



**International Leadership Association  
4th Women and Leadership Conference**

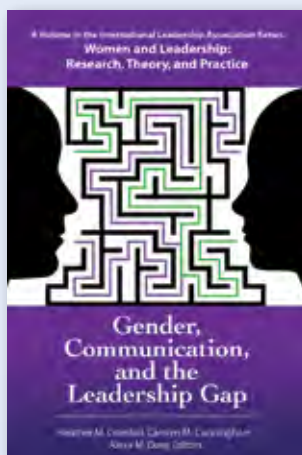
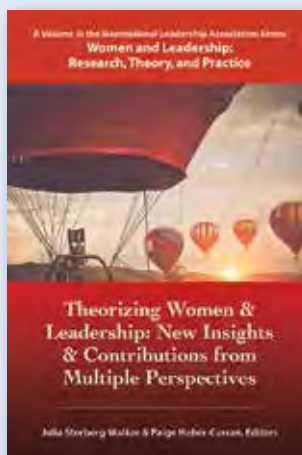
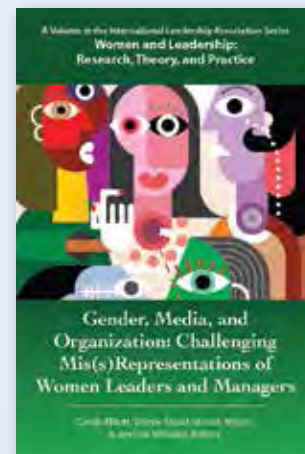
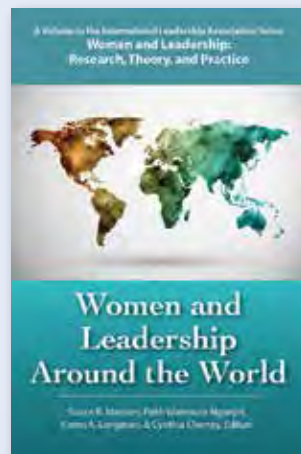
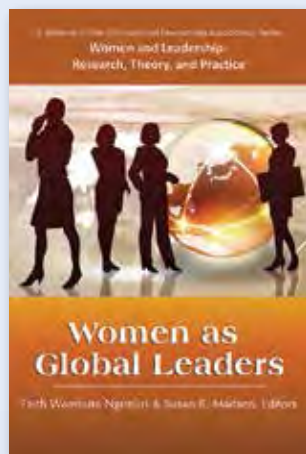
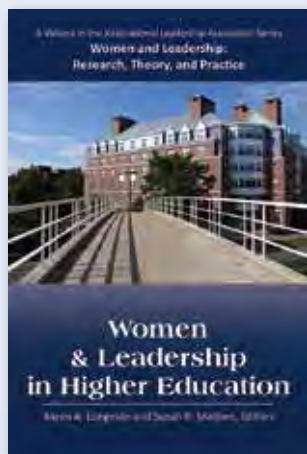
***Building Solutions, Harmony  
and the Greater Good***

1440 Multiversity, Scotts Valley, CA, USA      16-19 June 2019

[www.ila-net.org](http://www.ila-net.org)

#ILA2019WLC

# Women and Leadership: Research, Theory, and Practice



This cross-disciplinary series from the International Leadership Association, and published by Information Age Publishing, draws from current research findings, development practices, pedagogy, and lived experience to deliver provocative thinking that enhances leadership knowledge and improves leadership development of women around the world.

## SERIES EDITORS

### Susan R. Madsen

Orin R. Woodbury Professor of Leadership and Ethics,  
Woodbury School of Business, Utah Valley University

### Karen A. Longman

Professor, Doctoral Higher Education Programs,  
Azusa Pacific University

### Faith Wambura Ngunjiri

Director of the Lorentzen Center for Faith and Work/Associate  
Professor of Ethics and Leadership, Offutt School of Business at  
Concordia College



Special  
Conference Price:  
**\$30**



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# WELCOME



ANN



LYNNE



DENISE

Welcome to 1440 and the fourth Women and Leadership conference! We hope this beautiful setting, alive as it is with ancient redwoods, will provide a nurturing context for building solutions, harmony, and the greater good. For thousands of years, indigenous people made these forests their home; in our hearts, we honor the people who have come before us and are grateful to be here.

This conference might be the most unusual one you will ever attend. This is not a conference where researchers speak only to researchers or where practitioners speak only to practitioners. It is a comprehensive gathering where people involved in all aspects of leadership — teachers, researchers, and coaches; business, appointed, and elected leaders — discuss leadership issues together. Presentations are grounded in the here and now, in the real world with all of its bumps and scrapes. Our perspective is a “half-full” one. We see things as they are, and we believe in solutions, even nontraditional ones, for getting to the way things should/might be. At this conference, we are brave. We are not afraid to talk about the interactive nature of love, mindfulness, personal harmony, spirituality, and the greater good. Because we address the hard questions, we name the elephant in the room. We acknowledge the structures constraining our leadership juxtaposed with our implicit and explicit mandate to lead.

The sequence of the words in our conference title, *Building Solutions, Harmony and the Greater Good* points to the proactive nature of this conference. Solutions is listed before harmony. We do not begin and end with a focus on our inner worlds. We start with solutions, ask how solutions promote harmony, and how solutions and harmony facilitate the greater good, “a widening pool of light” as Elizabeth Alexander called it in her poem, “Praise Song for the Day,” (written for Barack Obama’s 2009 Presidential Inauguration). At this conference, you will find a blend of outer, inner, collaborative, community, and global discussion. It is remarkable that so many contextual layers are discussed at one conference, yet there it is. These layers do not uncomfortably sit one beyond the other. Rather, personal layers, intrapersonal ones, and those addressing community and global issues are blended into a nourishing whole. We believe this conference provides something for everyone. You will find films, discussions, lectures, presentations, and opportunities for networking and solitary reflection. Please reach out to connect with others. During your time at 1440, we hope you’ll find the personal space and intellectual stimulation to build solutions, create harmony, and advance the greater good in your own sphere of leadership.

**Ann Berghout Austin, Conference Co-Chair**  
Director & Professor, Center for Women and Gender, Utah State University

**Lynne Devnew, Conference Co-Chair**  
Distinguished Research Fellow, Women and Leadership Research Group, Center for Leadership Studies and Organizational Research; Associate Faculty in the School for Doctoral Studies at the University of Phoenix

**Denise Thomson, Women & Leadership Affinity Group Chair**  
Executive Coach / Consultant, DeWitt-Thomson LLC

# ABOUT



## the International Leadership Association

### OUR MISSION

Advancing leadership knowledge and practice for a better world.

### OUR PURPOSE

The world has a deep and pressing need for leadership that inspires and enables us to face the challenges of a complex, diverse, and ever-changing world. ILA is committed to advancing leadership knowledge and practice for a better world. We do this by creating trusted spaces for leadership learning across boundaries and providing trusted leadership resources for our members, partners, and the public.

The ILA was created to bring together professionals with a keen interest in the study, practice, and development and teaching of leadership. Today, ILA is the largest global community dedicated to leadership theory and practice. Through conferences, webinars, publications, and other resources, ILA convenes and connects its members, provides professional development opportunities, and advances the field of leadership.

For twenty years the ILA has convened extraordinary talent across sectors, cultures, disciplines, and generations. Our members and partners are at the forefront of leadership thinking; inspiring new collaborations and innovative ideas for the greater good of individuals and communities worldwide.

This is who we are. This is what we do. With our members and partners, we can collectively make an even great impact. Come join us!

### OUR VALUES

Our core values represent our deepest beliefs and highest aspirations regarding who we want to be as an organization and how we aspire to engage with the world. They are: Inclusion, Integrity, Interconnection, Interdisciplinary, International Perspective, and Impact.

### STRATEGIC POSITIONING PLAN

ILA's Strategic Positioning Plan (available online) is focused on four core areas to further develop ILA relationships, membership, programs, and resources to take the ILA through 2020.

- **Relationship Development:** Grow the field of leadership and the ILA
- **Membership Development:** Expand, engage, and diversify our membership
- **Program Development:** Assess, refine, and enhance our program portfolio
- **Resource Development:** Strengthen financial sustainability and organizational capacity

# ABOUT

## the ILA Women and Leadership Affinity Group

The Women and Leadership member community advances women in leadership by bringing together researchers, coaches, educators, practitioners and students interested in generating resources, disseminating research, and fostering the development of women leaders.

### OUR PRIORITIES

- Enhance the status of women and leadership worldwide by providing a forum for networking, exchanging ideas, and mentoring
- Foster international collaborations and build global partnerships to nurture conversations about women and leadership
- Align our collective interests as change-makers to generate solutions for increasing equality in power and decision-making
- Collaborate with all stakeholders committed to addressing barriers and helping girls and young women become leaders
- Expand leadership education and development opportunities while acknowledging, respecting, and addressing the roles-within-roles of all women
- Facilitate a paradigm shift that advances women in leadership by modeling connectedness, inclusivity, and authenticity
- Contribute to the body of leadership scholarship and leadership development by advancing rigorous research, identifying best practices, and partnering with publishers

**FOR MORE INFORMATION CONTACT: [womensleadership@ila-net.com](mailto:womensleadership@ila-net.com)**

### STAY CONNECTED AFTER THE CONFERENCE!

To join our community and listserv on ILA Intersections, log in to [www.ila-net.org/account](http://www.ila-net.org/account) scroll down and click Women and Leadership Affinity Group under "Edit Your ILA Member Community Settings." Make sure to click Submit at the bottom of the page in order to save your changes.

**If you are on social media, you may also connect via:**

**LinkedIn group:** <https://www.linkedin.com/groups/4190075>

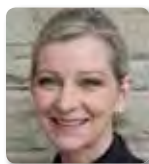
**Facebook group:** <https://www.facebook.com/groups/202656763561770/>

Plan to attend the 10th annual  
Women and Leadership Networking Luncheon,  
Saturday October 26th in Ottawa, Canada during ILA's  
21st annual global conference, *Leadership: Courage Required*.  
**Details at [ilaglobalconference.org](http://ilaglobalconference.org)**

# THANK YOU

With gratitude and appreciation to everyone who contributed to the success of  
*Building Solutions, Harmony and the Greater Good.*

## Program Team



MARLENE



RANDAL

Marlene Janzen Le Ber (Program Co-Chair), Associate Professor, Leadership Studies and Chair, School of Leadership & Social Change, Brescia University College @ Western University

Randal Joy Thompson (Program Co-Chair) Principal, Excellence, Equity, and Empowerment

### **Stream: Equity and Power in Decision Making**

Wendy Rowe, Royal Roads University  
Mary Tabata, Johns Hopkins University

### **Stream: Leadership Development and Education Worldwide**

Carolina Darbisi, University of Georgia  
Sherylle Tan, Claremont McKenna College

### **Stream: Helping Girls and Young Women Become Leaders**

Chanda Elbert, Texas A&M University  
Anne Spear, University of Maryland

### **Stream: Advancing Women in Leadership**

Misty Resendez, Indiana Wesleyan University

### **Stream: Building Solutions, Harmony and the Greater Good**

Elizabeth Stork, Robert Morris University  
Lazarina Topuzova, Robert Morris University

## Activities Committee



KATHLEEN

Kathleen S. Grove (Activities Chair), Director, Office for Women, Indiana University – Purdue University Indianapolis

Cheryl Burleigh, University of Phoenix, Bay Area Campus

Michelle M. Garcia, US Army Command and General Staff College

## 2019 WLAG Executive Leadership Team



DENISE



CHRYS



JOANNE

Denise Thomson (Chair), DeWitt-Thomson LLC  
Chrys Egan (Chair-Elect), Salisbury University  
Joanne Barnes (Immediate Past Chair), Indiana Wesleyan University  
Ann Berghout-Austin, Utah State University  
Rita Gardiner, Western University  
Carol Clyde Gallagher, Cottey College  
Liza Howe-Walsh, University of Portsmouth

## Proposal Reviewers

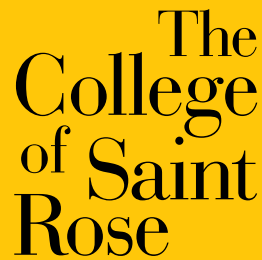
Sable Badaki, SheWorks  
Tricia Berry, Purdue University Global  
Marella Big Mountain, Air Force  
Patricia Bleil, University of Phoenix  
Heidi Borgwardt, Mayo Clinic  
Patricia Callow, University of Phoenix  
Shari Carpenter, Eastern Oregon University  
Jennifer Castellanos, Florida International University  
Christine Cooper, Indiana Institute of Technology  
Ann Dinan, Deeper Leadership Institute  
Sakina Dixon, Texas A&M University  
Stephanie Douglas, Embry Riddle Aeronautical University  
Caroline Faris, George Washington University School of Business  
Suzanna Fitzpatrick, University of Maryland  
Wendy Fox Kirk, Weber State University  
Michelle Garcia, U.S. Army Command and General Staff College  
Kathryn Goldman Schuyler, Coherent Change  
Cloreth Greene, International Association of Business Communicators  
Gwenn Grondal, University of Phoenix  
Nyasha GuramatunhuCooper, Kennesaw State University  
Holly Hall, Holly Hall Consulting  
Anne Magnan, National Outdoor Leadership School (NOLS)  
Sayge Medlin, J.W. Fanning Institute for Leadership Development  
Julie Meehan, The University of Georgia  
Cara Metz, Ashford University  
Miriam Morgenstern, History UnErased, Inc.  
Cernata Morse, University of Phoenix  
Yon Na, yonnaphd.com  
Gloria Oikelome, Eastern University  
Carolyn Ottman, Milwaukee School of Engineering  
Lucinda Parmer  
Georgina Randsley de Moura, University of Kent  
Vasudha Rao, Massey University  
Syed Raza, Aligarh Muslim University, India  
Janet Rechtman  
Stacey Robbins, Seattle University  
Melissa Roberts, Indiana Institute of Technology  
Jane Schumacher, University of Phoenix  
Maritza Soto Keen, University of Georgia  
Clarissa Steele, University of Missouri  
Darla Tillman-Samuels, Just Compassion of East Washington County  
Andre Van der Westhuizen, University of Portsmouth  
Brandy Walker, University of Georgia  
Christina Yoder, Mount St. Mary's University

**Special thanks to all featured speakers, conference presenters, and session chairs. Thank you for sharing your time and expertise to help us achieve the conference theme — *Building Solutions, Harmony and the Greater Good***

# THANK YOU

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...and we help you make it  
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*Visit us...* at our table.    *Learn More...* at our Presentation  
2:00 p.m., Monday, June 17th.    *Contact Us...* at [sales@ethicsgame.com](mailto:sales@ethicsgame.com).



**When we  
work together,  
we succeed  
together.**

At MetLife, we believe diversity and inclusion only makes us better. That's why we provide our employees with an open and inclusive environment in which to thrive. Enabling them to grow and become an important part of our company's success.

# AGENDA OVERVIEW

## Sunday 16 June 2019

12:00 – 19:00	<b>ILA CHECK-IN &amp; HELP DESK</b> Fresh pressed juice shots and snacks available throughout the day	Redwood Patio
15:00 – 16:30 & 17:00 – 18:30	<b>HIKES ORGANIZED BY 1440 STAFF</b>	Meet at Redwood Patio See Page 12
17:30 – 19:30	<b>DINNER*</b>	Kitchen Table
20:00 – 21:30	<b>DOCUMENTARY SCREENING</b> <i>This Changes Everything</i> <b>Shelly Stamp</b> , Professor, Film + Digital Media, UC Santa Cruz	Redwood Auditorium See Page 11

## Monday 17 June 2019

7:00 – 8:00	<b>1440 MORNING ACTIVITIES*</b>	See Page 12
7:00 – 8:00	<b>REFLECTIVE WRITING AS A LEADERSHIP PRACTICE</b> <b>Denise Thomson</b> , DeWitt-Thomson, LLC	Outlook 201 See Page 12
7:00 – 8:30	<b>BREAKFAST*</b>	Kitchen Table
8:00 – 19:00	<b>ILA CHECK-IN &amp; HELP DESK</b>	Redwood Patio
8:45 – 10:00	<b>OPENING PLENARY</b> <i>Insights From Women C-Suite Leaders</i> <b>Karen Clark Cole</b> , CEO & Co-Founder, Blink <b>Denise Raquel Dunning</b> , Founder & Executive Director, Rise Up <b>Cindy Pace</b> , Vice President, Global Chief Diversity and Inclusion Officer, MetLife <b>Parminder Vir OBE</b> , Film Producer; Former Chief Executive Officer, The Tony Elumelu Foundation <b>Liza Howe-Walsh</b> (Moderator), Senior Lecturer, Department of Organisation Studies at the University of Portsmouth, UK <b>Thanks to The College of Saint Rose for Sponsoring This Year's Opening Plenary!</b>	Redwood Auditorium See Page 10
10:30 – 12:00	<b>CONCURRENT SESSION ONE</b>	See Pages 17-19
12:30 – 13:45	<b>LUNCH*</b>	Kitchen Table
14:00 – 15:30	<b>CONCURRENT SESSION TWO</b>	See Pages 19-21
15:45 – 17:00	<b>CONCURRENT SESSION THREE</b>	See Pages 22-24
17:30 – 18:30	<b>1440 AFTERNOON ACTIVITIES*</b>	See Page 12
17:30 – 18:30	<b>DOCUMENTARY SCREENING</b> <i>Eva - A7063</i> <b>Sarah Timmerman</b> , Utah State University	Redwood Auditorium See Page 11
17:30 – 19:30	<b>DINNER*</b>	Kitchen Table
20:00 – 21:30	<b>DOCUMENTARY SCREENING</b> <i>Algeria: Women at War</i> <b>Parminder Vir OBE</b> , Film Producer; Former Chief Executive Officer, The Tony Elumelu Foundation	Redwood Auditorium See Page 11

**\* IMPORTANT NOTE:** Attendees who overnight at 1440 are provided three meals a day and have access to 1440 activities (such as yoga and meditation classes), hot tubs, and the 1440 healing arts center. Attendees who choose not to lodge at 1440 should purchase a conference commuter plan (\$95) from 1440 in order to join the other conference delegates for breakfast, lunch, and dinner and for access to the other 1440 amenities.

# AGENDA OVERVIEW

## Tuesday 18 June 2019

7:00 – 8:00	<b>1440 MORNING ACTIVITIES*</b>	See Page 12
7:00 – 8:00	<b>REFLECTIVE WRITING AS A LEADERSHIP PRACTICE</b> <b>Denise Thomson</b> , DeWitt-Thomson, LLC	Outlook 201 See Page 12
7:00 – 8:30	<b>BREAKFAST*</b>	Kitchen Table
8:00 – 19:00	<b>ILA CHECK-IN &amp; HELP DESK</b>	Redwood Patio
8:45 – 10:15	<b>CONCURRENT SESSION FOUR</b>	See Pages 25-27
10:30 – 12:00	<b>CONCURRENT SESSION FIVE</b>	See Pages 28-30
12:30 – 13:45	<b>LUNCH*</b>	Kitchen Table
14:00 – 15:30	<b>CONCURRENT SESSION SIX</b>	See Pages 30-32
15:45 – 17:00	<b>DEVELOPMENTAL ROUNDTABLES</b> Thanks to Ivey Publishing, Ivey Business School for Sponsoring This Year's Case Presentations!	Outlook Rooms See Pages 33-34
15:45 – 17:00	<b>INTERACTIVE ROUNDTABLE DISCUSSIONS</b> Thanks to MetLife for Sponsoring This Year's Interactive Roundtable Discussions!	Redwood Auditorium See Pages 35-38
17:30 – 18:30	<b>1440 AFTERNOON ACTIVITIES*</b>	See Page 12
17:30 – 18:30	<b>A TASTE OF THE REGION RECEPTION</b> Enjoy wine from Santa Cruz Mountain Vineyard and fresh-made cheeses from local creameries Thanks to EthicsGame for Sponsoring This Year's Taste of the Region Reception!	Redwood Patio
17:30 – 19:30	<b>DINNER*</b>	Kitchen Table
20:00 – 21:30	<b>DOCUMENTARY SCREENING</b> <i>Miss Representation</i>	Redwood Auditorium See Page 11

## Wednesday 19 June 2019

7:00 – 8:00	<b>1440 MORNING ACTIVITIES*</b>	See Page 12
7:00 – 8:30	<b>BREAKFAST*</b>	Kitchen Table
8:00 – 12:00	<b>ILA CHECK-IN &amp; HELP DESK</b>	Redwood Patio
8:45 – 10:15	<b>CONCURRENT SESSION SEVEN</b>	See Pages 41-42
10:45 – 12:00	<b>CLOSING PLENARY</b> <i>Moving From Crises to Peace: Building Solutions &amp; Maintaining Harmony</i> <b>Caroline Kisia</b> , Executive Director, Action Africa Help International Refreshments available	Redwood Auditorium See Page 10
12:30 – 1:45	<b>LUNCH*</b>	Kitchen Table

## LEAVE A TRAIL!

Help us document the conference by sharing your photos, insights, and videos on social media!

 Tweet with **#ILA2019WLC** and tag **@the\_ILA**

 Share on Instagram **#ILA2019WLC** and tag **@leadershipnexus**

 Share on Facebook **#ILA2019WLC** and tag **@InternationalLeadershipAssociation**

Don't do social media? No problem! Just email your photos or videos to Debra at [deryuyver@ila-net.org](mailto:deryuyver@ila-net.org) and she'll post for you!

# PLENARY SESSIONS

Monday | 17 June | 8:45 - 10:00 | Redwood Auditorium  
**Insights From Women C-Suite Leaders**



KAREN



CINDY



DENISE



PARMINDER



LIZA

In this opening plenary panel, C-Suite leaders will share insights from their experiences leading a variety of organizations. They'll discuss how they build solutions, create harmony, and work toward the greater good, while touching on stakeholder relations, developing the next generation of women leaders, and working to benefit local and global communities.

**Karen Clark Cole** is the Chief Executive Officer (CEO) and Co-Founder of Blink, and is primarily focused on growth, strategic planning, and culture.

**Cindy Pace** is Vice President, Global Chief Diversity and Inclusion Officer at MetLife, where she leads the D&I strategy for 49,000 employees in nearly 40 countries.

**Denise Raquel Dunning** is the Founder and Executive Director of Rise Up, which advances health, education, and equity globally.

**Parminder Vir OBE**, is a Film Producer and the Former Chief Executive Officer of The Tony Elumelu Foundation.

**Liza Howe-Walsh** (Moderator) is Senior Lecturer in the Department of Organisation Studies at the University of Portsmouth in the UK.

*Thank you The College of Saint Rose for being a Conference Partner and sponsoring this year's opening plenary!*

Wednesday | 19 June | 10:45 - 12:00 | Redwood Auditorium  
**Moving From Crises to Peace: Building Solutions & Maintaining Harmony**



CAROLINE

Leadership that inspires can move individuals, communities, organizations, and nations to build solutions from crises to peace. **Caroline Kisia**, Executive Director of Action Africa Help International, will offer leadership insights and lessons drawn from her career and current work with refugee populations in six fragile conflict and post-conflict countries in Africa. An avid hiker, Caroline will draw upon her experiences climbing Mount Kenya, Kilimanjaro, and the Imja Tse in the Himalayas and will share the self-nurturing and reflective practices she uses to maintain harmony in her life.

**Caroline Kisia**, Executive Director, Action Africa Help International

# FEATURE FILMS



SHELLEY

Sunday | 16 June | 20:00 - 21:30 | Redwood Auditorium  
**This Changes Everything**

In this 2018 feature documentary, Director Tom Donahue and Executive Producer Geena Davis uncover “what is behind one of the most confounding dilemmas in the entertainment industry — the under-representation and misrepresentation of women. It takes an incisive look behind and in front of the camera, into the historical and empirical evidence, and systemic forces that foster gender discrimination and reinforce disparities in our culture.” Dr. Shelley Stamp, who appears in the film, will lead a discussion with conference attendees after the screening. Stamp is the award-winning author of *Lois Weber in Early Hollywood*; and *Movie-Struck Girls Women and Motion Picture Culture after the Nickelodeon*.

Monday | 17 June | 17:30 - 18:30 | Redwood Auditorium  
**Eva: A-7063**

At 10, Eva Mozes Kor survived experiments by Nazi doctor Josef Mengele. At 50, she helped launch the biggest manhunt in history. Now at 85, after decades of pain and anger, she travels the world to promote what her life journey has taught: HOPE. HEALING. HUMANITY. *Eva:A-7063*, a documentary by Ted Greed, Mika Brown, and WFYI, tells her full unvarnished story for the first time, inspiring viewers around the world. A facilitated discussion hosted by Sarah Timmerman, from Utah State University, will follow.



PHOTO COURTESY, THESTORYOFEVA.COM



PARMINDER

Monday | 17 June | 20:00 - 21:30 | Redwood Auditorium  
**Algeria: Women at War**

While this 1992 documentary focuses on the role women played in Algeria’s war of independence from the French (1954-1962) and the subsequent 30 years living under single party rule, the questions the documentary raises about “the balancing act between women’s and national liberation struggles” are timeless. In the film, Veteran fighters talk about their work in the revolution thirty years earlier and archival footage from the war years completes the picture. Following the screening, Parminder Vir OBE, the film’s producer, will lead a discussion with attendees.

Tuesday | 18 June | 20:00 - 21:30 | Redwood Auditorium  
**Miss Representation**

“Written and directed by Jennifer Siebel Newsom, *Miss Representation* exposes how mainstream media and culture contribute to the under-representation of women in positions of power and influence in America. The film draws back a curtain to reveal a glaring reality we live with every day but fail to see — how the media’s limited and often disparaging portrayals of women and girls makes it difficult for women to feel powerful and achieve leadership positions.” A facilitated discussion will follow.



PHOTO COURTESY, THE PRESENTATION PROJECT

# SPECIAL ACTIVITIES

Unless otherwise noted, locations are listed in the information 1440 provided when you checked in for your overnight accommodations or when you picked up your commuter pass.



## Sunday 16 June

**15:00 – 16:30 & 17:00 – 18:30 | Guided Hike**  
**Meet at Redwood Patio**

Enjoy being guided along 1440's trails to the majestic Redwood Cathedral. During the hike, you will learn about the local ecosystem and native uses for plants, all while experiencing the magic of the redwoods. We'll expand our sensory awareness to drink in the sounds, smells, and colors of the forest, and drop into an inner peacefulness that comes from being in nature. Stretching, short meditations, and a few surprises along the way allow you to rejuvenate mind, body, and spirit.

**17:00 – 18:15 | Qigong\***

## Monday 17 June

**7:00 – 8:00 | Reflective Writing as a Leadership Practice | Outlook 201**

**Denise Thomson**, DeWitt-Thomson, LLC

How can writing build solutions, harmony, and the greater good? What makes reflective writing a leadership practice? Gloria Steinem said, "The wisdom about our lives is already within us," as she urged us to listen to ourselves and support one another. It follows then, that knowing oneself is a first step toward cultivating an authentic leadership style. Writing creates a mind-body-spirit connection that facilitates the inner knowing and outer congruency of an authentic leader — and we are all writers! Begin your day in a reflective writing session, explore the stories you tell yourself about yourself, and set an intention for the day. You will be prompted to quietly journal and given an opportunity to share your learnings in paired or group dialogues.

**7:00 – 8:00 | Tai Chi/Qigong Flow\***

**13:00 – 13:45 | Outdoor Movement or Nature Walk\***

**17:00 – 18:15 | Meditation\***

## Tuesday 18 June

**7:00 – 8:00 | Reflective Writing as a Leadership Practice | Outlook 201**

**Denise Thomson**, DeWitt-Thomson, LLC

See Description for Monday's Reflective Writing Session.

**7:00 – 8:00 | Yoga\***

**13:00 – 13:45 | Outdoor Movement or Nature Walk\***

**17:00 – 18:00 | Tai Chi/Qigong Flow\***

## Wednesday 19 June

**7:00 – 8:00 | Movement Class\***

**13:00 – 13:45 | Outdoor Movement or Nature Walk\***



\*Attendees who overnight at 1440 enjoy access to 1440 special activities. Others may purchase a conference commuter plan from 1440 to enjoy meals and special 1440 organized activities.



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# ILA Women and Leadership Affinity Group 2019 AWARDS

## FOR OUTSTANDING SCHOLARSHIP AND PRACTICE

Wednesday 19 June | 10:45 | Redwood Auditorium

Please join us in honoring our awardees at the closing plenary!

As a community focused on advancing women and leadership, the ILA Women and Leadership Affinity Group (WLAG) believes it is important to recognize and celebrate people who are contributing excellent work toward our goal. In 2014 WLAG began bestowing awards for outstanding scholarship and practice in the area of women and leadership at our annual networking luncheon at the ILA global conference, but as the biennial Women and Leadership conference has grown, it seemed fitting to move the awards presentation to this conference.

The WLAG received numerous impressive nominees in each category this year and we are pleased to present the 2019 awards for Outstanding Scholarship and Outstanding Practice in the area of women and leadership to the following leaders in the field!

The **Outstanding Scholarship for Established Scholars** award recognizes excellence in the scholarship of a seasoned scholar whose published work (theoretical, empirical, or applied) has advanced the understanding of women in leadership in a significant way.



WINNER: **Karen Longman** — *Karen has been a senior academic leader at Azusa Pacific University since 2006. She has produced over 35 professional leadership publications during the past two decades and has presented 88 papers, workshops, and invited lectures from 2008 to the present including, most recently, three presentations at the 2019 Ethnographic and Qualitative Research Conference. Her reputation and expertise can be seen in her recent co-editor positions with "Perspectives on Women's Higher Education Leadership from Around the World" in a Special Issue of Administrative Sciences, the seven-volume Women & Leadership: Research, Theory, and Practice book series produced by the International Leadership Association, and her co-editorship of Christian Higher Education: An International Journal of Research, Theory, and Practice, a peer-reviewed academic journal.*

The **Outstanding Scholarship for Emerging Scholars** award recognizes excellence in the scholarship of a graduate student or early career scholar whose presentations, dissertation, and/or published work (theoretical, empirical, or applied) has the potential to advance or already has advanced the understanding of women in leadership in a significant way.



WINNER: **Wendy Fox-Kirk** — *Wendy is currently an Assistant Professor at Weber State University. Wendy has already made remarkable contributions to the area of women and leadership with her research in the areas of women's leadership identity and authentic leadership. Along with her solo work, Wendy has collaborated with senior scholars, developing a wide range of experiences and publications related to the examination of the importance of including contextual issues for women's access to and experiences of leadership, and countering the "fix the women" discourse. She is a co-founder of the Utah Gender Interdisciplinary Research Network (UGIRN).*



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## FOR OUTSTANDING SCHOLARSHIP AND PRACTICE

The **Outstanding Practice With Local Impact** award recognizes excellence in the practice of an individual whose advocacy, commitment, or actions in support of women in leadership has influenced individuals and audiences within their organization or community. The award recipient is someone who practices leadership — from outside or from within the academic arena — with a focus on women and leadership and has implemented a substantial change, policy, or event that has benefited women within a local sphere.



**WINNER: JAN CARDWELL**— *Jan is the Vice President/Campus and Academic Director for the University of Phoenix - Detroit. In that role she works with the surrounding community through a number of organizations to support the development of local business women, entrepreneurs, and young people. This includes service as Chair Woman of the Board of Directors for Matrix Human Services and governance for the Southfield Lathrup Village Optimist Club and the National Entrepreneur Association. She has also served as a Research Fellow for the University of Phoenix Center for Leadership Studies and Education Research. Currently, her narrative studies Herstories of Entrepreneurship and Entrepreneurship: Profiles of Courageous Leadership are documenting the leadership challenges that women and business owners face.*

The **Outstanding Practice With Broad Impact** award recognizes excellence in the practice of an individual whose advocacy, commitment, or actions in support of women in leadership has influenced individuals, audiences, organizations, or broad communities. The award recipient is someone who practices leadership — from outside or from within the academic arena — with a focus on women and leadership and has benefited women in a variety of areas and arenas beyond the recipient's local sphere, resulting in broad impact.



**WINNER: SUSAN MADSEN** — *Susan has accomplished a distinguished — and rare — record of blending top-rated research on women and leadership with amazing impact on women's leadership and advancement around the world. In addition to founding ILA's Women and Leadership Affinity Group and co-editing its seven-volume Women & Leadership: Research, Theory, and Practice book series, she has led the global movement to advance women and leadership. Susan is a key player in the field of global women's leadership and is widely recognized for her ability to connect and broker partnerships. She is adept at taking research and creating real, tangible, and timely impacts. In addition to a host of speaking engagements in the U.S., Susan has given keynotes and/or presentations in numerous countries around the world, most recently at the UN and at the UK Parliament.*

## THE 2019 WOMEN AND LEADERSHIP CONFERENCE BEST PAPER AWARD

### **Transformation of Oneself to Become a Social Change Agent: A Women-Only Training Program in France**

**Stephanie Chasserio**, Associate Professor, Management, Skema Business School

**Elaine Bacha**, Associate Professor, Globalisation, Skema Business School (Co-Author)

**Corinne Poroli**, Associate Professor, Skema Business School (Co-Author)

Visit <http://tinyurl.com/y5v8xfzk> for Complete Description.

**Hear this paper on Tuesday, 18 June at 8:45 in Outlook 203!**

Congratulations to all of the deserving awardees, and more suitably, thank you for your hard work and important contributions to advancing women and leadership!

# CONCURRENT SESSION PRESENTATION FORMATS

## Guide to Session Formats

With so many choices we have created this guide, which draws attention to several helpful pieces of information beyond a session's title and description that can help you understand more about each session's focus, target audience, and format.

The ILA uses the following definitions to create shared expectations between presenters and attendees.

### PANEL

An informed discussion and/or debate on a topic by panelists with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation, questions, and comments.

### PRESENTATIONS

Two or more individually accepted papers/presentations grouped together by the program team into a session focused broadly on a theme or approach. The session chair introduces each presentation, keeps time, and facilitates the question and answer portion.

### ROUNDTABLE (Developmental)

Individuals at various stages of their projects share their research with scholars who can support, challenge, and collaborate. Senior scholars chair and facilitate the sessions.

### ROUNDTABLE (Interactive)

Small group discussion on a topic of common interest facilitated by an individual or team. The organizer frames the topic and then facilitates a discussion with participants at the table. During the session, when the bell rings, participants have the opportunity to move to another roundtable or remain where they are to continue the conversation.

### SYMPOSIUM

Individual papers/presentations that were submitted together as a wholistic session exploring a common subject. Chairs frame the session, introduce presenters, keep time, and help move the conversation along. Commentators, if listed, moderate questions to create a rich discussion among presenters and attendees.

### WORKSHOP

Rooted in audience participation and active learning, half or more of the time is spent on experiential learning and innovative, interactive audience participation focused on learning a new skill, methodology, or technique.

## Session Stream

One indicator of a session's focus and target audience is its stream. All sessions have streams — corresponding to four of the major focus areas of the *WLAG Asilomar Declaration and Call to Action on Women and Leadership* and to the conference theme.

A session's stream is indicated on the first line of its listing in the program book after its presentation format.

- Equality in Power and Decision Making
- Leadership Development and Education Worldwide
- Helping Girls and Young Women Become Leaders
- Advancing Women in Leadership
- Building Solutions, Harmony and the Greater Good

MONDAY | 17 JUNE 2019 | 10:30 TO 12:00

# CONCURRENT SESSION 1

Outlook 203 | Presentations | Helping Girls and Young Women Become Leaders

## Equalizing the Field: Bringing Females Into Male Dominated Leadership Roles

Chair: **Chrys Egan**, Director, Communication, Salisbury University

Visit <http://tinyurl.com/y4n4x8us> for Session Details.

### Growing Up Girl: Raising Strong Female Leaders

**Yolonda T. Sanders**, Student, Organizational Leadership, Indiana Wesleyan University

Visit <http://tinyurl.com/y2khg4t9> for Complete Description.

Despite the equal capabilities of male and female leadership, men continue to dominate leadership roles in society. When presented with opportunities to lead, women must abide by additional standards for others to view them as equally competent to their male counterparts. Though gender affects both internal and external perceptions of leadership, leadership development programs can help adolescent females self-identify as leaders and confidently seek leadership roles as they grow into adulthood.

### Self-Efficacy and Political Ambition: Educational Interventions for Middle School Girls

**Lindsay Allen**, Doctoral Assistant, University of San Diego

Visit <http://tinyurl.com/y3evtjna> for Complete Description.

Studies show men are more likely than women to consider running for office, however parental encouragement, politicized educational experiences, and self-confidence are thought to increase political ambition among young women. This quantitative study explores the impact of a politicized educational intervention and its effects on self-efficacy in relation to political ambition as expressed by young girls age eleven to fourteen. Findings suggest political ambition can increase with targeted activities within the educational intervention.

### Encouraging High School Females to Enroll in the Physical Sciences: A Reflection Twenty Years Later

**Cheryl L. Burleigh**, Research Fellow, Faculty, College of Doctoral Studies, University of Phoenix

Visit <http://tinyurl.com/y3p8exgv> for Complete Description.

The role of an educator is to encourage students to pursue academics to their full potential. When non-traditional role models in professions typically dominated by men are introduced to an urban high school setting, the effect on the female high school population produced an environment encouraging enrollment in the physical sciences and the pursuit of non-traditional careers. This narrative analysis revisits the original participants. Their shared stories give hope that positive interventions can have a lasting impact on the population served.

### Encouraging Young Girls Towards STEM Careers: An Opportunity for Women Economic Empowerment

**Hadeel Anabtawi**, Founder, The Alchemist Lab; Teachers Trainer and Certified Life Coach

Visit <http://tinyurl.com/y5fv3kjk> for Complete Description.

Only 17 women have won a Nobel prize in physics, chemistry, or medicine since Marie Curie in 1903, compared to 657 men. Today, in many regions of the world, girls outscore boys in STEM studies at the age of 15, yet, their participation in STEM careers is very low. These gaps don't happen by chance. As STEM careers are one of the keys for future economic empowerment, we need to understand the drivers behind the situation and start to offer solutions early enough both at school and at home.

Outlook 202 | Workshop | Leadership Development and Education Worldwide

### Hearing All Voices With Q-Perspectives: A Facilitation Tool for Leadership Training

**Brandy Walker**, Instructional Design Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

**Katherine Brewer**, Doctoral Student

Visit <http://tinyurl.com/y6n3k5sc> for Session Details.

Q-Perspectives is a physical game with an online analysis component that generates deeper reflection and discussion around the subjective and intuitively vibrant topic of leadership styles. In this workshop, participants will play the game, gather insights on their own leadership style, and share ideas about applications in their area of leadership practice. The experience will give those seeking to grow their understanding of leadership perspectives a way to hear all voices in their practices or organizations.

Outlook 201 | Panel | Conference Theme

### Mindfulness, Love, and Greater Good at Work: A Research-Based Dialogue

Chair: **Cheryl Getz**, Associate Professor, School of Leadership and Education Sciences, University of San Diego

**Kathryn Goldman Schuyler**, Founder, Coherent Change

**Orit Wolberger**, Consultant

**Margaret Gillette**, Sr. Director, People, People Team, HashiCorp

Visit <http://tinyurl.com/y2crjevo> for Session Details.

Interact with panelists who will share thought-provoking perspectives, suggestions, ideas, and experiences regarding the role women may play in bringing mindfulness, awareness, and love to shaping new paradigms of leadership for the 21st century. They'll share results from an action-research project bringing mindfulness and joy to work as well as themes from interviews with people in high tech industries who experienced platonic love at work. Expect to gain an appreciation for the subtleties involved in addressing love and awareness in high-pressure situations.

Redwood Auditorium | Workshop | Conference Theme

### Slow Down the 'Crazy Busy': Mindfulness Practices to Enhance Presence, Focus, and Fulfillment

**Jennie Walker**, Lead Faculty, Forbes School of Business, Ashford University

**Emily A. Daniels**, Adjunct Professor, Ph.D. Global Leadership, Indiana Tech

Visit <http://tinyurl.com/yxze8kjz> for Session Details.

'Crazy busy' is a common term used to describe the hectic and often scattered experience of modern life, a life where we are always plugged in — both figuratively and literally — through smart devices. Mindfulness practices are of growing interest for their promise as tools to help people increase their sense of calm and ability to appreciate the present moment. Participants in this workshop will experience mindfulness practices, share their experiences and challenges with mindfulness, and explore diverse perspectives in mindfulness research.

Outlook 204 | Presentations | Equality in Power and Decision Making

### Theory, Policy, and Programs to Increase Women's Access to Power

Chair: **Wendy E. Rowe**, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University

Visit <http://tinyurl.com/y2tvupue> for Session Details.

#### Liberatory Leadership: Positionality and the Possibility of Shared Power

**Jennifer Tilghman-Havens**, Director, Center for Jesuit Education, Seattle University

Visit <http://tinyurl.com/yxrcdlss> for Complete Description.

This paper proposes a model of Liberatory Leadership that recovers the crucial, but largely absent, critiques of feminist, race, and queer theory upon the development of traditional leadership theories. Liberatory Leadership centers the positionality of the leader as a key context for implementation of leadership practices.





**Overlooked Opportunities for Women Leaders to Impact Public Policy**

**April Townsend**, Research Fellow, Utah Valley University

Visit <http://tinyurl.com/y3amlxav> for Complete Description.

Democracy is built on the core tenant of representation. Elected officials are chosen by the people who, in turn, rely on public employees for day-to-day oversight of rules and resources. Although women comprise 47.9% of the U.S. government workforce, men hold 70% of leadership positions, limiting opportunities for women to inform and influence public policy. This qualitative study explored the stories of nine women who successfully achieved administrative leadership and provides grounded recommendations for increasing representation in government bureaucracies.

**Taking the Lead in Dignifying Lives of Their Own Gender – Emang Basadi**

**Keba T. Modisane**, Manager, School of Graduate Studies and Research, BA ISAGO University

Visit <http://tinyurl.com/y29csva5> for Complete Description.

Women continuously face tough and challenging situations that leave one wondering if they belong to a different species from a different mother on a different planet. Their problems are complex and multifaceted. Based on touching stories affecting this bruised and battered ‘species’, I decided to embark on a fact-finding journey in order to enlighten myself more on how one association in Botswana, Emang Basadi, was assisting women to find their own feet for survival, endurance, and dignity

**Up the Leadership Ladder: Experiences of Women of Color With Power, Race/Ethnicity, and Culture**

**Karina E. Gil**, Interim Director and Assistant Professor, Worden School of Social Service, Our Lady of the Lake University

Visit <http://tinyurl.com/y4pn39p8> for Complete Description.

This presentation will highlight the experiences of eight women of color (African American and Latinas) and their journey to leadership and access to power as they navigate their social and cultural domain.

MONDAY | 17 JUNE 2019 | 14:00 TO 15:30

CONCURRENT SESSION 2

Outlook 203 | Presentations | Helping Girls and Young Women Become Leaders

**Connecting Identity and Confidence in Girls’ Leadership**

Chair: **Marilyn Thompson**, Associate Provost, Human Resources, Office of the Provost, University of Waterloo

Visit <http://tinyurl.com/yxt6asae> for Session Details.

**Girls to Women: Cultivating Self-Leadership and Personal Agency**

**Tracey Burrell**, Director, Clinical Experiences & Alternative Certification, School of Education, Louisiana State University Shreveport

**Iris DeLoach Johnson**, Professor, Mathematics Department, Louisiana State University Shreveport

Visit <http://tinyurl.com/y2z24ovg> for Complete Description.

As early as childhood, girls begin to develop their personal and professional identity. The transition to womanhood includes the alignment of thoughts, plans, and actions that cultivate the seeds of personal exposure, self-knowledge, and self-leadership. This session will tell the stories of African American female professionals who shared their process of learning sociological concepts and the application of those concepts to their lives.

**Leadership Hindsight: The Reflections of Black Women on Their Youth Leadership Experiences**

**Sakina Dixon**, Doctoral Student, Agricultural Leadership, Education, and Communications, Texas A&M University

**Chanda D. Elbert**, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

Visit <http://tinyurl.com/y5sqz7k> for Complete Description.

Black women are in a variety of leadership positions in different facets of society. How did they become the leaders that they are today? The choices they make as girls, and the opportunities afforded to them can drastically influence how the lives of Black girls will grow as adults. The purpose of this study was to capture the narratives and experiences of Black women’s youth leadership. This presentation will explore their responses and suggest a leadership development model for Black girls.





## Leadership Perspectives and Self-Efficacy of Women From Generation Y - Z in the United States

**Chris A. Sebelski**, Associate Professor, Department of Physical Therapy and Athletic Training, Saint Louis University

**Lisa L. Dorsey**, Associate Professor, Department of Physical Therapy and Athletic Training, Saint Louis University

**Vicki Moran**, Assistant Professor, School of Nursing, Saint Louis University (Co-Author)

**Jessica Perolio**, Director, International Student Support, Office of Global Services, Northeastern (Co-Author)

Visit <http://tinyurl.com/yxcyeray> for Complete Description.

Progress? What progress have we made in the United States for changing perceptions of leadership through the generations? Generations of women lag behind their male counterparts in the knowledge, skills, and behaviors of leadership. Focused reporting on inequities and lack of opportunities for women demonstrate an inadequate and slow change in societal norms. The perceptions of Generation Z on leadership, influences, and self-efficacy are less known. Can their perceptions and experiences support a significant movement towards equality?

## Women & Leadership in Canada: Confidence and the Rise to the Top

**Christina Paylan**, Researcher, John Molson School of Business, Concordia University

Visit <http://tinyurl.com/y2sbm5p4> for Complete Description.

This in-depth study of 18 female leaders across Canada shows the importance of confidence in women's rise to leadership. A C.A.R.E. leadership model was formed, representing the four main characteristics that led these 18 women to the top: courage, ambition, resilience and education. External support received by the participants from their parents, spouses, and mentors — combined with their own self-confidence — allowed these women to achieve their dreams of independence. This paper shares their personal stories and secrets of success.

Outlook 202 | Workshop | Advancing Women in Leadership

## Crooked Crowns and Women Leaders: Leadership From a Female Perspective

**Jodie Hemerda**, Director of Instructional Design & Academic Quality, Academics, Bridgepoint Education

**Tami Beaty**, Dean of Accreditation, Practicums, and Special Projects, Academics, College of Health, Human Services, and Science, Ashford University

**Haley Pestner**, Manager, CETL, Ashford University

Visit <http://tinyurl.com/y6xe7jf4> for Session Details.

As women in leadership, we often succumb to the complex interplay of intra-gender work relationships that reinforce invisible barriers. This interactive workshop draws themes from literature on leader identity, unconscious bias, and structural barriers in the workplace (Cooper, 1997; Faniko, Ellemers, Derks, & Lorenzi-Cioldi, 2017; Gabriel, Butts, Yuan, Rosen, & Sliter, 2017; Harvey, 2018; Johnson, 2018; Rezvani, 2012; Sobczak, 2018; Zhao & Foo, 2016) and formal and informal networks (Carr & Kelan, 2016).

Outlook 201 | Panel | Advancing Women in Leadership

## Woman of Privilege or Woman of Circumstance? Exploring Influences on Women Leadership Styles

Chair: **Janice L. Cardwell**, VP & Campus and Academic Director, Detroit Campus, University of Phoenix

**Reneé R. Green**, Executive Coach & Program Chair, College of Business, University of Phoenix

**Bonnie Matthews Ellis**, Campus Director, University of Phoenix

**Patricia Munson**, Lead Faculty Area Chair, Academic Affairs, University of Phoenix

**Summer Van Pelt**, Campus Director, University of Phoenix

Visit <http://tinyurl.com/y3jq4dam> for Session Details.

Do you consider yourself a woman of privilege or a woman of circumstance? We set out to explore if or how self-identifiers influenced women's leadership styles or mindsets for leadership. Privilege is defined for this research as having special advantages, benefits, or experiences. Circumstance is defined for this research as happenstance, attributes, or demographics. Our primary goal is to determine if privilege or circumstance has different meanings for different women.

Redwood Auditorium | Workshop | Advancing Women in Leadership

## Beyond Meditation – The Iron Pentacle: A Journeying Tool to Access the Inner Wisdom of Leaders

**Alexis Gupta**, Embodied Leadership Coach, East-West Psychology, California Institute of Integral Studies

Visit <http://tinyurl.com/y2z5ord8> for Session Details.

An increasing number of organizations and leading scholars are realizing the power of embodied leadership development. Experience an embodied practice that cultivates a space for you to explore your emotions, body, and imagination. Surface subconscious patterns and self-limiting beliefs into conscious awareness and use these insights to expand your leadership capacities. This workshop facilitates earth-based wisdom meditation to explore relationships with vitality, identity, passion, pride, and power. Connect with your power and align your actions with your values.

Outlook 204 | Presentations | Leadership Development and Education Worldwide

## Illuminating Challenges and Resilience in Women Leaders

Chair: **Sherylle J. Tan**, Director of Internships and Research, Kravis Leadership Institute, Claremont McKenna College

Visit <http://tinyurl.com/y4uvd766> for Session Details.

### The Challenges of Developing a Women in Leadership Program Focused on Getting Women Promoted

**Kathleen Brush**, Consultant

Visit <http://tinyurl.com/y5zhfyqf> for Complete Description.

More universities need to offer programs to facilitate a solution to gender inequality in senior positions of leadership. External financial support is commonly required, but the bigger challenges may be second generation bias, female apathy, and failure to comprehend that gender-neutral leadership programs do not address challenges that are unique to women. This paper describes the journey to secure university interest and implement a sponsored, women in leadership program designed specifically to facilitate the promotion of women.

### Women Leaders in Christian Higher Education: Resilience in Moments of Shame

**Darla Tillman-Samuelson**, President, Just Compassion of East Washington County

Visit <http://tinyurl.com/y4acbczu> for Complete Description.

What happens when a cis-woman leader in higher education encounters gender-based stereotypes? How does a moment of shame disrupt perceptions of leadership effectiveness? What does it look like for women leaders to embody/enact resilience to shame? This study is important for developing an understanding of how to make sense of moments of shame and resilience when encountering gender-based stereotypes. It also provides insight into how to develop leaders who bounce back when experiencing the effects of shame in social discourse.

### From Values to Action: Leadership Strategies That Leverage Ethical Diversity and Maturity

**Catharyn Baird**, CEO & Founder, EthicsGame, LLC

Visit <http://tinyurl.com/y6qmqzoyx> for Complete Description.

Leadership theories assume that men and women have an equivalent ethical framework from which action is taken. However, leading edge research shows that women approach ethical decision making from a community perspective while men tend to begin with an individual perspective. As women become aware of the differences among the various ethical perspectives, they can develop strategies that will enhance their leadership capabilities and provide a path toward ethical maturity and the effective use of personal power.

### Using Film to Illuminate Representations of Leadership

**Elizabeth Stork**, Professor, Organizational Leadership, Robert Morris University

**Lazarina Topuzova**, Associate Professor, Organizational Leadership, Robert Morris University

Visit <http://tinyurl.com/y5ak6zv7> for Complete Description.

What can leadership educators do with film to teach about leadership concepts and expression? This presentation is about how we used movies to learn about students' assumptions of gender, leadership styles, and women's representation in media. Using film, we hoped to direct students to think about leadership portrayed in a creative way in a different context, and to understand the confluence of gender, context, and leadership separate from American ideas of leadership.

# MONDAY | 17 JUNE 2019 | 15:45 TO 17:00

## CONCURRENT SESSION 3

Outlook 203 | Presentations | Helping Girls and Young Women Become Leaders

### Developing Girl's Leadership Representation Through Programs

Chair: **Wendy Fox Kirk**, Assistant Professor, Business Administration & Marketing, Weber State University

Visit <http://tinyurl.com/y5mek8p3> for Session Details.

#### Girls Innovation Academy: Building Confidence and Competence in Young Women Leaders

**Chrys Egan**, Director, Communication, Salisbury University

Visit <http://tinyurl.com/y24rks97> for Complete Description.

The Girls Innovation Academy is a strategic, female-only initiative tailored to middle-school girls to enhance their leadership competence and confidence through a collaborative, supportive, and creative exploration of science, technology, environment, civic engagement, communication, and arts. We invite girls to uncover their potential, prepare for higher education, and discover unexplored career paths. Girls enter the program as strangers with moderate skills, then exit arm-in-arm, having further developed their identities, relationships, competencies, and knowledge for academic, professional, and life success.

#### Growing Girls Leadership: Addressing the Underrepresentation of Diverse Girls in STEM and Sport

**Hayley Finn**, Student, Faculty of Education, Western University

**Emily Lynn Hartman**, Critical Policy, Equity and Leadership Studies, Faculty of Education, Western University

**Rita A. Gardiner**, Assistant Professor, Critical Policy, Equity and Leadership Studies, Faculty of Education, Western University

Visit <http://tinyurl.com/y4l4s6oa> for Complete Description.

Girls continue to be underrepresented in sport and STEM leadership development programs. We argue that these programs can be improved if they account for the intersectional differences that influence girls' leadership experiences. Thus, an intersectional analysis of STEM and sport leadership development programs was conducted to uncover the ways that these programs can foster a diverse spectrum of identity, while offering support, encouragement, and accessible learning to girls.

#### Girl Smarts: Decorated War Veteran's Leadership Program for 4000 4th and 5th Grade Girls

**Dianna Lynn Flett**, CEO & Founder, The Girl Smarts Group, INC

Visit <http://tinyurl.com/y2zzb2mo> for Complete Description.

Girl Smarts is a series of 90-minute workshops to empower young girls with personal leadership skills they can use to navigate their transitional years as tweens and teens. Workshops mix hands-on, small group, and discussion-based learning that gets girls moving and connecting with each other and the program information. Workshops have two series: six workshops for 4th and 5th grade girls, and another six, more mature, workshops for 5th grade girls.

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Outlook 202 | Workshop | Conference Theme

### Love and Leadership: An Academic Course for Just and Inclusive Leadership

**Rodric Smith**, Director of Leadership Development, Assistant Professor, Behavioral Sciences and Leadership, United States Air Force Academy

Visit <http://tinyurl.com/y6mqhcxe> for Session Details.

This workshop offers an experiential lesson delivered in a Love and Leadership course to graduate level students at a west coast university in the United States of America. Integrating ontological and classical thoughts on love with leadership theory provided participants in this course with a transformative experience that improved their capacity to lead just and inclusive institutions. In addition to the experiential lesson, facilitators will share information on the course and a theoretical developmental framework informed by the course participants.

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Outlook 201 | Panel | Advancing Women in Leadership

### The President's Platform: Fostering Women's Leadership in Higher Education

Chair: **Carolyn J. Stefano**, President, The College of Saint Rose

**Verna Fitzsimmons**, President, HERS (Higher Education Resource Services)

**Cheryl Faye Green**, Interim Chancellor, University of Wisconsin-Whitewater

**Pamela Gunter-Smith**, President, York College of Pennsylvania

**Deborah MacLatchy**, President and Vice Chancellor, Wilfrid Laurier University

Visit <http://tinyurl.com/yywjxxnm> for Session Details.

Rather than focusing on the career journeys of women presidents and chancellors, this session addresses the opportunities women leaders have to make a difference for other women in higher education. The panelists will discuss a wide variety of initiatives they have championed and will invite the audience to join them in thinking about the best ways to foster change.

Redwood Auditorium | Workshop | Helping Girls and Young Women Become Leaders

### Enhancing Leadership Development in Middle School Girls Exposed to Complex Trauma

**Amy K. Westgate**, DSL student, Regent University

**Nicole M. Pertillar**, Family Based Therapist, Pennsylvania Counseling Services; Doctoral Student, Regent University

Visit <http://tinyurl.com/y46gaxzb> for Session Details.

Engage with tools designed to enhance leadership development in middle school girls exposed to complex trauma (CT). Explore CT, children's exposure to multiple traumatic events (and the effects of this exposure), and how it negatively impacts capacity and opportunities to develop leadership qualities and abilities. Leaders will gain insight into the needs of potential future leaders and the challenging characteristics of a large segment of the female population through a conceptual framework incorporating the "being" aspects of leadership.

Outlook 204 | Symposium | Advancing Women in Leadership

### The Other Half: Involving Men in the Strategy and Efforts to Advance Women's Leadership

Chair: **Lisa DeFrank-Cole**, Professor & Director, Leadership Studies Program, West Virginia University

Visit <http://tinyurl.com/y5rysx8s> for Session Details.

This symposium will share current scholarly research that explores men's involvement in understanding gender consciousness and gender bias in organizations and the intentional behaviors and strategies male allies use to counter such bias. Perceptual differences between women and men regarding the advancement of women leaders will be shared as will research that identifies characteristics of effective male allies. Strategies to develop male allies who support a more inclusive and diverse workplace will be discussed.

#### The Strategies That Male Allies Use to Advance Women in Workplace Settings

**April Townsend**, Research Fellow, Utah Valley University

**Susan R. Madsen**, Professor of Organizational Leadership, Woodbury School of Business, Utah Valley University (Co-Author)

Visit <http://tinyurl.com/y4wkezer> for Complete Description.

Considerable research on the underrepresentation of women has done little to impact the composition of organizational executive leadership, which continues to be dominated by men. However, when organizations engage men in the conversation, they realize more success in affecting cultural change and advancing women to upper leadership. In this paper, the contributions of male allies are explored with the goal of gaining a deeper understanding of specific behaviors and actions men use that they perceive as beneficial in advancing women.

#### Advancing Gender Consciousness Among Men in the Workplace: A Content Analysis

**Greg Madsen**, Ph.D. Candidate, Global Leadership, Indiana Tech

Visit <http://tinyurl.com/y6lg8f2t> for Complete Description.

This paper is a content analysis of scholarly literature regarding men's involvement in understanding gender consciousness and addressing gender bias in organizations with a specific focus on gathering related scales, instruments, and surveys. The presenter will highlight the findings of this study and provide implications for future research and practice.





**Strengthening Male Allyship by Investigating Gender Differences in Views About Female Leadership**

**Susan R. Madsen**, Professor of Organizational Leadership, Woodbury School of Business, Utah Valley University

**April Townsend**, Research Fellow, Utah Valley University (Co-Author)

Visit <http://tinyurl.com/y4pp2v82> for Complete Description.

To help individuals, organizations, and communities move forward with greater support for gender equality efforts and progress in women’s leadership representation, it remains critical that we more deeply understand the differences in perceptions among genders on issues related to challenges, opportunities, support, and the need for change. The purpose of this paper is to report on a quantitative study focused on understanding these perceptual differences related to advancing women in organizational and community settings.

**Striving to Learn and Promote the Characteristics of Effective Male Allies: A Literature Review**

**Michael J. Snapp**, Director, Career Development Center, Utah Valley University

Visit <http://tinyurl.com/y2n5zr6g> for Complete Description.

This content analysis will explore the literature as it relates to characteristics of male leaders and professionals who are allies and advocates for women. Various, specific cultures will be considered to assist in identifying any themes or trends. Additionally, relevant theoretical frameworks will be identified. Finally, implications for future research and practice will be shared.

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TUESDAY | 18 JUNE 2019 | 08:45 TO 10:15  
CONCURRENT SESSION 4

Outlook 203 | Presentations | Leadership Development and Education Worldwide

### Transforming Women Leaders Through Effective Leadership Development

Chair: **Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia  
Visit <http://tinyurl.com/yxhtsz7u> for Session Details.

#### Towards Integrated Leadership Development for Women Academic Leaders in South African Universities

**Oliver J. J. Seale**, Director, Higher Education Leadership and Management, Universities South Africa

**Carolyn J. Stefanco**, President, The College of Saint Rose

Visit <http://tinyurl.com/y6bvmw4> for Complete Description.

A perspective and reflections on an integrated leadership development program that drives gender equity and creates a leadership pipeline in South African universities.

*Winner of the 2019 Women and Leadership Conference Best Paper Award*

#### Transformation of Oneself to Become a Social Change Agent: A Women-Only Training Program in France

**Stephanie Chasserio**, Associate Professor, Management, Skema Business School

**Elaine Bacha**, Associate Professor, Globalisation, Skema Business School (Co-Author)

**Corinne Poroli**, Associate Professor, Skema Business School (Co-Author)

Visit <http://tinyurl.com/y5v8xfzk> for Complete Description.

Through this study our goal is to understand how a women-only program transforms participants in their representations about themselves as women in the organization, in the social life, and the implications in their professional and family life. We are also investigating whether and how this transformational learning experience contributes to the development of new attitudes, gender insight, and adoption of the posture of a social change agent.

#### Coaching for Leadership Effectiveness: Lessening Influence of Gender Stereotyping on Identity

**Stephanie Douglas**, Assistant Professor, Department of Leadership and Management, Embry Riddle Aeronautical University

Visit <http://tinyurl.com/y3p7ahu5> for Complete Description.

Blending masculine and feminine types of behaviors in leadership has been found to positively impact the perception of women's leadership. Women's self-perceptions of gender-role identity on leadership effectiveness saw a positive significant correlation between masculine role identity and leadership effectiveness. The influence of gender stereotypes may contribute to incongruence in self-perceived identity and leadership effectiveness. Through a coaching program focused on women's leadership development, gender stereotype influences can be lessened for congruence between personal and professional identity and self-perceived leadership effectiveness.

#### Fostering Women's Leadership Development Through Coaching

**Stephanie Douglas**, Assistant Professor, Department of Leadership and Management, Embry Riddle Aeronautical University

Visit <http://tinyurl.com/y68hhtc8> for Complete Description.

Increased leadership development opportunities such as coaching are becoming more prevalent in organizations and shifting organizational culture. Coaching may be an effective tool to help women navigate the barriers in leadership thus must recognize the organizational and individual realities for women in leadership. A framework for women's leadership development was integrated into a coaching program for business students in master's degree programs to further leadership development.

Outlook 202 | Panel | Conference Theme

### Enspiriting Women's Leadership: Transformation From the Inside Out

Chair: **Serena Cheng**, Business and Product Development Consultant, Independent, California Institute of Integral Studies

**May Elawar**, Assistant Professor, Transformative Leadership, California Institute of Integral Studies

**Alka Arora**, Associate Professor, Women's Spirituality, California Institute of Integral Studies

**Joanne Gozawa**, Associate Professor, Transformative Inquiry, California Institute of Integral Studies

Visit <http://tinyurl.com/yyxzhkw9> for Session Details.

This women of color panel explores how a spiritual epistemology can support women in redefining leadership beyond dominant paradigms that are based in control and certainty. We ask: How might a spiritual epistemology invite more of the whole of each of us to mutually lead? How can claiming our sacred dignity strengthen our capacity to lead from an inner-knowing? And, how can recognizing what we hold sacred allow women to become empowered in the process of advancing the collective good?

Outlook 201 | Panel | Equality in Power and Decision Making

### A Gendered View of Power and Decision Making: The Role of Narratives and Discourses

Chair: **Wendy Fox Kirk**, Assistant Professor, Business Administration & Marketing, Weber State University

**Rita A. Gardiner**, Assistant Professor, Critical Policy, Equity and Leadership Studies, Faculty of Education, Western University

**Carole J. Elliott**, Professor, Roehampton Business School, University of Roehampton

Visit <http://tinyurl.com/y3axvkyx> for Session Details.

This panel discussion will address the social and cultural domain within the United Nations' WomenWatch Strategy and Sustainable Development Goal 5: Achieve gender equality and empower all women and girls. It is a deep dive into the role of narratives and discourses in society, which perpetuate and maintain gender inequality and injustice. The intention is to examine how dominant, or hegemonic, discourses about gender and power set frames for gendered perceptions about access to power.

Redwood Auditorium | Workshop | Equality in Power and Decision Making

### Arresting the Pendulum Between Hegemonic Masculinity and Women's Leadership

**Rodric Smith**, Director of Leadership Development, Assistant Professor, Behavioral Sciences and Leadership, United States Air Force Academy

**Lindsay Allen**, Doctoral Assistant, University of San Diego

Visit <http://tinyurl.com/y247zjlq> for Session Details.

Amidst considerable achievements in gender equality, the world has also seen a recent resurgence of hyper-masculine leaders and rollbacks of women's rights. What can we learn from the backlash to women's leadership and activism? Tracing women's movements over the last 50 years and recent patterns in the U.S. context, this workshop engages theory, systems mapping, and reflective practices to facilitate an exploration of the identities being forefronted in these movements and explore intersectional and gender-inclusive perspectives for SDG 5: Achieve gender equality and empower all women and girls.



Outlook 204 | Presentations | Advancing Women in Leadership

### Propelling Women Into Leadership

Chair: **Anne C. Magnan**, Director, Custom Education, National Outdoor Leadership School

Visit <http://tinyurl.com/y5qq3sre> for Session Details.

#### Let's Stop Fixing the Girls: Designing Non-Deficit Women's Leadership Development

**Penny de Valk**, Director, Pennydevalk.com

Visit <http://tinyurl.com/y5jup8km> for Complete Description.

In a world full of unconscious bias training, leaking talent pipelines, and stubborn working practices, how do we ensure women are equipped with the leadership capability and motivation that will see them advance and thrive? With a literature review on leadership identity and gender hijacks, the presentation will explore whether women's leadership development needs to be different. The research reviews the efficacy of exhortations to women such as 'building confidence' and proposes a framework for designing high impact women's leadership development that does not assume a deficit.

#### Thriving in Higher Education: Coaching Women Leaders

**Zoe MacLeod**, Director, Professional and Continuing Studies, Royal Roads University

Visit <http://tinyurl.com/y6ec5nen> for Complete Description.

Increasing workloads, overwhelmed senses, and a desire for balance, are triggering warning signs that the current hierarchical, and traditionally male-dominated, structures are not working for women in higher education. This presentation will share dissertation research and results exploring the impact of coaching on women in academic leadership positions. As we contemplate the future of organizational life in academia, coaching women just might be a way forward by advancing women's leadership and resilience.

#### Women and Transformational Leadership: How Organizations Develop Women for Leadership Positions

**Lizzie Bronte**, Doctoral Student, Indiana Tech

Visit <http://tinyurl.com/y5672y75> for Complete Description.

The IT sector is plagued with multiple challenges including gender bias. Fortunately, there are women who have succeeded in breaking the glass ceiling. Proactive organizational executives recruit, develop, and retain leaders with a focus on talent and performance, with less attention to gender. This pilot study seeks to explore lived experiences of women leaders in IT.

#### Gender, Participation, and Leading Organizational Learning

**Christine E. Cooper**, Adjunct Faculty, Ph.D. in Global Leadership, Indiana Tech

**Kierstyn Hunter**, Associate Vice President, Academic Affairs, American International College

Visit <http://tinyurl.com/yy65qxxr> for Complete Description.

A model will be presented that captures the influences of organizational learning and culture on the interplay of individual and system occurrences at the nexus of gendered participation. Organizing is a gendered process that includes individual experiences of inequality and disadvantages. To fully interpret this reality, the explanation is focused on participation as the main bridge connecting the two. Suggestions for practice and scholarship are provided.

#### Understanding Women's Experiences of Sponsoring

**Vasudha Rao**, Lecturer, School of Management, Massey University

Visit <http://tinyurl.com/yxpf2pka> for Complete Description.

This study explores women's experiences of sponsoring and the meaning attributed to it. Findings highlight the relational dynamics of sponsoring relationships and suggest that sponsoring should not be conceived of in solely instrumental terms. A broader conceptualization generates a more pragmatic view that takes into account the wide-ranging characteristics of sponsoring relationships and contextual factors that determine the availability and effectiveness of sponsorship for women.

# TUESDAY | 18 JUNE 2019 | 10:30 TO 12:00

## CONCURRENT SESSION 5

Outlook 203 | Presentations | Advancing Women in Leadership

### Elevate Your Leadership

Chair: **Lizzie Bronte**, Doctoral Student, Indiana Tech

Visit <http://tinyurl.com/y4ltb2ff> for Session Details.

#### East of Hollywood, South of NY: The Impact of Social Media Phenomena on Gender-Related HR Policy

**Angela N. Spranger**, Lecturer, Luter School of Business, Christopher Newport University

Visit <http://tinyurl.com/y4zf58sj> for Complete Description.

The recent public shaming of prominent male executives via the #MeToo and #TimesUp movements have empowered women to report incidents of harassment in the workplace across a variety of fields. The presenter conducted an initial review of the literature and media to identify and define key concepts and trends in this area, then explored gender inequities in the public realm and what women of influence are doing about them in order to investigate specific industries' rates of sexual harassment, psychological harassment, and bullying.

#### Women's Perceptions of Women in Leadership

**Angela N. Spranger**, Lecturer, Luter School of Business, Christopher Newport University

**Kerry Mitchell**, Contributing Faculty, College of Management and Technology, Walden University

Visit <http://tinyurl.com/y5jouatc> for Complete Description.

Global participants shared their expectations, surprises, and lessons learned from women in leadership. While discrimination and masculine hegemony in organizations have gained significant attention from researchers and practitioners alike, there is little research on how women receive leadership from other women. What are our expectations of women in leadership? Do those expectations differ from our expectations of men?

#### Subtle Gender Bias Towards Women Leaders: A Six-Factor Model

**Amy Diehl**, Associate Vice President & Chief Information Technology Officer, Office of Educational Intelligence & Technology, Shippensburg University of Pennsylvania

**Amber L. Stephenson**, Assistant Professor, Business, Clarkson University (Co-Author)

**Leanne Dzubinski**, Associate Professor, Cook School of Intercultural Studies, Biola University (Co-Author)

**David Wang**, Associate Professor of Psychology, Rosemead School of Psychology, Biola University (Co-Author)

Visit <http://tinyurl.com/y6xfkz9t> for Complete Description.

What are the specific aspects of subtle gender bias towards women leaders? In 2016, Diehl and Dzubinski developed a framework of 27 gender-based leadership barriers which was used to create the Subtle Bias Towards Women Leaders (SuBTLe) Scale. Confirmatory factor analysis on the SuBTLe Scale revealed the six factors that form the roots of this bias. Join this presentation to discover the six factors and how they impacted survey participants.

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Outlook 202 | Panel | Advancing Women in Leadership

### Lifting as We Climb: Mentoring Women in Academic Leadership

Chair: **Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

**Marla L. Godette**, Founding Mentor, Community Advocacy, Indiana Tech

**Emily A. Daniels**, Adjunct Professor, Global Leadership Ph.D. Program, Indiana Tech

**Joanne Barnes**, Dean, Graduate School, Indiana Wesleyan University

Visit <http://tinyurl.com/y37x53wf> for Session Details.

Mentoring is vital to the careers of women leaders in academia. Panelists collectively have more than a century of experience in the corporate and academic arenas, as mentors and mentees. Discussion will involve structured questions as well as open dialogue with the audience. Networking, a list of resources, and potential next steps will be shared to enhance empowerment and mentorship.

Outlook 201 | Workshop | Conference Theme

### From Inner Work to Action — The Integrated Space of Women's Leadership

**Kathleen E. Allen**, President, Allen and Associates

**Kathryn Goldman Schuyler**, Founder, Coherent Change

**Katherine Tyler Scott**, Managing Principal, Ki ThoughtBridge

Visit <http://tinyurl.com/y2ky253x> for Session Details.

In this workshop, we will offer structured time to pause, become quiet with others, and reconnect with what nourishes us to take powerful action in the world. The three conveners have been thought leaders as practitioners/scholars for decades and will ground the workshop in their personal practices and knowledge from the fields of leadership, community-building, sustainability, meditation, governance, and consulting. Highly experiential, we will move back and forth between the realms of silence and expression, listening and speaking — creating a renewed sense of purpose in our leadership/action.

Redwood Auditorium | Workshop | Leadership Development and Education Worldwide

### Using Collaborative Autoethnography in Women's Development of Leader Identity Work

**Chanda D. Elbert**, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

**Marlene Janzen Le Ber**, Associate Professor & Chair, School of Leadership & Social Change, Brescia University College

**Lynne Elisabeth Devnew**, Distinguished Research Fellow, School of Advanced Studies, University of Phoenix

**Ann M. Berghout Austin**, Director & Professor, Center for Women and Gender, Utah State University

Visit <http://tinyurl.com/y5m67k5x> for Session Details.

This workshop will focus on experiencing the use of collaborative autoethnography (CAE) for leader identity development in the classroom and in providing professional development. We will share experiences using CAE in classrooms including reviewing selected syllabi, examining our own leader development using CAE, simulating a class experience with all participants playing the student role. The workshop will conclude by discussing what might be learned from the experience.

Outlook 204 | Presentations | Conference Theme

### Rights, Resilience, Crises & Challenges

Chair: **Oliver J. J. Seale**, Director, Higher Education Leadership and Management, Universities South Africa

Visit <http://tinyurl.com/yylk2ko9> for Session Details.

#### A Gendered Approach to Human Rights Education for Girls in Kenya

**Katie Zanoni**, Lecturer, School of Leadership, University of San Diego

Visit <http://tinyurl.com/y5p2hfhg> for Complete Description.

With over half of girls not accessing secondary school in Kenya, it is critical to examine and interrupt the root causes of gender discrimination in this context. Mixed methods research conducted at an all-girls school in Kenya demonstrates the transformative nature of human rights education. Findings indicate that gendered human rights education offers a pathway for girls to acknowledge their potential, critically analyze structural barriers, and act as mentors and advocates for the girl-child in their home communities.

#### Challenges and Successes in Ending Violence Against Women in El Salvador

**Randal J. Thompson**, President & CEO, Dream Connect Global

Visit <http://tinyurl.com/y6jguubh> for Complete Description.

El Salvador has the highest rate of homicides of women in the world, along with the highest rate of homicides overall. This presentation will offer the results of research on the impact of women organizing, justice reform, and new masculinities on reducing gender violence in El Salvador. The approaches Salvadoran women leaders employ to obtain success will be highlighted as well as lessons regarding successful approaches to reducing gender violence globally.



**When the Crisis Is Personal: A Phenomenological Study of Women and Leadership**

**Kathleen Brandert**, Director, Great Plains Leadership Institute, Office of Public Health Practice, University of Nebraska Medical Center  
**Gina S. Matkin**, Associate Professor, Agricultural Leadership, Education and Communication, University of Nebraska - Lincoln (Co-Author)  
 Visit <http://tinyurl.com/y4a22636> for Complete Description.

While an organizational crisis is studied extensively, most lines of research assume the organization is the entity in crisis. But what about when the leader is in a crisis? This study seeks to describe the experiences of eight women who have gone through personal crises while in a senior leadership role. Four themes were identified preliminarily. Implications include adding a new area of research to the literature and better understanding the needs and challenges of senior leaders experiencing a personal crisis.

TUESDAY | 18 JUNE 2019 | 14:00 TO 15:30

## CONCURRENT SESSION 6

Crest | Workshop | Conference Theme

**Weaving Visions: Deepening the Threads**

**Erin Dixon**, Faculty and Researcher, Indigenous Leadership, Banff Centre for Arts and Creativity  
**Stephanie Calver**, Owner, Leaping Fox Consulting

Visit <http://tinyurl.com/yxud2vqr> for Session Details.

This workshop is intended for values-based leaders/facilitators looking to harness the tension within a system or their institution to foster positive, peaceful transformation, with consideration on what it means to thrive through complexity and consciousness of living systems. Based on a scholar-practitioner approach in areas related to place-making/living systems, resilience, facilitating a process, emotional intelligence, and reflective practice, the workshop will offer highly experiential activities and discussions to learn and deepen concepts of weaving leadership while in the community.

Outlook 203 | Presentations | Advancing Women in Leadership

**Global Perspective — Women and Leadership**

Chair: **Christine E. Cooper**, Adjunct Faculty, Ph.D. in Global Leadership, Indiana Tech

Visit <http://tinyurl.com/y2sa3ocz> for Session Details.

**Cycling Through the Leadership Labyrinth: Workplace Experiences of Women on Their Periods**

**Afra Mehwish**, Researcher, Management, University of Guelph  
**Elizabeth Kurucz**, University of Guelph (Co-Author)

Visit <http://tinyurl.com/y39xqvq2> for Complete Description.

Eagly and Carli (2007) have identified challenges associated with gender equality and empowerment in the workplace as a 'labyrinth.' This qualitative, empirical research study will contribute to our understanding of human capital differences in the leadership labyrinth by exploring how the workplace experiences of women on their periods affect their advancement in an organization.







### Lack of Women on Top in a Land of Equal Opportunity – What Pushes Women Away From Top Leadership?

**Irmelin Drake**, Associate Professor, Institute of Leadership and Organization, Kristiania University College

Visit <http://tinyurl.com/y6cu34se> for Complete Description.

Even if Norway seems to be steadily placed among the top countries in the world on gender equality measures, there are remarkably few women at the top level of organizations. In the media sector, only 21 percent of leaders at the top are women. This paper focuses on how women leaders in the media sector perceive their career opportunities, and what makes them push away from top leadership positions. Data are collected via in-depth interviews as well as a questionnaire.

### Leadership of Women Entrepreneurs in a High Growth Context – A Reflexive Approach

**Stephanie Chasserio**, Associate Professor, Management, Skema Business School

**Corinne Poroli**, Associate Professor, Skema Business School (Co-Author)

**Renaud Redien-Collot**, Senior Analyst, Institut Friedland (Co-Author)

Visit <http://tinyurl.com/y59tomhn> for Complete Description.

Through a reflexive and comprehensive approach with six French women entrepreneurs of high growth companies, this paper will explore how women entrepreneurs in a high growth context perceive their leadership. Our findings reveal that these women attempt to promote an attitude of identification and an attitude of differentiation to social norms. Even though this ambivalent model is an original response towards normative tensions, it also ultimately attempts to articulate entrepreneurial desirability and feasibility for the entire corporation.

### Women on Top: Exploring the Leadership Journey of Filipina Business Executives in the Philippines

**Enrico Cirineo Osi**, Assistant Professor, Marketing and Law / Leadership and Strategy, John Gokongwei School of Management, Ateneo de Manila University

**Mendiola Teng-Calleja**, Associate Professor, Department of Psychology, Ateneo de Manila University (Co-Author)

Visit <http://tinyurl.com/y5nketv7> for Complete Description.

This qualitative research examined the lived experience of seven Filipina business executives in male-dominated industries. Four themes emerged: cultural, organizational, familial and individual. Six sub-themes emerged as challenges: women as in-charge of households, limited representation, discrimination as women leaders, women not seen as leaders, husband's ego, and expectations as a mother. While seven sub-themes emerged as enablers: equal opportunity culture, career pathing & diversity, male mentors/role models, empowering women as leaders, enlightened husband, parents' support and children's success.

### Enhancing Women Religious Leadership Skills for Sustainable Development in Africa

**Kevin Karimi**, Graduate Assistant, SLDI-Evaluation, Africa Sisters Education Collaborative

**Jennifer Mudge**, Assistant Director, Program Evaluation, Africa Sisters Education Collaborative

Visit <http://tinyurl.com/y3rt9d3d> for Complete Description.

This paper discusses the use of non-traditional leadership to advance women in leadership. The cases cited are outcomes of self-reflection and introspection, enabling religious women to rediscover their potential to improve their leadership capacities utilizing what they have in their practice settings. Other selected cases are drawn from a pool of participants in the non-traditional leadership model — Sisters Leadership Development Initiative (SLDI)

Outlook 202 | Workshop | Advancing Women in Leadership

### Overcoming the Roadblocks to Advancing Women in Leadership: Impression Drives the Change

**Joanne Barnes**, Dean, Graduate School, Indiana Wesleyan University

**Liza Howe-Walsh**, Senior Lecturer, Organisation Studies and Human Resource Management, University of Portsmouth

Visit <http://tinyurl.com/y5e4w57u> for Session Details.

Using the framework of impression management (IM) we explore women's advancement to leadership positions. IM is also known as 'Self Presentation' and 'Identity Management Theory.' Through IM, individuals present themselves in a manner that they would like to be perceived. The challenge is how to make a useful impression that overcomes the roadblocks without losing authenticity. Linking IM to self-awareness provides an opportunity for workshop participants to consider how they may engage in IM and reflect on their unconscious bias.

Outlook 201 | Panel | Conference Theme

### Toward a Woman-Centered Definition of Purpose and Calling

Chair: **Denise Thomson**, Executive Coach & Consultant, DeWitt-Thomson, LLC

**Sheree N. Bryant Sekou**, Leadership Consultant, Organizational Leadership, Sheree Sekou Consulting, LLC

**B.J. Weathersby Holman**, Organizational Change Management Consultant/ Career & Life Well-Being Coach, Organizational Effectiveness, Rutland & Associates, LLC

**Maritza Y. Soto**, Professor, Management, UPR - Mayaguez

Visit <http://tinyurl.com/y4gvd2q5> for Session Details.

This panel discusses the journey of seven women and their development of a model of purpose and calling for female leaders. Panelists will review the model created during the Advancing Theories of Women and Leadership Colloquium, share information related to journeys undertaken by team members, and engage attendees in conversation around the applied theory building process. Attendee contributions will help creators reach their collective objective of finalizing a paper for the special symposium in the *Journal of Leadership Studies*.

Redwood Auditorium | Workshop | Conference Theme

### Inner Healing: Exploring Positionality and Liberatory Consciousness to Build Social Change

**Lindsay Allen**, Doctoral Assistant, University of San Diego

**Cheryl Getz**, Associate Professor, School of Leadership and Education Sciences, University of San Diego

**Khalia li**, Doctoral Assistant, Student Affairs & Instructor, Department of Leadership Studies, University of San Diego

**Stacey Lynn Williams**, Associate Director, Gender Identity Resource Commons, University of San Diego

Visit <http://tinyurl.com/y4lmza2k> for Session Details.

In this socio-political moment of polarization, how do we authentically engage across difference for the shared pursuit of a just and sustainable world? This experiential workshop will introduce aspects of social presencing (Hayashi, 2018), social sensing matrix (Lawrence, 2005), and a dialogic approach (Bohm, 2004; Hosking, 2011; Ladkin, 2010) that brings heart and body awareness to our communities for change. This approach invites participants to develop a practice of inner-healing for collective liberation.



TUESDAY | 18 JUNE 2019 | 15:45 TO 17:00

# DEVELOPMENTAL ROUNDTABLES

Outlook 203 | Developmental Roundtables

## Intersectionality and Leadership

Chair: **Ann M. Berghout Austin**, Director & Professor, Center for Women and Gender, Utah State University

Visit <http://tinyurl.com/y6pufqah> for Session Details.

### 1. Latina Leader Identity Development

**Cristina Padilla**, Lecturer, School of Leadership and Education Sciences, University of San Diego

Visit <http://tinyurl.com/y3qoqw2g> for Complete Description.

Latinas are vastly underrepresented in leadership roles across leader levels and industries in the United States. This roundtable discussion will explore how Latinas develop an authentic and effective leader identity in the U.S. and what cultural and systemic factors hinder the development of a leader identity for Latinas.

### 2. We Will Thrive: Resource Use Among Elementary Principals Who Are Mothers

**Lauren H. Ramers**, PhD Student, Leadership Studies, University of San Diego

Visit <http://tinyurl.com/y4okd7gd> for Complete Description.

Many principals feel the tension between their passion for leadership and their desire for balance, wellness, and the ability to spend quality time with family. This study aims to provide solutions to principals who balance leadership with motherhood. It employs the use of a collaborative, inquiry-based strategy — Socratic Seminar — to engage a focus group of elementary principals in discussion around how they use personal, social, and organizational resources to thrive in the principalship and motherhood.

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and sponsoring the Case Presentations!*

Outlook 202 | Developmental Roundtables

## Writing Case Studies

Chair: **Marlene Janzen Le Ber**, Associate Professor & Chair, School of Leadership & Social Change, Brescia University College

Chair: **Alison M. Konrad**, Professor, Organizational Behaviour, Ivey Business School

Visit <http://tinyurl.com/y4q5zu59> for Session Details.

### 1. Facing the Woman in the Mirror: Embracing Self to Successfully Serve Others

**Iris DeLoach Johnson**, Professor, Mathematics Department, Louisiana State University Shreveport

Visit <http://tinyurl.com/y4w5kr72> for Complete Description.

Life lessons from early childhood to senior citizenry are sometimes learned immediately and form a lifetime basis for the person we are becoming. Other lessons we attempt to set aside to learn...later. This session invites participants to embrace one woman's story (case) as she reflects upon her growth during participation in the Virtual Servant Leadership Learning Community (VSLLC®). Participants will share common stories to build upon solutions for our lives while seeking harmony and the greater good.

### 2. Going Beyond Personal & Geographic Boundaries: Teaching Leadership Skills to Young Women in China

**Amy Vito**, Organization Development Practitioner, Human-Centered Consulting

Visit <http://tinyurl.com/yyezldo6> for Complete Description.

The World Academy for the Future of Women is a leadership program at Sias University in China dedicated to furthering women in leadership worldwide. The presenter will share her experiences facilitating in this program in 2018 and working in a country that needs its young leaders to rise to meet the possibilities that the future holds. She will discuss the growth and transformation she witnessed, and the boundaries she crossed to realize her own leadership in a foreign country.

Outlook 201 | Developmental Roundtables

### Building Solutions

Chair: **Wendy E. Rowe**, Professor & Program Head, MA Global Leadership, School of Leadership Studies, Royal Roads University

Chair: **Elizabeth Stork**, Professor, Organizational Leadership, Robert Morris University

Visit <http://tinyurl.com/y2rx7jnj> for Session Details.

#### 1. Benevolent Sexism and Female Leader Self-Efficacy

**Kelly L. Schmidt**, Ph.D. Student, Organizational Leadership, Eastern University

Visit <http://tinyurl.com/y3xx9gpc> for Complete Description.

Benevolent sexism, the implicit twin of hostile sexism, is damaging because it is not recognized as sexism. Made up of protective paternalism, gender differentiation, and heterosexual intimacy, it is rooted in attitudes of power, superiority, and objectification. Self-efficacy is a factor in the development of a leader. Benevolent sexism is counterproductive to the determiners of self-efficacy. The presenter proposes a theoretical model of how benevolent sexism impacts self-efficacy in female leaders and the damage this has on their leadership development.

#### 2. Interruptive Symbology – Have YOU Been Interrupted?

**Anne Rorholm**, Office Manager, Military Science, Gonzaga University

Visit <http://tinyurl.com/y485d5wu> for Complete Description.

The prospective phenomena of Interruptive Symbology are similar to the impact of marketing/branding messages on consumers. However, instead of urging observers to purchase or endorse products, interruptive symbology disrupts viewer habits, transforming him/her by epiphany, and initiating a conscious effort to act towards the betterment of humanity. The presenter will address the many steps between observation and action using an example from the Holocaust, which will be followed by a conversation aimed at identifying the effect of interruptive symbology.

#### 3. Moving the Needle: The Case of Puerto Rican Women in International Business – Then and Now

**Maritza Y. Soto**, Professor, Management, UPR - Mayaguez

Visit <http://tinyurl.com/yyos5rhr> for Complete Description.

We need to work diligently to “move the needle” for women in different countries. This paper was carried out to compare the perceptions and attitudes towards Puerto Rican women in international business and assignments that foster or hinder their participation in this area. The study compares data from research conducted by the same researcher at the end of the 1990s and the present time.



TUESDAY | 18 JUNE 2019 | 15:45 TO 17:00

# INTERACTIVE ROUNDTABLE DISCUSSIONS

When you hear the bell ring, you may move to another roundtable or remain where you are to continue the conversation!

*Thank you MetLife for being a Conference Friend and sponsoring this year's Interactive Roundtable Discussions!*

Redwood Auditorium | Interactive Roundtable Discussions

Visit <http://tinyurl.com/y4kxdj9x> for Session Details.

## 1. A Portrait of Servant Leadership: Women Caring for Other Women

**Cami Eastep**, Adjunct Instructor (Online), Psychology/Human and Social Services/Physical Education, Walla Walla Community College

Visit <http://tinyurl.com/y469nbsg> for Complete Description.

This scholarship-based discussion will present recent research on servant leadership, care ethics, and the role of food in healing and building community. How can women uplift one another in personal, professional, and global settings? In order to increase solutions and promote harmony in all areas, notions of what constitutes “the greater good” and how this impacts women will be dissected through the lens of care ethics as described by Nel Noddings.

## 2. Bringing More Women to the Table: A Case Study of a Relational Self-Mentoring Group

**Stephanie Spadorcia**, Department Chair, Teaching & Learning, Graduate School of Education, Lesley University

**Diana Direiter**, Co-Director, Women's Center, Lesley University (Co-Author)

**Amy Rutstein-Riley**, Dean of Faculty & Associate Professor of Sociology, Office of the Provost, Lesley University (Co-Author)

Visit <http://tinyurl.com/yymwgxdd> for Complete Description.

Lesley University's women's leadership development model resulted in 15 of its original 19 members moving into leadership roles within the university. We will discuss the dramatic impact that participation in a feminist self-mentoring group has had on the individual leadership trajectories for women faculty. Themes from the individuals' leadership growth and the group's development will serve as key discussion points.

## 3. Developing Intercultural Competence Amongst Female International/Domestic Students

**Caitlin G. Bletscher**, Assistant Professor, Center for Transformational Learning and Leadership, Washington State University

**Kate Hellmann**, Academic Director, Office of International Programs, Washington State University

Visit <http://tinyurl.com/y6mjunaj> for Complete Description.

This roundtable discussion will share the experiences of international and domestic undergraduate students engaging in service learning at a large research university as it relates to leadership development and the establishment of connections between local and global problems. It will highlight the cultivation of intercultural competence in a co-curricular setting amongst these linguistically and culturally diverse populations. Through the lens of intercultural competence, participants will be asked for further discussion on additional methods and strategies of intercultural inclusion and leadership development.

## 4. Exploring Identity as a Woman of Color While Attending a Predominately White Institution

**Chanda D. Elbert**, Associate Professor, Agricultural Leadership, Education, and Communications, Texas A&M University

**Sade A. Dawson**, Leadership Development Specialist & Advisor, Student Activities - Office of Fraternity & Sorority Life, Texas A&M University

**Alex Square**, Graduate Student, Educational Administration and Human Resource Development, Texas A&M University

Visit <http://tinyurl.com/y3webolo> for Complete Description.

A leadership development program and course for women of color was developed to help empower African American women in attendance at a predominately White institution (PWI) in the Southwestern, United States. The researchers will share how this program has impacted college-aged participants with socially constructed identity development as it relates to leadership. In this roundtable, we will share how we worked to explore the stages of identity development and how this awareness has impacted their lives and leadership development.

## 5. Finding Inner Calm and Focus in the Midst of Workplace Conflict and Chaos: Mantram Repetition

**Jill Ellen Bormann**, Consultant, Bormann Consulting

Visit <http://tinyurl.com/y5la5l9q> for Complete Description.

Burnout has reached epidemic proportions. Responses include loss of meaning and purpose, psychosomatic symptoms, and employee turnover. Managing personal stress requires innovative, evidence-based practices to create “a pause button for the mind” that will promote harmony and resilience for leaders. Mantram repetition has been found to mitigate numerous emotional and physical symptoms in response to stress. Individuals will be taught a skill set on mantram selection and application to enhance self-awareness, improve leadership competency, and promote inner spiritual wellbeing.

## 6. Global Leadership in Achieving the UN SDGs: WE Empower UN SDG Challenge

**Amanda Natalie Ellis**, Executive Director Hawaii & Asia-Pacific; Global Director Strategic Partnerships, Julie Ann Wrigley Global Institute of Sustainability, Arizona State University

**Hadeel Anabtawi**, Founder, The Alchemist Lab; Teachers Trainer and Certified Life Coach

Visit <http://tinyurl.com/yyg44d6l> for Complete Description.

In 2017 ILA members assisted with the design of a global competition to promote women entrepreneurs as leaders in achieving the UN SDGs through their business endeavors. Through a true SDG17 multistakeholder partnership, five winners were celebrated at the UN General Assembly in 2018, led by the UN Secretary-General. Women’s leadership and the multiplier impact created through role models actively supporting other women as leaders were recognized as pivotal for creating the momentum needed to fulfill the 2030 Global Development Agenda.

## 7. Leadership to Empower Women Decision Makers in Developing Countries: Lessons From the Field

**Randal J. Thompson**, President & CEO, Dream Connect Global

**Amanda Natalie Ellis**, Executive Director Hawaii & Asia-Pacific; Global Director Strategic Partnerships, Julie Ann Wrigley Global Institute of Sustainability, Arizona State University

**Maria Africa Beebe**, President, Global Networks (Co-Author)

Visit <http://tinyurl.com/y57jfdt9> for Complete Description.

The editor and two author-leadership from ILA’s BLB 2018 volume *Leadership and Power in International Development: Navigating the Intersections of Gender, Culture, Context, and Sustainability* will tell their stories of how they led transformations in development organizations and developing countries that empowered women decision makers to play more significant roles in their economies and polities.

## 8. How Select Educational Leadership Graduate Students Navigate Classroom Power Structures

**Lindsay Allen**, Doctoral Assistant, University of San Diego

**Kelly Metz-Matthews**, Instructor, San Diego State University, University of San Diego

Visit <http://tinyurl.com/y4qsp6fp> for Complete Description.

This roundtable will discuss a qualitative study exploring classroom power structures as experienced by female self-identified graduate students who hold dual roles as students and as teacher-leaders in the K-12 system, providing them unique insight into the power structures in these two educational and leadership-related settings. These power structures include dynamics affected by gender, race, and socioeconomic status. An analysis of the data reveals that students experience power structures and leadership in each role and it affects their teaching practice.

## 9. Integral Practices for Women in Leadership: Aligning Values With Practice

**May Elawar**, Assistant Professor, Transformative Leadership, California Institute of Integral Studies

**Alka Arora**, Associate Professor, Women’s Spirituality, California Institute of Integral Studies

**Serena Cheng**, Business and Product Development Consultant, Independent, California Institute of Integral Studies

**Alexis Gupta**, Embodied Leadership Coach, East-West Psychology, California Institute of Integral Studies

Visit <http://tinyurl.com/y6foj33r> for Complete Description.

In a climate that is witnessing an expanding awareness of the value of collaborative and participatory leadership, this roundtable of educators and practitioners seeks to frame a discussion that moves beyond rhetoric and into the realm of practice, application, and experience. Together we will explore some practical methods leaders and leadership educators can use to align their values with action and implementation.

## 10. Leadership Development for Women in Public Safety: Challenges, Opportunities, & Lessons Learned

**Diana Renner**, Director, Uncharted Leadership Institute

**Amanda R. McCormick**, Deputy Director, Australian Institute of Police Management

Visit <http://tinyurl.com/y2o982e6> for Complete Description.

This roundtable will focus on the learnings from an award-winning, international leadership development program for women in police, emergency services, and public safety organizations. Participants will explore the innovative curriculum, programming, pedagogy, and processes designed to develop women's leadership skills. The discussion will focus on the barriers and challenges as well as the opportunities and broader implications for leadership development initiatives for women operating in male dominated environments.

## 11. Perceptions of Feminism

**Tricia Berry**, Associate Dean & Director, Clinical and Practicum Programs, Purdue University Global

Visit <http://tinyurl.com/y6tf9ahb> for Complete Description.

Feminism is a word that carries strong connotations. Research shows many women believe in feminist principles but prefer not to be labeled as feminist. This phenomenon is referred to as feminist paradox. Join this roundtable discussion about the paradox, why it occurs, and solutions for how it could be overcome.

## 12. Practices: Women Leaders Providing and Receiving Support and Challenge

**Julie E. Benesh**, Department Chair, Organizational Leadership, The Chicago School of Professional Psychology

**Desiree Marie Oden**, Wholistic Transformations Consultant, Business Owner, UnSeen RayDe'Ance LLC

**Xiomara Y. Smith-Romain**, Student, Organizational Leadership, The Chicago School of Professional Psychology

**LaChele Jenkins**, Researcher, The Chicago School of Professional Psychology (Co-Author)

Visit <http://tinyurl.com/y3kx32fm> for Complete Description.

Two aspects of love are support and challenge, and both start from within. Women's leadership challenges are real, and they require support to sustain and cultivate resilience and agility for themselves and others. Making self-care and deliberate practice conscious and transparent supports and challenges women leaders and their communities and followers. This discussion will draw upon positive psychology, self-psychology, and leadership practice theories to consider how the strengths of women's leadership may benefit themselves and the world through conscious practices.

## 13. Pursuing Solutions Impeding the Advancement of Women in Leadership

**Bonnie Matthews Ellis**, Campus Director, University of Phoenix

**Patricia Munson**, Lead Faculty Area Chair, Academic Affairs, University of Phoenix

Visit <http://tinyurl.com/yy3msoxj> for Complete Description.

Women of all ethnic backgrounds encounter certain stereotypes and barriers in their attempt to advance to a leadership position. These stereotypes and barriers are more evident in the advancement to senior level or C-suite positions in organizations. Rather than advancement based on fit, women encounter certain stereotypes and barriers that affect personal leader identity and the ability to be included. Ultimately, this can impact an institution's effectiveness.

## 14. Shifting Patterns in Academia One Woman at a Time

**Tawnya Leigh Lubbes**, Assistant Professor of Education, College of Education, Eastern Oregon University

**Shari Carpenter**, Professor, College of Business, Eastern Oregon University

**Carlos Peregrina**, Graduate Assistant, College of Education and Business, Eastern Oregon University (Co-Author)

Visit <http://tinyurl.com/y2pzmklI> for Complete Description.

During this interactive roundtable, two female scholars will present research on gender differences in academia and review the fundamental issues that create inequalities in a promotion. Our discussion will focus on: where we are, where we can go, and how we engender it. The research intent is to add to the field of discussion by reviewing current literature as well as attaining new practices to address the unconscious bias and systemic inequality in higher education.

## 15. The Future of Leadership and Intellectual Capital

**Kevin Karimi**, Graduate Assistant, SLDI-Evaluation, Africa Sisters Education Collaborative

**Jennifer Mudge**, Assistant Director, Program Evaluation, Africa Sisters Education Collaborative

**Jaime Lyn Herrmann**, Assistant Director, SLDI, Africa Sisters Education Collaborative (Co-Author)

Visit <http://tinyurl.com/yxmw5gk2> for Complete Description.

Join us to test the theory of Kaku (2012), who has advanced that the future will be shaped by intellectual capital. How does non-traditional leadership project the future of leadership after the replacement of human capital by robots? How does leadership relate to the future of wealth and intellectual capital?

## 16. Toward Inclusive Leadership: Developing Women and Faculty and Staff of Color in Higher Education

**Kathleen S. Grove**, Director, Office for Women, Indiana University-Purdue University Indianapolis

**Gina Sanchez Gibau**, Associate Vice Chancellor for Faculty Diversity and Inclusion, Academic Affairs, Indiana University-Purdue University Indianapolis (Co-Author)

**Shanna Marie Stuckey**, Assistant Director for Research and Evaluation, Center for Urban and Multicultural Education, Indiana University-Purdue University Indianapolis (Co-Author)

Visit <http://tinyurl.com/y5mjk6h8> for Complete Description.

The underrepresentation of women and minoritized faculty and staff among the ranks of leadership is a perennial issue in higher education. During this roundtable, participants will engage leaders and researchers in a discussion of a program designed to develop leadership competencies among a cohort of women and people of color. Participants will leave with ideas of how to replicate such a program on their campuses and address the gender imbalance in leadership.

## 17. Women as Environmental Leaders

**Deborah R. Gallagher**, Professor & Director of Professional Studies, Nicholas School of the Environment, Duke University

**Rebecca Vidra**, Director, Duke Environmental Leadership Program, Duke University

Visit <http://tinyurl.com/yyhdzve3> for Complete Description.

Climate change is exacerbating environmental disasters like floods and fires across the globe. The challenge of preventing further destruction falls on those called to be environmental leaders. Women lead movements and organizations to make progress in addressing global environmental challenges. Across campuses, young women promote sustainable behaviors. In this roundtable, we present a proposal for a course and book based on intergenerational conversations between future and current women environmental leaders, with a goal of understanding and celebrating how women lead.

## 18. Women in the Rural South: Emerging Leaders' Voices

**Carolina Darbisi**, Assistant Director & Public Service Faculty, J.W. Fanning Institute for Leadership Development, University of Georgia

**Maritza Soto Keen**, Senior Public Service Associate, J.W. Fanning Institute for Leadership Development, University of Georgia (Co-Author)

Visit <http://tinyurl.com/y369cs25> for Complete Description.

This roundtable will share the experiences of women who have participated in a women leadership academy in a southern heritage county in Georgia. Historically, agriculture and manufacturing have been economic drivers and male-dominated fields. Theories that have framed the academy's curriculum are servant and adaptive leadership as well as the exploration of women voice(s). Roundtable participants will engage in a discussion on how the learnings and implications from this academy contribute to and further the research on women and leadership.

## 19. Women Leaders Over 70

**Lynne Elisabeth Devnew**, Distinguished Research Fellow, School of Advanced Studies, University of Phoenix

**Louise Underdahl**, Lead Faculty Area Chair, College of Doctoral Studies - Health Administration, University of Phoenix

**Elizabeth Johnston**, Senior Research Chair and Faculty, School of Advanced Studies, University of Phoenix (Co-Author)

Visit <http://tinyurl.com/y3qsemme> for Complete Description.

Many women over 70 are starting second, third, or fourth careers and are making a difference. There is literature on women in politics, management, law, academia, and on corporate boards and suggestions that the old life stages literature is obsolete but virtually no research focused on women and leadership among elders. This proposed research will identify best practices and skill sets for advancing women in leadership.



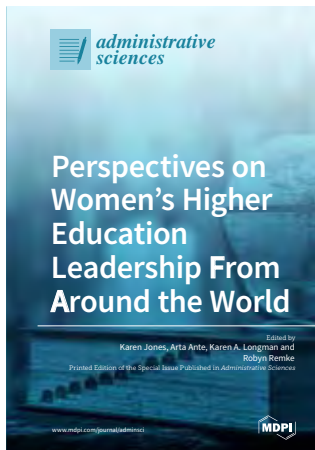


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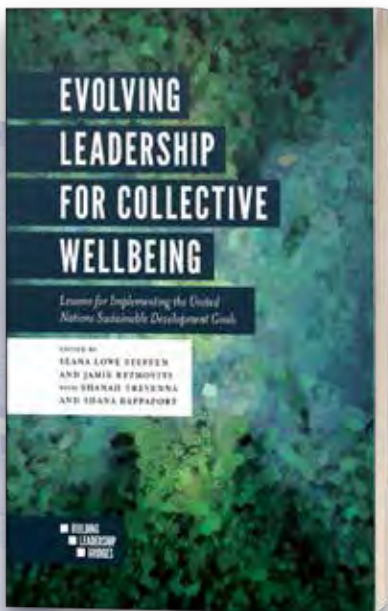
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WEDNESDAY | 19 JUNE 2019 | 08:45 TO 10:15

# CONCURRENT SESSION 7

Outlook 203 | Symposium | Advancing Women in Leadership

## **African American, White, and Asian Women Transcending Leadership Barriers: Learning From Lives**

Chair: **Kathryn Goldman Schuyler**, Founder, Coherent Change

Discussant: **Cheryl Getz**, Associate Professor, School of Leadership and Education Sciences, University of San Diego

Visit <http://tinyurl.com/yxan642k> for Session Details.

This session brings together three women from three different cultural worlds exploring the societal divisions, barriers, personal obstacles as well as achievements of women within their own cultural groups. Through systematic qualitative research that investigated questions coming from their own lived experiences, the authors examined the relationship between women and their identities (as leaders, as members of ethnic groups, and as working or stay-at-home mothers.) Being action-oriented researchers, they will share implications of their studies for creating inclusive workplaces.

### **The African American Woman's Leadership Experience in Corporate America: The Impact of Biculturalism**

**Dominique Sperling**, School Liaison Officer, Hawai'i State Department of Education

Visit <http://tinyurl.com/y4ft7c5p> for Complete Description.

By necessity, African Americans are often bicultural, moving back and forth between their African American ethnic roots and their White Caucasian professional associations. My qualitative study of eight African American women leaders let me explore how they experienced what it means to be bicultural in the North American corporate environment.

### **From Career Woman to Stay-at-Home Mother and Back Again: Understanding the Choices Mothers Make**

**Adrienne Partridge**, Leadership & Career Coach, [adriennepartridge.com](http://adriennepartridge.com)

Visit <http://tinyurl.com/y425h4p8> for Complete Description.

This qualitative research study examined how 10 educated mothers experienced the decision of leaving their careers, stay-at-home motherhood, and the professional reentry process after a period of eight or more years of filling the traditional gender roles of wife and stay-at-home mother. Organizational structure constraints, traditional upbringings, and the role of egalitarian versus traditional marital dynamics influenced these women's experiences of career exit and career reentry.

### **The Experiences of Asian Immigrant Women: Journeys Into Corporate Leadership**

**Yon Na**, Principal, [yonnaphd.com](http://yonnaphd.com)

Visit <http://tinyurl.com/y6zfog7b> for Complete Description.

This study sheds light on the experiences of eight Asian immigrant women who, despite barriers, achieved levels of success in multi-billion-dollar corporate settings. The participants immigrated to the U.S. during their adolescent years and are now leaders in corporate environments. Their stories provide insight into what it's like to be an Asian immigrant in U.S. society and the approach required to artfully navigate the corporate landscape.

Outlook 202 | Workshop | Advancing Women in Leadership

### Interdisciplinary and Cross-Cultural Perspectives on Building Resilience Among Women Leaders

**Jennie Walker**, Lead Faculty, Forbes School of Business, Ashford University

**Mia D. Johnson**, Vice Chancellor, Academic Affairs, Ivy Tech Community College

**Melissa Lamson**, Global Leadership Consultant, Lamson Consulting LLC

Visit <http://tinyurl.com/y57jsrdu> for Session Details.

This session shares multidisciplinary and cross-cultural research-based perspectives on resilience, especially as it applies to women leaders. By exploring perspectives from diverse fields such as psychology, health/wellness, counseling, leadership, education, religious studies, and sociology, participants will see common threads, useful distinctions, and unique cultural perspectives on resilience that can help them enhance their own resilience. The workshop format allows for reflective discussions on participants' own experiences and challenges with resilience as well as introductions to activities that enhance resilience.

Outlook 201 | Panel | Advancing Women in Leadership

### Feminist Leadership and Sisterhood Through a Collaborative Dissertation Process

Chair: **Brandelyn Tosolt**, Associate Professor, Teacher Education and Educational Leadership, Northern Kentucky University

**Lori L. Wright**, Director, TRIO Student Support Services, Northern Kentucky University

**Neisha G. Wiley**, Counselor/Social Worker, Enrollment & Student Development, Cincinnati State Technical and Community College

**Elizabeth A. VanWassenhove**, Program Director, Graduate Early Childhood Education, School of Education, Mount St. Joseph University

**Meg Cowherd**, Division Budget Director for Student Affairs, Student Affairs, Northern Kentucky University

**Rae Loftis**, Assistant Director, Center for Student Inclusiveness, Student Affairs, Northern Kentucky University

Visit <http://tinyurl.com/y6eywkj5> for Session Details.

This panel discussion centers on the intersectional feminist framework and process that a group of five doctoral students is using to create a collaborative dissertation in practice. Panelists share their experiences of discovering and embracing feminist identities and offer insights into collaborative research practices across social divides caused by varied and intersecting racial, sexual, age, socioeconomic, and religious identities.

Redwood Auditorium | Workshop | Helping Girls and Young Women Become Leaders

### Leadership Development Among Adolescent Girls: The Role of Experience and Reflection

**CiCi Ann Nunez**, Assistant Director, Center for Adolescent Resiliency, United Future Leaders, Texas Tech University

**Gloria Gonzales**, Associate Director, Center for Adolescent Resiliency, United Future Leaders, Texas Tech University

Visit <http://tinyurl.com/yxdlyza2> for Session Details.

A West Texas youth leadership program that develops youth through experiential learning and mentorship partnered with an all-girls middle school to facilitate a leadership camp for incoming eighth graders. The camp was crafted as a solution to meet the interpersonal and intrapersonal needs of the girls and their lack of skills to handle the difficulties faced by adolescents. This session will guide participants through lessons learned to meet the emotional needs of adolescent girls while simultaneously developing them as leaders.

Outlook 204 | Workshop | Leadership Development and Education Worldwide

### Keeping Leadership Education Out of "The Sunken Place": Doing Better as Leadership Educators

**Leanne Soter**, Program Coordinator for Scholar Development, Service Learning & Leadership, University of Nevada, Las Vegas

**Kirstine Odegard**, Assistant Director for Service-Learning & Alternative Breaks, Service Learning & Leadership, University of Nevada, Las Vegas

Visit <http://tinyurl.com/y5evonez> for Session Details.

Explore how our dominant identities, reliance on hegemonic theories/models, and familiar teaching practices might push marginalized students into "the Sunken Place" (Peele, 2017) — a place where students are forced into submission and silence, into separating their social identities from their leader identity (Komives, et.al, 2015). This workshop will employ adaptive leadership (Heifetz et al., 2009) and culturally relevant leadership learning (Guthrie, Jones & Osteen, 2017) to reflect on current practices and contemplate strategies to drop the metaphorical teaspoon.

See you in Redwood Auditorium at 10:30 for the closing plenary and refreshments to enjoy before your journey home!

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<b>K</b>	Karimi, Kevin....CS6 (TU - 14:00) Outlook 203 Karimi, Kevin....IRT (TU - 15:45) Redwood Auditorium Konrad, Alison M....DEV RT (TU - 15:45) Outlook 202
<b>L</b>	Lamson, Melissa....CS7 (WD - 8:45) Outlook 202 Le Ber, Marlene Janzen....CS5 (TU - 10:30) Redwood Auditorium Le Ber, Marlene Janzen....DEV RT (TU - 15:45) Outlook 202 Loftis, Rae....CS7 (WD - 8:45) Outlook 201 Lubbes, Tawnya Leigh....IRT (TU - 15:45) Redwood Auditorium
<b>M</b>	MacLatchy, Deborah....CS3 (MO - 15:45) Outlook 201 MacLeod, Zoe....CS4 (TU - 8:45) Outlook 204 Madsen, Greg....CS3 (MO - 15:45) Outlook 204 Madsen, Susan R....CS3 (MO - 15:45) Outlook 204 Magnan, Anne C....CS4 (TU - 8:45) Outlook 204 McCormick, Amanda R....IRT (TU - 15:45) Redwood Auditorium Mehwish, Afra....CS6 (TU - 14:00) Outlook 203 Metz-Matthews, Kelly....IRT (TU - 15:45) Redwood Auditorium Mitchell, Kerry....CS5 (TU - 10:30) Outlook 203 Modisane, Keba T....CS1 (MO - 10:30) Outlook 204 Mudge, Jennifer....CS6 (TU - 14:00) Outlook 203 Mudge, Jennifer....IRT (TU - 15:45) Redwood Auditorium Munson, Patricia....CS2 (MO - 14:00) Outlook 201 Munson, Patricia....IRT (TU - 15:45) Redwood Auditorium Na, Yon....CS7 (WD - 8:45) Outlook 203 Nunez, CiCi Ann....CS7 (WD - 8:45) Redwood Auditorium
<b>O</b>	Odegard, Kirstine....CS7 (WD - 8:45) Outlook 204 Oden, Desiree Marie....IRT (TU - 15:45) Redwood Auditorium Osi, Enrico Cirineo....CS6 (TU - 14:00) Outlook 203
<b>P</b>	Padilla, Cristina....DEV RT (TU - 15:45) Outlook 203 Partridge, Adrienne....CS7 (WD - 8:45) Outlook 203 Paylan, Christina....CS2 (MO - 14:00) Outlook 203 Pertillar, Nicole M....CS3 (MO - 15:45) Redwood Auditorium Pestner, Haley....CS2 (MO - 14:00) Outlook 202
<b>R</b>	Ramers, Lauren H....DEV RT (TU - 15:45) Outlook 203 Rao, Vasudha....CS4 (TU - 8:45) Outlook 204 Renner, Diana....IRT (TU - 15:45) Redwood Auditorium Rorholm, Anne....DEV RT (TU - 15:45) Outlook 201 Rowe, Wendy E....CS1 (MO - 10:30) Outlook 204 Rowe, Wendy E....DEV RT (TU - 15:45) Outlook 201
<b>S</b>	Sanders, Yolonda T....CS1 (MO - 10:30) Outlook 203 Schmidt, Kelly L....DEV RT (TU - 15:45) Outlook 201 Seale, Oliver J. J....CS4 (TU - 8:45) Outlook 203 Seale, Oliver J. J....CS5 (TU - 10:30) Outlook 204 Sebelski, Chris A....CS2 (MO - 14:00) Outlook 203 Smith, Rodric....CS4 (TU - 8:45) Redwood Auditorium Smith, Rodric....CS3 (MO - 15:45) Outlook 202 Smith-Romain, Xiomara Y....IRT (TU - 15:45) Redwood Auditorium Snapp, Michael J....CS3 (MO - 15:45) Outlook 204 Soter, Leanne....CS7 (WD - 8:45) Outlook 204 Soto, Maritza Y....CS6 (TU - 14:00) Outlook 201 Soto, Maritza Y....DEV RT (TU - 15:45) Outlook 201 Spadorcia, Stephanie....IRT (TU - 15:45) Redwood Auditorium Sperling, Dominique....CS7 (WD - 8:45) Outlook 203 Spranger, Angela N....CS5 (TU - 10:30) Outlook 203 Square, Alex....IRT (TU - 15:45) Redwood Auditorium Stefanco, Carolyn J....CS4 (TU - 8:45) Outlook 203 Stefanco, Carolyn J....CS3 (MO - 15:45) Outlook 201 Stork, Elizabeth....CS2 (MO - 14:00) Outlook 204 Stork, Elizabeth....DEV RT (TU - 15:45) Outlook 201
<b>T</b>	Tan, Sherylle J....CS2 (MO - 14:00) Outlook 204 Thompson, Marilyn....CS2 (MO - 14:00) Outlook 203 Thompson, Randal J....CS5 (TU - 10:30) Outlook 204 Thompson, Randal J....IRT (TU - 15:45) Redwood Auditorium Thomson, Denise....CS6 (TU - 14:00) Outlook 201 Tilghman-Havens, Jennifer....CS1 (MO - 10:30) Outlook 204 Tillman-Samuels, Darla....CS2 (MO - 14:00) Outlook 204 Topuzova, Lazarina....CS2 (MO - 14:00) Outlook 204 Tosolt, Brandelyn....CS7 (WD - 8:45) Outlook 201 Townsend, April....CS1 (MO - 10:30) Outlook 204 Townsend, April....CS3 (MO - 15:45) Outlook 204 Tyler Scott, Katherine....CS5 (TU - 10:30) Outlook 201
<b>U</b>	Underdahl, Louise....IRT (TU - 15:45) Redwood Auditorium
<b>V</b>	Van Pelt, Summer....CS2 (MO - 14:00) Outlook 201 VanWassenhove, Elizabeth A....CS7 (WD - 8:45) Outlook 201 Vidra, Rebecca....IRT (TU - 15:45) Redwood Auditorium Vito, Amy....DEV RT (TU - 15:45) Outlook 202
<b>W</b>	Walker, Brandy....CS1 (MO - 10:30) Outlook 202 Walker, Jennie....CS7 (WD - 8:45) Outlook 202 Walker, Jennie....CS1 (MO - 10:30) Redwood Auditorium Westgate, Amy K....CS3 (MO - 15:45) Redwood Auditorium Wiley, Neisha G....CS7 (WD - 8:45) Outlook 201 Williams, Stacey Lynn....CS6 (TU - 14:00) Redwood Auditorium Wolberger, Orit....CS1 (MO - 10:30) Outlook 201 Wright, Lori L....CS7 (WD - 8:45) Outlook 201
<b>Z</b>	Zanoni, Katie....CS5 (TU - 10:30) Outlook 204

Last Name, First Name, Middle Initial.....Session (Day - Start Time) Room #

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### **Juana Bordas**

President of Mestiza Leadership International and Lideramos - The National Latino Leadership Alliance  
ILA 2019 Lifetime Achievement Award Winner



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### **The Right Honourable David Johnston**

Governor General of Canada, 2010-2017



### **Henry Mintzberg**

John Cleghorn Professor of Management Studies and Faculty Director (International Masters for Health Leadership), McGill University



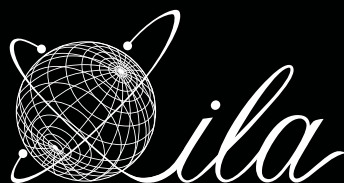
### **The Right Honourable Paul Martin**

21st Prime Minister of Canada



### **Senator Murray Sinclair**

Senate of Canada, Parliament of Canada; Aboriginal Judge; Chief Commissioner of Canada's Truth and Reconciliation Commission



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