



International Leadership Association

12TH ANNUAL
ILA GLOBAL CONFERENCE

LEADERSHIP 2.0: TIME FOR ACTION

OCTOBER 27 - 30, 2010
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Thursday, 28 October, 6:15 pm

The Regis Room at the Marriott Copley Place

www.ila-net.org/conferences/hotel.htm



WELCOME

TO THE ILA ANNUAL CONFERENCE AND TO BOSTON!

It is a pleasure to welcome you on behalf of the ILA board, staff, and the ILA conference planning teams to the 12th annual global conference of the International Leadership Association.

The theme of the conference is *Leadership2.0: Time for Action*, and the conference planners hope participants will explore the many ways in which leadership translates into action as well as being a major field of study and research. We need excellent leadership, bold visions, and transforming ideas, and we also need skills that help us achieve those visions and ideas. These topics are part of the concurrent sessions, roundtables, and panels at the conference. In addition, outstanding keynote addresses will be presented by best selling author Karen Armstrong, Timberland CEO Jeff Swartz, and Harvard Professors Rosabeth Moss Kantor and Howard Gardner.

It is most appropriate that we meet in Boston where so much of this country's history began. Boston continues to be proud of its history while also fostering a climate of innovation and change. You are only a few short blocks from the Freedom Trail, the Bunker Hill Monument, and Paul Revere's house and a short drive from Lexington and Concord. You also are in one of the world's leading centers for bio-tech, high-tech, innovation and education. Some 50 college and universities operate in the greater Boston area, and you may want to take some time to visit some of those.

As we convene here in Boston, I look forward to the many leadership experiences, perspectives, and knowledge that will no doubt emerge and be shared as participants at the 2010 conference come from over 40 countries.

The spirit of synergy, transformation, and sharing new visions has been a unique feature at every ILA conference, and we hope that the welcoming spirit of Boston with its important history as well as adaptation to the 21st century will bring new insights to our participants.

Thank you for joining us in Boston, and it is our hope that this conference is a rewarding experience for you.

SHERRY H. PENNEY, 2010 Conference Chair

On behalf of: **MAX KLAU, JONATHAN KROLL, CLAIRE REINELT**
Members of the Local Planning Committee

ILA VISION

TRANSFORMING LEADERSHIP KNOWLEDGE AND PRACTICE WORLDWIDE

OUR MISSION

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

OUR COMMITMENT

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

OUR VALUES

INCLUSION: *Nurtures and promotes broad and diverse membership engagement.*

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

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

INTERNATIONAL PERSPECTIVES: *Respects cultural contexts and facilitates learning and networking across national boundaries.*

INTEGRITY: *Insists upon effective and ethical leadership practices and sound scholarship.*

ILA STRIVES TO:

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

STRATEGIC PLAN

The ILA Strategic Plan guides the ILA's growth while maintaining a high degree of flexibility to leverage emerging opportunities and the experience and talents of the ILA membership. To invite widespread participation and focus our collective efforts, the ILA Strategic Plan and the companion Strategic Priorities are purposefully broad yet concise. Please join our efforts to:

*ADVANCE THE STUDY AND PRACTICE OF LEADERSHIP

LEAD: TERRY PRICE, tprice@richmond.edu

*FOSTER INTERACTION WITHIN AND ACROSS ILA'S CONSTITUENCIES

LEAD: DIANE DIXON, diane@ddixon.org

*GROW AND NURTURE ILA MEMBERSHIP

LEAD: ARTHUR JUE, ajue@sbcglobal.net

*BUILD THE ILA'S CAPABILITY AND CAPACITY THRU RESOURCE EXPANSION

LEAD: KULDIP REYATT, KuldipReyattSVP@aol.com

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International Leadership Association

ILA 12TH ANNUAL GLOBAL CONFERENCE, BOSTON

TABLE OF CONTENTS

1	Welcome
6	Agenda Overview
12	Pre-Conference Workshops and Special Events
16	Leadership Legacy Program
18	Keynote Speakers
22	ILA Member Communities
28	Guide to Session Formats
29	Concurrent Session 1
37	Concurrent Session 2
43	Concurrent Session 3
52	Hosted Poster Session
63	Concurrent Session 4
71	Concurrent Session 5
76	Concurrent Session 6
84	Interactive Roundtable Session
99	Concurrent Session 7
105	Concurrent Session 8
114	ILA Member Listing
123	Presenter Index
130	Conference Hotel Maps

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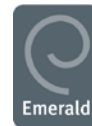
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—Karen Armstrong



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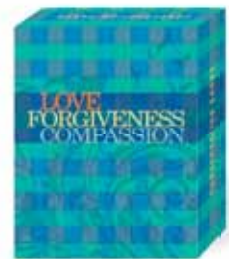
Charter for Compassion

Among our world's religious and spiritual traditions, author and scholar Karen Armstrong recognizes a shared vision for compassion. Her TED Prize wish—to develop a universal Charter for Compassion—invites all people to imagine a more peaceful world. Since its launch in 2009, people throughout the world have affirmed the Charter and pledged to

bring more compassion to their lives, workplaces, schools, and communities. Join this growing project by affirming the Charter.

Resources

Spark conversations with family, friends, and colleagues with a deck of 52 cards suggesting ways to be more compassionate, loving, and forgiving. Learn more at fetzer.org/resources.



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AGENDA OVERVIEW

ILA 12TH ANNUAL GLOBAL CONFERENCE, BOSTON, USA

TUESDAY / OCTOBER 26

14:00 - 19:00 ILA Registration and Welcome Center Fourth Floor, Boston Marriott

WEDNESDAY / OCTOBER 27

07:00 - 17:00 ILA Registration and Information Center Fourth Floor, Boston Marriott

09:00 - 12:00 Pre-Conference Workshop
*Immunity to Change: This is Leadership Development —
A Workshop by Robert Kegan* — Grand Ballroom, Salon A-C
See page 12
(Ticketed Event; kindly check in at Registration well before 08:30.)

09:00 - 14:30 Pre-Conference Workshop
*Build, Assess, Improve, Sustain — Leadership Education Program
Guiding Questions and Best Practices* Arlington
See page 12
(Ticketed Event; kindly check in at Registration well before 08:30.)

09:00 - 14:30 Pre-Conference Workshop
*The Hub of Idealism: Exploring Boston's Leading Role in
Advancing Public Leadership and Social Innovation* City Year
See page 12
(Ticketed Event; kindly check in at Registration in time to leave for
City Year at 08:30 from the third floor Atrium Lounge.)

15:00 - 16:00 Conference Orientation Grand Ballroom

16:30 - 18:00 Conference Opening Grand Ballroom
Piano Inspirations, Michael Jones
Welcome, Sherry Penney, 2010 Conference Chair
Opening Remarks, J. Keith Motley, Chancellor, UMASS - Boston
Complexipacity
Cynthia Cherrey, ILA President

18:00 - 19:00 Welcome Reception Atrium Foyer

18:00 - 19:00 ILA Community Information Tables Ballroom Foyer

18:30 - 19:30 Student Case Competition Poster Showcase Ballroom Salon A-D
Sponsored by the Center for Leadership, Northwestern University See page 13

18:30 - 19:30 Conference Colleagues Welcome Meeting Vineyard
See page 13

*** About the time:** As is common around the world, times are listed in a 24 hour clock format.
To translate afternoon and evening times, simply subtract 12. For example, 16:00 is 4:00 p.m.

THURSDAY / OCTOBER 28

06:00	Group Run	Lobby, Boston Marriott
06:15 - 07:15	Sunrise Yoga	Gloucester
07:00 - 17:00	ILA Registration and Welcome Center	Fourth Floor, Boston Marriott
07:30 - 08:45	Leadership Legacy Award Breakfast Reception Honoring Fred Fiedler <i>(Ticketed event)</i>	Ballroom Salon B-C See page 16
08:30 - 18:00	Leadership Book Fair and Exhibit Hall	Ballroom Salon E
08:45 - 10:45	Refreshments Available	Ballroom and Atrium Foyers
09:00 - 10:15	Keynote Plenary Piano Inspirations , Michael Jones Creating a World of Neighborhoods Shelly Wilsey, <i>ILA Director</i> Leadership 2.0: Interfaith Leadership & Compassionate Action Karen Armstrong, <i>Bestselling Author & Authority on Comparative Religions</i>	Grand Ballroom See page 27
10:45 - 12:00	Concurrent Session 1	See pages 29 - 35
12:15 - 13:15	Luncheon for Leadership Education Program Directors, Deans, & Chairs <i>Sponsored by Indiana Wesleyan University and the University of Phoenix (Ticketed event)</i>	Ballroom Salon G See page 13
12:15 - 13:15	Leadership Scholars Luncheon featuring Joseph Nye, <i>Leadership and Power</i> <i>Sponsored by the Jepson School for Leadership Studies, University of Richmond (Ticketed event)</i>	Ballroom Salon B-C See page 13
12:15 - 13:15	Lunch on Own / Free Time	
13:30 - 14:30	Concurrent Session 2	See pages 37 - 42
14:45 - 16:15	Concurrent Session 3	See pages 43 - 49
16:15 - 17:45	Refreshments Available	Ballroom and Atrium Foyers
16:15 - 17:30	Leadership Educators Exchange Expo <i>Sponsored by the Illinois Leadership® Center, University of Illinois Urbana-Champaign and Lipscomb University</i>	Ballroom Salon G See page 51
16:30 - 17:30	Hosted Poster Session	Ballroom Salon F See pages 52 - 59
17:00 - 18:00	ILA Community Meetings Business Leadership Member Interest Group Leadership Development Member Interest Group Leadership Education Member Interest Group Public Leadership Member Interest Group Leadership Scholarship Member Interest Group	See page 22 Suffolk Berkeley/Clarendon Exeter/Fairfield Dartmouth Arlington

THURSDAY'S EVENTS CONTINUED ON NEXT PAGE

THURSDAY / OCTOBER 28 (CONTINUED)

18:00 - 20:00	Jepson School for Leadership Studies Reception <i>(Invited Guests)</i>	Vineyard
18:15 - 20:15	Antioch University PhD in Leadership & Change Reception	Regis
18:15 - 20:15	C. Charles Jackson Foundation Reception <i>(Invited Guests)</i>	Wellesley
18:15 - 20:15	Indiana Wesleyan Graduate Studies in Leadership Reception	Provincetown
18:15 - 20:15	Business Leadership MIG Reception <i>Sponsored by the Center for Values-Driven Leadership, Benedictine University</i>	Simmons

FRIDAY / OCTOBER 29

06:00	Group Run	Lobby, Boston Marriott
06:15 - 07:15	Sunrise Yoga	Gloucester
07:00 - 17:00	ILA Registration and Welcome Center	Fourth Floor, Boston Marriott
07:30 - 08:45	Leadership Legacy Award Breakfast Reception Honoring Jean Lipman-Blumen <i>(Ticketed event)</i>	Ballroom Salon B-C See page 60
08:30 - 19:30	Leadership Book Fair and Exhibit Hall	Ballroom Salon E
08:45 - 10:45	Refreshments Available	Ballroom and Atrium Foyers
09:00 - 10:15	Keynote Plenary Piano Inspirations , Michael Jones Leadership 2.0: Action in Service to the Planet and Its Citizens Jeff Swartz, <i>President and CEO, Timberland Company</i> Invitation to ILA 2011, London Jonathan Gosling, <i>ILA 2011 Conference Chair</i>	Grand Ballroom See page 16
10:45 - 12:00	Concurrent Session 4	See pages 63 - 69
12:15 - 13:15	Leadership Legacy Award Luncheon Reception Honoring Edwin Hollander <i>(Ticketed event)</i>	Ballroom Salon B-C See page 16
12:15 - 13:15	Women in Leadership Networking Luncheon <i>Sponsored by OGE Energy Corp.</i> <i>Organized by Utah Valley University, Azusa Pacific University, Gustavus Adolphus College, Global Institute for Leadership and Civic Development, Kansas State University (Ticketed event)</i>	Ballroom Salon G See page 13
12:15 - 13:15	Lunch on Own / Free Time	
13:30 - 14:30	Concurrent Session 5	See pages 71 - 75
14:45 - 16:00	Concurrent Session 6	See pages 76 - 81
16:00 - 18:00	High Tea Honoring Jean Lipman-Blumen <i>(Invited Guests)</i> <i>Sponsored by the Drucker School of Management at Claremont Graduate University</i>	Regis
16:15 - 17:30	Emerging Scholars Research Consortium <i>Sponsored by Eastern University</i>	Ballroom Salon A-D See page 83
16:30 - 17:45	Interactive Roundtable Discussions	Grand Ballroom See pages 84 - 93
17:00 - 19:00	Refreshments Available	Ballroom and Atrium Foyers

* **About the time:** As is common around the world, times are listed in a 24 hour clock format. To translate afternoon and evening times, simply subtract 12. For example, 16:00 is 4:00 p.m.

FRIDAY / OCTOBER 29 (CONTINUED)

17:30 - 19:00	Student Case Competition Final Presentations (<i>undergraduate</i>) Student Case Competition Final Presentations (<i>graduate</i>) <i>Sponsored by the Center for Leadership, Northwestern University</i>	Ballroom Salon I Ballroom Salon J See page 13
17:30 - 19:00	Author Book Signing and Reception <i>Sponsored by Jossey-Bass</i>	Ballroom Salon E See page 94
20:00 - 22:00	Leadership in Concert, Jordan Hall, New England Conservatory <i>(Ticketed event, purchase tickets at ILA Registration Desk any time prior to 17:00 Friday)</i> <i>Kindly meet at 19:15 in the third floor Atrium Lounge for a guided walk to the event.</i>	See page 13

SATURDAY / OCTOBER 30

06:00	Group Run	Lobby, Boston Marriott
06:15 - 07:15	Sunrise Yoga	Gloucester
07:00 - 17:00	ILA Registration and Welcome Center	Fourth Floor, Boston Marriott
07:30 - 08:45	Leadership Legacy Award Breakfast Reception Honoring Russ Mawby (<i>Ticketed event</i>)	Ballroom Salon B-C See page 16
07:45 - 08:45	ILA Membership Forum <i>All ILA members are welcome to attend this session devoted to gathering feedback on, and sharing information about, the membership experience.</i>	MIT
08:30 - 19:30	Leadership Book Fair and Exhibit Hall	Ballroom Salon E
08:45 - 10:45	Refreshments Available	Ballroom Foyer
09:00 - 10:15	Keynote Plenary Piano Inspirations, Michael Jones Jablin Dissertation Award Presentation Kenneth E. Clark Student Research Award Presentation Leadership 2.0: Strategy and Action for Leading through Change <i>Rosabeth Moss Kantor, Arbuckle Professor, Harvard Business School; Chair & Director, Advanced Leadership Initiative, Harvard University</i>	Grand Ballroom See page 98
10:45 - 12:15	Concurrent Session 7	See pages 99 - 104
12:15 - 13:15	Leadership Educators Exchange Expo <i>Sponsored by the Illinois Leadership® Center, University of Illinois Urbana-Champaign and Lipscomb University</i>	Ballroom Salon A-D See page 51
12:15 - 13:15	Lunch on Own / Free Time	
13:00 - 15:00	Refreshments Available	Ballroom Foyer
13:30 - 14:30	Concurrent Session 8	See pages 105 - 109
15:00 - 16:30	Keynote Plenary Piano Inspirations, Michael Jones Leadership 2.0: Good Work in the 21st Century— An Action Plan for Mind, Body, and Spirit <i>Howard Gardner, Hobbs Professor of Cognition and Education, Harvard Graduate School of Education</i> Student Case Competition Award Presentation Conference Closing	Grand Ballroom See page 111

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International Leadership Association

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Contact Membership Coordinator
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ILA members receive access to an expansive (and expanding!) list of resources to keep them at the cutting-edge of leadership thought:

- * Complimentary online access to premier leadership publications, including *Leadership Quarterly*, *Leadership Excellence*, the *Journal of Leadership Studies*
- * Complimentary access to the ILA webinars, a monthly series of live, energetic webinars with presenters who offer the latest in leadership research, theory, and tools.
- * Complimentary copies of our annual *Building Leadership Bridges* publication; the annual Global proceedings on CD-ROM; and the *Member Connector* newsletter, a monthly publication exclusively for members which feature interviews with esteemed authors and downloadable chapters from newly published leadership books

Engage yourself with a thriving, global community of leadership scholars and practitioners.

With members from nearly 70 countries, the ILA is a multinational, multidisciplinary, multisector membership organization dedicated to transforming leadership knowledge and practice worldwide. As a member of ILA, you can add your voice to the conversation on leadership when you

- * Attend our annual Global (at a discounted rate)
- * Involve yourself with Member Interest Groups or Learning Communities
- * Connect to our ILA-Exchange Listserv or LinkedIn group
- * Join ILASpace, the online network exclusively for members of the ILA
- * Add your program or syllabus to the Leadership Education Program Directory

It all starts at www.ila-net.org. Log-in to access your membership benefits today!

PRE-CONFERENCE WORKSHOPS AND SPECIAL EVENTS

PRE-CONFERENCE WORKSHOPS BEGIN WEDNESDAY, OCTOBER 27 AT 09:00.
PLEASE BE SURE TO CHECK IN AT THE ILA REGISTRATION DESK ON
TUESDAY BETWEEN 14:00-19:00 OR WEDNESDAY BY 08:30.

PC1: THE HUB OF IDEALISM: EXPLORING BOSTON'S LEADING ROLE IN ADVANCING PUBLIC LEADERSHIP AND SOCIAL INNOVATION

Here in the City where John F. Kennedy was born and a young Martin Luther King, Jr. studied, the unique local spirit of idealism and civic engagement nurtures a critical mass of organizations leading towards an ever-greater involvement in service and social change. Quite simply, there is no other American city that has done more to promote a culture of citizen service across the nation and the world. At this ILA Pre-Conference workshop, participants will learn about Boston's vital role as a global Hub of Idealism.

This conference event will be hosted by City Year, and based at the City Year Global Headquarters for Idealism, located just two blocks from the Conference Hotel. The Pre-Conference will feature a distinguished panel of Boston's leaders in the public sector, two breakout sessions focused on the national service movement and developing the next generation of volunteers, and conclude with a guided tour of Boston's historic sites of public leadership.

PC2: IMMUNITY TO CHANGE: THIS IS LEADERSHIP DEVELOPMENT—A WORKSHOP BY ROBERT KEGAN

The Immunity to Change workshop is based on the groundbreaking work of Robert Kegan & Lisa Lahey and identifies why personal development is so difficult and how to identify and overcome the natural barriers therein. Based on their research in adult development theory, Robert Kegan and Lisa Lahey have developed an innovative teaching methodology and activity called Immunity to Change. This workshop is an awareness-building exercise that makes explicit that which is currently implicit. Immunity to Change helps participants better understand their competing commitments and truly begin to understand the motivation behind behavior and why change, with all of the

best intentions, can be so difficult to master. Amazingly this session provides participants with the opportunity to “investigate, research, study, teach, practice, and implement the theories and strategies” behind Kegan & Lahey's work.

Robert Kegan will guide participants through the Immunity to Change process, and participants will complete the “Immunity Map” which outlines some of the motivators behind commitments they hold. In the end, the map clearly outlines why certain behaviors do/do not occur, competing commitments held by participants and those “big assumptions” that drive behavior—assumptions that may limit personal change or block true leadership development.

PC3: BUILD, ASSESS, IMPROVE, SUSTAIN—LEADERSHIP EDUCATION PROGRAM GUIDING QUESTIONS AND BEST PRACTICES

This exciting and highly interactive workshop will address the many issues associated with the creation and development of curricular and co-curricular leadership programs on university and college campuses. Participants will identify critical components necessary to design or improve their leadership education program, develop an action plan to acquire needed knowledge and resources, determine priority knowledge and resource needs and will acquire information to address those needs, and build learning networks with other participants and facilitators and will use these networks to increase learning.

Workshop attendees who are new to the field or in the early stages of creating leadership programs will find this workshop of tremendous value, and attendees from leadership education programs undergoing major revisions will discover new insights to advance your current programs. Key experts in each of the five “Guiding Constructs” will help facilitate the Pre-Conference session and then be available throughout the conference to continue ongoing conversations that emerge from the workshop.

SPECIAL EVENTS

ILA CONFERENCE COLLEAGUES & ILA PEER MENTORSHIP PROGRAMS / INITIAL MEETINGS WEDNESDAY, FOLLOWING THE CONFERENCE OPENING.

In its 2nd year as a conference-wide program, *Conference Colleagues* provides an opportunity for those newer to ILA to connect with those who are more experienced with ILA. Also, for the first time, ILA is launching an organization-wide *Peer Mentorship Program*. This program is designed to provide ILA members with opportunities to connect and to learn from one another throughout the year.

4TH ANNUAL ILA STUDENT CASE COMPETITION / WEDNESDAY, 18:30 – 19:30 (POSTER SHOWCASE) & FRIDAY, 17:30 – 19:00 (FINAL PRESENTATIONS)

The Case Competition enables undergraduate and graduate student teams to further their development in the leadership field through a two-round competition. The students represent their universities, engage with conference participants to develop a case analysis, and compete for the sought-after title of “ILA Case Competition Winner,” complimentary 1-year ILA memberships, and a \$1,000 prize.

LEADERSHIP EDUCATION PROGRAM DIRECTORS, DEANS, AND CHAIRS LUNCHEON / THURSDAY, 12:15-13:15

The PDDC Community provides a forum for networking and information sharing among this segment of the ILA membership. The annual conference luncheon will be an opportunity to exchange experiences, opportunities, and challenges specific to Leadership Education Program Directors, Deans, and Chairs. *Tickets are required for this event.*

LEADERSHIP SCHOLARS LUNCHEON FEATURING JOSEPH NYE, LEADERSHIP AND POWER / THURSDAY, 12:15-13:15

Sponsored by the Jepson School of Leadership Studies and hosted by the ILA’s Leadership Scholarship community, this event provides the opportunity to enjoy an academic talk entitled, *Leadership in Power*, by acclaimed scholar Joseph Nye of the Harvard Kennedy School on his work and research. *Tickets are required for this event.*

LEADERSHIP EDUCATORS EXCHANGE EXPO / THURSDAY, 16:15 – 17:30 & SATURDAY, 12:00 – 13:15

In its inaugural year, the Leadership Educators Exchange Expo will create an open forum where leadership professionals can gather to exchange best practices, generate ideas, and network with other colleagues. See page 51 for the list of college and university leadership programs participating in the Expo.

WOMEN IN LEADERSHIP NETWORKING LUNCHEON / FRIDAY, 12:15-13:15

The ILA Women and Leadership Network (WLN) is a new group created by members to provide information, resources, and networking opportunities for those interested in women and leadership. The WLN welcomes scholars and practitioners who have conducted research related to women in leadership or who are interested in discussing possibilities for future collaborative research around this topic. Participants may be those who are interested in acquiring, researching, and implementing leadership knowledge. This luncheon is the first gathering of the WLN. *Tickets are required for this event.*

2ND ANNUAL EMERGING SCHOLARS RESEARCH CONSORTIUM / FRIDAY, 16:30 – 18:00

The Consortium is a valuable chance to engage in meaningful dialogue around the latest scholarship and research by new contributors to the field of leadership studies. It is an opportunity for master’s and doctoral students as well as junior leadership scholars to present current research and receive feedback from senior scholars and practitioners at the conference. Junior and senior leadership scholars can interact, foster collaboration, meet potential co-authors, while universities can identify potential faculty, and publishers can find future authors and contributors.

LEADERSHIP IN CONCERT AT THE NEW ENGLAND CONSERVATORY / FRIDAY, 20:00 – 22:00

Over the course of the evening, the audience will experience thoughtful explorations of the connection between music and leadership as well as a collection of moving and powerful performances by Matimba Ya Ripfumelo, Boston’s premier South African music ensemble, the Boston Children’s Chorus, an innovative and boundary-crossing arts education organization, and the Max Klau Band presenting smart, soulful, folk music that rocks.

Tickets are required for this event and are available for purchase at the ILA Registration Desk.

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Visit: www.ila-net.org/facebook

 **LINKEDIN:** Join our LinkedIn group to receive special updates, start a discussion, and connect with past and future colleagues.
Visit: www.ila-net.org/linkedin

 **TWITTER:** Follow us on Twitter and you’ll receive tips on where to find the latest and most interesting leadership research and reporting. Plus you’ll get regular updates about our association, resources, and events which might be of interest to you. Follow us at: www.ila-net.org/twitter

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Leadership Legacy Program Honoring Luminaries in the Field

Initiated in 2008, the Leadership Legacy program honors individuals who have made a significant contribution to the field of leadership throughout the course of their careers. Each recipient of the Lifetime Achievement Award is recognized and paid tribute to at a unique reception at our global conference as well as after the conference via a virtual Legacy Wall. The ILA thanks Lorraine Matusak for her leadership in creating this project and the W.K. Kellogg Foundation for its founding sponsorship. We also wish to thank the Randall L. Tobias Center for Leadership Excellence at Indiana University for conducting oral histories with our recipients.



FRED FIEDLER

Fred Fiedler

A prolific writer and thinker, this luminary in the field of Industrial and Organizational Psychology is best known for his game-changing 1967 book *A Theory of Leadership Effectiveness* in which he proposed the contingency model of leadership—the first leadership theory to operationally measure the interaction between a leader’s personality and situational control as a predictor of leadership performance.

SEE PAGE 26 FOR MORE INFORMATION



EDWIN HOLLANDER

Edwin Hollander

One of the first scholars to use the term “followership,” this luminary’s research studied follower expectations and perceptions of leaders, their performance, ethics, and consequences. His well-known model of “idiosyncrasy credit” deals with how followers accord or withdraw support for a leader’s initiatives for change. His latest book, which encompasses all he’s learned throughout his career, puts forward an overarching concept he terms *Inclusive Leadership*.

SEE PAGE 70 FOR MORE INFORMATION



JEAN LIPMAN-BLUMEN

Jean Lipman-Blumen

A former Director of the Women’s Research Program at the National Institute of Education, she served as a Special Advisor to the White House’s Domestic Policy staff under President Carter. Her widely acclaimed books include the Pulitzer nominated *The Connective Edge*; Business Book of the Year *Hot Groups*; and *The Allure of Toxic Leaders*, chosen by *Fast Company* magazine as one of the ten best business books in 2004.

SEE PAGE 60 FOR MORE INFORMATION



RUSSELL MAWBRY

Russell Mawby

During his twenty-five years as CEO of the W.K. Kellogg Foundation, expenditures grew from approximately one million dollars per month to one million dollars per working day—or from \$12 to \$270 million annually. His leadership in the field of philanthropy is globally known and umbrella organizations, like the Michigan Nonprofit Association that he helped found, are nationally recognized models for effective philanthropy.

SEE PAGE 96 FOR MORE INFORMATION

KEYNOTE SPEAKERS



THURSDAY, OCTOBER 28 / 09:00-10:15

KAREN ARMSTRONG Bestselling Author, authority on comparative religions

Leadership 2.0: Interfaith Leadership & Compassionate Action

Read more about Karen Armstrong on page 27



FRIDAY, OCTOBER 29 / 09:00-10:15

JEFF SWARTZ President and CEO, Timberland Company

Leadership 2.0: Action in Service to the Planet and Its Citizens

Read more about Jeff Swartz on page 62



SATURDAY, OCTOBER 30 / 09:00-10:15

ROSABETH MOSS KANTOR Arbuckle Professor, Harvard Business School; Chair & Director, Advanced Leadership Initiative, Harvard University

Leadership 2.0: Strategy and Action for Leading through Change

Read more about Rosabeth Moss Kantor on page 98



SATURDAY, OCTOBER 30 / 15:00-16:30

HOWARD GARDNER Hobbs Professor of Cognition and Education, Harvard Graduate School of Education

Leadership 2.0: Good Work in the 21st Century — An Action Plan for Mind, Body, and Spirit

Read more about Howard Gardner on page 111



SPECIAL THANKS TO OUR PIANIST

MICHAEL JONES is a speaker, leadership educator, pianist, composer, writer, and dialogue facilitator. Over the years, he has been widely recognized for his gift in transforming spaces through his music, stories and facilitation. He is also known for his work as a thought leader in exploring the synergies between artistry, leadership, and collective learning.

**COMING JANUARY 2011
FROM JOSSEY-BASS/WILEY
AND THE ILA**

LEADERSHIP for Transformation

EDITED BY
JoAnn Danelo Barbour
Gill Robinson Hickman

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Fred Fiedler
John W. Gardner
Edwin Hollander
Jean Lipman-Blumen
Russ Mawby

*We are grateful for
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Jay Conger
Institute Chair

Sarah Smith Orr
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Ron Riggio
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Jessica Briggs
Assistant Director for Leadership
Programs

Ketan Mhatre
Visiting Professor of Psychology

Nancy Flores
Assistant to the Directors

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<http://kli.cmc.edu>

ILA MEMBER COMMUNITIES

MEMBER INTEREST GROUPS

Member Interest Groups (MIGs) promote the common interests of ILA members in specific areas of the leadership field, facilitate learning and relationships among persons with common interests, and provide opportunities for members to participate actively in the ILA. The groups advise the conference program team, recruit colleagues to submit session proposals, and organize the peer review process to select sessions.

Each MIG will have an information table following the Conference Opening. The MIG business meetings will be held Thursday, October 28 from 17:00 – 18:00; come learn about the many ways that you can participate and increase your involvement in ILA. You need not be an affiliated member of a MIG to attend the MIG business meetings—everyone is welcome.

We encourage you to speak with the current MIG Chair and Chair-Elects regarding elections for the position of MIG Chair-Elect (who will serve as the 2012 MIG Chair), and other volunteer opportunities.

As a benefit of ILA membership, you may formally affiliate with up to three MIGs, by logging into the Member Area of the ILA Web site and following the link to "update your online profile." MIG members are eligible to participate in the conference proposal review, vote in the annual election, and receive updates from the MIG chair.

Business Leadership Member Interest Group

The MIG for Business Leadership allows individuals involved in leadership initiatives, research, and practice related to the business sector to share ideas, challenges, trends, questions, and/or experiences in this forum. Interest areas include, but are not limited to: international/global issues; talent development; ethics/social responsibility; spirituality; corporate culture/diversity; organizational effectiveness; strategy; virtual/team dynamics; corporate governance; entrepreneurship; industry-specific insights; transformational change; and/or, other emerging inter-disciplinary perspectives on business leadership.

2010 CHAIR: Joanne Barnes joanne.barnes@indwes.edu

2011 CHAIR: Jim 'Gus' Gustafson gus@gusgroup.com

Leadership Development Member Interest Group

The MIG for Leadership Development is a forum for discussion and dialogue about best practices, new ideas, and the integration and application of leadership theory and practice focused on leadership development in the public and private sectors. Members include leadership development consultants, trainers, program directors, coaches, practicing leaders, and other professionals who are reflective practitioners committed to improving leadership and leadership development.

2010 CHAIR: Jan Byars jan@innovativeleadershipsolution.com

2011 CHAIR: Laura Santana santanal@ccl.org

Leadership Education Member Interest Group

The MIG for Leadership Education facilitates the sharing of leadership ideas, methods of teaching and learning, programs, and curricula. The Leadership Education MIG comprises members for whom the teaching of leadership is integral or of interest, and are committed to the development of leadership capacity at educational institutions and organizations.

2010 CHAIR: Sara Thompson sethomps@uiuc.edu

2011 CHAIR: Brent Goertzen bgoertze@fhsu.edu

Public Leadership Member Interest Group

The MIG for Public Leadership provides a forum for those who study or help lead non-profit, social, civic, political, and governmental institutions. These institutions are typically characterized by their primary emphasis on serving the greater good rather than economic gain. The dialogue sponsored by the Public Leadership MIG confronts the challenges posed in the public arena and examines potential leadership strategies and solutions.

2010 CHAIR: Janet Rechtman jrechtman@fanning.uga.edu

2011 CHAIR: Will Salyards willsalyards@comcast.net

Leadership Scholarship Member Interest Group

The MIG for Leadership Scholarship provides a forum for scholars and practitioners from all disciplines and fields to interact and mutually further our understanding of leadership, and to disseminate the results of leadership scholarship and research.

2010 CHAIR: Crystal Hoyt choyt@richmond.edu

2011 CHAIR: David Greenhalgh dgreenha@eastern.edu

LEARNING COMMUNITIES

Learning communities are groups of members who organize around areas of passion, and around questions that are most critical to their work in the field of leadership. These communities are temporary, forming when needed and dissolving when the work has been completed. Face-to-face gatherings are supplemented using technology such as WIKIs and ILASpace.org.

Followership Learning Community

An ongoing community of those interested in research, scholarship, teaching and practices related to followership. In this community, members discover others who share a passion for some aspect of followership studies and form collaborations for specific projects. An active WIKI promotes and distributes the latest research, scholarship, and information.

CONTACT: Ira Chaleff ibtecca@cs.com / Elisabeth Null enul@starpower.net

Guidelines for Leadership Education Programs Learning Community

Congratulations to the Guidelines for Leadership Education Programs Learning Community for the completion of their project, *Guiding Questions: Guidelines for Leadership Education Programs*. Learn more about this project of the Guidelines Community throughout the conference or by contacting Steven Ritch, ritch@spadmin.usf.edu.

AFFINITY GROUPS

Affinity Groups help members find others with mutual interests for more sustained conversation and deeper networking.

Leadership Education Program Directors, Chairs, and Deans Affinity Group

Serves the specific needs of the aforementioned constituents by providing a more private forum for networking and information sharing among this segment of the ILA membership.

CHAIR: Sandra Peart speart@richmond.edu

Student Affinity Group

Connects student members with one another and throughout the ILA. This group aims to increase student involvement in the association, submit fresh ideas, and infuse the unique brand of energy that only a group of student members can generate.

2010 CHAIR: Natalie Coers natalie.coers@gmail.com

2011 CHAIR: Naeem Moosa n_a_moosa@hotmail.com

Thank you

to the 2010 ILA Conference Proposal Reviewers

- Rodger Adair *University of Phoenix*
Amelia Adams *University of Oklahoma*
S Mubashir Ali *SEDC-Lahore University of Management Sciences*
Maria Alizondo *Caban Resources*
Scott Allen *John Carroll University*
Stan Amaladas *Royal Roads University*
Janis Balda *De Pree Leadership Center, St. George's University*
Elizabeth Barber *North Carolina A&T State University*
JoAnn Barbour *Texas Woman's University*
David Beech *University of Sussex*
Mark Beese *Leadership for Lawyers*
Stephan Belding *University of Phoenix*
Trish Bergin *Bergin Consulting*
Lorrie Berkshire Brown *US Army Band, George Mason University*
Lize Booysen *Antioch University PhD program*
Ana María Bravo Gasparri *VERTICAL SA*
Jessica Briggs *Claremont McKenna College, Kravis Leadership Institute*
Gerard Bruijl *BizChange (NZ) Ltd*
John Bryan *Post-Conflict Leadership Associates*
Julia Buchanan *National University*
Carol Burbank *Union Institute and University*
Skye Burn *The Flow Project*
John Burns *Whitworth University*
Deon Canyon *Anton Breinl Centre, James Cook University*
Brigid Carroll *New Zealand Leadership Institute, Auckland University*
Danut Casoinic *University of Grenoble*
Heewon Chang *Eastern University*
Louis Chicquette *Appleton Area School District*
Robert Colvin *Christopher Newport University*
Mike Cortrite *California State University Northridge*
David Cox *Arkansas State University*
Richard Cummins *Columbia Basin College*
Olga Daskall *University of Leuven*
Annemarie de Jong *de Baak*
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Don Dunoon *New Futures Pty Ltd*
Stewart Dutfield *Excelsior College*
Gina Eckert *Center for Creative Leadership*
Ahizechukwu Eke *Nnamdi Azikiwe University Teaching Hospital*
Linda Ellington *Palm Beach Atlantic University*
Stuart Farrand *Undergraduate Leadership Review*
Carol Fimmen *Alamo Colleges*
Amy Fink *Pacific Coast Amateur Hockey Association*
Mike Finnegan *School of Leadership Studies Kansas State*
Stephanie Fischer *REI*
Robert Fisher *Fisher Collaboration Services; George Mason University-ICAR*
Cheryl Francisconi *Institute of International Education*
Joline Francoeur *New Zealand Leadership Institute*
Birgitta Frejhagen *Nosdias*
Caroline Fu *Doctoral Program in Leadership Studies, Gonzaga University*
Kathryn Gaines *Leading Pace LLC*
Cecile Garmon *Western Kentucky University*
Karen Geiger *Queens University of Charlotte*
Karen Gilliam *Northeast Ohio Regional Sewer District*
Doris Gomez *Regent University*
Sylvia Gonzalez *Andrews University*
Adam Goodman *Northwestern University*
Mark Grandstaff *Brigham Young University*
Floyd Green *University of the West Indies; Wentworth Charles and Co*
Kathy Guthrie *Florida State University*
John Hardman *Florida Atlantic University*
Carl Harshman *Institute for Work Attitude & Motivation*
Yael Hellman *Woodbury University*
Dwight Hite *Cameron University*
Peter Holbrook *Cardinal Stritch University*
Shana Hormann *Antioch University - Seattle*
Nancy Huber *University of Arizona*
Daniel Huck *Berea College*
Marsha Hughes-Rease *Dannemiller Tyson Associates*
Melanie Humphreys *Wheaton College*
YoungHee (Sylvia) Hur *University of Twente*
Chad Hyson *University of British Columbia*
Brad Jackson *The University of Auckland*
Mansour Javidan *Thunderbird school of Global Management*
Craig Johnson *George Fox University*
Karen Johnson *John Ben Shepperd Public Leadership Institute University of Texas of the Permian Basin*
William Joyce *WMJAI Consulting*
Tanya Judd Pucella *Marietta College*
Eric Kaufman *Virginia Tech*
Shimura Kenichi Seirei *Christopher University*
Fran Kick *Instruction & Design Concepts*
Karin Klenke *University of Maryland Eastern Shore*
Rick Koster *The Presentation Group*
Petra Kuenkel *Collective Leadership Institute*
Gary Lemaster *Azusa Pacific University*
Douglas Lindsay *United States Air Force Academy*
Jill Lindsey *Wright State University*
Stephen Linenberger *Bellevue University*
Carol Madison *Tobias Center at Indiana University*
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 Sue Myers *U.S. Army War College*
 Oliver Ngodo *University of Malaysia Sarawak Malaysia*
 Faith Ngunjiri *Eastern University*
 John Nirenberg *Walden University*
 Irma O'Dell *Kansas State University*
 Zeynep Hale Oner *Dogus University*
 Jose Ortiz *Universidad Peruana de Ciencias Aplicadas*
 Kathleen Patterson *Regent University*
 Allen Patty *Gonzaga University*
 Kathie Pelletier *California State University, San Bernardino*
 Odir Pereira *ILB - Leadership Institute of Brazil*
 Gerri Perreault *University of Northern Iowa*
 Sharon Piety-Nowell *Bethune-Cookman University*
 Monica Pugh *Universidad de Monterrey*
 J. Dennis Rich *Columbia College Chicago*
 Stephani Richards-Wilson *Marquette University*
 Stephen Ritch *University of South Florida - St. Petersburg*
 Shelley Robbins *Capella University*
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 Carol Sawyer *University of LaVerne*
 Lillian Schumacher *Indiana Tech*
 Leigh Shamblin *Blue Cross Blue Shield – North Carolina*
 Elisabeth Sherwin *University of Arkansas – Little Rock*
 John Shoup *California Baptist University*
 Yusuf Sidani *American University of Beirut*
 Andrew Simon *Yellow Edge Pty Ltd*
 Pearl Sims *Peabody College of Vanderbilt University*
 Kerstin Soderlund *Jepson School of Leadership Studies*
 Nadeen Spence *The University of the West Indies, Mona*
 Matt Starcke *Texas A&M University*
 Merwyn Strate *Hult International Business School*
 Kurt Takamine *Brandman University*
 Syed Aqeel Tirmizi *SIT Graduate Institute*
 Mary Tolar *Kansas State University*
 Carol Traut *University Texas-Permian Basin*
 John Valk *University of New Brunswick*
 Ellen Van Velsor *Center for Creative Leadership*
 Rudy Vargas IV *Latino Leadership Dynamics*
 Simon Vroonhof *Municipality of The Hague*
 Lena Walker *Cornucopia Project*
 Gilda Warden *Child Study and Treatment Center*
 Todd Wells *University of South Florida*
 Rich Whitney *DePaul University*
 Phil Willburn *SAIC*
 Yizhi Xiong *Tsinghua University*
 Huang Yu-Mei *Yu Da University*
 Jeffrey Zacko-Smith *State University of New York*

ILA 2010 Global Conference Proposal Review Process

In order to review all proposal submissions in a manner both comprehensive and fair, the ILA implemented a rigorous review process. Over the course of a two month period, 8-12 individuals reviewed each of the 500 proposals submitted for consideration to the ILA's 12th annual Global Conference.

This process included three phases:

PHASE 1 REVIEW - ILA MEMBER BLIND REVIEW

A call for reviewers was issued in February to all ILA Members to which 350 ILA members answered. Four reviewers were assigned to each proposal submission. These assignments were based on keyword matches that paired a proposal's topic with a reviewer's expertise, thus allowing for a higher-quality evaluation. All proposal submissions were evaluated by reviewers upon the same scoring rubric. Papers that were submitted to the Scholarship Refereed Paper Track were evaluated upon an additional scoring rubric. Both rubrics were made available on the ILA website throughout the Call for Proposals.

PHASE 2 REVIEW - MEMBER INTEREST GROUP EVALUATION

All proposals were submitted to a primary and secondary Member Interest Group Track under which proposals were reviewed and accepted. Each Member Interest Group provided guidelines to assist individuals who submitted proposals to the ILA Conference, which were made available on the ILA website throughout the Call for Proposals.

The Member Interest Group Chair, Chair-Elect, and Volunteer Member reviewed all proposals that were submitted to their respective track, aided by the scores and evaluations completed in the Phase 1 Review. As each proposal was submitted to two Member Interest Group tracks (primary and secondary), two Member Interest Group teams reviewed each proposal. After review, each Member Interest Group team recommended proposals to be presented at the ILA Conference under their track.

PHASE 3 REVIEW - ILA PROGRAM COMMITTEE

The ILA Program Committee reviewed all recommendations of proposals to be presented at the ILA Conference to confirm that all requirements and guidelines were met and to ensure a balanced, excellent program.

Leadership Legacy Lifetime Achievement Award

THURSDAY, OCTOBER 28 / 07:30-08:45

Leadership Legacy Honoree Fred Fiedler



FRED FIEDLER decided to become a psychologist before he had even entered his teens. Post-World War I Vienna, where Fiedler grew up, was richly flavored by the ideas of Freud, Adler, Jung, and their followers, and the Fiedler household contained many intriguing psychology books for a boy his age. Fourteen years, five thousand miles, and twenty-one jobs later (not counting military service in the U.S. Army), Fiedler completed his PhD in Psychology from the University of Chicago and embarked on a research agenda that would paradigmatically shift how people think about leadership.

For eighteen years, beginning with a 1954 study of the leadership of high school basketball teams—which led to the development of the Least Preferred Coworker (LPC) score—Fiedler poked and prodded the data from his various studies on leadership effectiveness. As Fiedler writes, “A clean and elegant experiment may be a thing of beauty and joy forever, but building a sound theory is more like trying to solve a picture puzzle in which half the pieces are missing ... I am convinced that data are adversaries that have to be beaten into submission ... I have been struck time and again by the realization that I did not really begin to understand some of our research results until many years and studies later. Research to me is more like an archaeological dig than a mathematical game. It takes a lot of shoveling and sifting, at least in the area of leadership, before you really begin to hit pay dirt” (1992 p. 315).

The result of Fiedler’s digging was the game-changing 1967 book *A Theory of Leadership Effectiveness* in which he proposed the contingency model of leadership—the first leadership theory to operationally measure the interaction between a leader’s personality and situational control as a predictor of leadership performance.

Shortly after its publication, Fiedler moved from the University of Illinois to the University of Washington where he is currently Professor Emeritus of Psychology and Professor Emeritus of Management and Organization. A prolific writer and thinker, his achievements have been recognized by numerous associations including the American Psychological Society, the Society for Industrial and Organizational Psychology, and the American Academy of Management.

Fiedler, F. (1992). “Life in a Pretzel-Shaped Universe,” in *Management laureates: a collection of autobiographical essays*. Greenwich, CT: Jai Press, 303-333.

Keynote Speaker

THURSDAY, OCTOBER 28 /

09:00 - 10:15



Karen Armstrong

KAREN ARMSTRONG is one of the most prolific thinkers on the role of religion in the modern world. Armstrong is a former Roman Catholic nun who left a British convent to pursue a degree in modern literature at Oxford. She has written more than twenty books around the ideas of what Islam, Judaism, and Christianity have in common, and around their affect on world events, including *A History of God and Holy War: The Crusades and Their Impact on Today's World* and her latest book, *The Case for God*. Her meditations on personal faith and religion (she refers to herself a freelance monotheist) spark discussion—especially her take on fundamentalism, which she sees in a historical context, as an outgrowth of modern culture.

After a brief stint teaching at the University of London, Armstrong began working on television documentaries and her writing career. Now she says her communion with God occurs in the library, where she spends up to three years researching each of her books, which are densely packed with detail. Her books have been translated into forty languages. Armstrong took part in Bill Moyers's television series *Genesis*, and since September 11, 2001, she has been a frequent contributor on both sides of the Atlantic to panels, newspapers, periodicals, and myriad media on the subject of Islam and fundamentalism, advocating multi-faith understanding.

In February 2008, Karen Armstrong won the TED Prize and wished for help in creating, launching, and propagating the Charter for Compassion. The Charter for Compassion is a cooperative effort to restore not only compassionate thinking but, more importantly, compassionate action to the center of religious, moral, and political life. Compassion, as described in the Charter, is the principled determination to put ourselves in the shoes of the other and lies at the heart of all religious and ethical systems. One of the most urgent tasks of our generation is to build a global community where men and women of all races, nations, and ideologies can live together in peace. In our globalized world, everybody has become our neighbor and the Golden Rule has become an urgent necessity.

The Charter, crafted by people all over the world and drafted by a multi-faith, multi-national council of thinkers and leaders, seeks to change the conversation so that compassion becomes a key word in public and private discourse, making it clear that any ideology that breeds hatred or contempt—be it religious or secular—has failed the test of our time. It is not simply a statement of principle; it is above all a summons to creative, practical, and sustained action to meet the political, moral, religious, social, and cultural problems of our time.

Guide to Session Formats

CASE STUDY

Presentation of detailed information about a specific, actual, leadership challenge or problem. Individuals analyze the situation from different perspectives, presenting their opinions on how best to solve the problem and inviting audience participation.

CONVERSATIONS WITH AUTHOR

Lecture by or discussion with an author about their recently published leadership book.

INTERACTIVE ROUNDTABLE DISCUSSIONS

Brief presentations followed by facilitated, informal table conversations; a bell will ring half way thru the session allowing attendees to make a smooth transition to a second roundtable. Attendees may visit two roundtable discussions during the conference session devoted to roundtables.

PANEL DISCUSSION

Presentations and/or discussions by two or more people with contrasting or complementary points of view; generally audience participation is encouraged.

PAPER

Formal, traditionally academic, presentation of written product(s) documenting research, presenting theories, or arguing a particular point of view. Papers accepted as a Refereed were subject to a stringent, blind-review selection process.

POSTER

Visual display of a program, paper, or project that will be staffed by the creator(s) Thursday, October 28 from 16:30-17:30.

PRESENTATION

Research, practices, topics, or programs presented by an individual in a more traditional lecture format.

WORKSHOP

Interactive demonstration, application, and/or session that is rooted in audience participation and active learning.

Hints about Choosing Sessions

If you are feeling a bit overwhelmed by the number of choices, please remember to look beyond the session title.

Each submission was reviewed and accepted by one or more ILA Member Interest Group (MIG), which is one indicator of the session's focus and approach. Also consider session format: two sessions with similar titles but different formats may appeal to two different learning styles.

We provide this information as a guide; please feel free to stretch yourself by attending one or two sessions outside of your normal comfort zone. Of course, all sessions are open to all interested parties; however, if the room is full please attend another session as overcrowded rooms pose a safety hazard.

CONCURRENT SESSION 1

CS1 THURSDAY, OCT. 28, 10:45 – 12:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

CS1 THURSDAY
10:45 – 12:00

The Role of Faith—and Interfaith Literacy—in Public Leadership

ARLINGTON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC, SCHOLARSHIP**
Featured Scholarship Session

The questions of leadership are as old as the Scriptures, as the story of Moses' conversation with God at the burning bush attests. What am I called to do? What is my community called to do? What are we called to do now? The practice of leadership is relational: engaging others to achieve purpose in the face of uncertainty. This panel will explore pedagogies for helping people bring their faith traditions to bear on public-sector challenges and conflicts to produce more durable solutions.

- * Loren Gary *Center for Public Leadership, Kennedy School of Government, Harvard University*
- * Bernard Steinberg *Kennedy School of Government, Harvard University*
- * Diana Eck *Harvard Divinity School*
- * Douglas Hicks *Jepson School of Leadership Studies, University of Richmond*
- * Rob Rogers *Kennedy School of Government, Harvard University*

Leading from the Background: The Engaged Leader as Mediator, Peacemaker

BERKELEY / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

Using the scholarship of arts education, creative writing, and visual analogy, the presenters will explain methods to defuse negative emotions and substitute peacemaking paradigms to pave new courses of action for 21st century leaders. They will then lead participants in groups to hone these skills in their own daily encounters.

- * Barbara Mossberg *California State University Monterey Bay*
- * JoAnn Barbour *Texas Woman's University*
- * Carolyn Roper *Purdue University North Central*

CHAIR: Carolyn Roper *Purdue University North Central*

Peer Coaching: A Structured Approach for Senior Leaders to Address “Swamp Issues”

CLARENDON / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Swamp issues are described as “tangled, complex problems composed of multiple systems that resist technical analysis” (Parks, 2005). Senior leaders are increasingly confronted with complex organizational issues that defy traditional problem-solving approaches. This presentation and peer coaching fishbowl will describe and model a collaborative approach for leaders to use to address their swamp issues.

* Marsha Hughes-Rease *Dannemiller Tyson Associates*

LOL: Leadership On-Line—Soft Skill Development in Online Leadership Education

DARTMOUTH / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This panel will provide a rich discussion for leadership professionals (trainers, consultants, and teachers) to share experiences about how to teach the soft skills (e.g., empathy, interpersonal relationships, initiative, resiliency, team building) of leadership via web-based environments. Brief presentations will bridge practical examples and empirical studies of experiences regarding online delivery of leadership education. Panelists and participants will discuss critical questions: What has worked? What did not work? Why? This will provide an opportunity to swap ideas, to wrestle with issues, to learn from each other, and to have a rich dialogue.

* T. Scott Graham *Wright State University*

* Michael Raffanti *Union Institute & University*

CHAIR: Brent Goertzen *Department of Leadership Studies, Fort Hays State University*

COMMENTATOR: Chaudhary Sarwar *University of the Punjab, Lahore*

Developing Leaders’ Emotional and Social Skills: Creating an Assessment and Training Program

EXETER / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Using a model for basic emotional and social skills, this workshop focuses on the creation of programs for leader social skill assessment and development. Participants will learn about the social skills model, how to administer and score the Social Skills Inventory, and how to develop a social skills training program.

* Ronald Riggio *Kravis Leadership Institute, Claremont McKenna College*

* Ryan Merlin *Claremont Graduate University*

Lead Across Sectors Like Your Business Depends on It (Because It Does!)

FAIRFIELD / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Cross-sector collaboration is emerging as a critical success factor for business leaders in the 21st century. Participants will learn an approach to managing the web of stakeholders necessary to achieve business goals while advancing sustainability, participate in a robust dialogue, and receive a collaborative toolkit to help implement cross-sector collaboration.

* Ashley Welch *Interaction Associates for Social Change*

* Gibrán Rivera *Interaction Associates for Social Change*

A Tale of Two Cities: Developing Student Leadership through International Partnership

HARVARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

Increased globalization obligates leadership educators to prepare students with a global lens. To meet these challenges, UDEM and UC Berkeley have collaborated to allow students and staff to interact and engage around leadership development topics. This workshop will explore this relationship and provide a blueprint for possible replication by others. The audience will engage in a world café format to explore ideas for developing international partnerships and solutions for current restraints.

- * Alma Ramirez *Universidad de Monterrey*
- * Glenn DeGuzman *University of California, Berkeley*

Explorations of Leadership Strategies for Public Health Program Implementation

ORLEANS / Session Type: **CASE STUDY** / Accepted by MIG(s): **PUBLIC**

Scaling Up Successful Public Health Interventions through a Locally Owned and Sustained Leadership Development Program in Rural Egypt

Applied leadership development among health workers in Egypt enabled them to sustain a local leadership program with their own resources and focus on improving health results, including reducing maternal mortality rates across a governorate of 2 million people.

- * Joan Bragar Mansour *Boston Center for Leadership Development*
- * Morsi Mansour *Management Sciences for Health*

The Vision Implementation Project: Developing Public Leaders within Tennessee's Department of Human Services

Since 2006, Vanderbilt University researchers and consultants have partnered with Tennessee's Department of Human Services to identify and address effective leadership strategies within one of the state's largest public agencies. The result is a statewide, technology delivered, strategic leadership action plan aimed at the growth/development of the organization's entire workforce.

- * Pearl Sims *Vanderbilt University*
- * Josh Hayden *Cumberland University*

Recognizing Cognitive Diversity: A Leader's Tool for Effective Collaboration

PROVINCETOWN / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Society in general and businesses in particular tend to value, reward, and encourage behaviors that are associated with "innovation." This workshop will introduce Kirton's Adaption-Innovation Theory, including the impact of individual preferences on personal and professional life, on relationships, and on the effectiveness of teams and collaboration in organizations.

- * Diane Houle-Rutherford *Houle Rutherford Consulting Inc.*
- * Kathryn W. Jablokow *Pennsylvania State University*

Leadership Ethics 2.0

SALON I / Session Type: PAPER PRESENTATION / Accepted by MIG(s): SCHOLARSHIP

This panel introduces theory and strategies designed to transform the knowledge and practice of leadership ethics for the next decade. Presenters will address developments in ethical crisis leadership, followership ethics, and administrative evil.

Ethical Crisis Leadership

* Craig Johnson *George Fox University*

Followership Ethics and Autonomy

* Terry Price *Jepson School of Leadership Studies, University of Richmond*

Exploring Administrative Evil

* George Reed *Department of Leadership Studies, University of San Diego*

CHAIR: Craig Johnson *George Fox University*

Leadership, Distal Teams, and Emergent Work Groups: How to Ensure Functionality of Distal Teams and Foster Self-Organizing Work Groups

SALON H / Session Type: PANEL / Accepted by MIG(s): BUSINESS, DEVELOPMENT

International Teams and Technology

In an era of transnational corporations and distal/virtual teams, leaders are struggling to build team cohesiveness and meet desired goals. This presentation will review the outcomes of a study at Whirlpool and share the training plan developed for Whirlpool executives to increase the success of distal/virtual teams with team members located in Brazil, China, Italy, or Mexico.

* Joanne Barnes *School of Business and Leadership Indiana Wesleyan University*

How to Foster Self-Organizing Work Groups in Organizations

Self-organizing work groups can promote individual leadership development, team cohesion, and smart decision making regardless of the participants' roles, titles, level of experiences, genders, countries of origin, or fields. The presenter will share her experiences and research on successful self-organizing work groups, including a five-step process.

* Lori Kane *Collective Self, LLC*

The Power of Bringing Networks to Scale: Leadership in the Age of Social Media

SALON J / Session Type: WORKSHOP / Accepted by MIG(s): DEVELOPMENT, PUBLIC

Innovations in communication technologies and advancements in network theory and practice open up new leadership possibilities. This interactive session will explore how social media enables the formation of large-scale networks. Drawing on several network case studies, including Wikipedia, Kiva, and MomsRising.org, participants will learn how leadership emerges and connects across networks, and the implications this has for how leadership is conceptualized and practiced in the age of social media.

* Claire Reinelt *Leadership Learning Community*

* Eugene Kim *Blue Oxen Associates*

* Kristin Rowe-Finkbeiner *MomsRising.org*

The Art of Leadership for an Emerging Future Dialogue #1: Leadership and Imagery

REGIS / Session Type: *WORKSHOP* / Accepted by MIG(s): *DEVELOPMENT*

Building on the Fetzer Dialogues of the past two ILA conferences, this year's dialogues will focus on leadership practices for the years to come—years that promise uncertainty, turbulence, complexity, and necessary collaboration across old divides. Some who study the art of leadership have said that in the final analysis, the most powerful tools that a leader possesses are the power of rich language and the capacity to focus attention. The themes of these dialogues are therefore about language and attention, and the power that comes from the authentic expression of both. All three dialogues will follow a similar format: (1) comments and observations by the presenters, (2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, and (3) full room dialogue.

The first dialogue will explore the theme of Leadership and Imagery. The ability for leaders at all levels to work with images, to move in the world of imagery, and to harness metaphor in the pursuit of what is true and lasting—all these capacities and practices are at the heart of leadership in a turbulent world. One might say that it is part of what contributes to the presence of the leader and to the leader's overall effectiveness.

* Judy Sorum Brown *School of Public Policy, University of Maryland; Fetzer Institute*

* Michael Jones, *Pianoscaples Fetzer Institute*

* Deborah Higgins, *Fetzer Institute*

Transnational and Multisectoral Perspectives on Women and Leadership

SIMMONS / Session Type: *PAPER PRESENTATION* / Accepted by MIG(s): *SCHOLARSHIP*

Although women have held leadership positions in many organizational and national contexts, they still experience barriers to their advancement and authority as leaders. This transnational and multisectoral panel will present findings from primary and secondary studies on women and leadership.

Female Leaders—Beauty Makes the Beast? Gender-Specific Effects of Leaders' Physical Attractiveness and Leadership Style

The presenter will share two experimental studies conducted in Germany analyzing gender-specific effects of attractiveness and leadership style on leader evaluation, followers' attitudes, and performance.

* Susanne Braun *Center for Leadership and People Management, Ludwig-Maximilian-University*

* Coauthors: Claudia Peus *Center for Leadership and People Management, Ludwig-Maximilian-University*; Dieter Frey *Center for Leadership and People Management, Ludwig-Maximilian-University*

Lack of Self-Efficacy in Female Faculty Working in Higher Education: The Reluctance to Lead

Utilizing best practices literature and resources like the network of college deans, the Integrated Post-Secondary Educational Data System (IPEDS), as well as a number of books and articles dealing with these issues, the presenter will explore the lack of self-efficacy in female faculty working in higher education and the reluctance to lead.

* Darci Jones *Hammermill Library, Mercyhurst College*

Leadership Across the Curriculum

Today's women leaders must be able to envision themselves as empowered with the confidence, skills, and knowledge to solve 21st century global problems. This case study focuses on a model that challenges young women to develop practical strategies for professional success and civic engagement.

* Tamara Burk *Center for Engaged Learning, Columbia College*

CHAIR: Susan Madsen *Woodbury School of Business, Utah Valley University*

COMMENTATOR: Faith Ngunjiri *Eastern University*

Transforming the Journey: The Hero Archetype and Your Leadership Development

SALON K / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The purpose of this workshop is to use the stages of the hero's journey as a lens for personal leadership development. This session will begin with a brief presentation exploring contemporary archetypal theory to expand a foundational leadership narrative, the hero's journey, as a transformational tool in an increasingly multicultural world. A three-stage model of personal transformation, which builds the depth of knowledge and insight necessary to effectuate change on a larger scale, will be presented and practiced. The connection between personal and community development for archetypal leadership will be explored as the culmination of the hero's journey.

- * Carol Burbank *Independent Scholar and Consultant*
- * Rick Warm *Center for Wisdom in Leadership; Ph.D. Program in Leadership and Change, Antioch University*

Leadership Studies 2.0—Deans & Directors on the Future of Leadership in American Higher Education

SUFFOLK / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This panel is a unique opportunity to hear from leaders of some of the top academic leadership programs in the United States. The panelists—deans and directors of leadership education programs—will discuss past and future trends in leadership studies, including perspectives and priorities for their centers and schools. The discussion will address a wide range of key issues, including: anticipated sources of demand for leadership programs and other services; curricular themes and pedagogical approaches; emerging research priorities; and faculty development.

- * Adam Goodman *Center for Leadership, Northwestern University*
- * Sandra Peart *Jepson School of Leadership Studies, University of Richmond*
- * Gama Perruci *McDonough Leadership Center, Marietta College*
- * Mary Tolar *School of Leadership Studies, Kansas State University*

Complex Realities: The Birth or Death of Followership in the 21st Century

WELLESLEY / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

Followership is dead—or is it? For some, 21st century leadership models demand a greater level of equality among leaders and their collaborators/partners. The term *followership* is demeaning, disengaging, subordinating, and out of touch with collaborative organizations and the complex realities of today. On the other side strong voices such as Chaleff and Kellerman et al. view leadership and followership as indispensable to each other. Followers must be courageous and empowered because the hierarchy is imbued with all the power. This panel will examine both sides.

- * John Dentico *LeadSimm LLC*
- * Susan Keim *University of Kansas*
- * Jim Wolford-Ulrich *Duquesne University*

CHAIR: Ira Chaleff *Executive Coaching and Consulting Executives*

Leadership as Design: Importing Design Theory and Practice into Leadership Studies

VINEYARD / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This panel presentation will examine the application of ideas and techniques from design to leadership theory, practice, and education. Design thinking, processes, and theory provide surprising parallels and considerable insights for advancing the understanding of leadership. A diverse panel will introduce participants to the breadth of possibilities from integrating leadership and design.

Building Psychological Capital with Design-Based Learning

* Anthony Middlebrooks *School of Urban Affairs and Public Policy, University of Delaware*

Leadership as Arendt's Social Action: Lessons from Design

* Nathan Harter *Department of Organizational Leadership, Purdue University*

Design Education for Developing Leaders

* Janet Hethorn *Department of Art, University of Delaware*

Design for Corporate Innovation

* Christie Knittel Mabry *Department of Art, University of Delaware*

CHAIR: Jules Bruck *University of Delaware; Association of Professional Landscape Designers*

New Leadership for Positive and Ethical Organizational Behavior

YARMOUTH / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

Both authentic and transformational leadership theories suggest that leaders impact others through positive influence, and these theories have been examined in light of the information shared by the company, by the behavior of followers, and by the corporate responsibility assumed. This session explores corporate behavior through three different lenses—the CEO letter to shareholders, the behavior of financial statement auditors, and a firm's orientation toward corporate social responsibility (CSR).

Authentic Leadership: Transparency in CEO Letters to Shareholders

Authentic leadership at its core values transparency. While transparency can be thought of as providing insights into decision processes or leader intentions, it can also be evident in leader written communication. This paper uses the analysis of CEO letters to shareholders to show evidence for transparency and authenticity of leaders.

* Susan Murphy *James Madison University (refereed track)*

The Impact of Authentic Leadership on Ethical Firm Culture and Dysfunctional Auditor Behavior

Authentic Leadership Theory is used as a basis for measuring in-charge auditors' perceptions of auditing firm leadership. How these perceptions of firm leadership impact perceptions of firm ethical culture and instances of dysfunctional auditor behavior are explored. Implications for both the auditing profession and the study of leadership will be discussed.

* Jan Taylor Morris *Sam Houston State University (refereed track)*

The New Age of Corporate Social and Ethical Consciousness: Toward a New Leadership Mind-set

The purpose of this paper is to analyze the impact of transformational leadership and ethical integrity in firms' strategic orientation toward corporate social responsibility (CSR).

* Jose Verissimo *ISEG / Technical University of Lisbon (refereed track)*

* Teresa Lacerda *ISEG / Technical University of Lisbon (refereed track)*



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CONCURRENT SESSION 2

CS2 THURSDAY, OCT. 28, 13:30 - 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

CS2THURSDAY
13:30 - 14:30

Coaching 2.0: Learning Leadership through Creative Coaching Models

ARLINGTON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT**

Various models of leadership coaching are transforming how individuals, groups, and organizations learn and practice leadership around the world. In this presentation, a diverse group of panelists will share creative and innovative perspectives and experiences around coaching philosophies and practices that make up a "Coaching 2.0" paradigm.

- * Leslie Schwartz *Illinois Leadership Center, University of Illinois at Urbana-Champaign*
- * Bill Millard *Center for Life Calling & Leadership, Indiana Wesleyan University*
- * Thomas Hellwig *INSEAD Global Leadership Centre*
- * Ann Dinan *The Personal Leadership Institute*

CHAIR: Leslie Schwartz *Illinois Leadership Center, University of Illinois at Urbana-Champaign*

The U.S. Army's 2.0: Time for Action

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The United States Army's leader development strategy is currently bound in 20th century paradigms fighting a conventional war. The workshop's purpose is to provide information concerning 21st century leader development initiatives and programs within the U.S. Army and to seek comments, suggestions, and constructive criticism from a diverse audience.

- * Ted Thomas *Command and General Staff College*
- * Charles Heller *Command and General Staff College*

On the Use of Stories, Triple-Loop Learning, and Their Application for Leader or Leadership Development

CLARENDON / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The use of stories as a triple-loop learning strategy promises to: (1) transform who we are by creating a shift in our point of view about ourselves, (2) reclaim our authorship of our stories, and (3) expand our capacity as leaders to create our futures at both individual and organizational levels.

- * Stan Amaladas *Royal Roads University*
-

Next Generation Leadership: Voices of Emerging Leaders

DARTMOUTH / Session Type: **CONVERSATION WITH AUTHOR** / Accepted by MIG(s): **BUSINESS**

Much that is written about leadership comes from scholars on the topic and from established leaders—political figures, present and former CEOs, and others who occupy leadership positions. Often missing from these works are the views of emerging leaders themselves. The authors of *Next Generation Leadership* (Palgrave/ Macmillan, 2010) will discuss insights gathered from 342 emerging leaders, primarily Generation X, through over eight years of interviews, focus groups, surveys, and individual essays on leadership.

- * Sherry Penney *College of Management, University of Massachusetts Boston*
- * Patricia Neilson *College of Management, University of Massachusetts Boston*
- * Georgianna Melendez *Commonwealth Compact*
- * Ron Bell *Governor's Office of Massachusetts*

The Creative Challenges of Using Adaptive Leadership and Case-in-point Teaching with Undergraduates

EXETER / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Ideas for Translating Leadership Can Be Taught for the Undergraduate Experience

Heifetz's Adaptive Leadership Model has the potential to move students from theory to global/community action; however, translating this work into the undergraduate classroom offers many challenges. This session will present data and approaches from two institutions (Duke and the University of Minnesota) successfully using the Heifetz model with undergraduates.

- * Alma Blount *Sanford School of Public Policy, Duke University*
- * Linnette Werner *University of Minnesota*

Using Simulations in the Application of the Case in Point Method to Teach Adaptive Leadership

Heifetz's "Case in Point Method" (CIP) uses the classroom as a laboratory. Everything that happens in the class may be used as a basis for discussions. The presenter will share her experiences with CIP at the undergraduate level, including "The Villagers," a leadership simulation designed especially for the class.

- * Cristina Wildermuth *Wright State University*

Wisdom at Work: A New Way of Thinking for Business Leaders

FAIRFIELD / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

This session will present a model of leadership wisdom with three processes: acquisition, assessment, and action. Participants will engage in a series of interactive exercises to learn several key principles that can lead to more effective and ethical decisions. The fallacies that affect decision making (proposed by Robert Sternberg) will also be explored. Case studies from real-world situations will be used to launch a discussion about how leaders can successfully develop and apply wisdom.

- * Vern Ludden *Indiana Wesleyan University*
- * Scott Livingston *IntegratEI*

Higher Education Leadership & Management Studies: A Cross-National Approach

HARVARD / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **EDUCATION**

While higher education is growing most quickly in traditionally underdeveloped countries, most of the existing information regarding effective management on college and university campuses comes from knowledge that has been generated primarily in North America and Western Europe. This is a potentially troublesome trend if Western models are merely adopted, regardless of suitability, rather than adapted to respond to local needs. This paper describes an approach that has been successfully used to conduct needs assessments that provide an empirical basis for designing and implementing organizational and leadership development initiatives in high-need national contexts.

* Joseph Berger *University of Massachusetts*

* Kate Hudson *University of Massachusetts*

Professor as Gardener: Cultivating 21st Century Leadership Practices in the Emergent Learning Classroom

MIT / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This session will examine the concept of class as organization, a pedagogical approach in which the students' shared experiences are an integrated part of learning about leadership. Drawing on complexity theory, the workshop will define four necessary conditions and highlight practical steps for nurturing the emergence of leadership in classroom organizations.

* Elizabeth Turesky *Leadership and Organizational Studies Program, University of Southern Maine*

Interrogating Power and Privilege in Leadership Education

ORLEANS / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **EDUCATION**

Two female faculty—one black, the other white—use duoethnography to explore the difficulties of teaching diversity and social justice in a Master of Organizational Leadership program. They interrogate how their discomfort creates an invisible subtext that fuels students' resistance when discussing power and privilege.

* Patrice McClellan *Department of Organizational Leadership, Lourdes College*

* Jennifer Sader *Department of Organizational Leadership, Lourdes College*

Emerging Models of Leadership Theory

SALON H / Session Type: **PAPER PRESENTATIONS** / Accepted by MIG(s): **SCHOLARSHIP**

Reframing Leadership Studies: Toward a Critical and Reflexive Approach

This paper explores the potential for reframing leadership studies through a focus on social construction, a systems perspective, the interface between theory and practice, a critical perspective, and identity issues. The application of such approaches may challenge embedded assumptions and enhance the impact of theory on leadership practice.

* Richard Bolden *Centre for Leadership Studies, University of Exeter*

The Phased Leadership Process Model: A Synthesis of Leadership Theories

Attempts to synthesize leadership theories have largely been reductionist and lack a holistic perspective. Further, few of these syntheses are systems based or recognize that leadership is a staged process. The Phased Leadership Process Model overcomes these weaknesses and presents a model that synthesizes theory within a systems framework.

* Deon Canyon *James Cook University (refereed track)*

* Coauthor: David Plowman *Business School, University of Western Australia (refereed track)*

Leadership Research 2.0: Gaining Rigorous and Actionable Knowledge about Leadership for Social Change

SALON I / Session Type: **CASE STUDY** / Accepted by MIG(s): **PUBLIC, SCHOLARSHIP**

A case study of an eight-year, multimethod research program about social change leadership in the U.S. poses challenges of large-scale, social-science research that addresses broader action goals of participation and practice-oriented knowledge generation to tackle public problems from social change organizations. Research, theory, and practice lessons will be drawn with audience input.

- * Sonia Ospina *Wagner Graduate School of Public Service, New York University*
- * Amparo Hofmann-Pinilla *Research Center for Leadership in Action, New York University*

Implications for Leadership of the Evolving Web

SALON J / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, DEVELOPMENT**

The Bertelsmann Foundation has commissioned a broad analysis of Web trends in the context of co-evolving societal trends and leadership. The study identifies the implications of these combined trends for organizations—and for organizing—to enable leaders in all sectors to anticipate and adjust to new realities and leverage emerging possibilities for heightened effectiveness. Presenters will discuss practical examples of how web-2.0 can be used in all sectors to increase impact, considering co-evolving trends in society and clarifying the changing notion and practice of leadership.

- * Tina Doerffer *Bertelsmann Foundation*
- * Grady McGonagill *McGonagill Consulting*

The House of Leadership: Finding the Foundations of Your Personal Leadership Development

SALON K / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The House of Leadership is a powerful method, used in our programs around the world, for reflection on personal leadership development. Through questioning, participants will be stimulated to think creatively about their lifestyle, passions, drives, dreams, visions, and communication style—and to construct their own house of leadership. Discussion will focus on the strength of their leadership foundation, making changes to interior or exterior design, and developing a roadmap to lead to their leadership destination.

- * Louise Mennen *Mennen Training & Consultancy*
- * Ted Baartmans *Presentation Group*
- * Rick Koster *Presentation Group*

Diverse Approaches to Assessing Leadership Identity Development

SIMMONS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

The leadership identity development grounded theory (Komives, Owen, Longerbeam, Mainella, & Osteen, 2005) and related model describe how individuals develop the social identity of being a relational leader. This session will present multiple processes for assessing individual leadership identity development, including the use of Q-technique and electronic portfolios.

- * Julie Owen *New Century College, George Mason University*
- * Wendy Wagner *University of Maryland, College Park*
- * Susan Komives *University of Maryland, College Park*

Cultivating Global Leadership Capacity

SUFFOLK / Session Type: PAPER PRESENTATIONS / Accepted by MIG(s): SCHOLARSHIP

The need for leadership on the global stage has never been greater. Two papers explore key characteristics and capacities of global leadership, and how to develop them in professional practice.

Preparing Global Leaders: Can Global Mind-set Be Developed?

This paper explores questions about whether the global leadership capacity of global mind-set can be developed. It explores the relationship between experiences abroad, friends from other cultures, and language ability with global mind-set. Implications for leadership highlight that the tremendous need for global leadership that organizations face may be developed.

- * Rachel Clapp-Smith *Purdue University Calumet (refereed track)*
- * Mansour Javidan *Thunderbird School of Global Management (refereed track)*

Global Leadership: A Perspective in Progress

This paper presents a perspective of global leadership and how to develop it in professional education. Drawing upon the experiences of graduate students in leadership, rendered through the Hall-Tonna Values Map, it tells the story of how a course titled Global Context for 21st Century Leadership became a global leadership perspective and program for people working internationally.

- * Ken Otter *Saint Mary's College of California*

Studies on Female Leadership in Three Settings

VINEYARD / Session Type: PAPER PRESENTATION / Accepted by MIG(s): PUBLIC

Lady Health Workers (LHWs) as Health Care Leaders

Lady health workers provide outreach health care services. Their perceptions and practices of empowerment and leadership affect their role in encouraging community participation, changing people's attitudes, and mobilizing communities. This study explored the meaning of empowerment and leadership with LHWs and their programmatic supervisors and coordinators through focused group discussions and key informant interviews in selected rural and urban sites of Sindh, Pakistan.

- * Ayesha Aziz *Aga Khan University*

Reducing the Gender Gap: The Role of Female Leaders as Mentors to Girls in Malawi

This presentation will illustrate the role of female managers or leaders as mentors to girls in Malawi, as a means of motivating and encouraging women and girls to aim at taking leadership positions. The research will show the important role that mentoring provided by female leaders can play in motivating Malawian girls.

- * Maggie Madimbo *African Bible College*

Leadership in Africa: A Case Study of African Women NGO Leaders in Southern Africa

This paper examines how three women NGO leaders in Africa have successfully transformed and strengthened their communities. The presenter will discuss (1) leadership styles that women apply to transform and strengthen communities, (2) how they mobilize women into groups, and (3) challenges that they encounter and suggestions for future research.

- * Priscilla Ndlovu *Eastern University*

CHAIR: Faith Ngunjiri *Eastern University*

Leadership Measures: Exploring Their Use in Research and Practice

WELLESLEY / Session Type: **PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

This presentation will provide a forum to discuss the relative strengths and weaknesses of selected leadership measures. Questionnaires used to assess trait, transformational, authentic, servant, and ethical leadership will be discussed. Attention will be given to the relative value of each measure for research and practice.

* Peter Northouse *School of Communication, Western Michigan University*

Collegiate, Business, and Community Leadership: Case Study of the Colorado Leadership Alliance

YARMOUTH / Session Type: **CASE STUDY** / Accepted by MIG(s): **EDUCATION, BUSINESS**

With an embattled economy and a dismal job market, it is of greater concern than ever that university graduates be adequately prepared as citizen-leaders and workers. This case study will describe and analyze the effectiveness of the Colorado Leadership Alliance, a successful statewide coalition of eleven public and private collegiate leadership programs and the Denver Metro Chamber Leadership Foundation. Learn about a model that fosters collaboration between diverse university programs while also creating unique opportunities for business leadership to connect with talented and motivated students.

* Linda Olson *University of Denver*

* Maureen McDonald *Denver Metro Chamber Leadership Foundation*

* Catherine Rohloff *Center for Honors, Scholars, and Leadership, University of Northern Colorado*

CONCURRENT SESSION 3

CS3 THURSDAY, OCT. 28, 14:45 - 16:15

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

CS3 THURSDAY
14:45 - 16:15

Deploying Authority in Crisis

ARLINGTON / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS, DEVELOPMENT**

Addressing adaptive challenges requires stepping into unknown spaces and disturbing the equilibrium. It is an activity that is inherently uncertain, risky, and often disruptive and disorienting. Given that organizations face ongoing dynamism and crisis, the workshop will examine the effective use of authority in facing those challenges.

- * Ron Heifetz *Cambridge Leadership Associates; Harvard Kennedy School*
- * Alexander Grashow *Cambridge Leadership Associates*
- * Jeff Lawrence *Cambridge Leadership Associates*

Dissertation Research Workshop

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **SCHOLARSHIP, EDUCATION**

Boost your dissertation progress! This interactive workshop specifically targets graduate students at any stage of dissertation work. Need to narrow your research question? Choose a method? Structure a literature review? Organize your results? This session will answer that next question, offer a different perspective, or simply affirm your progress.

- * Anthony Middlebrooks *University of Delaware*
- * Robert Colvin *Christopher Newport University*

Collaborative Leadership and the Leadership-Management Relationship: Three Perspectives

CLARENDON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS**

This session explores collaborative leadership and its relationship with management at three levels of analysis: (1) at the level of the individual leader, focusing on opportunities and challenges commonly faced; (2) at the collective level (team or organization); and (3) at the level of processes, interventions, for dealing with contentious problems.

- * Don Dunoon *New Futures Pty Ltd*
- * Iva Wilson *The Coaching Collaborative*
- * Hester Duursema *Strategy Works; Strategy Academy*

CHAIR: Ann Dodd *College of Agricultural Sciences, Pennsylvania State University*

Leadership Action for National Cultural Resilience and Sustainability: National Value Assessments Supporting Civic and Workplace Initiatives for Culture Change

DARTMOUTH / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC, DEVELOPMENT**

The National Values Assessments highlight the gap between current and desired cultures. Results from values surveys in five Western industrialized nations (Latvia, Iceland, the U.S., Sweden, and Canada) will be presented, along with related illustrative civic and workplace leadership initiatives designed to foster cultural resilience and sustainability in the face of unpredictable global challenges.

- * Marilyn Taylor *Todd Thomas Institute for Values-Based Leadership, Royal Roads University*
- * Bjarni Jonsson *Capacent Iceland*
- * Ashley Munday *Barrett Values Centre*

Leader 2.0: Building Transformative Experiences for Tomorrow's Generation of Leaders

EXETER / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

This highly interactive workshop will explore the profile of a leader in tomorrow's net-driven world, dive deep into what makes youth tick, and explore how to build meaningful learning experiences that transform and grow future talent. Expect to get active, pumped, and experiential while learning about innovative leading-edge learning techniques and exploring questions arising in traditional organizations today.

- * Mazzy Cameron *Henderson Global Investors*
- * Mitesh Sheth *Henderson Global Investors*

Developing the Executive Mind: Mastering Emotional Reactions

FAIRFIELD / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Emotional reactivity often invisibly drives destructive behavior and results. The unseen components of an emotional reaction can be changed to create more productive actions and outcomes. This workshop will include an initial exercise, a description and illustration of the reaction map, an opportunity for participants to apply the map on themselves, and discussion. The learning outcomes will be a tool to describe sensitive and highly personalized behaviors (e.g., a reactive emotion) in an objective, depersonalized way. The map also gives strategies and practices for transforming troublesome behaviors in themselves or in coaching clients or associates.

- * Jeremy Hunter *Drucker School of Management, Claremont Graduate University; CoreWorks Consulting*
- * J. Scott Scherer *CoreWorks Consulting*

Assessing Intercultural Competency in a Global Contest: Using the Global Competencies Inventory

ORLEANS / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The Global Competencies Inventory (GCI) is predictive of global leader skill acquisition, skill transfer, heightened motivation and work attachment, and general job performance. This workshop will introduce the conceptual model underlying the GCI and its statistical properties. Participants will complete the GCI, and learn how to interpret results and engage in dyadic coaching. The workshop will conclude with an exploration of how the inventory can be used for developmental purposes, with particular attention given to personal development planning strategies.

- * Allan Bird *Northeastern University*

2.0 Leadership for a 2.0 World

HARVARD / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS**

This panel will explore the strategic intersection of technology and leadership by demonstrating the leveraged capabilities of web 2.0 social media for virtual leadership, leadership development, and entrepreneurial practice.

High-Speed Trust: Can Gen Y Meet the Challenge of Leadership 2.0?

Because trust has been demonstrated to be the most important factor in creating high-performance teams, how will virtual work groups, composed mainly of Gen Y members, negotiate trust in a 2.0 virtual world? This paper suggests Gen Y may be particularly capable of high-speed trust.

* Bernice Ledbetter *Graziadio School of Business and Management, Pepperdine University*

Trojan at the Gate: Social Media and the Leadership 2.0 Revolution

Within organizations, social media evidences the emergence of a new reality—the reality that employees are cocreators of organizational success. Social media's influence might be likened to an unseen force within a metaphorical Trojan Horse—an organizational gift that contains a hidden leaven which will transform the practice of leadership for generations.

* Arthur Jue *University of Phoenix*

* Bradford L. Matthews *CHANGEase, Inc.*

Leveraging Web 2.0 Technologies in Advancing Philanthropic Leadership

Philanthropic leadership is a topic of growing *pracademic* interest (Barrows, 2004; Helland, 2006; Jue, 2009). Characterized by its compassionate, altruistic, and values-based manifestation and purposes, it is typically regarded as a catalyst for positive social transformation. Yet, operational barriers to effective philanthropic leadership continue to abound. Social media and Web 2.0 technologies may offer promising tools that can assist in closing this gap. This segment will initiate a provocative discussion rooted in methods and emerging case studies whereby innovative uses of internet-based technologies have become powerful tools for furthering the efficacy and impact of global philanthropic leadership

* Stephen Goveia *Greenstein, Rogoff, Olsen & Co. LLP*

Great Ideas Share and Teach Forum

PROVINCETOWN / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

Share your great idea, and leave with many more! This highly interactive forum is for those interested in expanding teaching practices and their pedagogical toolboxes. Sponsored by the Leadership Education MIG, participants will give, receive, discuss, and see in action great ideas for teaching leadership.

* Rick Koster *The Presentation Group*

* Paige Haber *University of San Diego*

The Ethics of Leadership: Continuing the Discussion

SALON H / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT**

Everyone faces ethical challenges in the workplace. This panel discussion provides a venue to collaborate across ILA communities and help each other to discuss, address, and improve ethical issues. All are invited to attend, help establish an ILA learning community, and improve on last year's initial discourse.

* Jan Byars *Innovative Leadership Solutions*

* Tom Sechrest *St. Edward's University*

* Nadeen Spence *University of the West Indies*

* Kabini Sanga *Victoria University of Wellington*

CHAIR: Ted Thomas *Command and General Staff College*

Worldviews and Leadership: Time for Action

REGIS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

This panel will investigate the concept of worldviews for leadership. How extensive is its use and how relevant is it in light of wide diversity? Is it helpful in drawing out larger paradigms that assist in transforming leadership for action as we face the challenges of today and tomorrow?

Worldviews for Action: Understanding the Bigger Picture

A study of various visions of life and ways of life is helpful in assisting with the challenges we face today. Examining worldviews aids in identifying broader paradigms that operate if not compete in the public squares of the world, serving to transform leadership for action.

* John Valk *Renaissance College, University of New Brunswick*

An Exploration of the Concept of Worldview within Leadership Studies Literature

The purpose of this study is to explore the concept of worldview within leadership studies literature. Research questions: (1) How is worldview defined? (2) Is worldview addressed within leadership studies literature? How is it addressed and how is it used? (3) What are the implications of worldview within leadership studies?

* Alicia Crumpton *2 Cats Consulting LLC*

How Robust Is the Idea of “Worldviews”?

This paper questions the existence of “worldviews.” Yet, if there is such a thing as a worldview, it can be known only through interpretation, which in turn will have been filtered through one’s own worldview. There is doubt whether worldviews actually influence social action, such as leadership. What then follows?

* Nathan Harter *Purdue University*

The Worldview and Generational Change

This research examines the concept of worldview through the lens of generational change. It asks the following questions: (1) How is leadership change impacted by generational differences? (2) How are current economic upheavals impacting the young generation? (3) What leadership role will the Millennial Generation play over the next 10-15 years?

* Stephan Belding *University of Phoenix; Marylhurst University*

CHAIR: Jonathan Reams *Norwegian University of Science and Technology*

Meeting of the Minds: Intersections of Experience, Exploration, and Education

SALON J / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Wisdom rarely emanates from lectures alone; effective leadership education programs develop whole leaders through emphasis on experiential opportunities, small group work that maximizes direct and vicarious learning through feedback and accountability, and an exploration of self and others across roles and disciplines. Leadership educators from diverse disciplines will share their techniques and approaches, linking contrasting programs across undergraduate, graduate, executive, and administrative levels.

* Abrina Schnurman-Crook *Batten Leadership Institute, Hollins University*

* Loren Gary *Center for Public Leadership, Harvard University*

* David Trinkle *Virginia Tech Carilion School of Medicine*

* Margaret Kantlehner *Elon University School of Law*

CHAIR: Katherine Walker *Batten Leadership Institute, Hollins University*

Overcoming Obstacles to Create the Interdisciplinary Leadership Minor, V-2.0

SALON I / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Many colleges and universities are creating leadership minors with a strong interdisciplinary focus. The task is not always an easy one! Panelists from a variety of institutions will identify obstacles they've faced and overcome, as well as the learning objectives, philosophical assumptions, structure, and content of the minors at their institutions. Time will be reserved for discussion and problem solving with participants.

- * Julie Owen *George Mason University*
- * Tamara Burk *Columbia College*
- * Kerry Priest *Virginia Tech*

CHAIR: Bonnie Pribush *Franklin College*

COMMENTATOR: Nancy Huber *University of Arizona*

Honoring Edwin P. Hollander

WELLESLEY / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

Defining Contributions

Colleagues of Edwin P. Hollander will explore with Professor Hollander the defining contributions of his over 50 years of leadership scholarship. They will consider his central concerns with legitimacy, the implications of his work for leadership ethics, and the status of his concept of idiosyncrasy credit. They will outline the importance and significance of Hollander's work.

- * George Goethals *Jepson School of Leadership Studies, University of Richmond*
- * Terry Price *Jepson School of Leadership Studies, University of Richmond*
- * Edwin Hollander *CUNY, Baruch College & the Graduate Center*

Influencing Scholarship

Ed Hollander has done groundbreaking work on the key role of active followers in leadership, as well as more recently emphasizing the concept of inclusive leadership. His influence has brought balance and breadth to the more traditional leader-centric views that have often dominated the field.

- * Lynn Offermann *George Washington University*

Idiosyncrasy Credit

One of Ed Hollander's great talents is his ability to capture phenomena in ways that both clarify them and invite further exploration of what is going on. A case in point is his notion of "idiosyncrasy credit." This brief presentation will explore why that simple idea has so much power in shaping how we perceive and explain group dynamics.

- * J. Richard Hackman *Kennedy School of Government, Harvard University*

Pioneering Insight

During the war years at Pensacola, Ed Hollander did pioneering work for the military on followership and, more broadly, began developing key insights about and contributions to our understanding of both leadership and followership. The role of war funding should be understood as part of the unique career of Ed Hollander.

- * Georgia Sorenson *University of Maryland School of Law*
-

Transcendent Leadership: Expanding the Constructs of Transactional and Transformational?

SALON K / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

Transcendent leadership is version 2.0 leadership—the refinement of the original. It serves to expand the constructs of transactional and transformational leadership into the 21st century. This panel will explore transcendent leadership across the four disciplines of Psychology, Business, Health Administration, and Human Consciousness, as well as its multifaceted nature and ways of assessing for it.

Transcendent Moments in the Lives of Leaders

Four key findings from an international Delphi study will be presented: leaders experience transcendent moments, these moments impact their leadership, they contain three emergent themes, and three core values. This dynamic presentation will shed light on the implications of these findings on the future of leadership development and social justice.

* Elizabeth Lena Walker *Cornucopia Project*

Assessing for Transcendent Leadership

In an increasingly global and complex world with equally complex and tightly coupled systems, the risk of ineffective leadership is a growing concern for organizations. This presentation will explore the psychometric properties of an emergent solution, the Tilt 360 Leadership Predictor. Initial findings regarding the relationship between transcendent leadership, measured by the Tilt 360 LP, and a team level climate for innovation will be presented.

* Pam Boney *Tilt, Inc.*

Transcendent Leadership

This presentation will share a new leadership construct, termed transcending leadership (Jordan, 2005), which could expand the existing ‘transactional-transformational’ paradigm (Burns, 1978; Bass, 1985; Bass & Avolio, 1994) and contribute to a richer and deeper understanding of the relationships and responsibilities of leaders and followers.

* David Jordan *Seven Hills Foundation*

Transcendent Leadership: Leadership 2.0, an Integral Approach; a Process for the Next Evolution in Leadership Practice

This presentation will ascertain that transcendent leadership is a legitimate construct and is a logical reflection of conscious evolution as evidenced by societal and human development. If transcendence is included in leadership theories, a synergistic, bridging process of honoring the self and the many in spiritual humanism could be possible.

* Lisa Aldon *Transcendent Leadership*

CHAIR: Paul Reville *Massachusetts Department of Education*

COMMENTATOR: John Jacob Zucker Gardiner *College of Education, Seattle University*

Movement Leadership in a Social Media Age: Stories from the Field

SIMMONS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

When leaders combine social media tools with elements of traditional organizing methods, including public narrative, they create innovative mass mobilizations. Since 2005, Hunt Alternatives Fund has supported the Prime Movers fellowship program. Prime Movers are social movement leaders whose case studies offer compelling lessons for others seeking to catalyze change. This panel will explore recent stories from of social movement leadership and the lessons on leadership we can learn from these activities.

- * Adria Goodson *Hunt Alternatives Fund*
- * Phil Aroneanu *350.org*
- * Kristin Rowe-Finkbeiner *momsrising.org*

CHAIR: Claire Reinelt *Leadership Learning Community*

Asking the Right Questions: Toward Worldly, Socially Responsible, Sustainable, and Inclusive Leadership

SUFFOLK / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

This panel will explore how to capture culturally authentic voices and reframe leadership in a sustainable, socially responsible, inclusive context. Four panelists with extensive cross-cultural scholarly experience will demonstrate how to use an appreciative inquiry approach to uncover leadership knowledge from indigenous perspectives, and identify best practices to inform leadership discourse and future research.

- * Lynda Moore *Simmons School of Management*
- * Sharon Turnbull *Leadership Trust Foundation*
- * Bonita Betters-Reed *Simmons School of Management*
- * Prasad Kaipa *Indian School of Business; Kaipa Group*

CHAIR: Lynda Moore *Simmons School of Management*

Collaborative Autoethnography for Leadership Development: Reflect, Analyze, and Act Together

VINEYARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Leaders need to act! How can they ground their actions in a clear understanding of self and their relationships with others? This workshop engages participants in a variety of collaborative autoethnographic processes that promote self-reflection, sociocultural self-analysis, and self-narration for the development of individual leaders and leader communities.

- * Kathy-Ann C. Hernandez *Loeb School of Education, Eastern University*
 - * Faith W. Ngunjiri *Eastern University*
 - * Heewon Chang *Eastern University*
-

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LEADERSHIP EDUCATORS EXCHANGE EXPO

THURSDAY, OCTOBER 28 / 16:15 - 17:30
SALON G

SATURDAY, OCTOBER 30 / 12:00 - 13:15
SALONS A-D

In its inaugural year, the Leadership Educators Exchange Expo was conceptualized to create an open forum where leadership professionals can gather to exchange best practices, generate ideas, and network with other colleagues. Universities and colleges from around the world will showcase their leadership programs at this event.

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HOSTED POSTER SESSION

THURSDAY, OCT. 28, 16:30 - 17:30
BALLROOM SALON F

PSTHURSDAY
16:30 - 17:30

Learn to Act: Mentoring Research in Leadership Development POSTER #1

Mentoring contributes to leadership development significantly as protégés learn not only new knowledge and skills but also attitude and vision from their formal and informal mentors. Multiple qualitative studies offer insight into mentoring experienced by male and female executives, entrepreneurs, and managers in business, nonprofit, and technological fields.

* Heewon Chang *Eastern University*

Mentoring for Entrepreneurs: Opportunities to Learn and Act POSTER #2

Entrepreneurs feel the mentoring process not only helped them become successful but also inspired their decision to become entrepreneurs. Utilizing a phenomenological approach, this study explores how leaders in an entrepreneurial environment experience mentoring. By learning through the mentoring experience, the keys to the entrepreneur's success are established and refined.

* David Ober *PA Outlet Management Co.*

* Peter Bemski *Access Services, Inc.*

Informal Mentoring of Technological Professionals: Does It Make a Difference? POSTER #3

The purpose of this phenomenological study was to explore the informal mentoring experiences of technological professionals. All participants conveyed that mentoring had helped them achieve success in their careers. This study suggests that informal leadership mentoring is an important tool that technological professionals utilize to foster career development.

* Julie Rood-Breithaupt *GlaxoSmithKline Pharmaceuticals*

Mentoring 2.0: Learning from the Mentoring Experiences of Women Business Leaders POSTER #4

The positive impact of mentoring on career advancement has been widely reported. The experiences of five women show that relationships are important in effective mentoring, and these experiences influence their approach to mentoring others. To facilitate leadership development for women, leaders need to commit to informal mentoring across the organization.

* Patricia Bleil *McBride and Bennett*

The Dynamic Mentor Relationship: The Mentor's Influence on Female Leaders

POSTER #5

This qualitative study examines the phenomenon of mentoring through the experiences of 12 female leaders from business, academics, and the nonprofit sector. In every case, the mentor experience left a profound impact on the women's conception of leadership and helped the women act on their experiences to become effective leaders.

* Karen Kispert *Keystone Opportunity Center*

Distinguishing between Leadership and Authority: What's at Stake? POSTER #6

The purpose of this poster is to open up a conversation about the need to distinguish between authority and leadership, using Ronald Heifetz's criteria for classification. The presenters will focus on the implications of failing to keep this distinction front and center in the field of leadership and in society as a whole.

* Sarah Chace *Teachers College, Columbia University*

* Anibel Cerda-Gazmuri *Columbia University*

The Two-Way Leadership Mirror: Power and Identity in the Leadership Process

POSTER #7

The pervasive nature of power results in the potential to influence the leadership process in a variety of ways. Focusing on the relationship between power and identity, this paper provides new insight into the way that individuals (including identified leaders) are embedded in larger collectives in which power inherently exists, and offers a new lens through which to explore the impact of power on the leadership process. In so doing, it seeks to illuminate the complex nature of leadership and the approaches necessary for the next generation.

* Tova Olson-Sanders *George Washington University; Leading Opportunity, LLC*

Antecedents of Abusive Supervision at Sea: The Role of Trait Anger and Trait Anxiety

POSTER #8

Angry captains, anxious subordinates, and an unholy combination of captain-subordinate personalities are investigated as antecedents of abusive supervision in the North Sea. Abusive supervision—a behavioral style causing much havoc—is related to captain trait anger, subordinates trait anxiety, as well as the combination of high-anger captains and low-anger subordinates.

* Leo Kant *Faculty of Psychology, University of Bergen; Falck Nutec*

* *Coauthors:* Anders Skogstad *Faculty of Psychology, University of Bergen;* Torbjørn Torsheim, *Faculty of Psychology, University of Bergen;* Ståle Einarsen, *Faculty of Psychology, University of Bergen*

Servant Leadership and Power Distance in Cross-Cultural Perspective

POSTER #9

This study examines how global organizational commitment to servant leadership values (what ought to be) influences power distance practices (what actually is) in different cultures in the context of the worldwide operation of the Seventh-Day Adventist Church, which operates in over 210 countries worldwide.

* Erich Baumgartner *Andrews University*

* Sylvia Gonzalez *Andrews University*

* Stanley E. Patterson *Andrews University*

PSTHURSDAY
16:30 - 17:30

In the Eyes of the Follower—Credible Leadership and Theory Development

POSTER #10

This session traces credible leadership in leadership theory. When trait theory was dominant, an amplified importance of leader credibility characteristics was present in theory development. When leadership theory emphasized leader-follower relationships, with followers' perceptions playing a leading factor in effective leadership, traces of credible leadership was also more prevalent.

* Sharon Hoffman *Southeastern Louisiana University*

Followership and Sacrificial Leadership: A Case Study of Survivors of the People's Temple Massacre

POSTER #11

This study examines leader-follower relationships in the context of religious cultism, the People's Temple, and the Jonestown Massacre of 1978. In Jonestown, Guyana, Jim Jones, leader of the People's Temple, convinced close to 1,200 people to participate in one of the largest massacres in history. Nine Jonestown survivors are participating in this study, which is designed to contribute to the extant literature on leadership-followership interdependencies by expanding current constructs and theories in this area of leadership research.

* Wendy Edmonds *Baltimore Substance Abuse Systems; University of Maryland Eastern Shore*

Horse Sense—Strengths-Based Leadership with Equine-Assisted Learning Experiences

POSTER #12

See how the Center for Applied Leadership uses equine-assisted learning to foster understanding of leadership in a strengths-based leadership approach. Strengths development and key leader/follower insights are discovered through experiential learning combining two recognized avenues of leadership development.

* Rick Miller *Texas A&M University-Commerce*

* Jess Lamphere *Texas A&M University-Commerce*

Organizational Vitality at the Confluence of Demographic Diversity, Transformational Leadership, and LMX Quality

POSTER #13

This paper explores four key concepts: demographic diversity (DD), quality of exchange relationships between leaders and subordinates (LMX), transformational leadership (TFL), and how these relate to organizational vitality (OV). It further proposes that DD, LMX, and TFL are powerful tools, likely to reshape and enhance OV, and thus propel organizations toward higher levels of complexity and competitiveness.

* Danut Casoinic *University of Grenoble*

Call for Ethical Leader(ship): The Importance of Ethical Congruence and Organizational Moral Values for Organizational Moral Development – “Slovak Experience”

POSTER #14

The aim of this presentation is to emphasize the role of organizational moral values as well the importance of ethical congruent actions of leaders. The presentation will be divided into two parts— theoretical and practical. In the theoretical part, the authors emphasize ethical leadership. The second part of this presentation is more practically oriented, as the authors present some findings of quantitative research that were aimed at reasoning ethical congruent actions of leaders and their followers. The authors also provide a case study from the military environment.

* Zuzana Čmelíková *Independent Researcher*

* Jan Čmelík *Independent Researcher*

Ethical Leadership: A Critique and Call to Action POSTER #15

Ethical leadership is one of the most important and timely topics within the field of leadership development today. This session will present a summary review of the emergent ideas and theories in ethical leadership since the 1980s and offer observations and recommendations for future directions for researchers, teachers, and practitioners.

* Anita C. Gregory *Department of Human Services, City of Philadelphia; Eastern University*

* Kathleen B. Nussbaum *Eastern University; MVP Leadership Consulting, Inc.*

* Coauthor: H. Jeffrey Logan *SouthGate Baptist Church*

Managing through Fear and Red Tape: An Examination of How a Leader/Manager's Fear of Failure and Perceptions of Red Tape Can Inhibit Innovation and Learning in Organizations POSTER #16

This paper examines literature for two phenomena, Fear of Failure and Degree of Red Tape, and how they could affect learning and innovation in organizations. A four-quad model theory is constructed using an x and y axis for the limited purpose of stimulating discussion and generating original research.

* Joseph Lestrangle *Indiana Institute of Technology*

Organizational Leadership: Time for Synthesis POSTER #17

The poster will present a strategic leadership framework built on research done in (macro) strategic management and (micro) organizational psychology / leadership theory. Potential avenues for further research based on this framework will be put forward, studying strategic leadership at the level of the individual, team, and organization.

* Hester Duursema *Erasmus University Rotterdam; Strategy Works*

Creativity: A Core Competency for Leadership 2.0 POSTER #18

Wheatley (2005) indicated, "It is possible to create successful organizational change if you start with the assumption that people, like all of life, are creative and good at change." This poster will offer a chance to understand change leadership and enhance practice by using a new creativity-based framework.

* Jeffrey Zacko-Smith *State University of New York College at Buffalo*

Leadership during the Greatest Crisis in Almost a Century POSTER #19

This poster presents a paper that explores the effectiveness of eight leadership dimensions during the worst financial crisis since the Great Depression in the 1930s, and compares the findings to previous studies on leadership in crisis.

* Markus Hasel *EMLYON*

Lost Leadership: An Analysis of Leadership Paradigms Portrayed in the Television Series, *Lost* POSTER #20

In a 2.0 era, entertainment media as a source for communicating leadership messages cannot be ignored. This research utilizes Laub's APS Model to explore the leadership paradigms portrayed in the television series, *Lost*. The study raises questions concerning leadership perspectives in media and their relationship to real-world leadership.

* Kristyn Eske *Center for Life Calling & Leadership, Indiana Wesleyan University*

PSTHURSDAY
16:30 - 17:30

Leadership Development in the Israeli Police Force POSTER #21

This poster presentation will discuss the establishment of the Leadership Development Center in the Israeli Police Force, as well as the insights gained and the lessons learned.

* Raffi Lev *Israel Police Force*

Existing Frameworks for Contemporary Times: Why the Birkman Method Still Applies to Leadership 2.0 POSTER #22

Though developed over 50 years ago, the Birkman Method® continues to have relevance for Leadership 2.0. As a multidimensional assessment integrating behavioral, motivational, and occupational data, this business-focused assessment enhances leadership education success by expanding individuals' personal awareness, enabling a shift in their perspectives and revealing new choices.

* Tom Sechrest *St. Edward's University*

An Empirical Validation of the “Dynamic Five-Factor Model of Leadership”

POSTER #23

The “Dynamic Five-Factor Model of Leadership” (Seiler & Pfister, 2009) will be introduced. Results of two empirical validation studies will be presented. In addition, effects of cultural background and personality on the perception of the five factors of the “Dynamic Five-Factor Model” will be considered.

* Andres Pfister *Swiss Military Academy at ETH Zurich*

* Coauthor: Stefan Seiler *Leadership and Communication Studies Department, Swiss Military Academy at ETH Zurich*

Leadership and Societal Culture: Results from the GLOBE Research in Greece

POSTER #24

Greece participated in the GLOBE study, which combined the efforts of a team of cross-cultural investigators from 61 countries in the mid-1990s. This presentation will include results from the research on Greek leadership, in 1995 and 2010; its link with societal culture; as well as conclusions about respondents' attitudes, which appear not to have changed over the past 15 years.

* Nancy Papalexandris *Athens University of Economics and Business*

Action, Reflection, and Accessibility: Designing an Inclusive Leadership Portfolio Program POSTER #25

The Office of Carolina Leadership Development, collaboratively with university partners, accepted a call for action and designed a Leadership Portfolio Program to assist students in establishing their personal leadership path. The poster presentation will provide an overview of the CLD Leadership Philosophy and the competencies identified as significant in the leadership development process of students at Carolina.

* Amanda Williams *UNC Chapel Hill*

* Mallory Cash *UNC Chapel Hill*

* Kate Kryder *UNC Chapel Hill*

The Impact of Leadership Development in Higher Education: A Longitudinal Study of Knowledge, Skills, and Abilities

POSTER #26

As more undergraduate leadership education programs are developed, it is necessary to assess the effectiveness and impact of these programs and their ability to develop leadership outcomes. The purpose of this study is to establish an ongoing assessment of the long-term impact of leadership development and training in higher education.

* Sherylle Tan *Kravis Leadership Institute, Claremont McKenna College*

The Influences of Student Groups in Developing Leadership in Undergraduate Agricultural Students

POSTER #27

This poster utilized quantitative measures to identify leadership behaviors of undergraduate College of Agricultural and Life Sciences (CALs) students at the University of Florida in Gainesville to examine the relationship between the students' collegiate organizational leadership experiences in relationship to their leadership behavior.

* Bryan Patterson *University of Tennessee*

Military Leadership Education in the Singapore Armed Forces: A Social-Behavioral Science Approach

POSTER #28

This paper describes two newly designed academic military leadership courses at the undergraduate and graduate levels, implemented as part of Singapore's military officers' professional military education. The officers are provided with foundational social-behavioral scientific knowledge related to leadership—the basis for many contemporary military leadership doctrines and development systems.

* Kim Yin Chan *Nanyang Technological University*

* Coauthor: Star Soh *Nanyang Technological University*

Exploring Curricular Variations in Leadership Doctoral Education

POSTER #29

This study analyzed numerous doctoral leadership programs on descriptive characteristics such as curricular content, degree and course requirements (i.e., core, research, elective), and institution type. Results highlight similarities and differences among Ph.D. programs in Leadership, Leadership Studies, and Organizational Leadership.

* Taylor Peyton Roberts *University of San Diego*

The University of Wisconsin–Madison's Civic Engagement: The Wisconsin Idea in South Madison

POSTER #30

Academic institutions are charged with developing ethical leadership and better addressing problems in poorer communities surrounding their campus. Thus, institutions are embracing civic engagement. University of Wisconsin–Madison expanded its own civic engagement (Wisconsin Idea) into a long-term partnership, by expanding educational partnerships and sharing leadership with South Madison community partners.

* Ariel Kaufman *University of Wisconsin–Madison*

PSTHURSDAY
16:30 - 17:30

PSTHURSDAY
16:30 - 17:30

Leadership Research and Development for Innovation and Public Service: Meeting the Challenges of Our World POSTER #31

Research universities are under increasing pressure to innovate. This presentation will discuss the results of a pilot study of a new leadership research and development process based on experiential learning and evidence-based research, designed to develop leaders of innovation and create a culture of innovation and public service.

- * Chester Warzynski *Georgia Institute of Technology*
- * Clint Sidle *Cornell University*

Applying a Post-Conflict Leadership Model to Business: Lessons to be Learned? POSTER #32

A model emerging from ongoing research in Uganda seems to apply to leadership in the turbulent economic environment of 2010. This session will explore a potential overlap between a region transitioning out of conflict and organizations wading through traumatic change, comparing new data from each context.

- * John Bryan *Post-Conflict Leadership Associates*

Examining Servant Leadership and Conflict Resolution Styles among African American Delmarva Ministers POSTER #33

The poster examines the relationship between the servant leadership approach and the collaborative conflict resolution style among African American church leaders. The servant leadership theoretical tenants are described and the theory behind conflict resolution models are outlined. Findings, limitations, and future research implications from the study will be presented.

- * Lisa Johnson *University of Maryland Eastern Shore*

Volunteerism in Action: Leadership Development in 4H Youth POSTER #34

The 4H positive youth development model, as volunteerism in action, is presented through the lens of transformational leadership. Participants were interviewed and their stories analyzed. Study findings indicated that the participants evidenced the 5 C's and many of the life skills behaviors as indicators of leadership characteristics in participating youth.

- * Carmela Nanton *Palm Beach Atlantic University*
- * Mary Markward *Palm Beach Atlantic University*

Enabling Dialogue for Change: Mobile United and Its Programs—Leadership Mobile and Youth Leadership Mobile POSTER #35

Since 1972, Mobile United, located in Mobile, Alabama, has been a vehicle for addressing issues and community concerns through a broad-based community network that has nimbly survived four decades by continually evolving with the times to maintain its community position, and by building stronger networks through its leadership development programs, Leadership Mobile and Youth Leadership Mobile.

- * Katherine Phillips *Mobile United/Leadership Mobile*
-

Evaluating the Use of Distance Learning Technologies to Enhance a National Leadership Training Program for New Local Health Officials: Increasing Reach and Sustainability for the Survive and Thrive Training Program

 POSTER #36

An evaluation of the use of distance learning technology to enhance the Survive and Thrive Training Program for new Local Health Officials was conducted. Evaluation results will be presented with respect to practical considerations and general recommendations for complementing existing curricula for local public health leadership and related training programs.

* Sue Ann Sarpy *Sarpy and Associates*

Training Public School Principals to Lead Change

 POSTER #37

This poster will describe a research project that provides public school principals with leadership training in the process of change. College professors lead principals through an assessment of readiness for change and then provide a theoretical basis for organizational change as the principals learn to better implement school improvement plans.

* Jim Freemyer *Indiana Wesleyan University*

* Brad Oliver *Indiana Wesleyan University*

* Al Long *Indiana Wesleyan University*

* Mike Trego *Indiana Wesleyan University*

Strengthening the Leadership and Organizational Capacity of State Organizations to Promote Science-Based Approaches in Teen Pregnancy Prevention

 POSTER #38

Since 2005 Advocates for Youth has partnered with the Centers for Disease Control and Prevention to strengthen the leadership and organizational capacity of state organizations working to reduce teen pregnancy using science-based prevention approaches. This session will highlight the results of longitudinal qualitative evaluation research measuring the impact of collaborative effort.

* Thomas W. Klaus *Advocates for Youth; Eastern University*

Food Leadership: A Desperate Plea for Practical Education, Community Organizing, and Social Justice

 POSTER #39

Nutritional sustainability requires the emergence of community leaders who will engage others in reflection and action focused on local expressions of the global food crisis. This poster will profile well-known and grassroots food leaders in order to identify where the work of good leadership intersects with the urgent concern for good food.

* Paul Kaak *Azusa Pacific University*

Motivation 2.0: The Existential and Motivational Analysis—Engaging Students in Meaningful Leadership Learning

 POSTER #40

Integrating the work of Frankl and Reiss into a model of Existential and Motivational Analysis (EMotiAn) helps leadership educators to make learning about leadership more meaningful for students. In addition, the DISC personality types and Kolb Learning Style Inventory provide means of better framing leadership learning outcomes, learning opportunities, assignments, and assessment.

* Thomas Mengel *University of New Brunswick*

PSTHURSDAY
16:30 - 17:30

Leadership Legacy Lifetime Achievement Award

FRIDAY, OCTOBER 29 / 07:30-08:45

Leadership Legacy Honoree Jean Lipman-Blumen

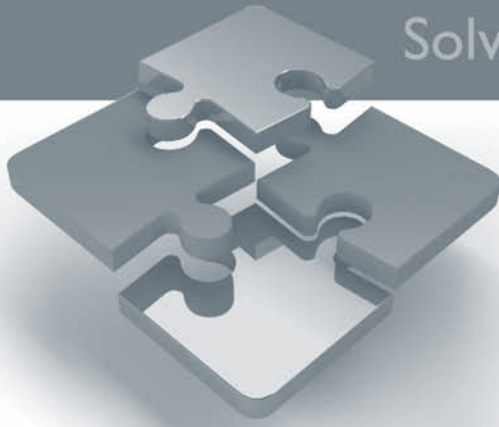


A native Bostonian, **JEAN LIPMAN-BLUMEN** is a noted organizational sociologist and social psychologist. Her intellectual appetite first flourished at Wellesley where she received her BA and MA. For her PhD she studied at Harvard under such academic stars as Talcott Parsons and Florence Kluckhohn in the Department of Social Relations for Interdisciplinary Social Science Studies.

Her career is a compelling example of what it means to be a scholar for the public good. Not content to work solely in academia, Lipman-Blumen directed the Women's Research Program at the National Institute of Education, served as a Special Advisor to the White House's Domestic Policy staff under President Carter, and was President of LBS International, Ltd. a management consulting and public policy firm. Her three best known books are all aimed at improving how we go about the business of leadership and have been widely recognized for their impact. *The Connective Edge: Leading in an Interdependent World* was nominated for a Pulitzer; *Hot Groups: Seeding Them, Feeding Them, and Using Them to Ignite Your Organization* won "Business Book of the Year" from the American Publishers' Association; and *The Allure of Toxic Leaders*, was chosen by *Fast Company Magazine* as one of the ten best business books in 2004.

Currently, she is the Thornton F. Bradshaw Chair in Public Policy and Professor of Organizational Behavior at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Graduate University where she is also the co-founding director of the Institute for Advanced Leadership Studies. She has published extensively on leadership, crisis management, public policy, organizational behavior, and gender issues, her most recent book being the co-edited volume *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. She continues her commitment to work for the public good as president of the Connective Leadership Institute, a leadership, management consulting, and public policy research firm.

Solving the Global Leadership Puzzle



CONNECTIVE LEADERSHIP INSTITUTE

The Connective Leadership Institute prepares leaders to deal with the key challenges of the 21st Century by integrating the agendas of diverse groups that must live and work interdependently for both to thrive. The Institute's unique Connective Leadership orientation, based on the underlying Achieving Styles Model, emphasizes a positive and focused behavioral approach in addressing the contradictions between increasing diversity and interdependence. For more information contact us at:

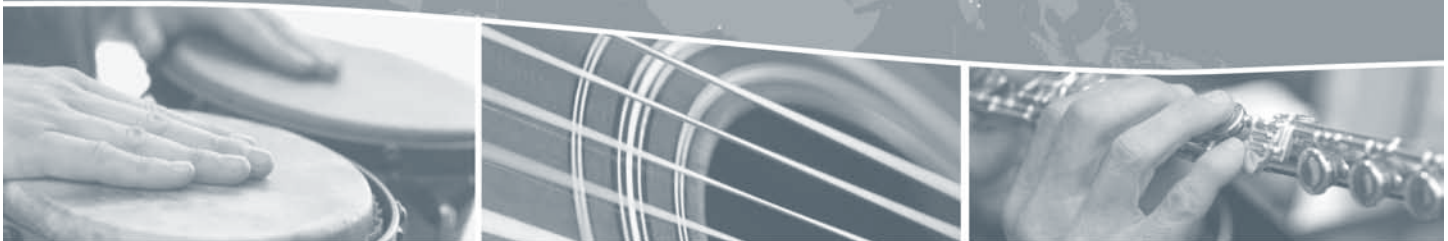
Upcoming Certification Training Seminar:
Jan. 5-7 California Institute of Technology (Caltech), Pasadena, CA

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Keynote Speaker

FRIDAY, OCTOBER 29 /

09:00 - 10:15



Jeff Swartz

JEFF SWARTZ is the third generation of the Swartz family to lead Timberland. His grandfather Nathan started the predecessor company to Timberland in 1952. Jeff's father Sidney and his uncle Herman launched the Timberland® brand in the early 1970s. Jeff was promoted to President and CEO in 1998, after working in virtually every functional area of the company since 1986. Under Jeff's leadership, Timberland has grown rapidly from \$156 million in 1989 to \$1.3 billion in 2009. Timberland today competes in countries around the world, designing, manufacturing, and marketing footwear, apparel, and accessories for men, women, and children.

Today, Jeff leads an organization that believes that doing well and doing good are inextricably linked. Timberland struggles every working day to demonstrate that the business of business is to deliver results for shareholders, employees, customers, suppliers, and consumers worldwide while demonstrating best practices, measurable impact, and sustainable programs. At the center of this commitment to be accountable to all stakeholders is Timberland's commitment to reduce global warming and preserve the outdoor environment.

In 2006, Timberland introduced an industry-first "nutrition label" on all of its footwear boxes in an effort to provide consumers with greater transparency about the company's environmental and community footprint. A year later, the company launched its Green Index™ rating system, which provides a measure of the environmental impact of specific products they buy and the company that provides them.

A commitment to active citizenship through initiatives like environmental stewardship, global human rights, and community involvement is not new to Timberland. In 1988, Timberland launched a groundbreaking private/public partnership with City Year, a national youth service organization. Jeff joined City Year's Board in 1989 and was the national Chair from 1994 until 2003. As a national founding sponsor, Timberland has invested to fuel City Year's growth and impact. Timberland is City Year's official outfitter, providing Timberland's signature yellow boots and a full uniform to the service heroes who work in seventeen sites in America and South Africa.

Recognizing that there was a passion within Timberland for voluntary service, Jeff initiated The Path of Service™ program in 1992. The program gives all Timberland employees forty hours of paid leave each year for community service during the workweek. Service sabbaticals, which provide up to six months of paid time leave for employees to serve in capacity building roles in social justice organizations, is the latest evolution of the Path of Service™ program.

Being accountable to a whole range of stakeholders, from shareholders to community activists, has made Timberland a better company. Timberland appeared on *Fortune Magazine's* 100 Best Companies to Work For in America for ten consecutive years and has also been named one of the Best Places to Work by *Working Mother* magazine. They have been listed on Business Ethics list of 100 Best Corporate Citizens and in 2002, Timberland received the Ron Brown Award, a Presidential award recognizing outstanding corporate leadership in social responsibility.

Jeff received an MBA from Dartmouth in 1984, and a BA in Comparative Literature from Brown in 1982.

CONCURRENT SESSION 4

CS4 FRIDAY, OCT. 29, 10:45 - 12:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

A Conversation with Barbara Kellerman

ARLINGTON / Session Type: **CONVERSATION WITH AUTHOR** / Accepted by MIG(s): **SCHOLARSHIP**

Barbara Kellerman pioneered in the interdisciplinary study of leadership, including the formation of the ILA. From her edited works to her work on bad leadership and followership, she has made major contributions to the understanding and practice of leadership. The session will take the person off the cover of her books and into the ideas that they have followed through a career of study.

* Barbara Kellerman *Center for Public Leadership, Kennedy School of Government, Harvard University*

CHAIR: Richard Couto *Union Institute and University*

Leadership: Time for Innovation

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Bearing in mind the concept age, leadership is called to innovate with the mission of finding solutions to new and old situations. The changing role of leadership is to become educators of innovation and to create a network of innovators. Leaders must be aware that this is their responsibility.

* Celso Braga *Grupo Bridge*

* Sergio Cruz *Grupo Bridge*

* José Carlos da Cruz *Grupo Bridge*

The Pursuit of Failure: Stretching Beyond Your Known Capacity

CLARENDON / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

In this workshop the presenters will explore ways to develop leadership to engender creativity, productivity, and quality within an organization's workforce. It will explore how to find value in struggle and encourage failure as part of development. The presenters will work from a broad perspective, pulling from experiences within many cultures and types of organizations. This is a hands-on (heart and mind) workshop, exploring "failure" as a necessary and valuable tool.

* Birgitta Frejhagen *Nosdias AB*

* Janet Byars *Innovative Leadership Solutions*

CS4FRIDAY
10:45 - 12:00

A Framework and a Process Model to Support Successful Partnerships

BRANDEIS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

Empowering Ethnic Communities through Leadership: Creating Student-Resident Partnerships for Social Action

Within an adaptive leadership framework, ethnic leaders partner with students to implement capacity-building projects with new arriving populations. The presenters will examine the partnership model; how to connect resident and student learning to social action; and the results of a year-long impact study of the Westside Leadership Institute.

- * Rosemarie Hunter *University Neighborhood Partners, University of Utah*
- * Isabel Teresa Molina-Avella *College of Social Work, University of Utah*
- * Lazarina Topuzova *Department of Organizational Leadership, Gonzaga University*

Partnering Across Disparities: Applied Research for Adaptive Leaders

Discerning individual perspectives is a critical leadership challenge when partners come from diverse backgrounds. The presenter will share a research-based process that can facilitate sharing of partner points of view at key points in the development of multiparty partnerships. The model can be used to facilitate leadership conversations about partnerships that bridge economic, ethnic, demographic, and education differences among participants.

- * Janet Rechtman *Fanning Institute, University of Georgia*

Mind-set 2.0: A Case Study Correlating Organizational Change with Leadership Mind-sets

EXETER / Session Type: **CASE STUDY** / Accepted by MIG(s): **BUSINESS**

This session will engage participants in an exploration of the implications of developmental mind-set for individual and organizational transformation. The facilitator will introduce a stage approach to leadership mind-set, then participants will explore a case study of an actual organizational change initiative from a developmental perspective. Finally, the in-room hypothesis developed by participants will be compared to the actual experience and results of the intervention.

- * Karl Johnson *Carlson School of Management, University of Minnesota*

Communicating Leadership Research in a Sound Bite World: The National Leadership Index and the Leadership Crisis in America

FAIRFIELD / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP, PUBLIC**

This session, based upon the experience of the Center for Public Leadership at Harvard Kennedy School with its National Leadership Index, will engage conference participants on what drives public confidence in leadership, why public confidence in leadership varies across sectors, and how leadership scholars can inform media coverage of leadership. In the discussion period, the panelists seek to spark a conversation among session participants about forging stronger connections between the study and teaching of better leadership practices and the conduct of public leadership—leadership, across social sectors, for the common good—in an era when confidence in public leadership is low and the need for better leadership is great.

- * Owen Andrews *Center for Public Leadership, Harvard Kennedy School*
- * Seth Rosenthal *Merriman River Group*
- * Todd Pittinsky *Stony Brook University*

CS4FRIDAY
10:45 – 12:00

The Leadership Development of Today's Elected Officials

HARVARD / Session Type: PANEL DISCUSSION / Accepted by MIG(s): PUBLIC

There is a shared understanding that more effective leadership is needed from elected leaders at the local, state, and federal levels in order to combat the many social and economic challenges of the 21st century. The presenters will share practical leadership development strategies and opportunities relevant to today's elected leaders.

The Leadership Development of Today's Elected Officials: Addressing the National Education Crisis

Educating the nation's 70 million students in elementary, secondary, and postsecondary education is one social challenge that has received much attention. There are clear public expectations that elected officials should and can play a significant role in developing education solutions. However, the reality is that few elected officials have the necessary leadership capacity, governance skills, and understanding of the nation's school systems needed to develop strategies for accelerating student achievement. This analysis of current leadership development models for elected officials is a starting point for discussing the leadership skills necessary for today's education policy makers and elected officials.

* Joseph Bishop *National Association of Latino Elected and Appointed Officials Educational Fund*

Black Women in Politics: A Study on Career and Leadership Development

This study explores the leadership development experiences of nine black female Georgia political leaders. Utilizing the lessons learned from the participants' life stories, the study concludes with a proposed leadership development training program uniquely geared toward black women who aspire to political leadership roles.

* Dionne Rosser-Mims *Troy University*

Deconstructing Leadership: The Role of Context, Personality, and Paradox

ORLEANS / Session Type: PAPER PRESENTATION / Accepted by MIG(s): SCHOLARSHIP

In this session, panelists will discuss the effects of self-efficacy, trust, and ethics on women in a male-dominated context; examine the effectiveness of dysfunctional women leaders; and analyze women's leadership as anchors of TV evening news.

The Effects of Self-efficacy, Trust, and Ethics on Relational Leadership for Women in the Male-Dominated Field of Biomedical Research

Much research exists to describe the relationship between a leader and member and the establishment of in-groups and out-groups. However, work continues to determine how high-quality relationships develop. This research examines the role of self-efficacy, trust, and ethics in developing that exchange, particularly for women in male-dominated fields such as biomedical research.

* Karen Casey *National Institutes of Health; University of Maryland Eastern Shore*

The Paradox of Effective Toxic Leadership: Margaret Thatcher and Martha Stewart

This presentation will examine the effectiveness of corrupt and toxic women leaders, analyze research and literature that discusses the positive effects of the dark side of transformational leadership, and the leadership of Margaret Thatcher and Martha Stewart.

* Cecelia Martin *T.E.E.M, LLC; University of Maryland Eastern Shore*

Women Power in the Media: Women Leaders as Anchors of Prime-Time Television Evening News

This paper contextualizes women's leadership in the media and, more specifically, examines the leadership of two prime-time evening news anchors, Diane Sawyer and Katie Couric, as change agents who potentially can promote a portrayal of women in the media that is congruent with the "new" post-heroic models of leadership.

* Karin Klenke *University of Maryland Eastern Shore*

CS4FRIDAY
10:45 - 12:00

Advancing a Field of Leadership through the Global Network University— Leadership for Public Well-being in the Middle East

MIT / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

The Research Center for Leadership in Action of NYU Wagner is currently engaging with partners in the Middle East in building a discourse and practice around leadership for public well-being. At this workshop we will share early lessons from this work within the context of a “Global Network University” and use a peer consults exercise to engage with participants. The workshop will be helpful for colleagues trying to take their work to a new cultural context or who are engaged in field building, particularly in a global environment.

- * Waad El Hadidy *Research Center for Leadership in Action, New York University*
- * Sonia Ospina *Wagner Graduate School of Public Service, New York University*
- * Bill Gallagher *New York University – Abu Dhabi*

Principles for Responsible Leadership Education/Development

PROVINCETOWN / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Irresponsible leadership practices are often at the core of business, public, and third-sector failures. Around the world, there are clarion calls for responsible leadership and the transformation of global leadership practices/education/development. In this workshop, the Principles for Responsible Leadership Education/Development will be presented and avenues for rapid implementation discussed.

- * Scott Allen *John Carroll University*
- * Jim ‘Gus’ Gustafson *Center for Values-Driven Leadership, Benedictine University*

Discussant – Leadership Development and U.S./Global Perspectives

- * Ellen Van Velsor *Center for Creative Leadership*

Discussant – Leadership Education and U.K./European Perspectives

- * Jonathan Gosling *Centre for Leadership Studies, University of Exeter*

LEAD PRESENTER/FACILITATOR: Kuldip Reyatt *Strategic Visioning Partners*

The Art of Leadership for an Emerging Future Dialogue #2: Leadership and the Language of Poetry

REGIS / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Building on the Fetzer Dialogues of the past two ILA conferences, this year’s dialogues will focus on leadership practices for the years to come—years that promise uncertainty, turbulence, complexity, and necessary collaboration across old divides. Some who study the art of leadership have said that in the final analysis, the most powerful tools that a leader possesses are the power of rich language and the capacity to focus attention. The themes of these dialogues are therefore about language and attention, and the power that comes from the authentic expression of both. All three dialogues will follow a similar format: (1) comments and observations by the presenters, (2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, and (3) full room dialogue.

The theme of the second dialogue is: How can poetry serve the work of leadership? The language of poetry combines sparseness and richness, the ability to hold complexity and paradox, and the capacity to point to what matters most. It attunes us to surprise and to mystery. While utilizing poetry in communications is powerful, perhaps an even more important practice to sink into the subtle practices that are imbedded in great poetry—the practices of deep listening, of rich language, of complexity and paradox.

- * Judy Sorum Brown *University of Maryland; Fetzer Institute*
 - * Michael Jones *Pianoscapes; Fetzer Institute*
 - * Deborah Higgins *Fetzer Institute*
-

The Challenges of Adapting Leadership Theory and Practice for the Millennial Generation

SALON I / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, DEVELOPMENT**

What are some of the challenges of both leading and developing leaders among Millennials? What adaptations or innovations are required in terms of current leadership theories, advancing technologies and methodologies, organizational practices and relational behaviors, to effectively meet these challenges?

* Janis Balda *Drucker Society of the Caribbean; St. George's University; De Pree Leadership Center*

* Fernando Mora *St. George's University*

* Joanna Stanberry *Eastern University*

* Becca Zinn *Fox School of Business, Temple University*

The Philosophy of Action and Ontology of Responsibility

SALON K / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**

Philosophy questions the wisdom of leadership. How do leaders know what actions are wise? This panel will explore how the philosophical stance of leaders conditions the life of organizations and communities. Can philosophy illuminate global issues in ways that lead to wise action?

The Structure of Being (Ontology) Necessitates a Responsibility toward the Other

Leadership wishes to serve human authenticity. Philosophy can assist in developing leadership principles that support authenticity. An awareness of ontology can provide guidance for leaders through understanding the complexity of personal and cultural identity. This, in turn, demands an ethics of responsibility for the other.

* Erich Schellhammer *School of Peace and Conflict Management, Royal Roads University*

The Philosophy of Action and Ontology of Responsibility

Those seeking to preserve cultural diversity must preserve the aptitude of responsibility which enables humankind to be not only a consumer and guardian of culture but also, and primarily, its creator. Responsible participation in meaning generation requires understanding interrelationships and is the core of philosophical gnosis and wise action.

* Liubava Moreva *St. Petersburg Branch of the Russian Institute for Cultural Research*

Non-ontology of Responsibility: Plato, Levinas, and the Moment before Dialogue

Leaders speak of working for the common good. For Levinas and Plato, the good antecedes ontology. Concern for the other human being in his or her absolute and irreplaceable uniqueness must precede dialogue with the Other, and the essences dialogue seeks. Leaders must continually honor this moment before dialogue to keep from trumping ethics, our responsibility to others.

* Steven Shankman *University of Oregon*

Moral and Intellectual Solidarity without Borders: Backward into the Future

UNESCO's Constitution, adopted in 1945, arose inter alia from the premises that: "a peace based exclusively upon the political and economic arrangements of governments would not (...) secure the unanimous, lasting and sincere support of the peoples of the world." Peace must be founded on the intellectual and moral solidarity of humanity. Further, "The wide diffusion of culture and the education of humanity" constitute "a sacred duty which all the nations must fulfill." What do we know about what was, is, and could be meant by "a sacred duty which all nations must fulfill" in light of the timeliness and plausibility of a proposal to promote solidarity among the human species as a whole, regardless of political or economic motivations?

* Frances Albernaz *Executive Office, Culture Sector, UNESCO*

CHAIR: Skye Burn *The Flow Project*

CS4FRIDAY
10:45 - 12:00

Awakening Leadership Presence: A Basis for Action and a Way of Being

VINEYARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

How do we take leadership development beyond skill building and awaken a leader's presence? Presence refers to the elusive embodiment of leadership. This research-based and practice-grounded workshop explores strategies for helping leaders build presence through coaching tools and techniques aimed toward taking leadership development to another level.

- * Kathryn Gaines *Leading Pace, LLC*
- * Heather O'Neill Jelks *Nautilus Coaching & Consulting, LLC*

Women and Leadership in Higher Education

WELLESLEY / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **EDUCATION**

The purpose of this session is to present research findings from four recent studies focused on women and leadership in higher education settings. Presentations include: (1) the impact assessment of a 10-year initiative, (2) a background characteristics conceptual model, (3) a narrative study of women leading, and (4) the role of women's colleges in developing leaders.

The Influence of Background Characteristics on the Lifetime Development of Leadership for Women: A Conceptual Model

The purpose of this presentation is to offer a theoretical and conceptual model that provides educators and researchers a tool to explore the early experiences of women in developing leadership. This model considers the importance of background characteristics of students in developing more effective leadership programs and strategies for women.

- * Susan R. Madsen *Utah Valley University*
- * Coauthors: Doug Gardner *Utah Valley University*; Susan Thackeray *Utah Valley University*

"Changing the Face" of Christian Higher Education Leadership: Assessing the Impact of a Ten-Year Women's Leadership Development Initiative

This session will review the impact of a multifaceted initiative over the past decade that has involved 160 women identified by their Council for Christian Colleges & Universities campuses as "emerging leaders"—with the goal of identifying and preparing more women for senior-level leadership on faith-based campuses.

- * Karen A. Longman *Azusa Pacific University*

A Narrative Study of Women Leading within Christian Higher Education

This presentation will summarize preliminary findings of a narrative study of women leading within Christian higher education. The hierarchical structure and history of higher education matched with the patriarchal history of Christianity create a "perfect storm" of gender issues for women leading within this particular context.

- * Jolyn E. Dahlvig *Calvin College*

The Role of the Women's College in Developing the Next Generation of Women Leaders: Challenges and Opportunities

American women's colleges, while providing a host of academic and leadership opportunities for women, also face numerous challenges. This presentation will focus on the status of women's colleges, evidence of their effectiveness in developing women leaders, current challenges, and the application of effective practices to coeducational environments.

- * Anne A. Skleder *Cabrini College*

CHAIR: Katherine A. Tunheim *Gustavus Adolphus College*

Where Does Leadership Reside? Varying Approaches to Studying Leadership and Providing Leader Development

SIMMONS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

This panel examines various organizational approaches to leadership programs within the academy. The scholars on this panel will discuss both the challenges and opportunities for various organizational approaches to providing leadership studies in colleges and universities.

- * Adam Goodman *Center for Leadership, Northwestern University*
- * Howard Prince *Center for Ethical Leadership, LBJ School of Public Affairs, University of Texas at Austin*
- * Ronald Riggio *Kravis Leadership Institute, Claremont McKenna College*
- * Robert Schoultz *School of Business Administration, University of San Diego*

CHAIR: George Reed *University of San Diego*

Leadership by Design: Creating Measurable Learning Outcomes for Leadership Development

SUFFOLK / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

This session will showcase the process of creating measurable learning outcomes for individual leadership development by analyzing, refining, and integrating standards, outcomes, and competencies set by student affairs and a broad array of academic program accrediting organizations. Participants will develop outcomes to measure individual leadership development for use in their programs.

- * Corey Seemiller *The University of Arizona*
 - * Thomas Murray *The University of Arizona*
-

Leading in Virtual Environments

YARMOUTH / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

The art and practice of leadership has spread swiftly to virtual environments. There exists a wealth of research on the effects of traits, behaviors, styles, and approaches of leaders on various outcomes in face-to-face settings. In this session, three studies will be presented that examine aspects of such relationships in virtual contexts.

The Value of Collaborative Leadership: Leadership Approach and Leader Emergence in Virtual Work Groups

Virtual group work is proliferating, making an understanding of leadership in virtual contexts imperative. This study was conducted to determine the approaches to leadership taken by emergent leaders during highly anonymous, virtual group work. Results indicate that both collaborative and leader-centric approaches affect perceptions of leader emergence.

- * S. Lynn Shollen *Cameron University (refereed track)*

Leader Emergence in Virtual Work Groups: An Application of Trait Theory in a Virtual Context

This study investigates whether individuals who tend to emerge as leaders within virtual work groups exhibit consistent dispositional traits. The results obtained suggest that personality and cognitive ability are not associated with leader emergence within virtual contexts. The findings imply that the application of trait theory is problematic within virtual environments.

- * Dwight Hite *Utah Valley University*

Leadership 2.0 through Web 2.0

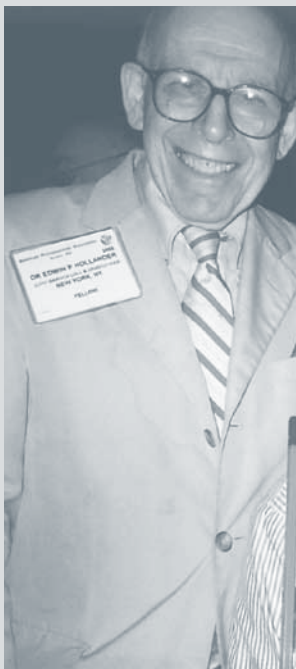
Social media has, it is claimed, changed the possibilities of modern leadership. The aim of this paper is to investigate how interaction in social media can influence how leadership is constituted and communicated. What happens when a leader blogs and uses this to present “small talk”?

- * Lena Lid Andersson *Stockholm School of Economics*

Leadership Legacy Lifetime Achievement Award

FRIDAY, OCTOBER 29 / 12:00-13:15

Leadership Legacy Honoree Edwin Hollander



EDWIN HOLLANDER has always been someone interested in making a difference. “I came into psychology with a desire to help improve the human condition on a larger scale than I thought was possible aiding individuals one by one In teaching for over fifty years and writing a textbook on social psychology ... I found major fulfillment ... [and] I more than attained my early hope of reaching a larger part of humanity and, perhaps, making a difference” (*ILA Member Connector Newsletter*, Oct. 2008).

Working on his Master’s and PhD at Columbia University in the early 1950s, Hollander was intrigued by the changing field of leadership. New thinking and research were occurring and, his interest piqued, he read extensively in the field. Broad theoretical thinking combined with a passion for measurement is the hallmark of his career. Intrigued by questions about effective leadership, his work has provided a sturdy base from which leadership development has been guided.

Hollander’s major works have focused on group and organizational leadership and innovation. His research studies follower expectations and perceptions of leaders, their performance, ethics, and consequences. His model of “idiosyncrasy credit” deals with how followers accord or withdraw support for a leader’s initiatives for change. He has always been interested in the Leader-Follower relationship as demonstrated by an early—both for him and the field—publication titled, “Leadership, Followership, and Friendship: An Analysis of Peer Nominations,” which he co-authored with Wilse B. Webb in 1955. His latest book, which encompasses all he’s learned throughout his career, puts forward an overarching concept he terms *Inclusive Leadership*.

Hollander is currently Emeritus Distinguished Professor of Psychology at Baruch College, City University of New York where he plays an active role in student research and continues his journey of making a difference.

CONCURRENT SESSION 5

CS5 FRIDAY, OCT. 29, 13:30 – 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

The Rise of Women as Leaders: Progress and Continuing Barriers

ARLINGTON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**
Featured Scholarship Session

Substantial social change has given contemporary women more of the human capital needed to advance to executive roles in organizations. However, impediments to women as leaders still exist in terms of stereotypical beliefs that women do not and should not have the agentic attributes ordinarily ascribed to leaders. Organizational barriers also impede women's rise. The panelists will explore the rise of women leaders and the difficulties that still remain in developing women leaders.

- * Hannah Riley Bowles *Center for Public Leadership, Kennedy School of Government, Harvard University*
- * Alice Eagly *Northwestern University*
- * Swanee Hunt *Kennedy School of Government, Harvard University; Hunt Alternatives Fund*

Creating Wise Organizations for Compassion-Based Action in the 21st Century

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

The global markets of today are defined by uncertainty that consists of five elements—ambiguity, complexity, diversity, interdependence, and speed. Past models of leadership and organization are not quite succeeding. This facilitated discussion will invite dialogue on the need for “wise” organizations and leaders grounded in action, choice, responsibility, commitment, compassion, and co-creation. It will share examples of such organizations and explore the essential elements that can create win-win for shareholders, customers, employees, suppliers, and society.

- * Prasad Kaipa *Center for Leadership, Innovation, and Change, Indian School of Business*

Founding CEO's Core Self-Evaluations and New Venture Performance: A Longitudinal Multilevel Analysis (Kenneth E. Clark Student Research Award Presentation)

BRANDEIS / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

Drawing on longitudinal multilevel data, this study conceptualized and tested a mediated moderation model that integrates a founding CEO's disposition (i.e., core self-evaluations), his or her top management team (TMT)'s motivational state (i.e., efficacy), environmental intervention factors (i.e., event criticality and novelty) as well as new venture performance (i.e., monthly sales) at different time points. It was found that over time TMT efficacy plays a mediating role in linking the interactions of a founding CEO's CSE with event criticality and event novelty to new venture performance. These results raise important issues for both theory and practice.

- * Dong Liu *Michael G. Foster School of Business, University of Washington*

CHAIR: Ellen Van Velsor *Center for Creative Leadership*

CS5 FRIDAY
13:30 – 14:30

Making Leadership Development Developmental

DARTMOUTH / Session Type: **CASE STUDY** / Accepted by MIG(s): **EDUCATION, DEVELOPMENT**

Facilitating leadership development faces many challenges. These vary according to the view of development and learning taken and the choice of methods utilized in meeting emerging integral understandings in the field of leadership. The presenter will report on theory and research aimed at contributing to an understanding of the question, “What makes leadership development developmental?”

* Jonathan Reams *Norwegian University of Science and Technology*

Boundary Spanning Leadership: Six Leadership Practices for Solving Problems, Driving Innovation, and Transforming Organizations in a Flat World

EXETER / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The biggest challenges today are interdependent—they can only be solved by groups working collaboratively together across boundaries. Yet, leaders traditionally focus on the role of managing, not crossing, group boundaries. Based on a forthcoming book and landmark study across six world regions, participants will learn six boundary spanning leadership practices to transform limiting borders into limitless new frontiers.

* Chris Ernst *Center for Creative Leadership*

* Donna Chrobot-Mason *Center for Organizational Leadership, University of Cincinnati*

No More “Wobbly Orbits”: The Benefits of a “Trioptic” Perspective on Organizational Leadership in a Facebook Age

FAIRFIELD / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

The proposed model, trioptic leadership, seeks to understand leadership not only from the center but also from the ranks and margins of an organization using the ancient metaphors of prophet, priest, and king. This session will explore each perspective of trioptic leadership and support that description with a case study.

* Steve Jeantet *Covenant Life Church; Eastern University*

* Danny Kwon *Covenant Seminary, Eternal Life Church; Eastern University*

* Coauthor: Jo Ann Kunz *The DeepPointe Center for Spirituality in Practice; Eastern University*

CHAIR: Anthony Blair *The DeepPointe Center for Spirituality in Practice; Eastern University*

Transforming Lives—Advancing Communities

HARVARD / Session Type: **CASE STUDY** / Accepted by MIG(s): **PUBLIC**

Communities need the voice and brilliance of all its members, yet too often certain groups are underrepresented, disengaged, or marginalized. How can urban communities develop and connect diverse leaders in ways that honor leader identity and strengthen institutions? Four initiatives in Milwaukee, Wisconsin, will be used as a framework case study.

* Angela Dresen *Leadership Center, Cardinal Stritch University*

* Genyne Edwards *WOO Connections*

Authentic Leadership Circles™—Creating the Space for Authentic Dialogue

MIT / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

In this interactive, experiential session, you will experience what authentic dialogue is and what the benefits are for you, your team, and your organization. You will discover what an Authentic Leadership Circle™ is, and how you can use Circles to create environments where others are comfortable participating in meaningful conversations.

* Laura Mack *Odyssey Leadership Centre*

Using Forgiveness and Emotional Competence to Increase Performance and Quality of Life

YARMOUTH / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Contemporary businesses rarely focus on conflict resolution and forgiveness, although arguably both are central to leadership success and employee satisfaction. This workshop presentation will include three components. First, there will be a review of research data from Stanford's studies on forgiveness/emotional competence training at work. The second part will be guided practice in the nine steps of forgiveness taken from the Stanford University Forgiveness Project. The third component will be a discussion of how forgiveness/emotional competence can be applied within a business to increase productivity and satisfaction.

* Frederic Luskin *Stanford University*

Transforming Communities and Nations: Outcomes of Nairobi-Based Transformational Leadership Seminars

NORTHEASTERN / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **PUBLIC**

Transformational Leadership Seminars offered in Kenya and beyond are designed to challenge leaders in terms of character, collaboration, change-orientation, common good, etc. This presentation will highlight recent outcomes of the seminars, including "A Moral Vision for Kenya 2030," written by 15 seminar participants and presented to the Kenyan government.

* Marta Bennett *Nairobi International School of Theology*

Pathways in Leadership Education: Innovative Case Studies from Spain and the U.S.

ORLEANS / Session Type: **CASE STUDY** / Accepted by MIG(s): **EDUCATION**

Transforming a Leadership Capstone Course: Creating Legacy through Engagement, Interdisciplinary Relationships, and Student-Driven Curriculum

This case study explores the transformation of a leadership capstone course into an innovative capstone framework. By thoroughly examining a specific course, this presentation will show how this framework emerged and illustrate how three key properties—partnerships, legacy-building, and continuity—can foster transformative learning in other academic leadership programs.

* Catherine Rohloff *Center for Honors, Scholars, and Leadership, University of Northern Colorado*

Developing Students as Leaders: What Are the Most Critical Events the Leader Students Encounter When Leading a Team?

Fourth-year engineering students at the Universitat Rovira i Virgili (Tarragona, Spain) have the opportunity to develop and enhance their leadership competence by taking on a leadership role in an integrated-design project team. This paper examines the type of critical events encountered by leader students when they lead a team.

* Sibel Ozgen *Universitat Rovira i Virgili*

Quests, Trolls, and Dungeons, Oh My! Leadership Development 2.0

WELLESLEY / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **EDUCATION**

Hallmarks of Web 2.0 include increased connectivity and interaction among users in an online environment. Our session will discuss new research and investigation into students' use of virtual environments, particularly massively multiplayer online role-playing games like World of Warcraft, as an area of consideration for student leadership development.

* Kirstin Phelps *Illinois Leadership Center, University of Illinois at Urbana-Champaign*

* Kathy Guthrie *Florida State University*

Embodied Leadership: The Choreography of Change

REGIS / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Had enough of overthinking change? Try opening up your body wisdom and your observational eye through a workshop that will provide the map for transformative embodied leadership. Join four leading movement analysts and practitioners who apply their work to conflict resolution, community development, leadership coaching, and media analysis. Participants will feel enhanced and reenergized at the end of this workshop, and ready to lead anew!

- * Karen Bradley *University of Maryland; Laban/Bartenieff Institute of Movement Studies*
- * Regina Miranda *Laban/Bartenieff Institute of Movement Studies*
- * Karen Studd *Department of Dance, George Mason University*
- * Deborah Heifetz *Interdisciplinary College in Herzliya; Tel Aviv University*

CHAIR: Judy Gantz *Center of Movement Education and Research*

Global Leadership Program—A Unique Approach to Leadership Education

SALON H / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

The Global Leadership Program (GLP) is an innovative leadership study abroad program that takes place in various countries incorporating young leaders from all continents. The panelists, GLP alumni, will address their experiences and present their ongoing social entrepreneurship projects where they have applied the learned leadership skills.

- * Virginia Campo *Florida State University*
- * Sebastian Arias *Universidad Pontificia Javeriana*
- * Paola Gomez *Florida State University*
- * Angel Acosta *SUNY Plattsburgh*

CHAIR: Heather McDougall *Global Institute of Leadership and Civic Development*

Exploring the Geography of Leadership

VINEYARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

The Consortium of European Management Schools' Master's in International Management program prepares students to understand and contribute to the development of the dynamics of leadership and governance within institutions, organizations, networks, and projects in distinctive urban contexts around Europe. The presenters will share the curriculum, theoretical foundation, and the results of a leadership course designed and taught in this pan-European business master's program.

- * Eric Guthey *Copenhagen Business School*
- * Brad Jackson *University of Auckland Business School*

Kansas Leadership Center: Civic Culture 2.0

SALON I / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

The Kansas Leadership Center, a first of its kind organization charged with fostering civic leadership on a large scale for stronger and healthier communities, has engaged scholars and practitioners to change the civic culture in the state and beyond. Immersed in this intense experiment in civic leadership development, the panelists will share theories, guiding principles, programs, and competencies of civic leadership to meet the needs of this changing civic landscape.

- * Mary Kay Siefers *School of Leadership Studies, Kansas State University*
- * Ed O'Malley *Kansas Leadership Center*
- * David Chrislip *Kansas Leadership Center*
- * Mark McCormick *Kansas Leadership Center*

Executive Leadership Development: Best Practices and Critical Trends for the Future

SALON K / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

Executive Leadership Development: A Best Practice Review

Based on a review of commercial, government, military, and academic literatures, and interviews with best practice executive development organizations, this paper provides an organized framework for discussing executive leadership development best practices.

- * Torrey Wilkinson *Booz Allen Hamilton (refereed track)*
- * Coauthor: Lisa Gulick *Booz Allen Hamilton*

CEOs of Educational Organizations: Effective Leadership for the Next Decade

This phenomenological study investigated perceptions of CEOs who are currently functioning as integral leaders of diverse educational institutions. The results reveal meaning and insight regarding the prospective leadership challenges and changes that will need to occur within the educational sector over the next decade.

- * Geri Remy *Eastern University (refereed track)*
- * Coauthors: David Greenhalgh *Eastern University*; Ann Prime Monaghan *Eastern University*; Seamus Clune *Eastern University*; Regina Durante *Eastern University*; Danielle Dillman-Godek *Eastern University*

Collaborating for Change: The Malawi Project at North Carolina A&T

SALON J / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT, EDUCATION**

Through the Leadership Studies Program at North Carolina A&T State University and a service learning research study abroad program, university faculty and students have joined hands with change agent leaders in Malawi. This empowering collaboration now includes grant-seeking, a Literacy in the Mother Tongue initiative, and other larger efforts. Student and faculty panel members will share lessons learned, outcomes, and challenges.

- * Elizabeth Barber *North Carolina A&T State University*
- * Kevin Bottomley *North Carolina A&T State University*
- * Tom Smith *North Carolina A&T State University*

Race and Leadership: Movement towards Complex Conceptualizations

SUFFOLK / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Using data from over 100 campuses in the Multi-institutional Study of Leadership, this panel will explore research on the categorical marker of race and how college students' collective racial esteem (CRE) influences the development of their leadership capacity. The audience will be engaged in a discussion regarding the transferability of the findings to their unique campus contexts. Learning goals for this session include: (1) understanding of the influences of racial identity on college student leadership development, and (2) identifying evidence-based policy and programming implications to enhance leadership development.

- * John Dugan *Loyola University Chicago*

COMMENTATOR: Susan Komives *University of Maryland, College Park*

CS5FRIDAY
13:30 - 14:30

CONCURRENT SESSION 6

CS6 FRIDAY, OCT. 29, 14:45 – 16:00

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

Assessing the State of Leadership Studies and Scholarship

ARLINGTON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP**
Featured Scholarship Session

This presentation will explore from various perspectives the state of leadership studies and the state of leadership scholarship. A panel of respected scholars in the field will discuss and provide insight and analysis on various aspects of the discipline. What is the current state of the field of leadership studies, and what direction should the field take in the future?

- * Michael Genovese *Institute for Leadership Studies, Loyola Marymount University*
- * Thomas Cronin *Colorado College*
- * Joanne Ciulla *Jepson School of Leadership Studies, University of Richmond*

CHAIR: Ronald Riggio *Kravis Leadership Institute, Claremont McKenna College*

COMMENTATOR: Barbara Kellerman *Center for Public Leadership, Kennedy School of Government, Harvard University*

Shedding Mind-sets: Stirring Cognitive Pots within Leadership Development

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

This workshop positions leadership development as “mind-set work,” and will draw from theory and research to suggest that shedding mind-sets is work that requires high intentionality, skill, risk-taking, and reflexivity. Presenters will share activities created and tested for mind-set work, offer reframing language, and create a space for professionals in leadership development to explore their own boundaries, including those that are unseen and that shape taken-for-granted worldviews (and many leadership programs!).

- * Fiona Kennedy *New Zealand Leadership Institute*
- * Brad Jackson *University of Auckland Business School*

Global Leadership Development: A Professional Institute Inquiry Model

CLARENDON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Taking global study to a deeper level, student affairs professionals from higher education institutions in Qatar and the U.S. collaborated for a two-week experience. The global study resulted in increased knowledge about student affairs through an Arabian cultural lens and significant contributions to the future of student affairs in Qatar.

- * Paige Haber *Department of Leadership Studies, University of San Diego*
- * Dennis Roberts *Qatar Foundation*
- * Cheryl Getz *Department of Leadership Studies, University of San Diego*
- * Darbi Roberts *Office of Student Activities, Carnegie Mellon University Qatar*

CHAIR: Susan Komives *University of Maryland, College Park*

CS6FRIDAY
14:45 – 16:00

A Conversation with Georgia Sorenson

DARTMOUTH / Session Type: **CONVERSATION WITH AUTHOR** / Accepted by MIG(s): **SCHOLARSHIP**

This session provides a semistructured interview with a pioneer in the field of leadership studies, Georgia J. Sorenson. This interview will seek her insights on leadership studies; provide an opportunity to hear about her experiences, especially her close association with other scholars of distinction such as James MacGregor Burns; and reflect on the past, present, and future of leadership studies.

* Georgia Sorenson *University of Maryland School of Law*

CHAIR: George Reed *University of San Diego*

Teaching Leadership with Toys: Innovative Tools for Educators and Trainers

EXETER / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

The purpose of this experiential workshop is to offer a variety of innovative tools (toys) that both academics and practitioners can use with adult learners to help them further develop leadership knowledge, competencies, and skills through engaged learning activities. Each tool presented will be taught, practiced, and discussed.

* Susan Madsen *Woodbury School of Business, Utah Valley University*

* Katherine Tunheim *Department of Economics and Management, Gustavus Adolphus College*

Religious and Spiritual Leadership: Lessons on Leading from the Margins and Breaking the Stained Glass Ceiling

FAIRFIELD / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC, SCHOLARSHIP**

This panel will explore women's experiences about leading churches and religious or faith-based institutions. The panelists will explore institutional and social identity barriers related to women's leadership, describing the strategies employed in surviving and breaking the stained glass ceiling of religious institutions.

Leading from the Margins: The History of Black Church Women Leading by Making Space in the Black Church

Historically, black church women in the U.S. have modeled leading from and through margins as they served their churches and communities. Whereas black communities have been dependent upon them, black women experienced discrimination within black churches and communities. In response, black women lead by "walking out," "standing within," and "sitting down."

* Sharon Gramby-Sobukwe *Eastern University*

From Margin to Center: Women Surviving and Thriving as Religious Leaders in Kenyan Religious Landscape

From bishops to pastors and theological school administrators, the number of women in leadership roles in Kenyan religious institutions is visibly increasing. How do they navigate religious and cultural role expectations to lead with credibility and authority? This presentation will be based on interviews with 20 Christian Kenyan women leaders.

* Marta Bennett *Nairobi International School of Theology*

CHAIR: Faith Ngunjiri *Eastern University*

CS6
FRIDAY
14:45 - 16:00

Harnessing the Winds of Change: Reframing the Leadership Role for Teacher Preparation

HARVARD / Session Type: **CASE STUDY** / Accepted by MIG(s): **PUBLIC**

A unique Texas Panhandle tripartite partnership coalesced around the goal of using an endowed Distinguished Chair in Education leadership position to leverage K-16 educational change through Professional Learning Communities. This case study will provide insight into the 2.0 universal leadership challenges of partnership learning in an ethnic and economically changing culture.

- * Stacey Harris *Amarillo Independent School District*
- * Susan Nix *West Texas A&M University*
- * Dana West *Travis Middle School, Amarillo Independent School District*
- * George Fox *West Texas A&M University*

CHAIR: Nancy Cartwright *West Texas A&M University; Amarillo Independent School District*

Making Sense of Multiple Perspectives: Using the Reflection Matrix Tool

PROVINCETOWN / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

This interactive workshop will present a tool, the Reflection Matrix, for use in seeking to understand the various perspectives on a contentious problem, to support leadership intervention. Case stories from corporate and university settings will be introduced, the latter case offering skills practice opportunities for participants in using the tool.

- * Don Dunoon *New Futures Pty Ltd*
- * Phil Henderson *Thomson IP Management Services, Thomson Reuters*
- * Ann Dodd *College of Agricultural Sciences, The Pennsylvania State University*

Art-Infused Leadership

SUFFOLK / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

To resolve issues such as global climate change, terrorism, economic instability, and poverty requires concerted collective action and new ways of seeing and responding. Using a question previously explored by artists, we will use the Open Question Segue™ process to engage participants in reflecting on the practice of leadership. After participants have completed the Segue and the artists' responses to the question are shared, themes and commonalities between art and leadership will be discussed.

- * Skye Burn *The Flow Project*
- * Doug Banner *The Flow Project*
- * Gloria Burgess *Seattle University, Organization Systems Renewal (OSR) Program*
- * Joanne DeMark *Leadership Advantage Program, Western Washington University; Matrix Leadership Institute*

Engendering Leadership for Peace: Women Leaders from Afghanistan, South Africa, Liberia, Philippines, and Sudan

VINEYARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **PUBLIC**

This workshop will use critical discourse analysis to examine leadership strategies of women leaders. The participants will view speeches on YouTube, analyze the words of women leaders to exercise power and their call to action, and identify implications of discourse studies for engendering leadership for peace in the public sector.

- * Maria Beebe *WSU International Research and Development*

Leadership and Uncertainty: Three Research Perspectives

SALON H / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

Leadership for an Uncertain Future

This concept essay introduces the underlying premises of futures studies and argues that futures thinking yields meaningful contributions to leaders, leadership scholars, and educators. While neglected by leadership theorists, futures research is more than a management fad but rather offers fresh perspectives for understanding challenges.

- * Kara Malenfant *Association of College and Research Libraries; Ph.D. in Leadership and Change Program, Antioch University (refereed track)*

Leadership and the Principle of the Hiding Hand: A Lack of Purpose as a Precondition for Good Leadership

This paper uses the principle of the hiding hand to analyze the everyday problems Dutch military units experienced in Afghanistan, in order to think about the organizational preconditions that influenced the process of learning from mistakes. The results can be used to reflect on the value of the existing leadership philosophy of the Dutch Armed Forces.

- * Miriam De Graaff *Center of Excellence for Leadership and Ethics, Royal Netherlands Army*

Collaboration and Leadership in Schools in Times of Uncertainty and Radical Change

Utilizing multiple theoretical lenses, this paper reports on educators' experiences in schools in a context of large-scale philosophical, ideological, social, political, and economic changes within the period of independence of Ukraine, and their interpretation of the impact of related changes upon collaboration and leadership capacity in schools.

- * Benjamin Kutsyuruba *Queen's University*

Who's Who in European Schools of Leadership – An Overview

SALON I / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

The U.S. is the cradle of leadership studies. However, leadership studies programs, research projects, and scholarly works are flourishing throughout Europe as well. This panel will provide an overview of leadership studies schools in Western, Central, and Eastern Europe.

- * Ivana Mrozkova *Department of Applied Linguistics, Palacky University*
- * Richard Bolden *Centre for Leadership Studies, University of Exeter*
- * Zuzana Čmelíková *Independent Researcher*
- * Eric Guthey *Copenhagen Business School*
- * Nancy Papalexandris *Athens University of Economics and Business*

CHAIR: Renata Sluneckova *BBC and ARD Film Productions*

Leading Laterally: Skills for Partnering and Collaborating

SALON J / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

This session will use a series of engaging exercises to explore the different mind-sets and skill sets required for leading in today's environment of collaboration and partnerships, and the shift in paradigm from positional to nonpositional leadership. The session will be relevant to both practicing leaders seeking to improve their skills at leading collaboratively, as well as leadership developers and educators who wish to explore ways to help leaders become more successful.

- * Elizabeth Jones *Loyola University Maryland*
- * Shelley Robbins *Critical Aspects Consulting; School of Business and Technology, Capella University*

CS6FRIDAY
14:45 – 16:00

Models of/for Compassionate, Empathic, and Creative Leadership

SALON K / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

This session will explore a number of theory-based conceptual and practical models for leadership in a variety of contexts and communities while addressing questions such as: What might a well-considered developmental view of authentic altruism look like for leaders and leader developers? What might be said about the implications for leadership when we consider the theories of empathy together with extant theories of leadership? What might be learned about creative leadership by paying attention to innovations undertaken in North America and Africa by leaders in selected faith communities?

The Compassionate Leader

This paper introduces a substantive and conceptually nuanced account of altruism, its development and its relevance to the challenge of understanding and promoting authentic moral leadership. A developmental Model of Authentic Compassionate Leadership will be presented.

- * Keith Walker *University of Saskatchewan*
- * Frank VanHesteren *University of Saskatchewan*

Empathic Leadership: Strengthening the Leader-Follower Bond in the Midst of Constant Change

Empathy is a key leadership attribute. A leader can strengthen the bond with a follower by first being empathetic and then communicating that empathy. A conceptual model will be presented that combines theories of empathy with models and theories of leadership to address gaps in leadership theory and research.

- * Joe Stackhouse *George Washington University; Land O'Lakes, Inc.*
- * Mark James *George Washington University*

Innovation in Practice: Creative Leadership Models among Faith Communities

Faith communities frequently create innovative leadership models that can be of value to other organizations. This paper explores the reasons for this innovation and looks specifically at three innovative models (shared leadership, bivocational leadership, and consultative leadership) in use by faith communities in both African and North American contexts.

- * Anthony Blair *Hosanna Christian Fellowship; Eastern University*
- * Lidetu Kefenie *Eastern University*
- * A. Brian Leander *Institute for Organizational Leadership; Eastern University*
- * Coauthor: Jo Ann Kunz *Hosanna Christian Fellowship; Eastern University*

Coaching and Developing Leaders for the 21st Century: Ensuring Your Organization Is Equipped to Develop Existing and the Next Generation of Leaders

SIMMONS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS**

Developing leaders, managing problems, and ensuring personnel are equipped to make a difference and provide a competitive edge to an organization are just a few of the challenges facing today's business leaders. This panel of leaders/entrepreneurs will share their insights on lessons learned from coaching, consulting, and mentoring leaders in large business organizations, federal agencies, and NGOs.

- * Scott Livingston *IntegrateEI*
- * Kathryn Gaines *Leading Pace*
- * David Dorn *Center for Creative Leadership*
- * Kathleen Hohn *Executive Edge, Inc*

CHAIR: Joanne Barnes *School of Business and Leadership, Indiana Wesleyan University*

COMMENTATOR: Jim 'Gus' Gustafson *Center for Socially-Responsible Leadership, Benedictine University*

Leading Across Difference: Lessons Learned from Across the World

WELLESLEY / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **BUSINESS, DEVELOPMENT**

This session provides findings from two studies on leadership across difference and a 2009 survey of senior executives. The first presentation, based on the international cross-cultural LAD project, will introduce a framework addressing social identity differences in organizations, and common triggers of social identity conflict in organizations. This is grounded in data from 2,803 surveys and 239 interviews, collected from 11 countries across 5 continents. The second presentation will focus on the challenges experienced by senior executives as they lead across differences. This is grounded in a survey of 128 senior executives. The third presentation will introduce a three-phase boundary spanning leadership approach to leading effectively across differences, based on interview data gathered as part of the LAD project.

* Donna Chrobot-Mason *Center for Organizational Leadership, University of Cincinnati; Center for Creative Leadership*

* Belinda McFeeters *Educational Leadership Consultant, Center for Creative Leadership*

* Jeffrey Yip *School of Management, Boston University*

CHAIR: Lize AE Booyesen *Ph.D. Program in Leadership and Change, Antioch University; Center for Creative Leadership*

Online Leader Education in Action

YARMOUTH / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Online leader education programs allow busy professionals to collaborate, and to expand their skills, knowledge and abilities as practitioners in new ways. Evaluation of online leader education programs provides some insights on how online education contributes to leader development, learning, communication, and practice.

* Susan Myers *University of Maryland*

* Betty Robinson *University of Southern Maine*

* Frank Markow *Life Pacific College*

* Chaudhary Sarwar *University-Lahore*

CS6FRIDAY
14:45 - 16:00



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Dong Liu

PhD candidate in the Michael G. Foster School of Business
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*Founding CEOs' Core Self-Evaluations and New Venture
Performance: A Longitudinal Multilevel Analysis*



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The ILA is pleased to partner with the Center for Creative Leadership (CCL) on the Kenneth E. Clark Student Research Award. CCL is a top-ranked, global provider of executive education. Founded in 1970 as a nonprofit, CCL helps clients around the world to cultivate creative leadership—the capacity to achieve more than imagined by thinking and acting beyond boundaries. The award is named in honor of the distinguished scholar and former Chief Executive Officer of CCL and recognizes outstanding unpublished student papers on leadership or leadership development. The Call for Submissions for the 2011 Kenneth E. Clark Award will be available online in early 2011. Please visit www.ila-net.org/awards for more information.



“The program increased my capacity to change and to facilitate change in others. I found what I learned in this program works at home and at work.”

MARK COVINGTON,
Lieutenant, Walnut Creek
Police Department

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2ND ANNUAL EMERGING SCHOLARS RESEARCH CONSORTIUM

FRIDAY, OCTOBER 29 / 16:15 - 17:30
SALON A - D

The consortium is a valuable chance to engage in meaningful dialogue around the latest scholarship and research by new contributors to the field of leadership studies. It is an opportunity for master's and doctoral students as well as junior leadership scholars to present current research and receive feedback from senior scholars and practitioners at the conference. Junior and senior leadership scholars can interact, foster collaboration, meet potential co-authors, while universities can identify potential faculty, and publishers can find future authors and contributors.

CONSORTIUM PARTICIPANTS:

An Exploratory Study of the Developmental Process
Marie Legault *Fielding Graduate University*

*Corporate University Partnerships:
An Examination of Corporate University Models*
Felisa Parris *Marquette University*

*The Correlation between Letters of Intent and the
Persistence of Online Doctoral Learners*
Regi Adams *University of Phoenix*

*Electronic Government and Governance in Puerto Rico:
A Quantitative Study of Public Perception*
Jorge L. Melendez *University of Phoenix*

*Exploring Instructional Strategies and Learning Goals
in Undergraduate Leadership Education:
A Mixed Methods Investigation*
Daniel Jenkins *University of South Florida*

*In the Midst of Organizational Change:
A Survey of Employee Perceptions toward
Separate Accreditation for Regional Campuses/
Institution of a Southeast Public University*
Rhonda Moraca *University of South Florida*

*Instructor Experiences with Implementing Technology
in Blended Learning Courses in Higher Education*
Nellie Deutsch *University of Phoenix*

Mass Media's Effect on Leadership Behaviors
Keith Keppley *Eastern University*

*Leadership that Enables: How Long-Term Planning
Relates to Followership*
Christopher Brumm *Indiana Wesleyan University*

*The Perceptions of Administrators Concerning the
One Florida Initiative*
Adriel Hilton *Upper Iowa University*

*Post-Conflict Leadership: An Examination of
Cross-Cultural Distinctions*
John Bryan *University of Phoenix*

Resilient Leadership and Effective School Reform
Hadassah Weiner-Friedman *Union Institute & University*

*Transforming People in Crisis: Charles Harrison
Mason and Sharecroppers*
Mable Springfield Scott *North Carolina Agricultural and
Technical State University*

*The Viability and Sustainability of the Business Women's
Association of Uzbekistan: A Phenomenological Study*
Kimberly Millier *University of Phoenix*

*Understanding Faculty Images of the Future: Action
Research for Academic Librarians*
Karen Malefant *PhD in Leadership and Change Program,
Antioch University*

(LISTINGS AS OF 9.30.2010)

THANK YOU TO OUR EVENT SPONSOR:



INTERACTIVE ROUNDTABLE SESSION

FRIDAY, OCT. 29, 16:30 - 17:45
GRAND BALLROOM

The Interactive Roundtable Discussions are designed to facilitate high levels of interaction and engagement by utilizing dialogue between the discussant(s) and attendees. There will be two discussion rounds, and a bell will sound approximately 35 minutes into the session to signal that it is time to move to another table if you wish. Of course, you may opt to leave sooner or stay longer.

How Inclusive Leadership and Idiosyncrasy Credit Facilitate Effective Leader-Follower Relations

TABLE 1

Inclusive Leadership (IL) begins with the truth that there is no leadership without followership, emphasizing “Doing things with people, rather than to people,” with followers deserving good leadership. Accordingly, IL’s four Rs are Respect, Recognition, Responsiveness, and Responsibility, both ways, contributing to Trust and Loyalty (Hollander, 2009). Recognition of followers perceiving leader attributes sees them giving credit to a leader believed to “belong” and performing well. Gaining “idiosyncrasy credits” (IC) accounts for a leader’s emergence and added actions beyond legitimacy of authority (Hollander, 1958, 1964, 1978). Allowing followers such “upward influence” augments and enriches transforming and other leadership practices.

* Edwin Hollander *CUNY, Baruch College & the Graduate Center*

The Role of Transformational Experience in the Development of Transformational Leadership Capacity

TABLE 2

This paper presents a framework for considering transformational leadership through the lens of transformational learning theory (Cranton, 1994, 2006; Mezirow, 1991, 2000; Taylor, 1998, 2006, 2007) and grounding that framework in research on transformational experience. It details findings from a research project concerning transformational experience and leadership development.

* Michael Poutiatine *Gonzaga University*

* Dennis A. Conners *Gonzaga University*

* Coauthor: Michael L. Carey *Gonzaga University*

Case Studies in Toxic Leadership

TABLE 3

This interactive session will explore the strategies and behaviors employed by bad leaders, the impact of bad leaders on the people and organizations around them, and the things people can do to identify, discourage, and disengage from bad leadership.

* Amelia Adams *College of Liberal Studies, University of Oklahoma*

* Rebecca M. Clary *College of Liberal Studies, University of Oklahoma*

* Wendy Martin *College of Liberal Studies, University of Oklahoma*

* Stephen West *College of Liberal Studies, University of Oklahoma*

RTSFRIDAY
16:30 - 17:45

Exploring the Integration of an Emotional Intelligence and Servant Leadership Mind-set as a Model for Effective Leadership Practice

TABLE 4

This session will address recent philosophies of blending EI and servant leadership in order to form a mind-set for leading today's organizations successfully with enhanced, high valuing, high performing, and highly ethical organizations as a result. A two-dimensional, four-quadrant model of leadership will be presented and the rationale for component constructs will be considered for a potentially new leadership mind-set for multinational organizations.

* Kenneth Rauch *Indiana Institute of Technology*

* Lillian Schumacher *Tiffin University*

Using Assessment Centers to Identify High-Potential Employees for Succession Management in the Public Sector

TABLE 5

Many government organizations are facing a leadership crisis: young leaders are often underdeveloped and unready for executive responsibilities and mature leaders are approaching retirement age. This discussion will explore succession management; outline the challenges of implementing it in the public sector; and describe one method of overcoming these challenges by using assessment centers to inform the process, identify high-potential future leaders, and target their developmental opportunities.

* Kelsey Logan *Booz Allen Hamilton*

* Chris Ruotolo *Booz Allen Hamilton*

* Andrew Schmidt *Booz Allen Hamilton*

Leading Sustainable Community Change through Capacity Building

TABLE 6

Nemours, a leading child health provider in Delaware, developed and led a successful statewide initiative to reduce obesity and promote the health of children, focusing on building leadership and capacity in schools, child care centers, and community organizations. This discussion will highlight the strategies and measurable results of the partnership effort of over 250 state and community organizations.

* Gwendoline Angalet *Nemours Health and Prevention Services*

Public Leadership and Encouraging Citizen Self-Leadership

TABLE 7

One of the public leader's goals of maintaining republican principles occurs through encouraging self-leadership among its citizens. More often than not, however, public policy reinforces dependence rather than independence. This session will explore ways leaders might instead encourage self-leadership virtues of individual initiative, responsibility, charity, foresight, etc., through its policies.

* Jacqueline Faulhaber *School of Political Science, University of South Dakota; Black Hills State University*

Updated Public Leaders Competency in New Media Era of China

TABLE 8

Ranked first in the world, the size of China's citizens reached 384 million in December 2009. Nearly one-third are rural Internet users. The Chinese government is facing a great challenge: how to take advantage of this opportunity for transformation and achieve its harmonious society goals. This discussion will focus on how government officials are using new media and its role in transparency and accountability.

* Yongda Yu *Tsinghua University*

* Weiping Zhan *Harvard Kennedy School*

The Road Not Taken: Framing Leadership 2.0 in the Nonprofit Sector

TABLE 9

It is time to consider alternative ways to frame executive and trustee leadership beyond business models. We will discuss what Leadership 2.0 for the nonprofit sector could mean if we abandon the intrusion of the marketplace and seek actions that enhance access, participation, mission, and service.

* Michael Guillot *Gadd / Guillot; Ph.D. Program in Leadership & Change, Antioch University*

Transforming the Legal Profession through Leadership Education

TABLE 10

While lawyers comprise a significant number of leaders in government, business, and community, until recently the legal profession and legal academy have been slow to embrace leadership studies. This discussion will highlight two leadership education trajectories that are gaining traction in the legal profession.

* Bonnie Allen *Mississippi Center for Justice*

* Ellen Hemley *Center for Legal Aid Education*

Should a Leader Follow a Compass or a Weathervane?

TABLE 11

Recent examples of the Toyota recalls, the Iraq Invasion, and the current U.S. health care debate illustrate leadership challenges faced when a clear compass direction encounters a changing environment. The interactive session will engage participants in a discussion of when the environment requires a trade-off between the compass and the weathervane.

* Charles A. Perkins *New Jersey Superior Court, Law Division Essex Count*

* Charles Perkins *Point Park University*

* Anne Skleder *Cabrini College*

Emergent Leadership: 2010 and Beyond

TABLE 12

Today we need leaders who are able to initiate and sustain forward movement for a business or cause while taking into account their personal development and humanity's impact on the world. We will share insights from a study of emergent entrepreneurial leaders and discuss implications for developing leaders today.

* Mary Shippy *Global Leadership Network*

* Hendrik Tiesinga *Natural Innovation*

* Vanessa Kiley *Kiley & Company*

The Universal Declaration of Leadership Responsibilities

TABLE 13

After a presentation of the draft of the Universal Declaration of Leadership Responsibilities (UDLR), supporting case studies/interviews that highlight the potential impact on global leadership practice will be shared. Discussants representing leadership practice/scholarship/development, and the public/business leadership contexts, will put forward their views. Together, we will refine the UDLR components and determine the implementation process.

* Kuldip Reyatt *Strategic Visioning Partners*

* Scott Allen *John Carroll University*

* Jim 'Gus' Gustafson *Center for Values-Driven Leadership, Benedictine University*

* John Jacob Zucker Gardiner *Seattle University*

Creativity and the 21st Century Leader

TABLE 14

Most leadership frameworks include some variation of creativity or innovation as a critical competency for 21st century leaders. They generally fail to recognize individual differences or provide tools for developing this capability. This interactive session will explore approaches for helping leaders identify and grow their own individual creative competency.

* Lynne Levesque *Lynne Levesque Consulting*

Leadership 2 Action—Superior Future Performance

TABLE 15

Superior performance is the ultimate responsibility of Leadership 2.0. The presenter will share a framework that quickly highlights strategic weaknesses and suggests how to reach superior performance and strengthen competitiveness. The framework operates on the principles of collaborative leadership and draws on the power of emergent conversation to highlight opportunities and specific actions to leverage them.

* Arthur Shelley *Intelligent Answers, RMIT University*

Unlocking Value by Strengthening Teamwork and Alignment Across Boundaries

TABLE 16

Increasingly, leaders and teams must work across the boundaries of function, geography, hierarchy, and organization. The presentation will describe the Think One Team Framework, initially developed in Australia and successfully applied across international settings, which aims to build the capability of leaders, teams, and organizations to form and effectively sustain partnerships, adding value to and for the business.

* Graham Winter *Think One Team International*

Innovative Ways to Build Community and Collaboration

TABLE 17

What problems do professionals encounter in building community and leadership skills on web 2.0 platforms? How can organizations use these tools to increase collaboration, productivity, skill building, and effective knowledge sharing? After several interactive team-building activities that tap into creative and collaborative energies, the discussion will center on how to transfer these same qualities into the online space to engage people in building community and collaborative problem solving online.

* Diana Norma Szokolyai *Knowledge Communities*

Leveraging Technology for Leadership Development

TABLE 18

How are others using technology in leadership education, development, and practice? Presenters will provide a brief overview and relevant literature on the topic of technology tools which have strengthened methodological practices, communication with and among students, or collaboration of those inside and outside the classroom. Participants will be invited to share their best practices and lessons learned.

* Jill Casten *Virginia Tech*

* Eric Kaufman *Virginia Tech*

RTSFRIDAY
16:30 - 17:45

Women and Leadership

TABLE 19

The purpose of this session is to present findings from recent studies on women and leadership. Papers include: (1) Norwegian women's experiences on corporate boards, (2) gendered/positional perceptions of women's leadership qualities, (3) impact of executive coaching on female executives, and (4) gendered aspects of leadership as experienced by women.

Women and Leadership: Exploring Norway's Experience of the "Golden Skirt Rule"

Norway has more women on their male dominated boards than any other country in the world due to the "Golden Skirt Rule." This phenomenological study describes experiences of Norwegian female board members who report of their learnings. These women reported successes and frustrations as a result of these isolating experiences.

* Katherine Tunheim *Gustavus Adolphus College*

Navigating the Labyrinth: A Study of Gendered and Positional Perceptions of Ideal Leadership Qualities in Faith-Based Higher Education

This research explored perceptions of qualities that contribute to senior-level leaders being viewed as "ideal" in the context of faith-based higher education. No social-cognitive explanation for prejudice was found to exist toward women in leadership. Transformational and relational leadership styles were the desired models of leadership for the respondents.

* Shawna L. Lafreniere *Azusa Pacific University*

Beyond Mentoring: The Impact of Executive Coaching on the Organizational Performance of Female Executives

Competition for senior leadership is fierce. Successful companies are those which leverage their entire talent pool to its fullest potential. Women are the critical element for that success. This presentation will demonstrate justification for the development and promotion of the female executive, and will provide evidence of the efficacy of executive coaching.

* Lily Benavides *The Executive Coaching Effectiveness Survey*

Gendered Aspects of Women's Leadership within the CCCU

Women leaders in Christian colleges and universities often confront organizational cultures and theological positions that question the legitimacy of their authority. This presentation describes findings of focus groups convened to examine gendered aspects of women's leadership experiences, emphasizing the role of organizational culture. Related leadership development research is discussed.

* Karen A. Longman *Azusa Pacific University*

* Katy Tangenberg *Azusa Pacific University*

CHAIR: Susan R. Madsen *Utah Valley University*

Lead Your Business to Success with Your Own "Army of Entrepreneurs"

TABLE 20

Are you ready to unlock the full potential of your people? It's time to mobilize, inspire, and lead your own "Army of Entrepreneurs"—an internal force of empowered, committed employees who can propel your business to the next level. This session will provide practical advice on developing and deploying your own in-house "Army."

* Jennifer Prosek *CJP Communications*

Developing Leaders through Mission-Based Simulations

TABLE 21

This paper discusses how leadership simulations help today's leaders meet challenges through mission-focused leadership development experiences that align the individual with the organization's mission, systems, and structure. They accelerate development by actively engaging leaders in mission-focused scenarios that demand fast-paced decisions, test current leadership limits, and result in realistic consequences.

* Torrey Wilkinson *Booz Allen Hamilton*

* Coauthor: Lisa Gulick *Booz Allen Hamilton*

Leadership and Involuntary Job Loss: The Hidden Experience of Involuntarily Terminated Organizational Leaders and Strategies for Surviving and Thriving in a Difficult Employment Environment

TABLE 22

For organizational leaders, involuntary job loss has been shown to produce psychological trauma potentially leading to collateral damage in self-esteem, self-efficacy, family relationships, and extended social networks. Yet, the trauma of involuntary job loss can also lead to personal and professional growth. This presentation will explore this process.

* Jeffrey D. Yergler *Olympic College*

* Philip Mathew *Whitworth University*

Women and Leadership: How Emotionally Intelligent Leadership Provides a New Lens for Understanding Gender Differences

TABLE 23

Emotionally intelligent leadership (EIL) integrates contemporary ideas on leadership and emotional intelligence to form a new understanding of leadership development and practice. The EIL framework and inventory will be shared along with results and implications from a national study on gender differences from a college-aged population.

* Paige Haber *University of San Diego*

* Marcy Shankman *MLS Consulting, LLC*

Case Studies from the Future: Science Fiction's Contribution to Creating Transformational Leaders Today

TABLE 24

Many business case studies tend to be thin, predictable, and about the past. Using science fiction provides the basis for a future orientation with sufficient narrative depth from which to draw reliable answers to deeper questions that tap into higher levels of evaluative or synthesizing thought.

* Elizabeth Jones *Loyola University Maryland*

RTSFRIDAY
16:30 - 17:45

Leadership and Culture

TABLE 25

This session examines dimensions of culture and leadership obfuscated by the common emphasis on multinational cultural differences. The papers are all part of extensive study about expatriates working abroad, bridging professional and local community cultures, and the role of culture in reconstructing New Orleans after Katrina.

Culture and Leadership: Expatriates in Professional Roles

Many professionals in overseas postings fail. Research indicates failure to adjust to the host-culture environment contributes to a lack of success. When expatriate leaders fail the financial, relational, and political ramifications can be dire. Reciprocal coaching dyads of an expatriate and a host country national may promote successful adjustment.

* Kate O'Neill *Zayed University, United Arab Emirates*

The Role of Citizen Professionals in Community Organizations

Community organizations that are run primarily by volunteers may turn to a citizen professional outside of their organization to help increase their power. Citizen professionals work jointly with an organization to help develop an organization's adaptive capacity to deal with challenges and help them achieve their goals.

* Sarah Hippensteel *The Miami Conservancy District*

Gumbo in the Storm: Building Resiliencies through Culture

Building resiliency requires a convergence of community participation and leadership. This study examines how food and food spaces have served as a confluence for the community and as sites of self-organized, emergent leadership in the weeks, months, and years following Hurricane Katrina in New Orleans and the Gulf Coast.

* Claire Menck *Newcomb College Center for Research on Women, Tulane University*

* Lize AE Booyen *Ph.D. Program in Leadership and Change, Antioch University; Center for Creative Leadership*

* Richard Couto *Union Institute and University*

Leadership Challenges in Latin America

TABLE 26

This interactive roundtable discussion will provide a space to identify and discuss the challenges facing leaders and leadership in Latin America today, while also offering a networking opportunity to those working in this region.

* Laura Santana *Center for Creative Leadership*

The Journal of Leadership Studies: Expanding the Global and Interdisciplinary Conversation on Leadership

TABLE 27

The *Journal of Leadership Studies* is an interdisciplinary journal by Jossey-Bass and the School of Advanced Studies at the University of Phoenix. It features peer-reviewed research, symposia, and media reviews from a broad array of disciplines and perspectives. In this session, JLS editors will discuss publishing, reviewing, and editorial opportunities.

* Jake Burdick *School of Advanced Studies, University of Phoenix*

* Jeremy Moreland *School of Advanced Studies, University of Phoenix*

The Undergraduate Leadership Review: Facilitating Undergraduate Leadership Learning through Scholarly Research and Writing

TABLE 28

The *Undergraduate Leadership Review* is a peer-reviewed scholarly journal that provides an avenue for undergraduate leadership students to publish their scholarship. The purpose of this roundtable discussion is to inform interested students and faculty of opportunities for submitting articles for publication

- * Katie Davis *Undergraduate Leadership Review*
- * Christine Cordial *Undergraduate Leadership Review*
- * Jenny Furnas *Undergraduate Leadership Review*

Ubuntu: An Evolutionary Leadership Model

TABLE 29

Ubuntu is a humanistic philosophical concept and is found in many indigenous cultures of South Africa. This roundtable session will explore Ubuntu as an evolutionary leadership model that interfaces well with collaborative, participatory, and collectivistic practices so crucial for the complex global, political, and organizational changes leaders face today.

- * Ann Dinan *Personal Leadership Institute*
- * Marleen Ramsey *Walla Walla Community College*

Lessons in Liminality: Teaching Leadership to Undergraduate Students

TABLE 30

In many ways, the role of the teacher is to disrupt students' assumptions about the purpose of studying leadership, and to get them to reflect critically. This paper applies Turner's concept of liminality to the learning processes undergone by undergraduate students of leadership studies, suggesting that students occupy a liminal space, and must engage with symbolic 'monsters,' like theory or critical thinking. It argues that leadership educators must build bridges to help students grapple with such monsters and cross liminal divides.

- * Beverley Hawkins *Centre for Leadership Studies, University of Exeter Business School*

Engaging Our Connected Generation: Student Insight

TABLE 31

Today's generation of college students are technology driven and connected. How should leadership development programs and courses compete with such distractions to keep students engaged and involved? Explore various tactics with this panel of students bringing insight to the "why" of involvement for this generation of students.

- * Natalie Coers *University of Georgia*
- * Yori Kamphuis *University of Twente*
- * Lauren Yanko *Marietta College*
- * Samantha Broxton *Engaging Young People*

Growing Global Leaders at a New Zealand University: A Case Study

TABLE 32

The Victoria International Leadership Programme (VILP) is our approach to the "call to action" on global leadership. This session will share lessons of adaption of leadership education models to a New Zealand context. It will synergize the experiences of teaching and studying leadership in New Zealand with those of international contexts.

- * Amber Walters *Victoria University of Wellington*

Leadership and Service Abroad: Understanding Identity and Ethics through Narrative Inquiry

TABLE 33

Each year thousands of students travel abroad to engage in service, hoping to make a difference to various communities. This paper, based on dissertation research, explores the influence of international service on college students' identity, leadership, and ethical action using narrative as a central concept.

* Faith Kazmi *Stanford University*

Global Connections: A Case Study of the International Leadership Academy Exchange between Bahrain and West Virginia

TABLE 34

The Kingdom of Bahrain and the State of West Virginia are worlds apart, but a leadership studies exchange program brought students from the Royal University for Women and West Virginia University together. This presentation will be a case study of the International Leadership Academies. It will also focus on sharing strategies for successfully internationalizing leadership studies, with or without an explicit study abroad component.

* Lisa DeFrank-Cole *West Virginia University*

* Rose Cole *West Virginia University*

A Global Dialogue: Values Exploration in Two Business Schools in Russia and the United States

TABLE 35

Mid-career MBA students thousands of miles apart experienced the same classroom assignment: a guided exploration of values. In a videotaped (and translated!) follow-up activity, students discussed their perceptions of dominant values in choices made by their counterparts' decisions. The videos were shared, for an enhanced and rich learning experience.

* Carol Sawyer *University of Saskatchewan*

* Andrey Zamulin *School of Management, St. Petersburg State University*

Developing Emerging Leaders in Higher Education

TABLE 36

How do you develop and retain talent in academia? With budget cuts and hiring freezes it becomes critical for all universities to invest in their employees, to ensure that students will be provided with competent and dedicated faculty/staff. Facilitators will share their insights and foster discussion around this important topic.

* Molly McGowan *Leadership Institute & Community Service Center, Rochester Institute of Technology*

* Susan Provenzano *Rochester Institute of Technology*

Leadership Education and Artistic Expression

TABLE 37

The purpose of this roundtable is to share experiences of using different forms of artistic expression to develop the leadership capacity of the next generation of diverse leaders. Two cases will be presented: a university-community partnership utilizing community-based art education, and using Theatre of the Oppressed techniques in leadership programs.

* Lazarina Topuzova *Gonzaga University*

* Rosemarie Hunter *University Neighborhood Partners; University of Utah*

* Isabel Teresa Molina-Avella *University of Utah*

Using Guiding Questions: Guidelines for Leadership Education Programs

TABLE 38

The ILA published Guiding Questions: Guidelines for Leadership Education Programs on its web site in February, 2010. This member-driven, broadly collaborative document was produced by the first ILA learning community. This discussion focuses on how Guiding Questions can be used to design and assess leadership education programs.

* Stephen Ritch *University of South Florida St. Petersburg*

Building Youth Leadership Capacity to Counter Cultures of Corruption

TABLE 39

Corruption is nothing new. If there is not significant change, the cycle of corruption will continue. The current “exemplars” of leadership only repeat a focus on position, power, and prestige. Building leadership capacity of youth by focusing on the person, purpose, and potential enables a shift away from cultures of corruption.

* Jonathan Kroll *iB-LIEVE / Emerson College*

Cause Mobilization of a Nation: Learnings from Pacific Students in New Zealand

TABLE 40

A mentor and protégé will share learnings from a national leadership mobilization strategy, recently undertaken by a student leadership cluster in New Zealand as part of the vision to grow 1,000 New Generation Pacific leaders by 2015. Stories and lessons on cause mobilization will be shared.

* Kabini Sanga *Victoria University of Wellington*

* Cherie Chu *Victoria University of Wellington*

Intergenerational Mentorship: Its Power for Building Communities and Careers

TABLE 41

Leadership Sea to Sky launched the first Intergenerational Mentorship Initiative in Canada. Through reciprocal mentoring, triads—each with a youth, an alumni, and a senior—focus on advancing personal and community well-being. The discussion will focus on developing and improving replicable models for bringing together, across generations and life stages, the leadership competencies of the people.

* William Roberts *Whistler Forum for Leadership and Dialogue*

Embracing Worldwide Leadership Traditions for the Next Generation

TABLE 42

To transform leadership, there is a need to acknowledge that diverse models of leadership exist around the globe, and that Western models of leadership provide a certain lens which may not be true for everyone. This presentation will explore the integration of these diverse approaches for the next generation of leaders.

* Whitney McIntyre Miller *Northern Kentucky University*

* Julia Buchanan *National University*

Making the Most of Your ILA Membership

TABLE 43

Attend this roundtable for an open discussion regarding the ILA membership experience. The host will share ways you can take advantage of the myriad benefits of an ILA membership as well as solicit feedback on participants' experience to date and how it can be improved upon. New members and experienced members alike are welcome to come, contribute, and learn.

* Ashley Wollam *International Leadership Association*

BOOK SIGNING SCHEDULE

Meet the authors of your favorite leadership titles! All author book signings will take place in the Leadership Book Fair.

FRIDAY 17:30 – 19:00 *Author Book Signing Reception*

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SCOTT ALLEN & MARCY SHANKMAN

Emotionally Intelligent Leadership: A Guide for College Students

Emotionally Intelligent Leadership for Students (Inventory, Facilitation and Activity Guide, Development Guide, and Workbook)

ALLAN BIRD

Global Leadership: Research, Practice and Development

ANTHONY BLAIR

Church and Academy in Harmony: Models of Collaboration for the 21st Century

Fire Across the Water: Transatlantic Dimensions of the 18th Century Presbyterian Revivals

PAMELA BONEY

True Tilt

LIZE BOOYSEN

Leading Across Differences: Cases and Perspectives - Casebook, Facilitator's Guide, and Instructor's Guide

JUANA BORDAS

Salsa, Soul, and Spirit: Leadership for a Multicultural Age

GLORIA BURGESS

Dare to Wear Your Soul on the Outside: Live Your Legacy Now

IRA CHALEFF

The Art of Followership: How Great Followers Create Great Leaders and Organizations

The Courageous Follower: Standing Up to and for Our Leaders (3rd Edition)

MICHAEL CHIRICHELLO

Learning to Lead: Ten Stories for Principals

DONNA CHROBOT-MASO & CHRIS ERNST

Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations

RICHARD COUTO

Political and Civic Leadership: A Reference Handbook

TOM CRONIN

On the Presidency

The Paradoxes of the American Presidency

DON DUNOON

In the Leadership Mode: Concepts, Practices and Tools for a Different Leadership

ALICE EAGLY

Through the Labyrinth: The Truth About How Women Become Leaders

MICHAEL GENOVESE

Leadership and the liberal arts: Achieving the Promise of a Liberal Education

Leadership at the Crossroads: Leadership and Politics and other titles

TIFFANY HANSBROUGH

When Leadership Goes Wrong: Destructive Leadership, Mistakes and Ethical Failures

NATHAN HARTER

Clearings in the Forest: On the Study of Leadership

GILL HICKMAN

Leading Change in Multiple Contexts: Concepts and Practices in Organizational, Community, Political, Social, and Global Change Settings

Leading Organizations: Perspective for a New Era (2nd edition)

DOUG HICKS

With God on All Sides: Leadership in a Devout and Diverse America

EDWIN HOLLANDER

Inclusive Leadership: The Essential Leader-Follower Relationship

Leadership Dynamics: A Practical Guide to Effective Relationships

AMBASSADOR SWANEE HUNT

This Was Not Our War: Bosnian Women Reclaiming The Peace

CRAIG JOHNSON

Meeting the Ethical Challenges of Leadership (3rd edition)

ARTHUR JUE

Leadership Moments: Turning Points That Changed Lives and Organizations

Social Media at Work: How Networking Tools Propel Organizational Performance

BARBARA KELLERMAN

Followership: How Followers Are Creating Change and Changing Leaders

LEADERSHIP: Essential Selections on Power, Authority, and Influence and other titles

MELVINIA TURNER KING

The African American Moral Tradition as a Resource for Leadership Education- Developing Ethical Leaders for America

LYNNE LEVESQUE

Breakthrough Creativity

JEAN LIPMAN-BLUMEN

The Art of Followership: How Great Followers Create Great Leaders and Organizations

The Allure of Toxic Leaders and other titles

AL LONG

Leadership Tripod

REBECCA MERRILL

Living in Yes: If the Answer is Maybe, the Answer is No

Starfish Leaders: Stories of Brokenness and Regeneration

FAITH WAMBURA NGUNJIRI

Women's Spiritual Leadership in Africa: Tempered Radicals and Critical Servant Leaders

PETER NORTHOUSE

Introduction to Leadership: Concepts and Practice

Leadership: Theory and Practice, 5th Edition

SHERRY PENNEY

Next Generation Leadership: Insights from Emerging Leaders

TODD PITTSKY

Crossing the Divide: Intergroup Leadership in a World of Difference

NANCY RICHMOND

Learning to Lead: Ten Stories for Principals

RON RIGGIO

Leadership and the Liberal Arts: Achieving the Promise of a Liberal Education

The Art of Followership: How Great Followers Create Great Leaders and Organizations

CHAUDHARY IMRAN SARWAR

Conventional, Online, and Robot-Based Leadership

ROBERT SCHEIDET

Educational Leadership Internship Workbook

ARTHUR SHELLEY

Being a Successful Knowledge Leader: What Knowledge Practitioners Need to Know to Make a Difference

The Organizational Zoo: A Survival Guide to Workplace Behavior

JOHN SHOUP

A Collective Biography of Twelve-World Class Leaders: A Study on Developing Exemplary Leaders

Leveraging Chaos: The Mysteries of Leadership and Policy Revealed

BART WENDELL

Hot Leaders, Cool Facilitators: Learning To Lead One Meeting At A Time

GRAHAM WINTER

The Man Who Cured the Performance Review

Think One Team: An Inspiring Fable and Practical Guide for Managers, Employees & Jelly Bean Lovers

Yael ZOFI

TOPS Managing Up, How to Identify Your Manager's Style and Build a Stronger Relationship

Work Your Network, Making Impactful Business Connections and other titles

2010 ANNUAL MEETING EXHIBITORS

PLEASE VISIT THE TABLES OF THIS YEAR'S EXHIBITORS IN BALLROOM SALON E!

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Fredric M. Jablin DISSERTATION AWARD



2010 Winner: *Congratulations*

Dr. YoungHee (Sylvia) Hur
University of Twente, School of Management and Governance

"Optimizing Managerial Effectiveness Through Emotional Intelligence"

Honorable Mentions:

Dr. Lena Lid Anderson, *Stockholm School of Economics, "Leader-Shaping Rhetoric."*

Dr. Colin M. Fisher, *Harvard Business School, "Better Lagged than Never: The Lagged Effects of Process Interventions on Group Decisions."*

Submissions for the 2011 Fredric M. Jablin Dissertation Award may be on any topic and from any discipline as long as they make a substantial and direct contribution to the study of leadership. The dissertation must be completed between August 1, 2009 and August 1, 2011. The 2011 recipient(s) will be honored at the annual conference of the International Leadership Association, October 26-29 in London, where they will be asked to present their dissertation research. In addition to the award, winners receive a \$1000 cash prize from the Jepson School of Leadership Studies, travel expenses to and registration for the ILA conference, and a one year membership to the ILA. All submissions must be received by August 1, 2011. Applicants must submit a letter of interest, a 3-5 page abstract of a substantive dissertation chapter (specifically, the chapter that best represents the dissertation), a brief biography, and verification of the dissertation defense date (e.g., a letter from the dissertation advisor). Candidates should e-mail submissions as attachments to jepsonaward@richmond.edu. Please do NOT send the dissertation. The award committee will contact semi-finalists to request a full dissertation chapter. Please visit www.ila-net.org/awards for more information.

Leadership Legacy Lifetime Achievement Award

SATURDAY, OCTOBER 30 / 07:30-08:45

Leadership Legacy Honoree Russell Mawby



RUSSELL MAWBY's interest in rural community development is rooted in his youth working on a family farm in Michigan. The first member of his family to earn a Bachelor's degree, he went on to obtain a PhD in Agricultural Economics from Michigan State University where he was also Assistant Director of Extension. Responsible for 4-H Clubs and Youth programs in Michigan early in his career, he purposefully emphasized leadership training and the development of junior and adult leaders in the programs. The combination of these two interests made Mawby a natural fit for the W.K. Kellogg Foundation. He joined the Foundation as Director of the Division of Agriculture in 1964 where he developed the Michigan Agricultural Leadership Program. Mawby quickly advanced at Kellogg and was named President and CEO in 1970.

Mawby was an extraordinary leader of the Foundation and steward of the vision and values of W.K. Kellogg, its founder. During the twenty-five years that he served as CEO expenditures grew from approximately one million dollars per month, to one million dollars per working day (or from \$12 to \$270 million annually). Keeping true to Mr. Kellogg's priorities and educational pragmatism, Mawby steered the Foundation's programming toward leadership, philanthropy & volunteerism, and minority populations while maintaining topical foci of health, agriculture, and education. His leadership in the field of philanthropy is globally known and umbrella organizations, like the Michigan Nonprofit Association that he helped found, are nationally recognized models for effective philanthropy. Retired in 1995, Mawby's lasting legacy is not only the thousands of lives that he touched directly as a leader, but the hundreds of thousands he touched by supporting the work and development of the next generations of leaders through initiatives like the Kellogg National Fellowship Program, support for the inclusion of leadership skills in college curricula, and the creation of Kellogg College at Oxford University.

Keynote Speaker

SATURDAY, OCTOBER 30 /

09:00 - 10:15



Photo: Peter Simon

Rosabeth Moss Kanter

ROSABETH MOSS KANTER holds the Ernest L. Arbuckle Professorship at Harvard Business School, where she specializes in strategy, innovation, and leadership for change. She is also the Chair and Director of the Advanced Leadership Initiative of Harvard University, a collaboration across the professional schools to help successful leaders at the top of their professions address challenging national and global problems.

Her strategic and practical insights have guided leaders of large and small organizations worldwide for over 25 years, through teaching, writing, and direct consultation to major corporations and governments. Professor Kanter has been repeatedly named to lists of the "50 most powerful women in the world" (*Times of London*), and the "50 most influential business thinkers in the world" (Accenture and Thinkers 50 research).

She has received 23 honorary doctoral degrees. Before joining the Harvard Business School faculty, she held tenured professorships at Yale University and Brandeis University, and was a Fellow at Harvard Law School, simultaneously holding a Guggenheim Fellowship. In 2001, she received the Academy of Management's Distinguished Career Award. She was named "Intelligent Community Visionary of the Year" in 2002 by the World Teleport Association, and in 2010 received the International Leadership Award from the Association of Leadership Professionals.

Through Goodmeasure Inc., the consulting group she co-founded, she has partnered with IBM on applying her leadership tools from business to other sectors; she is a Senior Advisor for IBM's Global Citizenship

portfolio. She advises CEOs of large and small companies, has served on numerous business and non-profit boards including City Year, the urban "Peace Corps" now focused on addressing the school dropout crisis, and national or regional commissions including the Governor's Council of Economic Advisors. She speaks widely, often sharing the platform with Presidents, Prime Ministers, and CEOs at national and international events, such as the World Economic Forum in Davos, Switzerland.

The former Editor of *Harvard Business Review* (1989-1992), she is the author or co-author of 18 books. Her latest book, *SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth, and Social Good*, a manifesto for leadership of sustainable enterprises, was named one of the ten best business books of 2009 by Amazon.com. *Confidence: How Winning Streaks & Losing Streaks Begin & End* (a *New York Times* business and #1 *Business Week* bestseller), describes the culture and dynamics of high-performance organizations as compared with those in decline, and shows how to lead turnarounds, whether in businesses, hospitals, schools, sports teams, community organizations, or countries.

Her classic prizewinning book, *Men & Women of the Corporation* (winner of the C. Wright Mills award for the year's best book on social issues), offered insight to about corporate careers and the individual and organizational factors that promote success. A spin-off video, *A Tale of 'O': On Being Different*, is among the world's most widely used diversity tools. Another award-winning book, *When Giants Learn to Dance*, showed how to master the new terms of competition at the dawn of the global information age. *World Class: Thriving Locally in the Global Economy* identified the rise of new business networks and analyzed dilemmas of globalization. *The Financial Times* name her book *The Change Masters* one of the most influential business books of the 20th century.

CONCURRENT SESSION 7

CS7 SATURDAY, OCT. 30, 10:45 – 12:15

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

Assessment 2.0: Assessment Challenges and Opportunities

ARLINGTON / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

How can we push our assessment programs to be exercises in leadership and innovation? What have we learned through assessment about ourselves, our programs, and our students that teach us about leadership? What can we do as communities of educators to create new assessment practices that will not only “justify our existences” in the academy but manifest the very leadership principles we hope to teach? These questions and others will shape this interactive workshop on assessment practices.

- * Brent Goertzen *Department of Leadership Studies, Fort Hays State University*
- * David Rosch *Illinois Leadership Center, University of Illinois at Urbana-Champaign*
- * Kerstin Soderlund *Jepson School of Leadership Studies, University of Richmond*

CHAIR: Kristine LaLonde *Project LEAD, Belmont University*

The Future of Leadership Development: Leadership as a Collective Process

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **PUBLIC, DEVELOPMENT**

To scale leadership development work on significant social issues, individuals and organizations working in leadership need to understand and facilitate leadership as a collective process that engages individuals and groups in working together to take action. In this session, the following innovators in collective leadership will share concrete examples and engage participants in experiential exercises that foster collective leadership.

- * Alain Gauthier *Core Leadership Development*
- * Barbara Squires *Annie E. Casey Foundation*

CHAIR: Deborah Meehan *Leadership Learning Community*

The Medici Effect: Understanding Leadership through Multiple Perspectives

CLARENDON / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Through an intersection of fields and disciplines in music, the arts, poetry, and anthropology, presenters will use the Medici Effect as a guiding conceptual framework to give attendees opportunities to experience a kaleidoscope of perspectives to enhance understandings about leadership. This session will use methods that promote critical and creative thinking—including conversation, reflective inquiry, journaling, and experiential learning—to help participants understand the applications of the Medici Effect in their day-to-day lives as leaders.

- * Michael Chirichello *Northern Kentucky University*
- * David Markwardt *David Markwardt Consulting*
- * JoAnn Danelo Barbour *Texas Woman's University*

CS7 SATURDAY
10:45 – 12:15

Leadership for Environmental Sustainability

DARTMOUTH / Session Type: **CONVERSATION WITH AUTHOR** / Accepted by MIG(s): **SCHOLARSHIP**

This session will explore emerging concepts of leadership that address the growing environmental crisis and the need for a more sustainable relationship with the natural world. Authors will discuss *Leadership for Environmental Sustainability* (Routledge, 2010), the first multidisciplinary volume in the field of leadership studies to approach environmental sustainability as a fundamental leadership challenge.

- * Benjamin Redekop *Christopher Newport University*
- * Barbara Crosby *Hubert H. Humphrey Institute of Public Affairs, University of Minnesota*
- * Sharon Turnbull *Centre for Applied Leadership Research, Leadership Trust UK*
- * Coauthor: Simon Western *Tavistock Centre, Lancaster University Management School*

Emergence and Sustainability of Degree-Granting Undergraduate Leadership Majors

EXETER / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Research within higher education confirms the explosion of leadership programs in higher education over the past two decades. The research presented utilizes the ILA Guiding Questions to understand the emergence and sustainability of six degree-granting undergraduate leadership studies majors.

- * Robert McManus *Marietta College*
- * Sandra Peart *Jepson School of Leadership Studies, University of Richmond*
- * Carol Ann Traut *University of Texas Permian Basin*
- * Felicia Mainella *Peace College*
- * Betty Robinson *University of Southern Maine*

CHAIR: Matthew Sowcik *Wilkes University*

Community Leadership Development: Research Leadership Development Outcomes

FAIRFIELD / Session Type: **WORKSHOP** / Accepted by MIG(s): **PUBLIC**

This workshop will present the conceptual framework and approach of grant-funded research evaluating three community leadership development programs, and will identify the outcomes of those programs and the lessons learned related to the evaluation model and approach. Participants will compare the outcomes to their own leadership development activities and apply the evaluation model to those activities.

- * Kurt Schoch *Walden University*
- * Janice Garfield *Walden University*

Living the Work: Leadership Coaching from the Inside Out

SIMMONS / Session Type: **DEVELOPMENT** / Accepted by MIG(s): **DEVELOPMENT**

In this panel discussion, presenters seek to collapse the dichotomy inherent in the vision of work on one side of the scale and life on the other, replacing it with a model of fully, authentically living the work. Panelists speak to their own deep personal insights, ongoing struggles toward change, pure moments of grace—while moving toward a cohesion where all is fodder for learning, engagement, teaching, and becoming.

- * Jill Hufnagel *Batten Leadership Institute*
- * Elizabeth Florent-Treacy *Global Leadership Centre, INSEAD*
- * Jason Bingham *Trane*
- * Jennifer Brothers *Batten Leadership Institute*

COMMENTATOR: Konstantin Korotov *European School of Management & Technology*

Youth Leadership for Transformation: Guiding Young People through the Inner Work of Leadership Development

PROVINCETOWN / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT**

While many focus on youth leadership development, there is relatively little available in the way of consolidated and/or documented knowledge about best practice in engaging and supporting youth in the inner work of leadership development. This panel will focus various approaches to facilitating leadership development in adolescent youth and young adults by sharing their expertise in leadership development, service learning, civic engagement, and mentoring on outcomes such as reduced risk behaviors, identity development, spiritual development, and enhanced social support for youth. The development and implementation of existing programs will be discussed, including evaluation data on program impact.

* Nancy Tellett-Royce *Search Institute*

* Joel Wright *Center for Creative Leadership*

* Max Klau *City Year*

CHAIR: Ellen Van Velsor *Center for Creative Leadership*

Emergent Leadership: Theory and Practice for a Connected World

SALON J / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **SCHOLARSHIP, DEVELOPMENT**

Drawing on previous research and writing about Authentic Leadership, Self-Organizing Systems, and Imaginative Leadership from a variety of sources, a case is made for expanding the definitions of what it means to lead, organize, and relate, creating emergent leadership paradigms compatible with a highly connected 21st century world.

Authentic Leadership Redefined: A Paradigm for Evolution

This presentation looks at authentic leadership, redefining the concept and practice to require much deeper levels of self-knowledge than ever before, matching authenticity more closely with the demands of a connected world. Personal reflection, mentorship, and the redesign of leadership development programs will be discussed as supportive of this redefined paradigm.

* Jeffrey Zacko-Smith *State University of New York College at Buffalo*

Witnessing Leaders Emerge from Within: The Impacts of Self-Organizing Work Groups

Self-organizing work groups can have significant impacts within organizations, including fostering greater personal and organizational awareness and confidence, and bringing forth organizational leaders. The presenter will discuss exactly what these groups are and outline research results, including impacts these groups can have and the theory that effective leaders are groups, not individuals.

* Lori Kane *The Collective Self, LLC*

Authentic Leadership as Opening Space

This presentation examines the implications for leadership of authenticity as quality of presence. A view of spiritual beings having human experiences, and authenticity as integrity of soul, mind, emotions, and body, leads to the concept of leadership as opening space.

* Jonathan Reams *Norwegian University of Science and Technology*

CHAIR: John Jacob Zucker-Gardiner *Seattle University*

CS7 SATURDAY
10:45 - 12:15

When Theory Chases Practice: New Models of Leadership

SUFFOLK / Session Type: PAPER PRESENTATION / Accepted by MIG(s): SCHOLARSHIP, PUBLIC

New modes and models of leadership practice press the boundaries of our theoretical frameworks. This panel addresses three of those modes and models—the internet, social entrepreneurship, and invisible leadership—and their theoretical implications.

Leadership within Diffuse Networks

Diffuse Networks affords nonprofits, government, businesses, and civic-minded people daily access to data and reports, organizations, information, and each other to create opportunities for civic action. The paper relates the work of ConnectNetwork and others to the current theoretical work based on complexity theory and the nature of leadership, without a particular leader, in a complex adaptive system.

* Richard Couto *Union Institute and University*

* Coauthor: Nancy Stutts *ConnectRichmond; Wilder School of Public Affairs, Virginia Commonwealth University*

Exploring the Meaning Making that Leads to Social Entrepreneurial Action

Through the lenses of constructive-developmental theory and action inquiry, this paper assesses the complexity of the ways of knowing of 10 social entrepreneurs and discusses the perspective-shifting moments that led to their engagement with social entrepreneurial actions.

* Kathleen Roberts *Idaho State University*

Invisible Leadership

Gill Hickman and Georgia Sorenson, who have written and discussed invisible leadership for many years, proposed two questions to former Kellogg National Leadership Fellows: “Can leadership be invisible?” “How and why have you practiced invisible leadership?” This paper analyzes the responses of 40 of the Fellows to provide valuable insight into how invisible leadership is perceived and practiced.

* Margaret Mark *Ph.D. in Leadership and Change Program, Antioch University*

CHAIR: Richard Couto *Union Institute and University*

The Future of Religious Leadership

VINEYARD / Session Type: PAPER PRESENTATION / Accepted by MIG(s): SCHOLARSHIP

Leadership within Religious Communities: What Is Distinctive and What Is Common?

Although there are resonances between and among political, business, and religious leadership, various components—e.g., leader and follower roles and interaction, motivation, communication, and vision—take on distinctive meanings in religious contexts. Further, other components—e.g., ritual and community-building—while also prominent in other contexts, are critical in religious leadership.

* Douglas Hicks *Jepson School of Leadership Studies, University of Richmond*

Reframing Max Weber’s Theory of Religious Leadership for the 21st Century

This presentation reframes Max Weber’s theory of religious leadership for the 21st century, building on the proposals of John McClymond, and demonstrates that religious leaders lead by reaffirmation, radicalization, ritualization, and responsiveness.

* Corné Bekker *School of Global Leadership and Entrepreneurship, Regent University*

The Future of Leadership: Insights and Ideas from the Writings of Pope Benedict XVI

This presentation will explore the insights and ideas on the future of leadership from the writings of Pope Benedict XVI.

* Nathaniel Haslam LC *Universita Europea di Roma*

CS7 SATURDAY
10:45 – 12:15

Leadership for What? When Peace Is the Primary Answer

WELLESLEY / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **PUBLIC**

To address Leadership 2.0, this panel shifts the basic question in leadership scholarship to the fundamental purpose of leadership by asking, “Leadership for what?” The panel will focus on a fundamental response, “Leadership for peace,” since without peace we cannot address the pivotal societal issues of poverty, famine, health, education, and the environment.

Peace, Justice, and Our Children’s Future

Martin Luther King, Jr., believed that peace was the presence of justice, and essential to this quest was finding an alternative to war. War depletes our resources, diminishes our humanity, and destroys our capacity for building world community. As leaders, we can find new pathways to peace. Are not the safety and prosperity of our children and the creation of a peaceful future the very essence and purpose of leadership?

* Juana Bordas *Mestiza Leadership International*

Resistance Leadership: Leading Toward Peace

Mainstream leadership theory tends to emphasize leadership as a process that is asymmetrical and unidirectional. In the rush to set goal accomplishment as the primary end of leadership, leadership theory has all too often neglected the moral purpose of leading. Consequently, “leadership for what?” remains ill defined. This paper posits that peace is the purpose of leadership and is primarily achieved through resistance.

* Bernice Ledbetter *Graziadio School of Business and Management, Pepperdine University*

We the People

This presentation discusses the importance of encouraging diverse, creative, and bright people to work together to create successful, positive social change. Using collective wisdom and community development, organizations can take action based on shared ownership, mutual values, and a vision of peace.

* Lorraine R. Matusak *LarCon Associates*

CHAIR: Jean Lipman-Blumen *Peter F. Drucker and Masatoshi Ito Graduate School of Management, Claremont Graduate University*

COMMENTATOR: Ronald Riggio *Kravis Leadership Institute, Claremont McKenna College*

Leadership, Shadow, and Light: The Art of Film and the Heart of the Leader

YARMOUTH / Session Type: **WORKSHOP** / Accepted by MIG(s): **EDUCATION**

When leaders find the resonance that authentic leadership brings, people are restored to a sense of hope, healing, and legitimate power. This workshop—based on a Leadership and Film curriculum cross-listed for bachelor’s, master’s, and doctoral leadership students—uncovers leader self-deception, and gives discernment regarding shadow and light in leadership.

* Shann Ferch *Gonzaga University*

* Caroline Fu *Gonzaga University*

* Josh Armstrong *Gonzaga University*

CS7 SATURDAY
10:45 - 12:15

The Art of Leadership for an Emerging Future Dialogue #3: Leadership and the Power of Narrative

REGIS / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Building on the Fetzer Dialogues of the past two ILA conferences, this year's dialogues will focus on leadership practices for the years to come—years that promise uncertainty, turbulence, complexity, and necessary collaboration across old divides. Some who study the art of leadership have said that in the final analysis, the most powerful tools that a leader possesses are the power of rich language and the capacity to focus attention. The themes of these dialogues are therefore about language and attention, and the power that comes from the authentic expression of both. All three dialogues will follow a similar format: (1) comments and observations by the presenters, (2) reflections and conversation among small groups of participants about their knowledge/experience/reflections on the theme, and (3) full room dialogue.

The theme of the third dialogue is leadership and the power of narrative in service of the greater good. What is the power of a story that remains alive and vital over time, a story that demands attention and action? What are the stories that remind us who we are, and what we are about? And what is the role of such story in our leadership work? As leaders, how do we develop an ear for story, and a gift with story?

* Judy Sorum Brown *University of Maryland; Fetzer Institute*

* Michael Jones *Pianoscapes; Fetzer Institute*

* Deborah Higgins *Fetzer Institute*

The Future of Leadership Theory and Practice of Latin American Leadership

HARVARD / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

This panel proposes new approaches to study leadership models and practices in Latin America, new models to understand Latin American leadership by paying attention to culture's hidden language, and a fresh integrative approach to study Latinos' leadership in America.

From Description to Understanding: The Future of Latin American Research

Leadership research in Latin America has been dominated during the last 40 years by descriptive models of research. This presentation will discuss the need of new theoretical models to study leadership concepts and practices that go from description to understanding of the leadership phenomenon in Latin America and will present recommendations to attain that goal.

* Sergio Matviuk *School of Global Leadership and Entrepreneurship*

Toward a New Integrative Model to Study U.S. Latino Leadership

The growth of the Latino population in the U.S. demands adequate models to study how they understand and practice leadership. This presentation will offer an integrative model for research of U.S. Latino leadership in contrast to fragmented and incomplete traditional models of leadership studies of Latinos in the U.S. for transformation, namely storytelling and improvisation.

* Marcela Chavan *Office of Academic Affairs, Regent University*

Leadership Effectiveness in Latin America and the Hidden Language of Culture and Generations

This presentation will propose a new model to study leadership in Latin America, which has to include cultural and generational variables to produce comprehensive and relevant results to understand leadership in the region and to define how Latin American leaders will communicate, motivate, inspire, and delegate in the future by using the available technology.

* Rodrigo Zarate *Universidad EAN*

CS7 SATURDAY
10:45 – 12:15

CONCURRENT SESSION 8

CS8 SATURDAY, OCT. 30, 13:30 – 14:30

Each submission was reviewed and accepted by one or more ILA Member Interest Groups (MIGs), which along with session format, indicate the session's focus and approach. All sessions are open to all interested parties; however, if the room is full, please be considerate of those who arrived earlier and attend another session.

Masters, Mistresses, and the In-Between: Preparing Teachers of Leadership

ARLINGTON / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

Much is known about best methods of leadership development, but what do we know about preparing the facilitators of leadership learning? Join three veteran leadership educators to consider how leadership teachers might best be educated. A wide-ranging conversation will explore whether and how leadership educators become “masters” of their art.

- * Barbara Crosby *Humphrey Institute of Public Affairs, University of Minnesota*
- * Richard Couto *Union Institute and University*
- * Dennis Roberts *Qatar Foundation*

Who Needs a Boss?

BERKELEY / Session Type: **WORKSHOP** / Accepted by MIG(s): **DEVELOPMENT**

Being stuck in the middle, managers are often the ordinary heroes who run the day-to-day business outside of the spotlight. The boss may offer more problems than solutions. Presenters will share practical insights in and coping strategies on how you can outperform your boss, lead them to higher levels of performance, and fulfill your own upward leadership potential.

- * Rick Koster *The Presentation Group*
- * Annemarie de Jong *Baak Change*

Optimizing Managerial Effectiveness Through Emotional Intelligence (Fredric M. Jablin Dissertation Award Presentation)

BRANDEIS / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

The emotional intelligence of leaders has emerged as a critical component in the ability to lead a work unit effectively. However, there has been a lack of empirical investigations into the mechanism by which an emotionally intelligent manager leads so as to enhance work-unit level outcomes. This dissertation substantiates the relative importance of managers' emotional intelligence to optimize managerial effectiveness at the collective level. Based on a quantitative type research design, a number of hypotheses about emotional intelligence were examined in actual organizations of different sizes and in different industries (i.e., public-sector, banking, and retail sector). In an effort to optimize the value of the results, data collection and research methods were implemented with rigor: large sample sizes; high response rates; use of various dependent variables; controlling for same source bias.

- * YoungHee Hur *Department of Information Systems and Change Management, School of Management and Governance, University of Twente*

CHAIR: Crystal Hoyt *Jepson School of Leadership Studies, University of Richmond*

COMMENTATOR: Gill Hickman *Jepson School of Leadership Studies, University of Richmond*

CS8 SATURDAY
13:30 – 14:30

Exploring the Leadership Legacies of Nation States

DARTMOUTH / Session Type: PAPER PRESENTATION / Accepted by MIG(s): SCHOLARSHIP

Leadership and Imperial Legacy in Turkey's Ideas between East and West

The purpose of this paper is to shed light on the importance of ideas about imperial legacies and leadership in Turkey's foreign policy orientation. It examines the most successful democratically elected leaders of Turkey and their foreign policy orientation and initiatives.

* Joshua Walker *Transatlantic Academy (refereed track)*

Globalization and Leadership: Japan's Emergence as a Foreign Aid Global Leader

Global leadership is viewed as either multilateral or hegemonic leadership. This paper examines Japan's emergence as a global leader in terms of its foreign aid strategy during globalization, exploring how Japan has pursued this policy and accessing its success re-creating its own identity as a multilateral or hegemonic leader.

* Howard Lehman *University of Utah*

Capacity Building on Campuses

EXETER / Session Type: CASE STUDY / Accepted by MIG(s): EDUCATION

Leadership Education for a New Generation: Building Capacity through Organizational Learning and Curriculum Renewal

This case study provides a detailed account of how a Middle Eastern university undertook a unique, multilayered year-long process of capacity building in leadership to prepare for an institution-wide undergraduate curriculum for leadership education.

* Barbara Harold *Zayed University*

Creating a Values-Based, Service-Oriented Leadership Development Framework

This presentation will present a framework for the development of leadership capacity within a university setting. It will describe the collaborative effort to create a values-based, service-oriented leadership development framework for the development of leadership capacity in East Carolina students, faculty, staff, and local communities. This framework combines extant leadership development research with the unique values and strengths of the East Carolina community.

* Kendra Harris *East Carolina University*

* Eric Buller *East Carolina University*

Leadership 2.0 in Action: Building a National Leadership Capabilities Framework for the Health Sector in Canada

FAIRFIELD / Session Type: CASE STUDY / Accepted by MIG(s): PUBLIC

The session will explore a Pan-Canadian leadership initiative to effect sweeping systemic changes in the Canadian health sector. Intended to foster a culture of leadership, the object of this effort was to support the implementation of changes in health service delivery that meet the needs of the public. The case study will first outline the two stages employed in developing a framework with a solid conceptual and evidentiary base; processes employed to gain endorsement of the standards of leadership by numerous provincial and national entities; how it is being used as a conceptual model to stimulate health reform; and finally, how it is being used to develop leadership at the front-line, middle manager, senior, and executive leadership level in support of meaningful health reform in Canada.

* Graham Dickson *Royal Roads University*

* Bill Tholl *Canadian Health Leadership Network*

CS8 SATURDAY
13:30 - 14:30

Maximize the Power of Teamwork—Even When Team Members Are Worlds Apart

HARVARD / Session Type: **WORKSHOP** / Accepted by MIG(s): **BUSINESS**

Globalization and advanced technology have propelled virtual teams (VTs) front and center in the workplace. The fundamental challenge is how to create effective work relationships and develop trust across cultures without the benefit of face-to-face contact. Drawing from over 20 years of consulting and coaching global teams, as well as 150+ interviews, the presenter will share trends and conclusions about leading effective VTs with a special focus on cross-cultural communications. In this interactive session, participants will learn surefire techniques that are key to successful team setup or to refreshing an existing virtual team.

* Yael Zofi *AIM Strategies*

Leadership Issues in Conflict

MIT / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **PUBLIC**

Military Leadership: Always in Action

The presentation will evaluate civil-military partnerships in solving global crises and conflict. The intent is to examine the nature and impact of destructive toxic military leadership and civil-military partnerships to gain some insights about the scope and nature of the military population. The role of military leadership is increasingly important in developing effective global security policy, and in contending with conflict and crisis management.

* Susan Myers *University of Maryland*

Evaluation of Leadership Impacts in Conflict Zones—A Case Study on Iraq

This research intends to develop an integrated model of leadership criteria of global leaders and impacts of their public policies and strategies in zones of political violence and conflict. It introduces a leadership approach that motivates the forces engaged in violence to take part in transformation of a conflict-laden society.

* Shahriar Kibriya *Texas A&M University*

* Aparupa Chatterjee *Texas A&M University*

Wider Applications of the Multi-institutional Study of Leadership

ORLEANS / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **EDUCATION**

The Multi-institutional Study of Leadership (MSL) provides opportunities to better understand the development of student leaders and help educators design more intentional leadership programs. Presenters will reveal how their programs use the data for program evaluation to ultimately create better leadership programming and education that also supports their institutional missions.

Students Define Leadership and the Contributions of Institutional Mission

DePaul's participation in the MSL project relates to our strategic plan and leadership development and education. These data combine leadership efficacy, leadership definitions, and the Social Change model of leadership development. This research examines our students' answers to the qualitative questions defining leadership and the contributions of institutional mission.

* Rich Whitney *Human Services and Counseling Program, DePaul University*

Is Something Really Happening? The Challenge of Assessment in Leadership Development Programs

Curricular and cocurricular efforts of leadership development in universities are almost generalized as a main issue in higher education. Universidad de Monterrey has had an institutional effort in place since 2004, and concerns about establishing an integral assessment system are now being addressed. The ongoing process and initial findings will be shared.

* Monica Pugh *Universidad de Monterrey*

CS8 SATURDAY
13:30 - 14:30

Transforming Hierarchical Relationships into Productive Partnerships: Leaders and Followers in a Networked World

PROVINCETOWN / Session Type: CONVERSATION WITH AUTHOR / Accepted by MIG(s): BUSINESS

In a networked world, the power of followers is both diminished and paradoxically magnified. From a Leadership 2.0 perspective, both leaders and followers need to understand these dynamics and convert the cynicism that they can breed. The author will focus discussion on a new chapter in the third edition of *The Courageous Follower: Standing Up To and For Our Leaders* (Berrett-Koehler, 2009). “The Courage to Speak to the Hierarchy,” offers insights and strategies to those who play a role improving organization dynamics from virtually any place within a hierarchy.

* Ira Chaleff *Executive Coaching & Consulting Associates*

Transformational Leadership and the Powers of Place

REGIS / Session Type: WORKSHOP / Accepted by MIG(s): DEVELOPMENT

This workshop will focus on a component of leadership theory and practice that has been largely overlooked—the role of place, space and environment on transformative leadership. In a time when strategy, skills, and other personal qualities of leadership are not enough to inspire the kind of creativity and innovation required to revitalize organizations and communities, leaders must be able to tap into all available resources to effect truly transformative change. The workshop will include presentation and active learning through reflection and generative dialogue.

* Renee Levi *The Powers of Place Initiative; Resonance Consulting*

* Michael Jones *Pianoscapes; Fetzer Institute*

Servant Leadership in All Places: Turning Around Jail Health

SALON H / Session Type: CASE STUDY / Accepted by MIG(s): PUBLIC

This case study exemplifies how servant leadership produced positive results in the seventh largest jail system in the United States. Presenters will represent the diverse team—including the Federal Department of Justice, the County Judge, the Sheriff of Dallas County, and the medical provider—that worked together to solve years of neglect and disrepair of the jail system.

* Sharon Phillips *Parkland Health & Hospital System*

* Paul Boumbulian *University of Georgia*

* Lupe Valdez *Dallas County Sheriff's Office*

* John Wiley Price *Dallas County*

Getting Started in Publishing: A How-to Session

SUFFOLK / Session Type: PANEL DISCUSSION / Accepted by MIG(s): EDUCATION

The path to publication can be daunting for both seasoned scholars and junior scholars alike. The focus of this session is to help graduate students and new doctoral graduates with insights into how to build their publication portfolio. Three representatives of the leadership journals *Leadership Quarterly*, *Leadership*, and the *Journal of Leadership Studies* will explore the tricks of the trade and offer their own suggestions on finding ways to publish leadership research.

* Ronald Riggio *Leadership Quarterly; Kravis Leadership Institute, Claremont McKenna College*

* Brad Jackson *Leadership; The University of Auckland Business School*

* Jeremy Moreland *Journal of Leadership Studies; School of Advanced Studies, University of Phoenix*

CS8 SATURDAY
13:30 - 14:30

Lessons in Leadership from Parents and Parenting Theory

SALON K / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP**

Everything We Know about Leadership We Learned from Our Parents

The growing body of research on the expectations, behaviors, and outcomes of leadership has revealed a number of parallels between the leader/follower and parent/child relationship. This paper advances a theoretical argument suggesting the need for a leadership model based upon the parenting strategies that develop secure and well-adjusted children into functioning and productive adults.

* K. Candis Best *St. Joseph's College*

I Know WE Can Do It; I Just Don't Know If THEY Will Listen

This paper uses data gathered through journals, observations, and focus groups to discuss young mothers' sense of leader and collective efficacy during their engagement in an activism-informed, participatory, policy-making research project designed to address young mothers' experiences with child protection and access to appropriate housing.

* Leah Levac *University of New Brunswick (refereed track)*

Developing Leadership that Rebuilds Postconflict Societies

VINEYARD / Session Type: **PAPER PRESENTATION** / Accepted by MIG(s): **SCHOLARSHIP, PUBLIC**

Transforming Local Leadership to Develop Communities for the Future in Postconflict Sierra Leone

After Sierra Leone's brutal civil war, communities have worked to develop through the transformation of local traditional leadership practices and the creation of new inclusive leadership practices. This presentation will discuss these shifts and how lessons learned in local leadership could be applied to other communities aiming to develop after conflict.

* Whitney McIntyre Miller *Northern Kentucky University*

Use of Participatory Visual Methodologies with Gender Analysis to Unleash Rural Women's and Girls' Leadership Capacities in Rwanda

After Rwanda's Genocide of 1994, its agriculture-based economy was completely destroyed, forcing most of its inhabitants to live in a state of precariousness. Communities have risen from the ashes, embracing inclusive traditional and new leadership practices. This presentation will discuss how participatory visual methodologies combined with gender-based analysis are being used to enhance the sharing of tacit knowledge important to anchoring women' and girls' solutions in societal transformation of Rural Rwanda.

* Eliane Ubalijoro *McGill University; The Innovation Partnership*

* *Coauthors:* Myriam Gervai *McGill University; Lysanne Rivard McGill University*

Global Leadership: A Case Study in Ukraine

YARMOUTH / Session Type: **PANEL DISCUSSION** / Accepted by MIG(s): **DEVELOPMENT**

This case study offers insight on the challenges facing nations, such as Ukraine, that have emerged from an authoritarian history by addressing two leadership issues: (1) whether Western concepts of leadership are transferable and appropriate in the Ukraine, and (2) the related question of generational differences between younger and older Ukrainians. The research is based on over 1,000 questionnaires and 50 in-depth interviews administered in Ukraine. This panel will probe these findings in detail and offer conclusions based on both quantitative and qualitative analysis.

* Boyd Johnson *Indiana Wesleyan University*

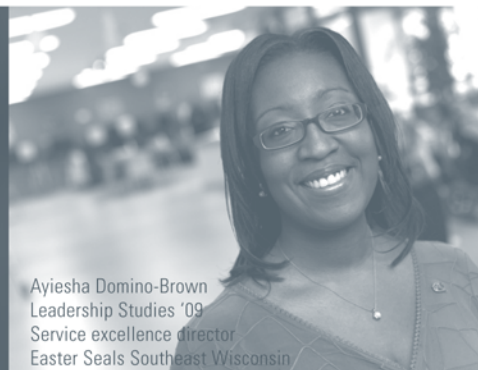
* Michael Linville *International Faith Initiatives*

* Mykhailo Kirsenko *University of Kyiv-Mohyla Academy*

* Artem Kliuchnikov *International Faith Initiatives*

CS8 SATURDAY
13:30 - 14:30

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Join this webinar and develop an understanding of Personal Leadership as one very distinct method for filling the gaps in the field of leadership development, and, as such, for helping leaders lead from the inside-out in the midst of change and the unfamiliar. Participants of this webinar will be entered to win one of four copies of their book, *Personal Leadership*, written with Gordon Watanabe.

Boundary Spanning Leadership Chris Ernst & Donna Chrobot-Mason

January 29, 2011, 12:00-1:00 PM EST Register at: www.ila-net.org/webinars

Join this webinar to learn more about *Boundary Spanning Leadership*, a new leadership model, forthcoming from McGraw-Hill Professional and the Center for Creative Leadership (November 2010). Participants will learn how to transform today's limiting borders into tomorrow's limitless frontiers to solve problems, create innovative solutions, and to transform your organization to thrive in a flat world. For additional information, please see www.spanboundaries.com. Participants of this webinar will be entered to win four copies of their book, *Boundary Spanning Leadership*.

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Keynote Speaker

SATURDAY, OCTOBER 30 /

15:00 - 16:30



Howard Gardner

HOWARD GARDNER is the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education. Among numerous honors, Gardner received a MacArthur Prize Fellowship in 1981. In 1990, he was the first American to receive the University of Louisville's Grawemeyer Award in Education and in 2000 he received a Fellowship from the John S. Guggenheim Memorial Foundation. He has received honorary degrees from twenty-six colleges and universities, including institutions in Bulgaria, Chile, Ireland, Israel, and Italy. In 2004, was named an Honorary Professor at East China Normal University in Shanghai. In 2005, he was selected by *Foreign Policy* and *Prospect* magazines as one of 100 most influential public intellectuals in the world. He has been elected a member of the American Academy of Arts and Sciences, the American Philosophical Society, the National Academy of Education, and most recently (2007) the London-based Royal Society for the Encouragement of Arts, Manufactures, and Commerce. He serves on a number of boards, including the Spencer Foundation and New York's Museum of Modern Art.

The author of over twenty books, translated into twenty-eight languages, and several hundred articles, Gardner is best known in educational circles for his theory of multiple intelligences, a critique of the notion that there exists but a single human intelligence that can be assessed by standard psychometric instruments. Building on his studies of

intelligence, Gardner has also authored *Leading Minds*, *Changing Minds*, and *Extraordinary Minds*. Over a decade ago, in collaboration with psychologists Mihaly Csikszentmihalyi and William Damon, Gardner embarked on a study of GoodWork—work that is excellent in quality, socially responsible, and personally meaningful. The GoodWork Project (see goodworkproject.org) includes studies of outstanding leaders in several professions—among them journalism, law, science, medicine, theater, and philanthropy—as well as examination of exemplary institutions and organizations. More recently, Gardner and collaborators at Harvard Project Zero have embarked on applications of good work insights in secondary schools and colleges; investigations of conceptions of trust and trustworthiness in young people; and studies of ethical issues associated with the new digital media.

In this decade, Gardner has authored or co-authored several books. In 2001, Basic Books published *Good Work: When Excellence and Ethics Meet*. A more recent publication from the project is *Making Good: How Young People Cope with Moral Dilemmas at Work*. Other recent books by Gardner include *The Disciplined Mind*, *The Development and Education of the Mind*, *Multiple Intelligences: New Horizons*, and *Five Minds for the Future*. *Gardner Under Fire* (2006) contains a set of critiques to which Gardner has responded as well as an autobiography. Gardner's newest co-authored book, *Multiple Intelligences Around the World*, was published in the summer of 2009.



Breaking new ground in our capacity to improve thinking and organizational performance

What is NeuroLeadership?

NeuroLeadership is an emerging field of study founded in 2007. The field is about bringing neuroscientific knowledge into the areas of leadership development, management training, change management, consulting and coaching.

The NeuroLeadership movement is intended to help individuals and organizations of all types fulfill their potential through better understanding how the human brain functions at individual, team and systemic levels.

NeuroLeadership Summit

The annual NeuroLeadership Summit gathers top neuroscientists and leadership experts over three days to share their research and explore new paradigms for developing leaders. The topics each year build on the previous Summits, with an emphasis on neuroscience research that enables us to create effective leaders at all levels in all sized organizations. This year's Summit program has been built around the theme "*Rethinking Leadership*".

NeuroLeadership education

Post Graduate Certificate in the Neuroscience of Leadership (Masters Phase I) is the only program that awards a post graduate certificate in this field. The program is designed for change agents, learning professionals, educators and academics who want to understand the latest science of the brain and how it can improve human and organizational performance.

Masters in the Neuroscience of Leadership (Masters Phase II) is leading the way for those wanting to deepen their understanding of the field and execute formal research. Students explore the implications and application of the research in an organizational context for their chosen project. Both the certificate and the Masters degree are awarded by Middlesex University, UK.

The four domains of NeuroLeadership

There are four domains of focus that are the central organizing principles for the NeuroLeadership field. NeuroLeadership explores the neuroscience aspect of what's involved in:

- Decision making and problem solving
- Staying cool under pressure
- Collaborating with others
- Facilitating change

What is the NeuroLeadership Institute?

The NeuroLeadership Institute, an international research association, is a network of individuals and organizations seeking to get involved in the neuroscience of leadership field. The first NeuroLeadership Summit, held in May 2007, was the springboard for the formation of the NeuroLeadership Institute (NLI). The Institute's purpose and mission were revised in consultation with members at the NeuroLeadership Summit in October 2009.

Some of the Institute's activities include:

- NeuroLeadership Summit
- NeuroLeadership education:
 - Post Graduate Certificate** in the Neuroscience of Leadership (Masters Phase I)
 - Masters** in the Neuroscience of Leadership (Masters Phase II)
- The NeuroLeadership Journal
- Institute membership
- Local interest groups
- NeuroLeadership awards and scholarships

To find out more about the NeuroLeadership field or the NeuroLeadership Institute and its activities visit www.neuroleadership.org or contact Janelle Light at janellelight@neuroleadership.org or phone + (914) 502-0108 (U.S. Eastern)



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- HSL 690 Integrative Analysis in Human Services Leadership
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- HSL 575 Leading Policy Initiatives in Political Environments
- HSL 549 Leadership Dimension of Human Behavior
- HSL 681 Leadership Implications of Outcomes Evaluations



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Jay Caulfield	David Collinson	Gayle Davis	Jie Du	Yogilma Farias
Janie Christine	Margaret Collinson	Keith Dawson	John Dugan	Lori Farley
Cauthen	Robert Colvin	David Day	Phyllis Duncan	Michele Farmer
Elizabeth Cayson	Jay Conger	Nilesh Dayal	Kathleen Duncan	Jacqueline Faulhaber
Bella Celnik	Mary Conley	Annemarie de Jong	Dana Dunn	Angela Feaman
Julianne Cenac	Kelley Conrad	Manfred Kets	Allison Dunn	Elizabeth Feild
Joseph Cerami	Christopher Conzen	de Vries	Naoko Dunnigan	Albert Fein
Glenn Cerosaletti	Toni Cooke	steven de waal	Don Dunoon	Shann Ferch
Simona Cervenкова	Lynne Copp	Colleen Dean	Sue Dutcher	Jean Ferketish
Mikyung Cha	Jon Cordas	Benjamin Dean	Stewart Dutfield	Carol Fimmen
Sarah Chace	Paula Cordeiro	Lisa DeFrank-Cole	Martha Dutrizac	Amy Fink
Dong-Ok Chah	Matthew Corker	Glenn DeGuzman	Jeremy Dutschke	Edward Finn
Ira Chaleff	Mike Cortrite	Miguel Eduardo Del	Hester Duursema	Karen Finn
Peter Chamowicz	Sergio Costa	Mundo	Ciaran Dyar	Kate Finnegan
Kim Yin Chan	Tara Coste	Peter DeLisle	Stefan Dyck	J Michael Finnegan
Diane Chandler	Dave Cotting	Joanne DeMark	Patricia Dyk	Steve Finney
Heewon Chang	Stacy Cottingham	Janet Denhardt	Alice Eagly	Guido Fiolka
Yunkeum Chang	Alice Coughlin	Robert Denhardt	Jamie Early	Charles Fischer
Natasha Chapman	Mark Coursey	Iain Densten	Cami Eastep	Stephanie Fischer
Anyanwu Charles	Michelle Coussens	John Dentico	Eric Ebanks	Robert Fisher
Jean-Luc Charles	Richard Couto	Mana Derakhshani	Dan Ebener	Kelly Fisher
Michael Chase	Michael Cox	Danielle Desbiens	Joanne Eckler	Bruce Fisher
Julie Chase	Ingrid Cox	Katie Desiderio	Brian Edey	Lynette Flage
Aparupa Chatterjee	David Cox	Jodi Detjen	Ann Edmonds	Gail Flanagan
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Vincent Chen	Chris Crawford	Scott DeWitt	Genyne Edwards	E. Flynn
Cynthia Cherrey	Blenda Crawford	Lamine Diallo	Sarah Edwards	Gary Forbach
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Drew Chin	Sean Creighton	Fran Dickson	Cindy Ehresman	Hillary Forslund
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Elizabeth Anne	Cindy Cronkhite	Godeck	Waad El-Hadidy	Cheryl Francisconi
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Luke Gascho	Ronald Gray	Patricia Harris	Sean Heuvel	Les Hudson
James Gaubert	Richard Gray	Kendra Harris	Scott Heydt	Mark Huenink
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Pape Gaye	Don Green	Meta Harris	Rebecca Hickam	Jerome Hughes
Angela Geerts	Floyd Green	Theresa Harris	Gill Hickman	Marsha Hughes-
Karen Geiger	Jeremy Greenberg	Joy Harrison	Douglas Hicks	Rease
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Ehab Gendy	Toni Gregory	Dan Hart	Louise Hill	Adriana Hume
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Pam I.H. George	Jacquilyn Griffin	Michael Hartsfield	Dwight Hite	Michael Humphreys
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Megan Gilmore	Donna Gwaltney	Nollaig Heffernan	Deborah Holdstein	Innes Ireland
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Irma Givens	Deborah Hackney	Deborah Heifetz	Kathleen Holmes	Ashfaq Ishaq
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Brent Goertzen	Jirka Hajek	Charles Heller	Sherwin Hooi	Brad Jackson
Al Goethals	Layla Halabi	Yael Hellman	Carole Hope	Donna Jackson
Romagne (Romi)	Agata Halczewska -	Stephanie Helms	Gidget Hopf	Olivia Jackson
Goldsmith	Figuet	Tana Heminsley	Sariah Hopkins	Bruce Jackson
Doris Gomez	Jeff Hale	Ellen Hemley	Matt Hopper	Mark James
Paola Gomez	Sarah Hall	Anita Henck	Jane Horan	Leonard Jansen
Barletta	Jennifer Hall	Nichelle Henderson	Cathy Horgan	Allyson Janstone
Sylvia Gonzalez	Theresa Hall	Terrina Henderson	Dwight Horkheimer	Mansour Javidan
Tom Goodale	Sadhana Hall	Phillip Henderson	Dwight Horkheimer	Katherina Jawaharlal
Adam Goodman	Phil Halligan	James Henderson	Shana Hormann	Lorne Jeal
Adria Goodson	Frank Hamilton	Rebecca Henderson	Nancy Horn	Debbie Jeannett
Angelina Gordon	Ken Hammer	Roxanne Henderson	Cynthia Hornberger	Steven Jeantet
Tracy Gordon	Julian Hanlon	Julia Hendrickson	John Horsman	Heather Jelks
Elizabeth Chase	Nagy Hanna	Hock Wang (David)	Anke Houben	Daniel Jenkins
Gordon	Tiffany Hansbrough	Heng	Peggy Houghton	Jaelyn Jenkins
Jonathan Gosling	Richard Hansen	Corne Henniphof	David Houglum	Lindburg
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Madan Gowlra	Kirsten Hanson	Herman	Rutherford	Nicola Jennings
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George Graen	Michael Harding	Rebecca Hernandez	Christopher Howard	David Jensen

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Yang Cong Jie	Rebecca Kelly	Alison Kuzmickas	Douglas Lindsay	Ross Malinowski
Karin Jironet	Mary-Catherine Kelly	Danny Kwon	Jill Lindsey	Trust Mallory
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Craig Johnson	Crystal Kenefic	Sylvia Lafair	Britt Lippard	Elaine Mancini
Kathryn Johnson	Kathy Kennedy	Shawna Lafreniere	Stacey Little	Richanne Mankey
Karen Johnson	Fiona Kennedy	Zenobia Lai	David Livingston	Tracey Manning
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Jean Gabriel Jolivet	Rabia Khan	Lynn Langer	Jeff Logan	Joan Mansour
Carlos Jon	Ismayil Khayredinov	Laurie Lapane	Kelsey Logan	Vivek Mansukhani
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Darci Jones	Peter Kiedrowski	James Larimore	Al Long	Richard Marcy
Elizabeth Jones	Vanessa Kiley	Gail Latta	Karen Longman	Robson Marinho
Lindy Jones	Hausin Kim	Jim Laub	Andy Longo	Tom Marion
Kenneth Jones	Michelle Kim	Robert Lauridsen	Frederick Loomis	Margaret Mark
Michael Jones	Eugene Kim	Judith LaValley	Felix Lopez	Marilyn Marklevitz
Kevin Jones	Sang-Yule Kim	Debra Lawler	Natalia Lopez	Frank Markow
Mallory Jones	Michael Kimball	Roger Lawler	Magdalena Lopez	Mary Markward
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Matt Jordan	William King	Stacey Lazenby	Marianne Lorensen	Teresa Marquez-
Christina Joseph	Melvinia King	Malaret	Marilyn Lott	Weishaar
Andy Joshua	Ronald Kirsch	Judy Han Le	Valerie Louis	Renee Martin
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V. Moon Joyce	Maria Kithcart	Kathy Lease	Louise Love	Cecelia Martin
Tanya Judd	Max Klau	Joe LeBoeuf	Jennifer Lovelette	Amanda Martin
Arthur Jue	Tom Klaus	Bernice Ledbetter	Yung-Pin Lu	Jennifer Martin
Dongil Jung	Gijs Klein	Zosimo Lee	Susanne Lubbers	Devon Martin
Paul Kaak	Catherine Klein	Phil Lee	Frances Lucas	Teresa Martinelli-Lee
Judith Kahn	Mary Klein	Marie Legault	Kate Luce	Mariah Martinez
Prasad Kaipa	William Kleintop	Arthur Leger	Vern Ludden	Cynthia Martinez
Christina Kaiser	Karin Klenke	Kimberly Lehman	Adam Luecking	Jesus Martinez
Jerrid Kalakay	Artem Kliuchnikov	Howard Lehman	Monique Lugli	Anthony Martinez
jackson kamgain	Linda Klonsky	Oliver Lehmann	Samuel Luzobe	Michael Martorella
Yori Kamphuis	Mark Knight	Alina Lehnert	Anne Lynch	Antonio Marturano
Ed Kamps	Melissa Knott	Zhike Lei	Anne-Marie	Stephen Martyn
Alexis Kanda-	Joseph Knuteson	Dan Leidl	Lynch-Hall	Patrick Marx
Olmstead	Susan Kochanowski	Gary Lemaster	Christie Mabry	Susan Masse
Lori Kane	Laurens Koenjer	Cheryl LeMay-Lloyd	Beth Mabry	Linda Massey
Leo Kant	Rebecca Kohler	Sam Lemon	Richard Mac Intyre	Raymond Mata
Samantha Kanta	Jennifer Kolb	Nicholas Lennon	Daniel MacDonald	Mandeep Matharu
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Steven Kapelke	Susan Komives	Kenneth Lenz	Ryan Machir	Gina Matkin
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Paul Kariya	Paul Kosempel	Dan Leonard	Mary Lou Mackie	Lorraine Matusak
Peter Karlan	Rick Koster	Deanna Leone	John Mackle	Sergio Matviuk
Aneta Karlikova	Tamas Kowalik	Olivier Leroux	James Macklin	S. Irene Matz
Amaranta Karssiens	Geeske Kraak	Kristine Lesperance	Bruce MacPherson	Tim Mau
Selwyn Katene	Theresa Krakauer	Cheryl Lester	Bindu Madhok	Jennifer Mayhall
Madelyn Katz	Brenda Kraner	Joseph Lestrangle	Maggie Madimbo	Angie Mays
Jen Katz-Buonincontro	Vladimir Krapf	Leah Levac	Carol Madison	Lisa Mazzei
Ariel Kaufman	Richard Kriegbaum	Robin Leverette	Susan Madsen	Carol McBryde
Eric Kaufman	Venkat Krishnan	Lynne Levesque	Erik Magner	Linda McCann
Jennifer Keane-Dawes	Rajshekar Krishnan	Joseph Levy	Richard Magner	Michael McCarren
Kari Keating	Kate Kryder	Lester Levy	Diane Magrane	Grace McCarthy
Barrett Keene	cuiye kuang	Michael Lewis	Melissa Mahan	Jeffrey McClellan
Lidetu Kefenie	Franklin Kudo	Jean Henri Lhuillier	Aaron Mahl	Patrice McClellan
Zeynep Keifer	Petra Kuenkel	Lena Lid-Andersson	Robert Mahony	Michael McCleve
Susan Keim	Edward Kuligowski	James Light	Mark Maier	Lindell McConnell

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Dawn McCoy
Robin McCoy
Anne McCulloch
Catherine
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Kevin McDermott
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Danielle McDonald
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Gary McDowell
Claudette McFadden
Gail McFadden-
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Deborah McFalone
Belinda McFeeters
William McGee
Grady McGonagill
Reed (Claire)
McGowan
Molly McGowan
Rosemary McGowan
John McGroary
Kelly McInnes
Dave McIntire
Whitney McIntyre
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Cyndy McLean
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Joe-Joe McManus
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Michael McRee
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Rachel Meadows
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Qudsia Mehmod
Axel Meierhoefer
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Amanuel Melles
Meme
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Glen Mitchell
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Macbain Mkandawire
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Al Masum
Mohammad Ali
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Renee Moorefield
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Jeremy Moreland
Liubava Moreva
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Jill Morrison
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Mai Moua
Craig Mousin
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Els Mulders
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Tamsen Murray
J. Dennis Murray
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Valon Murtezaj
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Prakash Nair
Araz Najarian
Odelet Nance
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Son Nguyen
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Donnette Noble
Lori Nocito
Jean Claude Noel
kim nolan
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Kim Northup
Elisabeth Null
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kelly nwsou
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Irma O'Dell
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Modupe Oladapo-
Adekalu
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Silas Oliveira
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Sandra Pearl
Kathie Pelletier
Roberto Pena
Adam Pender
Dayanku Pengiran
Shahminan
Vanita Penn
Sherry Penney
(Livingston)
Penny Pennington
Weeks
Loretta Pequeno-
Griffin
Bertrand Perdomo-
Ucles
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Odir Pereira
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Jonathon Perkins
Emily Perl
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Gerri Perreault
Gama Perruci
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Doug Petersen
Bruce Peterson
Ross Peterson-
Veatch
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Georgy Petrov
Andres Pfister
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Kirstin Phelps
Katherine Phillips
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Carol Pietrasz
Sharon Piety-
Nowell
Hari Pillai
Susan Piro
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Raymond Price	George Reed	Helen Rose	Michelle Schmidt	Anita Sigurbergdottir
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Howard Prince	Richard Resurreccion	Daan Rossum	Ryan Schoenbeck	Vinoth
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Roberto Rabel	Glenda Riley	Charles Salter	Tom Sechrest	SB Sowbel
Maureen Rabotin	Stephen Ritch	William Salyards	Debra Seeberger	Matthew Sowcik
Henry Radda	Orlando Rivera	Jeffrey SAMA	Corey Seemiller	ChloQ Spackman
Karl Radnitzer	Gibran Rivera	Jesus Sampedro	Harvey Seifter	George Sparks
TZiPi Radonsky	Carolyn Roark	Pamela Sampson	Stefan Seiler	Jonathan Spence
Lev Raffi	Shelley Robbins	Andrew Samwick	Catherine Senseig	Nadeen Spence
Mahjabeen Rafiuddin	Jackylin Robel	Roger Sandberg	Laura Seplaki	J Louis Spencer
Jennie Ragland	Randy Roberts	Joseph Sanders	Pragnya Seth	Tim Spiker
Kaleem Rahman	Cynthia Roberts	Jodi Sandfort	Marc Setterlund	Shane Spiller
Tim Rahschulte	Kathleen Roberts	Alexander Sandvik	Ron Shaiko	Barbara Spraker
Christina Rajmaira	L. Taylor Roberts	Kabini Sanga	Amira Shalaby	Angela Spranger
Sreenivasan	William Roberts	Laura Santana	Tricia Shalka	Laura Sprengers
Ramasamy	Dennis Roberts	Francis Santiago	Steve Shambach	Jeroen Spruit
Gerald Ramey	Marie Robinson	Sue Ann Sarpy	Leigh Shamblin	David Spungin
Alma Ramirez	John Robinson	Marshall Sashkin	Valerie Shangreaux	Seema Srivastava
Daniel Ramos	Cynthia Robinson	Handoko Sasmito	Marcy Shankman	Heather St. Peters

Joseph Stackhouse	Terri Tallon-Hamill	Brent Turner	Elizabeth Wallace	Stefan Wills
William Stackman	Sherylle Tan	William Turtzer	Cyndi Walsh	Shelly Wilsey
John Stadnyk	Yongming Tang	Kathleen Tweeten	Deanne Walters	Leslie Wilson
Christine Stamm	Kamyla Tapal	Katherine Tyler Scott	Amber Walters	Amy Wilson
Joanna Stanberry	Marty Tatman	Eliane Ubalihero	Youqiang Wang	Iva Wilson
Rhett Standifer	Harris Taylor	Stuart Umberger	David Wanless	Randolph Wilt
David Stanfield	Alotta Taylor	Ruth Urban	Gilda Warden	Ann Winstead
Nancy Stanford-Blair	Lydotta Taylor	Michael Useem	Richard Warm	Bruce Winston
Elizabeth Stanley	Lesley Taylor	Jeremy Vaccaro	Carolyn Warman	Tonya Wirchenko
Matt Starcke	Alison Taylor	Don Valeri	John Warner	Evan Witt
Vit Stastny	Marilyn Taylor	John Valk	Mark Warner	Deborah Witte
Joanne Stauffer	Kay-lynn Taylor	Maarten Van Beek	Margaret Warton-	Piotr Pawel
Ernie Stech	Ken Taylor	Hans van den	Woods	Wolanski
Gilbert Steil	Wei-Ling Tchong	Heuvel	Chester Warzynski	David Wolf
Karen Stein	Hanneke te Biesebeek	Marc van den	Ronald Wastyn	Jennie Wolf
Kevin Steinhilber	Patricia Telles-Irvin	Muyzenberg	Rexford Waters	Jim Wolford-Ulrich
Andrew Stenhouse	Meindert ten Tije	Anthony (Tony) Van	Graham Watson	Carol Woltring
Lauren Stephenson	Biniam Tesfamariam	Der Meer	Kenneth Weaver	Dawn Womack
Julie Sterrett	Marcel Thaens	Hans van der Woude	Kerry Webb	Jack Wong
Therese Stewart	Amanda Theis	Caroline van	Eric Weber	Shane Wood
Heather Stewart	Clifford Thermer	Frankenhuyzen	William Webster	Gabrielle Wood
Matthew Stimson	D Theunissen	Suzanne Van Stralen	Elijah Wee	Tammy Woodard
Liz Stincelli	Sam (Ajit) Thiara	Ellen Van Velsor	Melissa Weibley	Pamela Woodley
Kelleen Stine-	Shannon Thibodeau	Axel Van	Hadassah Weiner-	Walter Woods
Cheyne	Ronald Thomas	Willigenburg	Friedman	Laurie Woodward
Dustin Stiver	Ted Thomas	Jana Vancakova	Tommy Weir	David Woolever
Dustin Stiver	Robert Thomas	Bao Vang	Marguerite Welch	Brian Wooten
Spencer Stober	David Thomas	Teresa vanHorn	Todd Wells	Sunshine Workman
Tyler Stockstill	Jamie Thompson	Maureen Vanterpool	Deborah Werner	Iris Woulard
Alden Stoner	Barry Thompson	Rudy Vargas	Linnette Werner	J. Thomas Wren
Jonathan Stoops	Danielle Thompson	Chelsea Vaughn	Tara Wernsing	Paul Wubben
Jeroen Stouten	Sara Thompson	Steve Veldkamp	G.R. Bud West	Jane Wurzelbacher
June Stovall	Denise Thomson	Cindy Verduce	Stephen West	Marcy Wydman
Robert Stoyan	Rita Thorpe Lamb	Satish Verma	Russell West	Wes Wynens
Bonnie Straight	Qingyan Tian	Brenda Versteeg	Jos Westerveld	Wes Wynes
Ivana Stramova	Trish Tierney	Rachelle Vettern	Ilana Wetzler	Yizhi Xiong
Paula Strasser	Tufan Tiglioglu	Michael Vickery	Rachel White	Robert Yake
Merwyn Strate	Kimberly Timpany	Cami Vignoe	William White	Leslie Yamagata
Jill Stratton	Ineke Titulaer-	Karla Vineyard	Thomas White	Lauren Yanko
James Street	Phlippeau	Alvin Vink	David Whitfield	Gemma Yecla
Marta Elva Stuart	Steven Titus	Kimberly Vitolo	Dean Whitlock	JooBee Yeow
Karen Studd	Cheryl Tokke	Russ Volckmann	Kathryn Whitmire	Jeffrey Yergler
Kathryn Sturtevant	Mary Tolar	Michelle Vondey	Rich Whitney	Sung-Kyun Yim
Roger Sublett	Forrest Toms	Jochem Vos	E Wibbeke	Jeffrey Yip
Denzil Suite	Kathleen Toner	Eva Vrbova	Andrea Wight	Yu Yong da
Lindsay Sukornyk	Allison Toney	Simon Vroonhof	Cindy Wilcox	Mike Young
Brian Sullivan	Lazarina Topuzova	Iva Vurdelja	Carol Wild	Kristen Young
Larry Sullivan	Leona Torkelsen	Pamela Wade	Celeste Wilderom	Ryan Yunkers
Stefan Sveningsson	John Toye	F. Waggoner	Gregory Wilkins	Byrad Yyelland
Russell Swaim	Susan Trabucchi	Wendy Wagner	Torrey Wilkinson	Jeffrey Zacko-
Patrick Sweeney	Karyn Trader-Leigh	Sarah Wagner	Philip Willburn	Smith
Gloria Sweida-	Carol Traut	Sarah Waitz	Javaid William	Carmen Zafft
DeMania	Richard Treatch	Leah Waks	Victor Williams	Raana Zahid
Richard Swindell	Mike Trego	Frederic Waldstein	Simone Williams	Syed Zakir Hussain
Tish Szymurski	Geralt Trink	Keith Walker	Thurmond Williams	Andrey Zamulin
Lettie Tabero	Vishwapati Trivedi	Elizabeth Lena	Thomas Williams	Dina Zavrski-Makaric
Pablo Taboas	Joseph Truncala	Walker	Lorne Williams	Romana Zdrzilova
Marilyn Tabor	Carrie Tucker	Carey Walker	Gail Williams	Ron Zee
James Taggart	Carrie Tucker	Thomas Walker	Joe Williams	Cheng Zhong ying
Kurt Takamine	Bianca Tuenter	Florence Walker	Kenneth Williams	Judith Zimmerman
Naruhide Takashima	Thomas Tumblin	Katherine Walker	Roosevelt Williams	Yael Zofi
Beth Talbert	Elizabeth Turesky	Beth Walker	Robert Williams	Laurie Zoloth
Jamesena Talbott	Sharon Turnbull	James Wallace	Lizbeth Williams	Gordon Zook
Nathan Tallman	Amber Turner	Willie Wallace	Robin Williamson	Jon Zurfluh

Presenter Index

Please note the format as follows: Last Name, First Name, Day, Start Time of Session, Room.
For more information, turn to the appropriate section of the program book. People presenting in multiple sessions are listed individually for each session.

- Acosta, Angel **FR 13:30** *Salon H*
Adams, Amelia **FR 16:30** *Salon F & G*
Albernaz, Frances **FR 10:45** *Salon K*
Aldon, Lisa **TH 14:45** *Salon K*
Allen, Bonnie **FR 16:30** *Salon F & G*
Allen, Scott **FR 10:45** *Provincetown*
Allen, Scott **FR 16:30** *Salon F & G*
Amaladas, Stan **TH 13:30** *Clarendon*
Andrews, Owen **FR 10:45** *Fairfield*
Angalet, Gwendoline **FR 16:30** *Salon F & G*
Arias, Sebastian **FR 13:30** *Salon H*
Armstrong, Josh **SA 10:45** *Yarmouth*
Aroneanu, Phil **TH 14:45** *Simmons*
Aziz, Ayesha **TH 13:30** *Vineyard*
Baartmans, Ted **TH 13:30** *Salon K*
Balda, Janis **FR 10:45** *Salon I*
Banner, Doug **FR 14:45** *Regis*
Barber, Liz **FR 13:30** *Salon J*
Barbour, JoAnn **TH 10:45** *Berkeley*
Barnes, Joanne **TH 10:45** *Salon H*
Barnes, Joanne **FR 14:45** *Simmons*
Baumgartner, Erich **TH 16:30** *Salon F*
Beebe, Maria **FR 14:45** *Vineyard*
Bekker, Corné **SA 10:45** *Vineyard*
Belding, Stephan **TH 14:45** *Regis*
Bell, Ron **TH 13:30** *Dartmouth*
Benavides, Lily **FR 16:30** *Salon F & G*
Bennett, Marta **FR 13:30** *Northeastern*
Bennett, Marta **FR 14:45** *Fairfield*
Berger, Joseph **TH 13:30** *Harvard*
Best, K. Candis **SA 13:30** *Salon K*
Bettters-Reed, Bonita **TH 14:45** *Suffolk*
Bingham, Jason **SA 10:45** *Simmons*
Bird, Allan **TH 14:45** *Orleans*
Bishop, Joseph **FR 10:45** *Harvard*
Blair, Anthony **FR 13:30** *Fairfield*
Blair, Anthony **FR 14:45** *Salon K*
Bleil, Patricia **TH 16:30** *Salon F*
Blount, Alma **TH 13:30** *Exeter*
Bolden, Richard **TH 13:30** *Salon H*
Bolden, Richard **FR 14:45** *Salon I*
Boney, Pam **TH 14:45** *Salon K*
Booyesen, Lize A.E. **FR 14:45** *Wellesley*
Booyesen, Lize A.E. **FR 16:30** *Salon F & G*
Bordas, Juana **SA 10:45** *Wellesley*
Boumbulian, Paul **SA 13:30** *Salon H*
Bowles, Hannah Riley **FR 13:30** *Arlington*
Bradley, Karen **FR 13:30** *Regis*
Braga, Celso **FR 10:45** *Berkeley*
Braun, Susan **TH 10:45** *Simmons*
Brothers, Jennifer **SA 10:45** *Simmons*
Bruck, Jules **TH 10:45** *Vineyard*
Bryan, John **TH 16:30** *Salon F*
Buchanan, Julia **FR 16:30** *Salon F & G*
Buller, Eric **SA 13:30** *Exeter*
Burbank, Carol **TH 10:45** *Salon K*
Burdick, Jake **FR 16:30** *Salon F & G*
Burgess, Gloria **FR 14:45** *Regis*
Burk, Tamara **TH 10:45** *Simmons*
Burk, Tamara **TH 14:45** *Salon I*
Burn, Skye **FR 10:45** *Salon K*
Burn, Skye **FR 14:45** *Regis*
Byars, Janet **TH 14:45** *Salon H*
Byars, Janet **FR 10:45** *Clarendon*
Cameron, Mazzy **TH 14:45** *Exeter*
Campo, Virginia **FR 13:30** *Salon H*
Canyon, Deon **TH 13:30** *Salon H*
Carey, Michael **FR 16:30** *Salon F & G*
Cartwright, Dr. Nancy **FR 14:45** *Harvard*
Casey, Karen **FR 10:45** *Orleans*
Cash, Mallory **TH 16:30** *Salon F*
Casoinic, Danut **TH 16:30** *Salon F*
Casten, Jill **FR 16:30** *Salon F & G*
Cerde-Gazmuri, Anibel **TH 16:30** *Salon F*
Chace, Sarah **TH 16:30** *Salon F*
Chaleff, Ira **TH 10:45** *Wellesley*
Chaleff, Ira **SA 13:30** *Provincetown*
Chan, Kim Yin **TH 16:30** *Salon F*
Chang, Heewon **TH 14:45** *Vineyard*
Chang, Heewon **TH 16:30** *Salon F*
Chatterjee, Aparupa **SA 13:30** *MIT*
Chavan, Marcela **TH 13:30** *Regis*
Chirichello, Michael **SA 10:45** *Clarendon*
Chrislip, David **FR 13:30** *Salon I*
Chrobot-Mason, Donna **FR 13:30** *Exeter*
Chrobot-Mason, Donna **FR 14:45** *Wellesley*
Chu, Cherie **FR 16:30** *Salon F & G*
Ciulla, Joanne **FR 14:45** *Arlington*
Clapp-Smith, Rachel **TH 13:30** *Suffolk*
Clary, Rebecca M. **FR 16:30** *Salon F & G*
Cmelik, Jan **TH 16:30** *Salon F*
Cmelikova, Zuzana **TH 16:30** *Salon F*
Cmelikova, Zuzana **FR 14:45** *Salon I*
Coers, Natalie **FR 16:30** *Salon F & G*
Cole, Rose **FR 16:30** *Salon F & G*
Colvin, Robert **TH 14:45** *Berkeley*
Connors, Dennis A. **FR 16:30** *Salon F & G*
Cordial, Christine **FR 16:30** *Salon F & G*

Couto, Richard **FR 10:45** *Arlington*
 Couto, Richard **FR 16:30** *Salon F & G*
 Couto, Richard **SA 10:45** *Suffolk*
 Couto, Richard **SA 13:30** *Arlington*
 Craig, Johnson **TH 10:45** *Salon I*
 Cronin, Thomas **FR 14:45** *Arlington*
 Crosby, Barbara **SA 10:45** *Dartmouth*
 Crosby, Barbara **SA 13:30** *Arlington*
 Crumpton, Alicia **TH 14:45** *Regis*
 Cruz, Sergio **FR 10:45** *Berkeley*
 da Cruz, José Carlos **FR 10:45** *Berkeley*
 Dahlvig, Jolyn E. **FR 10:45** *Wellesley*
 Danelo Barbour, JoAnn **SA 10:45** *Clarendon*
 Davis, Katie **FR 16:30** *Salon F & G*
 De Graaff, Miriam **FR 14:45** *Salon H*
 de Jong, Annemarie **SA 13:30** *Berkeley*
 DeFrank-Cole, Lisa **FR 16:30** *Salon F & G*
 DeGuzman, Glenn **TH 10:45** *Harvard*
 DeMark, Joanne **FR 14:45** *Regis*
 Dentico, John **TH 10:45** *Wellesley*
 Dickson, Graham **SA 13:30** *Fairfield*
 Dinan, Ann **TH 13:30** *Arlington*
 Dinan, Ann **FR 16:30** *Salon F & G*
 Dodd, Ann **TH 14:45** *Clarendon*
 Dodd, Ann **FR 14:45** *Provincetown*
 Doerffer, Tina **TH 13:30** *Salon J*
 Dorn, David **FR 14:45** *Simmons*
 Dresen, Angela **FR 13:30** *Harvard*
 Dugan, John **FR 13:30** *Suffolk*
 Dunoon, Don **TH 14:45** *Clarendon*
 Dunoon, Don **FR 14:45** *Provincetown*
 Duursema, Hester **TH 14:45** *Clarendon*
 Duursema, Hester **TH 16:30** *Salon F*
 Eagly, Alice **FR 13:30** *Arlington*
 Eck, Diana **TH 10:45** *Arlington*
 Edmonds, Wendy **TH 16:30** *Salon F*
 Edwards, Genyne **FR 13:30** *Harvard*
 Einarsen, Ståle **TH 16:30** *Salon F*
 El Hadidy, Waad **FR 10:45** *MIT*
 Ernst, Chris **FR 13:30** *Exeter*
 Erwin, Alexander **FR 13:30** *Salon J*
 Eske, Kristyn **TH 16:30** *Salon F*
 Faulhaber, Jacqueline **FR 16:30** *Salon F & G*
 Ferch, Shann **SA 10:45** *Yarmouth*
 Florent-Treacy, Elizabeth **SA 10:45** *Simmons*
 Fox, George "Buddy" **FR 14:45** *Harvard*
 Freemyer, Jim **TH 16:30** *Salon F*
 Frejhagen, Birgitta **FR 10:45** *Clarendon*
 Fu, Caroline **SA 10:45** *Yarmouth*
 Furnas, Jenny **FR 16:30** *Salon F & G*
 Gaines, Kathryn **FR 10:45** *Vineyard*
 Gaines, Kathryn **FR 14:45** *Simmons*
 Gallagher, Bill **FR 10:45** *MIT*
 Gantz, Judy **FR 13:30** *Regis*
 Garfield, Janice **SA 10:45** *Fairfield*
 Gary, Loren **TH 10:45** *Arlington*
 Gary, Loren **TH 14:45** *Salon J*
 Gauthier, Alain **SA 10:45** *Berkeley*
 Genovese, Michael **FR 14:45** *Arlington*
 Getz, Cheryl **FR 14:45** *Clarendon*
 Goertzen, Brent **TH 10:45** *Dartmouth*
 Goertzen, Brent **SA 10:45** *Arlington*
 Goethals, George **TH 14:45** *Wellesley*
 Gomez, Paola **FR 13:30** *Salon H*
 Gonzalez, Sylvia **TH 16:30** *Salon F*
 Goodman, Adam **TH 10:45** *Suffolk*
 Goodman, Adam **FR 10:45** *Simmons*
 Goodson, Adria **TH 14:45** *Simmons*
 Gosling, Jonathan **FR 10:45** *Provincetown*
 Goveia, Stephen **TH 14:45** *Harvard*
 Graham, T. Scott **TH 10:45** *Dartmouth*
 Gramby-Sobukwe, Sharon **FR 14:45** *Fairfield*
 Grashow, Alexander **TH 14:45** *Arlington*
 Gregory, Anita C. **TH 16:30** *Salon F*
 Guillot, Michael **FR 16:30** *Salon F & G*
 Gulick, Lisa **FR 13:30** *Salon K*
 Gulick, Lisa **FR 16:30** *Salon F & G*
 Gustafson, Jim "Gus" **FR 10:45** *Provincetown*
 Gustafson, Jim "Gus" **FR 14:45** *Simmons*
 Gustafson, Jim "Gus" **FR 16:30** *Salon F & G*
 Guthey, Eric **FR 13:30** *Vineyard*
 Guthey, Eric **FR 14:45** *Salon I*
 Guthrie, Kathy **FR 13:30** *Wellesley*
 Haber, Paige **TH 14:45** *Provincetown*
 Haber, Paige **FR 14:45** *Clarendon*
 Haber, Paige **FR 16:30** *Salon F & G*
 Hackman, J. Richard **TH 14:45** *Wellesley*
 Harold, Barbara **SA 13:30** *Exeter*
 Harris, Kendra **SA 13:30** *Exeter*
 Harris, Stacey **FR 14:45** *Harvard*
 Harter, Nathan **TH 10:45** *Vineyard*
 Harter, Nathan **TH 14:45** *Regis*
 Hasel, Markus **TH 16:30** *Salon F*
 Haslam, Nathaniel **SA 10:45** *Vineyard*
 Hawkins, Beverley **FR 16:30** *Salon F & G*
 Hayden, Joshua **TH 10:45** *Orleans*
 Heifetz, Deborah **FR 13:30** *Regis*
 Heifetz, Ron **TH 14:45** *Arlington*
 Heller, Charles **TH 13:30** *Berkeley*
 Hellwig, Thomas **TH 13:30** *Arlington*
 Hemley, Ellen **FR 16:30** *Salon F & G*
 Henderson, Phil **FR 14:45** *Provincetown*
 Hernandez, Kathy-Ann C. **TH 14:45** *Vineyard*
 Hethorn, Janet **TH 10:45** *Vineyard*
 Hickman, Gill **SA 13:30** *Brandeis*
 Hicks, Douglas **TH 10:45** *Arlington*
 Hicks, Douglas **SA 10:45** *Vineyard*
 Higgins, Deborah **TH 10:45** *Regis*
 Higgins, Deborah **FR 10:45** *Regis*
 Higgins, Deborah **SA 10:45** *Regis*
 Hippensteel, Sarah **FR 16:30** *Salon F & G*
 Hite, Dwight **FR 10:45** *Yarmouth*
 Hoffman, Sharon **TH 16:30** *Salon F*
 Hofmann-Pinilla, Amparo **TH 13:30** *Salon I*
 Hohn, Kathleen **FR 14:45** *Simmons*
 Hollander, Edwin **TH 14:45** *Wellesley*
 Hollander, Edwin **FR 16:30** *Salon F & G*
 Houle-Rutherford, Diane **TH 10:45** *Provincetown*
 Hoyt, Crystal **SA 13:30** *Brandeis*
 Huber, Nancy **TH 14:45** *Salon I*

Hudson, Kate **TH 13:30** *Harvard*
 Hufnagel, Jill **SA 10:45** *Simmons*
 Hughes-Rease, Marsha **TH 10:45** *Clarendon*
 Hunt, Swanee **FR 13:30** *Arlington*
 Hunter, Jeremy **TH 14:45** *Fairfield*
 Hunter, Rosemarie **FR 10:45** *Brandeis*
 Hunter, Rosemarie **FR 16:30** *Salon F & G*
 Hur, YoungHee (Sylvia) **SA 13:30** *Brandeis*
 Jablokow, Kathryn W. **TH 10:45** *Provincetown*
 Jackson, Brad **FR 13:30** *Vineyard*
 Jackson, Brad **FR 14:45** *Berkeley*
 Jackson, Brad **SA 13:30** *Suffolk*
 James, Mark **FR 14:45** *Salon K*
 Javidan, Mansour **TH 13:30** *Suffolk*
 Jeantet, Steve **FR 13:30** *Fairfield*
 Johnson, Boyd **SA 13:30** *Yarmouth*
 Johnson, Karl **FR 10:45** *Exeter*
 Johnson, Lisa **TH 16:30** *Salon F*
 Jones, Darci **TH 10:45** *Simmons*
 Jones, Elizabeth **FR 14:45** *Salon J*
 Jones, Elizabeth **FR 16:30** *Salon F & G*
 Jones, Michael **TH 10:45** *Regis*
 Jones, Michael **FR 10:45** *Regis*
 Jones, Michael **SA 10:45** *Regis*
 Jones, Michael **SA 13:30** *Regis*
 Jonsson, Bjarni **TH 14:45** *Dartmouth*
 Jordan, David **TH 14:45** *Salon K*
 Jue, Arthur **TH 14:45** *Harvard*
 Kaak, Paul **TH 16:30** *Salon F*
 Kaipa, Prasad **TH 14:45** *Suffolk*
 Kaipa, Prasad **FR 13:30** *Berkeley*
 Kamphuis, Yori **FR 16:30** *Salon F & G*
 Kane, Lori **TH 10:45** *Salon H*
 Kane, Lori **SA 10:45** *Salon J*
 Kant, Leo **TH 16:30** *Salon F*
 Kantlehner, Margaret **TH 14:45** *Salon J*
 Kaufman, Ariel **TH 16:30** *Salon F*
 Kaufman, Eric **FR 16:30** *Salon F & G*
 Kazmi, Faith **FR 16:30** *Salon F & G*
 Kefenie, Lidetu **FR 14:45** *Salon K*
 Keim, Susan **TH 10:45** *Wellesley*
 Kellerman, Barbara **FR 10:45** *Arlington*
 Kellerman, Barbara **FR 14:45** *Arlington*
 Kennedy, Fiona **FR 14:45** *Berkeley*
 Kibriya, Shahriar **SA 13:30** *MIT*
 Kiley, Vanessa **FR 16:30** *Salon F & G*
 Kim, Eugene **TH 10:45** *Salon J*
 Kirsenko, Mykhailo **SA 13:30** *Yarmouth*
 Kispert, Karen **TH 16:30** *Salon F*
 Klau, Max **SA 10:45** *Provincetown*
 Klaus, Thomas W. **TH 16:30** *Salon F*
 Klenke, Karin **FR 10:45** *Orleans*
 Kliuchnikov, Artem **SA 13:30** *Yarmouth*
 Knittel Mabry, Christie **TH 10:45** *Vineyard*
 Komives, Susan **TH 13:30** *Simmons*
 Komives, Susan **FR 13:30** *Suffolk*
 Komives, Susan **FR 14:45** *Clarendon*
 Korotov, Konstantin **SA 10:45** *Simmons*
 Koster, Rick **TH 13:30** *Salon K*
 Koster, Rick **TH 14:45** *Provincetown*
 Koster, Rick **SA 13:30** *Berkeley*
 Kroll, Jonathan **FR 16:30** *Salon F & G*
 Kryder, Kate **TH 16:30** *Salon F*
 Kunz, Jo Ann **FR 13:30** *Fairfield*
 Kunz, Jo Ann **FR 14:45** *Salon K*
 Kutsyuruba, Benjamin **FR 14:45** *Salon H*
 Kwon, Danny **FR 13:30** *Fairfield*
 Lacerda, Teresa **TH 10:45** *Yarmouth*
 Lafreniere, Shawna L. **FR 16:30** *Salon F & G*
 LaLonde, Kristine **SA 10:45** *Arlington*
 Lamphere, Jess **TH 16:30** *Salon F*
 Lawrence, Jeff **TH 14:45** *Arlington*
 Leander, A. Brian **FR 14:45** *Salon K*
 Ledbetter, Bernice **TH 14:45** *Harvard*
 Ledbetter, Bernice **SA 10:45** *Wellesley*
 Lehman, Howard **SA 13:30** *Dartmouth*
 Lestrangle, Joseph **TH 16:30** *Salon F*
 Lev, Raffi **TH 16:30** *Salon F*
 Levac, Leah **SA 13:30** *Salon K*
 Levesque, Lynne **FR 16:30** *Salon F & G*
 Levi, Renee **SA 13:30** *Regis*
 Lid Andersson, Lena **FR 10:45** *Yarmouth*
 Linville, Michael **SA 13:30** *Yarmouth*
 Lipman-Blumen, Jean **SA 10:45** *Wellesley*
 Liu, Dong **FR 13:30** *Brandeis*
 Livingston, Scott **FR 14:45** *Simmons*
 Logan, H. Jeffrey **TH 16:30** *Salon F*
 Logan, Kelsey **FR 16:30** *Salon F & G*
 Long, Al **TH 16:30** *Salon F*
 Longman, Karen A. **FR 10:45** *Wellesley*
 Longman, Karen A. **FR 16:30** *Salon F & G*
 Ludden, Vern **TH 13:30** *Fairfield*
 Luskin, Frederic **FR 13:30** *Yarmouth*
 Mack, Laura **FR 13:30** *MIT*
 Madhok, Bindu **FR 16:30** *Salon F & G*
 Madimbo, Maggie **TH 13:30** *Vineyard*
 Madsen, Susan **TH 10:45** *Simmons*
 Madsen, Susan **FR 10:45** *Wellesley*
 Madsen, Susan **FR 14:45** *Exeter*
 Madsen, Susan **FR 16:30** *Salon F & G*
 Mainella, Felicia **SA 10:45** *Exeter*
 Malenfant, Kara **FR 14:45** *Salon H*
 Mansour, Joan Bragar **TH 10:45** *Orleans*
 Mansour, Morsi **TH 10:45** *Orleans*
 Mark, Margaret **SA 10:45** *Suffolk*
 Markow, Frank **FR 14:45** *Yarmouth*
 Markward, Mary **TH 16:30** *Salon F*
 Markwardt, David **SA 10:45** *Clarendon*
 Martin, Cecelia **FR 10:45** *Orleans*
 Martin, Wendy **FR 16:30** *Salon F & G*
 Mathew, Philip **FR 16:30** *Salon F & G*
 Matthews, Bradford L. **TH 14:45** *Harvard*
 Matusak, Lorraine R. **SA 10:45** *Wellesley*
 Matviuk, Sergio **TH 13:30** *Regis*
 McClellan, Patrice **TH 13:30** *Orleans*
 McCormick, Mark **FR 13:30** *Salon I*
 McDonald, Maureen **TH 13:30** *Yarmouth*
 McDougall, Heather **FR 13:30** *Salon H*
 McFeeters, Belinda **FR 14:45** *Wellesley*
 McGonagill, Grady **TH 13:30** *Salon J*

McGowan, Molly **FR 16:30** *Salon F & G*
 McIntyre Miller, Whitney **FR 16:30** *Salon F & G*
 McIntyre Miller, Whitney **SA 13:30** *Vineyard*
 McManus, Robert **SA 10:45** *Exeter*
 Meehan, Deborah **SA 10:45** *Berkeley*
 Melendez, Georgianna **TH 13:30** *Dartmouth*
 Menck, Claire **FR 16:30** *Salon F & G*
 Mengel, Thomas **TH 16:30** *Salon F*
 Mennen, Louise **TH 13:30** *Salon K*
 Merlin, Ryan **TH 10:45** *Exeter*
 Middlebrooks, Anthony **TH 10:45** *Vineyard*
 Middlebrooks, Anthony **TH 14:45** *Berkeley*
 Millard, Bill **TH 13:30** *Arlington*
 Miller, Rick **TH 16:30** *Salon F*
 Miranda, Regina **FR 13:30** *Regis*
 Molina-Avella, Isabel Teresa **FR 10:45** *Brandeis*
 Molina-Avella, Isabel Teresa **FR 16:30** *Salon F & G*
 Moore, Lynda **TH 14:45** *Suffolk*
 Mora, Fernando **FR 10:45** *Salon I*
 Moreland, Jeremy **FR 16:30** *Salon F & G*
 Moreland, Jeremy **SA 13:30** *Suffolk*
 Moreva, Liubava **FR 10:45** *Salon K*
 Morris, Jan Taylor **TH 10:45** *Yarmouth*
 Mossberg, Barbara **TH 10:45** *Berkeley*
 Mrozkova, Ivana **FR 14:45** *Salon I*
 Munday, Ashley **TH 14:45** *Dartmouth*
 Murphy, Susan **TH 10:45** *Yarmouth*
 Murray, Thomas **FR 10:45** *Suffolk*
 Myers, Susan **FR 14:45** *Yarmouth*
 Myers, Susan **SA 13:30** *MIT*
 Nanton, Carmela **TH 16:30** *Salon F*
 Ndlovu, Priscilla **TH 13:30** *Vineyard*
 Neilson, Patricia **TH 13:30** *Dartmouth*
 Ngunjiri, Faith **TH 10:45** *Simmons*
 Ngunjiri, Faith **TH 13:30** *Vineyard*
 Ngunjiri, Faith **TH 14:45** *Vineyard*
 Ngunjiri, Faith **FR 14:45** *Fairfield*
 Nix, Susan **FR 14:45** *Harvard*
 Northouse, Peter **TH 13:30** *Wellesley*
 Nussbaum, Kathleen B. **TH 16:30** *Salon F*
 Ober, David **TH 16:30** *Salon F*
 Offermann, Lynn **TH 14:45** *Wellesley*
 Oliver, Brad **TH 16:30** *Salon F*
 Olson, Linda **TH 13:30** *Yarmouth*
 Olson-Sanders, Tova **TH 16:30** *Salon F*
 O'Malley, Ed **FR 13:30** *Salon I*
 O'Neill, Kate **FR 16:30** *Salon F & G*
 O'Neill Jelks, Heather **FR 10:45** *Vineyard*
 Ospina, Sonia **TH 13:30** *Salon I*
 Ospina, Sonia **FR 10:45** *MIT*
 Otter, Ken **TH 13:30** *Suffolk*
 Owen, Julie **TH 13:30** *Simmons*
 Owen, Julie **TH 14:45** *Salon I*
 Ozgen, Sibel **FR 13:30** *Orleans*
 Papalexandris, Nancy **TH 16:30** *Salon F*
 Papalexandris, Nancy **FR 14:45** *Salon I*
 Patterson, Bryan **TH 16:30** *Salon F*
 Patterson, Stanley E. **TH 16:30** *Salon F*
 Peart, Sandra **TH 10:45** *Suffolk*
 Peart, Sandra **SA 10:45** *Exeter*
 Penney, Sherry **TH 13:30** *Dartmouth*
 Perkins, Charles **FR 16:30** *Salon F & G*
 Perkins, Charles A. **FR 16:30** *Salon F & G*
 Perruci, Gama **TH 10:45** *Suffolk*
 Peters, Mark **TH 16:30** *Salon F*
 Pfister, Andres **TH 16:30** *Salon F*
 Phelps, Kirstin **FR 13:30** *Wellesley*
 Phillips, Katherine **TH 16:30** *Salon F*
 Phillips, Sharon **SA 13:30** *Salon H*
 Pittinsky, Todd **FR 10:45** *Fairfield*
 Plowman, David **TH 13:30** *Salon H*
 Poutiatine, Michael **FR 16:30** *Salon F & G*
 Pribush, Bonnie **TH 14:45** *Salon I*
 Price, John Wiley **SA 13:30** *Salon H*
 Price, Terry **TH 10:45** *Salon I*
 Price, Terry **TH 14:45** *Wellesley*
 Priest, Kerry **TH 14:45** *Salon I*
 Prince, Howard **FR 10:45** *Simmons*
 Prosek, Jennifer **FR 16:30** *Salon F & G*
 Provenzano, Susan **FR 16:30** *Salon F & G*
 Pugh, Monica **SA 13:30** *Orleans*
 Raffanti, Michael **TH 10:45** *Dartmouth*
 Ramirez, Alma **TH 10:45** *Harvard*
 Ramsey, Marleen **FR 16:30** *Salon F & G*
 Rauch, Kenneth **FR 16:30** *Salon F & G*
 Reams, Jonathan **TH 14:45** *Regis*
 Reams, Jonathan **FR 13:30** *Dartmouth*
 Reams, Jonathan **SA 10:45** *Salon J*
 Rechtman, Janet **FR 10:45** *Brandeis*
 Redekop, Benjamin **SA 10:45** *Dartmouth*
 Reed, George **TH 10:45** *Salon I*
 Reed, George **FR 10:45** *Simmons*
 Reed, George **FR 14:45** *Dartmouth*
 Reinelt, Claire **TH 10:45** *Salon J*
 Reinelt, Claire **TH 14:45** *Simmons*
 Remy, Geri **FR 13:30** *Salon K*
 Reville, Paul **TH 14:45** *Salon K*
 Reyatt, Kuldip **FR 10:45** *Provincetown*
 Reyatt, Kuldip **FR 16:30** *Salon F & G*
 Riggio, Ronald **TH 10:45** *Exeter*
 Riggio, Ronald **FR 10:45** *Simmons*
 Riggio, Ronald **FR 14:45** *Arlington*
 Riggio, Ronald **SA 10:45** *Wellesley*
 Riggio, Ronald **SA 13:30** *Suffolk*
 Ritch, Stephen **FR 16:30** *Salon F & G*
 Rivera, Gibrán **TH 10:45** *Fairfield*
 Robbins, Shelley **FR 14:45** *Salon J*
 Roberts, Darbi **FR 14:45** *Clarendon*
 Roberts, Dennis **SA 13:30** *Arlington*
 Roberts, Denny **FR 14:45** *Clarendon*
 Roberts, Kathleen **SA 10:45** *Suffolk*
 Roberts, Taylor Peyton **TH 16:30** *Salon F*
 Roberts, William **FR 16:30** *Salon F & G*
 Robinson, Betty **FR 14:45** *Yarmouth*
 Robinson, Betty **SA 10:45** *Exeter*
 Rogers, Rob **TH 10:45** *Arlington*
 Rohloff, Catie **FR 13:30** *Orleans*
 Rohloff, Catherine **TH 13:30** *Yarmouth*
 Rood-Breithaupt, Julie **TH 16:30** *Salon F*
 Roper, Carolyn **TH 10:45** *Berkeley*

Rosch, David **SA 10:45** *Arlington*
 Rosenthal, Seth **FR 10:45** *Fairfield*
 Rosser-Mims, Dionne **FR 10:45** *Harvard*
 Rowe-Finkbeiner, Kristin **TH 10:45** *Salon J*
 Rowe-Finkbeiner, Kristin **TH 14:45** *Simmons*
 Ruotolo, Chris **FR 16:30** *Salon F & G*
 Sader, Jennifer **TH 13:30** *Orleans*
 Sanga, Kabini **TH 14:45** *Salon H*
 Sanga, Kabini **FR 16:30** *Salon F & G*
 Santana, Laura **FR 16:30** *Salon F & G*
Sarpy, Sue Ann TH 16:30 Salon F
 Sarwar, Chaudhary **TH 10:45** *Dartmouth*
 Sarwar, Chaudhary **FR 14:45** *Yarmouth*
 Sawyer, Carol **FR 16:30** *Salon F & G*
 Schellhammer, Erich **FR 10:45** *Salon K*
 Scherer, J. Scott **TH 14:45** *Fairfield*
 Schmidt, Andrew **FR 16:30** *Salon F & G*
 Schnurman-Crook, Abrina **TH 14:45** *Salon J*
 Schoch, Kurt **SA 10:45** *Fairfield*
 Schoultz, Robert **FR 10:45** *Simmons*
 Schumacher, Lillian **FR 16:30** *Salon F & G*
 Schwartz, Leslie **TH 13:30** *Arlington*
 Sechrest, Tom **TH 14:45** *Salon H*
 Sechrest, Tom **TH 16:30** *Salon F*
 Seemiller, Corey **FR 10:45** *Suffolk*
 Seiler, Stefan **TH 16:30** *Salon F*
 Shankman, Marcy **FR 16:30** *Salon F & G*
 Shankman, Steven **FR 10:45** *Salon K*
 Shelley, Arthur **FR 16:30** *Salon F & G*
 Sheth, Mitesh **TH 14:45** *Exeter*
 Shippy, Mary **FR 16:30** *Salon F & G*
 Shollen, S. Lynn **FR 10:45** *Yarmouth*
 Sidle, Clint **TH 16:30** *Salon F*
 Siefers, Mary Kay **FR 13:30** *Salon I*
 Sims, Pearl **TH 10:45** *Orleans*
 Skleder, Anne **FR 16:30** *Salon F & G*
 Skleder, Anne A. **FR 10:45** *Wellesley*
 Skogstad, Anders **TH 16:30** *Salon F*
 Sluneczkova, Renata **FR 14:45** *Salon I*
 Smith, Tom **FR 13:30** *Salon J*
 Soderlund, Kerstin **SA 10:45** *Arlington*
 Soh, Star **TH 16:30** *Salon F*
 Sorenson, Georgia **TH 14:45** *Wellesley*
 Sorenson, Georgia **FR 14:45** *Dartmouth*
 Sorum Brown, Judy **TH 10:45** *Regis*
 Sorum Brown, Judy **FR 10:45** *Regis*
 Sorum Brown, Judy **SA 10:45** *Regis*
 Sowcik, Matthew **SA 10:45** *Exeter*
 Spence, Nadeen **TH 14:45** *Salon H*
 Squires, Barbara **SA 10:45** *Berkeley*
 Stackhouse, Joe **FR 14:45** *Salon K*
 Stanberry, Joanna **FR 10:45** *Salon I*
 Steinberg, Bernard **TH 10:45** *Arlington*
 Studd, Karen **FR 13:30** *Regis*
 Szokolyai, Diana Norma **FR 16:30** *Salon F & G*
 Tan, Sherylle **TH 16:30** *Salon F*
 Taylor, Marilyn **TH 14:45** *Dartmouth*
 Tellest-Royce, Nancy **SA 10:45** *Provincetown*
 Tholl, Bill **SA 13:30** *Fairfield*
 Thomas, Ted **TH 13:30** *Berkeley*
 Thomas, Ted **TH 14:45** *Salon H*
 Tiesinga, Hendrik **FR 16:30** *Salon F & G*
 Tolar, Mary **TH 10:45** *Suffolk*
 Topuzova, Lazarina **FR 10:45** *Brandeis*
 Topuzova, Lazarina **FR 16:30** *Salon F & G*
 Torsheim, Torbjørn **TH 16:30** *Salon F*
 Traut, Carol Ann **SA 10:45** *Exeter*
 Trego, Mike **TH 16:30** *Salon F*
 Trinkle, David **TH 14:45** *Salon J*
 Tunheim, Katherine **FR 10:45** *Wellesley*
 Tunheim, Katherine **FR 14:45** *Exeter*
 Tunheim, Katherine **FR 16:30** *Salon F & G*
 Turesky, Elizabeth **TH 13:30** *MIT*
 Turnbull, Sharon **SA 10:45** *Dartmouth*
 Turnbull, Sharon **TH 14:45** *Suffolk*
 Ubalijoro, Éliane **SA 13:30** *Vineyard*
 Valdez, Lupe **SA 13:30** *Salon H*
 Valk, John **TH 14:45** *Regis*
 Van Herestern, Frank **FR 14:45** *Salon K*
 Van Velsor, Ellen **FR 10:45** *Provincetown*
 Van Velsor, Ellen **FR 13:30** *Brandeis*
 Van Velsor, Ellen **SA 10:45** *Provincetown*
 Verissimo, Jose **TH 10:45** *Yarmouth*
 Wagner, Wendy **TH 13:30** *Simmons*
 Walker, Elizabeth Lena **TH 14:45** *Salon K*
 Walker, Joshua **SA 13:30** *Dartmouth*
 Walker, Katherine **TH 14:45** *Salon J*
 Walker, Keith **FR 14:45** *Salon K*
 Walters, Amber **FR 16:30** *Salon F & G*
 Warm, Rick **TH 10:45** *Salon K*
 Warzynski, Chester **TH 16:30** *Salon F*
 Welch, Ashley **TH 10:45** *Fairfield*
 Werner, Linnette **TH 13:30** *Exeter*
 West, Dana **FR 14:45** *Harvard*
 West, Stephen **FR 16:30** *Salon F & G*
 Whitney, Rich **SA 13:30** *Orleans*
 Wildermuth, Cristina **TH 13:30** *Exeter*
 Wilkinson, Torrey **FR 13:30** *Salon K*
 Wilkinson, Torrey **FR 16:30** *Salon F & G*
 Williams, Amanda **TH 16:30** *Salon F*
 Wilson, Iva **TH 14:45** *Clarendon*
 Winter, Graham **FR 16:30** *Salon F & G*
 Wolf, David **TH 16:30** *Salon F*
 Wolford-Ulrich, Jim **TH 10:45** *Wellesley*
 Wollam, Ashley **FR 16:30** *Salon F & G*
 Wright, Joel **SA 10:45** *Provincetown*
 Yanko, Lauren **FR 16:30** *Salon F & G*
 Yergler, Jeffrey D. **FR 16:30** *Salon F & G*
 Yip, Jeffrey **FR 14:45** *Wellesley*
 Yu, Yongda **FR 16:30** *Salon F & G*
 Zacko-Smith, Jeffrey **TH 16:30** *Salon F*
 Zacko-Smith, Jeffrey **SA 10:45** *Salon J*
 Zamulin, Andrey **FR 16:30** *Salon F & G*
 Zarate, Rodrigo **TH 13:30** *Regis*
 Zhan, Weiping **FR 16:30** *Salon F & G*
 Zinn, Becca **FR 10:45** *Salon I*
 Zofi, Yael **SA 13:30** *Harvard*
 Zucker Gardiner, John Jacob **TH 14:45** *Salon K*
 Zucker Gardiner, John **FR 16:30** *Salon F & G*
 Zucker Gardiner, John Jacob **SA 10:45** *Salon J*



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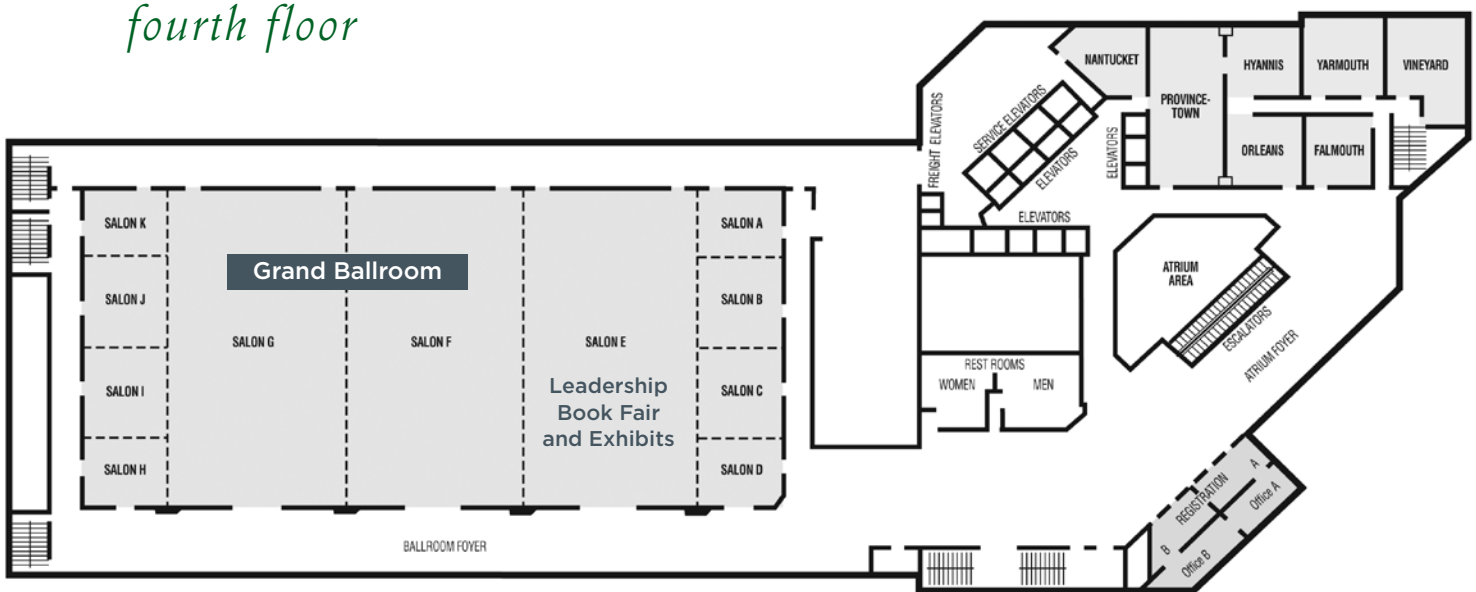
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