Welcome to MiddCORE 2014
AT SIERRA NEVADA COLLEGE
Middlebury
"Before MiddCORE I never thought of myself as a risk taker or an entrepreneur or a public speaker or an ‘idea guy.’ But after this month I’ve seen that I can be all those things, and I really think I found this new self-awareness thanks to this program.”

Alec MacMillen
MiddCORE Graduate

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“MiddCORE is about learning outside of the box, furthering personal skills, achieving goals you never thought you’d ever attempt and transforming yourself into a better person.”

Scott Kiernan
MiddCORE Graduate

“I just had the best job interview. I talked about MiddCORE and all the skills it taught me. It was a great conversation starter and I could quickly draw on examples of strengths, failures and accomplishments.”

Aparva Damani
MiddCORE Graduate

The strongest team is one in which the group recognizes and celebrates each individual for his or her specific strengths. MiddCORE embraced my skills, and I felt empowered to contribute my voice and ideas to the team as a whole.”

Cate Costly
MiddCORE Graduate

Welcome to MiddCORE

In the next four weeks we invite you to take risks, to work hard and to explore the space beyond your comfort zone. You will meet fascinating people, develop skills to prepare you for the road ahead and embark on a journey of personal discovery.

Carefully selected mentors with experience in CORE strength development will create daily, weekly and month-long challenges. During the process, you will gain experience in leadership and innovation and learn about taking risks and seizing opportunities. You will participate in team building, problem solving and decision-making tasks and sharpen your persuasive communication abilities in individual, collaborative and competitive activities. You will leverage your analytical skills to address real challenges in both for-profit and social enterprises. Above all, you will build the networks and gain the confidence needed to face the challenges and opportunities that await you.

You will be in session between 9 a.m. and 4 p.m., Monday through Friday. There will be some evening and Saturday events scheduled throughout the course as well. Lake Tahoe is one of our nation’s most beautiful spots and an outdoor playground; we hope you enjoy the additional outdoor activities we have planned. Students must attend 95 percent of the sessions and be an active participant in all workshops and challenges to receive the MiddCORE certificate.

In MiddCORE, as with most things in life, what you get out of this month will be directly proportional to what you put in. You have been selected for this program because we think you have much to gain but also much to add. We are thrilled to welcome you to MiddCORE!

Sincerely,

Jessica Holmes
Director of MiddCORE
LEADERSHIP
“MiddCORE helped me to understand that leadership is not a characteristic that people are born with. Leadership is not something that is found, but rather, something that is created within someone through recognition of potential and an opportunity to practice.”
Steven Kasparek
MiddCORE Graduate

IDEA CREATION
“If you gave me a blank piece of paper on which to brainstorm, I originally would have written out my ideas in neat rows and columns. MiddCORE allowed me to tear the paper to shreds, put it back together, draw all over it in colored pencils and see what emerged. You never know where good ideas will come from, but you have to be willing to do the unconventional and let your imagination run wild.”
Cale Caudy
MiddCORE Graduate

COLLABORATION
“I never thought introspection could be a collaborative process. In MiddCORE we were really helping each other find out about ourselves.”
Alex MacBillop
MiddCORE Graduate

STRA TEGIC THINKING
Adaptive leaders need to develop their capacity to think strategically. Through challenges posed by mentors and partner organizations, students learn to identify and reframe problems, challenge the status quo and think critically.

PERS U SIVE COMMUNICATION
Students spend several sessions training the most important instruments they have: their body and their voice. Through improvisation exercises, idea pitches, and storytelling, students learn to deliver a compelling speech, listen and respond to an audience and make progress on their path to becoming outstanding communicators.

NEGO TIATION
How do you resolve conflict in a way that satisfies all interests and leads to a sustainable settlement? Students learn the art and techniques of negotiation with mediation and negotiation experts. By listening and creating connections with others, students learn to steer the negotiation to obtain more sustainable settlements.

CR IS IS MAN AGEMENT
The very nature of a crisis suggests time pressure, insufficient information, unfolding consequences and the need for dynamic evaluation, collaboration and decision-making. MiddCORE participants are given roles and challenged to navigate a crisis.

DE SIGN THINKING
Design thinking is a formal problem-solving methodology and mindset that takes into consideration the human perspective. The method combines empathy to understand human needs, creativity to generate insights and design to develop solutions. Students use the design thinking approach to identify recommendations for partner challenges and in the cultivation of their own innovation challenge ideas.

CORE Strengths

LEADERSHIP
Executive leadership coaches guide students to a deeper understanding of their own leadership styles through a series of team challenges, behavioral assessments, discussions and problem-solving exercises. Students become leaders by practicing leadership.

IDEA CREATION
Innovation starts with an idea. How are those ideas identified, created, cultivated and tested? Students learn ideation techniques that allow them to unpack problems, identify opportunities, make connections, challenge assumptions, and facilitate collaborative brainstorming. They learn to appreciate the importance of building a culture of creativity and innovation and gain the leadership capacity to do so.

COLLABORATION
What is your communication style? How can you effectively communicate with others on your team? How do you approach and resolve conflict? Students take communication and conflict resolution assessments to gain a deeper understanding of their own communication style. Through various workshops, they learn how communication style influences leadership, problem solving, conflict resolution and team dynamics. They also appreciate the importance of building diverse teams to enhance idea development and implementation.

FINANCIAL LITERACY
A basic understanding of the tools of accounting and finance is important to those who want to lead an enterprise or obtain funding for a new venture. Familiarity with financial statements and business modeling serves commercial and social entrepreneurs alike.
“Good design, now more accessible and affordable than ever, offers us a chance to bring pleasure, meaning and beauty to our lives.” – Daniel Pink

Daniel Pink, the author of *A Whole New Mind*, advances six high-concept aptitudes necessary for the next generation of leaders. Design is one of the six. Students learn about typography, color, texture and weight, and create design boards, product prototypes and other visual communication tools that inspire their own sense of design. Working with artists and graphics designers, students also develop visual prototypes to enhance their final Innovation Challenge presentations.

**FAILING FORWARD**

Innovations emerge from an iterative process, rippled with failures that lead to stronger insights and more finely-tuned ideas. Leaders and innovators need to celebrate both successes and (well-intentioned) failures. They need to learn to *fail forward*. MiddCORE celebrates failure with a Failure Wall where students and mentors are encouraged to “state a time in your life when you failed and what you learned from that failure.”

**SELF-AWARENESS**

Unfamiliar and challenging circumstances create opportunities for insight and self-realization. MiddCORE graduates invariably speak of the many valuable takeaways: the bonds formed with their peers and mentors, the personal insights gained and the growth in confidence for the years ahead.

**NETWORKING**

How do you enter a lively conversation at a party? How do you politely excuse yourself from a dull conversation? How do you make a meaningful connection? Students practice their conversational and interpersonal skills, as well as their pitch delivery, during a special networking event with invited members of the local community.

**EMPATHY**

Leadership and innovation require you to make connections with other people. To lead you must align your own ideas with the interests of others. To innovate, you must gain a deep understanding of the unmet needs of others. Both require empathy. Working with experts, students practice activating empathy through exercises in listening, eye contact, posture and responsiveness.

**ETHICAL DECISION-MAKING**

Imagine you are an executive at the American Red Cross and learn of a potential threat to the blood supply. At what point does your obligation to protect the public from potential harm supersede the lives that blood transfusions save? Students role-play ethical dilemmas faced by organizations and leadership teams. They are challenged to assess their own moral compass and consider best responses to ethical challenges.
Meet the MiddCORE Team

E.J. Bartlett
Director of Marketing & Communications, MiddCORE, Middlebury College

Kathryn Benson
Admissions, Outreach & Operations Associate, MiddCORE, Middlebury College

Timothy Billings
Professor of English and American Literatures, Middlebury College

Christal Brown
Assistant Professor of Dance, Middlebury College

Catherine Collins
Associate Director, MiddCORE, Middlebury College

Lynn Gillette
President, Sierra Nevada College

Jessica Holmes
Director of MiddCORE and Professor of Economics, Middlebury College

Jenn Johnson
Program Coordinator, Sierra Nevada College

Mike Kiernan
Physician and Instructor of Persuasive Communication, MiddCORE, Middlebury College

Jonathan Miller-Lane
Associate Professor of Education, Middlebury College

Deborah Prout
Special Assistant to the President, Sierra Nevada College

Dana Yeaton
Visiting Assistant Professor of Theatre, Middlebury College
Meet the MiddCORE Mentors

One of the rewards for MiddCORE participants is the relationships they develop with our visiting mentors. You are encouraged to engage with them over lunch and dinner. Take advantage of these unique opportunities to work with CEOs, CFOs, former governors, social entrepreneurs, negotiators, venture capitalists, innovators and leadership coaches.

Dan Abrams
President and Co-Founder, FlyLow

Chase Adam
Co-founder and Visionary, Watsi.org

Seth Borden
Partner, McKenna Long & Aldridge

Phil Bredesen
Former Governor of Tennessee

Ashley Brown
PhD in Organization Studies, MIT

Dave Burwick
President and CEO, Peet’s Coffee and Tea

Dick Cameron
Associate Director of Science CA Chapter, The Nature Conservancy

Lynelle Cameron
President and CEO, Autodesk Foundation and Senior Director of Sustainability, Autodesk

Luisa Covaria
Open IDEO Challenge Manager, IDEO

Jim Douglas
Former Governor of Vermont

Blake Glenn
Founding Partner, Curious Industry

Christina Gregoire
Former Governor of Washington State

Jennifer Gurecki
Founder and CEO, Coalition Snow

Rosie Hackett
Director of Outdoor Adventure Leadership, Sierra Nevada College

Jessica Harrison
Strategy Fellow, Evidence Action

Carl Hobert
Founding Director, Axis of Hope and Professor at Boston University
Meet the MiddCORE Mentors

Will Hoida  Dean of Students, Sierra Nevada College
Galen Hoskin  Senior Vice President, Capital World Investors
Mary Hurle  Founder and Principal, LeaderScope Consulting
Kelly Kennedy  CFO, See’s Candies
Sonny Perdue  Former Governor of Georgia
Alejandro Poiré Romero  Former Interior Minister of Mexico and Current Dean of the Policy School (EGAP), Tec de Monterrey
Marc Randolph  Entrepreneur, Start-up Consultant and Co-Founder, Netflix
Michael Rawding  Executive Recruiter, Spencer Stuart and Former President, Microsoft Asia

Hussein Khalifa  Partner, Wilson Private Equity
Chastity Lord  Chief External Officer, Achievement First
Charlie MacCormack  Former President, Save the Children
Joanne Marchetta  Executive Director, Tahoe Regional Planning Agency
Amy Richards  Co-Founder, Third Wave Foundation and Educational Director of MAKERS
Liz Robinson  Director of Programs on Creativity and Innovation and Co-Director of the Center for Social Entrepreneurship, Middlebury College

Mary Mazzio  Founder and CEO, 50 Eggs Films
Megan Michaelson  ESPN.com Presenting Editor and Freelance Writer
Radha Mistry  Foresight + Innovation Consultant, ARUP
Amy Stone  President, Fourthstone LLC
Susie Sulphin  Co-Founder and Co-Executive Director, Tahoe Food Hub
Michael Sidgmore  Vice President, iCapital Network

Tim Nash  Managing Director and Senior Institutional Portfolio Strategist and U.S. Trust, Bank of America Corporation
Marc O’Brien  Design Educator and Founder, Confluence
Mary Pang  Managing Director, JPMorgan Chase
Ernie Parizeau  Adjunct Professor of Entrepreneurship, Babson College and Franklin D. College of Engineering
Julia Whitlaw  Family Law Attorney/Mediator, Law and Mediation Offices, Julia Whitlaw
Vanessa Wong  Chairperson, New Balance Taiwanese and Greater China President, Meyer Corporation
Lisa Zeller  Mediator/Arbitrator and Senior Buddhist Chaplain, LA County Jail

Mary Hoida
Galen Hoskin
Mary Hurle
Kelly Kennedy
Sonny Perdue
Hussein Khalifa
Chastity Lord
Charlie MacCormack
Joanne Marchetta
Amy Richards
Mary Mazzio
Megan Michaelson
Radha Mistry
Amy Stone
Tim Nash
Marc O’Brien
Mary Pang
Ernie Parizeau
Julia Whitlaw
Vanessa Wong
Lisa Zeller
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<tr>
<th>TIMES</th>
<th>MONDAY</th>
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<td>9:30 am – 10:30 am</td>
<td>Introduction to MiddCORE &amp; Teaming</td>
<td>Introduction to Design Thinking</td>
<td>Prototyping Using Design Thinking</td>
<td>Innovation Challenge: Identifying an Idea</td>
<td>Coalition Snow Presentations</td>
<td>Lunch with Mentors</td>
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<td>10:30 am – 12:00 pm</td>
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<td>Challenge Definition and Insight Planning</td>
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<td>Faculty Session</td>
<td>Field Work</td>
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<td>12:00 pm – 1:00 pm</td>
<td>Lunch with Mentors</td>
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<td>1:30 pm – 4:00 pm</td>
<td>Launch of the Coalition Snow Strategic Challenge</td>
<td>Guided Reflection</td>
<td>Prototype Using Design Thinking</td>
<td>Guided Reflection</td>
<td>Coalition Snow Presentations</td>
<td>Field Work</td>
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<td>Dinner with Mentors</td>
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<td>7:00 pm – 8:00 pm</td>
<td>Cultural Mapping</td>
<td>Focus Group: Coalition Snow Strategic Challenge</td>
<td>Financial Literacy: The Fundamentals of Financial Statements</td>
<td>Office Hours</td>
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<td>8:00 pm – 9:00 pm</td>
<td>Field Work</td>
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**Jonathan Miller-Lane**  
Associate Professor of Education, Middlebury College  
**Cultural Mapping**  
**Focus Group: Coalition Snow Strategic Challenge**  
**Financial Literacy: The Fundamentals of Financial Statements**  
**Office Hours**

**Ernie Parizeau**  
Adjunct Professor of Entrepreneurship, Babson College and Franklin Dlin College of Engineering  
**Details:**  
- **Week 1:** Jonathan Miller-Lane’s Class  
- **Location:** Tahoe Center for Environmental Sciences (TCES) | Room #206  
- **Innovation Challenge:** Identifying an Idea  
- **Innate Skills:**  
  - Empathy  
  - Collaboration  
  - Active Listening  
  - Strategic Thinking  
  - Self-Awareness  
  - Persuasive Communication  
  - Leadership  
  - Financial Literacy
# Achievement First Challenge: Validating an Idea

**Week 2: Jonathan Miller-Lane's Class**

**Tahoe Center for Environmental Sciences (TCEES) | Room #206**

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<th>TIMES</th>
<th>MONDAY</th>
<th>JUNE 9</th>
<th>TUESDAY</th>
<th>JUNE 10</th>
<th>WEDNESDAY</th>
<th>JUNE 11</th>
<th>THURSDAY</th>
<th>JUNE 12</th>
<th>FRIDAY</th>
<th>JUNE 13</th>
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| 9:30 am – 12:00 pm | Guided Reflection | Launch of the Achievement First Strategic Challenge
Imagine a day where hundreds of thousands of Americans who are first generation college graduates (FGCUs) are walking the streets, boarding buses and subways wearing green to serve as social and visible proof points for the thousands of kids who have yet to begin the journey and for the thousands that are on the journey and may feel alone. On May 29th, 2014 Achievement First launched a national Proof Point Day to celebrate first generation college graduates. Students will work with Chastity Lord and her team to design next steps after the launch of the campaign. |
| 12:00 pm | Mary Mazzio Lunch Talk | Lunch with Mentors
Socially Responsible Investing: From “Do No Harm” to “Positive Impact”
Socially responsible investing - whereby investors seek to couple financial returns with benefits to the community or the world - has become a buzzword that encompasses a broad range of objectives. This range can vary from guidelines as simple as avoiding pernicious industries such as tobacco, gambling or firearms, to actions on environmental or labor issues, to specifically investing in businesses that proactively seek to have a positive social impact. In this session, students will explore the potential and limitations of such strategies and what factors are necessary for their sustainability to bring about change. |
| 6:00 pm | Dinner with Mentors | Networking Night: Validating an Idea
The Home of Bruce and Nora James
How do you enter a lively conversation at a party? How do you politely excuse yourself from a dull conversation? How do you make meaningful connections? Students will practice their conversational and interpersonal skills and pitch their Innovation Challenge ideas at a special networking event with invited members of the local community. |
| 7:00 pm – 9:00 pm | Field Work | Field Work
This week’s challenge is to design a field work experience for students and community members to validate an idea. Students will work with mentors to cultivate their Innovation Challenge ideas.

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**Sunday, June 8**

**Film Screening: Underwater Dreams**

Students and community members will have the opportunity to view the film Underwater Dreams with film director and CEO of 50 Eggs Films, Mary Mazzio. Mary will provide background on the film’s development and answer any questions.

**Mary Mazzio**

Founder and CEO, 50 Eggs Films
### Week 3: Jonathan Miller-Lane’s Class

**TAHOE CENTER FOR ENVIRONMENTAL SCIENCES (TCES) | ROOM #206**

<table>
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<tr>
<th>TIMES</th>
<th>MONDAY: JUNE 16</th>
<th>TUESDAY: JUNE 17</th>
<th>WEDNESDAY: JUNE 18</th>
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<tr>
<td>9–9:30 am</td>
<td>Guided Reflection</td>
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</table>
| 9:30 am | Ethical Decision-Making | In this session, students will be challenged to assess their own moral compass and consider level responses to ethical dilemmas. | Jonathan Miller-Lane  
Associate Professor of Education,  
Middlebury College | ETHICAL DECISION-MAKING  
SELF-AWARENESS |
| 9:00 am | Leadership Lessons | Each of the four governors will sit down with small groups of students to share personal reflections on leadership. | Phili Bredesen  
Former Governor of Tennessee  
Jim Douglas  
Former Governor of Vermont  
Christine Gregoire  
Former Governor of Washington  
Sunny Perdue  
Former Governor of Georgia | LEADERSHIP  
ETHICAL DECISION-MAKING |
| 9–9:30 am | Guided Reflection |                  |                     |
| 10 am | Faculty Session | Students will have the opportunity to discuss relevant readings and debrief on topics chosen by the faculty. | Jonathan Miller-Lane  
Associate Professor of Education,  
Middlebury College | ETHICAL DECISION-MAKING |
| 12:00 pm | Lunch with Mentors |                  |                     |
| 12:00 pm | Field Time | Innovation Challenge | IDEA CREATION  
NETWORKING  
STRATEGIC THINKING |
| 1:30 pm | Crisis Management | The very nature of a crisis suggests time pressures, emotional exhaustion, unfolding consequences and the need for dynamic evaluation, collaboration and decision-making. Governors Douglas, Bredesen, Gregoire and Perdue will lead students through a simulation exercise designed to teach students how to effectively manage a crisis. | Phili Bredesen  
Former Governor of Tennessee  
Jim Douglas  
Former Governor of Vermont  
Christine Gregoire  
Former Governor of Washington  
Sunny Perdue  
Former Governor of Georgia | CRISIS MANAGEMENT  
ETHICAL DECISION-MAKING  
LEADERSHIP  
COLLABORATION  
PERSUASIVE COMMUNICATION |
| 4–6 pm | Field Work | Challenge Preparation |                   |
| 6:00 pm | Dinner Panel: Ethics in Leadership | with Former Governors Phili Bredesen, Jim Douglas, Christine Gregoire and Sunny Perdue |                  |
| 7:00 pm | Visual Communication | Students will create mood boards for their Innovation Challenge in order to gain a better sense of design and aesthetics, as well as further cultivate their ideas. | E.J. Bartlett  
Director of Marketing and Communications,  
MiddCORE, Middlebury College | AESTHETICS AND VISUAL COMMUNICATION  
IDEA CREATION  
PERSUASIVE COMMUNICATION |
| 8–10 pm | Story-Making (Optional) | Nothing transforms our lives like a story. Students will join in an exercise that explores the powerful and pervasive art of story-making. | Mike Kiernan  
Physician and Instructor of Persuasive Communication,  
MiddCORE, Middlebury College | PERSUASIVE COMMUNICATION  
SELF-AWARENESS  
EMPATHY |
| 9:00 pm | Acknowledge Counterstories | In this session, students will learn the power of narratives and their role in our personal conceptions and understandings of race, gender, language, power and privilege. Students will consider their own identities as they explore how to authentically hear another’s story. | Charlie MacCormack  
Former President,  
Fairfield County Community Foundation  
Susan Ross  
Former President,  
Save the Children | EMPATHY  
COLLABORATION  
ACTIVE LISTENING |
| 9:00 pm | Financial Literacy II: Ensuring Your Future | What is financial literacy and why is it important? The world of finance can feel overwhelming, complex and difficult to navigate. If you are going to graduate with some debt or are poised to start a new venture which requires funding, being informed about how to effectively manage debt, responsibly manage cash flow and invest for your future can serve you now and for years to come. | Mary Paq  
Managing Director,  
JPMorgan Chase | FINANCIAL LITERACY |
| 9:00 pm | How Marketplace Businesses Can Help Solve the World’s Biggest Problems | From Amazon and eBay to Lyft and Lending Club, marketplace businesses have leveraged the connectivity of the internet to create new consumer experiences and connect people and capital in ways unimaginable. But what if we told you that marketplace businesses could help solve some of the world’s biggest problems? Students will work with Watsi co-founder Chase Adam and iCapital Network team member Michael Sidgmore to learn about the power of marketplace businesses. Students will learn how they can change the world for the better. | Michael Sidgmore  
Vice President,  
Capital Network  
Chase Adam  
Co-Founder and Visionary,  
Watsi.org | FINANCIAL LITERACY  
STRATEGIC THINKING |
| 9:00 pm | Innovation Challenge: Pitching an Idea | Students will have the opportunity to work with select mentors to practice pitching their Innovation Challenge ideas. |                 |
| 9:00 pm | Core Strengths | Persuasive Communication  
Collaboration  
Ethical Decision-Making  
Empathy  
Idea Creation  
Leadership  
Self-Awareness |


**9:00 pm**  
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**Weekend Activities:**

- **Sand Harbor Paddleboarding**
- **Lake Tahoe**
**Week 4: Jonathan Miller-Lane’s Class**

**Tahoe Center for Environmental Sciences (TCES) | Room #206**

### Times

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<tr>
<td>9-9:30 am</td>
<td>Guided Reflection</td>
<td>Visual Presentation &amp; Pitch Practice</td>
<td>MidCORE Insights</td>
<td>Innovation Challenge Presentations Round 1</td>
<td>Final Innovation Challenge Presentations</td>
<td>Travel home</td>
</tr>
<tr>
<td>9:30 am</td>
<td>12:00 pm</td>
<td>Innovation Challenge: Idea Fair</td>
<td>Persuasive Communication ACTIVE LISTENING</td>
<td>Self-Awareness Networking</td>
<td>Persuasive Communication AESTHETICS AND VISUAL COMMUNICATION</td>
<td>Persuasive Communication AESTHETICS AND VISUAL COMMUNICATION</td>
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<tr>
<td>10:30 am</td>
<td>1:30 pm</td>
<td>Negotiation (Part 1)</td>
<td>Negotiation (Part 2)</td>
<td>MidCORE Insights (Continued)</td>
<td>Innovation Challenge Feedback</td>
<td>Lunch with Mentors</td>
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<tr>
<td>11:00 am</td>
<td>2:00 pm</td>
<td>Persuasive Communication</td>
<td>Persuasive Communication</td>
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<td>Leadership Panel</td>
<td>Presidents and CEOs Panel</td>
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<tr>
<td>12:00 pm</td>
<td>3:00 pm</td>
<td>Lunch with Mentors</td>
<td>Lunch with Mentors</td>
<td>MidCORE Graduation Ceremony</td>
<td>Field Work</td>
<td>Design Drop-in Hours</td>
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<tr>
<td>1:00 pm</td>
<td>4:00 pm</td>
<td>Field Work</td>
<td>Financial Literacy</td>
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<td>Persuasive Communication</td>
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<td>2:00 pm</td>
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<td>Design</td>
<td>Pitch Practice</td>
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<td>Design</td>
<td>Persuasive Communication</td>
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<td>Financial Literacy</td>
<td>Pitch Practice</td>
<td>Design</td>
<td>Financial Literacy</td>
<td>Persuasive Communication</td>
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<td>4:00 pm</td>
<td>7:00 pm</td>
<td>Design</td>
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<td>Design</td>
<td>Financial Literacy</td>
<td>Persuasive Communication</td>
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<td>5:00 pm</td>
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<td>Financial Literacy</td>
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<td>6:00 pm</td>
<td>9:00 pm</td>
<td>Design</td>
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<td>Design</td>
<td>Persuasive Communication</td>
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</table>
### COALITION SNOW CHALLENGE

**TIMES** | **MONDAY: JUNE 2** | **TUESDAY: JUNE 3** | **WEDNESDAY: JUNE 4** | **THURSDAY: JUNE 5** | **FRIDAY: JUNE 6** | **SATURDAY: JUNE 7**
---|---|---|---|---|---|---
9:30 am – 10:30 am | Guided Reflection | Prototyping Using Design Thinking
9:30 am – 10:30 am | Introduction to MiddCORE & Teaming | In this session, students will be introduced to design thinking methodology. This method combines empathy to understand human needs, creativity to generate insights and design to develop solutions.
10:30 am – 12:00 pm | Challenge Definition and Insight Planning | Students will define the scope of the challenge and plan their immersion togs. Blake Glenn will help students prepare to interview and gather insights for the Coalition Snow strategic challenge.
1:30 pm – 3:30 pm | Field Work Debrief | Field Work
3:00 pm – 5:00 pm | Field Work Debrief | Field Work
4:00 pm – 6:00 pm | Field Work | Challenge Preparation
6:00 pm – 8:00 pm | Dinner with Mentors |
7:00 pm – 9:00 pm | Cultural Mapping | Focus Group: Coalition Snow Strategic Challenge
9:00 am – 10:30 am | Introduction to MiddCORE & Teaming | Active Listening | Self-Awareness
10:30 am – 12:00 pm | Challenge Definition and Insight Planning | Blake Glenn
1:30 pm – 3:30 pm | Field Work Debrief | Blake Glenn
3:00 pm – 5:00 pm | Field Work Debrief | Blake Glenn
4:00 pm – 6:00 pm | Field Work | Challenge Preparation
6:00 pm – 8:00 pm | Dinner with Mentors |
7:00 pm – 9:00 pm | Cultural Mapping | Dana Yeaton |
9:00 am – 10:30 am | Introduction to MiddCORE & Teaming | Active Listening | Self-Awareness
10:30 am – 12:00 pm | Challenge Definition and Insight Planning | Blake Glenn
1:30 pm – 3:30 pm | Field Work Debrief | Blake Glenn
3:00 pm – 5:00 pm | Field Work Debrief | Blake Glenn
4:00 pm – 6:00 pm | Field Work | Challenge Preparation
6:00 pm – 8:00 pm | Dinner with Mentors |
**Week 2: Christal Brown’s Class**

**Tahoe Center for Environmental Sciences (TCES) | Room #215**

### ACHIEVEMENT FIRST CHALLENGE

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<tr>
<th>TIMES</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
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<tbody>
<tr>
<td>9-9:30 am</td>
<td>Guided Reflection</td>
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<tr>
<td>9:30 am – 12:00 pm</td>
<td>Launch of the Achievement First Strategic Challenge</td>
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<td>Socially Responsible Investing: From &quot;Do No Harm&quot; to &quot;Positive Impact&quot;</td>
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<tr>
<td>1:30 pm – 4:00 pm</td>
<td>Innovation Challenge: Validate an Idea</td>
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<td>Prototyping</td>
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<td>4:00 pm – 6:00 pm</td>
<td>Field Work</td>
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<td>Team Building</td>
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<tr>
<td>6:00 pm – 9:00 pm</td>
<td>Dinner with Mentors</td>
<td></td>
<td>Networking</td>
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</table>

### LEADERSHIP | STRATEGIC THINKING | IDEA CREATION | DESIGN THINKING

- **Mary Mazzio**: Founder and CEO, 50 Eggs Films
- **Amy Stone**: President, Fourthstone LLC
- **Chastity Lord**: Chief External Officer, Achievement First
- **Lisa "Z" Zeller**: Mediator/Arbitrator and Senior Buddhist Chaplain
- **Mary Hurlie**: Chief Operating Officer, MiddCORE
- **Jessica Harrison**: Founding Director, First@Me

**Additional Notes**
- **Mary Mazzio** invites students and community members to view the film "Underwater Dreams" directed by Mary Mazzio.
- **Christal Brown** will host a special networking event with invited members of the local community to foster innovation challenges.
- **LA County Jail** hosts a special networking event with invited members of the local community.

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**SUNDAY, JUNE 8 | Film Screening: Underwater Dreams**

Students and community members will have the opportunity to view the film "Underwater Dreams" directed by Mary Mazzio. Mary will provide background on the film’s development and answer any questions.

**Mary Mazzio**: Founder and CEO, 50 Eggs Films
### Week 3: Christal Brown’s Class

**Tahoe Center for Environmental Sciences (TCES) | ROOM #215**

<table>
<thead>
<tr>
<th>TIMES</th>
<th>MONDAY</th>
<th>JUNE 16</th>
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<th>JUNE 17</th>
<th>WEDNESDAY</th>
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<tr>
<td>9:30 am</td>
<td>Guided Reflection</td>
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<tr>
<td>9:30 am</td>
<td>Crisis Management</td>
<td>Leadership Lessons</td>
<td>Each of the four governors will sit down with small groups of students to share personal reflections on leadership.</td>
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<td>12:00 pm</td>
<td>Lunch with Mentors</td>
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<tr>
<td>1:30 pm</td>
<td>Ethical Decision-Making</td>
<td>Field Time</td>
<td>Innovation Challenge</td>
<td>IDEA CREATION</td>
<td>NETWORKING</td>
<td>STRATEGIC THINKING</td>
</tr>
<tr>
<td>4:00 pm</td>
<td>Paddleboarding</td>
<td>MiddCORE Regatta</td>
<td>This session, students will develop skills in leadership, collaboration, strategic thinking and communication as they brainstorm, design and construct a boat. Upon completion, teams will compete in a regatta on Lake Tahoe.</td>
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<td>7:00 pm</td>
<td>Dinner Panel: Ethics in Leadership</td>
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<td>7:00 pm</td>
<td>Visual Communication</td>
<td>Story-Making (Optional)</td>
<td>Students will create mood boards for their Innovation Challenge in order to gain a better sense of design and aesthetics, as well as further cultivate their ideas. EJ Bartlett Director of Marketing and Communications, MiddCORE, Middlebury College</td>
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<td>9:00 pm</td>
<td>Dinner with Mentors</td>
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### Thursday: June 19

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<tr>
<th>TIMES</th>
<th>FRIDAY</th>
<th>JUNE 20</th>
<th>SATURDAY</th>
<th>JUNE 21</th>
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</thead>
<tbody>
<tr>
<td>9:00 am - 12:30 pm</td>
<td>Paddleboarding</td>
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<tr>
<td>4:00 pm</td>
<td>Acknowledging Counterstories</td>
<td>Lunch with Mentors</td>
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<tr>
<td>4:00 pm</td>
<td>MiddCORE Regatta</td>
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**CORE Strengths**

- Persuasive Communication
- Collaboration
- Ethical Decision-Making
- Empathy
- Idea Creation
- Leadership
- Self-Awareness
- Financial Literacy
- Networking
- Active Listening
- Aesthetics and Visual Communication
- Crisis Management
- Strategic Thinking

**Innovation Challenge: Pitching an Idea**

- IDEA CREATION | NETWORKING | PERSUASIVE COMMUNICATION

**Financial Literacy II: Ensuring Your Future**

- What is financial literacy and why is it important? The world of finance can feel overwhelming, complex and difficult to navigate. Students will have the opportunity to work with select mentors to practice pitching their Innovation Challenge ideas.

**How Marketplace Businesses Can Help Solve the World's Biggest Problems**

- Students will work with Watsi co-founder Chase Adam and Capital Network team member Michael Sidgmore to learn about the power of marketplace businesses. Students will learn how they can change the world for the better.

---

**Christal Brown’s Class**

**Idea Creation**

- Students will have the opportunity to work with select mentors to practice pitching their Innovation Challenge ideas.

**Leadership**

- Former Governor of Tennessee, Phil Bredesen
- Former Governor of Vermont, Jim Douglas
- Former Governor of Washington, Christine Gregoire
- Former Governor of Georgia, Sonny Perdue

**Ethical Decision-Making**

- Crisis Management: The very nature of a crisis suggests time pressure, insufficient information, unfolding consequences and the need for dynamic evaluation, collaboration and decision-making.

**Guided Reflection**

- September 19
- September 20
- September 21

**Financial Literacy**

- What is financial literacy and why is it important? The world of finance can feel overwhelming, complex and difficult to navigate. Students will have the opportunity to work with select mentors to practice pitching their Innovation Challenge ideas.

**Innovation Challenge: Pitching an Idea**

- IDEA CREATION | NETWORKING | PERSUASIVE COMMUNICATION

**How Marketplace Businesses Can Help Solve the World's Biggest Problems**

- Students will work with Watsi co-founder Chase Adam and Capital Network team member Michael Sidgmore to learn about the power of marketplace businesses. Students will learn how they can change the world for the better.
**CORE Strengths**
- Persuasive Communication
- Aesthetics and Visual Communication
- Leadership
- Self-Awareness
- Collaboration
- Empathy
- Idea Creation
- Negotiation
- Strategic Thinking
- Active Listening
- Networking

### Innovation Challenge: Presenting an Idea

**June 23** - **June 27**

**Times**
- **9:30 am** - **10:00 am**: Guided Reflection
- **10:00 am** - **12:00 pm**: Innovation Challenge: Idea Fair
- **12:00 pm** - **12:30 pm**: Lunch with Mentors
- **1:00 pm** - **3:00 pm**: Negotiation: Styles and Tools
- **3:00 pm** - **4:00 pm**: Visual Presentation & Pitch Practice
- **4:00 pm** - **6:00 pm**: Field Work | Challenge Preparation
- **6:00 pm** - **7:00 pm**: Dinner with Mentors
- **7:00 pm** - **9:00 pm**: Design Drop-in Hours
- **9:00 pm** - **10:00 pm**: Financial Literacy Drop-in Hours
- **10:00 pm** - **11:00 pm**: Pitch Practice Drop-in Hours

**June 28**

**Times**
- **9:00 am** - **10:00 am**: MiddCORE Insights
- **10:00 am** - **11:00 am**: Innovation Challenge Presentations Round 1
- **11:00 am** - **12:00 pm**: Final Innovation Challenge Presentations
- **12:00 pm** - **1:30 pm**: Lunch with Mentors
- **1:30 pm** - **3:30 pm**: Negotiation: Styles and Tools
- **3:30 pm** - **5:00 pm**: Visual Presentation & Pitch Practice
- **5:00 pm** - **7:00 pm**: Field Work | Challenge Preparation
- **7:00 pm** - **8:00 pm**: Dinner with Mentors
- **8:00 pm** - **10:00 pm**: Design Drop-in Hours
- **10:00 pm** - **11:00 pm**: Financial Literacy Drop-in Hours
- **11:00 pm** - **12:00 am**: Pitch Practice Drop-in Hours

**July 1**

**Times**
- **9:00 am** - **10:00 am**: MiddCORE Insights (Continued)
- **10:00 am** - **11:00 am**: Innovation Challenge Feedback
- **11:00 am** - **12:00 pm**: Leadership Panel
- **12:00 pm** - **2:00 pm**: Lunch with Mentors
- **2:00 pm** - **3:00 pm**: Design Drop-in Hours
- **3:00 pm** - **4:00 pm**: Financial Literacy Drop-in Hours
- **4:00 pm** - **5:00 pm**: Pitch Practice Drop-in Hours

**July 2**

**Times**
- **9:00 am** - **10:00 am**: MiddCORE Graduation Ceremony
### Week 1: Timothy Billings’ Class

#### Times

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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<tr>
<td>9:30 am - 12:00 pm</td>
<td>Introduction to MiddCORE &amp; Teaming</td>
<td>Prototyping Using Design Thinking</td>
<td>Persuasive Communication</td>
<td>Tahoe Food Hub Presentations</td>
<td>Lunch with Mentors</td>
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<td>10:30 am - 12:00 pm</td>
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<td>Field Work</td>
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<td>Lunch with Mentors</td>
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<td>12:00 pm - 2:00 pm</td>
<td>Lunch with Mentors</td>
<td>Faculty Session</td>
<td>Innovation Challenge: Identifying an Idea</td>
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<td>Field Work</td>
<td>Field Work</td>
<td>Lunch with Mentors</td>
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<td>4-6 pm</td>
<td>Field Work</td>
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<td>Office Hours</td>
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<tr>
<td>6:00 pm</td>
<td>Dinner with Mentors</td>
<td>Prototyping Using Design Thinking</td>
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<tr>
<td>7:00 pm - 9:00 pm</td>
<td>Cultural Mapping</td>
<td>Financial Literacy I: The Fundamentals of Financial Statements</td>
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<tr>
<td>SUNDAY, JUNE 1</td>
<td>Orientation Overview of MiddCORE, Patterson Dining Hall</td>
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#### CORE Strengths

- Empathy
- Collaboration
- Active Listening
- Design Thinking
- Self-Awareness
- Idea Creation

#### TAHOE FOOD HUB CHALLENGE

- **Launch of the Tahoe Food Hub**
  - "Farm to Market" Program grows from 5 producers and 5 restaurants to 20 producers and 20 restaurants in the past year and a half. In addition to the "Farm to Market" Program, Susie Sutphin has established an educational program called the Dome Raising Project and a relationship with Project Mana to address food insecurity in the Lake Tahoe area. Students will collaborate with the Tahoe Food Hub to think strategically about the sustainability of the organization.
- **Innovation Challenge: Identifying an Idea**
  - Students will work with Marc Randolph to begin brainstorming ideas for their innovation challenge.
- **Tahoe Food Hub Presentations**
  - Students will work with Ernie Parizeau to begin brainstorming ideas for their innovation challenge.
- **Faculty Session**
  - Students will have the opportunity to discuss relevant readings as well as reflect and deliberate on topics chosen by the faculty.
- **Field Work**
  - Students will fine-tune their strategic challenge presentations with MiddCORE faculty and mentors.

#### Highlights

- **Self-Awareness**
- **Collaboration**
- **Active Listening**
- **Empathy**
- **Strategic Thinking**
- **Idea Creation**

#### Participants

- **Timothy Billings**
  - Professor of English and American Literature, Middlebury College
- **Ernie Parizeau**
  - Adjunct Professor of Entrepreneurship, Babson College and Franklin Olin College of Engineering
- **Radha Mistry**
  - Foresight + Innovation Consultant, ARUP
- **Susie Sutphin**
  - Co-Founder and Co-Executive Director, Tahoe Food Hub
- **Mike Kieran**
  - Physician and Instructor of Persuasive Communication, MiddCORE, Middlebury College
- **Timothy Billings**
  - Professor of English and American Literature, Middlebury College
- **Ernie Parizeau**
  - Adjunct Professor of Entrepreneurship, Babson College and Franklin Olin College of Engineering
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- **Mike Kieran**
  - Physician and Instructor of Persuasive Communication, MiddCORE, Middlebury College
- **Timothy Billings**
  - Professor of English and American Literature, Middlebury College
Week 2: Timothy Billings’ Class

**50 Eggs Film Challenge**

**Monday, June 9**
- **9:30 am – 12:00 pm**
  - Innovation Challenge: Validate an Idea
    - How are the best ideas created, selected, cultivated, and validated? Students will work with Ernie Parizeau to learn ideation frameworks to better understand the social impact landscape. During MiddCORE innovation challenge, students will work with Mary Mazzio to develop a marketing plan for her latest film.
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
  - Field Work
    - Lunch with Mentors
  - Chastity Lord
- **12:00 pm – 4:00 pm**
  - Strategic Challenge: 50 Eggs Films
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
    - Ernie Parizeau, Adjunct Professor of Entrepreneurship, Babson College and Franklin Olin College of Engineering
    - What is 50 Eggs Films’ strategic positioning? Students will practice using these frameworks to better understand 50 Eggs Films’ strategic positioning.
    - Jessica Harrison, Strategy Fellow, Evidence Action
  - Guided Reflection

**Tuesday, June 10**
- **9:30 am – 12:00 pm**
  - Field Work
    - Lunch with Mentors
  - Chastity Lord
- **12:00 pm – 4:00 pm**
  - Field Work
    - Challenge Preparation
  - Dinner with Mentors

**Wednesday, June 11**
- **8:30 am – 9:30 am**
  - Visual Communication
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
    - Socially Responsible Investing: From "Do No Harm" to "Positive Impact"
    - Ernie Parizeau, Adjunct Professor of Entrepreneurship, Babson College and Franklin Olin College of Engineering
    - Students will work with Mary Mazzio to test and receive feedback on their emerging ideas for the 50 Eggs Films strategic challenge.
    - Luisa Covaria, Open IDEO Challenge Manager, IDEO
  - Prototyping
    - Students will work with Ernie Parizeau and Mary Mazzio to test and receive feedback on their emerging ideas for the 50 Eggs Films strategic challenge.
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
    - Laura Covaria, Open IDEO Challenge Manager, IDEO
    - STRATEGIC THINKING | PERSUASIVE COMMUNICATION | SELF-AWARENESS | EMPATHY
  - Field Work
    - Challenge Preparation

**Thursday, June 12**
- **9:30 am – 12:00 pm**
  - Field Work
  - Lunch with Mentors
- **12:00 pm – 4:00 pm**
  - Leadership and Negotiation
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
    - Effective communication sometimes involves artful negotiation. Every day we negotiate with our friends, family, colleagues, and employers. Why do we sometimes get our desired outcome but not others? How do the most effective leaders understand their own conflict resolution style and the styles of others and be introduced to key negotiation principles. They will also gain practice in negotiation and conflict resolution through a simulation exercise.
    - Ashley Brown, PhD in Organization Studies, MIT
  - Validation Challenge: 50 Eggs Films Presentations
    - Mary Mazzio, Founder and CEO of 50 Eggs Films
    - Students will practice using these frameworks to better understand 50 Eggs Films’ strategic positioning.
    - Jessica Harrison, Strategy Fellow, Evidence Action

**Friday, June 13**
- **9:30 am – 12:00 pm**
  - Field Work
  - Dinner with Mentors
- **12:00 pm – 4:00 pm**
  - Networking Night: Validating an Idea
    - The Home of Bruce and Nora James
    - Networking Night: Validating an Idea
    - How do you enter a lively conversation at a party? How do you不失语 yourself from a dull conversation? How do you make meaningful connections? Students will practice their conversational and interpersonal skills and pitch their Innovation Challenge ideas at a networking event with invited members of the local community.
    - Jessica Holmes, Director of MiddCORE and Professor of Economics, Middlebury College
    - Networking Night: Validating an Idea

**SUNDAY, JUNE 8**
- **Film Screening:** Underwater Dreams
  - Students and community members will have the opportunity to view the film Underwater Dreams in preparation for the week’s strategic challenge with film director and CEO of 50 Eggs Films, Mary Mazzio. Mary will provide background on the film’s development and answer any other questions.
  - Mary Mazzio, Founder and CEO of 50 Eggs Films
**Week 3: Timothy Billings’ Class**

**PRIM LIBRARY | ROOM 213**

<table>
<thead>
<tr>
<th>TIMES</th>
<th>MONDAY</th>
<th>JUNE 16</th>
<th>TUESDAY</th>
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<td>9–9:30</td>
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<td>Field Time, Leadership Lessons</td>
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<td>Innovation Challenge: Pitching an</td>
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<td>Dinner Panel: Ethics in Leadership</td>
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<td>7:00 pm</td>
<td>Story-Making (Optional)</td>
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<td>9:00 pm</td>
<td>Visual Communication</td>
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### Ethical Decision-Making

- **Timothy Billings**
  - Professor of English and American Literatures, Middlebury College
  - **ETHICAL DECISION-MAKING**
  - **SELF-AWARENESS**

### Leadership Lessons

- Each of the four governors will sit down with small groups of students to share personal reflections on leadership.

#### Guided Reflection

- **Phil Bredesen**
  - Former Governor of Tennessee
- **Jim Douglas**
  - Former Governor of Vermont
- **Christine Gregoire**
  - Former Governor of Washington
- **Sonny Perdue**
  - Former Governor of Georgia

#### Field Time

- **Innovation Challenge**
  - **IDEA CREATION | NETWORKING**
  - **STRATEGIC THINKING**

#### MidCORE Regatta

- In this session, students will develop skills in leadership, collaboration, strategic thinking and communication as they brainstorm, design and construct a boat. Upon completion, teams will compete in a regatta on Lake Tahoe.

#### Dinner Panel: Ethics in Leadership

- With former governors Phil Bredesen, Jim Douglas, Christine Gregoire and Sonny Perdue

#### Story-Making (Optional)

- Nothing transforms our lives like a story.
- Students will join in an exercise that explores the powerful and persuasive art of story-making.

- **Mike Kiernan**
  - Physician and Instructor of Persuasive Communication, MidCORE, Middlebury College
  - **PERSUASIVE COMMUNICATION**
  - **SELF-AWARENESS | EMPATHY**

#### Visual Communication

- Students will create mood boards for their Innovation Challenge in order to gain a better sense of design and aesthetics, as well as further cultivate their ideas.

- **E.J. Bartlett**
  - Director of Marketing and Communications, MidCORE, Middlebury College
  - **AESTHETICS AND VISUAL COMMUNICATION**
  - **IDEA CREATION | PERSUASIVE COMMUNICATION**

### Financial Literacy II: Ensuring Your Future

- **Managing Director, JPMorgan Chase**
  - Mary Pang
- **Former President, Fairfield County Community Foundation**
  - Susan Ross
- **Former President, Save the Children**
  - Charlie MacCormack

#### Financial Literacy

- **Networking**
  - **ACTIVE LISTENING**
- **Self-Awareness**

#### Innovation Challenge: Pitching an Idea

- **Paddleboarding**
- **Solve the World's Biggest Problems**
  - From Amazon and eBay to Lyft and Lending Club, marketplace businesses have leveraged the connectivity of the internet to create new consumer experiences and connect people and capital in ways unimaginable. But what if we told you that marketplace businesses could help solve some of the world’s biggest problems? Students will work with Midd co-founder Chase Adam and Capital Network Vice President Michael Sidmore to learn about the power of marketplace businesses. Students will learn how they can change the world for the better.

- **Michael Sidmore**
  - Vice President, Capital Network
- **Chase Adam**
  - Co-Founder and Volunteer, Midd.org

#### Core Strengths

- **Persuasive Communication**
- **Collaboration**
- **Ethical Decision-Making**
- **Empathy**
- **Idea Creation**
- **Leadership**
- **Self-Awareness**

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**REST OF THE PAGE**

**INNOVATION CHALLENGE: PITCHING AN IDEA**

**TIMES**

- **9:00 am – 12:30 pm**
- **Paddleboarding Sand Harbor**
**Week 4: Timothy Billings’ Class**

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**Innovation Challenge: Presenting an Idea**

**MiddCORE Insights**

- **Guided Reflection**: Students will explore ways that the presentation of their innovative ideas can be augmented by the proper use of media and the understanding of visual rhetoric.
- **Negotiation (Part 1)**: This two-part workshop, students will practice strategies to resolve conflict. The focus of day one will be a case study-based conflict resolution role-play exercise involving an actual conflict dispute between post-genocide Rwanda. Each participant will represent and negotiate on behalf of one of six stakeholders, in an attempt to successfully and peacefully divide Gisenyi, a highly-contested town on the border of Rwanda and the Democratic Republic of the Congo (DRC). “Raising Global IQ” and “Getting to Yes” negotiation strategies will be honed during this exciting negotiation exercise.
- **Negotiation (Part 2)**: The focus of day two will be a second case study-based conflict resolution role-play exercise, this time dealing with immigration reform in the United States. Participants will again negotiate on behalf of one of six sides in this hands-on exercise, attempting to reach a peaceful agreement regarding what continues to be a complex and often-debated issue on Capitol Hill. “Raising Global IQ” and “Getting to Yes” negotiation strategies will continue to be honed during this exciting “Intellectual Outward Bound” exercise.
- **Carl Hobert**: Founding Director, Axes of Hope and Professor at Boston University

**MidddCORE Insights (Continued)**

- **MidddCORE Insights**: Students will review, reflect and integrate their insights and learning from the preceding weeks of MidddCORE. They will use their MidddCORE journal, communication assessments and feedback from peers to develop a visual representation of their “growth story.”
- **Timothy Billings**: Professor of English and American Literatures, Middlebury College

**MidddCORE Graduation Ceremony**

- **President, Microsoft Asia**: Michael Rawding
- **Executive Recruiter, Spencer Stuart and Former President, Microsoft Asia**: Michael Rawding

**Multicultural Collaborations**

- **President and CEO, Peet’s Coffee and Tea**: Kelly Kennedy
- **President, Microsoft Asia**: Michael Rawding
- **President of English and American Literatures, Middlebury College**: Carl Hobert
- **Professor of English and American Literatures, Middlebury College**: Carl Hobert
- **Director of Marketing and Communications, MiddCORE, Middlebury College**: Mike Kieran
- **Physician and Instructor of Persuasive Communication, MiddCORE, Middlebury College**: EJ Bartlett
- **Instructor of Persuasive Communication, MiddCORE, Middlebury College**: Mike Kieran
- **Director of MAKERS**: Amy Richards
- **Co-Founder, Third Wave Foundation and Educational Director of MAKERS**: Amy Richards
- **CFO, See’s Candies**: Carl Hobert
- **Executive Recruiter, Spencer Stuart and Former President, Microsoft Asia**: Michael Rawding
### Times

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<td><strong>TUESDAY - JUNE 3</strong></td>
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**Week 1: Dana Yeaton’s Class**

**Core Strengths**
- Empathy
- Collaboration
- Active Listening
- Design Thinking
- Self-Awareness
- Idea Creation

**Innovation Challenge: Identifying an Idea**

**Faculty Session**

**Guided Reflection**

**Persuasive Communication**

**Identifying an Idea**

**Innovation Challenge Idea Session**

**Tahoe Food Hub Presentations**

**Sierra Nevada Hike**

**SUNDAy, June 11**

**3:00 pm and 5:00 pm**

**Dana Yeaton’s Class**

**Faculty Session**

**Guided Reflection**

**Persuasive Communication**

**Identifying an Idea**

**Innovation Challenge Idea Session**

**Tahoe Food Hub Presentations**

**Sierra Nevada Hike**

**SUNDAy, June 11**

**3:00 pm and 5:00 pm**

**Dana Yeaton’s Class**

**Faculty Session**

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**Identifying an Idea**

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**Tahoe Food Hub Presentations**

**Sierra Nevada Hike**

**SUNDAy, June 11**

**3:00 pm and 5:00 pm**

**Dana Yeaton’s Class**

**Faculty Session**

**Guided Reflection**

**Persuasive Communication**

**Identifying an Idea**

**Innovation Challenge Idea Session**

**Tahoe Food Hub Presentations**

**Sierra Nevada Hike**

**SUNDAy, June 11**

**3:00 pm and 5:00 pm**

**Dana Yeaton’s Class**

**Faculty Session**

**Guided Reflection**

**Persuasive Communication**

**Identifying an Idea**

**Innovation Challenge Idea Session**

**Tahoe Food Hub Presentations**

**Sierra Nevada Hike**
Week 2: Dana Yeaton’s Class

50 Eggs Films Challenge

**TIMES**

**MONDAY: JUNE 9**

9:30 am – 12:00 pm

Innovation Challenge: Validate an Idea

How are the best ideas created, selected, cultivated and validated? Students will work with Ernie Parizeau to learn ideation techniques that allow them to identify opportunities, make connections, and assess the feasibility of their ideas for the Mid Core Innovation Challenge.

Ernie Parizeau
Adjunct Professor of Entrepreneurship, Babson College and Franklin Dlin College of Engineering

**Strategic Thinking | Design Thinking | Idea Creation**

**Tuesday: June 10**

8:30 am – 9:30 am

Visual Communication

Daniel Pink, the author of *A Whole New Mind*, argues that there are six aptitudes one must possess in order to be a successful leader in today’s world. Design is one of the six. During this session, students will learn about typography, color and hierarchy and learn to use these concepts to communicate more effectively.

E.J. Bartlett
Director of Marketing and Communications, MIDCORE, Middlebury College

**Aesthetics and Visual Communication | Idea Creation | Persuasive Communication**

9:30 am – 12:00 pm

Field Work

Mary Mazzio
Founder and CEO of 50 Eggs Films, an independent film production company dedicated to creating films with social impact. During Mid Core students will work with Mary and 50 Eggs Films to develop a marketing plan for her latest film.

**Strategic Frameworks: 50 Eggs Films**

Mary Mazzio, an award-winning documentary film director, Olympian, and former law firm partner, is Founder and CEO of 50 Eggs Films, an independent film production company dedicated to creating films with social impact. During Mid Core students will work with Mary and 50 Eggs Films to develop a marketing plan for her latest film.

Mary Mazzio
Founder and CEO, 50 Eggs Films

**Strategic Thinking | Design Thinking | Idea Creation**

**Wednesday: June 11**

Guided Reflection

Who Do You Think You Are: Personal Communication Style

Students will complete an assessment to gain a deeper understanding of their own behavioral styles and the styles of those with whom they collaborate.

Mary Hurlie
Founder and Principal, LeaderScope Consulting

**Leadership | Collaboration | Persuasive Communication | Self-Awareness | Empathy**

Who Do You Think You Are: Personal Communication Style

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Mary Hurlie
Founder and Principal, LeaderScope Consulting

**Leadership | Collaboration | Persuasive Communication | Self-Awareness | Empathy**

**Thursday: June 12**

Guided Reflection

Leadership and Negotiation

Effective communication sometimes involves arduous negotiation. Every day we negotiate with our friends, family, colleagues and employers. Why do we sometimes get our desired outcome but not other times? How do the most effective leaders resolve disputes? In this session, students will better understand their own conflict resolution style and the styles of others and be introduced to key negotiation principles. They will also gain practice in negotiation and conflict resolution through a simulation exercise.

Ashley Brown
PhD in Organization Studies, MIT

**Leadership | Negotiation | Collaboration | Persuasive Communication**

**Friday: June 13**

Guided Reflection

50 Eggs Films Presentations

Mary Mazzio
Founder and CEO, 50 Eggs Films

**Strategic Thinking | Persuasive Communication**

Lunch with Mentors

Faculty Session

Students will have the opportunity to discuss relevant readings as well as reflect and debrief on topics chosen by the faculty.

Dana Yeaton
Visiting Assistant Professor of Theatre, Middlebury College

**Field Work | Challenge Preparation Networking Night: Validating an Idea**

Lunch with Mentors

Faculty Session

Students will have the opportunity to discuss relevant readings as well as reflect and debrief on topics chosen by the faculty.

Dana Yeaton
Visiting Assistant Professor of Theatre, Middlebury College

**Field Work | Challenge Preparation Networking Night: Validating an Idea**

Teaming

Students will work with Mary Hurlie to improve their understanding of different communication styles and learn to better communicate with those whose styles may differ from their own.

Mary Hurlie
Founder and Principal, LeaderScope Consulting

**Leadership | Collaboration | Self-Awareness | Empathy**

Networking Night: Validating an Idea

How do you enter a lively conversation at a party? How do you politely rescue yourself from a dull conversation? How do you make meaningful connections? Students will practice their conversational and interpersonal skills and pitch their innovation Challenge ideas at a special networking event with invited members of the local community.

Jessica Holmes
Director of Mid Core and Professor of Economics, Middlebury College

**Networking | Persuasive Communication**

Field Work | Challenge Preparation

Teaming

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Mary Hurlie
Founder and Principal, LeaderScope Consulting

**Leadership | Collaboration | Self-Awareness | Empathy**

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**Leadership | Collaboration | Self-Awareness | Empathy**

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Jessica Holmes
Director of Mid Core and Professor of Economics, Middlebury College

**Networking | Persuasive Communication**

**SUNDAY, JUNE 8 | Film Screening: Underwater Dreams**

Students and community members will have the opportunity to view the film Underwater Dreams in preparation for the week’s strategic challenge with film director and CEO of 50 Eggs Films, Mary Mazzio. Mary will provide background on the film’s development and answer any questions.

Mary Mazzio
Founder and CEO, 50 Eggs Films

**Aesthetics and Visual Communication | Ethical Decision-Making | Financial Literacy | Negotiation**
## Week 3: Dana Yeaton’s Class

### Times | Monday | June 16 | Tuesday | June 17 | Wednesday | June 18
---|---|---|---|---|---|---
9–9:30 am | Guided Reflection
9:30 am | Crisis Management
12:00 pm | Ethical Decision-Making
1:30 pm | Field Time
4:00 pm | Field Work
6:00 pm | Dinner Panel: Ethics in Leadership
7:00 pm | Guided Reflection
7:30 pm | Dinner with Mentors
8:30 pm | Financial Literacy
10:00 pm | Student Session
10:30 pm | Paddleboarding

### Activities
- **Leadership Lessons**: Each of the four governors will sit down with small groups of students to share personal reflections on leadership.
- **Field Time**
- **Financial Literacy**: Ensuring Your Future
- **How Marketplace Businesses Can Help Solve the World’s Biggest Problems**
- **Innovation Challenge: Pitching an Idea**
- **Crisis Management**
- **Ethical Decision-Making**
- **Self-Awareness**
- **Story-Making**
- **Visual Communication**

### Speakers
- Dana Yeaton
- Mike Kiernan
- Will Hoida
- Rosie Hackett
- E.J. Bartlett
- Chase Adam

### Topics
- **Leadership**
- **Collaboration**
- **Aesthetics and Visual Communication**
- **Crisis Management**
- **Ethical Decision-Making**
- **Self-Awareness**
- **Empathy**
- **Story-Making**
- **Visual Communication**

### Additional Information
- Students will have the opportunity to work with select mentors to practice pitching their Innovation Challenge ideas.
- Students will develop skills in leadership, collaboration, strategic thinking and decision-making.
- Students will have the chance to develop their financial literacy and better understand how to effectively manage debt.
- Students will learn about the power of marketplace businesses.

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**CORE Strengths**
- Persuasive Communication
- Aesthetics and Visual Communication
- Leadership
- Collaboration
- Empathy
- Idea Creation
- Negotiation
- Strategic Thinking
- Active Listening
- Networking

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### Innovation Challenge: Presenting an Idea

**TIMES**
- **MONDAY: JUNE 23**
  - 9–9:30 am: Guided Reflection
  - 9:30 am – 12:00 pm: Innovation Challenge: Idea Fair
- **TUESDAY: JUNE 24**
  - 12:00 pm – 1:30 pm: Lunch with Mentors
  - 1:30 pm – 4:00 pm: Negotiation: Styles and Tools
- **WEDNESDAY: JUNE 25**
  - 6:00 pm – 8:00 pm: Dinner with Mentors
- **THURSDAY: JUNE 26**
  - 2:00 pm – 3:30 pm: Innovation Challenge Feedback
- **FRIDAY: JUNE 27**
  - 2:00 pm – 3:30 pm: Leadership Panel
  - 7:00 pm: Dinner Talk: Multicultural Collaborations
- **SATURDAY: JUNE 28**
  - 7:00 pm: Dinner with Mentors

**Innovation Challenge Presentations**
- **Round 1**
  - IDEA CREATION | PERSUASIVE COMMUNICATION
  - AESTHETICS AND VISUAL COMMUNICATION
  - **Round 2**
  - IDEA CREATION | PERSUASIVE COMMUNICATION
  - AESTHETICS AND VISUAL COMMUNICATION

**MiddCORE Insights**
- Dana Yeaton
  - Visiting Assistant Professor of Theatre, Middlebury College

**MiddCORE Insights (Continued)**
- **Round 1**
  - Leadership | Collaboration
  - Self-Awareness | Empathy
  - **Round 2**
  - Negotiation: Styles and Tools
  - Persuasive Communication
  - Aesthetics and Visual Communication
  - Negotiation
  - Persuasive Communication | Aesthetics and Visual Communication

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### Field Work | Challenge Preparation
- **MONDAY: JUNE 23**
  - 4–6 pm
- **TUESDAY: JUNE 24**
  - 4–6 pm
- **WEDNESDAY: JUNE 25**
  - 4–6 pm
- **THURSDAY: JUNE 26**
  - 4–6 pm
- **FRIDAY: JUNE 27**
  - 4–6 pm
- **SATURDAY: JUNE 28**
  - 4–6 pm

**Design Drop-in Hours**
- Financial Literacy Drop-in Hours
- Pitch Practice Drop-in Hours

**MiddCORE Graduation Ceremony**

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### Final Innovation Challenge Presentations
- **IDEA CREATION | PERSUASIVE COMMUNICATION**
- **AESTHETICS AND VISUAL COMMUNICATION**

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### Design Drop-in Hours
- Financial Literacy Drop-in Hours
- Pitch Practice Drop-in Hours

**Core**
- **Leadership**
- **Collaboration**
- **Self-Awareness**
- **Empathy**

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**Notes:**
- No idea or innovation ever travels further than the innovator’s ability to tell its story in a way that demonstrates thorough preparation and understanding of the listener. Invited mentors will help students perfect their pitches for the Innovation Challenge during an outdoor idea fair.
- Innovation Challenge: Idea Fair
  - **Guided Reflection**
  - **Travel home**

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**Dana Yeaton’s Class**

**PRiM liBRaRY | ROOM 214**
**Create Your Bio**

**MiddCORE Graduate**

MiddCORE@middlebury.edu | www.MiddCORE.com

**EDUCATION**
MiddCORE
Lake Tahoe, NV | Summer 2014

- Leadership and innovation program designed to build skills, create opportunities and expand networks.
- Completed over 160 hours of hands-on workshops in leadership, collaboration, strategic thinking, persuasive communication, finance, negotiation, crisis management, media interaction, design thinking, aesthetics and visual communication, empathy, ethical decision-making, networking and goal-setting.

**SAMPLE CORE STRENGTHS TRAINING**

- **Leadership:** Worked directly with leadership coaches to gain insights into personal communication and leadership style; participated in innovation challenges, behavioral assessments and problem-solving exercises.
- **Collaboration:** Worked collaboratively on more than twenty team-based challenges; learned importance of communication and team building from experts in organizational effectiveness.
- **Strategic Thinking:** Partnered with community organizations on pressing challenges; learned how to identify and seize opportunities, reframe problems, challenge the status quo, think critically and act decisively.
- **Persuasive Communication:** Gained confidence through improvisation, idea pitches and story-making.
- **Negotiation:** Learned to assess interests/positions and use insight and strategy to obtain sustainable settlements.

**SAMPLE EXPERIENCE**

- **Innovation Challenge Winner:** Cultivated an innovative idea and delivered a compelling pitch to a panel of entrepreneurs and venture capitalists for a new venture.
- **Strategy Consultant:** Relyed on human-centered design thinking and market research to develop strategies for a new start-up; presented detailed strategic plan to CEO and her team.
- **Marketing Advisor:** Led a team in the development of a marketing and social media plan for a new venture.
- **Financial Analyst:** Reviewed financial statements to assess financial vitality of established clients; developed profit and loss projections for new product lines; developed a business model for a client organization.
- **Changemaker:** Worked with local organizations to develop strategic plan to address local social challenge; identified stakeholders, designed a marketing campaign, presented innovative strategies to local leaders.

**REFERENCES**

CEOs, COOs, CFOs, venture capitalists, entrepreneurs, changemakers, inventors, executive leadership coaches, psychologists, journalists, politicians, marketing experts, artists, authors, designers, negotiators and media experts.

**SPECIAL INTERESTS**

- Whitewater rafting, sailing, rock climbing, horseback riding, backpacking, water skiing, paddleboarding, mountain biking, censusing and wildlife observation in Lake Tahoe.
What’s Your Next MiddCORE Moment?

Stay connected with the MiddCORE alumni and mentor network

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#MiddCORE14
www.MiddCORE.com