Advisory Board member to the Southwestern Community College Arts Committee, Advisory Board member of the Center for Math and Science Education at Western Carolina University, and National President of the North American Indian Women's Association.

Jeff A. North



Jeffery A. North has been Center Director at the Betsy-Jeff Penn 4-H Educational Center since 1999. The North Carolina State

University camp has been providing life skill development to summer campers since 1964. The facility is also a highly regarded destination for school groups engaged in hands-on environmental education, team building and a new global positioning system (GPS) program. Mr. North is a Ph.D. student in the leadership studies program at North Carolina A&T State University. He graduated from Ohio University with a B.S. and M.S. in outdoor education and recreation management. Mr. North has been teaching children about the outdoors since 1991; his work experience also includes being a police officer and a park ranger.

Dr. Steven Paine



Dr. Steven L. Paine has served as West Virginia's 25th state superintendent of schools since July 1, 2005. Led by Dr. Paine, West Virginia is deeply engaged in systematically transforming its public school system with the goal of providing all West Virginia

Biographical Summaries

children the skills that will enable them to excel in a fiercely competitive global world. West Virginia's 21st century learning program is focused on the development of internationally rigorous and relevant curriculum standards; a balanced assessment strategy; research-based instructional practices; a parallel accountability system; aligned teacher preparation programs; development of a 21st Century leadership continuum; and integration of technology tools and skills in every classroom. Dr. Paine is a member of the Council of Chief State School Officers (CCSSO) Board of Directors, a member of the National Assessment Governing Board and a member of the National Commission on Teaching and America's Future (NCTAF) Board of Directors. Dr. Paine earned his undergraduate degree from Fairmont State College and received his masters in educational administration and his doctorate in educational leadership from WVU.

Dr. David E. Shulenburger



Dr. David Shulenburger is APLU's first Vice President for Academic Affairs. His immediate areas of concentration are on accountability and assessment in higher education and on the economics of higher education. Before joining APLU in June, 2006, Mr. Shulenburger was Provost and Executive Vice Chancellor of the University of Kansas. He served there as chief academic officer for 13 years. He came to the University in 1974 as an assistant professor and now holds the emeritus professor title. He received his Ph.D. and masters degrees from the University of Illinois and his undergraduate degree from Lenoir Rhyne College. He previously served as a faculty member at Clemson University and as a labor economist for the U.S. Department of Labor. His current research and writing focus on the economics of scholarly communications and of universities. He has been active nationally

and internationally as an advocate for reform in the areas of accountability, scholarly communication and academic accreditation.

Dr. Tony L. Simons



As an associate professor at Cornell University's School of Hotel Administration, Tony Simons teaches, does research, and consults on executive and employee management issues. His work focuses on trust, accountability and measurement in leadership, teamwork, employee climate, and negotiations. Trust, when it is earned, makes a huge difference for change implementation, for creative problem solving, for employee retention, for customer service, and ultimately, for company profitability. Professor Simons wrote *The Integrity Dividend: Leading by the Power of Your Word* (Jossey Bass, 2008), and has published over 28 journal articles for both managerial and scholarly audiences. His work has appeared in the *Harvard Business Review*, *Organization Science*, *The Journal of Applied Psychology*, and *The Academy of Management Journal*. Professor Simons has spoken and trained executives in negotiation skills and in leadership at Northwestern University's Kellogg School, Cornell University and in seminars around the U.S. and Europe.

Justin Snyder



Justin Snyder serves as the Horticulture Technology Department Chairman at Alamance Community College in Graham, NC, a position he has held since 2003. Under his direction the horticulture program has experienced record growth and national recognition. For 2009 he was selected as the Alamance Community College Instructor of the Year and Alamance County Higher Education Instructor of the Year. Mr. Snyder's students routinely

place among the top at state and national horticulture competitions. Mr. Snyder received an A.A.S. in ornamental horticulture and turfgrass management and a B.S. in agricultural education from NC State University. He received his masters degree in agricultural education from North Carolina A& T University, where he is currently pursuing his Ph.D. in leadership studies.

Dr. Greg Young



Dr. Greg Young is a Faculty Fellow of the Enterprise Risk Management Initiative at NC State University and an Associate Professor of Business Strategy and Ethics in the Management, Innovation, and Entrepreneurship department. His research on business ethics and reputational capital has been sponsored by international professional associations and is forthcoming in prestigious management journals. Dr. Young served on the Editorial Board of the *Encyclopedia of Business Ethics and Society* (Sage, 2008), and he has conducted a series of presentations for practicing managers and academic scholars on the topics of business ethics and competitive advantage. He is a member of the Society for Business Ethics and of the Academy of Management, and he is the faculty advisor to the Business Ethics Society, a NC State student organization.

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Upcoming Shelton Leadership Center Events

Shelton Leadership Forum *Strategic Leadership: Affecting Global Change*

November 5, 2010

Shelton Leadership Challenge (for rising 9th - 12th graders)

Urbana University, OH - June 20-25, 2010
Queens University, NC - June 27 - July 2, 2010
North Carolina State University - July 11-16, 2010
Fayetteville State University - July 18-23, 2010
North Carolina State University - July 25-30, 2010

For information contact the
Shelton Leadership Center at

919.513.0148

or

www.ncsu.edu/sheltonleadership