

MCNULTY LEADERSHIP PROGRAM

Funding Opportunities



Wharton
UNIVERSITY of PENNSYLVANIA

Inspire.
Achieve.
Scale.



NEARLY THREE DECADES OF LEADERSHIP

The Wharton School at the University of Pennsylvania believes that every student can be a great leader. All of the School's activities foster a sense of purpose and instill the confidence, skills, and experiences needed to lead with integrity. Each year, Wharton students and alumni emerge as the change-makers in business, government, and the nonprofit sector. In a world of rapid and seismic transformation, the need for visionary, effective leaders is greater than ever.

The Anne and John McNulty Leadership Program (MLP) is the centerpiece of the School's leadership development efforts, which also include the Center for Leadership and Change Management and the Barry & Marie Lipman Family Prize. MLP develops global leaders committed to making a positive difference for employees, customers, investors, and communities.

Since its naming in 2016 with a leadership gift by Anne Welsh McNulty, WG'78, the nearly thirty-year-old program has steadily expanded its prominence and impact. Always evolving, MLP frequently pilots new opportunities and adapts popular offerings, such as the Executive Coaching and Feedback Program and Wharton Leadership Ventures, for new audiences.

Now is the time for the McNulty Leadership Program to accelerate its efforts to scale activities to serve more students, expand into new areas, and pilot new opportunities that prepare the leaders the world needs.

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| 1992 | » Wharton Leadership Program founded |
| 1996 | » Center for Leadership and Change Management founded |
| 2001 | » Wharton Leadership Ventures founded |
| 2006 | » Nonprofit Board Fellows program founded |
| 2009 | » Created Wharton Teamwork and Leadership Simulation for required MBA course |
| 2011 | » Barry & Marie Lipman Family Prize and Lipman Fellows founded |
| 2015 | » Advanced Management Program redesigned |
| 2016 | » Wharton Leadership Program renamed Anne and John McNulty Leadership Program |
| 2017 | » The Leadership Journey debuts: WH 101 replaces MGMT 100 |

“I believe in the transformative power of giving each and every Wharton student access to opportunities that develop their leadership capacity. These experiences will help them reach their full potential, so that they may change the world for the better.”

ANNE WELSH MCNULTY, WG'78
Co-Founder and Managing Partner, JBK Partners
Wharton Board of Overseers



MLP serves as the centerpiece to the School's commitment to creating leaders who will change the world by:

- ➔ *Supporting Wharton students on their lifelong leadership journey*
With robust activities and events that begin when a student first arrives on campus and continues through to executive education, MLP's comprehensive programming equips students with the skills and expertise to take on today's challenges.
 - ➔ *Turning evidence-based research from world-renowned faculty into experiential learning opportunities inside and outside the classroom to build leadership capabilities*
MLP has successfully translated faculty research into effective experiential opportunities from which students can test, practice, assess, and refine their leadership skills in real-world settings. The feedback loop of ongoing research and experiential learning results enables MLP to refine programming to ensure that students maximize their training opportunities and leadership skills.
 - ➔ *Leveraging the Penn ecosystem in the creation and delivery of programs for maximum reach and impact*
MLP effectively harnesses the vast Penn and Wharton ecosystem to ensure that its leadership training incorporates all that is available. The ability to leverage the ecosystem ensures that the School remains a vigilant steward of its resources and creates the most effective learning laboratory for its students.
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PROGRAM OVERVIEW

The McNulty Leadership Program pushes the boundaries of traditional leadership education, incorporating coursework, coaching, mentoring, and transformational experiential learning opportunities for students of all ages and backgrounds. MLP benefits from and enriches a robust leadership ecosystem made up of partners from across the University and around the world. Core resources include People Lab, the Center for Leadership and Change Management, and a diverse alumni base.

Undergraduate

All incoming students embark on the Wharton Leadership Journey, a set of four half-credit courses beginning with WH 101: Business and You and ending with a capstone. MLP supports the Leadership Journey by designing and delivering curricular and co-curricular programming that develops interpersonal, teambuilding, and leadership skills. Programs include Wharton Leadership Ventures, Authors@Wharton Speaker Series Speaker Series, the Wharton Leadership Lectures, and fellowships.

MBA

MLP is a fundamental force for MBA student development at Wharton. The MBA program begins with the required learning team experience. MBA learning teams complete MGMT 610: Foundations of Teamwork and Leadership as their first course. This class sets the stage for participation in additional programming, such as the Executive Coaching and Feedback Program, fellowships, and People Lab.

Executive MBA

Customized to the needs of working professionals, students at the School's East and West Executive MBA programs take part in the Executive Coaching and Feedback Program, Authors@Wharton Speaker Series, Wharton Leadership Ventures, Management 610, and P3: Purpose, Passion, and Principles.

Executive Education

In partnership with the Aresty Institute for Executive Education, MLP offers programs and executive coaching for professionals at various stages of their careers. MLP designs and delivers Wharton's flagship leadership programs, such as the Advanced Management Program, that serve senior-level and high-potential leaders.

Leadership in action:

Wharton Leadership Ventures

Wharton Leadership Ventures are experiences that facilitate self-discovery, leadership, and character development. Taking place in unfamiliar and challenging terrain, ventures empower participants to step out of their comfort zones, exceed personal limitations, and experience leadership firsthand. They encourage participants to improve their capacities to think strategically, communicate effectively, and act decisively. Ventures include two-day experiences at the US Marine Corps Officer Candidate School in Quantico, Virginia, FDNY's Firefighter Training Program, and longer expeditions trekking in Patagonia or Antarctica.

Penn Law

Penn Medicine

**McNulty Leadership
Program reaches across
the University**

School of Social Policy
& Practice

Penn Athletics

Penn Veterinary
Medicine

At each step of their MLP experience, participants are encouraged to:



Take Action

By embracing leadership moments of their own making, students can increase their resilience, adaptability, and capacity to lead in an authentic way.



Reflect

By coaching, mentoring, and gathering feedback from others, students can develop their self-awareness, realize salient character strengths, and identify opportunities for personal growth.



Experiment

By accepting stretch experiences, students can test and practice their range of leadership styles from directive to empowering to transformational.



Apply

By putting leadership lessons learned in and out of the classroom into practice, students can build a range of skills, from creative and critical thinking to motivating oneself and others and cultivating organizational awareness.

GROWTH OPPORTUNITIES

Wharton seeks philanthropic partners to advance the renowned McNulty Leadership Program. Additional funding enables MLP to scale programs to reach broader audiences with more robust content and pilot innovative activities to meet the evolving needs of students.

MLP will enhance successful programs to better serve its constituencies. Established programs include:

➔ *Authors@Wharton Speaker Series*

MLP's popular program brings world-renowned authors to campus to share their ideas on topics ranging from management to gender in the workplace. The program enriches intellectual engagement and encourages dialogue between students, faculty, staff, and alumni outside of the classroom. Recent participants include Sir Richard Branson, Melinda Gates, and Former Senior Advisor to President Obama Valerie Jarrett.

➔ *Executive Coaching and Feedback Program (ECFP)*

ECFP engages 70 of the nation's most respected executive coaches to work with students. New funding will improve retention and continuous training of coaches, as well as supporting the attainment of specialized coaches for specific constituents, such as women and veterans.

➔ *Management 610: Foundations of Teamwork and Leadership*

This course uses a team-based, highly interactive simulation to enable students to experience and practice core concepts of leadership. Learning teams have the chance to expand their skills in teamwork and leadership through a shared effort to run a simulated company.

“Wharton tops its peers in leadership training. I have always served as a leader in my journey, but I have come to understand that leadership is not about formal roles, but a way of life. Through the Executive Coaching and Feedback Program, I learned hard truths about my time management and leadership style.”

AKWUGO NNAMA, WG'19



MLP will expand programming into new markets, building Wharton’s leadership brand and broadening its impact. Programs that will benefit from such growth include:

- *P3: Purpose, Passion, and Principles*
P3 is an eight-week program designed to help students gain a deeper understanding of their definitions of success and happiness, empowering them to pursue the most meaningful careers. New funding will support the expansion of P3 as well as allow for the piloting of innovative formats, such as weekend retreats for executives.
- *Student Experience Fund*
This fund ensures that more students can participate in Wharton Leadership Ventures, regardless of their personal financial situations. During Wharton Leadership Ventures, participants are challenged mentally and physically during stretch experiences that range from six to 14 days. The ventures are designed to foster forward thinking, risk awareness, and fast decisions. They take place in challenging terrain in locations such as Antarctica, Grand Teton National Park, and Patagonia.
- *Venture Fellows*
MLP carefully selects second-year MBA students to lead small teams through physically demanding and emotionally taxing expeditions. The rigorous training, time commitment, and added workload pays off. Many Venture Fellows identify the peer-to-peer leadership as one of the most gratifying experiences during their time at Wharton. Throughout the year, Venture Fellows attend planning meetings, leadership development events, and physical training sessions. MLP has expanded the program to undergraduates. As excitement and interest grows, funding will enable MLP to engage more students.
- *Nonprofit Board Fellows*
Second-year MBAs and Penn Law students gain a greater sense of how their leadership skills can make a significant contribution within the nonprofit sector. Students contribute collectively to a sense of civic growth while learning best practices in corporate and nonprofit governance. Funding enables MLP to provide deeper support to senior leaders of partner organizations and implement a success metric to track alumni who embrace the servant-leader role after graduation.

BY THE NUMBERS	2,300+ Students reached annually	225 Partners (across Penn and around the world)	68 Annual leadership development opportunities	30+ Annual speaker events and conferences
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MLP pilots new programs to stay at the forefront of leadership development. Examples of such activities include:

➔ *Women's Leadership Initiatives*

Launched in 2018, these strategic initiatives focus on the promotion of gender equity by supporting faculty research, developing programs, and connecting networks. Sample activities include an MBA women's workshop series, partnerships with Executive Education and Wharton's alumnae groups, and support for student groups like Wharton Women in Business.

➔ *Penn Athletics Wharton Leadership Academy*

Launched in 2016, the Academy fosters the leadership abilities of Penn undergraduate student athletes. The program offers training to team captains and coaches to give them a common language to work toward shared goals. Students enter as freshmen for a four-year cycle that includes lectures, workshops, and experiential sessions.

➔ *People Lab*

Launched in 2019, People Lab is a collaborative effort between the McNulty Leadership Program and Wharton People Analytics that enables individuals to identify and develop qualities vital to their long-term success. People Lab launched with a focus on character strengths, most notably the research on generosity (Adam Grant, Saul P. Steinberg Professor of Management Professor of Psychology), grit (Angela Duckworth, Christopher H. Browne Distinguished Professor of Psychology), and coachability (Cade Massey,) and will continue to evolve to include the MLP leadership competency model.



KEY LEADERSHIP



Mike Useem

*Director, Center for Leadership and Change Management
William and Jaclyn Egan Professor of Management*

Mike Useem's teaching includes MBA and Executive MBA courses on management and leadership, and he offers programs on leadership and governance for managers in the United States, Asia, Europe, and Latin America. He works on leadership development with many companies and organizations in the private, public, and non-profit sectors. He is the author of *The Leader's Checklist*, *The Leadership Moment*, *Executive Defense*, *Investor Capitalism*, *Leading Up*, and *The Go Point*. He is also co-author and co-editor of *Learning from Catastrophes*; and co-author of *The India Way*, *Leadership Dispatches*, *Boards That Lead*, *The Strategic Leader's Roadmap*, *Fortune Makers: The Leaders Creating China's Great Global Companies*, *Go Long: Why Long-Term Thinking Is Your Best Short-Term Strategy*, and *Mastering Catastrophic Risk: How Companies Are Coping with Disruption*. Mike is co-anchor for the weekly program "Leadership in Action" on SiriusXM's Business Radio Powered by the Wharton School.



Jeff Klein, WG'05

*Executive Director, McNulty Leadership Program
Lecturer, the Wharton School and the School of Social Policy and Practice*

Jeff Klein leads the team that designs and delivers Wharton's portfolio of curricular and co-curricular leadership development initiatives for undergraduate, MBA, and Executive Education audiences. He also directs the School's efforts to create the Penn Wharton Global Leadership Institute. He is the co-host of "Leadership in Action" on Business Radio, and serves as the learning director for the Penn Athletics Wharton Leadership Academy, a four year program for Penn's student athletes devoted to increasing effectiveness as an athlete and an alumni leader. Jeff is also the executive director of the Advanced Management Program, Wharton's flagship five-week program for senior executives.



Anne Greenhalgh

*Deputy Executive Director, McNulty Leadership Program
Adjunct Professor of Management*

Anne serves as second-in-command of the McNulty Leadership Program. She also serves as chief operating officer overseeing the program's core functions, including finance, human resources, marketing, communication, event management, data, and technology. Anne is also an award-winning teacher. As adjunct professor of management, Anne co-leads the gateway course for Wharton freshmen — WH 101 Business and You — and is chiefly responsible for the design and delivery of co-curricular programming that supports the new academic requirement, The Leadership Journey. Along with Jeff Klein and Mike Useem, Anne is co-host of "Leadership in Action" on Business Radio. Anne's research and publications complement her work and focus on leadership and management education, especially at the undergraduate level.

FUNDING OPPORTUNITIES

A term or endowed gift of up to \$1,000,000 provides sustaining support for MLP. . You can designate your gift to the McNulty Leadership Program directly or fund one or more of the following programs:

- » **Authors@Wharton Speakers Series**

- » **Executive Coaching and Feedback Program**

- » **Management 610: Foundations of Teamwork and Leadership**

- » **Nonprofit Board Fellows**

- » **P3: Purpose, Passion, and Principles**

- » **Penn Athletics Wharton Leadership Academy**

- » **People Lab**

- » **Student Experience Fund**

- » **Undergraduate Leadership Journey**

- » **Venture Fellows**

- » **Wharton Leadership Lecture Series**

- » **Women's Leadership Initiatives**

ENDOWED GIFTS TO THE WHARTON SCHOOL

An endowed gift provides sustained funding that transforms a program or initiative. This level of philanthropy enables Wharton to confidently launch new initiatives and plan for future activities or address immediate needs.

TERM GIFTS TO THE WHARTON SCHOOL

Term funding provides greater financial support upfront than an endowed gift, however funding is spent down over a period of years.

Typically philanthropic commitments are paid over a period of three to five years.

To learn more about supporting the McNulty Leadership Program, please contact Wharton External Affairs: +1.215.898.8479 or external.affairs@wharton.upenn.edu

Endowing a specific program within MLP provides a stable source of income, ensuring generations of students have access to the tremendous opportunities. Areas that would benefit from this level of philanthropy include:

» **PEOPLE LAB**

For information about endowing People Lab, please contact Wharton External Affairs

People Lab provides critical analysis of individuals' character strengths that fuels MLP's educational recommendations to advance personal leadership growth. As research provides more and better data, the platform continually absorbs it, deepening People Lab's impact on students and expanding the lab's reach to a broader audience.

» **EXECUTIVE COACHING AND FEEDBACK PROGRAM**

\$10,000,000

This signature program provides a transformational experience for second-year MBAs. MLP partners with 70 of the nation's most respected coaches to provide personalized one-on-one executive coaching. MLP provides tailored training to help coaches effectively support Wharton students on their leadership journey.

» **UNDERGRADUATE LEADERSHIP JOURNEY**

\$5,000,000

MLP plays an integral role in each stage of the Undergraduate Leadership Journey. Students gain interpersonal management, team-leading, and critical thinking skills through exceptional co-curricular experiential learning.

» **VENTURE FELLOWS**

\$4,000,000

Venture Fellows are the backbone of the Wharton Leadership Ventures. They ensure participants are properly equipped, safety protocols are followed, and the leadership lessons gleaned from the experiences are effectively mined by participants.

» **NONPROFIT BOARD FELLOWS**

\$3,000,000

In recent years, MLP has seen an increase in MBA students interested in board service. This program offers a unique platform for both learning and volunteer service, giving students structured and purposeful experiences as members of nonprofit boards.
