



International Leadership Association
3rd Biennial Women and Leadership Conference

***Advancing Women in Leadership:
Cultivating Our Whole Selves***

June 11-14, 2017

Omega Institute
Rhinebeck, NY, U.S.A.

www.ila-net.org

#ILA2017WLC

Women and Leadership: Research, Theory, and Practice



FORTHCOMING VOLUMES

Volume 6: *Gender, Communication, and the Leadership Gap*

Volume 7: *More Women on Boards of Directors: An International Perspective*

Volume 8: *Advancing Women in Leadership: Shaping Pathways in the Political Arena*

SERIES EDITORS

Susan R. Madsen

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

Karen A. Longman

Professor, Doctoral Higher Education Programs, Azusa Pacific University

Faith Wambura Ngunjiri

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



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

Learn more at www.ila-net.org/WLSeries

Save Time and Money: Purchase your copies at the ILA Check-in & Help Desk for only \$30 each.

Welcome

Welcome 欢迎 **Bienvenido** স্বাগত **bem vinda** добро пожаловать **Bienvenue** स्वागत हे



DIONNE

We welcome you to the third International Leadership Association (ILA) biennial Women and Leadership conference hosted by ILA's Women and Leadership Affinity group (WLAG). WLAG fosters a global community for those focused on advancing women in leadership including researchers, coaches, educators, and practitioners interested in generating resources, disseminating research, and fostering the development of women leaders.

Our 2017 conference theme, *Advancing Women in Leadership: Cultivating Our Whole Selves*, encapsulates two essential elements of WLAG's mission: cultivation and wholeness. Our unique conference opportunity provides a critical forum for top leadership scholars and practitioners to engage in the latest research and application on women and leadership, while providing the space to reinvigorate your minds, bodies, careers, lives, and relationships.



CHRYE

By attending this conference, you are joining an estimated 300+ participants from around the world who will share their knowledge and experience via thought-provoking concurrent presentations and engaged discussion and audience participation. You will be energized by plenary sessions featuring best-selling authors and international trailblazers and inspired by fireside chats featuring inspiring leaders, the arts, and self-discovery. The program offers distinctive opportunities for learning, networking, and reflection, including yoga, meditation, tai chi, hiking, reflective writing, facilitated meal-time discussions, live performances, and an optional post-conference tour.

The rustic, rejuvenating setting of the Omega Institute in Rhinebeck, New York was specifically chosen for its synergy with WLAG's core values. The Omega Women's Leadership Center envisions women's leadership "advancing a future where... our global society fosters nurturing and mutual relationships, healthy families and communities, and a peaceful, just, and sustainable world — for everybody." As kindred spirits, WLAG commits to global analysis and action on the status of women and girls through its *Asilomar Declaration and Call to Action on Women and Leadership*, a cornerstone document for the WLAG's work and conference. Our conference streams emanate from the *Asilomar Declaration*; therefore, we explore this call to action throughout our entire conference.



LYNN

Our intention with the ILA WLAG biennial conference is to support your development of meaningful professional and personal connections, and your intellectual and physical well-being. With your active participation, we all will be *Cultivating Our Whole Selves*.

Dionne Rosser-Mims, Conference Co-Chair
Leadership Development and Professional Studies, Troy University

Chrys Egan, Conference Co-Chair
Communication and Gender Studies, Salisbury University

S. Lynn Shollen, WLAG Chair
Leadership Studies, Christopher Newport University

Dear Colleagues



KATHERINE

Welcome! On behalf of the International Leadership Association (ILA) Board of Directors and the ILA staff we are pleased that you are participating in the third ILA Conference on women's leadership organized by the ILA Women and Leadership Affinity Group (WLAG). What a conference it promises to be! Thanks to conference co-chairs, Dionne Rosser-Mims and Chrys Egan, program chair Lynne Devnew, and the entire planning team, this year's conference is primed to be informative, provocative, and inspirational.

The mission of ILA is to promote a deeper understanding of leadership knowledge and practice for the greater good of individuals and communities worldwide. The ILA does its best work at the nexus of leadership theory and practice. This conference is an impressive example of giving meaning to these words. The conference brings together a rich tapestry of leaders in academia, business, education, organizational development, and consulting to explore innovative ideas, learn about the latest research, identify best practices, and inspire the continued growth and development of women in leadership.



CYNTHIA

The location is ideal in both its physical beauty and in its mission. The Omega Women's Leadership Center's purpose is to "promote women's leadership by convening, inspiring and training women to lead from their own authentic voice, values and vision." This purpose is clearly and profoundly in alignment with the conference theme of *Advancing Women's Leadership and Cultivating our Whole Selves*. You will find the conference location and the forthcoming sessions to be a wellspring of renewal and a place for intellectual exploration and deep dialogue about issues that are central to the research on, and practice of, women's leadership.

Through your engagement in this conference you continue to change the perceptions of women leaders and the value women bring to the endeavor of leadership. In this special place of colleagues and friends, we hope you feel comfortable in taking the risk to be uncomfortable — to explore new ideas, engage in deep conversations, and develop new relationships. Finally we hope that you will return home enriched, energized, and enthusiastic about your work in this important field of leadership and about the International Leadership Association.

Katherine Tyler Scott, *ILA Board Chair*
Managing Partner, Ki ThoughtBridge

Cynthia Cherrey, *ILA President & CEO*



International Leadership Association

IDENTITY

The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach multiple facets of leadership.

MISSION

To promote a deeper understanding of leadership knowledge and practices for the greater good of individuals and communities worldwide.

OBJECTIVES

- To encourage leadership scholars, educators, and practitioners to work together for the purpose of generating new ideas and practices in the field of leadership studies.
- To foster research and learning about leadership across intellectual, professional, cultural, ideological, and national boundaries.
- To generate and disseminate interdisciplinary research and develop new knowledge and practices about leadership.
- To increase worldwide understanding of the importance of leadership to the conduct of human affairs.

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.

STRATEGIC PLAN

The ILA Board of Directors is responsible for developing and monitoring the Strategic Plan that guides the association.

Available online, it includes the following strategic imperatives for 2013–2017:

- Advance the global study and practice of leadership
- Develop and engage a more global and diverse membership
- Strengthen ILA as a dynamic, sustainable global organization

About

the ILA Women and Leadership Affinity Group

The ILA Women and Leadership Affinity Group (WLAG) is a network of leadership scholars, educators, and practitioners whose purpose is to enhance research, practice, leadership development, and resources in the area of women and leadership, in order to advance the understanding and standing of women in leadership around the globe.

RELATIVE TO THE ISSUES OF WOMEN AND LEADERSHIP, THE ILA WLAG WORKS WITH AN INTERNATIONAL SCOPE TO:

- Contribute to the body of leadership literature through research and publications, and provide resources for practitioners.
- Facilitate interaction between its members by organizing activities and events on topics related to women and leadership.
- Increase knowledge and expertise in leadership theory, research, and practice.
- Develop partnerships between members for increased publication of high-quality research in ILA supported books and journals.
- Support and foster learning among WLAG members and others in ILA.
- Provide a forum for networking, exchanging ideas, and mentoring of emerging researchers and practitioners.

FOR MORE INFORMATION CONTACT the WLAG Executive Leadership Team at:
womensleadership@ila-net.com

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

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

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

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

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

Plan to attend the eighth annual
Women and Leadership Networking Luncheon,
Saturday October 14th in Brussels, Belgium during
ILA's 19th Annual Global Conference, *Leadership in Turbulent Times*.

www.ILA-net.org/Conferences

Thanks

With gratitude and appreciation to everyone who contributed to the success of *Advancing Women in Leadership: Cultivating Our Whole Selves*

Program Team

Lynne Devnew (Program Chair), University of Phoenix

Stream: Equality in Power and Decision Making

Wendy Rowe, Royal Roads University

Marlene Janzen Le Ber, Brescia University College

Stream: Leadership Development and Education Worldwide

Sherylle Tan, Claremont McKenna College

Mary Shapiro, Simmons College

Stream: Helping Girls and Young Women Become Leaders

Jennifer Walinga, Royal Roads University

Tonya Conner, Troy University

Stream: Advancing Women in Leadership

Janet McNellis, Holy Family University

Leslie Hanlin, Virginia Tech

Stream: Cultivating our Whole Selves

Leanne Dzubinski, Biola University

Amy Diehl, Shippensburg University

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Denise Thomson, DeWitt-Thomson, LLC

Special thanks to the Omega Women's Leadership Center and the Omega Institute for sharing your beautiful campus and creating such a special space. Thank you to Troy University and Salisbury University for providing totes, notepads, and pens.

To all featured speakers, conference presenters, and session chairs, thank you for sharing your time and expertise to help us achieve the conference theme — *Advancing Women in Leadership: Cultivating Our Whole Selves*.

Proposal Reviewers

Shanita Akintonde, Columbia College Chicago Office of the Provost

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Maria Anderson, Anderson Leadership Consulting, Inc.

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Adrian James, Purdue University Northwest

Mia Johnson, Indiana College of Technology

Grace Lew, Biola University

Jenifer Lewis, Nazarbayev University

Anne Magnan, National Outdoor Leadership School (NOLS)

Karyn L. Martin, Right Data Right Now

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Antioch University Graduate School of Leadership and Change
Emilio Iodice, Author of *When Courage Was the Essence of Leadership*
Higher Education Resource Services (HERS)

Become
the kind
of leader
the world
needs now.

Women & Power 2017

#DoPowerDifferently

JOIN US | OCTOBER 6-8, 2017 | WEEKEND RETREAT

If ever there's a time for women across the globe to gather, share ideas, build community, and foster resilience, it is now. The world needs us to be outspoken, inventive, and brave. Now is the time to come together and redefine what it means to be a powerful leader in everything we do.

YOUR WOMEN & POWER EXPERIENCE INCLUDES...

- A weekend full of stimulating talks, conversations, and entertainment
- Breakout workshops that offer a range of options, from leadership skills, to stress-reduction, to communication and creativity
- A community of fascinating, warm, diverse, down-to-earth, and involved women from around the world



Anna Deavere Smith
Playwright, actor, professor, and recipient of the MacArthur "Genius" Fellowship



Dolores Huerta
Cofounder of the National Farm Workers Association and a recipient of the Presidential Medal of Freedom



Elizabeth Lesser
Cofounder of Omega Institute and the Omega Women's Leadership Center and best-selling author



Sharon Salzberg
Cofounder of the Insight Meditation Society and leading meditation teacher and author

Along with more than 15 other women faculty and performers, including: Gwendolyn Carr, Tia Oros Peters, Joan Blades, Tavneet Suri, Pamela Shifman, Judaline Cassidy, Yasmeen Hassan, Sharon Richardson, Robyn Moreno, Carla Goldstein, Sarah Peter, Diana Adams, Aja Monet, Debilyn Molineaux, Sondra Loring, and Women of the World

**omega women's
leadership center**

Explore more at eOmega.org/owlc



Agenda Overview

Please note that it can take five to ten minutes to walk between rooms. See map on inside back cover.

Sunday 11 June

12:00 – 19:00	ILA CHECK-IN & HELP DESK	Main Office
14:00 – 14:45	WALK AND TALK with WLAG Chair Lynn Shollen	Meet Outside Main Hall See Page 14
14:15 – 15:45	TOUR: Omega Center for Sustainable Living	Meet at Omega Center for Sustainable Living See Page 16
15:00 – 15:45	WALK AND TALK with WLAG Chair Lynn Shollen	Meet Outside Main Hall See Page 14
17:30 – 18:30	POSTER SESSION	Dining Hall See Pages 24-25
17:45 – 18:45	MIND BODY ACTIVITIES Choose From: Meditation, Movement, or Beginner Yoga	See Page 15
18:00 – 19:15	DINNER <i>Cultivating Our Whole Selves</i>	Dining Hall
19:30 – 21:00	FIRESIDE CHAT <i>Women's Leadership and the Arts</i> Susan Madsen , Utah Valley University	Lake Theater See Page 12
19:30 – 21:00	FIRESIDE CHAT <i>Val-Kill Eleanor Roosevelt Life and Home</i> Manuela Roosevelt , The Eleanor Roosevelt Val-Kill Partnership Frank Futral , National Park Service	Ram Dass Library See Page 12
19:30 – 21:00	FIRESIDE CHAT <i>Remember Who You Are</i> Gloria Burgess, Seattle University	Sanctuary See Page 12

Monday 12 June

7:00 – 8:00	REFLECTIVE WRITING as a Leadership Practice Denise Thompson , DeWitt-Thomson, LLC	Cedar See Page 14
7:00 – 8:00	MIND BODY ACTIVITIES Choose From: Tai Chi, Meditation, or Intermediate Yoga	See Page 15
7:00 – 8:30	BREAKFAST With Optional Silence	Dining Hall
8:00 – 17:00	ILA CHECK-IN & HELP DESK	Main Office
8:30 – 09:00	MORNING SOCIAL: Beverages and Snacks Event Sponsor: University of Phoenix	Main Hall
9:00 – 10:15	PLENARY <i>Tapping the Power of the Female Vision</i> Sally Helgesen , Author, Speaker, & Consultant	Main Hall See Page 10
10:30 – 12:00	CONCURRENT SESSION ONE	See Pages 27-30
12:00 – 14:00	LUNCH <i>The Personal Is Political</i>	Dining Hall
13:00 – 13:45	MOVEMENT CLASS	Movement Studio See Page 15
13:00 – 14:00	REFLECTION <i>Female Vision: See Things Differently. See Different Things</i> Sally Helgesen , Author, Speaker, & Consultant	Sanctuary See Page 14
14:15 – 15:45	CONCURRENT SESSION TWO	See Pages 31-34
16:00 – 17:30	CONCURRENT SESSION THREE	See Pages 34-38
17:45 – 18:45	MIND BODY ACTIVITIES Choose From: Meditation, Movement, or Beginner Yoga	See Page 15
18:00 – 19:15	DINNER <i>"It is Better to Light a Candle Than to Curse the Darkness"</i>	Dining Hall
19:30 – 21:00	AWARD CEREMONY for Outstanding Scholarship & Outstanding Practice	Main Hall See Pages 20-21
	DOCUDRAMA <i>Eleanor Roosevelt</i> Live performance starring Debbie Dimitre	See Page 16

IMPORTANT NOTE: ILA's conference registration fee gives attendees access to all non-ticketed activities except for MEALS, YOGA, MEDITATION, TAI CHI, and MOVEMENT classes. Attendees who lodge at the Omega Institute will automatically gain access to all meals and supplemental activities as listed above. Attendees who choose not to lodge at the Omega Institute should purchase a conference commuter plan (\$120) from Omega in order to access conference meals and supplemental activities.

Tuesday 13 June

7:00 – 8:00	REFLECTIVE WRITING as a Leadership Practice Denise Thompson , DeWitt-Thomson, LLC	Cedar See Page 14
7:00 – 8:00	MIND BODY ACTIVITIES Choose From: Tai Chi, Meditation, or Intermediate Yoga	See Page 15
7:00 – 8:30	BREAKFAST With Optional Silence	Dining Hall
8:00 – 17:00	ILA CHECK-IN & HELP DESK	Main Office
8:45 – 10:15	CONCURRENT SESSION FOUR	See Pages 39-41
10:30 – 12:00	PLENARY <i>Women and Power: Cultivating Influence</i> Claudia de Castro Caldeirinha , Executive Director & Senior Leadership Advisor, Redscope Consulting Tuajuanda C. Jordan , President, St. Mary's College of Maryland Barbara Kellerman , James MacGregor Burns Lecturer in Public Leadership, Center for Public Leadership, Harvard Kennedy School Betsy Myers , Founder, Myers Leadership; Founding Director, Center for Women and Business, Bentley University Moderator: Susan R. Madsen , Orin R. Woodbury Professor of Leadership and Ethics, Woodbury School of Business, Utah Valley University	Main Hall See Pages 10-11
12:00 – 14:00	LUNCH <i>Do Power Differently</i>	Dining Hall
13:00 – 13:45	MOVEMENT CLASS	Movement Studio See Page 15
13:00 – 14:00	REFLECTION <i>Trump and Testosterone</i> Barbara Kellerman , James MacGregor Burns Lecturer in Public Leadership, Center for Public Leadership, Harvard Kennedy School	Sanctuary See Page 14
14:15 – 15:45	CONCURRENT SESSION FIVE	See Pages 42-45
16:00 – 17:30	CONCURRENT SESSION SIX	See Pages 46-48
17:45 – 18:45	WINE AND CHEESE EVENT Event Sponsor: MetLife	Long Pond Lake
17:45 – 18:45	MIND BODY ACTIVITIES Choose From: Meditation, Movement, or Beginner Yoga	See Page 15
18:00 – 19:15	DINNER <i>Asilomar Declaration and Call to Action</i>	Dining Hall
19:30 – 21:00	FIRESIDE CHAT <i>Courage on the Front Line</i> Clare Shine , Salzburg Global Seminar	Cabin by the Field See Page 13
19:30 – 21:00	FIRESIDE CHAT <i>Four Decades of Winemaking: One Woman's Story of Wine, Women, and Politics</i> Phyllis Feder , Clinton Vineyards	Ram Dass Library See Page 13
19:30 – 21:00	FIRESIDE CHAT <i>Leadership: A Matter of How to Be</i> Frances Hesselbein , Frances Hesselbein Institute	Sanctuary See Page 13

Wednesday 14 June

7:00 – 8:00	MIND BODY ACTIVITIES Choose From: Tai Chi, Meditation, or Intermediate Yoga	See Page 15
7:00 – 8:30	BREAKFAST With Optional Silence	Dining Hall
8:00 – 14:00	ILA CHECK-IN & HELP DESK	Main Office
8:45 – 10:15	CONCURRENT SESSION SEVEN	See Pages 50-54
10:30 – 12:00	DOCUDRAMA <i>Grandma Moses – American Primitive Folk Artist</i> Live Performance Starring Debbie Dimitre	Main Hall See Page 11
	CONFERENCE CLOSING	
12:00 – 14:00	LUNCH <i>Life Is What We Make it</i>	Dining Hall
14:00 – 17:00	POST-CONFERENCE VIP Guided Tour of the Eleanor Roosevelt Val-Kill Partnership at Hyde Park. Bus Departs Omega at 14:00 (2PM) and returns at 17:00 (5PM). Ticketed Event. Check for Availability at ILA Check-in & Help Desk	Bus Departs from Main Office See Page 17

Plenaries

Monday 12 June | 9:00 – 10:15 | Main Hall

Tapping the Power of the Female Vision

Sally Helgesen, Author, Speaker, and Consultant

Drawing on three decades of work with women leaders around the world, Sally will show how women at every level can more powerfully position themselves as leaders by: Articulating a clear, concise and authentic vision; framing what they see in the language of benefit; enlisting allies who can help them act on their vision; identifying what behaviors they need to embrace and what behaviors they need to let go of as they move to the next level and; building a stronger and more distinctive leadership presence.

Participants will come away with an enhanced understanding of what they have to contribute to their organizations, practices that foster more intentional career development and a means for strengthening their personal webs of support.



Sally Helgesen is an author and consultant who delivers leadership programs for organizations and associations around the world. Her most recent book, *The Female Vision: Women's Real Power at Work*, explores how women's strategic insights can strengthen their careers and benefit their organizations. Her best-selling *The Female Advantage: Women's Ways of Leadership*, hailed as "the classic work" on women's leadership styles, has been continuously in print for 27 years. *The Web of Inclusion: A New Architecture for Building Great Organizations* was cited in *The Wall Street Journal* as one of the best books on leadership of all time.

Tuesday 13 June | 10:30 – 12:00 | Main Hall

Women and Power: Cultivating Influence

Claudia de Castro Caldeirinha, Executive Director & Senior Leadership Advisor, Redscope Consulting

Tuajuanda C. Jordan, President, St. Mary's College of Maryland

Barbara Kellerman, James MacGregor Burns Lecturer in Public Leadership, Center for Public Leadership, Harvard Kennedy School

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

Session Moderator: **Susan R. Madsen**, Orin R. Woodbury Professor of Leadership and Ethics, Woodbury School of Business, Utah Valley University

At the center of the word "power" is the word "WE." We, as global women leaders, must maneuver through complex layers of culture, history, identity, context, and resources to exercise our power. Leading requires balancing both the challenges and the opportunities to capitalize on our individual and collective power. This diverse international panel of four distinguished women explores power and influence in politics, education, business, nonprofits, and communities. This engaging plenary will discuss how women "do power," how we might "do power differently," and how cultivating our whole selves can lead to finding and using our influence authentically.



Executive Director and Senior Leadership Advisor at Redscope Consulting, **Claudia de Castro Caldeirinha** has been working on gender issues and women's empowerment for the past 20 years. She provides strategic and operational advice and support to multilateral and international organizations, private and public companies, and non-profit organizations to develop their leadership, gender diversity strategies, women's leadership programs, and overall organizational development plans. She has developed leadership modules on these topics for numerous university programs in Europe and is currently working on *Women Leading the Way in Brussels*, a book collecting the stories of inspirational women role models.

continued on next page



Tuajuanda Jordan joined St. Mary's College of Maryland in 2014 as its seventh president. With a doctorate in biochemistry from Purdue University, Jordan has held faculty positions as a chemistry professor as well as a variety of administrative leadership positions including Dean of the College of Arts and Sciences and Chief Diversity Officer at Lewis & Clark, and Associate Vice President for Academic Affairs at Xavier. As a senior program officer for Howard Hughes Medical Institute she led the creation of the nationally recognized Science Education Alliance program. She is the recipient of numerous honors and awards and her work has been widely written about.



Approaching leadership from multiple disciplines, **Barbara Kellerman's** books are filled with big ideas discussing overarching, sweeping trends in leadership and followership. Throughout her career her books have challenged existing orthodoxies and created new contours to guide the field forward. *Women & Leadership*, for example, challenged male-normed leadership models while the *End of Leadership* provided an insightful critique of the leadership industry. Kellerman frequently earns titles like "Top 50 Business Thinkers" (Forbes.com) and is a regular contributor to major news outlets. She is the Founding Executive Director of the Harvard Kennedy School's Center for Public Leadership and the James MacGregor Burns Lecturer in Public Leadership.



Betsy Myers has spent her career crossing boundaries and working to advance women and leadership. A successful business woman, she has served as the Director of the Office of Women's Business Ownership at the U.S. Small Business Administration, and is the founding director of the Center for Women & Business at Bentley University. A senior advisor on women's issues to President Bill Clinton, she was also Chair, Women for Obama for Barack Obama's 2008 campaign. Her book, *Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You*, draws on her experiences in all of these sectors.



Susan R. Madsen is Orin R. Woodbury Professor of Leadership and Ethics, Woodbury School of Business, Utah Valley University and holds a variety of other appointments around the world. Honored for her teaching, scholarship, and service, she has published over 100 articles, chapters, and reports, presented in local, national, and international settings, and has appeared on radio and televised news programs. Co-editor of ILA's *Women and Leadership: Research, Theory, and Practice* book series, her latest book is *The Handbook of Research on Gender and Leadership* (Edward Elgar, 2017). She co-founded ILA's Women and Leadership Affinity Group and chaired ILA's first two Women and Leadership conferences.

Wednesday 14 June | 10:30 – 12:00 | Main Hall

Grandma Moses – American Primitive Folk Artist

Debbie Dimitre, Storyteller/Actress

Anna Mary Robertson Moses began her art career in her early 70s. By the time she died at the age of 101, her work was known throughout the United States and Europe. Mary spent the better part of her adult life working on her farm, occasionally embroidering little pictures she called worsted art. It wasn't until after her husband's death that she found her way back to her passion for art. With a simple, colorful, childlike quality, her paintings were associated with what become known as American Primitive. Never painting for money or fame, but just for the love of it, Mary is an inspiration to anyone who has given up on their dreams!



For the past 30 years **Debbie Dimitre** has been entertaining audiences with her historical docudramas, bringing to life such women as Nellie Bly, Eleanor Roosevelt, Annie Oakley, Harriet Beecher-Stowe, and Rachel Carson just to name a few. Her interest in telling women's stories was "born out of an awareness that our children's school books are practically void of information about women in American history, their contributions, courage and bravery." She created *Patch-Work Tales*, a series of one woman presentations, to bring historical women to life. Dimitre has performed for the Folklife Festival as well as numerous schools, museums, and social and philanthropic organizations.

Fireside Chats – Sunday

Sunday 11 June | 7:30 – 9:00 pm | Lake Theater

Women's Leadership and the Arts

Susan Madsen, Utah Valley University

Join host Susan Madsen, an expert in the field of women and leadership and an internationally known speaker, for an evening of music, poetry, readings, and more performed by talented conference attendees. All of the pieces being performed will be original works including a song written by Madsen herself. Designed with a belief that sharing another element of our creative being is important in leadership today, all of the pieces being performed will have direct connections to women and leadership and will be both entertaining and powerful. Come relax and enjoy!



PERFORMERS (in order of performance)

Jan Cardwell, "Future Women Leader's Fashion Forecast" (Art)

Cathleen Clerkin, "I'm Still Here: Women, Resilience, and Art" (Art)

Anne Muli, "I am Girl, I am Woman" (Poem)

Kristi Kremers, "You Are Made of Stars" (Reading)

Rebecca Nelems, "The Claim" (Music)

Cindy Pavell, "Living in the Hallway" (Poem)

Barrie Zucal, "She Leads" (Poem)

Randal Thompson, "The Reflection in the Mirror is What Others See" (Reading)

Val Swan, "Where I'm From" (Poem)

Susan Madsen, "The Call" (Music)



Sunday 11 June | 7:30 – 9:00 pm | Ram Dass Library

Val-Kill Eleanor Roosevelt Life and Home

Manuela Roosevelt, The Eleanor Roosevelt Val-Kill Partnership

Frank Futral, The National Park Service

Eleanor Roosevelt loved the modest house at Hyde Park she called Val-Kill, currently the only National Historic Site dedicated to a first lady. Hosted by family member Manuela Roosevelt, Val-Kill Board Chair, and Frank Futral, a material culture historian with the National Park Service who specializes in the interpretation of America social history, attendees will hear personal stories about the courageous leadership embodied by Eleanor Roosevelt, her social justice advocacy, and her enduring legacy. Attendees will also learn more about the Val-Kill Partnership, a non-profit in public-private partnership that models collaborative co-sponsorships.



Sunday 11 June | 7:30 – 9:00 pm | Sanctuary

Remember Who You Are

Gloria Burgess, Seattle University

Gloria J. Burgess loves nothing more than inspiring you to create a bridge from what was... to what is... to what can be. This fireside chat is an invitation to step into gracious space to remember who you are and remember your soul's desire. Using reflection, music, images, poetry, and conversation, we will embrace an attitude of learning and leading that will equip you to serve as an instrument of healing and transformation. Gloria is the best-selling author of *Legacy Living*, *Flawless Leadership*, and *Dare to Wear Your Soul on the Outside*.



Fireside Chats – Tuesday

Tuesday 13 June | 7:30 – 9:00 pm | Cabin by the Field
Courage on the Front Line



Clare Shine, Salzburg Global Seminar

The gains made by women in their organizations, communities, and personal lives can no longer be taken for granted. We must break the mold and maintain momentum for next generations. Being yourself, accepting your multiple identities, is a key asset and source of courage for effective leadership. Now running a distinguished nonprofit that challenges present and future leaders to tackle issues of global concern, Clare will draw on stories from her unusual career to explore ways in which women from all walks of life can 'bend the curve' and accelerate positive change.

Tuesday 13 June | 7:30 – 9:00 pm | Ram Dass Library
Four Decades of Winemaking: One Woman's Story of Wine, Women, and Politics



Phyllis Feder, Clinton Vineyards

Phyllis Feder is the owner of Clinton Vineyards and Winery in New York, a leading agricultural producer in Dutchess County. At age 81, she has "happily joined the ranks of women of a certain age" and is the most senior owner and operator of a vineyard in New York. Previously, she worked with nonprofits and was a principle with the world-famous graphic design group, Push Pin Studios. A democratic insider, her Fireside Chat will explore her experiences mentoring and leading other women and will include anecdotes related to wine, women, and politics.

Tuesday 13 June | 7:30 – 9:00 pm | Sanctuary
Leadership: A Matter of How to Be



Frances Hesselbein, Frances Hesselbein Institute

Leadership legend Frances Hesselbein will share what she believes are the leadership imperatives in "a time as challenging as any of us have faced in a long time." The President and CEO of the Frances Hesselbein Leadership Institute, she has been honored with the Presidential Medal of Freedom and is the author or co-editor of more than 30 books. She served as CEO of the Girl Scouts of the U.S.A. from 1976-1990 where she was able to utilize her expertise in leadership development to foster leadership experiences for girls and young women.

Fireside Chats are a fixture at ILA's Women and Leadership conferences and have been among the most highly rated special features of the conference. They contribute to the conference's feeling of community and provide exceptional networking opportunities for participants. Given this year's conference location it is especially fitting that the conference will continue this tradition. Rhinebeck is just a short distance away from Hyde Park, the home of Franklin D. Roosevelt, the U.S. president who popularized the Fireside Chat. Although this year's Fireside Chats will not take place in front of an actual fireplace, as they have in the past, they will maintain the same flavor and feeling as past years. All are sure to be inspirational and thought-provoking, as well as extraordinary opportunities for networking and community building.

Conference Mind & Body Activities

Sunday 11 June | 14:00 – 14:45 & 15:00 – 15:45 | Meet Outside Main Hall

Walk and Talk With WLAG Chair Lynn Shollen

S. Lynn Shollen, Christopher Newport University

Enjoy nature and inhale the fresh air while getting to know the WLAG Chair and other WLAG members on an approximately 1.5 mile walk on the Omega campus trails. Terrain will be mostly flat and we'll adjust the pace according to the group's needs. Wear comfortable walking shoes!

Sunday, Monday, & Wednesday | 12:00 – 22:30 | Omega Store

Tuesday | 12:00 – 23:00 | Omega Store

Attendees are invited to visit the Omega Store, where you will find a wide variety of books by the presenters, as well as many other titles of interest.



Monday 12 June & Tuesday 13 June | 7:00 – 8:00 | Cedar

Cultivating Our Whole Selves: Reflective Writing as a Leadership Practice

Denise Thomson, DeWitt-Thomson, LLC

Eleanor Roosevelt once said, "Friendship with oneself is all important, because without it one cannot be friends with anyone else in the world." It follows then, that knowing oneself is a first step toward cultivating an authentic leadership style. Writing creates a mind-body-spirit connection that facilitates the inner knowing and outer congruency of an authentic leader — and we are all writers! Begin your day in a reflective writing session, explore the stories you tell yourself about yourself, and set an intention for the day. You will be prompted to quietly journal and given an opportunity to share your learnings in paired or group dialogues in this session.

Monday 12 June | 13:00 – 14:00 | Sanctuary

Reflection — Female Vision: See Things Differently. See Different Things

Sally Helgesen, Author, Speaker, and Consultant

Women see things differently and women see different things. Women predominantly view the world through lenses of empathy, critical impact, and personal context. Companies and organizations can benefit by recognizing the power of women's visionary potential and using it to create welcoming and engaged work environments. This discussion will explore how women can articulate and share the power of what they see to empower their careers and help others to flourish.

Tuesday 13 June | 13:00 – 14:00 | Sanctuary

Reflection — Trump and Testosterone

Barbara Kellerman, James MacGregor Burns Lecturer in Public Leadership, Center for Public Leadership, Harvard Kennedy School

We'll use our one hour to ruminate over how President Trump's conception of manliness has shaped his conception of leadership. We'll conclude our one hour by coming to some tentative conclusions about the impact of gender on the incumbent American president. I'll open our session with brief remarks and then turn it over to collective conversation.



Mind & Body Classes at Omega

Rejuvenate and Cultivate Your Whole Selves

Attendees who lodge at Omega automatically gain access to all activities listed below Sunday through Wednesday during the conference. Attendees who choose not to lodge at Omega should purchase a conference commuter plan from Omega, which gives attendees access to all conference meals in addition to these mind & body activities.

Sunday, Monday, & Tuesday | 17:45 – 18:45 | Sanctuary

Monday, Tuesday, & Wednesday | 7:00 – 8:00 | Sanctuary

Meditation

All levels are welcome to attend the Meditation Daily Open classes held in the beautiful Omega Sanctuary. Classes will be lead by Ji Hyang Padma, Ph.D. who has been practicing and teaching Zen for twenty years, 15 of these as an ordained nun. She has completed several 90-day intensive retreats in Korea and North America. While her practice has been situated within the Korean Zen tradition, she has had the benefit of studying with teachers across a wide spectrum of Buddhist lineages. She is gifted at finding an entry-point into practice for people who are just beginning their journey as well as those who have been practice for many years.

Sunday, Monday, & Tuesday | 17:45 – 18:30 | Movement Studio

Monday & Tuesday | 13:00 – 13:45 | Movement Studio

Dance Movement

Enjoy attending the Dance Movement classes which are designed for all levels. Learn simple dance movement techniques from seasoned Dance Movement teacher Suzy Spivey. Suzy is a certified Dance Instructor of JourneyDance™, Shake Your Soul™, Kripalu Dancekinetics, Yoga TranceDance, and Zumba Dance. She finds immense joy in helping others tap into their own natural rhythm and find joy in movement. She studied with Daniel Leven, the Director of Leven Institute of Movement Therapy, co-founder of Kripalu DansKinetics® and creator of Shake Your Soul® and Body-Centered Expressive Therapy training, Toni Bergins, the creator of JourneyDance™, and Shiva Rea, the creator of Yoga TranceDance.

Monday, Tuesday, & Wednesday | 7:00 – 8:00 | Movement Studio

Tai Chi

Students of all levels, including those who have never practiced Tai Chi, are welcome to attend the Tai Chi daily open classes. Learn basic movement sequences of this ancient and powerful slow moving meditative healing practice. Knowledgeable teacher David Haines who has taught at Omega for many years will guide you in a complete experience for the body, mind, and spirit.



Sunday, Monday, & Tuesday | 17:45 – 18:45 | Stillwater

Yoga (Beginner)

Students of all levels, including those who have never practiced yoga, are welcome to Omega's Beginner Yoga classes. Learn the basics of this popular and powerful practice in a slower-paced and welcoming environment. Yoga teacher Elyce Neuhauser is known for her poetic and devotional style of yoga that encourages self reflection and acceptance, connection to the heart and to each other, while cultivating deeper physical strength.

Monday, Tuesday, & Wednesday | 7:00 – 8:00 | Stillwater

Yoga (Intermediate)

Students with some experience with yoga are welcome to Omega's Intermediate Yoga classes. Restart your practice or take your existing practice deeper with a stimulating class led by Yoga teacher Elyce Neuhauser is known for her poetic and devotional style of yoga that encourages self reflection and acceptance, connection to the heart and to each other, while cultivating deeper physical strength.

Special Events

Sunday 11 June | 14:15 – 15:45 | Omega Center for Sustainable Living

Tour of the Omega Center for Sustainable Living

At the OCSL, one of the greenest buildings in America, all the water from Omega's campus, including what is used in toilets, showers, and sinks, flows to the Eco Machine™, where it is purified by microscopic algae, fungi, bacteria, native and tropical plants, and snails. This natural water reclamation process cleans the water using zero chemicals, and the purified water is returned to the aquifer deep beneath the campus. Come see how the system works, and learn about the OCSL's leadership through innovative programming, regional involvement in transforming the educational experience of young people, connecting communities, catalyzing change, and creating a deeper relationship with the places where we live and work. OCSL Director, Laura Weiland, will give the tour.

Monday 12 June | 8:30 - 9:00 | Main Hall

Morning Social

Expand your global network while enjoying some snacks and beverages at this special event before the morning plenary. *Thank you University of Phoenix for sponsoring this special event.*



Eleanor Roosevelt holding the Declaration of Human Rights poster in Spanish text at Lake Success, 1949, ID#57697, Courtesy Franklin D. Roosevelt Presidential Library & Museum

Monday 12 June | 19:30 – 21:00 | Main Hall

An Evening With Eleanor Roosevelt

Storyteller and actress, **Debbie Dimitre**, brings Eleanor Roosevelt to life in this engaging docudrama. Called “a most unusual First Lady,” for expanding the role of the First Lady beyond pleasant social activity, Eleanor Roosevelt has served as a role model for thousands of women and young girls. Often ridiculed for her ideas and reform work, critics would attack her appearance, her ability to think, and her outspokenness for a woman. One of the first delegates to the United Nations and chair of the Commission on Human Rights, Roosevelt regarded her work on the *Universal Declaration on Human Rights* as one of her proudest achievements. Always an activist and a liberal, she once wrote “The word liberal comes from the word free. We must cherish and honor the word Free or it will cease to apply to us.”

Tuesday 13 June | 17:45 - 18:45 | Long Pond Lake

Wine and Cheese Event

Sample cheese from a local creamery and sip the award winning wine from Clinton Vinyards — owned by Phyllis Feder, one of tonight's fireside chat speakers — while engaging in informal networking.

Thank you MetLife for sponsoring this special event.

Post-Conference Tour



Wednesday 14 June | 13:45 - 17:00 | \$85 | Meet at Main Office
VIP Guided Tour of the Eleanor Roosevelt Val-Kill Partnership at Hyde Park

The greatest thing I have learned is how good it is to come home again.
- Eleanor Roosevelt

This simple statement expresses Roosevelt's love for the modest house she called Val-Kill. The only National Historic Site dedicated to a first lady, Val-Kill welcomes visitors in the style of Mrs. Roosevelt. This VIP guided tour includes behind the scene views of Eleanor's home and special commentary by family member and Val-Kill Board Chair, Manuela Roosevelt. An introductory video about Val-Kill will be shown on the tour bus during the 20-minute commute to the historic site.

Visit the ILA Check-in & Help Desk for ticket availability.



Far left: Eleanor Roosevelt with Fala and Tamas in her cottage at Val-Kill in Hyde Park, 1948. Courtesy, Franklin D. Roosevelt Presidential Library & Museum, ID#5111526

Left: Eleanor Roosevelt hosting UNESCO visit to Val-Kill in Hyde Park, New York, 1948. Courtesy, Franklin D. Roosevelt Presidential Library & Museum, ID#56482(2)





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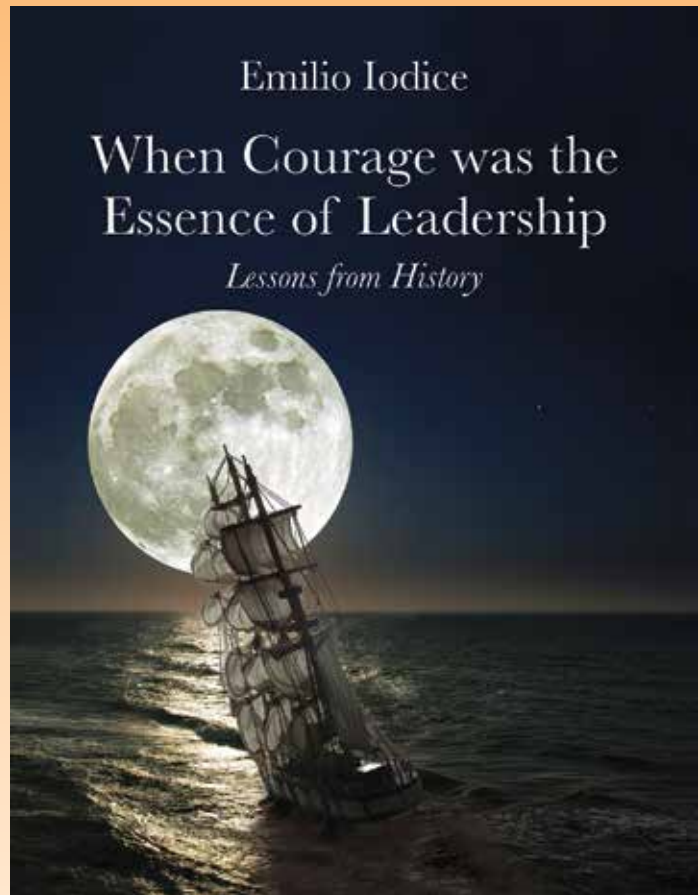
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It is a voyage.

*Sometimes the journey is in the dark, through a mist
or a storm. The trip is guided by a compass, the sun, the stars,
the light of the moon, matched by instinct and experience.*

It is called leadership.

With ***When Courage was the Essence of Leadership: Lessons from History***, Emilio Iodice has provided the world with the only leadership history book it will ever need. Filled with iconic images and using well-researched prose to emphasize the essential characteristics of genuine leadership, Iodice examines a litany of world figures and events, from Julius Caesar to Oprah Winfrey, and the French Revolution to the Gulf Wars. This is not just an educational tool, but a manual of how to use one's life for the betterment of others.



Emilio Iodice is an award winning writer, educator, executive, decorated American diplomat, Presidential Historian, professional public speaker and Professor of Leadership. He is Director Emeritus of Loyola University of Chicago, John Felice Rome Center. Recent publications include, "Reflections, Stories of Love, Leadership," *Courage and Passion*, which focuses on uplifting our spirits, imparting wisdom and creating a sense of hope and spirituality; and 2016, *Selecting the President, The Most Important Decision You Will Ever Make*.

ILA Women and Leadership Affinity Group 2017 AWARDS

FOR OUTSTANDING SCHOLARSHIP AND PRACTICE

Monday 12 June | 19:30 | Main Hall

Please join us in honoring our awardees at a ceremony directly prior to the Eleanor Roosevelt Docudrama performance Monday evening.

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

The WLAG received numerous impressive nominees in each category this year and we are pleased to present the 2017 awards for Outstanding Scholarship and Outstanding Practice in the area of women and leadership to the following leaders in the field!

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



WINNER: Faith Wambura Ngunjiri — *Faith is a tenured Associate Professor at Concordia College. Since her dissertation, Faith has focused her research throughout her career on women and leadership with a specific focus on a marginalized population. Her work with mentorship to the next generation of scholars to build upon her own and others' work sets a model for others to follow. Faith's impactful scholarly contributions throughout the years have been consistent and many; she is truly devoted to the research and scholarship of women and leadership.*

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



WINNER: Paige Haber-Curran — *Paige is currently an Assistant Professor and soon to be an Associate Professor at Texas State University. Paige has already made remarkable contributions to the area of women and leadership with her research in the areas of women and emotional intelligence, gendered leadership, and student leadership. Along with her solo work, Paige has been collaborating with senior scholars and in this process has developed a wide range of experience and publications that is most recently demonstrated by her work examining women and leadership in a global context.*

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



WINNER: Sara Safari — *Sara has been working with education for girls in Nepal. She leads the Empower Nepali Girls Organization, which provides scholarships and educational support for girls in some of Nepal's most vulnerable communities, among other initiatives. She is also involved in fighting human trafficking. One of the major efforts of Sara's practice is the global impact of involving women in multiple fields to inspire and support young women and engage them in leadership. She invites women in various leadership roles to join her on global trips to be role models for young Nepali women.*

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



WINNER: Geneva Murray — *Geneva is Director of the Women's Center at Ohio University, where she ensures that women faculty, staff, and students have a voice and develop as leaders. Beyond her role duties, she also engages the community of Athens, OH in developing women leaders. Geneva has led numerous initiatives to empower and develop women as leaders, including pairing women students to mentor young girls in the community, pairing women students with professional women in the Athens community, and creating She Leads OHIO and Women Leading OHIO — programs that build networking, support, and community among women across the main and regional campuses.*

Congratulations to all of the deserving awardees, and more suitably, thank you for your hard work and important contributions to advancing women and leadership! Keep an eye out for the next award cycle prior to the 4th biennial Women and Leadership conference in 2019!





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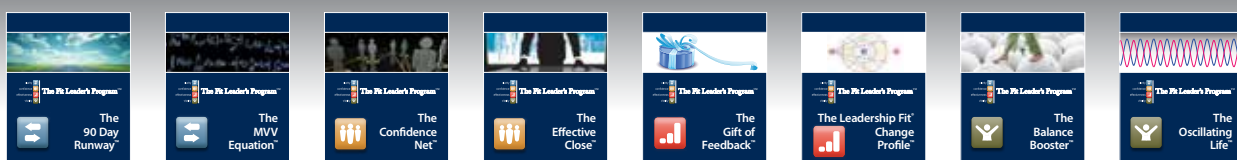
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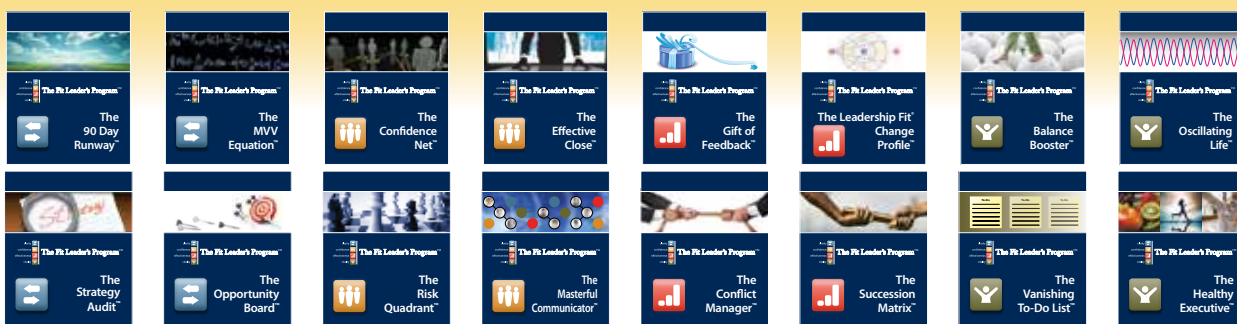
Tools to build energy, stamina and endurance to remain engaged for the long haul.

Silver Tier

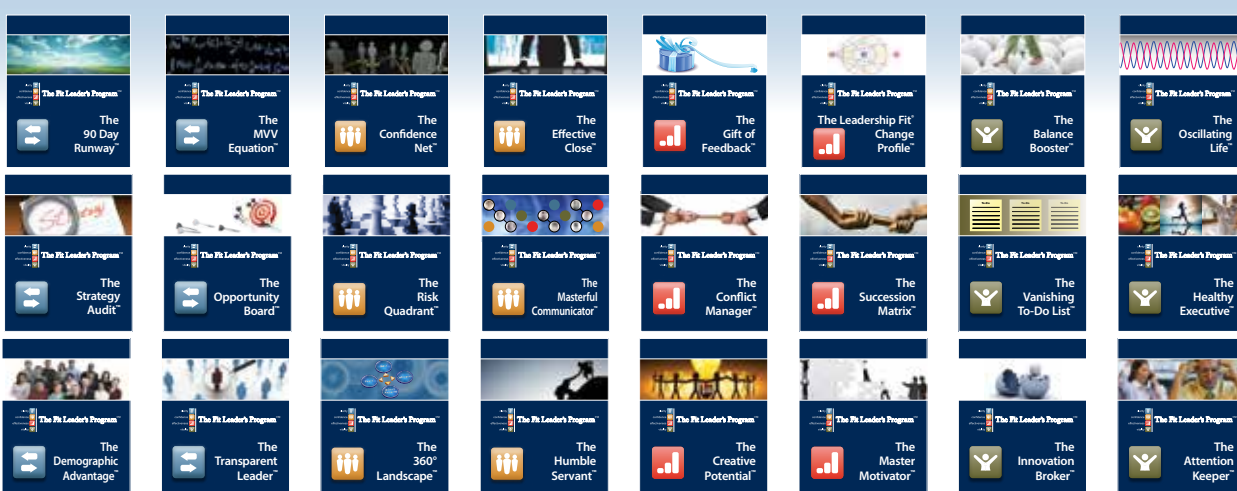


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Concurrent Session Presentation Formats

Guide to Session Formats

Many participants tell us that the number of concurrent session choices can be a bit overwhelming! This guide draws attention to several helpful pieces of information beyond a session's title and description that can help you understand more about each session's focus, target audience, and format. If you are interested in attending a session by a particular person, please refer to the presenter index at the end of this program book.

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

PANEL

Brief presentations and/or informed discussion on a topic by panelists with contrasting or complementary points of view, followed by a discussion that invites the audience to add their perspectives, comments, and questions. The chairperson keeps time and moves the conversation along.

POSTER

A visual display of research, projects, papers, or programs. The Poster Session will be on Sunday from 17:30 – 18:30 in the Dining Hall.

PRESENTATIONS

Research, practices, topics, or programs presented by an individual or team. Several individually accepted presentations are grouped together into a session focused on a broad theme or topic. The chairperson introduces each presentation, keeps time, and facilitates the question and answer portion.

ROUNDTABLE (Developmental)

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 chair/ facilitate the session.

ROUNDTABLE (Interactive)

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

SIX-MINUTE MESSAGE

Presenters briefly share findings and emerging ideas (e.g., research studies, literature, best practices, new approaches, theory) in a six-minute, entertaining format akin to a TED talk. Chairs introduce each presenter and facilitate an interactive Q & A.

SYMPOSIUM

Multiple presentations of papers or research findings related to a common subject area. Chairs frame the session, introduce presenters, keep time, and help move the conversation along. Commentators, if listed, moderate questions to create a rich discussion among presenters and attendees.

WORKSHOP

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

Session Track

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

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

- Equality in Power and Decision Making
- Leadership Development and Education Worldwide
- Helping Girls and Young Women Become Leaders
- Advancing Women in Leadership
- Cultivating Our Whole Selves

SUNDAY | 11 JUNE | 17:30 TO 18:30 | DINING HALL

Interactive Poster Session

SUN | POSTERS
17:30 TO 18:30

Advancing Women in Leadership (Practice-Based Posters)

Effects of Institutional Climate on Leadership Opportunities for Female Social Work Faculty

Molly Kerby, Associate Professor, Diversity & Community Studies, Western Kentucky University

Gayle Mallinger, Assistant Professor, Social Work, Western Kentucky University

This research project explores the influence of collaborative, adaptive, and transformational leadership models that are often presented as gender and power neutral. The researchers argue that adaptive and transformational leadership is not gender and power neutral but instead is rooted in a systematic set of social interactions in which gender, power, and leadership are inextricably linked. Finally, the project investigates assumptions that leadership models failing to consider gender and power may undermine organizational efforts to implement resilient progressive models.

Exploring the Prevalence and Practice of Authentic Leadership Unveiled by School Superintendents

Nicole L. Ennis, Assistant Superintendent, Brooke County Board of Education

This study surveyed 282 public school superintendents across three states and interviewed nine public school superintendents on aspects of authentic leadership theory. Survey participants reported the frequency with which authentic leadership was utilized, while interview participants described the practices associated with the components of the theory.

Inclusive Leadership and Women Representation at the Executive Table in Botswana

Dorothy Mpabanga, Director & Senior Lecturer, Political & Administrative Studies, University of Botswana

The research aims to explore the concept of inclusive leadership and gender parity at the executive table in the context of a developing country in Africa. Women constitute more than 50% of the population in Botswana yet are under-represented at the executive table. The poster will explore factors that hinder women's representation at the executive table and suggest ways to increase gender parity. Primary data is being collected through semi-structured questionnaires.

Equality in Power and Decision Making (Practice-Based Posters)

University Student-Based Organizations: Emotional Labor & Gender Affect Relationship Building

Natalee Briscoe, Communication Studies, The University of Alabama

This study will focus on a student-based organization and its members by looking at the effect of emotional labor and gender on relationship building. Non-participant observation and in-depth interviews of the members will uncover pertinent information and understanding.

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Cultivating Our Whole Selves (Scholarship-Based Posters)

Creating Women's Peer Mentor and Network Circles

Chrys Egan, Associate Professor, Communication Arts, Salisbury University

Mary Angela Baker, Director, Center for Extended & Lifelong Learning, President's Office, Salisbury University

Laurel Heflin, Senior Research Associate, BEACON, Perdue School of Business, Salisbury University

Carole Champagne, Faculty, Modern Languages, Salisbury University

The Women's Peer Mentor and Network Circle is a peer-to-peer learning community that unites academic and professional women within a community toward the common goal of enhancing mentoring and networking experiences for themselves and others. Mentor and network groups allow participants to provide support to one another and offer useful extended connections. Participants in mentor groups typically report increased productivity, morale, motivation, and performance. In particular, women's circles tend to promote leadership, career advancement, and work/life enhancement.

Mindful Leadership: What Are We Thinking?

Charlene F. D'Amore, Ph.D. Candidate, Indiana University of Pennsylvania

Through the practice of mindful leadership, leaders demonstrate self-actualization and often encourage other individuals to practice mindfulness, which may result in more authentic individuals, organizations, and societies. This poster explores the concept of mindful leadership and how it extends spiritual, transformational, servant, authentic, and ethical leadership. The impact of mindful leadership is examined at the micro, meso, and macro levels of society to propose a possible application that promotes the evolution of spiritually-developed, mindful individuals, organizations, and societies.



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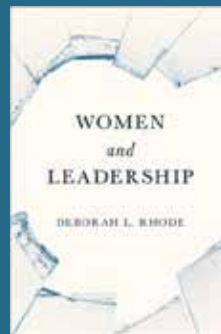
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Ernest W. McFarland Professor of Law, Director of the Center on the Legal Profession, and Director of the Program in Law and Social Entrepreneurship, Stanford University

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

Concurrent Session 1

Birch | Workshop | Cultivating Our Whole Selves

Leading With Purpose and Impact

Cindy R. Pace, Assistant Vice President, Global Women's Initiative, Global Diversity & Inclusion, MetLife

In this experiential workshop, participants will learn practices and strategies on how to lead with purpose by increasing their personal impact, deepening and strengthening their work relationships, and growing through challenging experiences. Using reflective exercises and the only predictive psychological assessment that identifies who we seek to impact, how we seek to impact them, and why we are motivated to impact, participants will learn how to motivate themselves and empower their followers to experience purpose in their work.

Cabin by the Field | Panel | Advancing Women in Leadership

Bringing "The Critical" to Women and Leadership

Chair: **Susan R. Madsen**, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Laura L. Bierema, Professor, Learning, Leadership and Organization Development, University of Georgia

Faith W. Ngunjiri, Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College

Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University

The panelists in this session present ideas from their chapters in the soon-to-be-released *Handbook of Research on Gender and Leadership*, published by Edward Elgar and edited by Susan Madsen. The chapter authors argue that a critical perspective is required to develop 21st century leadership theories for women and to develop 21st century leadership development programs for women and girls. The unifying theme illustrates the importance of context, positionality, and identity in understanding leadership and leadership development for women.

Cedar | Workshop | Cultivating Our Whole Selves

Will the Real You Please Step Forward? And Bring Your Voice With You!

Katrina Spigner, Assistant Professor & Director, Organizational Leadership Graduate Program, Behavioral Studies and Human Inquiry, Columbia College

Have you ever kept quiet at work about a work related issue when you really wanted to voice your opinion? What stopped you from speaking up? What kept you silent? Organizational silence is a phenomenon that is situated at the core of many organizational cultures. This phenomenon is often the proverbial elephant in the room. But the truth is, elephants are heavy and so is the sound of silence, especially when it robs us of our authenticity and our voice.

Juniper | Panel | Advancing Women in Leadership

IDEALS: Identify, Develop, Encourage, Advance, Link, and Support Women Leaders in Higher Education

Chair: **Leah Witcher Teague**, Associate Dean & Professor, Baylor Law School, Baylor University

Judith S. White, President & Executive Director, HERS - Higher Education Resource Services

Melissa K. Mahan, Vice President, Student Affairs, Texas A&M University - San Antonio

Dionne Rosser-Mims, Associate Dean, College of Education, Troy University

Page S. Morahan, Founding Director, ELAM, College of Medicine, Drexel University

Colleges and universities play a critical role in educating, training, and mentoring tomorrow's workers, leaders, and citizens. The leadership of institutions of higher education is critically important to our societies. The benefits to organizations of inclusive diversity are well documented yet women still lag behind. This panel will discuss best practices in identifying, developing, encouraging, advancing, linking, and supporting women leaders in higher education.

MON | CS 1
10:30 TO 12:00

Main Hall - Rear | Interactive Roundtable Discussions

Participants can select from among the roundtable discussions listed below. When the bell rings, participants will have the opportunity to move to another roundtable or remain where they are to continue the conversation.

Helping Girls and Young Women Become Leaders

1. Beyond the Glass Ceiling: Promoting Visionary Leadership in Young Girls and Women

Kristi Kremers, Ph.D. Student, University of Minnesota

What are the practices of high-impact visionary leaders? How can we support and develop young women and girls to face the grand challenges of our time and the future? Participants will explore these questions alongside the intersections between emotional intelligence, mindfulness, and other keys to visionary leadership. Practical, research-based tools will be shared.

2. Preparing Young Leaders for Tomorrow's Job Market

Tekemia Dorsey, CEO & Managing Consultant, The Creative GRP, LLC

Soft skills development and leadership training have been identified by cross-sector industry leaders as gaps in necessary skill sets for successful organizational change initiatives. Due to lack of funding and opportunity, young leaders are not getting the needed training. The roundtable host will share her transformational leadership model, a proven industry solution, with participants.

3. Collaborative Autoethnography: Leader Identity Work With First Year College Students

Mary Shapiro, Trust Professorship of Leadership Development, School of Management, Simmons College

In this roundtable, the host will share her first year course, "Leading Quietly," which utilizes the pedagogy of collaborative autoethnography (CAE). Through CAE students build a model of their leader identity development and understand the socialized messages and experiences they have had and how those have contributed to how they define leadership.

Cultivating Our Whole Selves

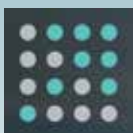
4. Coming Into Our Fullness: The Magic, the Power, and the Pleasure of Midlife

Denise Bauer, Dean, Liberal Arts and Food Studies, The Culinary Institute of America

Noelia Leite, Psychotherapist; Ph.D Student, Saybrook University

The hosts of this roundtable take a collaborative auto-ethnographic approach to exploring the rich possibilities for women's life choices after 50. Participants will begin with a critical reflection on the cultural context facing women after 50 today then lean within to name and celebrate the ways we actively resist the negative narratives about women's aging.

LEADERSHIP BRIEFS: Shaping Organizational Culture to Stretch Leadership Capacity

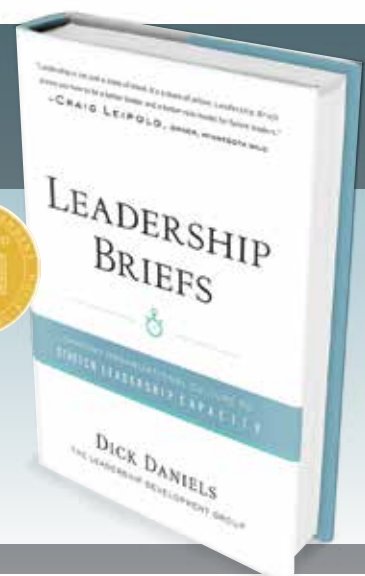


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Maple | Presentations | Equality in Power and Decision Making

Equality, Power, and Decision Making

Chair: **Marlene Janzen Le Ber**, Chair & Associate Professor, School of Leadership and Social Change, Brescia University College
Research continues to document a persistent gender imbalance in leadership positions and key decision-making bodies in both the public and private realm. Additionally, the very nature of how — and for what — that power is used needs to be challenged. These papers address the work being done to understand and address this imbalance.

Military Women and Their Use of Voice in the Workplace

Arlene McConville, Associate Professor, Forbes School of Business & Technology, Ashford University

Organizations benefit from diverse views and ideas in the decision-making process. However, studies show that tenure influences employees' decision to use their voice. As today's organizations aim to be more inclusive of women, understanding the relationship between tenure and voice may help organizations to hear more from their women employees.

Mongolian Women Leaders: Preliminary Analysis of Gender Equity Work and Collaborative Practices

Karen L. Stout, Director, Karen W. Morse Institute for Leadership, Western Washington University

Holly Diaz, Instructor, Karen W. Morse Institute for Leadership, Western Washington University (Co-author)

Through a qualitative methodological lens of narrative inquiry, this paper explores Mongolian women's leadership behaviors and communication as they mentor younger women, cooperate, and collaborate across organizational types and their lives. A preliminary data analysis explores their inclusive leadership practices, which provide better access power and change to the nature of power itself in Mongolia.

Toward a Feminist Theory (or Theories) of Leadership

Amy Ihlan, Associate Professor, Organizational Leadership, St. Catherine University

Theoretical analysis of women's leadership is often focused on underrepresentation of women in leadership roles and investigation of leadership differences between women and men. This paper surveys contemporary leadership theories, considers their implications for women and women as leaders, and makes the case for the importance of developing specifically feminist theories of leadership.

Narrative Inquiry of Perceptions Leading to the Under-Representation of Women's Political Leadership

V. Drew Jemison, Student, School of Advanced Studies, University of Phoenix

Carol A. Holland, Associate Faculty, School of Advanced Studies, University of Phoenix

Presenters will share findings regarding the theory of measuring the intensity of perception and how it can be used to optimize leadership decisions to establish high-level, structure-based individual leadership performance. Next steps in the process of developing an instrument to measure the intensity of perception will be discussed.

Mulberry | Workshop | Leadership Development and Education Worldwide

What's Your Mentor Style? Using the Mentoring Inventory to Empower Women Leaders

Heather McDougall, Founder & Executive Director, Leadership exCHANGE

Jennifer Stanigar, Teaching Assistant Professor, Educational Leadership, Policy and Human Development, NC State University

Mentoring is one of the most effective tools to increase the number of women in leadership positions. This interactive workshop guides participants through the theories, skills, and best practices of effective mentoring. Participants have the opportunity to take the Mentoring Inventory (2016), learn how their preferences and expectations impact their mentor/mentee style, and learn how they can utilize this information to become a more effective mentor/mentee, and develop effective programming.

Ram Dass Library | Presentations | Advancing Women in Leadership

Cultivating in Context

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

In this session the presenters will discuss the recent research they have conducted on women pursuing leadership in various careers including nursing, teaching, and motherhood. Drawing mainly on a variety of qualitative research methodologies, the presenters will explain how the results of their studies can offer insights and guidance to women regardless of their specific career.

Self-Efficacy and Outcome Expectations of Women Entrepreneurs in Health Professions

Tessa Misiaszek, Professor, Marketing and Entrepreneurship, Hult International Business School

The study examines self-efficacy factors and outcome expectations for nurses, a profession which is 94% female, to pursue entrepreneurial ventures. Framed in a social cognitive career theory, the study utilized phenomenological interviews to explore the journey that nurse entrepreneurs took and the ways they overcame certain barriers.

Using Collaborative Autoethnography to Study Leadership in a Tri-Generational, Matriarchal Context

Lisa DeFrank-Cole, Director & Associate Professor, Leadership Studies Program, West Virginia University

Elaine DeFrank, Oral Historian, Penn State Fayette

This presentation investigates the leadership of three women — mother, daughter, granddaughter — and compares it across generations. By using collaborative autoethnography, the study identifies common themes to highlight and honor the contributions of women, especially those without a formal position, and explores how they manifested themselves to be relevant today.

Servant Leadership, Job Satisfaction, and Organizational Commitment for Virtual Employees

Tricia Berry, Associate Dean & Director, Clinical and Practicum Programs, Kaplan University

The purpose of this presentation is to explain how servant leadership of a virtual work team can help to contribute to employee job satisfaction and organizational commitment. Participants will gain an understanding of the eight characteristics of servant leadership and how those contribute to effective leadership of a virtual team.

University Leadership Development: The Faculty Leadership Year and Its Impact for Female Faculty

Cecile W. Garmon, Director, Center for Leadership Excellence, Western Kentucky University

Evelyn Thrasher, Associate Professor, Information Systems, Western Kentucky University

Molly Kerby, Associate Professor, Diversity & Community Studies, Western Kentucky University

The Faculty Leadership Year (FLY) program at Western Kentucky University is designed to provide faculty an opportunity for leadership development and training in preparation for possible university leadership roles. The presentation will highlight the impact that the FLY Program has had on female participants.

MONDAY | 12 JUNE | 14:15 TO 15:45

Concurrent Session 2

Birch | Workshop | Equality in Power and Decision Making

Reframing Power Prowess: Unlearning Power Dominance

Lisa Gick, PhD Student, Graduate School of Leadership and Change, Antioch University; CEO & Founder, [c u r i o u s]

Renee Charney, PhD Candidate, Graduate School of Leadership and Change, Antioch University; President, Charney Coaching & Consulting LLC

There has never been a more compelling time to consider the idea of power in leadership. The 2016 race for the U.S. presidency featured striking notions of power drawn through dominance. Reframing the notion of power to be employed through evenness instead of oppressed through dominance is an opportunity in a world calling for new ways of engagement. Honoring women-centered ways, participants will engage in experimenting with behaviors to accelerate collaboration through leveling power dynamics.

Cabin by the Field | Panel | Cultivating Our Whole Selves

Cultivating a Leadership Collaboratory: Bringing Our Whole Selves to Women's Leadership Research

Chair: **Judith B. LaValley**, Doctoral Candidate, Industrial and Organizational Psychology, Kansas State University

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

Lynne E. Devnew, Online Faculty & Senior Research Fellow, School of Advanced Studies, University of Phoenix

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

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

Five researchers share their experiences as members of a collaboratory conducting interdisciplinary women's leader identity development research. Over the course of three years, our experiences have expanded beyond our research to incorporate our whole selves as we share a journey that has included significant life events and transitions, and deepening relationships. Come learn how we are intentionally cultivating a space for exploring the interplay among mental, physical, emotional, and spiritual well-being as we pursue women's leadership research.

Cedar | Workshop | Advancing Women in Leadership

Gender-Inclusive Leadership: Leading Change in the Gendered Organization

Leanne Dzubinski, Associate Professor, Cook School of Intercultural Studies, Biola University

Amy Diehl, Associate Vice President & Director of Systems & Applications, Technology & Library Services, Shippensburg University

Michelle O. Taylor, Vice President, Student Affairs, Utah Valley University

In today's workplace, unconscious gender bias continues to negatively impact women. The gendered nature of the workplace and invisible barriers embedded into daily routines limit women's leadership opportunities. In this interactive session, you will learn ways to diagnose your environment and strategies for organizational change. The outcome will be a more inclusive space where women leaders can flourish.

Juniper | Panel | Advancing Women in Leadership

Women in Leadership: Potholes and Pathways to Senior Roles

Chair: **Allison Sadler**, Senior Vice President, Business Banking Division, Bank of America

Christina L. Yoder, Lecturer of Management, Richard J. Bolte, Sr. School of Business, Mount St. Mary's University

Valerie McMurray, Principal, North Star Consulting Group

Potholes and Pathways is a panel topic designed to address the current challenges for female leaders in the work place. Key questions pertaining to organizational and environmental factors hindering women's advancement, engaging male leaders, coping skills, and improvement mechanisms currently being implemented will be discussed. Panelists will highlight their most recent research and share progress from companies making headwinds for women in leadership while transparently discussing issues that still remain and are ripe for further research.

MON | CS 2
14:15 TO 15:45

Main Hall - Rear | Workshop | Advancing Women in Leadership

Leadership Development for Women Faculty: Knowledge, Skills, and Competencies

Diana Direiter, Co-Director, Women's Center, Lesley University

Stephanie Spadorcia, Associate Professor, Graduate School of Education, Lesley University

Amy Rutstein-Riley, Dean of Faculty & Associate Professor of Sociology, Office of the Provost, Lesley University

In this workshop, presenters will report on the process of developing and facilitating a feminist and relational leadership development study group for women faculty in a university setting. The co-facilitators of L.E.A.D (Leadership Enrichment and Development) will present an overview of the group's inception and describe the approach used by the group to foster leadership development over a multi-year period. Participants will engage in activities using a feminist relational group process to address learning and outcomes.

Maple | Presentations | Helping Girls and Young Women Become Leaders

Overcoming Barriers

Chair: **S. Lynn Shollen**, Associate Professor, Leadership and American Studies, Christopher Newport University

Educating Girls in Morocco: Challenges of Tradition and Opportunity

Randal Thompson, President & CEO, Dream Connect Global

Educating girls in Morocco, especially rural girls, continues to pose a challenge due to traditional values as well as lack of opportunity for educated women. This paper discusses results of research regarding whether the Morocco Ministry of National Education and Vocational Training has the will and the capability to design and implement a gender-sensitive secondary school curricula with an emphasis on developing employability skills.

Girl P.O.W.E.R. — Perspectives on Wellness That Extend Realities for Girls and Young Women

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

Emmanuel Clotney, Assistant Professor, Kinesiology, Louisiana State University Shreveport (Co-author)

The wheel of wellness model is a preventative holistic approach to developing knowledge, skills, and abilities in girls and young women at the personal, familial, and societal levels. The wheel's structure, including five life tasks (spirituality, self-direction, work, friendship, and love) and 12 subscales emphasizing self-care, and its connection to leadership theory will be discussed.

Power to Her: A Grassroots Mentoring Program for Global Leaders

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

Jera Niewoehner, Doctoral Candidate, Agricultural Education and Communication, University of Florida

In this alternative mentorship model, graduate student mentors were paired with undergraduate mentees to form positive relationships with the ultimate end-goal of developing a women's leadership conference for the university and surrounding community. Emotional and social competencies were enhanced and leadership capacity was developed through team building, constructive dialogue, guest lectures, and community engagement.

Girls of Courage, Confidence, and Character Who Make the World a Better Place

Karyn L. Martin, Research & Statistical Analysis, Right Data Right Now

Girls define leadership as standing up for one's beliefs, bringing people together to get things done, and changing the world for the better. However, when asked if they want to be leaders, just 39% of girls say yes, and only 21% believe they have the key qualities needed to be a good leader. Our findings support development of girls' leadership identity, cohesive with future goals and career aspirations.

Mulberry | Workshop | Cultivating Our Whole Selves

Cultivating Resilience and Well-Being Through Mindful Self-Compassion

Kristen Del Simone, Principal Consultant, Leverage Point Consulting Corp.

Susan Hiestand, Pollution Prevention Specialist, Environmental Services Division, Silicon Valley Clean Water

Leadership is challenging and rewarding work and, as practitioners, we don't always escape the work unscathed. With deep change comes uncertainty. Not-knowing can evoke feelings of discomfort, fear, self-doubt, and shame. In this experiential session, participants will learn the art of mindful self-compassion and how it can support their whole-person development, including capacities integral to leadership. Participants will leave with tools and resources to support an ongoing practice of mindful self-compassion in their lives and leadership work.

Current Research Topics in Advancing Women as Leaders

Chair: **Cathleen E. Clerkin**, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership

Presenters will share cutting-edge research on women and leadership topics.

Gender Status and Congruity in Subjective Performance Evaluations

David G. Smith, Associate Professor of Sociology, Leadership, Ethics, and Law, United States Naval Academy

Judith E. Rosenstein, Assistant Professor, Leadership, Ethics, and Law, United States Naval Academy (Co-author)

Using a peer performance evaluation system database, we analyze a cross-section of subjective peer evaluation attributes for gender bias. Results show there is no gender difference for a majority of attributes regardless of whether the characteristic is stereotypically gendered. However, where there is a gender difference, those terms are highly gendered.

Interpersonal Communication That Shapes Women's Leadership Identity Development

Cheryl N. Ross, Dean of Student and Employee Development, Southeastern Bible College

This grounded theory study examined women's descriptions of interpersonal messages, which took place from childhood through the present, that have shaped their leadership identity development. Also explored was women's intrapersonal communication (self-talk) about the communication of others. This study has implications for those involved in the leadership development of girls and women.

Feminist Phronetic Participatory Action Research: A Research Model for the Whole Self

Kimberly R. Mungaray, Professor, Accounting, Millikin University

The issue of women progressing towards leadership is problematized as either a quantified study of attributes or as a qualitative study that focuses on gender as the variable in an attempt to develop a universal theory of why women are not progressing into leadership positions. This conceptual paper suggests a more nuanced qualitative method grounded in phronesis.

MON | CS 2
14:15 TO 15:45

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MONDAY | 12 JUNE | 16:00 TO 17:30

Concurrent Session 3

Birch | Workshop | Leadership Development and Education Worldwide

Leadership Development for a Connective Era

Jill L. Robinson, Associate Professor, Business, University of Redlands

Patricia Bleil, Doctoral Faculty, University of Phoenix

Looking to enhance your leadership development course or start a leadership course? This workshop will offer leadership development activities and curriculum based on the connective leadership model. The model will be briefly introduced with the majority of the time spent on hands-on active and experiential learning exercises. Participants will engage in activities that can be used with high school students, undergraduates, and graduate students along with syllabi and curricular suggestions. There will be special consideration given to developing women leaders.

Cabin by the Field | Symposium | Advancing Women in Leadership

Black Women and Public Leadership: Challenges and Opportunities in the U.S. and Kenya

Chair: **Dionne Rosser-Mims**, Associate Dean, College of Education, Troy University

The presenters will focus on various issues related to Black women's leadership. What barriers do Black women face when they attempt to enter or advance in political roles? Which strategies deployed by African-American women leaders in nonprofits are successful? How can we build a leadership theory that accounts for sociocultural variables? The session concludes with a comparative look at the path to public leadership between Black women in the U.S. and Kenya.

Black Women in Politics: Examining the Realities of Black Women in Elected Offices

LaKerri Mack, Assistant Professor, Political Science, Troy University

Black women are regularly confronted with externally-defined images and representations of their racialized and gendered bodies as well as a constant questioning of the value and significance of their contributions to society. This presentation explores the underrepresentation of Black women in political spaces, the need to integrate them into the political arena, and potential solutions.

Re-Visioning: African-American Women & Nonprofit Leadership

Karen A. Ford, Director & Professor, School of Strategic Leadership Studies, James Madison University

Donovan Branche, Director, Health Care Administration, Mary Baldwin College

African-American women represent an untapped resource bringing with them transformational characteristics and resilience vital to the increasingly complex world of nonprofit leadership. This paper is based on a mixed-methods study of African-American women leaders in nonprofit organizations. Including these women in the leadership pool makes sense to nonprofits.

Women Leaders of Color: Intersectionality and Leadership Theory

Melissa J. Alvarez Mangual, Ed.D. Candidate, Northeastern University

Mainstream leadership theory and research having historically excluded sociocultural variables of race, ethnicity, gender, and sexuality. Contemporary leadership requires research into how leadership and dimensions of diversity intersect. This paper presents the importance of intersectional leadership theory building to reflect the complexity of leadership among women of color.

Black Women and Public Leadership: A Comparative Study

Penninah Ogada, Lecturer, Department of Political Science & Public Administration, University of Nairobi, Kenya

This presentation will focus on comparing the challenges and opportunities Black women aspiring to public leadership face in two socio-political contexts: The United States and Kenya.

Cedar | Workshop | Cultivating Our Whole Selves

Discover Your Roar: Ignite Your “Shero” Within

Lynne Lamarche, Consultant OD, Lynne Lamarche Conseil

Saundra King, Co-Active Coach, Lightning Bolt Coaching & Consulting, LLC

Immerse yourself in this highly interactive experiential-lab to explore your wholesome leadership. Have serious fun re-igniting that curious childhood spirit, expanding your perspectives, building new narratives, and challenging assumptions. Enjoy thought provoking tools that echo questions and perspectives from as many places as possible in an unexpected way. Join us for this unexpected but precise workshop. It is about opening up minds and hearts to authentically connect your leadership essence whether emerging or confirmed.

Juniper | Panel | Equality in Power and Decision Making

The Diversity and Complexities of Women’s Leadership in Europe

Chair: **Susan R. Madsen**, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Claudia de Castro Caldeirinha, Executive Director & Senior Leadership Advisor, Redscope Consulting

Tanja Sliskovic, Assistant Professor, Organization and Management, University of Zagreb

Joanne Barnes, Dean, Graduate School, Indiana Wesleyan University

This panel brings speakers from Central, Eastern, and Western Europe, both academics and practitioners, to talk about the idiosyncrasies of gender and leadership in the European context. Who are the women role models in Europe? What are the trends, lessons learned, and challenges ahead? The panel will be a platform for a cross-sector reflection and debate on what it means to be a woman leader in today’s Europe and how that is similar or different from today’s reality in the USA.

Maple | Six-Minute Messages | Helping Girls and Young Women Become Leaders

Developing Women Leaders

Chair: **Mary Shapiro**, Trust Professorship of Leadership Development, School of Management, Simmons College

As you listen to these brief yet powerful messages, consider the challenges faced by those seeking to develop women leaders including global and national challenges; industry challenges such as those related to science, technology, engineering, and math (STEM); and those related to educating first generation college students or helping women overcome stereotypes. Also consider what we can learn from women leaders in history.

Meet the Challenge: International Leadership Teaching Strategies

Maria Chen, Principal Consultant, YMC Consulting

Research into the design and delivery of leadership education internationally has intensified, however, the evidence required to build such a teaching practice is lacking. Supported by leadership teaching experience in Asia and in the USA, this six-minute message aims to provide insights into handling the leadership education challenges worldwide.

Cultural Mindset: The Impact of Community Leaders in the Context of Female Education in Kenya

Anne Muli, Ph.D. Student, University of Phoenix

This message will highlight an exploratory single case study researching the cultural mindset of community tribal leaders regarding female education in rural Kenya. The importance of raising awareness of the plight of young girls and women in tribal communities in Kenya is a worthwhile endeavor.

Decolonizing Leadership: Creating Space for Her Voice Through Understanding Gender Roles and Power

Jera Niewoehner, Doctoral Candidate, Agricultural Education and Communication, University of Florida

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

Taking a post-colonial feminist approach, presenters highlight gendered realities as understood from their research with rural Honduran women in their communities and Iraqi, Burmese, Congolese, and Somali refugees resettled in the United States. Women’s identities are shown to influence their roles in their communities as well as social connectedness.

continued on next page

MON | CS 3
16:00 TO 17:30



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continued from previous page

Helping Girls View Themselves as STEM Leaders

Liz Andrus, Director, School Community University Partnership, Utah Valley University

Information from a variety of studies and best principles concerning women in STEM leadership roles and careers will be shared alongside the success of the Utah Valley University Pre-Freshman Engineering Program, which is centered on three foundational philosophies: Math is the key, mentors/role models, resiliency/work ethic.

Putting Her First: Leadership Development of First-Generation Collegiate Women

Pamela Ezell, Ph.D. Student, College of Educational Studies, Chapman University

Higher education offers a path to advancement and opportunities to develop leadership capacity for first-generation college women and women of color, but too many women are leaving without a degree. Research shows how institutions can support first-generation women and develop them to become the next generation of leaders.

There Is No Escaping Conformity

Elizabeth Stork, Professor, Organizational Leadership, Robert Morris University

Television tells us what to believe, what is good, right, successful, and meaningful. It tells us how to see women and men in the world and reinforces ideologies more often than it offers something different to contemplate. The future of women as leaders does not look much different than the present.

Ways Remarkable First Year Students Lead: Educating Young Women Leaders

Erin DeCurtis, Lecturer, Management, Simmons College

This message will discuss a first year student leadership course offered at Simmons College as part of a new general education program. The course was designed specifically to focus on women's leadership based solely on the voices and experiences of women leaders.

MON | CS 3
16:00 TO 17:30

Main Hall - Rear | Interactive Roundtable Discussions

Participants can select from among the roundtable discussions listed below to explore a rich variety of ways to develop our whole selves for leadership. When the bell rings, participants will have the opportunity to move to another roundtable or remain where they are to continue the conversation.

Cultivating Our Whole Selves

1. Grassroots Leadership & the Arts for Social Change

Susan Erenrich, Professor, American University

Throughout history artists have led grassroots movements of protest, resistance, and liberation. Their efforts kindled a fire, aroused the imagination, and rallied the troops culminating in real transformational change. Engage in a lively discussion on these topics with the editor of *Grassroots Leadership & the Arts for Social Change*.

2. No Seat at the Boardroom Table for an Overweight Woman

Sherri Stewart, Ph.D. Student, Union Institute & University

Debora Fisher, Director of Care Management, Center for Primary Care

This roundtable discussion will explore obstacles that impact women seeking advancement in leadership roles. The discussion will focus on identifying one's own health values and goals as well as how our values, beliefs, and perceptions shape and impact leadership decisions — both those that we make and those made by others.

3. Self-Care in Leadership: Community, Energy, and Lasting Genuine Change

Cynthia Pavell, Consultant, Adjunct Professor, Wellness Professional, Exercise and Nutrition Sciences, The George Washington University

This impactful practice-based roundtable offers an interactive discussion to encourage participants to be their best selves both personally and professionally! Participants will walk away with practical research-based tools. Expect to experience increased energy, practices for lasting change, and skills to increase your effectiveness as a successful and fully engaged leader!

4. Soul-Centric Leadership: Cultivating Soul Images

Cheryl Heykoop, Associate Professor, School of Leadership Studies, Royal Roads University

Catherine Etmanski, Associate Professor & Acting Director, School of Leadership Studies, Royal Roads University

Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University

This interactive roundtable will draw from the work of Bill Plotkin to introduce and explore the concept of soul-centric leadership. A guided imagery practice will support participants who wish to explore a crossroads they are currently at in their lives and to have a larger conversation about how they can fulfill their "soul-calling."

Mulberry | Workshop | Advancing Women in Leadership

Cross-Gender Mentoring: How and Why Men Should Mentor Women

David G. Smith, Associate Professor of Sociology, Leadership, Ethics, and Law, United States Naval Academy

Brad Johnson, Professor, Leadership, Ethics, and Law, United States Naval Academy

Women face more barriers in securing mentorships than men and typically reap a narrower range of career and psychological benefits. During the first part of this workshop, attendees will participate in experiential activities to explore the powerful processes that influence people's willingness and capacity to mentor effectively across gender lines. Part two of the session will feature best-practices in a how-to format and examine both effective practices for mentoring across gender lines and those to watch out for. The session will include a variety of participation activities including role plays, case studies, and developing an inclusive mentoring plan.

Examining Leadership Development Across Sectors and Borders

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

Authors of four individual papers will share their findings and perspectives about women and leadership development across multiple sectors and borders. The session begins with a global study exploring leadership development across 45 programs and then examines, in detail, leadership development in Ghana, in academia, and in business.

Should Leadership Development Be Different for Women? A Comparative Study of 45 Different Programs

Seta Khajarian, Participating Adjunct Faculty, Leadership, Woodbury University

There are hundreds of leadership development programs locally, nationally, and internationally. Using qualitative method in conjunction with descriptive analysis, this paper compared 45 leadership programs and produced several findings suggesting that, while leadership development program content does not have to be different for women, more opportunities for women to lead are needed.

Impact of Multidimensional Leadership Training on Collective Leadership Abilities of Women in Ghana

Amparo Hofmann-Pinilla, Director, Ghanaian Women's Social Leadership Program, New York University

Gundula Loeffler, PhD Candidate, Wagner Graduate School of Public Service, New York University (Co-author)

The Ghanaian Women Social Leadership Program is a multidimensional leadership development program supporting collective leadership abilities of women in Ghana working on social change. Research findings suggest that a multidimensional training approach that combines theoretical knowledge and lived experiences is needed to convey the gist of collective leadership, as it emerges.

Advancing Scholarly Leadership While Forming a Community of Scholars

Janice L. Cardwell, Campus Vice President/Director, Detroit Campus, University of Phoenix

Bonnie Ellis, Director of Academic Affairs, Detroit Campus, University of Phoenix

Yvonne Phelps, Vice President of Academic Affairs, Campus Services, University of Phoenix

University of Phoenix Detroit Campus leaders launched a Community of Scholars Action Research project as a faculty development initiative to inspire academic discovery and provide a supportive environment to encourage personal research and scholarship. Researchers are examining the workings of the community and its effectiveness on increasing faculty research and scholarship.

Best Practices in Women's Leadership Development Programs

Anne H. Litwin, Author, Researcher, Public Speaker, Anne Litwin & Associates

Effective women's leadership development programs need to reflect current research and best practices for leadership effectiveness in the 21st century. This presentation shares the findings from a qualitative study of established university-based, customized, in-house corporate women's leadership programs. Best practices and lessons learned will be discussed.

TUESDAY | 13 JUNE | 8:45 TO 10:45

Concurrent Session 4

Birch | Workshop | Cultivating Our Whole Selves

Backwards and in High Heels: How Women Can and Do Lead Better

Ingrid Bredenberg, Senior Partner & Lead Trainer, Leadership Innovation Academy

Can women really lead better? This highly interactive workshop will introduce proven practices to engage, energize, and encourage your team. These innovative, practical, and fun activities will equip participants with creativity, collaboration, and communication skills. Participants will receive a personalized Work of Leader profile to help chart what's next on their leadership journey. The workshop facilitator works with government, business, and healthcare leaders, helping them build high-performing cultures of trust and accountability. She also loves to dance!

Cabin by the Field | Workshop | Cultivating Our Whole Selves

Our Identities and Intersections: Propelling Our Whole Self to Success

Joanne Barnes, Dean, Graduate School, Indiana Wesleyan University

Misty Resendez, Associate Professor, Leadership Studies, Indiana Wesleyan University

In this workshop participants will dive into theoretical frameworks of social and multiple identity as well as intersectionality related to women leaders. Due to the challenges of working in a predominately white male culture, women need to understand how their identity can enhance their leadership and prepare other women to be successful leaders. Participants in this workshop will map their unique identities, which will result in a deeper awareness of self. Participants will also learn how to use the intersectionality wheel.

Cedar | Workshop | Advancing Women in Leadership

Women and Leadership: Radical Conversations

Cheryl Heykoop, Associate Professor, School of Leadership Studies, Royal Roads University

Catherine Etmanski, Associate Professor & Acting Director, School of Leadership Studies, Royal Roads University

Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University

Rebeccah Nelems, 2015 Trudeau Scholar, Sociology, University of Victoria

This interactive session will employ an innovative arts-based practice called métissage. Métissage is the art of weaving, braiding, and performing stories. The juxtaposition of multiple narratives through métissage promotes an intersectional analysis of identity, power, and privilege and the creation of more inclusive conversations and knowledge about self, others, and the world. Through métissage participants are invited to use their own stories around leading to explore individual and collective themes and engage in radical conversations around advancing women in leadership.

Juniper | Panel | Leadership Development and Education Worldwide

Building Leadership Practice Communities: Lessons From Drexel University's National ELAM® Program for Women

Chair: **Page S. Morahan**, Founding Director, ELAM, College of Medicine, Drexel University

Diane M. Magrane, Emerita Director, ELAM, College of Medicine, Drexel University

Julie Hasenwinkel, Associate Dean for Student Affairs & Professor, College of Engineering and Computer Science, Syracuse University
Leaders and alumnae from Drexel University's Executive Leadership in Academic Medicine (ELAM®) program, a national fellowship for academic women leaders, will describe this successful 22-year old model's development, evaluation, and adaption to other professions, including international health professions educators and STEM women faculty. Using some of the interactive methods of the ELAM program, audience participants will be able to explore challenges and opportunities of sustaining efforts to enhance diverse leadership within higher education and their own organizations.

TUES | CS 4
8:45 TO 10:45

Main Hall - Rear | Workshop | Advancing Women in Leadership

Mastering Authenticity, Influence and Power Through Embodied Leadership**Carmela Bennett**, Adjunct Assistant Professor of Organization & Leadership, Teachers College, Columbia University**Chris L. Johnson**, President, Q4 Consulting, Inc.**Luann Barndt**, Master Somatic Leadership Coach & Trainer, Axiom Quest LLC

This experiential workshop explores embodied leadership, a radically different way of learning to lead. Particularly significant for women leaders, this body/mind approach enables women to experience and utilize the body as a source of intelligence and power, directly impacting one's ability to act with agency, develop a consistent voice, take a stand for self and others, engage conflict and negotiation with compassion and dignity, and build the resilience to deal with ambiguity, complexity, and power dynamics.

Maple | Symposium | Advancing Women in Leadership

Measuring the Invisible: Assessing the Impact of Unconscious Gender Bias on Women LeadersChair: **Christina L. Yoder**, Lecturer of Management, Richard J. Bolte, Sr. School of Business, Mount St. Mary's University

To what degree are women leaders impacted by unconscious gender bias? Expanding upon Diehl and Dzubinski's (2016) framework of 27 gender-based leadership barriers, the Unconscious Gender Bias Index assesses this impact. This symposium will describe the creation and validation of the Unconscious Gender Bias Index survey instrument, as well as quantitative and qualitative findings and implications for policy and practice.

Creation and Validation of the Unconscious Gender Bias Index**Amy Diehl**, Associate Vice President & Director of Systems & Applications, Technology & Library Services, Shippensburg University

Through our qualitative research (2016), Leanne Dzubinski and I created a comprehensive framework of 27 gender-based barriers contributing to unconscious gender bias toward women in leadership. Building upon this research, this presentation will describe the creation and validation of the Unconscious Gender Bias Index survey instrument.

Quantitative Assessment of the Unconscious Gender Bias Index**Amber L. Stephenson**, Assistant Professor, Business, Clarkson University

This presentation will describe the quantitative results of the creation and validation of the Unconscious Gender Bias Index. Specifically, the presentation will outline processes used to validate the instrument in three samples of women leaders in the industries of higher education, faith-based organizations, and health care. It will also identify subsequent workplace correlates and address implications for policy and practice.

Qualitative Assessment of the Unconscious Gender Bias Index**Leanne Dzubinski**, Associate Professor, Cook School of Intercultural Studies, Biola University

Open-ended questions were developed and used in the Unconscious Gender Bias Index survey instrument to uncover additional barriers that women leaders encounter and to explore issues resulting from intersectionality. This presentation will outline the findings from these open-ended questions and address implications for further research.

Mulberry | Workshop | Cultivating Our Whole Selves

Mapping the Landscape of Women's Leadership Development: Formation of Leadership Identity**Janet E. Rechtman**, Senior Fellow, J.W. Fanning Institute for Leadership Development, University of Georgia

At any point in history, in any given field, people constantly adjust and shed paradigms and approaches in response to changing demands. The purpose of this professional development workshop is to reflect on the lived experience of people who study, practice, and teach leadership for women and to deepen their understanding of how women construct and enact leadership identity.

Ram Dass Library | Presentations | Advancing Women in Leadership

Professional and Political Women's Leadership

Chair: **Dionne Rosser-Mims**, Associate Dean, College of Education, Troy University

Exploring Non-Traditional Sources of Mentoring: Professional Organizations

Patricia Bleil, Doctoral Faculty, University of Phoenix

While mentoring has often been advised as a tool to help women develop the leadership skills needed to break through the glass ceiling, many struggle with finding quality mentoring in their workplace. This case study explores a non-traditional source of mentoring for women; professional organizations. What type of mentoring is provided and how effective is it in developing women leaders?

Getting Women on to Corporate Boards

Annemieke van Beek, Researcher, Research, VDH Research

Wilma Henderikse, CEO, Research, VDH Research

Presenters will discuss the effect of the 2013 statutory boardroom diversity target in the Netherlands in getting women on to corporate boards.

Lessons for all the "Nasty Women": When Gender and Leadership Stereotypes Collide

Sarah Eagen, Research Associate, Diversity Institute

Despite progress, misogyny is still deeply embedded in structures and cultures. Using critical discourse analysis, this paper examines the representation of Hillary Clinton and 10 female senior Canadian leaders to understand how misogyny, breaking through the glass ceiling, and going over the glass cliff are manifested and experienced. Opportunities for further research and reflections on practice will be suggested.

This Little Piggie Went to Washington:

An Analysis of Joni Ernst and the Gendered Electoral Process

Kristian Spencer, Graduate Student, Women and Gender Studies, George Mason University

News coverage and advertisements were used to conduct a feminist analysis of the representation of "female characteristics" and similar sexist stereotypes encountered by Joni Ernst during her 2014 campaign and by other female candidates. The findings of the study suggest that the example of Joni Ernst offers a formula for success for other female candidates, namely, don't let gender play a role in the campaign and catch the public's eye through controversial and out of the box advertisements.



TUESDAY | 13 JUNE | 14:15 TO 15:45

Concurrent Session 5

Birch | Workshop | Leadership Development and Education Worldwide

Raise Your Glass: Reflecting on Women in Leadership in Higher Education

Priscilla Hammond, Adjunct Professor, School of Business, Southern Wesleyan University

Misty Resendez, Associate Professor, Leadership Studies, Indiana Wesleyan University

Mindi R. Townsend, Adjunct Faculty, Liberal Arts, SUNY Broome

Popular literature says that to develop as a leader, people must take a good, hard look in the mirror. However, an internal response of self-improvement cannot solve external challenges and systems failures. Women cannot break through the glass ceiling, ride the glass escalator, or avoid falling over the glass cliff solely through self-improvement. Through discussion and activities, this workshop will explore the external barriers to leadership encountered by women in higher education. The facilitators hope to follow-up with participants and build on the workshop to develop a gap-filling paper exploring systemic glass barriers.

Cabin by the Field | Panel | Helping Girls and Young Women Become Leaders

Emerging Scholars Discover the Disorienting Dilemma of Leadership and Transformation

Chair: **Amy Rutstein-Riley**, Dean of Faculty & Associate Professor of Sociology, Office of the Provost, Lesley University

Ann Mechem Ziergiebel, Instructor, Secondary and Higher Education, Salem State University

Kelsey Tucker, Program Coordinator, The Girlhood Project, Lesley University

Panelists will discuss the experiences of seven undergraduate teaching and research assistants in The Girlhood Project. These emerging scholars mentor nineteen undergraduate students facilitating a course with a service learning program for twenty-four racially and economically diverse middle school girls. Our feminist relational mentorship model enriches the learning experience of the mentors themselves, their peers, and the middle school girls and supports larger theories of feminist consciousness in leadership identity development and transformative learning.

Cedar | Workshop | Advancing Women in Leadership

emPOWER Lab: The Art of Practicing Power

Victoria Foster, Managing Partner, Better Future U.S.

Pack your suitcase. We're going on a journey. You already have power. It is up to you how you want to practice and focus it. Do you want to create impact? To create change, you first have to be the change. In this interactive workshop you will discover your purpose and practice peership to unlock your authentic power and catalyze impact. That's leadership. You'll come away inspired and empowered, with a clearer understanding of the core of your personal leadership identity.

Juniper | Panel | Advancing Women in Leadership

Collaborative Leadership and Learning

Chair: **Cheryl Heykoop**, Associate Professor, School of Leadership Studies, Royal Roads University

Kathy Bishop, Associate Professor, School of Leadership Studies, Royal Roads University

Catherine Etmanski, Associate Professor & Acting Director, School of Leadership Studies, Royal Roads University

M. Beth Page, Instructor, School of Leadership Studies, Royal Roads University

Expand your ideas and practices around cultivating collaborative leadership with other women. The three panelists are co-editors for a special edition of New Directions in Adult and Continuing Education (NDACE) on, "Adult learning Through Collaborative Leadership." They will speak to the NDACE special edition's findings and results, due out in 2017, as well as share some of their lived experiences and strategies for engaging in collaborative leadership with other women leaders.

Main Hall - Rear | Interactive Roundtable Discussions

Participants can select from among the roundtable discussions listed below to explore philosophical and practice-based approaches to understanding and increasing women's power in decision making. When the bell rings, participants will have the opportunity to move to another roundtable or remain where they are to continue the conversation.

Equality in Power and Decision Making

1. Bridging the Intellectual-Physical Leadership Development Divide

Maylon Hanold, Senior Instructor, Sport Administration and Leadership, Seattle University

Findings will be discussed regarding how graduate students in a sport leadership course perceived changes in their felt sense as leaders as a result of an emphasis on the embodiment of leadership. The discussion will focus on the students' leadership development with respect to empathy, inquiry, mindfulness, and embodied listening and will highlight the ways students put these into practice as they developed and/or reinforced their own leadership.

2. Giving Voice: How Quaker Methods Can Support Women's Voice in Organizational Decisions

Debby Thomas, Assistant Professor of Management, George Fox University

Quakers, an organization that has been empowering women leaders consistently since the 1650's, were studied to see what lessons could be learned about supporting women's voices in organization decisions. Within the context of this impressive history of women's empowerment, we will consider and discuss three core values: The belief that all are equally gifted and called by God, the way silence can be used to enhance women's voices, and the use of consensus in decision-making.

3. Perpetual Peace: Laws of Freedom, the Categorical Imperative, and "No War"

Dohrea Bardell, President at BioImmersion, School of Human Development, Fielding Graduate University

Kant's categorical imperative is a complex a priori concept of practical reason, a moral-political command that is activated by laws of freedom to form a normative model for peace. Practical reason is the essence of human freedom and dignity and the core of the categorical command of "no war." Participants will contemplate how the categorical imperative can exert such authoritative power to binds humanity to the command of no war.

4. The Mubarak Regime's "Cosmetic Changes" Approach to Women's Rights and Its Resulting Backlash

Aliaa Dawoud, Assistant Professor, Journalism and Mass Communication, The American University in Cairo

This roundtable will discuss the approach by former Egyptian President Hosni Mubarak's regime's state of feminist "cosmetic change" whereby changes were made that made it seem as if women were being granted rights while in reality women's lives remained largely unchanged. This approach strengthened the societal structures that disadvantage women and led to a backlash against women's rights after the Mubarak regime fell in 2011.

5. Loss as a Precursor to Intimate Partner Violence: Researching the Road Less Traveled

Roxanne Swogger, Warden's Assistant, Ohio Reformatory for Women, Ohio Department of Rehabilitation and Correction

Research of women's experiences has revealed the breadth and depth of oppression and denial of personal liberties for those who are and have been in an abusive relationship. These experiences have provided the foundations of many batterer intervention programs that have produced little impact on addressing intimate partner violence. Recommended typologies and risk factors have not effectively reduced intimate partner violence. The results of this scholarly work and implications for effective practice for incarcerated partner violent men will be discussed.

Maple | Workshop | Conference Theme: Cultivating Our Whole Selves

From Grief to Grit — The Asilomar Declaration and Call to Action: Personal, Political, Policy

Chrys Egan, Associate Professor, Communication Arts, Salisbury University

Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Tracy Robinson, Strategic Patient Oriented Research Associate, Western University

Barbara C. Crosby, Associate Professor, Humphrey School of Public Affairs, University of Minnesota

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

Melissa K. Mahan, Vice President, Student Affairs, Texas A&M University - San Antonio

Julia B. Storberg-Walker, Associate Professor, Executive Leadership Program, The George Washington University

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

Denise Thomson, Executive Coach/Consultant, DeWitt-Thomson, LLC

Lynne E. Devnew, Online Faculty & Senior Research Fellow, School of Advanced Studies, University of Phoenix

Dionne Rosser-Mims, Associate Dean, College of Education, Troy University

The Asilomar Declaration and Call to Action on Women and Leadership (ADCA) created out of the first Women and Leadership conference in 2013 and revised in 2015 after the second, aims to “capture and disseminate our collective ideas... to change the status of women worldwide.” Cultivating our whole selves requires protecting and nurturing ourselves and our global sisters. Using “Women’s Circle” techniques, workshop participants will explore how the ADCA vision might take shape in our hands and hearts to affect public policy, government agencies, grassroots initiatives, socially-responsible businesses, non-profit organizations, political activism, educational programs, and global networks.

Ram Dass Library | Six-Minute Messages | Equality in Power and Decision Making

Women Making a Difference

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

As you listen to these brief yet powerful messages, consider how women have both been challenged and succeeded as they navigate the labyrinth to power and leadership. Also consider how and whether, when they reach their goals, they are making a difference.

Beyond Numbers: Women in African Parliaments

Iyabo Obasanjo, Visiting Scholar, Kinesiology and Public Health, College of William and Mary

This message questions the influence, if any, that high percentages of women in parliaments in countries at low development levels have. It raises issues of power and gender relations as well as norms that prevent women from having the ability to create the societal changes envisioned.

Challenging False Assumptions About Gender Factors in Pastoral Support

Daniel L. Roberts, Research Affiliate, Center for Workplace Diversity and Inclusion Research, University of Phoenix

Women soldiers and female chaplains destroy false assumptions about the importance of gender in pastoral support situations. Data show that the skills and demeanor of a chaplain are the most significant factors in emotional and spiritual support and that female chaplains can provide effective cross-gender support in a male dominated military context.

Understanding Life and Career Factors Influencing Eight Women Who Became U.S. Marine Corps Generals

Marianne S. Waldrop, Colonel, USMC (Ret.), School of Leadership and Education Studies, University of San Diego

Individual stories of eight women Marine Corps generals offer valuable insights for women seeking their place in high-status, powerful positions in today’s evolving, contemporary organizations. Their stories demonstrate how structure, culture, and personal agency challenged and supported their careers and they serve to inform the behavior and thinking of future women leaders.

continued on next page

Why Japan Has Few Women Leaders: Japan-U.S. Comparative Perspectives of Gender and Education

Eriko Miyake, Professor, Faculty of Contemporary Social Studies, Doshisha Women's College of Liberal Arts

The male dominated power structure in Japanese society has produced a higher education system that reproduces gender inequality and is incapable of producing women leaders. Comparative perspectives between Japanese and U.S. higher education through the lens of gender studies and education administration will be shared and the consequences of Japan's small number of women leaders discussed.

Women as Global Leaders: A Narrative Emerges

Maria Guajardo, Deputy Vice President, International Liberal Arts, Soka University

As women emerge as global leaders, how is their leadership defined by the intersection of gender, culture, and country of origin? This message discusses what emerged from a study utilizing narrative inquiry to capture the stories of Latinas and African American women living in Asia who were in positions of leadership. A future direction for research is proposed.

Learning to Listen Well: Using the Language of the Room

Stacey Duke, Dean of Degree Completion Programs, John Brown University

As women in the marketplace, we are challenged to navigate in a very-fast paced and ever-changing environment. Learning to read rooms and listen well are two keys to speaking the language that will be most effective. It is imperative to train these skills in order to gain equity and acceptance.

TUES | CS 5
14:15 TO 15:45



DREXEL UNIVERSITY

Executive Leadership in Academic Medicine

College of Medicine

The *Hedwig van Ameringen* Executive Leadership in Academic Medicine® (ELAM®) program is dedicated to developing the professional and personal skills required to lead and manage in today's complex health care environment, with special attention to the unique challenges facing women in leadership positions.

This competitive one year hybrid (online and in-person) program accepts 54 international candidates from schools or centers of medicine, dentistry, pharmacy, and public health, as nominated by their Dean or CEO. More than 1,000

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"ELAM is the most significant and meaningful career network that one can imagine. It is a constant resource for every career decision and leadership challenge I encounter"

— Jean A. King, PhD [ELAM Class of 2012] Associate Provost for Biomedical Science Research; Director, Center for Comparative Neuroimaging; University of Massachusetts Medical School



"ELAM is a transformative experience. Fellows enter with high potential as academic leaders, hone their skills and open their horizons; they leave with a noticeable enhancement of their interaction and presentation as leaders and a remarkable enthusiasm for making a difference in their organizations."

— Daniel V. Schidlow, MD Walter H. and Leonore Annenberg Dean; Senior Vice President of Medical Affairs; Drexel University College of Medicine

TUESDAY | 13 JUNE | 16:00 TO 17:30

Concurrent Session 6

Birch | Workshop | Leadership Development and Education Worldwide

Sex, Lies and Stereotype: It's Not Your DNA!

Michael J. Stevens, Professor of Management, Business Administration, Weber State University

Wendy Fox Kirk, Assistant Professor, Business Administration, Weber State University

Cheri Daily, Director, Office for Global Engagement, University of Utah

This workshop explores why 'fix the women' approaches to leadership development have failed to get more women into positions of power. Attendees will learn how misinterpretation of recent leadership development studies are based upon false assumptions regarding innate differences (or lack thereof) between the sexes. Instead, the workshop will demonstrate that developing a gender-inclusive collaborative leadership behavioral repertoire will ultimately produce space for cultures to flourish and allow all people to bring their whole selves to work, thus creating an environment where people willingly wrap their hearts, minds, and souls around their work enterprise.

Cabin by the Field | Workshop | Advancing Women in Leadership

Had You Talked Desdemona — Developing an Authentic Voice of Efficacy as a Woman Leader

Erika Jacobi, President, LC GLOBAL Consulting Inc.

This workshop is designed to help woman leaders develop a strong and authentic voice of efficacy in the workplace. While being excellent leaders, women at times struggle to be outspoken about their leadership, strategies, expectations, and innovations. This tendency can put women at an unnecessary disadvantage. This workshop will provide a conceptual framework for understanding the origin of unintended obscured messages. Powerful exercises will help to develop clarity and a voice that gets heard and understood, resulting in positive action!

Cedar | Workshop | Cultivating Our Whole Selves

Women Leaders: Modeling and Facilitating Deliberate Practice

Julie Ellen Benesh, Program Director & Department Chair, Organizational Leadership, The Chicago School of Professional Psychology

Robyn Catagnus, Program Director & Department Chair, Applied Behavior Analysis, The Chicago School of Professional Psychology

Women, leaders, and women as leaders play an important role in both challenging and caring for others. Caring for ourselves as caregivers is necessary to sustain both self and others. Using the framework of appreciative inquiry, participants will reflect, experiment, practice, and commit to ongoing development of self-care and deliberate practice that will help them grow their agility and resilience along with that of their followers. Women leaders are uniquely poised to serve as role models for self-care while embracing challenge and self-development, as we support colleagues to develop their own leadership skills.

Juniper | Panel | Advancing Women in Leadership

Women of Influence, Women of Vision: What Is Our legacy, Our Impact, and Our Future?

Chair: **Christine Cavanaugh**, President & Executive Coach, Pathseekers II, Inc.

Deborah Ford, Chancellor, Administration, University of Wisconsin - Parkside

Carole Leland, Consultant, Leadership Enterprises

Mary-Beth Cooper, President, Springfield College

University presidents and trustees will share research, best practices, and personal insights regarding academic women leadership challenges and successes as each panelist highlights portions of a new leadership model that includes awareness, vision, intentionality, impact, and joy for academic women leaders.

Main Hall - Rear | Workshop | Cultivating Our Whole Selves

Putting “YOU” in Leadership Research

Ruth Wylie, Professor, Leadership & Professional Development, School of Business & Leadership, University of Charleston

Doug White, Professor, Leadership & Professional Development, School of Business & Leadership, University of Charleston

Learn how including your whole self can guide and enhance your leadership research in contrast to the historical demand for objectivity. Bring your interest in leadership and your life story together. We will explore how your unique voice can contribute to designing and conducting rigorous research through individual and collective reflexive exercises. Leave the workshop with the beginning of an integrated research design.

Maple | Presentations | Cultivating Our Whole Selves

Our Unique Leadership Selves: Crossing Generations, Borders, and Styles

Chair: **Leanne Dzubinski**, Associate Professor, Cook School of Intercultural Studies, Biola University

This session explores the boundaries of leadership by examining issues of mentoring, mindfulness, culture, and courage. Characterized by both progress and limitations, women's leadership is a complex and complicated endeavor.

Boomers, Xers, Millennials: Intergenerational Women's Mentoring Relationships in Higher Education

Grace Glass, Vice President & Dean, School of Arts and Humanities, American Public University System

This presentation will suggest that the “leaky pipeline” issue identified in the literature regarding women's advancement to executive positions in higher education is, in part, due to the failure of mentoring and sponsorship relationships between executive women — often of the Baby Boomer generation — and younger colleagues. Shifts in feminist values and attitudes towards work will account for these failures.

Mindfulness, Psychological Capital, and Daily Positive Affect in Women Leaders in New Zealand

Maree Roche, Academic, Psychology, University of Waikato

Jarrood Haar, Professor, Massey University (Co-author)

The complex and difficult role that women leaders face necessitates the need to develop and grow their own well-being. This presentation examines the role of mindfulness, psychological capital, and daily positive affect on a sample of 96 women leaders in New Zealand.

A Narrative Inquiry of Women Pastors in the Protestant Church in Contemporary Mainland China

Hua Duan, Student, Johnson University

Eight women pastors in the registered Protestant Three-Self Patriotic churches and the unregistered house churches within W Province in mainland China were interviewed. Research questions include how these Chinese women entered the Christian ministry, how they perceive and balance their familial and ministerial roles, and what challenges they have encountered in their ministry in the contemporary Chinese culture.

Heart Matters — Advancing the Core of Leadership: Curiosity, Courage, and Compassion

Marguerite Chabau, Associate Professor, Graduate School of Business & Management, Argosy University

This paper presents a theoretical perspective of leadership characteristics that meets the needs of 21st Century individuals, communities, and organizations. This vision is an approach for developing the leaders of tomorrow, who, at their core, or heart, enact the knowledge, skills, and abilities of curiosity, courage, and compassion (3C).

TUES | CS 6
16:00 TO 17:30

Mulberry | Developmental Roundtable Discussions

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

Co-Chair: **Jill L. Robinson**, Associate Professor, Business, University of Redlands

Advancing Women in Leadership

Work-Life Balance Barrier for Women Leaders: Our Heteronormative Bias Is Showing

S. Lynn Shollen, Associate Professor, Leadership and American Studies, Christopher Newport University

Casey Hughes, Student, Christopher Newport University (Co-author)

Leadership scholars can hold unexamined assumptions regarding the work-life balance barrier encountered by women leaders. Research from other fields indicates that coupled lesbian women's home-life roles and responsibilities differ in relevant ways from that of heterosexually coupled women. Discussion will center on the presenter's study of this issue and the need for future studies to address this barrier in an inclusive way and advance women in leadership.

Helping Girls and Young Women Become Leaders

LDS Young Women and the Development of Leadership Voice

Belinda S. Han, Director, The Center for the Advancement of Leadership, Utah Valley University

Discussion of a phenomenological study focusing on how LDS young women — members of The Church of Jesus Christ of Latter-day Saints, commonly known as Mormons — develop their leadership aspirations and abilities. The aim of this research is to use the information to create an evidence-based leadership development program for LDS young women.

Ram Dass Library | Presentations | Advancing Women in Leadership

Eastern Perspectives on Women's Leadership Development

Chair: **Meena Wilson**, Executive Director, Genpact Centre for Women's Leadership, Ashoka University

The presenters in this session focus on several aspects of women's leadership development across various Eastern countries.

Hotel Employees' Innovative Behavior and Leadership in East Asia: A Focus on Gender Effect

Soyeon Kim, Assistant Professor, Meiji University

Findings from 412 survey responses in China, Korea, and Japan show the moderating role of gender on the transformational leadership effect on hotel employees' innovative behaviors in East Asia. The study clarified that the transformational leadership effect is contingent on employees' gender in the Asian context. Based on findings, theoretical and practical contributions were suggested.

The Struggle Between Cultural and Leadership Values of Women in Saudi Arabia: An Exploratory Study

Phillip L. Davidson, Full-time Program Faculty, School of Advanced Studies, University of Phoenix

Through a series of exploratory interviews, this study evaluated eleven women in leadership roles to learn which values help women to be successful as leaders in Saudi Arabia. The research questions were focused on which social and cultural dynamics enable or inhibit their progress and the organizational factors that are critical to their success.

Theory and Context in the Study of Women and Leadership: An Arab Middle East Perspective

Valerie Lindsay, Professor, Management, American University of Sharjah

Payyazhi Jayashree, Associate Professor, Faculty of Business, University of Wollongong in Dubai

Our research compares and contrasts literature on women in leadership from the Arab Middle East (AME) region and the West in terms of theory and context. We consider these two literatures together, and aim to extend the established theoretical foundations for women and leadership research by incorporating AME context-relevant factors.



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WEDNESDAY | 14 JUNE | 8:45 TO 10:15

Concurrent Session 7

Birch | Symposium | Advancing Women in Leadership

Gender and Leadership Research: Aspirations, Identity, Status, and Developmental Experiences

Chair: **Susan R. Madsen**, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

This symposium is based on four chapters in the newly released Handbook of Research on Gender and Leadership. It offers current research on four differing elements of women and leadership: 1) an overview and analysis of the most current data on the status of women in leadership; 2) a gendered variation in access to and use of typical developmental leadership experiences; 3) a critical review of leader identity literature; and 4) gendered differences in aspirations to lead.

The Current Status of Women Leaders Worldwide

Elizabeth Goryunova, Assistant Professor, Leadership and Organizational Studies, University of Southern Maine

Susan R. Madsen, Professor of Leadership & Ethics, Woodbury School of Business, Utah Valley University

Robbyn Scribner, Research Fellow, Utah Valley University (Co-author)

This presentation provides an overview and analysis of the most current data around the world on the status of women in leadership roles, particularly in politics and business. We utilize extensive information obtained from scholarly, industry, government, and global organizations' resources to highlight critical findings about the status of women in political leadership, as well as those serving on corporate boards and in an executive/management capacity. We conclude with a discussion on gender parity advancement, challenges, and predictions.

Gender Differences in Developmental Experiences

Cathleen E. Clerkin, Senior Research Faculty, Global Research and Evaluation, Center for Creative Leadership

Meena Wilson, Executive Director, Genpact Centre for Women's Leadership, Ashoka University

This presentation uses the Lessons of Experience (LOE) framework to explore gendered variation in access to and use of typical developmental leadership experiences including assignments, relationships, training, hardships, and personal experiences. Our review suggests that women's leadership disadvantages are twofold: Women are overlooked for critical job experiences that would prepare them for senior management, and the developmental experiences that women do obtain do not carry gravitas in organizations. Implications and future directions for practice and research are provided.

Women's Leadership Identity: Exploring Person and Context in Theory

Wendy Fox Kirk, Assistant Professor, Business Administration, Weber State University

Constance Campbell, W. E. Carter Distinguished Professor of Business Leadership, Management, Georgia Southern University

Chrys Egan, Associate Professor, Communication Arts, Salisbury University

In this presentation, we will provide a critical review of leader identity literature, focusing on the relative roles of person and context. Three key points will be discussed including the nature of identity, why it matters for women's leadership, and the usefulness of some of the major existing theories. The recognition that both gender and identity are socially constructed leads to the suggestion that useful theory should address both person and context, with some explanation of how the two interact.

Women's Leadership Aspirations

Lynne E. Devnew, Online Faculty & Senior Research Fellow, School of Advanced Studies, University of Phoenix

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

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

Mary Shapiro, Trust Professorship of Leadership Development, School of Management, Simmons College

In this review of existing research we sought to better understand why women's aspirations for leadership might be lower than men's aspirations for leadership as a partial explanation for why there are so many more men than women in leadership positions throughout the world. A theoretical framework, informed by the work of Singer (1989) and Stead and Elliot (2009), was developed to organize the complexity and systems aspects of the intrapersonal, interpersonal, and contextual constraints of women's leadership aspirations.

Cabin by the Field | Workshop | Cultivating Our Whole Selves

Why Gritty, Resilient Women Are More Likely to Be Successful, Happy Leaders and How You Can Be Too**Leah Witcher Teague**, Associate Dean & Professor, Baylor Law School, Baylor University**Elizabeth Fraley**, Assistant Professor, Baylor Law School, Baylor University

Grit and resilience have both been shown to be traits that are predictors of success. In this workshop, participants will discover how these terms are defined, measured, and can be developed. Participants will take tests to determine their "grittiness." Techniques for developing one's grit and resilience will be discussed. The role of having a growth mindset in strengthening your grit and resilience and the ties to happiness also will be discussed.

Cedar | Workshop | Advancing Women in Leadership

A Problem to Solve or a Polarity to Manage? A Global Leadership Paradigm to Empower Women Leaders**Laura Mendelow**, Owner, Mendelow Consulting Group**Janet Goodman**, Associate, Mendelow Consulting Group

Women leaders are often caught in a vicious cycle: either being seen as too weak (when leading with their hearts) or too cold (when leading with their backbones). Dilemmas like this, when viewed as a problem to solve, result in a lose-lose scenario. We will address this "unsolvable problem" through interactive exercises and teach a new framework to leverage the best of two, seemingly opposing behaviors and maximize leadership potential locally and globally.

Juniper | Panel | Equality in Power and Decision Making

How Women Are Succeeding and Influencing in the Male Dominated U.S. MilitaryChair: **Daniel L. Roberts**, Research Affiliate, Center for Workplace Diversity and Inclusion Research, University of Phoenix**Marianne S. Waldrop**, Colonel, USMC (Ret.), School of Leadership and Education Studies, University of San Diego**Sharon R. Hamilton**, Deputy Director, Leadership Institute, Hampton University

Panel members will discuss how women have not only successfully worked in the male dominated U.S. military, but have also risen to high ranks and influenced their organizations in significant ways. According to the 2011 Demographics profile of the military community, women make up only 15% of the military and 11% of senior Army positions. Yet, women thrive as leaders in the armed forces and extend their influence beyond the military's borders.

Main Hall - Rear | Interactive Roundtable Discussions

Participants can select from among the practice and scholarship-based roundtable discussions listed below addressing gender bias and a variety of approaches to advance women in leadership, including coalition building, networks, coaching, and fellows programs. When the bell rings, participants will have the opportunity to move to another roundtable or remain where they are to continue the conversation.

Advancing Women in Leadership**1. Collaborative Models of Women's Leadership to Advance UNSDG5****Amanda Ellis**, Special Advisor International Programs and Policies, Office of the President, East-West Center

Innovative, collaborative models of women's leadership in advancing UN Sustainable Development Goal 5 are emerging as coalitions from civil society and the private sector partner with UN agencies to promote gender equality and the empowerment of women and girls. This session will share current models being actively trialed for a global coalition committed to directly impacting 900,000 women in over sixty countries via increased economic empowerment and women's leadership. Participant feedback will be used to integrate new approaches.

continued on next page

2. Examples and Solutions to Unconscious Gender Bias in the Workplace

Caryl A. Hess, Chief of Leadership Development & Director, Office of Leadership Development, Augusta University

Lance Evans, Associate Director, Office of Leadership Development, Augusta University (Co-author)

Unconscious biases — cognitive heuristics based on social norms and stereotypes — are commonly used in workplace decision making and can lead to unfair errors in judgment. Research suggests unconscious biases can act as a barrier to meaningful leadership positions, particularly for women. The purpose of this interactive roundtable is to open a conversation whereby participants can provide and receive research findings, experiential data, or strategies that support, refute, or address current thinking on unconscious bias.

3. Network to Build Your Net Worth: How to Connect With Powerful and Influential People

Kelli Rogers, Author, Speaker, Career/Business Development Coach, Beyond Visionary Ministries, LLC

This roundtable will discuss a program designed for individuals who need to develop a high-functioning professional network that offers lasting relationships, personal transformation, and tangible wealth but who do not feel totally comfortable in networking situations. This program develops people's ability to network with anyone, anywhere, and at any time by teaching them how to establish meaningful connections, and make the most of existing ones, through quality, engaging conversations both in-person and online.

4. The Avenue for Positive Change: An Innovative College Wide Leadership Fellow Initiative

Holly Hoffman, Early Childhood Professor, Counseling & Special Education, Central Michigan University

Dale-Elizabeth Pehrsson, Dean, College of Education & Human Services, Central Michigan University

Women faculty who serve as program coordinators, directors, or department chairpersons often have limited leadership education or training. They assume important roles, however they may have a narrow view of university initiatives, external and internal pressures, budgetary expertise, human management systems, and political dynamics. This roundtable will discuss the creation of a Leadership Fellow Program (LFP), a one-year faculty internship for women faculty designed to build individual leadership capacity and explore opportunities for future growth through consistent and comprehensive mentorship.

5. Wearing Glass Slippers While Breaking Glass Ceilings: Coaching Women Leaders in STEM

Charline S. Russo, Affiliated Faculty, Organizational Dynamics, CampoMarzio Group

Karen Fascenda

Despite the emphasis on STEM and supporting the success of women in technology, the number of women in technology is decreasing. Stereotypes of technology as an industry run by men who lead the 'hackathons', creating the next best app or Silicon Valley startup deter women from entering technology or staying in a technology career. This discussion will focus on how executive coaches, consultants, and managers can create a culture using a coaching framework to facilitate the success of women in technology.

Maple | Workshop | Helping Girls and Young Women Become Leaders

Meditation in Education: Guiding Young Women to Connect to Their Power

Jennifer Parmelee, Adult & Student Healing Arts Educator; MA Candidate, Adolescent English, Hunter College

After an overview of the most recent research related to the importance of cultivating a mediation practice for adolescents, participants will learn ancient Tantric tools and techniques for use in and out of the classroom setting that give young women tangible and effective power. These mindfulness tools will help developing young women with many of the issues that surround coming of age including the passing down of integral feminine wisdoms, family life and responsibilities, societal pressures, and maintaining integrity in patriarchal environments.

Mulberry | Developmental Roundtable DiscussionsChair: **Gloria J. Burgess**, Professor, Transformational Leadership, Seattle UniversityChair: **Faith W. Ngunjiri**, Associate Professor of Ethics and Leadership, Offutt School of Business, Concordia College**Cultivating Our Whole Selves****A Meta-Analysis of Self-Care Literature: What Do We Really Know?****Kimberly Thomas**, Graduate Student, Alvernia University

Self-care is an important but elusive concept. While many leaders advocate for preventative care by means of planning ahead for stresses and stumbling blocks, the majority of research is centered on reactive self-care. With this reality, one wonders if leaders and female professionals are truly engaged in total self-cultivation. This session will create a holistic picture of self-care research in order to continue an ongoing dialogue and encourage further discussion.

Leader Identity Development and Gender:**Self-Reflection in Authentic Leader Identity Development****Katherine Brewer**, Doctoral Student, University of Phoenix

The purpose of this developmental roundtable session is to assist the presenter with the refinement of a doctoral dissertation proposal and research questions. The case study seeks to understand the role of self-reflection in the development of an authentic leadership identity during a leadership development program. Additionally, the researcher intends to explore the effect of leader gender on the experience of self-reflection through narrative and other self-reflective practices.

Leadership Development and Education Worldwide**The Perception of Chinese Higher Educators Toward Leadership Effectiveness in Regard to Gender****Kanglei Meng**, Graduate Assistant, Organizational Leadership, Western Kentucky University

The researcher examines followers' perception of effective leadership behaviors in order to find out how Chinese higher educators define effectiveness and whether there is a correlation between perception and leaders' gender.

Ram Dass Library | Six-Minute Messages | Cultivating Our Whole Selves

As you listen to these brief yet powerful messages, consider how having a positive outlook, leading with purpose, being an awakened leader, and embracing difficult conversations will help women succeed as leaders.

Developing as Women LeadersChair: **Carla Goldstein**, Chief External Affairs Officer, Omega Institute**Embracing the Difficult Conversation: Improving Our Communications as Women and Leaders****Kathy Kiernan**, Senior Vice President & Managing Partner, APPI Energy

Most of us have not been taught how to have difficult conversations, those that include constructive feedback, thoughts on how to make relationships better, and deep conversations about how we really feel. Without diving into these difficult conversations, our relationships are less fulfilling than they could be. Through awareness, visualization, and practice, we can become the communicators our friends, family, and colleagues need us to be.

Letting Our Leadership Emerge: Awakened Leadership as a Way of Being in the 21st Century**Kathy Bishop**, Associate Professor, School of Leadership Studies, Royal Roads University

Awakened leadership is a way of being that enables women to lead with heart and soul while attuning to self, others, and the environment to creatively affect change. Weaving together theory, praxis, and stories as a way of calling for awakened leadership, this six-minute message challenges women to pull on the threads of their own stories to let their leadership emerge and become the leaders that the 21st century needs.

continued on next page

Power of Purpose: Developing Women as Transformational Leaders

Cindy R. Pace, Assistant Vice President, Global Women's Initiative, Global Diversity & Inclusion, MetLife

Inspired by women's leadership practice, transformational leadership theory, and emergent research on purpose and meaning at work, this message will discuss how leading and working with purpose positively impacts and enhances women's identity and efficacy as transformational leaders. The goal of this message is to inspire, motivate, and empower women to authentically lead with purpose and make an impact in our workplaces and communities.

Positive Geniuses: Using Research to Increase Happiness and Success

Peg Lonquist, Director, Women's Center, University of Minnesota

"Every single business and educational outcome improves when we start at positive rather than waiting for a future success. Sales improve 37% cross-industry, productivity by 31%, you're 40% more likely to receive a promotion, nearly 10 times more engaged at work, live longer, get better grades, your symptoms are less acute, and much more" (Caprino 2016). Based on positive psychology research, this six-minute message presents practices that can increase positive, inclusive, effective work environments and women leaders as positive geniuses.

Women-Only Leadership Programs: A Deeper Look

Mary Ellen Kassotakis, Executive Director, Leadership & Professional Development Center, Global Organization & Talent Development, Oracle Corporation

The objective of this six-minute message is to share research-based findings about leadership development programs for senior women leaders. Both university-sponsored and non-university-based women's leadership programs will be discussed. Specific attention is given to pedagogical methods, common subject matter included in leadership development programs for women (executive education programs and options offered by professional service firms), and the advantages of women-only programs.

Woman Troubadours, Horizontal Leadership During The Southern Freedom Struggle Of 1964

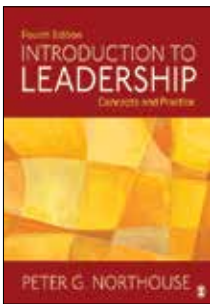
Susan Erenrich, Professor, American University

In the summer of 1964, close to one thousand college students from the North joined civil rights workers in a dangerous operation to bring about social reforms for African Americans in the South. Numerous artists also answered the call. Through the eyes of the women singer-songwriters, this message will highlight the significant role these women played during this special initiative.

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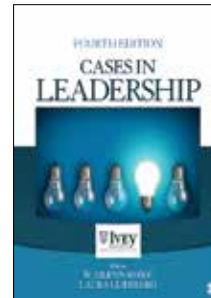


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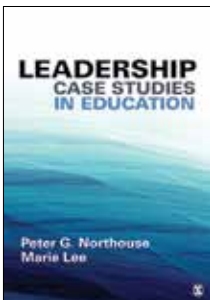


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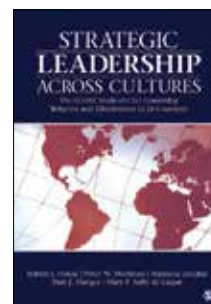


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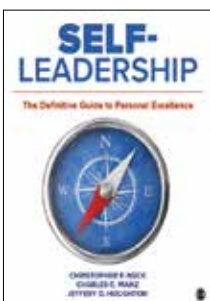
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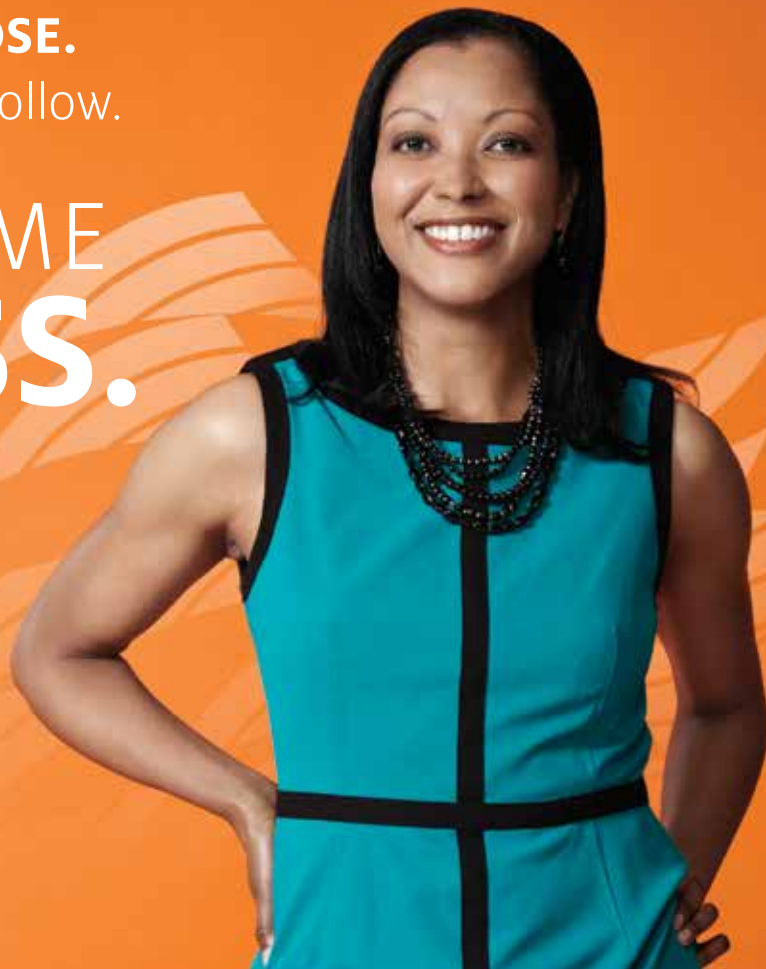
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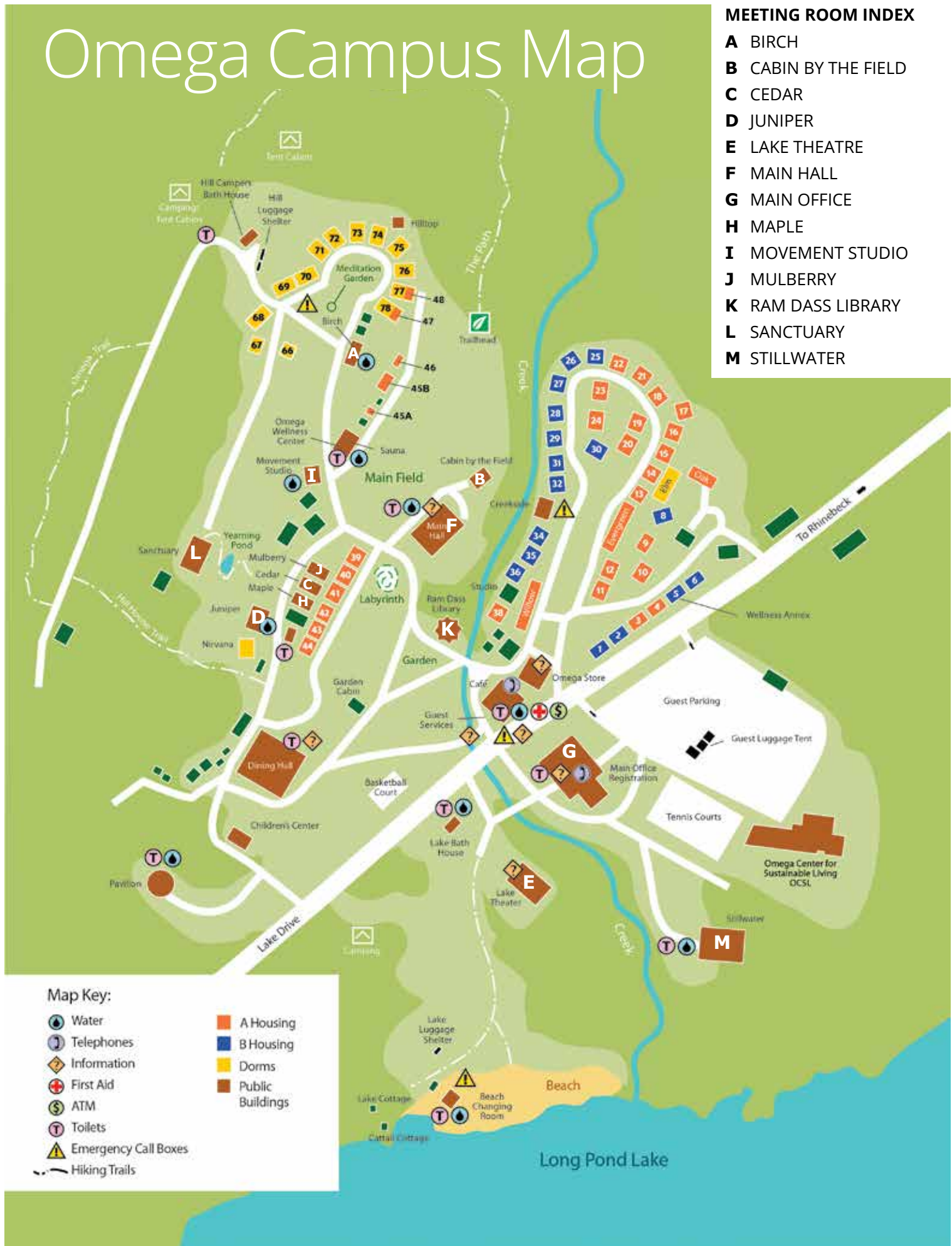
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