



WELCOME TO THE MARQUETTE FELOS PROGRAM! (Faculty Exploring Leadership Opportunities)

On behalf of the FELOS organizing team, I would like to take this opportunity to welcome you and let you know how excited we are to be working with you during the coming academic year. The FELOS program has been carefully designed to introduce participants to the complexities, challenges and joys of leadership, across several levels, with a specific emphasis on academic leadership at Marquette University, a Catholic and Jesuit university.

Over the course of the next nine months, I am confident you will gain greater insight into your own personal leadership characteristics, examine various leadership philosophies and develop or enrich your own, gain a better understanding of the Marquette University structure and how various areas interact, prepare for the many challenges facing leaders in higher education today, increase your ability to successfully take on a campus leadership role, and reflect on Ignatian principles of leadership within a university environment.

These outcomes will emerge over the course of the academic year through a series of readings, videos, speakers (internal and external to Marquette University), diagnostic instruments, group exercises and discussions, journaling opportunities, and by working with a leadership coach. I believe you will find these activities, both individually and collectively, to be thoughtful, challenging, insightful and transformational.

I encourage you to fully immerse yourself in the FELOS program. Your commitment and deep engagement will not only benefit you, but will also benefit others in the program as well as those you will lead in the future. As you move through the program, I hope you will reach out with any questions or concerns you have and also share your perceptions of the program more generally. In closing, I would like to express my deep gratitude to you for taking this journey with us. I hope you are able to look back on the FELOS program as a truly significant event in your life.

With warm wishes from your Marquette FELOS organizing team,

Gary Meyer, Ph.D.
Senior Vice Provost for Faculty Affairs

David Buckholdt, Ph.D.
University Professor Emeritus

Rev. Kent Beausoleil, S.J.
Special Assistant



Dr. Gary Meyer is senior vice provost for faculty affairs at Marquette University. In this role, Meyer helps prepare faculty for a meaningful and successful tenure at Marquette University across the many roles they will take on as teachers, scholars and university leaders. Meyer works closely with the Center for Teaching and Learning, which serves as a catalyst for promoting a culture of pedagogical excellence on campus. In addition to his responsibilities for faculty affairs, he serves as Marquette's accreditation liaison officer to the Higher Learning Commission. Meyer served as vice provost for undergraduate programs and teaching for five years before being named senior vice provost for faculty affairs in 2015. He also previously served as associate dean in the Diederich College of Communication and director of the corporate communication major. Meyer's scholarship over the years has focused on using communication theory to develop persuasive messages primarily around health promotion and disease prevention. Meyer earned a doctorate in communication theory from Michigan State University.



Dr. David Buckholdt earned his doctorate in sociology from Washington University in St. Louis. Since coming to Marquette in 1974 he has served as chair of the Department of Social and Cultural Sciences, associate vice president and vice president of academic affairs, founding director of the Center for Teaching and Learning, and co-director of the Burke Scholars Program and director of the Trinity Fellows Program. Buckholdt's early research focused on the application of social exchange theory to behavioral and learning problems of children and youth. More recently he has worked on issues related to the social construction of decision-making in human service settings and on faculty stress. One son is a graduate of the Marquette Physical Therapy program and another is a graduate of the Opus College of Engineering. Buckholdt is retired as university professor emeritus.



Rev. Kent Beausoleil, S.J., has a doctorate in student affairs from Miami University in Oxford, Ohio, as well as master's degrees in public administration, philosophy and divinity. Father Beausoleil is the special assistant to the vice provost for faculty affairs and the vice president for student affairs at Marquette University. His primary responsibilities include university accreditation, faculty leadership, mission integration, and the promotion of Ignatian values on Marquette's campus. In addition, Father Beausoleil is a visible presence on campus as chaplain for the Marquette University Police Department and for the Division of Student Affairs.

Father Beausoleil is passionate about faculty leadership development, gaining experience through his doctoral work in educational leadership and international comparative higher education, as well as his on-campus higher education work in the areas of vocational and leadership program development.

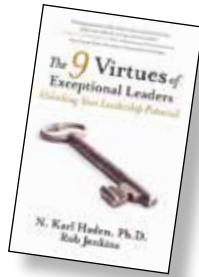
He was a co-chair of the 2017 Marquette Homecoming Committee, a co-goal steward for Marquette's Strategic Plan initiative, *Beyond Boundaries*, and was a member of Marquette's Master Plan Steering Committee. He is also active in the Milwaukee Catholic community as a frequent presider for the Three Holy Women and Our Lady of Divine Providence parish communities.

4700 N. Port Washington Rd., Glendale, Wisconsin

• [The Way of the Shepherd](#) (pp. 9-114)

Dr. Daniel Myers, Provost and Executive Vice President for Academic Affairs, Marquette University

• [The 9 Virtues of Exceptional Leaders](#) (pp. 1-86)



- Read: *The Way of the Shepherd* (pp. 9-114)
- Journal: *The Way of the Shepherd* — Reflection Questions
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Introduction and Humility (pp. 1-86)
- Complete: Myers Briggs Type Indicator (online)

• [The Way of the Shepherd](#)

Dr. Michael Lovell, President, Marquette University

• [The 9 Virtues of Exceptional Leaders](#) (pp. 1-86)



- [The 9 Virtues of Exceptional Leaders](#) (pp. 1-86)
- Complete: Myers Briggs Type Indicator (online)
- None

• [The Way of the Shepherd](#) (pp. 9-114)

William Scholl, Vice President and Director of Athletics, Marquette University

• [The 9 Virtues of Exceptional Leaders](#) (pp. 1-86)

Dr. Xavier Cole, Vice President for Student Affairs, Marquette University

• [The 9 Virtues of Exceptional Leaders](#) (pp. 1-86)

- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Honesty (pp. 87-108)
- Meet: Christine Hill (MBTI Feedback)
- Complete: Thomas-Kilmann Conflict Mode Instrument (online)
- Complete: DiSC Workstyle Assessment (online)
- Bring: DiSC Workstyle Assessment Report



Leadership is service, and there is power in that giving; to help people, to inspire and motivate them to reach their fullest potential.

— Denise Morrison

- ▼ • Read and Journal: *The 9 Virtues of Exceptional Leaders* — Courage (pp. 109–132)
- Bring: Thomas-Kilmann Conflict Mode Report
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Integrity (pp. 133–177)
- Bring: Joe Pogodzinski, Chief Financial Officer, Marquette University
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Perseverance and Hope (pp. 179–204)
- Bring: Lora Strigens, Vice President for Planning and Facilities Management, Marquette University
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Charity (pp. 205–240)
- Bring: Wendy Butler, Director of Organizational Development, Human Resources, Marquette University

The true price of leadership is the willingness to place the needs of others above your own. Great leaders truly care about those they are privileged to lead and understand that the true cost of the leadership privilege comes at the expense of self-interest.

— Simon Sinek

- ▼ • Read and Journal: *The 9 Virtues of Exceptional Leaders* — Integrity (pp. 133–177)
- Bring: Dr. William Henk, Dean, College of Education, Marquette University; Dr. Janet Wessel Krejci, Dean, College of Nursing, Marquette University
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Perseverance and Hope (pp. 179–204)
- Bring: Gina Sholtis, Vice President for University Advancement, Marquette University
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Charity (pp. 205–240)
- Bring: Dr. Colin Hahn, Director of Talent Development, Leadership Ecademy
- Complete and Post: Learning Objectives Assignments
- Read: Strengths Based Leadership (pp. 1–95)
- Complete: Personal Strengths Inventory (online)
- Meet: Christine Hill — FELOS Coach
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Perseverance and Hope (pp. 133–177)

- ▼ • Read and Journal: *The 9 Virtues of Exceptional Leaders* — Integrity (pp. 133–177)
- Bring: Dr. Stephanie Russell, Vice President for Mission Integration, Association of Jesuit Colleges and Universities
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Perseverance and Hope (pp. 179–204)
- Bring: Gina Sholtis, Vice President for University Advancement, Marquette University
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- Complete: Personal Strengths Inventory (online)
- Meet: Christine Hill — FELOS Coach
- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Charity (pp. 179–204)

- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Balance and Wisdom (pp. 205–249)

- Meet: Christine Hill — FELOS Coach (prior to May 1)
- Consider: Commitment to continued leadership development
- Consider: How has the FELOS program inspired you to think differently? Act differently?

- Read and Journal: *The 9 Virtues of Exceptional Leaders* — Justice (pp. 251–278)
- Meet: Christine Hill — FELOS Coach (prior to May 1)

- Meet: Daniel Myers — FELOS Coach (prior to May 1)
- Consider: Commitment to continued leadership development
- Consider: How has the FELOS program inspired you to think differently? Act differently?

Leadership is a choice, not a position.
— Stephen Covey

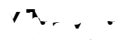
Anyone wanting to be a leader among you must first be the servant ... If you choose to lead, you must serve.
— Jesus Christ

Dr. Daniel J. Myers is the provost of Marquette University. He is the university's second-ranking officer and chief academic officer, responsible for all aspects of the academic mission of the university, as well as the Division of Student Affairs.

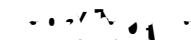
Myers earned a bachelor's degree in political science and a master's in higher education and student affairs from The Ohio State University before completing a master's and doctorate in sociology at the University of Wisconsin–Madison. He is a well-known expert in the study of collective behavior and social movements.

Myers' most recent research examines racial rioting in the 1960s and 1970s, deterministic and stochastic models of diffusion for collective violence, mathematical models of collective action, media coverage of protests, demonstrations, and riots, and game theoretic analyses of small group negotiation. He has led a comprehensive reassessment of U.S. race-related rioting in the 1960s funded by two grants from the National Science Foundation. Myers has been particularly active in the social movements and collective behavior scholarly area, serving as the editor of *Mobilization*, the leading interdisciplinary journal on social movements and protest, and founding the Center for the Study of Social Movements.

Myers has published many books and articles focused on social movements, the diffusion of social phenomena, social psychology and urban politics. These include: *Toward a More Perfect Union: The Governance of Metropolitan America* (with



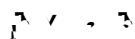
Dr. Xavier A. Cole serves as vice president for student affairs. He began his tenure at Marquette on



Dr. Stephanie Russell serves as the vice president for mission integration for the Association of Jesuit Colleges and Universities. Her duties include designing and implementing programs to help Jesuit colleges and universities enhance their mission effectiveness, and supporting linkages among the schools in the Jesuit higher education network.

Prior to her work with the AJCU, Russell was the vice president for mission and ministry at Marquette University for 15 years. She has worked in Jesuit ministries for more than 30 years, including 11 years as the provincial assistant for lay formation and social ministry with the Wisconsin Province of the Society of Jesus. She is a co-creator of the Ignatian Colleagues Program, a comprehensive developmental program for administrators in Jesuit colleges and universities across the country.

Russell maintains in her work a strong focus on Catholic social teaching and intellectual tradition, the Ignatian spiritual and educational heritage, and interreligious dialogue as means for deepening the mission of Jesuit schools. She earned a master of arts in pastoral studies from St. Francis Seminary in Wisconsin, and a doctorate in higher education management from the University of Pennsylvania. She has also received honorary doctorates from Spring Hill College and Gonzaga University.



Gina Sholtis joined Marquette University as the vice president for university advancement in November 2017. Previously, she served as assistant vice chancellor for advancement at the University of Missouri from 2014 to 2017. There, she served on the leadership team for Mizzou's \$1.3 billion *Our Time to Lead* campaign.

Prior to that, Sholtis was associate dean and senior director of development at Washington University in St. Louis, where she helped advance the \$2.3 billion *Leading Together* campaign. She also served in a variety of fundraising capacities from 1993 to 2005 at St. Louis University, a fellow Jesuit institution.

Sholtis has a bachelor's degree in international relations from Missouri State University. She resides in Whitefish Bay, Wis., with her husband, Phillip, and their son Thomas. They also have a son Ty, who is finishing up his undergraduate studies in accountancy at Missouri State, and a daughter, Jordan, who is an epidemiologist working at the Public Health Department in Tampa, Fla.



Dr. Colin J. Hahn is the director of talent development for Leadership Ecademy. He is responsible for designing and developing training experiences that produce measurable behavioral changes. Under his tenure, 93 percent of participants successfully demonstrated new skills in the workplace.

Hahn's passion is helping people master new skills. He is known for his expertise in leadership development, conflict management and adult learning. He has worked with organizations such as Naval Air Systems Command, Children's Hospital of Wisconsin, Goodwill of North Central Wisconsin, Walmart and United Migrant Opportunity Services.

Hahn holds a doctorate in philosophy and a master's in the history of philosophy from Marquette, as well as a Preparing Future Faculty certification. He earned his bachelor's degree in philosophy and political science from Gonzaga University.



Nancy Hernandez was elected to the Marquette University Board of Trustees in 2014. She is the president and founder of ABRAZO Multicultural Marketing and Communication, a leading integrated marketing firm dedicated to connecting companies, institutions and organizations with Hispanic, African-American and Asian audiences. ABRAZO offers primary research, branding, strategic planning, creative design, copywriting, media services, digital marketing and public relations delivered by a team of insightful, diverse professionals.

Hernandez developed the business plan that became ABRAZO while completing her Marquette MBA and has grown her agency into the region's premier Hispanic/women-owned marketing company. Along the way, She has received *The Business Journal's* Women of Influence Award, the *BizTimes* Innovator Award and the Marquette College of Business Alumni Entrepreneurial Award, and her company was named the 2004 Hispanic Business of the Year by the Hispanic Chamber of Commerce of Wisconsin.

Hernandez is a founding member and past president of the Hispanic Professionals of Greater Milwaukee and past president of TEMPO Milwaukee and has served on the executive committee of the Hispanic Chamber of Commerce of Wisconsin. She currently chairs the Milwaukee Public Library Foundation, and serves on the board of the United Way of Greater Milwaukee and Waukesha. She was appointed by Gov. Scott Walker to the board of the Wisconsin Economic Development Corporation and serves as vice chair of the board. For her extensive community service and volunteerism, Hernandez was also chosen for the United Way Philanthropic Five award.

A lifelong resident of Milwaukee, she resides in Bayside, Wis., with her husband Andy Narrai, Grad '03, and daughter, Delia.



Christine M. Wiseman, J.D., is president emerita of Saint Xavier University in Chicago. Before assuming the Saint Xavier presidency in 2010, she served as provost of Loyola University Chicago, where she also held a tenured position as professor of law. Before joining Loyola in 2007, Wiseman served as vice president for academic affairs at Creighton University and associate vice president for academic affairs at Marquette University, where she was a member of its tenured law faculty for 22 years. She served on the Illinois Board of Higher Education and was Chair of the Federation of Independent Illinois Colleges and Universities.

Wiseman was recognized in 2000 as a "Woman of Influence" by *The Wisconsin Business Journal*. Prior to leaving Marquette University in 2002, she received the Spirit of the Law School Award for serving as a role model for a generation where *Alpha Sigma Nu* Marquette *Hisso isuette* *Ma. hter* *Wela* *Wif*

