



International Leadership Association

*The International Leadership Association
Women & Leadership Affinity Group Inaugural Conference*

Building, Bridging, and Blazing Pathways for Women and Leadership: Celebrating the Past, Present, and Future

9-12 June, 2013

Asilomar Conference Grounds
Pacific Grove, California, USA

Twitter hashtag: **#ILAasilomar**

Center for Women and Business

MOVING FROM CONVERSATION TO ACTION



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The **Center for Women & Business** is dedicated to the advancement of women in business. It is the source of practical, effective solutions to the challenges posed by a diverse workplace. We offer our business partners a combination of innovative resources and programming that fosters the development of an inclusive work environment. At the same time, we are educating and preparing current and future business leaders to succeed in a world in which diversity at all levels of an organization is a business imperative.

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Welcome



SUSAN R. MADSEN



CARMELA NANTON

We are thrilled that you are joining us as we hold one of the most important women and leadership conferences of the decade! The theme, **Building, Bridging, and Blazing Pathways for Women and Leadership**, provides a critical forum for bringing together top scholars, leadership educators, and practitioners to discuss the latest research and work linked to women and leadership. Dialogue will be heightened as we meet together at the Asilomar Conference Grounds, with its rich history and unique connection with nature. The peaceful, rejuvenating, rustic setting will provide distinctive opportunities for learning, discussion, networking, reflection, and renewal.

The conference organizing teams designed this conference with some primary purposes in mind. First, we believe this conference will create a unique opportunity for participants to examine ideas and practices about women and leadership from rich multisector, multinational, and multicultural perspectives. Second, we have designed the program so there will be numerous opportunities for attendees to share resources and develop new relationships. Third, for the *ILA's Women and Leadership Affinity Group* (WLAG) to become known for contributing research on women and leadership to the larger scholarly leadership community. And, fourth, to assist in commemorating the 100 year anniversary of Asilomar—with its rich YWCA history in providing leadership development to girls and women in the United States and beyond.

A final overarching purpose of the conference is to capture and document learning (e.g., presentations, materials, dialogue, reflections) so we can develop *The Asilomar Declaration and Call to Action on Women and Leadership*. Thought-provoking plenaries, formal and informal sessions, and networking activities will bring rich perspectives around the conference theme and its three streams: pathways for women and leadership, leadership development and education, and leadership across cultures and contents. The findings, discussion, and activities from these session and discussions will then be synthesized after the conference into a document that will help focus the follow up work of the WLAG and conference participants. This document will assemble the latest theories and practices on involving women in leadership processes and increasing the number of effective women leaders. It will also be used to share conference insights with other organizations committed to advancing women's leadership.

On behalf of the ILA women and leadership affinity group's inaugural conference organizing committees, welcome to Asilomar, Pacific Grove, and California!

SUSAN R. MADSEN, *Asilomar Conference Chair*

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

CARMELA NANTON, *Chair, Women and Leadership Affinity Group*

& Professor of Education, Palm Beach Atlantic University

Dear Colleagues,

This conference is a wonderful example of the importance of being open to unexpected and emergent opportunities. Almost three years ago, the ILA received a call from the Asilomar Centennial Committee asking us to partner on a conference to honor their facility's hundredth anniversary as a training center for the Western Conference of the YWCA, an organization committed to the empowerment of females and the elimination of racism. Around the same time, the ILA global conference team received a record number of proposals on women and leadership and three ILA members (Susan R. Madsen, Karen Longman, and Kathi Tunheim) organized the women in leadership networking luncheon at the Boston conference, which led to the creation of the ILA Women and Leadership Affinity Group.

The opportunity for both a centennial commemoration and an inaugural conference inspired the theme *Building, Bridging, and Blazing Pathways for Women and Leadership: Celebrating the Past, Present, and Future*. Since then, the hard work of many people, including the past and current leadership of the ILA Women & Leadership Affinity Group, polished a gem of an idea into this conference. We extend the ILA's appreciation to all those who contributed to its success, many of whom are listed on the first page of this program book. In particular, we would like to thank Susan Madsen, for her leadership, countless hours of work, and wise guidance.

Along with the steady waves of the Pacific Ocean and the sounds of the forest, this conference provides opportunities for us to hear each other's stories, experiences, research, and goals. Over the next few days, we will explore the topic of women and leadership through diverse lenses as we consider the past, examine the status quo, and develop plans and research agendas. We hope you will leave Asilomar with fresh perspectives, new connections, and ideas for future collaborations.

We are delighted that you have chosen to participate in this inaugural conference of the ILA's Women and Leadership Affinity Group and, with you, we look forward to discovering many more unexpected and emergent opportunities. Thank you.

CYNTHIA CHERREY, *ILA President*

SHELLY WILSEY, *ILA Director*



CYNTHIA CHERREY



SHELLY WILSEY



International Leadership Association

OUR MISSION

The International Leadership Association (ILA) is a global network for all those who practice, study, and teach leadership. The ILA promotes a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

OUR COMMITMENT TO REALIZE THE MISSION OF THE ILA

The principal means by which our mission is accomplished is through the synergy that occurs by bringing together public and private sector leaders, scholars, educators, businesses, consultants, and students from many disciplines and many nations.

THE ILA STRIVES TO:

Strengthen ties between those who study and those who practice leadership; Serve as a forum where people can share ideas, research, and practices about leadership; Promote effective and ethical leadership in individuals, groups, organizations, and governments in the global community; and generate and disseminate interdisciplinary research and develop new knowledge and practice.

OUR VISION

The ILA will be valued for its expertise in developing and advancing leadership knowledge and practice worldwide.

OUR VALUES

Inclusion: Fosters and promotes broad and diverse membership engagement.

Impact: Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.

Integrity: Insists upon effective and ethical leadership practices and sound scholarship.

Interconnection: Builds upon the shared interests and complementary talents of members to support individual and collective goals.

Interdisciplinary: Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.

International perspectives: Respects cultural contexts and facilitates learning and networking across national boundaries.

www.ila-net.org

About the Women and Leadership Affinity Group

The Women and Leadership Affinity Group (WLAG) is a network of leadership scholars and practitioners who want to enhance their knowledge, expertise, and research in the area of women and leadership and to advance the standing of women in leadership.

RELATIVE TO THE ISSUES OF WOMEN AND LEADERSHIP, THE ILA WLAG WORKS TO:

Contribute to the body of leadership development work through research and publications and provide resources for practitioners.

Facilitate interaction between its members by organizing activities and events on the topic of leadership development.

Increase knowledge and expertise in leadership theory, research, and practice.

Promote interest in special leadership topics.

Develop partnerships between members for increased publication of high-quality research in the ILA supported journals.

Support and foster learning among WLAG members and others in ILA.

Provide a forum for networking, exchange of ideas, and mentoring of emerging researchers and practitioners.

FOR MORE INFORMATION CONTACT:

Carmela Nanton, 2013 WLAG chair, nantonac@comcast.net
Melissa Mahan, WLAG chair-elect, mahanmk@nsuok.edu

STAY CONNECTED TO THE ILA WOMEN AND LEADERSHIP AFFINITY GROUP AFTER THE CONFERENCE!

From www.ila-net.org, log in to the ILA Members Only Website, click on the link to edit your profile, and select Women and Leadership Affinity Group as one of your affiliations.

GET PUBLISHED!

The WLAG has just launched a new book series titled, “Women and Leadership: Research, Theory, and Practice.” This publishing project represents a synergistic initiative involving the International Leadership Association, Information Age Publishing, and three leadership scholars (Drs. Faith Wambura Ngunjiri, Susan R. Madsen, and Karen A. Longman).

The first two volumes have just been announced!

Women and Leadership in Higher Education

Women as Global Leaders

If you are interested in serving as a volume editor or chapter author, or would like more information, please contact one of the series editors: Faith Ngunjiri (fngunjir@eastern.edu), Susan Madsen (madsensu@uvu.edu), or Karen Longman (klongman@apu.edu).

Agenda Overview

SUNDAY, JUNE 9

1:00 – 7:00 p.m.	Conference Registration	Surf & Sand
1:00 – 5:30 p.m.	Refreshments, Networking, and Outdoor Fun	Surf & Sand
3:00 – 4:00 p.m.	Historic Architecture Tour of Asilomar	See page 10
4:30 – 5:00 p.m.	Mind & Body Activity	See page 11
6:00 – 7:00 p.m.	Welcome Dinner	Crocker Dining Hall
7:30 – 8:30 p.m.	Fireside Chats	See page 9

MONDAY, JUNE 10

7:00 – 8:30 a.m.	Mind & Body Activity	See page 11
7:30 – 8:45 a.m.	Breakfast (Mealtime Facilitated Discussions)	See page 10
8:00 a.m. – 5:00 p.m.	Conference Registration & Welcome Center	Surf & Sand
9:00 – 10:15 a.m.	Opening General Session	Chapel
10:15 – 10:30 a.m.	Break	Chapel
10:30 a.m. – 12:00 p.m.	Concurrent Session 1	See pages 12-13 & 17-20
12:00 – 1:00 p.m.	Lunch (Mealtime Facilitated Discussions)	Crocker Dining Hall
1:15 – 2:30 p.m.	Concurrent Session 2	See pages 12-13 & 21-23
2:45 – 4:00 p.m.	Concurrent Session 3	See pages 12-13 & 24-26
4:00 – 4:30 p.m.	Refreshments & Break	Kiln Plaza
4:30 – 5:30 p.m.	Interactive Roundtable Discussions	See pages 27-28
6:00 – 7:00 p.m.	Dinner (Mealtime Facilitated Discussions)	Crocker Dining Hall
7:30 – 8:30 p.m.	Fireside Chats	See page 9
7:30 – 8:00 p.m.	Mind & Body Activity	See page 11

TUESDAY, JUNE 11

7:00 – 8:30 a.m.	Mind & Body Activity	See page 11
7:30 – 8:45 a.m.	Breakfast (Mealtime Facilitated Discussions)	Crocker Dining Hall
8:00 a.m. – 5:00 p.m.	Conference Registration & Welcome Center	Surf & Sand
9:00 – 10:15 a.m.	General Session	Chapel
10:30 a.m. – 12:00 p.m.	Concurrent Session 4	See pages 12-13 & 29-31
12:00 – 1:00 p.m.	Lunch (Mealtime Facilitated Discussions)	Crocker Dining Hall
1:15 – 2:30 p.m.	Concurrent Session 5	See pages 12-13 & 32-33
2:45 – 4:00 p.m.	Concurrent Session 6	See pages 12-13 & 34-35
4:00 – 5:30 p.m.	Free Time	
4:30 – 5:30 p.m.	Historic Architecture Tour of Asilomar	See page 10
5:00 – 7:00 p.m.	Conference Barbecue Dinner	
7:30 – 8:30 p.m.	Fireside Chats	See page 9

WEDNESDAY, JUNE 12

7:00 – 8:30 a.m.	Mind & Body Activity	See page 11
7:30 – 8:45 a.m.	Breakfast (Mealtime Facilitated Discussions)	Crocker Dining Hall
8:45 – 10:00 a.m.	Concurrent Session 7	See pages 12-13 & 36-38
10:00 – 10:30 a.m.	Refreshment Break	Chapel
10:30 – 11:45 a.m.	General Session	Chapel
12:00 – 1:00 p.m.	Lunch and Farewells	Crocker Dining Hall

General Sessions

Monday General Session | 9:00 to 10:15 a.m. | Chapel

Welcome, **Susan Madsen**, *Conference Chair* & **Cynthia Cherrey**, *ILA President*
Asilomar at 100, **Roxanne Jacobus**, *California State Park Interpreter*

Building, Bridging, and Blazing Pathways for Women and Leadership

Despite decades of efforts, women are still under-represented in leadership positions across sectors. This panel discussion will explore how campus-based leadership education programs and organizations can work together to develop innovative and effective solutions to increase the numbers of female leaders in all sectors.



Jennifer Preston
(Moderator) Reporter,
The New York Times



Lise Edwards
Managing Director,
Oracle Women's
Leadership Program



Betsy Myers
Founding Director, Center
for Women and Business,
Bentley University



Susan Madsen
Professor of Leadership
and Ethics,
Utah Valley University

Tuesday General Session | 9:00 to 10:15 a.m. | Chapel

Moving Forward, **Susan Madsen**, *Conference Chair* & **Carmella Nanton**, *WLAG Chair*
Asilomar Reflections, **Roxanne Jacobus**, *California State Park Interpreter*



Building Foundations for Leadership: Lessons Learned from Women Around the World

Musimbi Kanyoro, *President & CEO, The Global Fund for Women*

This keynote speaker will weave together experiences with the YWCA, preparing leaders and recent activities with the Global Fund for Women seeding and strengthening the capacity building of women's rights organizations around the world, with a focus on the importance of using information and knowledge to effect transforming policies and practices.

Wednesday, General Session | 10:30 to 11:45 a.m. | Chapel

New Beginnings, **Susan Madsen**, *Conference Chair* & **Melissa Mahan**, *WLAG Chair Elect*



Good Minds Together can Move Mountains: From Ideas to Action

Juliet V. García, *President, The University of Texas at Brownsville*

Reflecting on her work as a university president, foundation director, and community leader, this keynote speaker will discuss the importance of collaboration, evaluation, education, and inspiration in sustaining one's own and others' commitment to leading change. She will share lessons learned from her trail-blazing efforts to broaden access to higher education, expand women's leadership opportunities, and create positive systemic change.

Thanks

TO EVERYONE WHO HAS CONTRIBUTED TO THE SUCCESS OF THE INAUGURAL
CONFERENCE OF THE ILA WOMEN AND LEADERSHIP AFFINITY GROUP!

CONFERENCE ORGANIZING COMMITTEE

Susan R. Madsen, *Conference Chair, Orin R. Woodbury Professor of Leadership and Ethics, Woodbury School of Business, Utah Valley University*

Melissa Mahan, *Program Chair, Vice President of Student Affairs, University of Texas A & M – San Antonio Campus*

Sherylle J. Tan, *Stream Chair (Leadership Development & Education), Associate Director of Research & Internships, Kravis Leadership Institute, Claremont McKenna College*

Faith Wambura Ngunjiri, *Stream Chair (Leadership Across Cultures and Contexts), Associate Professor of Organizational Leadership, Eastern University*

Gloria J. Burgess, *Stream Chair (Pathways for Women and Leadership), Professor of Transformational Leadership, Seattle University*

HUMAN RIGHTS TEAM

Carmela Nanton, *Professor of Education, Palm Beach Atlantic University*

Christine Gedim, *Assistant Director for Community Integration, Lutheran Immigration and Refugee Service*

Kristina Natt och Dag, *Ph.D. Candidate, North Carolina State University*

LOGISTICAL TEAM

Sharon Forrest, *Lecturer, School of Business, Cal State Monterey Bay*

Barbara Mossberg, *Director and Professor, Integrated Studies, Cal State Monterey Bay*

Shirlayne Quayle, *Managing Partner, Q3 International, LLC*

Kelly Scanlan, *Certified Facilitator, Shakri Rising*

Denise Thomson, *Director, Workforce Development, Navy Region Northwest*

PROPOSAL REVIEWERS

Kathleen Allen, *Allen and Associates*

Judy Araque, *Kaweah Delta Medical Center*

Karen Asenavage, *Eastern University/University of Delaware*

Joanne Barnes, *Indiana Wesleyan University – Graduate Studies in Leadership*

Patricia Blanton, *Fort Hays State University*

Patricia Bleil, *McBride and Bennett*

Lize Booysen, *Antioch University*

Jay Caulfield, *Marquette University*

Natasha Chapman, *West Virginia University*

Jenny Daugherty, *Purdue University*

Danielle Davis, *Texas A&M University - Commerce*

Lisa DeFrank-Cole, *West Virginia University*

Barbara Denison, *Shippensburg University*

Jessica Dreistadt, *The Fruition Coalition*

Patricia Dyk, *University of Kentucky, Center for Leadership Development*

Janie Harden Fritz, *Duquesne University*

Rita Gardiner, *The University of Western Ontario*

Cheryl Getz, *University of San Diego*

Marilyn Grady, *University of Nebraska-Lincoln*

Maureen Guarcello, *University of San Diego*

Paige Haber-Curran, *Texas State University – San Marcos*

Barbara Harold, *Zayed University*

Deborah Hixson, *Kaiser Permanente*

Nicolle Johnson, *Idaho State University*

Brenda Kerls, *Compassion International*

Maria Kithcart, *Eastern University*

Susan Kochanowski, *Marist College*

Shawna Lafreniere, *Azusa Pacific University*

Karen Longman, *Azusa Pacific University*

Kevin Lowe, *Univ of North Carolina – Greensboro*

Melissa Mahan, *University of Texas A & M*

Gail McFadden-Roberts, *Eastern University*

Linda McLain McKellar, *McKellar & Associates*

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Martha Miser, *Aduro Consulting, LLC*

Almarie Munley, *Regent University– College of Arts and Sciences*

Regina Nelson, *Union Institute & University*

Lucie Newcomb, *The NewComm Global Group, Inc.*

Faith Ngunjiri, *Eastern University*

Patricia O'Connell, *Lourdes University*

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Georgia Pappas, *Georgia Pappas Consulting*

Gerri Perreault, *University of Northern Iowa*

Shirlayne Quayle, *Q3 International, LLC*

Kae Reynolds, *Gonzaga University*

Jessica Roberts, *Northeastern State University*

Uzi Sasson, *Ben-Gurion University*

Marla Solomon, *SIT Graduate Institute*

Sallee Spearman, *University of San Diego*

Elizabeth Stork, *Robert Morris University*

Sherylle Tan, *Kravis Leadership Institute*

Denise Thomson, *Navy Region Northwest*

Thomas Tonkin, *Oracle Corporation*

Katherine Tunheim, *Gustavus Adolphus College*

Ellen Van Velsor, *Center for Creative Leadership*

Sarah Visser, *Azusa Pacific University*

Jane Wakahiu, *Marywood University*

Judy Whipps, *Grand Valley State University*

Shelly Wilsey, *International Leadership Association*

Marie Wilson, *Griffith University*

Sheila Wright, *University of Denver*

Jennifer Wyatt, *Murray State University*

Fireside Chats

SUNDAY | 7:30 -8:30 p.m.

**THE ASILOMAR DECLARATION & CALL TO ACTION:
DIFFERENCE FOR WOMEN GLOBALLY!
AFTERGLOW**

Shelly Wilsey, *ILA*; Kristina Elisabet Natt och Dag, *NCSU*;
Carmela Nanton, *Palm Beach Atlantic University and
Chair, WLAG*

This fireside chat will introduce the unique opportunity
conference participants will have to help maximize the
impact of this conference by developing *The Asilomar
Declaration and Call to Action on Women and Leadership*.

**JULIA MORGAN: BUILDING THE FOUNDATIONS
FOR MODERN WOMANHOOD
SCRIPPS**

Karen McNeill, *Ascent Private Capital Management*

Architect Julia Morgan (1872-1957) devoted a large part
of her career to designing spaces for women's clubs and
organizations, including Asilomar and Hearst Castle.
This chat will explore her life and career as a quiet leader
in breaking down Victorian notions of gender and
building the foundations for modern womanhood in
the 20th Century.

MONDAY | 7:30 -8:30 p.m.

**BEYOND FACEBOOK AND PINTEREST: HOW WOMEN
ARE EFFECTIVELY USING SOCIAL MEDIA TO DRIVE
CHANGE, INFLUENCE, AND LEAD
SCRIPPS**

Jennifer Preston, *The New York Times*

How are women around the world are using social
media tools to wield influence and lead from small
villages to major corporations? What do women need
to know about social media tools to help lead, listen,
and build their personal brand? We will look at some
concrete examples and exchange tips on how to
get started.

**LEGACY LEADERSHIP: BUILDING BRIDGES
AS WE WALK ACROSS THEM
AFTERGLOW**

Gloria Burgess, *Jazz, Inc. and Seattle University*

This fireside chat will focus on the paradigm of legacy
leadership, its accompanying archetypes, and an
exploration of new narratives that transcend the social,
cultural, economic, and political barriers that often
create divisions.

TUESDAY | 7:30 -8:30 p.m.

**IN A WORLD OF CHAOS: THE POETRY OF
LEADERSHIP RESILIENCE
AFTERGLOW**

Barbara C. Mossberg, *Cal State Monterey Bay*

Drawing on chaos theory, ancient wisdom, literature,
and the humanities, this chat will explore concepts
and resources that help build individual leadership
resilience. It will focus on strategies and approaches that
can help each of us thrive in times of chaos.

**WHAT IS REALLY KEEPING WOMEN UNDER
THE GLASS CEILING?
SCRIPPS**

Betsy Myers, *Bentley University*

Many companies invest significant resources in diversity
programs, leadership development and networks, but
women are not making it to the top. What portion of
the equation is the responsibility of the organization
and what part can be attributed to women themselves?
Come share your thoughts, perspectives, and
experiences.

Networking Activities

Please refer to the announcement board located in the ILA Welcome Center (Surf/Sand) for additional opportunities. You are invited to post additional self-organized activities as well - perhaps a group walk on the beach, volleyball, relay races in the pool, or a new mealtime discussion topic.

SETTLING IN ON SUNDAY AFTERNOON

Come to the ILA Welcome center in Surf/Sand for refreshments, networking, and outdoor fun.

"LET'S TALK ABOUT IT!" MEALTIME FACILITATED DISCUSSIONS

Conversations - both formal and informal - during meals are a way to share perspectives, experiences, and resources while actively networking with a small group of peers. Topics aligned with conference themes have been organized to inform the *Asilomar Declaration and Call to Action*. Starting with breakfast on Monday, you may join one of the pre-organized mealtime discussions, or create and post your own topic, or simply enjoy what emerges organically when you sit at a non-organized table.

HISTORIC ARCHITECTURE TOUR OF ASILOMAR CONFERENCE GROUNDS

Sunday | 3:00 - 4:00 p.m.

Leaving from the Hearst Social Hall

Tuesday | 4:30 - 5:30 p.m.

Leaving from the Hearst Social Hall

Asilomar is both a natural and architectural wonder. On one side of Sunset Drive in Pacific Grove is the mile-long Asilomar State Beach, a picturesque stretch of sand and rocky coves. On the other side is the Asilomar Conference Grounds, a woodsy wonderland sprinkled with buildings by famed architect Julia Morgan. The conference grounds started as a camp and conference site for the YWCA. Learn more about the history of Asilomar with this fascinating one-hour tour lead by Ranger Roxann. Tours are limited to 20 participants, sign up at the ILA Welcome Center in Surf/Sands to participate.

ASILOMAR WALKING TOURS

Grab a friend and enjoy a self-guided walking tours on various aspects of the park are Julia Morgan Architecture, Living Dunes, Coast Trail and Forest Walk. These tours will help bring a new perspective and renewed appreciation to the park's natural and cultural history.



TWITTER

Please use the hashtag #ILAAsilomar

PARTICIPANT LIST

For networking purposes, a participant list was emailed to you before the conference. Please email conferences@ila-net.org with the subject line "WLAG participants" if you would like us to resend it.

STAY CONNECTED TO THE ILA WOMEN AND LEADERSHIP AFFINITY GROUP AFTER THE CONFERENCE!

Login to the Members Only Website, click on the link to edit your profile, and select Women and Leadership Affinity Group as one of your affiliations. Our goal is to establish a group that will allow for members to interact as frequently as needed and to receive relevant information throughout the year.

Mind & Body

PLEASE JOIN ANY OR ALL OF THESE ACTIVITIES

SUNDAY | 4:30 – 5:00 p.m.

INTENTION SETTING & REFLECTION
MEET AT HEARST SOCIAL HALL

Kelly Scanlan, *Shakti Rising*

This outdoor session intends to create a space in which participants, upon arrival, can practice stillness, presence, and reflection on their intentions for the conference. This could focus on the theme of building, bridging, and blazing pathways for women and leadership. Intentionality is a powerful tool that realigns us with purpose and creates possibility in what can emerge during our time together both individually and as a collective.

MONDAY | 7:00 – 8:00 a.m.

SOMATIC TECHNIQUES TO EXPAND WOMEN'S POWER AND CLARITY OF PURPOSE
SANDERLING

Maura Wolf, *St. Mary's College of California*; Tammy Appling-Cabading, *Saint Mary's College of Moraga*

Designed to help participants relax and access greater clarity at the start of their day, this session will work with the breath and look at the somatic patterns that are involved when we engage with others. Attendees will engage in movement, gentle yoga, and various breathing techniques. It will focus on particular practices that expand power and increase women's clarity of purpose. All levels of physical ability welcome. Dress comfortably and in layers as there may be a morning chill.

MONDAY | 7:30 – 8:00 p.m.

EVENING REFLECTION
MEET AT HEARST SOCIAL HALL

Kelly Scanlan, *Shakti Rising*

This outdoor session is simply an invitation to be in silence, stillness, and solitude in order to reflect on what is emerging for you in the present moment of the conference and, perhaps, how it relates to the overall theme. It is an opportunity to revisit your intention, reconnect with breath, notice what is happening inside your body, and practice mindfulness in whatever way best suits you (e.g., meditation, prayer, journaling).

TUESDAY | 7:00 – 8:00 a.m.

TOTAL BODY INTEGRATION THROUGH MOVEMENT
SANDERLING

Kathie Debenham, *Motus Humanus and National Dance Education Association*

Invite your body-mind to enter the day with ease and awareness. We'll explore the six patterns of total body connectivity that are part of human developmental patterning and discover how each undergirds and supports our moving in the world. Develop your own movement ritual to help keep you centered and grounded and to support authentic expression in interactions with others. Movement will involve floor work and moving in space. Dress comfortably and in layers as there may be a morning chill. We'll work barefoot; bring socks if you like.

WEDNESDAY | 7:00 – 8:00 a.m.

MORNING GLORY! TAPPING IN TO YOUR DIVINE SELF
SANDERLING

Jennifer Parmelee, *Hunter College*

Experience the bliss and exploration of self-love with an hour of gentle ISHTA yoga. Learn to integrate breath, sound, and movement to help release tensions, toxins, negative thought patterns, and unwanted energy. Explore breathing techniques, visualization, chanting, and a gentle asana practice, to integrate your mind, body, and spirit. You'll leave feeling open, inspired, and ready to receive the glory of the day! All levels welcome. Dress comfortably and in layers as there may be a morning chill. Bring your mat or towel.

Overview of Concurrent Sessions

ASILOMAR CONFERENCE GROUNDS				
	Afterglow	Evergreen	Fred Farr	Kiln
MONDAY, JUNE 10				
CS 1 10:30 a.m. – 12:00 p.m.		Leading the Way for Women in Leadership <i>Developmental Roundtable Session</i>	The Body and Leadership: Building Leadership Capacity Through Embodiment <i>Innovative Session</i>	The Use of Life History Collage to Explore the Development of Leadership Identity <i>Innovative Session</i>
CS 2 1:15 – 2:30 p.m.		Women Can't Wait: The Psychology of Power and Politics <i>Innovative Session</i>	Demystifying New Age Femininity: Calming the Nervous System and Creating the Pathway to Sound Success <i>Innovative Session</i>	Developing Women's Leadership – Around the Globe <i>Innovative Session</i>
CS 3 2:45 – 4:00 p.m.	Cultural Perceptions and Characteristics: Women and Leadership <i>Developmental Roundtable Session</i>	Gender and Engineering: Defining Women's Leadership Competencies for Innovation and Promotability <i>Innovative Session</i>	Action Steps for Advancing Women in the Workplace <i>Innovative Session</i>	Nourishing Your Authentic Self Through the Wisdom of the Enneagram <i>Innovative Session</i>
TUESDAY, JUNE 11				
CS 4 10:30 a.m. – 12:00 p.m.	Supporting and Empowering Women Through Leadership Development <i>Developmental Roundtable Session</i>	Personal Leadership Culture: Embracing Risk and Cultivating Creativity <i>Innovative Session</i>	Growing Into Your Body: The Role of Body Confidence in Leadership Presence <i>Innovative Session</i>	Sky to Dirt: A Model of Feminine-based Visionary and Strategic Planning <i>Innovative Session</i>
CS 5 1:15 – 2:30 p.m.		Hiring the Whole Human: Leveraging the Woman's Role in this Strategic Shift <i>Innovative Session</i>	Resilient Leadership – Strategies for Hope and Productivity <i>Innovative Session</i>	Gender Competence: Context, Language and Skill Define the Strategic Advantage of Women's Leadership <i>Innovative Session</i>
CS 6 2:45 – 4:00 p.m.		Leadership and Culture in North America: Perspectives of Canadian and Latina Women <i>Symposium Session</i>	Leading from Presence and Mindfulness <i>Innovative Session</i>	The Leadership Dance: Empowering Women as Both Courageous Followers and Empathic Leaders <i>Innovative Session</i>
WEDNESDAY, JUNE 12				
CS 7 8:45 – 10:00 a.m.		Embracing Borderlands: Self-Inquiry as a Tool for Crossing Boundaries in Personal Leadership Development <i>Innovative Session</i>	Teaching Beyond a Glass Ceiling: Innovative Methods to Give Students a New Understanding of Women and Leadership <i>Innovative Session</i>	Leadership Theory, Popular Culture, and Our Lived Experience: A Conversation About What We Learned and What We Live <i>Innovative Session</i>

ASILOMAR CONFERENCE GROUNDS			
Nautilus	Oak Shelter	Scripps	Triton
Women and Leadership Development and Education <i>Six Minute Message Session</i>	Women Leaders in Higher Education: Pathways, Perseverance, and Possibilities <i>Symposium Session</i>	Leading with the Mind: Being Intelligent and Effective in a Multicultural World <i>Panel</i>	Programs for Women's Leadership Development <i>Symposium Session</i>
Women Leaders Have the Power to Change the World <i>Panel</i>	Women's Leadership, Creativity, and Learning <i>Symposium Session</i>	Preparing and Supporting Women Leaders <i>Symposium Session</i>	Work-Life Complexities: Seeking Balance <i>Symposium Session</i>
Cross Cultural Awakening: Experiencing Women in Leadership <i>Panel</i>		Women and Leadership in Higher Educational Settings <i>Symposium Session</i>	
Pathways for Women and Leadership <i>Six Minute Message Session</i>	Creative Collaboration: Social and Civic Artistry of Women and Girl Leaders <i>Symposium Session</i>	Expanding Your Curricular Toolbox <i>Innovative Session</i>	
Unpacking the Complexities: Women and Leadership in Various Contexts <i>Symposium Session</i>	Women's Leadership Development Through Action Learning 2.0 <i>Innovative Session</i>	Breaking the Stained Glass Ceiling: Women and Leadership Faith-based Contexts <i>Symposium Session</i>	
Leadership Under Construction: Building the Road as We Walk on It <i>Symposium Session</i>		Women's Leadership Programs and Initiatives: Developing Higher Education's Future Leaders <i>Panel</i>	
Exploring Multi-focal and Multi-sector Perspectives on Leadership and Management <i>Symposium Session</i>	Women's Leadership Development: International and Cross-sectoral Perspective <i>Symposium Session</i>	Meeting the Needs of Executive Women: Mentoring, Coaching, and Global Competencies <i>Symposium Session</i>	

Guide to Session Formats

DEVELOPMENTAL ROUNDTABLE

The developmental roundtable discussion format is designed for individuals who are at various stages of their projects and interested in receiving feedback. It is aimed at building a community of scholars who can support, challenge, and collaborate. Two senior scholars will chair/facilitate the session. There are 4-5 submissions in each session. These sessions are located in separate rooms so there are no distractions; rooms are set up in a more informal style (circle). Presenters do not use slides, but may bring handouts to distribute.

FIRESIDE CHAT

Two fireside chat sessions are scheduled each evening with seasoned presenters who were given special invitations to do so. Each chat will have a WLAG board member assigned to briefly introduce the speaker or facilitators and then that/those individual(s) will present and facilitate dialogue throughout the session.

INNOVATIVE SESSION

Innovative Sessions (workshops) include interactive demonstrations or experiential sessions rooted in audience participation and active learning. These sessions will have very specific expected learning outcomes for participants. There are no assigned chairs for these session formats.

INTERACTIVE ROUNDTABLE (Monday, 4:30-5:30 p.m.)

The interactive roundtable format is designed for 30-minute, simultaneous, small group discussions on topics of common interest. The organizer takes no more than ten minutes to frame the topic and then uses the balance of the time to facilitate a discussion with participants joining the table. At the end of the first segment (30 minutes), a bell will ring and participants will have the opportunity to move to another roundtable or remain where they are. All Interactive Roundtables are scheduled at the same time (Monday, 4:30-5:30 p.m.). Tables will be set up at two locations (Fred Farr and Kiln) so movement between roundtables can be done quickly. Each location will be assigned 6-7 roundtable discussions. To maximize participation, concurrent sessions are not scheduled during the roundtable timeslot.

“LET’S TALK ABOUT IT!”

“Let’s Talk About It!” mealtime conversations are a way to augment your learning at the conference by being engaged in interactive “table talk” discussions. These sessions will provide an opportunity for all conference participants to engage in dynamic conversations on many elements or aspects of women and leadership. Dialogues will take place during meals, allowing attendees a chance to share information and resources while actively networking with a small group of participants.

PANEL

Each panel sessions has three or more panelists (e.g., authors, experts, educators, practitioners) participating. These sessions will include brief presentations and/or informed discussions on a topic by people with contrasting or complementary points of view.

SIX-MINUTE MESSAGE

The Six-Minute Message formats are new engaging sessions designed to allow presenters the opportunity to briefly share findings (e.g., research studies, literature, best practices, approaches) in a 6-minute, entertaining, TEDTalk-type format. Individual submissions were grouped together by conference streams, providing attendees with an interesting range of exciting topics and updates. Experienced chairs have been asked to moderate the sessions. They will be asked to briefly introduce each presenter and then facilitate an interactive Q & A.

SYMPOSIUM

A symposium at this conference is a session where three related papers or abstracts have been grouped together with an assigned chairperson. Proposals were combined by stream chairs, program chair, and the conference chair. This session type has been added to distinguish between multiple presentations of papers or research findings and panel discussions. Each presenter will have 12-15 minutes to present his or her papers/findings. The chairperson will moderate questions either after each paper or after all presentations have been delivered as well as help facilitate a rich interactive discussion among presenters and attendees.



Leadership and the Humanities: Table of Contents

Leadership and the Humanities is an international journal dedicated to advancing understanding of, research on, and applications concerning leadership.

Volume 1, Issue 1 (Sept 2013)

'The Making of Leadership and the Humanities'
Antonio Marturano, Michael Harvey and J Thomas Wren

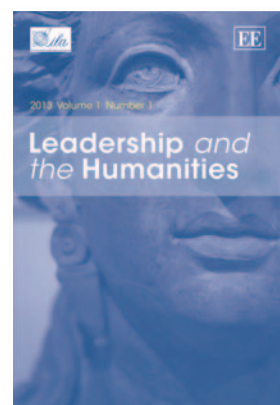
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'Personating Leadership: Shakespeare's Henry V and Performative Negotiation'
Kristin Bezio

Book Review
Peter Case



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Concurrent Session 1

Leading the Way for Women in Leadership

Developmental Roundtable | 10:30 a.m. to 12:00 p.m. | Evergreen

Chairs: **Carmela Nanton**, Palm Beach Atlantic University; Chair, Women & Leadership Affinity Group – ILA
Julia Storberg-Walker, North Carolina State University

Presenters in this session will explore women leaders who are breaking ground, blazing trails, removing barriers, and finding pathways for other women. Leadership is viewed through the lens of pluralism with regard to race, faith, gender, role, status, and culture, and in diverse contexts, including politics, mass media, and business.

Breaking the Glass Ceiling: Women in Leadership – Merium R. Leverett, J-CAM Bookkeeping & Tax Office

Over the years women have been held back by an invisible barrier known as the glass ceiling. This invisible barrier has stopped women from accepting positions of leadership in our growing global organizations. Current research points to the facts that, not only are women breaking through this glass barrier, they are making necessary changes to prove they are able to lead in a predominately male dominated world.

Media Portrayals of Women Leaders – Katie Davidson, U.S. Naval Academy

This research looks at the media portrayals of women leaders. The data focus on sitcoms of the Fall 2012 season available on the free Hulu website. How women are portrayed, focusing on relationship interaction with subordinates, demeanor, and attire, as well as whether they have children or are married, were coded. Findings portray women leaders as iron maiden figures where their leadership style is at odds with their role in the home.

The Perplexities of Political Women – Dawn Moore, Indiana Institute of Technology

This presentation will highlight the perplexities women face in seeking political positions worldwide. This study will analyze limited political female advancements seeking to understand why women's representation has increased in some countries but not others, as well as explore what these patterns indicate about changes in the status of women as politicians.

What's Faith Got To Do With It? When Gender, Race, and Faith Expectations Collide for African-American Women Leaders – Tamara L. Burk, Columbia College; Linda B. Salane, Columbia College; Katrina Spigner, Columbia College

This presentation will focus on questions related to the palpable tensions which can result when gender, race, and faith expectations collide for African-American women leaders. Framing questions will explore the impact of class, culture and perceptions on behavior, reconciling conflicting lessons of culture, faith and leadership both internally and externally, and achieving equality versus equity.

Leadership Responsibility in Mentoring Organization Newcomers – Roselynn Shaheen Dow, SUNY Empire State College

This author will report research on mentoring and a women's mentoring conference sponsored by Empire State College to address research implications for leadership by and for women. The study addressed how leaders assist in professional development of young women and helped participants to develop proactive and assertive leadership skills.

The Body and Leadership: Building Leadership Capacity Through Embodiment

Innovative Session | 10:30 a.m. to 12:00 p.m. | Fred Farr

Kathie Debenham, Motus Humanus; National Dance Education Association

Our bodies are the means by which we engage in the world, yet often we are unconscious of their communicative power. Those we communicate with observe and create meaning from our movement before they even hear the words we speak. This session explores how we "show up in the workplace" and includes sensing, feeling, and discovering recurring tendencies. Interactive body-mind activities introduce embodied knowing that can support participants in their leadership roles as well as in their personal lives.

MON / CS 1
10:30 a.m. – 12:00 p.m.

The Use of Life History Collage to Explore the Development of Leadership Identity

Innovative Session | 10:30 a.m. to 12:00 p.m. | Kiln

Susan Renee Seymour, Utah Valley University

Anne R. Wairepo, Utah Valley University

The purpose of this session is to utilize arts-based inquiry in the form of life history collage to explore the development of leadership identity. Participants will create a collage with visual elements that represent significant learning or meaning related to their leadership identities. The meanings and significance of these images will be processed in small groups; a large group discussion will consider meaning-making and if arts-based inquiry revealed a unique awareness of leadership identity.

Women and Leadership Development & Education

Six Minute Message | 10:30 a.m. to 12:00 p.m. | Nautilus

Chair: **Betsy Myers**, Bentley University

These messages will cover various areas of women and leadership development education. Presentations will share cases and examples of women's diverse roles in the expansion of food and nutrition security in Iran, peer learning for women leaders in the public sector, the benefits and business case for women-only leadership development, the factors that affect leadership development in higher education, and a leadership education program for women transitioning out of jail.

Contributors to Women's Leadership Development: A Longitudinal Evaluation – *Shawna L Lafreniere, Azusa Pacific University*

This presentation will review the longitudinal impact of a multi-faceted leadership development initiative over the past 14 years that has involved 240 women identified by member institutions of the 118-member Council for Christian Colleges & Universities campuses as "emerging leaders." Research findings suggest that certain program elements had the greatest beneficial impact on participants; implications for institutional and broader organizational practices will be discussed.

Crossing the Great Divides: The Story of a Few Women, A Curriculum, and a Journey Beyond Bars – *Maura Wolf, St. Mary's College of California; Tammy Appling-Cabading, Saint Mary's College of Moraga*

Our world is filled with divides. This presentation offers a hopeful example of a group of women attempting to cross some of those divides as they experiment with 21st Century leadership. This paper and presentation will highlight the process and outcomes connected to an innovative program in which alumni and faculty from the Leadership Studies Program at Saint Mary's College of California developed and delivered a leadership curriculum for a group of women transitioning out of the Santa Rita Jail, located in Alameda, California. We will outline program components, outcomes, and future implications.

Empowering Present and Promising Leaders to Achieve Food and Nutrition Security (FNS) in Iran and its Regional Expansion – *Azadeh Davari, Freelance*

Women play major roles in all aspects of Food and Nutrition Security (FNS). To improve FNS, therefore, women empowerment is a core strategy. This presentation reports our endeavors in building leadership capacities among male and female specialists who work in allied food and nutrition sectors in the country and Middle East region.

Peer Learning Groups for Developing Top Women Leaders – *Anne Fitzpatrick, Lead to Success*

There has been considerable attention on the benefits of a diverse leadership pipeline to the senior management and board room. In particular, there is a growing body of evidence that women add significant value to senior teams and boards. This presentation presents an overview of research into the representation and development of women for top leadership roles in the New Zealand Public Service, as well as the design and development of peer learning groups to support women leaders in their development. Finally, the presentation explores the impact that well designed peer learning groups using action learning methodology, can have on the development of participants.

What About "Women-Only" Leadership Development? – *Mary Ellen Kassotakis, Oracle Corporation*

With this "TEDx-like" six-minute talk I will discuss the outcomes of my research into the following topics: Are there benefits for same-sex learning environments? If so, what are they? Is there a business case for women-only leadership development programs? If yes, what are specific design considerations? Should these programs be integrated with other more traditional leadership development activities?

Women Leaders in Higher Education: Pathways, Perseverance, & Possibilities

Symposium | 10:30 a.m. to 12:00 p.m. | Oak Shelter

Chair: **Cheryl Getz**, University of San Diego

In this symposium, presenters will describe the realities and possibilities for women leaders in higher education. Presenters will explore the intersectionalities of gender, race, and immigrant status of women of color in academia; the experiences of faculty of color who have successfully engaged mentors in historically white institutions; and strategies used to navigate involuntary job loss.

Faculty of Color at Predominantly White Institutions: Utilizing Mentoring as a Method of Leadership Development – *Chanda D. Elbert, Texas A&M University*

Faculties of color are underrepresented in higher education. To increase the visibility of faculty, formal mentoring programs have proven to assist with retention of color. This study examined the plausibility of mentoring as a leadership development tool to increase the visibility of faculty women of color in higher education.

Navigating the Labyrinth: An Intersectional Interrogation of Three Immigrant Women of Color in Academe – *Kathy-Ann C. Hernandez, Eastern University; Faith W. Ngunjiri, Eastern University; Heewon Chang, Eastern University*

Three female professors explore how their status as immigrant women of color and social-institutional factors affect their leadership experiences in the US academy. Through the use of collaborative autoethnography, they trace the development of three navigational strategies they utilized to survive/thrive — exploiting multifocal lenses, reconfiguring identities, and engaging tempered radicalism. They suggest that the cultivation of the outsiders/within standpoint can be a valuable resource for immigrant women of color to navigate the labyrinth of leadership in higher education.

The Successful Navigation of Involuntary Job Loss by Female Professionals – *Debra J. Cunningham, San Diego Christian College*

In this tenuous economy, job loss is a reality for many. While a great amount of research has been focused on the advantages of female leadership, there is a scarcity of research on the impact that job loss can have on women in an administrative position. This session presents the findings that examined the experiences of women professionals involuntarily released from a senior-level position at a university, how they processed their job loss, and successfully transitioned to another position.

Women's Leadership in Christian Higher Education: Past and Present Experiences of "Going For" and Going Forward – *Deana Porterfield, Azusa Pacific Online University; Kathleen Tangenberg, Azusa Pacific University*

This paper traces the history of women's leadership in Christian higher education, YWCA contributions to advancing educational and leadership opportunities, and issues affecting leadership attainment. Historical analysis of experiences of women founders of Christian seminaries and colleges are used to inform and expand findings and implications of recent qualitative research exploring career trajectories and motivations guiding female presidents of institutions belonging to the Council for Christian Colleges and Universities. Equal attention will be given to historical and contemporary research discussions.



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MON / CS 1
10:30 a.m. – 12:00 p.m.

Leading with the Mind: Being Intelligent and Effective in a Multicultural World

Panel | 10:30 a.m. to 12:00 p.m. | Scripps

Chair: **Joanne Barnes**, Indiana Wesleyan University

Cultural intelligence has been defined as the ability to function and manage effectively in culturally diverse settings. Yet the instrument which measures cultural intelligence (CQS) does not measure effectiveness. Three panelists who have taken the CQS and have a high level of CQ will discuss if and how CQ relates to their ability to be effective in culturally diverse organizations, as measured by the Intercultural Effectiveness Scale.

Advancing Cultural Intelligence in a K-12 Environment – Olivia Valencic-Miller, IWU

Cultural, ethnic, and socio-economic shifts have caused teachers and staff to look at their intelligence beyond the scope of textbook knowledge. Looking at the results from the CQS and IES, this panelist will discuss the connections drawn between the assessments' results and nine years of personal experiences and actions.

Cultural Intelligence and Substance Abuse Care – Misty Resendez, Indiana Wesleyan University

CQ in substance abuse centers is necessary. The majority of individuals who seek treatment are minorities and they are interacting with a predominantly White staff. Understanding culture and how it affects the way people think and behave in this environment is critical to the care and success of substance abuse treatment centers.

Gender and Cultural Intelligence – Joanne Barnes, Indiana Wesleyan University-Grad. Studies in Leadership

Presenting specific data that compares male and female CQ and IES results, the panelist will further share her results, how she used CQ to work in a culturally diverse electronics manufacturing environment and how she is currently using CQ and intercultural effectiveness to develop leadership in higher education.

Programs for Women's Leadership Development

Symposium | 10:30 a.m. to 12:00 p.m. | Triton

Chair: **Denise Thomson**, Navy Region Northwest

The importance of fostering women's leadership development is evident, and this session shares evaluation and case studies of programs that enhance and support women's leadership development. The presentations focus on programs for under-represented women, developing local networks, and an initiative to employ females on a particular campus.

Building Pathways to Positive Influence: A Case Study in the Development of an Academy for Cultivating Talent – Fredricka F. Joyner, Indiana University East

The IU East Center for Leadership Development founded an Academy for Cultivating Talent in response to the regional decline of economic and social systems. The Academy focuses on the unique development needs of populations under-represented in the economic and cultural life of the community. The Academy's first project was a year-long development process focused on increasing the capacity of local women to influence the issues about which they are passionate. This case study will include both practical and theoretical perspectives.

The Power of Place-Based Networks for Women's Leadership Development – Kerry Secrest, Watershed Coaching, LLC; Marla J. Solomon, SIT Graduate Institute

What can a leadership development program for women in a single geographical location do that many other types of programs might not? The Women's Leadership Circles of Vermont is an annual six-month program for women in a single county. At the end of the six months, participants decide whether to continue on their own and, so far, every circle has chosen to do so. We discuss how the on-going circle-based network supports women to sustain their leadership and impact.

The Women's Leadership Initiative: One University's Attempt to Empower Females on Campus –

Lisa DeFrank-Cole, West Virginia University; Melissa Latimer, West Virginia University

This research assesses the impact of a leadership development program that was based on the Centered Leadership Model by Joanna Barsh and Susie Cranston. In addition, the overall effectiveness of this approach and the ability to reproduce this model are discussed. Lastly, we provide a comparison of facilitators (internal versus external) to note any differences in outcome in terms of leadership development.

Concurrent Session 2

Women Can't Wait: The Psychology of Power and Politics

Innovative Session | 1:15 to 2:30 p.m. | *Evergreen*

Linda Moore, Park University

Laurie DiPadova-Stocks, Park University

Kay Barnes, Park University

In this rapidly changing world, there is ample evidence that women are playing increasingly important roles. From the unique perspectives of a politician, a psychologist, and an academic dean, these professionals will provide participants with a series of experiential opportunities to explore their individual relationships with power and with politics. Specific strategies will be presented to enable participants to develop a heightened sense of personal power and enrich their leadership repertoire.

Demystifying New Age Femininity: Calming the Nervous System and Creating the Pathway to Sound Success

Innovative Session | 1:15 to 2:30 p.m. | *Fred Farr*

Jennifer Parmelee, Hunter College

This session will discuss how to go about changing our society and communities by first being willing to engage in and change ourselves. We will uncover the feminine wisdom within and create a modern, practical tool kit for our successes in life. We will explore how to strengthen our inner guidance and direct our truest passions using indigenous healing arts and yoga philosophical therapies such as imagery, guided meditation, chakra balancing, color therapy, and sound intention.

Developing Women's Leadership – Around the Globe

Innovative Session | 1:15 to 2:30 p.m. | *Kiln*

Pat Hughes, Center for Ethical Leadership

Barbara Spraker, Antioch University

The Developing Women's Leadership - Around the Globe Project began in September 2012 and supported 9 women in seven different countries to facilitate conversation circles centering around the ways that women lead. This session will share the findings and the wisdom of these women leaders gained through the project and will guide participants through an interactive discovery of how these stories and information can influence their own leadership, lives, and work.

Women Leaders Have the Power to Change the World

Panel | 1:15 to 2:30 p.m. | *Nautilus*

Chair: **Abha Singhvi**, Aarti Home

Katharine Daniels Kurz, The Women's International Perspective

Bonita Banducci, Santa Clara University

This session gives a personal perspective on three global issues: 1) the availability of clean water and sanitation in developing countries; 2) the prevalence of female infanticide and infanticide in parts of India; and 3) the underrepresentation of women's perspectives in media here and around the world. Three female grassroots leaders who work to solve these issues will tell their stories and talk about their leadership approaches.

Women's Leadership, Creativity, and Learning

Symposium | 1:15 to 2:30 pm | Oak Shelter

Chair: **Faith W. Ngunjiri**, Eastern University

These papers representing women's leadership and creativity offer conceptual analysis of creativity, narratives of transgenerational leadership, and brain and hormonal explications as to women's creativity. Together, the papers illustrate women's leadership and creativity, including resourceful problem solving, learning across generations, passion and play, with stories from India, Mali, and Ethiopia.

Participants:

How Women Create – Gender Differences in Creative Thinking and Achievement – *Julia Godwin Roberts, Lemony Fresh Ideas - Tapping Your Creative Juices*

This paper looks at biological and neurological differences between the genders and seeks to understand if those differences might explain some of the disparity between men and women's innovations and creative contribution to the world. Findings indicate there are thinking and hormonally created differences in focus, stress, motivation, and life timing for creative achievement between the genders. Discussion focuses on what kinds of solutions might help bring out the creative ability and input of women in the workforce.

Serious Play: Changing Your Community by Loving Life and Work – *Adele Booysen, Compassion International*

Many women struggle through their day, seeking to engage in activities they are passionate about after work, or meaningful tasks on weekends. But what if they were able to employ their skills and passions at work, turning work into play? What if their play was purposeful, thus making it serious play? My research in transformational leadership includes a look at the impact serious players have on their places of work and on their communities around the world.

Women's Leadership for Social Justice: Transgenerational Learning Across Cultures – *Marla J. Solomon, SIT Graduate Institute*

A narrative project on women's leadership for social justice highlights how women imagine and enact leadership across generations and cultures. Three of the project's stories, from a retired international leader from India, a grassroots/national leader in Mali in the thick of her leadership experiences, and a young Ethiopian development worker emerging into leadership, suggest the varied pathways and shapes leadership can take and how transgenerational lessons can help women understand and learn leadership from each other.

Preparing and Supporting Women Leaders

Symposium | 1:15 to 2:30 p.m. | Scripps

Chair: **Sherylle Tan**, Kravis Leadership Institute

Two of the presentations in this symposium focus on the preparation of women leaders through developmental programs and activities, while the third looks at diversity on corporate boards. Specific topics include creating leadership learning environments in universities, participation in sports as preparation for executive leadership, and women on corporate boards.

Transgressive Space or Chilly Classroom: The Development of Women's Leadership within the University – *Nadeen A. Spence, The University of the West Indies, Mona*

This presentation suggests that universities must seek to redefine their pedagogical imperatives in order for them to develop the kind of leadership learning environment which will prepare and empower women for leadership. The paper grounds itself in historical assertions and ideas which suggest that universities were not originally, and consequently, philosophically constructed to facilitate women's leadership learning. It therefore argues for an engaged pedagogy, one which speaks to a focus on the woman as learner.

Sports as Proximal Preparation for Women's Executive Leadership – *Julie Gedro, Central New York Center*

The purpose of this research is to explore the role that sports plays as a developmental aspect of leadership, and to offer the suggestion that girls and women benefit from engagement in sports, as a way of developing and refining their leadership potential and capacity.

Plastic Woman and Cardboard Man: Gender Diversity on Corporate Boards – Karin Klenke, Northcentral University

The underrepresentation of women on corporate boards is a widely discussed topic. In this paper the role senior women leaders play on corporate boards is addressed. Then a theoretical model that links gender diversity on corporate boards to female directors' adaptability, behavioral/cognitive complexity, political savvy and their ability to build network ties to board performance and the appointment of additional women and minorities to corporate boards.

Work-Life Complexities: Seeking Balance

Symposium | 1:15 to 2:30 p.m. | Triton

Chair: **Lucie Newcomb**, The NewComm Global Group, Inc.

In today's complex, fast-paced culture women continue to juggle multiple roles, challenges, lifestyles, and opportunities. Presenters will discuss women leaders who lead change at home, at work, as well as in the military, presenting creative, multi-layered approaches to how women deal with the many complexities of contemporary life as they seek balance and wellbeing for themselves, their family, and their team members.

Beyond Essentialism and Satisficing: How Women Navigate the Complexities of Role Strain and Seek Balance as Leaders – Sarah Visser, Azusa Pacific University

Though much has been written about the intersection of work and family, the complexities of role strain persist among women leaders across all sectors. Grounded in the literature, this presentation will explore notions of satisficing, seeking balance, and the inner life of the mother-leader, with particular attention paid to the intersection of race, ethnicity, and class. In an effort to move beyond essentialized notions of working mothers, we will work to develop ideas for future research and collaboration.

Military Women Leading Change in Family and Work – David Smith, United States Naval Academy

While women have been integrated into the military, recruiting and retention challenges still exist. Research with dual military couples provides key insights into women's work and family experiences to inform work-family policies. This qualitative study with 23 Navy dual military couples uses grounded theory and a life course perspective and finds coping with military culture; valuing identity, mission, service, and mentorship to explain women's pathways and outcomes. Implications include altering officer career management policy to support more diverse family types.

Work and Family Expectations of Military Women Leaders – David Smith, United States Naval Academy; Judith E. Rosenstein, United States Naval Academy

Military women's retention lags men's retention, yet there is scant empirical evidence to inform policymakers why women are leaving the military. We explore factors specifically affecting women officers expected work-family outcomes using a life course perspective. We expect that women's work-family expectations are shaped by individual and familial factors prior to entering the military and change based on social and structural factors. Implications are changes to military personnel policy for work-family initiatives affecting structural and cultural constraints for women.

Concurrent Session 3

Cultural Perceptions and Characteristics: Women and Leadership

Developmental Roundtable | 2:45 to 4:00 pm | Afterglow

Chairs: **Joanne Barnes**, Indiana Wesleyan University

Kathy-Ann C. Hernandez, Eastern University

The four papers in this developmental session explore women and leadership in diverse contexts, including the Arab Middle East, the United States, and Norway. Perspectives offered include those of Arab Muslim and Christian women students in the United States; methods used include conceptual work, as well as qualitative and quantitative research.

Do Locus of Control, Nationality and Gender Predict How Individuals Perceive Their Leaders? –

Merethe Dronnen-Schmidt, Regent University

This quantitative research sought to answer the research question if locus of control, nationality, and gender predict how individuals perceive their leaders, and if any differences in locus of control were found between Norway and the United States and between gender. Multiple Regression and ANOVA analyses were conducted on the data material.

Female Student Self-Perceptions of Leadership in the Arab Middle East – *Lisa DeFrank-Cole,*

West Virginia University

This presentation will highlight survey results about self-perceptions of leadership that were collected from female college students in a university in the Arab Middle East. Similar to a course evaluation, students completed the survey at the end of their three-week, academic course on leadership in Bahrain in the summer of 2012.

Mentoring Christian Women Students: Applicability of Feminist, Developmental, and Christian-Identified Models – *Kathleen Tangenberg, Azusa Pacific University*

This presentation describes mentoring models and strategies relevant to the needs of Christian women college students. Integrating studies of gender-related beliefs expressed by young adults, discussion includes exploration of gender-sensitive mentoring approaches, ideas for practical implementation, and recommendations for enhanced attention to gender perspectives in mentoring relationships. The applicability of feminist, developmental, and Christian-identified mentoring models is explored through presentation and discussion of several case vignettes.

Transforming Leadership and Creativity: Emerging Trends and the Role of Women –

Gabrielle Donnelly, Collective Wisdom Solutions; Alfonso Montuori, CIIS

Modern conceptions of leadership and of creativity trace their roots to the same theoretical assumptions and research approaches. New assumptions and theoretical frameworks, as well as specific practices of leadership and creativity, can inform one another and reflect a more distributed, relational view. Women form the experiential nexus that can shed new light on these changes. As women lead and create, “composing” their lives, they can simultaneously embody new ways of leading and creating.

Gender and Engineering: Defining Women’s Leadership Competencies for Innovation and Promotability

Innovative Session | 2:45 to 4:00 p.m. | Evergreen

Bonita Banducci, Santa Clara University

The Gender Competence Model from research on the strategic advantage of women’s leadership and graduate course, Gender and Engineering, draws on social linguistics, psychology, cultural competence, brain science and business leadership to dispel bias in perceptions of leadership. This interactive, experiential session introduces the models, concepts, and media to disarm fear of talking about gender differences. Women’s “common sense,” men’s views of “not competent” and Joyce Fletcher’s *Disappearing Acts* are reframed and operationalized to increase innovation, productivity, and women’s leadership.

Action Steps for Advancing Women in the Workplace

Innovative Session | 2:45 to 4:00 pm | Fred Farr

Susan Adams, Bentley University

Short video clips of participants involved in a recent study to identify ways to promote greater advancement of women in the workplace will be presented. After each clip workshop attendees will engage in conversations about topics related to advancing women in the workplace with the hope that participants will leave with a personal action plan and a greater understanding of the range of issues that need addressing and the responsibilities of various stakeholder groups in creating more opportunities for women to lead.

Nourishing Your Authentic Self Through the Wisdom of the Enneagram

Innovative Session | 2:45 to 4:00 pm | Kiln

Maribeth Overland, MOverland Consulting

Experience a revealing and interactive journey to self through the wisdom of the Enneagram. Discover your Enneagram personality type. Learn strategies to tap your leadership potential to create better balance and more effective partnerships.

Cross Culutural Awakening: Experiencing Women in Leadership

Panel | 2:45 to 4:00 pm | Nautilus

Chair: **Paige Haber-Curran**, Texas State University- San Marcos

In this session, presenters will discuss student and faculty transformational learning as a result of a graduate student global study seminar.

Cross Cultural Awakening: Experiencing Women in Leadership – Cheryl Getz, University of San Diego; Crystal Dujowich, University of San Diego; Elisa Sabatini, University of San Diego

Presenters will discuss student and faculty transformational learning as a result of a graduate student seminar in Sri Lanka for 13 women in leadership studies. The purpose of our course was to understand social movements and leadership approaches in Sarvodaya, which means Awakening of All, and is one of the largest people's organizations in Sri Lanka. Particular attention focused on spiritual aspects of the Sarvodaya community and how effective leadership approaches for creating mindful social movements can mobilize community change.

Leadership and Personal Awakening for Women – Crystal Dujowich, University of San Diego

This presentation will highlight the challenges of being a graduate student and a co-instructor. Working across the boundary can often be difficult, and finding ways to connect with peers in the class, yet still hold authority with faculty partners became a source for learning. Many global study courses impact the ways in which themes of mindfulness, spirituality, and cross-cultural understanding were informed more powerfully due to the influence of Sarvodaya.

Village Awakening: Avenues for Women in Leadership – Elisa Sabatini, Via International

This presentation reflects on the ways that community partners can strengthen the engagement with academic partners in global study. The presenter draws upon her experience working with village communities to examine the role of women in social movements. The presenter will share new insights about how mindfulness practices for women can be used to bring diverse groups together as well as empower women to take up leadership more fully.

The Presence of Women in Leadership: Sri Lanka Global Study Course – Cheryl Getz, University of San Diego

The presenter will describe how creating holding environments that allow for silence, contemplation, and mindful engagement with others can enhance leadership capacity. Learning how to hold steady when faced with ambiguity and unfamiliar environments can aid in powerful engagements between and among women from various cultures and backgrounds. Developing these relationships can contribute to a true synergy in which community trumps individual wants and needs. Finding the middle way between meeting one's own needs while supporting others is essential.

Women and Leadership in Higher Educational Settings

Symposium | 2:45 to 4:00 p.m. | Scripps

Chair: **Chanda D. Elbert**, Texas A&M University

This symposium features papers that focus on women leaders in higher education from various perspectives – developmental, cultural, and faith-based. The presentations span perspective of higher education in New Zealand and the U.S. The challenges and realities that women face in high education as leaders are addressed and recommendations provided.

Gendered Leadership in Faith-based Higher Education: Relationship, Authenticity, and Communicative Influence – Karen A. Longman, Azusa Pacific University; Jessica Daniels, Northwest University; Candy M. O'Connor, Azusa Pacific University

Do some women “write themselves out of leadership” in male-normed cultures by describing their leadership in terms that lack agentic credibility? This study explored influences contributing to the paucity of women in leadership in the Council for Christian Colleges & Universities (CCCU); 6 of 118 presidents are women. Interviews of 26 leaders (16 women; 10 men) explored the research question: What differences, if any, are evident in the ways that men and women define leadership ... and describe themselves as leaders?

Preparing Female Sport Management Students for Leadership – Sarah Leberman, Massey University; Sally Shaw, University of Otago

This presentation will highlight the experiences of recent female sport management graduates and CEOs of national sports organizations from New Zealand. Recommendations are made to improve the preparation of female students for leadership.

An Exploration of Institutional Climate and Supports Enabling Career Growth for Female Leaders at Utah Valley University – Anne R. Wairepo, Utah Valley University; Susan Renee Seymour, Utah Valley University

The purpose of this research is to explore the institutional climate and supports at Utah Valley University (UVU) that contribute to the advancement of female leaders. There is a comparison to national concerns and how an single university may address such concerns.

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Interactive Roundtable Discussions

4:30 to 5:30 p.m. | Fred Farr

1. Loud, Proud and Passionate!®: Including Women with Disabilities in Leadership Training – *Cindy Lewis, Mobility International USA; Susan Dunn, Mobility International USA*

Women with disabilities throughout the world face many barriers that prevent them from taking leadership positions and fully participating in their communities. Their ability to lead communities on local, national, and international levels is often overlooked, yet they have the potential and power to significantly change societies. The focus of this roundtable is two-fold: to present lessons learned from Mobility International USA (MIUSA)'s model of leadership training for women with disabilities, and to highlight the importance of inclusive leadership programs.

2. The Place (Philanthropy, Leadership, and Community Engagement) Fellowship Program as a Model for Blazing Pathways to Comprehensive Community Change – *Tamara L. Burk, Columbia College; Linda Salane, Columbia College; Katrina Spigner, Columbia College*

The need to design new programs to engage young women in comprehensive community change through teaching leadership, philanthropy, and civic engagement is imperative. The purpose of this roundtable is to share a concrete, yet portable, model designed to empower young women leaders to create sustainable comprehensive change in their communities.

3. Managing Worklife Boundaries – *Kelly Hannum, Center for Creative Leadership*

This roundtable introduces a research-based framework for understanding and managing boundaries between personal and professional roles. We will discuss trends and changes that have created the need to manage boundaries differently and provide an explanation of the framework for doing so.

4. Generative Conversations to Address the Subtleties of Gender Bias and the Impact on Women's Leadership – *Robin Miles, Powerful Visions Coaching & Consulting; Heather Scott, California Institute of Integral Studies; Tiffany Kim, California Institute of Integral Studies*

By creating an open space conducive to exploring complex topics, participants will engage in an appreciative approach to share their personal experiences of gender bias, barriers, and fatigue. We propose that this opportunity to collaborate and draw on collective leadership resources will stimulate critical thinking and innovative approaches to creating a positive future.

5. Exploring the Both And: Women, Leadership and the Capacity to Hold Paradox – *Kelly Scanlan, Shakti Rising*

This discussion seeks to explore our capacity as women to hold space, particularly that of paradox, within the framework of Both And. How this concept emerged throughout a graduate program in Leadership Studies at USD with systemic and emergent leadership theories. Jungian psychology, and Buddhist philosophy will be addressed. Then a dialogue around discourses that occupy the Both And, such as Shadow/Light, Masculine/Feminine, Individual/Collective as well as propose questions around how this relates to women's leadership will be presented.

6. The Millennial Generation: How Women of the 21st Century's Greatest Generation Will Impact Our Society Today and Transform Our World Tomorrow – *Stephan Belding, University of Phoenix*

This interactive roundtable is for those looking for new and innovative ways to motivate Millennials in the classroom and the workplace. The facilitator will initially put forth the concept behind Generational Cycles and Millennial motivation and then help guide the discussion as the pros and cons of the concepts are discussed.

7. Leading as Living Bridges: How Women Leaders are Helping to Change the World, Ourselves and Each Other – *Lucie Newcomb, The NewComm Global Group, Inc.*

The facilitator will frame the topic of Living Bridges, offering an overarching definition and posing discussion questions. The key takeaway is to help participants generate a list of core capacities and/or next steps for developing a Living Bridges approach to practicing (global) leadership.

8. Lead by Transforming: Using the Dark Goddess to Uncover the Creative Side of Destruction in Transformative Leaders – *Maya Leon, California Institute of Integral Studies; Erin Lightfoot, California Institute of Integral Studies; Dawn Lueck, California Institute of Integral Studies; Kelsey Sweet, California Institute of Integral Studies*

In this interactive roundtable, we will target the consequences of the general populace's understanding of femininity and how emerging and seasoned leaders alike must rethink what femininity means, integrating it into their own lives and leadership practices. Age-old knowledge of the feminine as represented by goddess worship and, in particular, that of the Hindu goddess, Kali, will be explored metaphorically to create an opportunity for spiritual transformation both in leaders and followers.

Interactive Roundtable Discussions

4:30 to 5:30 p.m. | Kiln

9. Leading by Being: Embracing an Emergent Leadership Model – *Elizabeth Nicolosi, CIIS; Shannon Celeste McQuaide, California Institute of Integral Studies*

Participants will have an opportunity to examine characteristics of both feminine and masculine models of leadership, and explore the way in which the paradigm of action and production influences their leadership style. Using inquiry and introspection we will explore the paradox of leadership and discuss partnership between being versus doing as a leadership model to reconcile this paradox. We invite you to join us in a lively discussion to transform your 'to do' list into your 'to be' list.

10. Living the Orange Line™: An Innovative Approach to Integrating Career, Life and Family – *Jodi Detjen, Suffolk University; Kelly Watson, The Career Partners*

The Orange Line™ is a road map for career progression that helps women integrate their career with life by taking ownership and responsibility for changing themselves. This innovative session will introduce the philosophy, approach and will use exercises to help women reflect on how their career perspective impacts their choices.

11. Social Entrepreneurs and Change Agents – Unleash Your Innovation! – *Heather McDougall, Leadership exCHANGE; Co-author: Petra Hejnova, Syracuse University*

In partnership with the United Nations Information Centre of Panama City, Leadership exCHANGE, and Charles University, Prague, the moderators have developed a training program centered on the theme: Women as Change Agents. The session focuses on 1) harnessing the power of women to implement change and 2) developing female social entrepreneurs. Through a series of creativity and social entrepreneurship exercises the participants awaken their innovative ideas to solve pressing problems in the community and world.

12. What are Underlying Philosophies for Leadership Today? Exploring Leadership Theories from a Different Perspective – *Kristina Elisabet Natt och Dag, NCSU*

Ever since the ancient Greeks, philosophy has always contributed to leadership. However, based on the vast amount of leadership theories, the question is what the contributing philosophies are today. Philosophy is an important part of our daily lives, and necessarily impacts our actions and behavior. However, philosophy and leadership are seldom explored further than the classical philosophers view on leadership. We will discuss current philosophies of leadership and theory to enrich the topic, and further future understanding of leadership theory.

13. Learning to Think Strategically: A 21st Century Leadership Imperative – *Julia Sloan, Sloan International*

Based on an unconventional framework of strategy, the discussion points are a summary of the results of a study of 97 global executives from 26 countries. The focus will be on the learning aspect of strategic thinking — moving beyond strategic planning and implementation models to a more expansive and complex notion of strategy that includes innovation and perpetual change.

14. ROI: Radically Operational Individuals: Unlocking Ongoing Personal Achievement – *Shari Carpenter, Eastern Oregon University*

Everyone has basic intrinsic value and tacit knowledge they have earned through living their life. A better understanding of our individual value results in greater self-esteem and confidence. More than making the best of any situation, this discussion focuses on developing skills to identify learning from life's events.

Concurrent Session 4

Supporting and Empowering Women Through Leadership Development

Developmental Roundtable | 10:30 a.m. to 12:00 p.m. | Afterglow

Chairs: **Sarah Leberman**, Massey University
Karen A Longman, Azusa Pacific University

The four papers in this developmental session explore ways to support and empower women through leadership development. Presenters will discuss the relations between job satisfaction and charismatic leadership, perceptions and empowerment of women university leaders, and support for adult learning through mentoring and networking.

Oh the Stories We Tell: Perceptions of Female University Leaders Constructed from Media Images –

L. Hyatt, University of La Verne

Media has historically reflected, informed, and in many cases, shaped our culture. Much of the literature asserts that it has the power to alter communication and behavior (Kaplan & Haenlein, 2010; Shirky, 2008; Williams & Williams, 2008). But has it? While the numbers of female university leaders are slowly rising (ACE, 2007), there is little research that demonstrates the message has changed. This exploratory study uses stories to examine whether media images have altered perceptions of female university leaders.

Supporting Women in Graduate Leadership Education – Jennifer Sader, Lourdes University

This presentation explores ways to better support women graduate students in leadership programs, especially as they move from structured coursework to working independently on a capstone or thesis project. Though this is a critical transition for all graduate students, women often have challenges specifically related to gender.

The Quest of the Female Empty Nester College Student: Where are Their Mentors? – Audy Johnston,

Palm Beach Atlantic University; Linda M. Ellington, Palm Beach Atlantic University

How do professors of adult education build a positive relationship with female students returning to college later in life that will enrich, facilitate and empower that student's success? The purpose of this submission will be to facilitate a dialogue to improve skills on motivating, networking and developing adult female students in their academic journey, as well as increased retention rates amongst adult degree programs.

The Relationship Between Job Satisfaction and Charismatic Leadership – Kari Holloway, Illumination Leadership

The purpose of this research was to determine what relationship three components of charismatic leadership have upon employee satisfaction. A specific business unit of a U.S. healthcare technology firm was provided a survey for specific charismatic leadership components and general job satisfaction. The three specific components of charismatic leadership included strategic vision and articulation, sensitivity to member's needs, and unconventional behavior. This research is significant in isolating specific charismatic leadership style behaviors and job satisfaction.

Personal Leadership Culture: Embracing Risk and Cultivating Creativity

Innovative Session | 10:30 a.m. to 12:00 p.m. | Evergreen

Shirlyne Quayle, Q3 International, LLC

In the diverse landscape of leadership styles, one common element exists: each of us gets to choose how we lead. In other words, how we evolve our 'personal leadership culture' is up to us. This session explores the role risk and creativity play in how we choose to lead, and helps us understand how embracing risk and cultivating creativity guides our personal leadership culture development. Participants gain tools to help them move along the risk-creativity continuum and achieve desired results.

Growing Into Your Body: The Role of Body Confidence in Leadership Presence

Innovative Session | 10:30 am to 12:00 pm | Fred Farr

Carylynn Larson, National Science Foundation

This workshop addresses the role of body esteem in leadership presence. The negativity that women feel toward their body interferes with their ability to be fully present as leaders. When we accept and embrace our body as it is, rather than as we want it to be or feel it should be or could be, we show up as authentic, confident, and whole. These attributes – powerfully human, rather than stereotypically “male” or “female” – engender respect and empowerment.

Sky to Dirt: A Model of Feminine-based Visionary and Strategic Planning

Innovative Session | 10:30 a.m. to 12:00 p.m. | Kiln

Shannon Thompson, Shakti Rising

Mallory Kozar, Shakti Rising

Breyn Hibbs, Shakti Rising

What is needed more than ever are innovative leaders with fertile imaginations who can step out of linear-thinking models and take creative and intuitive leaps. “Sky to Dirt,” as an innovative, applied, feminine-based model in visionary and strategic planning, cultivates these and other perspectives/skills in leaders. It is creative and non-linear, incorporates guided visualization, engages the right and left brain, necessitates the inclusion of inner wisdom/intuition/emotions, and takes into consideration multiple intelligences/learning styles.

Pathways for Women and Leadership

Six Minute Message | 10:30 a.m. to 12:00 p.m. | Nautilus

Chair: **Jennifer Preston**, The New York Times

In the past century, women leaders have certainly come a long way. The presenters in this session will describe ascension patterns and experiences of women leaders in higher education and women who serve as board chairpersons; approaches to and analyzing and developing your network; and strategies for mentoring the next generation of women leaders.

Ascension Patterns and Experiences of Female Trustee Board Chairpersons – Heather I. Scott,

Kennesaw State University

This qualitative study explores the executive-level experiences of women in the role of board chair to add to the body of knowledge regarding leadership and gender at the policy-making level and present a road map for others to follow. Participants were selected via purposive sampling and interviewed.

Iron Sharpens Iron: College Women’s Leadership Styles, Influences, Successes, and Challenges –

Paige Haber-Curran, Texas State University- San Marcos

Women’s leadership experiences while in college serve as pivotal opportunities for leadership learning and development; understanding these experiences can help college educators better serve students and prepare them for future leadership. Key findings will be shared from a qualitative study examining the leadership styles, influences, successes, and challenges of college student women holding formal leadership roles in student organizations. Further, the presenter will share implications and questions for leadership educators to consider on college women’s leadership development.

Raising Daughters to Become Leaders – Susan R. Madsen, Utah Valley University

The purpose of this six-minute message is to share, in an engaging way, some key highlights from a variety of studies on how high profile women were raised to become leaders. It will focus on what influencers (e.g., parents, siblings, and relatives) did to rear their daughters, granddaughters, nieces, etc. to become the influential women they are today.

Women Leading Higher Education: On Our Way or Stalled? – Kelly Hannum, Center for Creative Leadership

This presentation provides an overview of the current state of women leaders in the Higher Education sector in the United States and proposes a way forward. The session will open with sharing a series of statistics (in a graphic format) about the trajectory of women in leadership roles over recent years. We will then share explanations about the current state of women leaders in higher education. The presentation will close with thoughts about how to pave a way forward.

Benchmarking Women's Leadership – Lynn Marie Gangone, University of Denver

The purpose of this six-minute message is to share the key highlights of the second edition of Benchmarking Women's Leadership, which documents the presence of women in positional leadership roles across 14 sectors. The talk will focus on quantitative and qualitative data regarding women's positional leadership, as well as elevate current conversations from commentators/authors Sheryl Sandberg, Jody Greenstone Miller, Ericka Anderson, Stephanie Coontz, Marie Wilson, and others on the causes, and possible solutions, to the gap in women's positional leadership.

Creative Collaboration: Social and Civic Artistry of Women and Girl Leaders

Symposium | 10:30 a.m. to 12:00 p.m. | Oak Shelter

Chair: **Gloria Burgess**, Jazz, Inc.

The three papers in this symposium address women and girl leaders as gifted, effective collaborators. Two presenters will discuss leadership models and processes used by exemplary women leaders, while one paper will highlight a unique leadership development program for girls. All presentations will also identify and explore strategies for engaging girls and women in leadership development, civic engagement, and community change.

Nightingale, Curie, and Roosevelt as Exemplars of the Fabulour Five Dimensions of Centered Leadership – Kelley A. Conrad, University of Phoenix; Anastasia Metros, University of Phoenix; Barbara Shambaugh, University of Phoenix School of Advanced Studies

Phenomenological patterns identified in the biographies of Nightingale, Curie, and Roosevelt were consistent with the Centered Leadership model and confirmed the model as valuable to leadership development of women. This biographical case study of three outstanding women from the last century analyzed information in their own words cited in collected works, books, and articles they authored. Evidence for the fabulous five dimensions of meaning, framing, connecting, engaging, and energizing was documented for all three supporting the Centered Leadership Model.

Women as Effective Collaborative Leaders: Exploring Gender-inflected Leadership Styles – Sharon Hathaway Forrest, Regent University/California State University at Monterey Bay

This study addresses the role of women in collaborative leadership as exhibited in multi-sector collaborative enterprises in international peace and security. Utilizing an expanded version of the Multi-Factor Leadership Questionnaire with a specifically-designed collaborative construct, models of women's collaborative leadership are explored, including the impact of leadership styles on leadership effectiveness as moderated and mediated by gender. Implications for the role of women in strengthening global collaborative leadership are hypothesized from modeling prospective statistical examinations of the new collaborative construct.

The Girls Leadership Forums: Leadership Development for Girls – Dianne Cunningham, University of Utah

In 2001, Utah community leaders identified several issues of concern affecting women and girls in the state. Education and leadership were two of the primary issues. In response, the Girls Leadership Forum (GLF) program was established. This presentation will examine a study that was conducted using cross-sectional data on a sample of 66 adolescent girls from two junior high schools that summarizes their attitudes and beliefs of young girls participating in a girls' leadership program.

Expanding Your Curricular Toolbox

Innovative Session | 10:30 a.m. to 12:00 pm | Scripps

Shawna L. Lafreniere, Azusa Pacific University
Lynne E. Devnew, University of Phoenix

This exchange session will provide an opportunity to share curricular best practices related to women and leadership. After a brief needs assessment discussion, participants will have the opportunity to share syllabi, cases, activities, etc. around topical roundtables. Participants will leave with an expanding toolbox of materials, ideas, and network of colleagues.

Concurrent Session 5

Hiring the Whole Human: Leveraging the Woman's Role in this Strategic Shift

Innovative Session | 1:15 to 2:30 p.m. | Evergreen

Stephanie Sharma, Lead The Difference

Kori Joneson, Lead The Difference

Within organizations' strategy and structure, benefits and wellness, and generations that create culture, there are many missed opportunities to create value through a 'Whole Human' approach. We believe women have the opportunity and ability to shift this lack of connection to human value and champion the hiring and retaining of the 'Whole Human.'

Resilient Leadership – Strategies for Hope and Productivity

Innovative Session | 1:15 to 2:30 p.m. | Fred Farr

Molly T. McGowan, Rochester Institute of Technology

Women are faced with many challenges today, from managing the pressures of work and maneuvering through the leadership labyrinth to balancing personal wellness and family commitments. Without strategies for managing these challenges, women can more easily lose hope, get stuck in negativity and decrease their productivity. In this workshop, participants will engage in three unique exercises that are proven to help leaders overcome setbacks, focus on positive outcomes, and regain hope – keys to becoming strong resilient leaders!

Gender Competence: Context, Language and Skill Define the Strategic Advantage of Women's Leadership

Innovative Session | 1:15 to 2:30 p.m. | Kiln

Bonita Banducci, Santa Clara University

The Gender Competence Model draws on social linguistics, psychology, cultural competence, brain science and business leadership to dispel bias in perceptions of leadership. This interactive, experiential session introduces the models, concepts, and media to disarm fear of talking about and working with gender differences. Joyce Fletcher's Disappearing Acts are reframed and operationalized to increase innovation, productivity, and women's leadership. Women have different styles, approaches, traits, energies, and values; soft skills and soft issues? Let's "Trade Up!" Women have different "competencies."

Unpacking the Complexities: Women and Leadership in Various Contexts

Symposium Session | 1:15 to 2:30 p.m. | Nautilus

Chair: **Melissa K. Mahan**, University of Texas A & M

The presenters in this symposium session will discuss their research on women and leadership, exploring working single parents pursuing personal development through seeking higher education, female cannabis patients leadership opportunities as they seek medication and grassroots organizing, the role of sports in developing leadership amongst women, and unpacking the lived experiences of women as leaders.

Integral Leadership: Women in Medical Cannabis – Regina Nelson, Union Institute & University

This presentation will argue for an integral approach to developing patient-led communities and organizations that provides support (individually and collectively), an avenue for knowledge exchange, the potential to develop a sense of community, increase diversity maturity, and offer leadership opportunities.

Locating Working Single Parents in Scholarly Literature, 2012: A Call for Leadership – Susan K. Cloninger, Antioch University

This paper critiques the existing scholarly literature around working single parents who are overwhelmingly single mothers. It elucidates not only the issues of working single mothers, but America's preoccupation with both class and individualism. Ultimately, this endeavor makes a call for leadership among working single mothers.

The She Experience: Fantasy, Reality, Tragedy, Mystery... What is the Real Lived Reality for Women and Leadership? – *Lorri Sulpizio, University of San Diego*

Do women really lead differently than men? Is there a way to truly find peace between motherhood and a career? Why does it seem like women are each other's worst enemies? What is the real, lived experience of women and leadership, and how does theory impact our lives? Women at all levels of leadership need to ask new questions and share their stories to create new narratives that will inform our understanding of women and leadership.

Women's Leadership Development Through Action Learning, 2.0

Innovative Session | 1:15 to 4:00 p.m. | Oak Shelter

Julia Storberg-Walker, North Carolina State University

Action Learning is a well-researched process that can generate innovative organizational solutions and transformative leadership development experiences. This way of learning while doing was developed in the 1940s and still offers promise for today's leaders and organizations. Participants will learn about the history of action learning as well as the adult learning theories and research that undergird the process. In addition, each participant will experience for him or herself one action learning session.

Breaking the Stained Glass Ceiling: Women and Leadership Faith-based Contexts

Symposium | 1:15 to 2:30 p.m. | Scripps

Chair: **Lynn Marie Gangone**, University of Denver

Whereas women continue to rise in positions of leadership in many organizational contexts, faith-based institutions have proven to be slow to change, where theology and culture collide to limit women's access to leadership. The presenters explore the perspectives of women leading within faith-based higher education and missions organizations.

Autoethnographic Leader Introspection: Why Am I Afraid to Blow My Own Horn? – *Kathy-Ann C. Hernandez, Eastern University*

Through the process of autoethnographic introspection, a Black female immigrant interrogates her leadership experiences in her native context and adopted United States' home. Her recollections tell a story of socialization into leadership/followership roles at the intersection of her cultural/ethnic and gender statuses. She recommends autoethnographic introspection as a useful tool in helping leaders understand factors that affect their leadership strivings, and as a salient juncture for targeting challenges and opportunities for growth and development.

Taking on Power: Women Leaders in Evangelical Mission Organizations – *Leanne Dzubinski, University of Georgia*

This paper presents the stories of two women who worked at executive-level leadership positions in evangelical mission organizations. Using narrative analysis and a critical feminist lens, stories are examined to see how these two women portray their use of power. The strength of gender-role stereotypes and evangelical gender roles defined and limited the power they were able to use. As long as they stayed within prescribed norms, they experienced some success.

Women's Leadership Aspirations in Male-normed Cultures: What Can Be Learned from Faith-based Higher Education? – *Karen A. Longman, Azusa Pacific University; Jessica Daniels, Northwest University; Wendy Liddell, Moody Bible Institute - Spokane; Debbie Lamm Bray, Northwest University*

Most organizational cultures are male-normed, contributing to high-potential women choosing not to pursue leadership or to opt out of leadership (Helgesen & Johnson, 2010). Within the context of Christian higher education, theological beliefs add complexity to the nuances of organizational culture. This session presents the findings of a grounded theory study that addressed the research question: What aspects of Christian workplaces/organizational culture affect women's employment experiences and thus possible decisions to progress in leadership? Implications for practice will be discussed.

Concurrent Session 6

Leadership and Culture in North America: Perspectives of Canadian and Latina Women

Symposium Session | 2:45 to 4:00 pm | Evergreen

Chair: **Kathie Debenham**, Motus Humanus; National Dance Education Association

The presenters will describe women's leadership experiences in Canada and the United States, focusing on wellbeing, leadership capacity development, the role of socio-cultural norms and intersectionality. Women's leadership experiences as CEOs and senior executives in higher education, public institutions, voluntary organizations, and elected offices will be addressed.

She's Not Alone: An Ecological Approach to Understanding Women in Leadership Positions Across

Six Sectors in the Greater Toronto Area – Presenter: Wendy Cukier, Diversity Institute, Ryerson University; Co-authors: Jaigris Hodson, Ryerson University, Diversity Institute; Mark Holmes, Ryerson University, Erin Roach, Ryerson University

This paper examines the representation of women among senior executive and board of director leaders in the private, public, voluntary, elected officials, education, and agency, board and commission sectors in the Greater Toronto Area (GTA). Using an ecological model we assess barriers to advancement faced by women and potential modes of change. Our analysis shows that women continue to be underrepresented in the senior-most leadership roles in all six sectors in the GTA.

The Socio-Cultural and Leadership Experiences of Latina Four-year College and University Presidents:

A Través De Sus Voces (Through Their Voices) – Johanna B. Maes, University of Colorado at Boulder

The purpose of this study is to better understand the socio-cultural and leadership experiences of selected Latina presidents of four-year universities. This study explores the notion of leadership from a Latina perspective, which often emphasizes themes such as character, competence, compassion, community servanthood and role modeling. This study also considers the framework of intersectionality, where race, class, gender and socio-cultural issues contribute to the overall recruitment and retention of Latinas into presidential positions of four-year institutions.

Tracking Women's Wellbeing to Build Women's Leadership Capacity in Northern Canada – Leah Levac,

University of New Brunswick

This paper describes the ongoing development of a new, intersectional composite index of wellbeing using a participatory process with a diverse group of women in Happy Valley-Goose Bay, Labrador, Canada. In describing the development of the index, I explain our integration of participatory research and intersectionality, and use data gathered during community workshops with participants to explore the role of the participatory process in diverse women's leadership development and in their engagement in community decision-making.

Leading from Presence and Mindfulness

Innovative Session | 2:45 to 4:00 p.m. | Fred Farr

Kathryn Goldman Schuyler, Alliant International University

A leadership vision is a sense from deep within that integrates our past experience with our skills, knowledge, and wisdom. It is grounded in our physical moving being, which we label "body" and our capacity to pay attention, which we label "mind." This workshop provides experiences of sensing yourself through movement and stillness with the aim of becoming fully present, so that you can explore how this way of being empowers you, as a leader.

The Leadership Dance: Empowering Women as Both Courageous Followers and Empathic Leaders

Innovative Session | 2:45 to 4:00 p.m. | Kilyn

Yael Schy, Dramatic Strides Consulting

In the world of partner dancing, women have traditionally been cast in the role of follower, while men have been the leaders. Yet, it is teamwork and communication that allows the partners to move across the dance floor seamlessly. Furthermore, the best dancers know that, in order to become truly proficient, they must be able to dance BOTH the leader and follower roles. This experiential workshop uses dance and movement-based exercises to help participants discover their leadership and followership strengths.

Leadership Under Construction: Building the Road as We Walk on It

Symposium | 2:45 to 4:00 p.m. | Nautilus

Chair: **Carmela Nanton**, Palm Beach Atlantic University

Women leaders are defined by many attributes. One of the attributes that distinguish the women leaders discussed in this session is authenticity. The three papers presented in this symposium will explore catalytic resistance through the lens of Black women executives and present lessons learned from ordinary as well as exemplary women leaders who have taken risks, made great sacrifices, and achieved extraordinary results.

Motifs of Resistance: Corporate Black Women Executives Opposing Gendered (Everyday) Racism –

Cheryl Jordan, U. imagine Performance

I will present 17 resistance motifs that Black women executives use against gendered (everyday) racism in the workplace. Resistance refers to public & disguised actions by Black women leaders to oppose gender and racial barriers and regulations discouraging or preventing them from pursuing their career goals or having a dignified working life. This research study was designed to also capture the storytellers' life-histories of resistance, including first memories of racist and gender-related experiences. As such biographical inquiry was the appropriate methodology.

Radical Leadership: Lessons from Heroic African Women Leaders – Faith W. Ngunjiri, Eastern University

The purpose of this paper is to narrate the leadership lessons from the life stories of heroic African women leaders, women who blazed pathways for leadership in their national contexts. Using archival data, I draw portraits of the women to show the contextual realities in which they enacted leadership. Radical leadership is enacted in the context of seemingly insurmountable obstacles, and the risk to life and limb, yet enacted in order to achieve social, economic, political and environmental justice.

Telling Tales out of School: Gender, Authenticity and Leadership – Rita A Gardiner, The University of Western Ontario

This paper details research findings from a study where I interviewed ten women leaders from three different countries. The main purpose was to discuss women's perceptions of authenticity, or lack thereof, within an institutional context.

Women's Leadership Programs and Initiatives: Developing Higher Education's Future Leaders

Panel | 2:45 to 4:00 pm | Scripps

Chair: **Leah Witcher Jackson**, Baylor University School of Law

This panel explores perspectives on leadership development for women in higher education through the multiple career stages. Grounded in work done in 2009, when Adriana Kezar (ed) explored new concepts and models for higher education leadership development in *Rethinking Leadership in a Complex, Multicultural, and Global Environment*, this session will explore leadership programs designed specifically for women, including the Women's Leadership Institute, the HERS Institutes, and the American Council on Education Inclusive Excellence Group networks and leadership forums.

Importance of Women's Leadership Programs for Early-to-Mid-Stage Women – Lynn Marie Gangone, University of Denver

The importance of women's leadership programs for early to mid-stage women cannot be underestimated. Several of these programs, and the theoretical framework behind these programs, will be presented.

HERS: Advancing Women Leaders in Higher Education – Judith White, HERS - Higher Education Resource Services

The HERS Institutes, their curricula, and strategies to move women into leadership roles will be discussed. Additionally, HERS Presidential Summit for Women Leaders will be examined as women work to create a new agenda for the academy.

ACE Efforts to Promote Women's Advancement in the Academy – Kim Bobby, American Council on Education

For over three decades the American Council on Education (ACE) has maintained a solid commitment to advancing women into leadership in higher education. The ACE Women's Network and its programs will first be discussed, and then ACE's Moving the Needle Initiative will be presented.

Concurrent Session 7

Embracing Borderlands: Self-Inquiry as a Tool for Crossing Boundaries in Personal Leadership Development

Innovative Session | 8:45 to 10:00 a.m. | *Evergreen*

Sarah Visser, Azusa Pacific University

How do women approach meaning-making in leadership contexts? How can leadership be simultaneously differentiated and inclusive? Exploring the theoretical framework of Borderlands, “the discourse of people who live between different worlds” (Elenes, 1997), this interactive workshop presentation will explore the role of self-inquiry in personal leadership development and the potential for new approaches to leadership research and praxis.

Teaching Beyond a Glass Ceiling: Innovative Methods to Give Students a New Understanding of Women and Leadership

Innovative Session | 8:45 to 10:00 a.m. | *Fred Farr*

Cheryl Getz, University of San Diego

Marianne S. Waldrop, University of San Diego

Lorri Sulpizio, University of San Diego

The study of women and leadership is at a tipping point. It’s safe to say the literature is tired and we are in need of new conversations about women’s leadership issues. At USD, we have implemented teaching methods that incorporate several theoretical perspectives and innovative leadership pedagogy. When teaching women and leadership, we must blend traditional theory with forward-thinking practice, challenging students to examine their own leadership capacity and create the next path, charting better futures for women leaders.

Leadership Theory, Popular Culture, and Our Lived Experience: A Conversation About What We Learned and What We Live

Innovative Session | 8:45 to 10:00 a.m. | *Kiln*

Amanda Katona, DataDirect Networks

Nicole Lucas, University of San Diego

This innovative, experiential session will begin with a conversation about our experience as young, educated, professional women and how leadership studies and observations from popular culture (books, films, media) do/ do not match our lived experiences. Participants will break into small groups and be given a popular book, image, leadership theory, or film clip, which will inspire conversation around participant’s personal experiences. By sharing our lived experiences we will better understand how to support and empower ourselves and other women.

Exploring Multi-focal and Multi-sector Perspectives on Leadership and Management

Symposium | 8:45 to 10:00 a.m. | *Nautilus*

Chair: **Susan Adams**, Bentley University

In this session, presenters will explore women’s leadership from multiple perspectives. Presenters will discuss the differences in competitive behavior between male and female managers, a framework for women leaders in a sports context that embraces leadership and management principles and practices, and the effects of locus of control and gender on implicit leadership perception.

Leadership and Management: A Model for Female Sport Leaders – Margaret Lovelin, Seattle University;
Maylon Hanold, Seattle University

While women have made progress in the management ranks in business corporations, little has changed in the sport industry with still far fewer women than men in senior decision-making positions in sports management. By examining the skills and actions of successful female sport leaders through their perceptions of leadership and management, we aimed to learn about how they understood the reasons for their success in order to suggest a model for how women can be impactful leaders in the industry.

The Effects of Locus of Control and Gender on Implicit Leadership Perception – Thomas Tonkin,
Oracle Corporation

This study utilizes implicit leadership theories, as well as locus of control instrumentation to analyze perceived leadership differences between males and females. Specifically, the dimensions of implicit leadership analyze; dedication, tyranny, and attractiveness are analyzed, while locus of control and masculinity are posited as independent variables and gender as a moderating variable. Results from the regression analysis and associated explanation of those results are included as well as suggestions for further research in this area.

The Shifting Sands of Competition: Differences in Competitive Behavior among Female and Male Managers – Jean Lipman-Blumen, Claremont Graduate University; Jill L. Robinson, University of Redlands

Using the *Connective Leadership Model*, this paper offers a rare in-depth look at both how men and women differ in competitive leadership behaviors and their perceptions of which behaviors organizations reward. This paper analyzed data gathered from 1984-2012 utilizing two matched inventories: the *L-BL Achieving Styles Inventory* and the *Organizational Achieving Styles Inventory*. Using approximately 6,000 responses from U.S. upper- and, middle-level managers, across industries, the results will provide valuable insights into recent gender patterns at different organizational levels.

Women's Leadership Development: International and Cross-sectoral Perspective

Symposium | 8:45 to 10:00 a.m. | Oak Shelter

Chair: **Cynthia Cherrey**, ILA and Princeton University

The three papers in this session explore women's leadership development in the United Arab Emirates, Malawi, Tanzania, Macedonia, Mexico, and Vietnam. The papers offer perspective into the complexities of each context, as well as explicating the link between development and women's empowerment achieved through education, adequate housing, and/or organizational and grassroots leadership experiences.

Building Community Leadership: The Impact of Housing and a Housing Model on Female Homeowners – Beth Birmingham, Eastern University; Lisa Marie Nickerson, Habitat for Humanity International

For those in the field of international development, it is a common assumption that secure tenure plays a significant role in positively impacting the lives of the poor. Recognizing that women are the drivers of development in communities, impacting livelihoods, children's health, education and safety, this study sought to better understand the role of housing on the well-being of women and children in four countries – Macedonia, Mexico, Tanzania and Vietnam.

Leadership Development in Africa: Lessons from Female Leaders in Malawi – Maggie Madimbo, Eastern University

The study was conducted in Malawi to provide an understanding of how women leaders develop. The results provide the strategies these women employ to move beyond historical barriers to exercise leadership. Using portraiture qualitative research method, the study describes the leadership experiences of female leaders in Malawi. The central issue in the study is a deep description of how these women have managed to make transformative change in their sector and community.

The Development and Progress of Female Leadership in the United Arab Emirates – Audy Johnston, Palm Beach Atlantic University; Ann L. Langlois, Palm Beach Atlantic University

This presentation will reveal some key challenges on the development and progress of Muslim female leadership in the United Arab Emirates (UAE). Dissemination of the information will not only be as a result of a meta-analysis of academic articles, but also as personally observed and experienced by the presenters during various academic and global business trips within the UAE. It will also include some candid information from informal conversation with various females within Dubai and Abu Dhabi.

Meeting the Needs of Executive Women: Mentoring, Coaching, and Global Competencies

Symposium | 8:45 to 10:00 a.m. | Scripps

Chair: **Sarah Smith Orr**, Kravis Leadership Institute, Claremont McKenna College

The three papers in this symposium address the needs that support executive women to develop as leaders. The presentations focus on executive women's needs by examining women's definition of mentoring, understanding the needs of high achieving women, and supporting global leadership development. Together, these papers illustrate how executive women can be supported in their leadership development.

The Many Faces of Mentoring: A New Perspective from Executive Women – Patricia Bleil, Eastern University

Women value the same mentoring functions as their male colleagues but go beyond the traditional hierarchical mentoring relationship. Study participants described a rich and varied constellation of relationships that helped them reach significant leadership positions in their organizations. The experiences of these successful women should be a guide for further research and help in developing mentoring programs.

The Wander Woman Phenomenon: Understanding and Coaching Today's High-Achieving Women – Marcia Reynolds, Covisioning LLC

Today's high-achieving women are confident and driven. Yet they are often discontented with their development and frustrated by those who misunderstand their focus and passion. As a result, they face many challenges as leaders. What needs drive these women when making decisions and what are the assumptions that lock them into rigid behavioral patterns?

What Global Organizations Can Do to Reduce Leadership Risk, Increase Speed to Competence, and Build Global Leadership Muscle – Steve Terrell, Aspire Consulting, Inc.; Co-author: Katie Rosenbusch, Towson University

Globalization is driving an increased need for leaders who possess competencies that enable them to lead effectively. This presentation reviews findings of recent research into the developmental experiences of global leaders and what they learned, and the implications for global leadership development practice.

WOMEN AND LEADERSHIP BOOK SERIES

Call for Volume Editors and Chapters Authors

Women and Leadership: Research, Theory, and Practice is a new series of books that will be published in upcoming years to inform leadership scholars and practitioners. This publishing project represents a synergistic initiative involving the International Leadership Association, Information Age Publishing, and three leadership scholars; the series emerged from the expanding work of ILA's Women and Leadership Affinity Group.

The overall series will be cross-disciplinary and will represent organizational/institutional, national, and international perspectives. Each volume will focus on a specific theme, with chapters related to relevant research, theory, and practice. Across the series, a goal is to enhance knowledge and application about the leadership experiences and leadership development of women in different sectors, geographic regions, and personal/professional contexts.

If you have questions, please contact one of the volume editors.

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Building Leadership Bridges Series

Call for Submissions

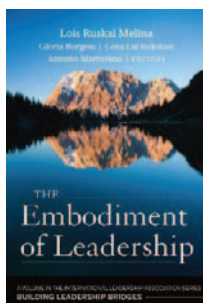
Leading with Spirit, Presence, and Authenticity

Deadline: July 1, 2013

The International Leadership Association invites you to submit your work on the theme, *Leading with Spirit, Presence, and Authenticity*, for our annual volume in the *Building Leadership Bridges* series. The book captures the best contemporary thinking about leadership from a diverse range of scholars, practitioners, and educators working in the field of leadership studies. In keeping with the mission of the ILA, the book series connects ways of researching, imagining, and experiencing leadership across cultures, over time, and around the world. The book will be published by Jossey-Bass/Wiley with an expected publication date of April 2014.

Editor Kathryn Goldman Schuyler is author of *Inner Peace—Global Impact: Tibetan Buddhism, Leadership, and Work* (2012), as well as many other articles on leadership and the development of healthy organizations. She is Associate Professor of Organizational Psychology at Alliant International University.

Read the complete call for submissions at: www.ila-net.org/BLB



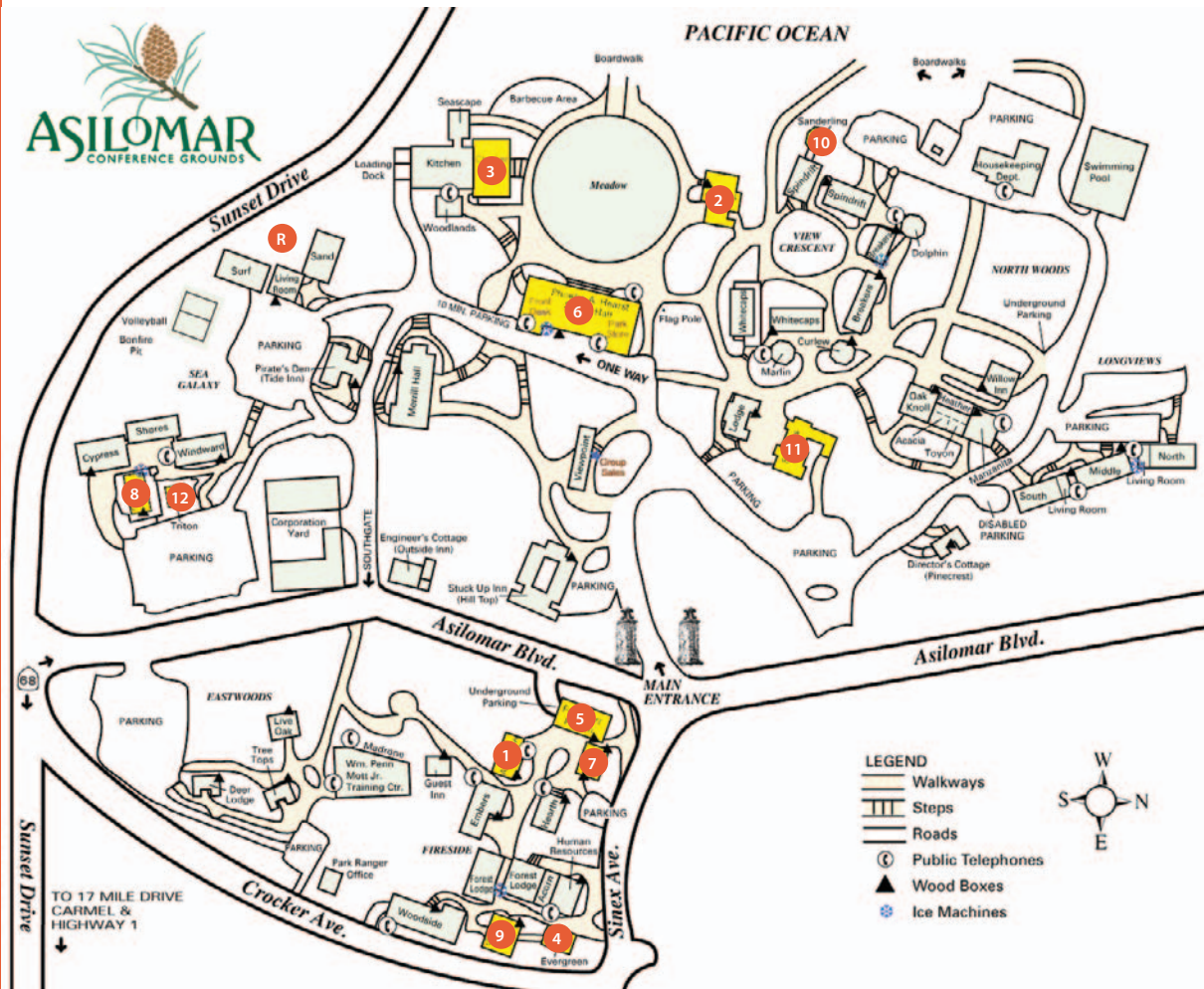
The ILA's 2013 Building Leadership Bridges volume, *The Embodiment of Leadership* (Lois Melina, Editor) is now available from Jossey Bass/Wiley.

Covering leadership in the arts and humanities, this volume integrates critical theory with authentic leadership development, exploring the notion that leadership is both a discursive practice and a performative identity.

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