



A C A D E M Y

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THE CHAIR ACADEMY'S 25TH ANNUAL
LEADERSHIP CONFERENCE

CONFERENCE PROGRAM

25

1991-2016

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TEXAS A&M UNIVERSITY
SAN ANTONIO

San Antonio, TX, USA



Melbourne, Australia



State of Washington, USA

Welcome!

The Chair Academy is dedicated to developing world-class leadership training. We are delighted that you have joined us at our 25th Annual International Leadership Conference. This year we will explore topics related to our conference theme, "Leading by Design".

We invite you to engage with fellow participants and share your ideas and best practices through friendship and collaboration. During the conference, we hope and trust that the keynote speakers, the concurrent and roundtable session presenters, and the people you meet, will inspire and encourage you to find innovative ways to help build and sustain a culture of transformative leadership.

We are honored to have four internationally recognized keynote speakers join us this year. Each speaker's message will address key leadership issues pertinent to our conference theme. Join us as Cynthia Matson, Sanford Shugart, Mark Taylor, and Clifton Taulbert share their personal and professional perspectives on the essential concepts and principles that may help to define and celebrate the diversity of leadership in our lives and organizations.

We are fortunate to have the Alamo Colleges serve as this year's conference host. We want to thank this amazing organization for all of their support. We also want to thank our conference sponsors. Their support and commitment each year helps to sustain both the quality and affordability of our programs and services. Most importantly, we want to thank you for taking the time out of your busy schedules to join us in celebrating 25 years of exemplary leadership. Throughout the next few days we will explore and learn about leadership principles and best practices that will uplift and inspire us all!

During your time here, we hope that you will reconnect, make new friends, and create lasting memories with the other conference participants. Please do not hesitate to contact anyone on the Chair Academy team if you have any questions or need assistance. We are here to help. Our goal is to ensure that you have an enjoyable and informative conference experience.

Warmest Regards,

Dr. Richard Strand and the Chair Academy Team

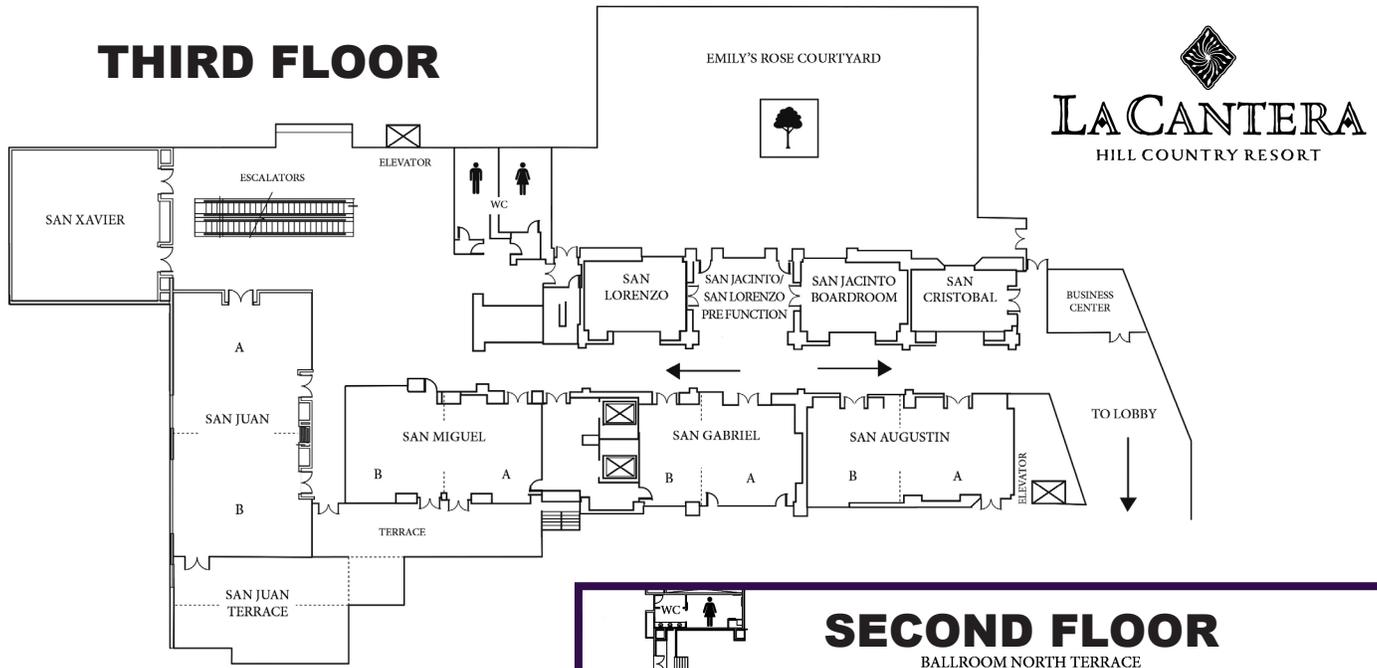


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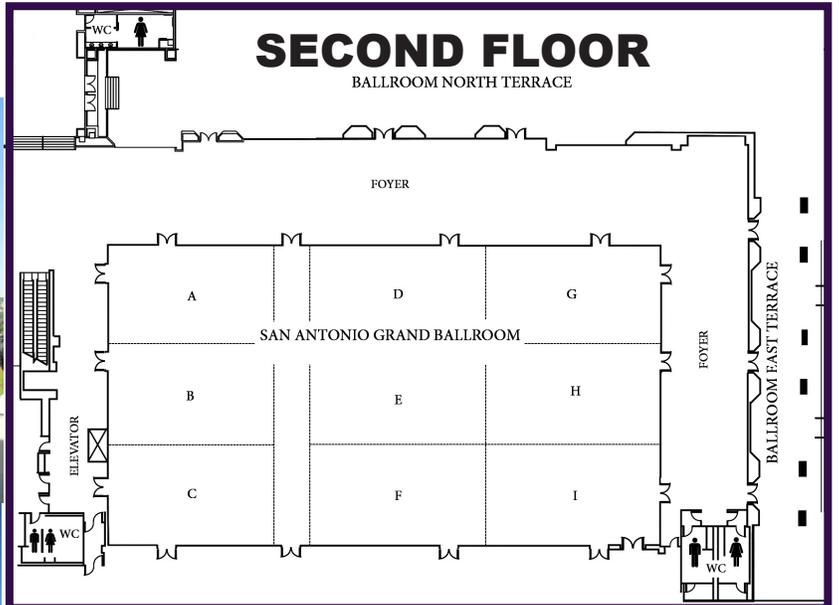


Conference Site Map

THIRD FLOOR



SECOND FLOOR



SECOND FLOOR

SAN ANTONIO GRAND BALLROOM D-I

General Sessions
Celebration Luncheon

BALLROOM FOYER

Information Booth
Welcome Reception
Exhibit Booths

IAB/IPB BOARD MEETING

San Juan

EDITORIAL BOARD MEETING

San Jacinto

THIRD FLOOR

BREAKOUT SESSIONS

San Cristobal
San Gabriel
San Augustin A
San Augustin B
San Miguel A
San Miguel B
San Xavier
San Juan A
San Juan B

STRENGTHS CAFÉ

San Lorenzo

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About the Chair Academy

Founded in 1991, the Chair Academy is an internationally recognized organization whose mission is focused on designing and conducting world-class leadership training and development programs to advance academic and administrative leadership for post-secondary organizations world-wide. The Chair Academy is part of the Maricopa County Community College District, and is located in Mesa, Arizona. The Chair Academy has a rich history of providing outstanding, innovative, and quality programs in Leadership Development for post-secondary leaders.

The Academy for Leadership and Development - Foundation Program is designed to provide the skills needed to support current and future leaders at all levels within an organization and to lead their respective departments and organizations more effectively. The Academy provides a systems approach to transformational leadership and is dedicated to long-term change. Training helps participants apply leadership concepts, best-practices, and processes as they relate to the needs of actual work situations. Training is competency-based, with a situated learning environment rich with authentic applications and assessments. Training occurs over time with measured outcomes. Leaders are coached during the Academy by experienced Academy coaches and are assessed using 360° leadership surveys. Ongoing personal and online conversations keep leaders connected to each other.

The Academy for Advanced Leadership is the next step in leadership development for veteran leaders or graduates from the Academy for Leadership and Development Foundation Program. In addition, Deans, Vice-Presidents, and other organizational leaders who already have on-the-job experiences and have acquired foundational leadership skills should consider this program. The Advanced Academy is designed to further enhance leadership skills in your present position, as well as provide development for those leaders who are aspiring to executive level positions in a post-secondary organization. The Academy provides an environment for personal and professional growth by using collaborative dialogue, reflective practice, and interactive experiences to engage leaders in a cooperative search for insights, strengths, passions, and best practices in exemplary leadership. Leaders are able to network with mentors from their organization and from their community. Each leader receives on-going support from an Academy Coach. Online conversations and additional readings are offered over the 12 month practicum to further develop and enhance leadership development.

Membership and The Chair Academy Journal *Leadership* - The Chair Academy offers Individual and Institutional Memberships to all post-secondary institutions. The annual Individual (\$65) and Institutional Membership (\$550) include a subscription to our juried journal *Leadership* that is published three times a year. Benefits of membership include a discounted member rate for the Annual Chair Academy International Leadership Conference, access to Chair Academy research on a variety of issues and best practices facing Post-Secondary leaders. Individual copies of the journal are available as a digital download (PDF or e-reader) on our website. *Leadership* article submissions are reviewed by the Managing Editor and the Chair Academy Editorial Board.

To learn more about the Chair Academy programs and services please visit our website at: www.chairacademy.com

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Opening General Session

The Opening General Session begins **Tuesday, March 22nd, at 3:30pm** in the San Antonio Grand Ballroom. The **Master of Ceremonies, Steve Olson**, opens the session, followed by our opening Keynote Speaker, **Cynthia Matson**. We will close the session by honoring our **Paul A. Elsner International Leadership Award** honorees **Sharon Blackman** and **Tom Thompson**.

Immediately following the General Session, you are invited to join us at our annual **Welcome and Networking Reception**, in the Grand Ballroom Foyer, from **5:30pm - 7:00pm**.

Second General Session

The Second General Session begins **Wednesday, March 23rd, at 8:00am**. Our second feature Keynote Speaker, **Sanford Shugart**, will discuss *Enduring Leadership*. We will close the session by honoring our **Directors Award**, and the **Gary L. Filan Excellence in Leadership Award/Scholarship** recipients.

Third General Session

The Third General Session begins **Thursday, March 24th, at 8:00am** in the Grand Ballroom. Our featured Keynote Speaker, **Mark Taylor**, will discuss his follow up to Generation NeXt, with *Generation 2.0*. We will close the session by recognizing our 2016 **Idahlynn Karre Exemplary Leadership Award** recipients.

25th Anniversary Celebration Luncheon

The Fourth General Session will be a lunch session. Beginning at **12:00pm on Thursday, March 24th**, a plated lunch will be served in the Grand Ballroom. This luncheon will feature the "Man of 1002 Voices", Las Vegas Performer, **Larry G. Jones**. We will close the General Session by recognizing our **Conference Sponsors**.

Closing General Session

The Closing General Session begins **Thursday, March 24th at 3:30pm**. Our closing Keynote Speaker, **Clifton Taulbert**, will tie the conference together in his keynote address: *The 21st Century Leadership Toolbox*.

Conference Networking Breakfast

Bring your conference experience to a close, on **Friday, March 25th, at 7:30am**, at the **Conference Networking Breakfast**. This informal, non-structured gathering of conference participants offers opportunities to share or exchange ideas, concepts, and conference memories. It provides a place for participants to continue building on the collegial relationships, and friendships, formed throughout the conference.



CYNTHIA MATSON

Dr. Cynthia Teniente-Matson was confirmed by the A&M System Board of Regents as President of A&M University-San Antonio on February 12, 2015. With over two decades of experience in higher education Matson's professional background, thought leadership and real-world experience will develop A&M-SA into a national model for student and academic success.

Teniente-Matson previously served as Vice President for Administration and Chief Financial Officer of California State University Fresno, where her responsibilities included financial services, facilities and capital management, human resources, technology services, University Police and auxiliary services. From 1991 to 2004, Matson held a variety of administrative positions at the University of Alaska, Anchorage, culminating in her role as Vice Chancellor of Administrative Services.

She has served on a number of boards and committees, including: the Higher Education Resource Services Board, Western Association of Schools and Colleges Accrediting Commission for Senior Colleges and Universities, the National Association of College and University Business Officers, and the Western Association of College and University Business Officers.

She earned a Bachelor of Arts in Management in 1989 from the University of Alaska Fairbanks, a Master of Business Administration in 1998 from the University of Alaska Anchorage and she received a doctorate in Educational Leadership from Fresno State in 2013.

Cynthia Matson will be speaking, Tuesday, March 22nd, 2016

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SANFORD SHUGART

Dr. Sanford "Sandy" Shugart has served since 2000 as the fourth president of Valencia College in greater Orlando, Florida. As winner of the first Aspen Prize for Excellence, Valencia is one of the most celebrated community colleges in America. Serving some 70,000 students per year, Valencia is known for high rates of graduation, transfer, and job placement and has become something of a national laboratory for best practices in learning-centered education.

Prior to Valencia, Sandy served as president of North Harris College and as Vice President and Chief Academic Officer of the North Carolina Community College System.

He earned his Ph.D. in Teaching and Learning from the University of North Carolina at Chapel Hill. In addition to his career in education, Dr. Shugart is a published poet and songwriter and author of *Leadership in the Crucible of Work: Discovering the Interior Life of an Authentic Leader*.

Sanford Shugart will be speaking, Wednesday, March 23rd 2016

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MARK TAYLOR

Dr. Mark Taylor is recognized across the USA, and in Canada, as an educator, consultant, and speaker who is on the forefront of transformations in educational practice and workplace management. As an expert on the traits, developmental issues and learning outcomes of today's students, he is dedicated to helping colleges and universities better understand and serve our students for learning, development, persistence and successful integration into the "after college" world. His work with organizations and companies focuses on helping people understand and work more effectively with the generational groups, especially our young people from "Generation NeXt".

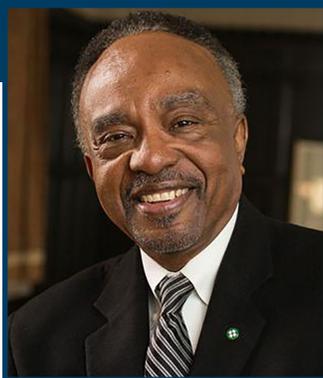
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Building on over 30 years of experience in higher education, management and the helping professions, Dr. Taylor's has worked with over 500 organizations, businesses and schools in 47 states, made presentations at state, regional, national, and international events, and published in professional journals including, his recent articles on "Teaching Generation NeXt". He has consulted with business clients like 20th Century Fox Motion Pictures, Wal-Mart, FEMA and the U.S. Army.

Dr. Taylor holds graduate degrees from the University of Arkansas and academic appointments at Arkansas State University and the University of Arkansas at Little Rock Graduate School.

Mark Taylor will be speaking, Thursday, March 24th, 2016



CLIFTON TAULBERT

Clifton Taulbert is one of America's leading thought-leaders on the "Power of Community" and views community in the workplace as a powerful leadership asset. Taulbert was chosen by CNN at the turn of the millennium to represent one of the voices of 'Community.'

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Prior to his present role as a highly sought after seminar leader and keynote speaker, Taulbert, in 1989, gained international recognition with the publication of the best selling memoir, *Once Upon A Time When We Were Colored*, which became a major motion picture and has been excerpted in middle school literature books throughout America. In addition to the Pulitzer-nominated, *Last Train North* which followed, Taulbert also authored several nationally recognized picture books for children and the widely acclaimed, *Eight Habits of the Heart*-- the principles which serve as the foundation for his company.

Taulbert believes that the *Eight Habits of the Heart* are essential for developing Leadership, Embracing Diversity, Mentoring and Delivering Commitment and Collaboration among teams. He also conveys to audiences around the world his very positive interpretations of bringing Respect, Affirmation and Inclusion into the corridors of the world's businesses through leadership that seeks to 'Brings Others Along' – Resulting in a workplace that builds and sustains personal fulfillment and greater productivity.

He and his wife Barbara reside in Tulsa, Oklahoma

Clifton Taulbert will be speaking, Thursday, March 24th, 2016

THE CHAIR ACADEMY CONFERENCE WELCOME RECEPTION

HOSTED BY MESA COMMUNITY COLLEGE

**TUESDAY, MARCH 22ND, 2016
GRAND BALLROOM FOYER - 5:30PM - 7:00PM**

**HORS D'OEUVRES AND CASH BAR,
IMMEDIATELY FOLLOWING
THE OPENING GENERAL SESSION**

**LIVE MUSICAL ENTERTAINMENT
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History of Paul A. Elsner International Leadership Award Honorees

1995

Larry Christiansen
Mesa Community College

1996

Madison Walker
Rio Salado Community College
Sanford Shugart
North Harris College

1997

Michael Smith
Western Melbourne Institute of TAFE
Linda Stewart
State of Wisconsin
Bill Ihlenfeldt
Chippewa Valley Technical College
Beth Richardson
Maryland Community College

1998

Carolyn Desjardins
National Institute for Leadership Development
Alan Seagren
University of Nebraska-Lincoln

1999

Paul A. Elsner
Maricopa County Community College District

2000

Idahlynn Karre
University of Northern Colorado
Coen Free
Koning Willem 1 College

2001

Helen Burnstad
Johnson County Community College
Stephen Quinlan
Seneca College
George A. Baker
North Carolina State University

2002

Peter Burnham
Brookdale Community College
Kaye Walter
Kansas City Kansas Community College

2003

Linda Thor
Rio Salado Community College
Thomas L. Wood
Mount Royal University

2004

Robert Gordon
Humber College
George R. Boggs
American Association of Community Colleges

2005

Charles J. Carson
Johnson County Community College
Eduardo Padron
Miami-Dade College

2006

Paul J. Byrne
Grant MacEwan University
Diane Troyer
North Harris Montgomery College District

2007

James Perkins
Blue Ridge Community College
Gwendolyn Stephenson
Hillsborough Community College

2008

Jerry Sue Thornton
Cuyahoga Community College
Carl Haynes
Tompkins Cortland Community College

2009

Jim Simpson
Florida State College at Jacksonville
Paula Short
Tennessee Board of Regents

2010

Janet Paterson-Weir
MacEwan University
Jim Luoma
Minnesota State Colleges and Universities

2011

Gordon Nixon
Southern Alberta Institute Technology
Bill Lamb
Kirkwood Community College

2012

Ken Robson
Robson Eifert Consulting Services, Inc.
Richard Strand
Richard and Associates

2013

Shouan Pan
Mesa Community College
Marilyn Rhinehart
Johnson County Community College

2014

Lane Glenn
Northern Essex Community College
Anita Rios
Minnesota State Colleges and Universities System

2015

Bruce Barker
Chippewa Valley Technical College
Debbie Nellis
Nova Southeastern University

2016

Sharon Blackman
Dallas County Community College System
Tom Thompson
Olds College



SHARON BLACKMAN

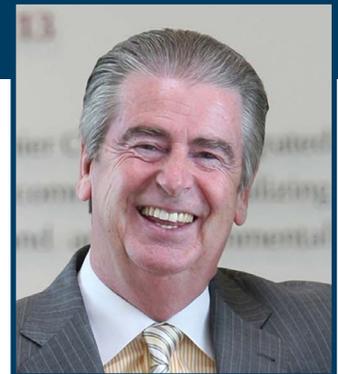
Dr. Sharon L. Blackman currently serves as the Strategic Learning Consultant for the Dallas County Community College District (DCCCD) working with district faculty and staff in the area of talent development. She previously Provost of the Educational Affairs Division for the district, where she supervised the operations of Financial Aid and Scholarships, Curriculum Management, Academic Records/Degree Audit, Student Programs, Workforce Development and Continuing Education departments for the district office. She has more than 40 years of experience in higher education administration, program development, counseling and teaching.

She has served as the president of Brookhaven College (part of the DCCCD) and as president of Oakland Community College's Auburn Hills campus, where she also has served as that institution's dean of technology and workforce development services. Prior to accepting the position at OCC, Blackman filled a number of administrative positions at Richland College. She also has held several positions at Youngstown State University, Earlham College (Ind.) and Tennessee State University.

Blackman, who has taught at Richland College and Earlham College, earned both her bachelor's degree in health and physical education and her master's degree in education/ guidance and counseling from the University of Tennessee at Chattanooga; she also holds a doctorate in educational administration from Baylor University. She is a certified specialist in developmental education and has participated in the Kellogg Institute for Developmental Educators.

She is the recipient of the 2011 Learning Technology Innovations of the year award for the DCCCD District Office, 2010 Innovator of the Year Award for the DCCCD District Office; 2005 International Exemplary Leadership Award, sponsored by The Chair Academy; the 2004 Woman of Distinction Award from the Pontiac Club of the National Association of Negro Business and Professional Women's Clubs Inc.; and several other honors.

TOM THOMPSON



Now in his 15th year as President at Olds College, Dr. Thompson has taken a leading role in post-secondary education for over thirty years. Dr. Thompson is recognized for serving on numerous initiatives to enhance education, leadership, governance, entrepreneurship, and community service. His list of accomplishments includes: Chair of the Canada/USA Alliance of Rural Colleges, President of the '95 Canada Games Host Organizing Committee, Chair of the Alberta Association of Colleges and Technical Institutes, Chair Campus Alberta Central, Chair of the Community Learning Campus, Chair of the UDigit Systems Board of Directors, and President of Post-Secondary International Network. Most recently, Dr.

Thompson and Olds College were honoured with the World Federation of Colleges and Polytechnics Gold Award of Excellence in Governance.

Public speaking engagements have extended Dr. Thompson's influence and brought recognition to Olds College and Alberta's post-secondary system. For example, he represented Canada at the United Nations Educational, Scientific and Cultural Organization (UNESCO) Conference on Re-engineering Technical Vocational Education in China and has contributed to exchanges of education and governance "best practices" in Africa, Russia, New Zealand, the Middle East, USA, Japan, China, Vietnam, France, Spain, Croatia and England.

Dr. Thompson obtained his Doctorate in Higher Education Administration, with a policy governance research focus. His professional development continues with completed educational and leadership programs at Harvard, Oxford, and the West Point Academy.

The 2016 Gary L. Filan Excellence in Leadership Award Recipients



Melanie Abts

Dr. Melanie Abts resides in Scottsdale, AZ with her husband Blake and their three active and curious children--Norielle, Sawyer, and Colbee. She is Counseling Faculty Chair for Rio Salado College where she supervises adjunct faculty and part-time counselors at 10 college locations. She also serves as the Chair of the Counseling Instructional Council for Maricopa Community College District, a council which consists of 10 counseling chairs from 10 colleges. Finally she is the co-state coordinator for Arizona Women in Higher Education.

As a proud alumna of the three Arizona public universities (BS degree in Family Studies from University of Arizona, M. Ed. in Counseling from Northern Arizona University, and Ed. D. in Higher Education from Arizona State University), she has over 20 years of experience at the university and community college level. Plus she possess an Arizona K-12 Guidance License and is an Arizona Licensed Associate Counselor with a National Distance Certified Counselor credential. Melanie greatly enjoys serving as Phi Theta Kappa faculty advisor for Alpha Theta Omicron Chapter and the Arizona Regional Phi Theta Kappa Advisory Board.



Meena Amlani

Meena Amlani is currently faculty within the Medical Radiography Program, School of Health Sciences at the British Columbia Institute of Technology. She has been actively involved in developing and implementing best practices in online allied health education. She is a member of the Board of Directors for the BC and Canadian Association of Medical Radiation Technologists where she has been able to take on more of a leadership role in the profession of radiation sciences



Tim Densmore

Tim Densmore is the Chief Information Officer at Tompkins Cortland Community College. He has worked in the college's Campus Technology group for 15 years serving in a variety of positions before being selected as CIO in September 2015. Tim has played a central role in many initiatives that have garnered national recognition and awards for the college by groups such as Center for Digital Education and the American Association of Community Colleges. Tim first attended the Chair Academy in 2008 and credits it often for helping him develop into a successful leader. In addition to holding an M.S. in Information Technology and a B.S. in Information Systems, Tim is also a very proud alumnus of Tompkins Cortland Community College's computer science program.

The 2016 Gary L. Filan Excellence in Leadership Award Recipients



Megen Saez

Dr. Megen Saez is a native of Ohio but currently resides in Cleveland, Tennessee. Saez earned her Bachelors of Science degree in Computer Information Systems with a minor in Business in 2002, her Masters of Science degree in Computer Information Systems in 2004, and her Doctorate of Management (DM) in Business Management and Organizational Leadership in 2008. Saez has been teaching at the college level since 2004, initially part-time, while completing her graduate work and consulting with various business industries about their IT and business functions. Teaching at Cleveland State Community College since 2010, she is actively involved as the business department chair, leading in various college and departmental efforts, and teaching in tenured, associate professor. Saez also teaches part-time for an online University in their MBA program and assists in developing their curriculum. When not hard at work, she enjoys spending time with her husband of 14 years and their three children, who she believes are her three greatest accomplishments of all.

Previous Honorees

2012	Lech Krzywonos	Stephen Case
2013	Randy Singer	Mary Chatigny
2014	Viola Midegs	Linda Austin
2015	Rosanna To	Dan Weinert

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- Mentoring and Support Programs
- 360 Degree Assessment

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See Academy locations and dates on PAGE 59-61
To learn more, visit us online at www.chairacademy.com

2016 Chair Academy Director's Award



Alan Seagren

During the time that Dr. Seagren served in administrative roles he taught graduate courses and supervise students engaged in graduate research. Prior to embarking upon a career as an administrator he was recognized as one of the outstanding researchers at the University of Nebraska-Lincoln for his work in analyzing teaching behaviors and developing teaching materials.

Throughout his career at the University of Nebraska, Dr. Seagren has directed or co-directed 10 research grants. Five were related to Instructional Staff Development, with the largest being a five-year project funded by the Mid-continent Regional Education Laboratory. That project addressed Inquiry Teaching using video tape and Observational systems for feedback. Five others were related to leadership development, with two singularly significant studies: National Study of Chairperson role in Faculty Development, funded by TIAA-CREF and the Lilly Foundation, and the National Study of Community College Chairs funded by the National Community College Chair Academy. In the area of published scholarly activity, he has co-authored four books related to the position

of chair, has numerous journal publications, and an extensive list of professional presentations at national and international meetings.

Dr. Seagren has been a Visiting Scholar/Professor in Australia, Japan, China, Ukraine, and Sweden. He coordinates the Australia/Nebraska Teacher Exchange Program, and was the chair of the International Board of Directors for the College and University Partnership Program International.

For fifteen years he provided leadership for the development and delivery of the Distributed Doctoral Program in Educational Leadership using the Lotus Notes groupware. This program had students enrolled from Nebraska, 28 other states in the U.S., Guam, Canada, Australia, Germany, and Jordan. The barriers of time and place are eliminated and the program provides opportunities for collaborative active learning.

Dr. Seagren has been an integral part of the Chair Academy's 25 year history. He has served on the Editorial Board of its refereed journal *Leadership* for many years. Dr. Seagren wa also honored as one of the Academy's inaugural Ambassadors, and a lifetime member.



ROSE MARIE SLOAN

Rose Marie Sloan brings a wealth of experience and diversity to Mesa Community College and The Chair Academy. Mrs. Sloan owns a Bachelor of Science in Child Development from CSU Fullerton, a Master of Science in Instructional Leadership from National University. She has an Administrative Services Credential from National University, a Professional Teaching Credential from CSU Fresno, and a Cross Cultural Language and Development Certificate from UC San Diego.

A native of Southern California, Rose Marie has over 20 years of classroom experience, working with both the Diocese of Fresno and The Los Banos Unified School District. Serving as a Master Teacher, Academic Coach, and Professional Development Leader, Rose Marie designed, developed, and implemented Common Core Literacy Curriculum focused on retention and achievement, for grades K-12. She coordinated workshops and led discussions on lesson study, peer coaching, mentoring, and educational leadership.

Rose Marie is dedicated to the mission, vision and values of the Chair Academy and committed to the Academy for Leadership Development goal: to provide relevant, learning-centered training and professional development for organizational leaders, resulting in positive change and professional growth. She designs and updates curriculum for the Academy Foundation Program, connecting theory and practice of leadership and management. As a Strengths Based Educator, Peer Coach, and Trainer for Everything DiSC Workplace Behavior Styles and Crucial Conversations, Rose Marie is devoted to creating innovative learning environments that promote opportunities for personal and professional growth. She has facilitated programs across the United States and Canada and continues to consult with professional associations and leaders across the globe.



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TUESDAY, MARCH 22, 2016

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FOLLOW US



@CHAIRACADEMY

PRE-CONFERENCE WORKSHOPS

The Trick to Being a Chair or Organizational Leader

Presented by: Dr. Bill Lamb, Kirkwood Community College

San Miguel A

Uplifting Wisdom: Leading with Appreciation and Resilience

Presented by: Joan McArthur-Blair and Jeanie Cockell

San Augustin A

There are still seats available for both sessions (\$125.00). Please inquire at the Information Desk.

OPENING GENERAL SESSION

Grand Ballroom

Master of Ceremonies: Steve Olson, Southern Alberta Institute of Technology

Welcome by: Dr. Adena Williams Loston, The Alamo Colleges

Keynote Speaker: Cynthia Matson (Page 7)

Sponsored by: Texas A&M - San Antonio

Paul A. Elsner International Leadership Awards (Page 10)

Sponsored by: Dallas County Community College and Olds College

Presented to: Sharon Blackman - Introduction by Dr. Jennifer Wimbish

Presented to: Tom Thompson - Introduction by Jason Dewling

7:00am - 5:00pm	Conference Information Booth Hours	Grand Ballroom Foyer
8:00am - 9:00am	Morning Coffee and Tea Service	Grand Ballroom Foyer
9:00am - 3:00pm	Pre-Conference Skill Building Workshops	Page 17
10:30am - 11:00am	Refreshment Break	Grand Ballroom Foyer
12:30pm - 1:30pm	Lunch (on your own)	
3:00pm - 3:30pm	Refreshment Break	Grand Ballroom Foyer
3:30pm - 5:30pm	Opening General Session (<i>see above</i>)	Grand Ballroom
5:30pm - 6:00pm	Concurrent/Roundtable Presenter Meeting	Grand Ballroom
5:30pm - 6:00pm	Participant Orientation Networking Summit (PONS)	Grand Ballroom
5:30pm - 7:00pm	Welcome Reception	Grand Ballroom Foyer

THE TRICK TO BEING A CHAIR OR ORGANIZATIONAL LEADER

Location: San Miguel A

Presented by: Bill Lamb, Kirkwood Community College

This comprehensive workshop will present a variety of strategies for new front line administrators, including chairs, directors, deans, and other organizational leaders. Activities throughout the day will help participants to define their role as leaders and to develop cohesive teams.

Topics will include:

- Understanding leadership versus management in organizations
- Understanding yourself and how you work with others
- Building teams and working with diverse work styles
- Time management and work best practices
- Dealing with conflict
- Adapting to and guiding organizational change

The activities will be directed to small group interaction with time for sharing strategies as well as applying new methods to real world examples. The afternoon session will encourage the sharing of “best practices” learned from the group. Participants will receive a variety of written materials to use as guides and references, and additional opportunities to learn more about the Academy for Leadership and Development.

UPLIFTING WISDOM: LEADING WITH APPRECIATION AND RESILIENCE

Location: San Augustin A

Join Joan McArthur-Blair and Jeanie Cockell for a day of learning and exploration that will uplift your leadership as you seek to create positive generative change in your institution. Formal and informal leaders in higher education are asked to be business people, educators, politicians and fundraisers. In this environment of high demand leadership, every leader needs to deeply understand how to uplift the wisdom of their organization, capitalize on their own strengths as a leader and deeply understand what can make them resilient over time.

This one-day workshop is built upon the work that Joan and Jeanie have done and are doing in appreciative inquiry and resilience. In particular it draws on their book *Appreciative Inquiry in Higher Education: A Transformative Force* and their current thinking regarding working resilience.

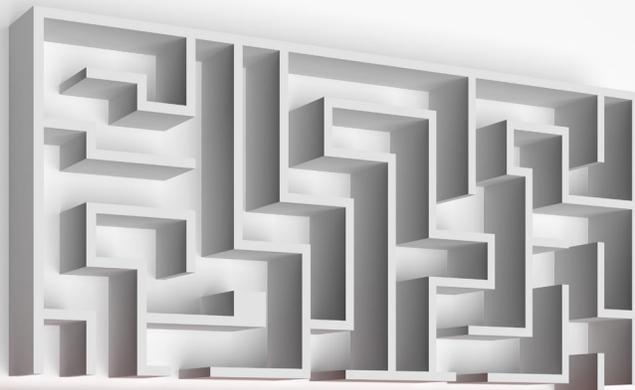
Participants in this workshop will:

- Use an appreciative inquiry process to explore their own leadership and how that leadership can uplift their institution
- Reflect upon how some of the notions of appreciative inquiry, positive psychology, social constructionism and critical appreciative inquiry can be generative for education leaders
- Use the concepts underpinning resilience and reflect on how as leaders they can understand their own generative capacity
- Take away ideas to use with their own teams and institutions

Presenter's Meeting

Tuesday, March 22nd, 5:30-6:00pm

Immediately following the Opening General Session

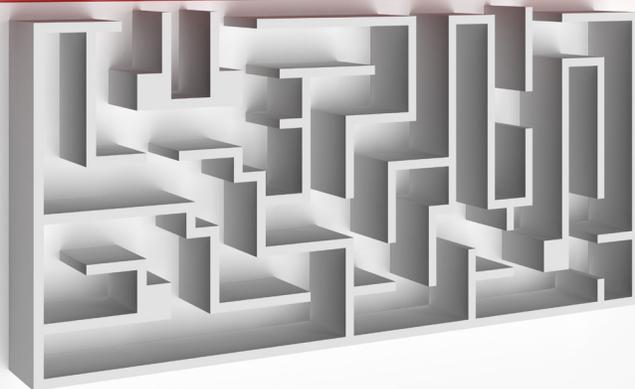


**First Time Conference
Participant Orientation**

**Participant
Orientation
Networking
Summit**

**Tuesday, March 22nd, 5:30-6:00pm
Immediately following the
Opening General Session**

A special meeting for first time Conference attendees to orient them to the Conference events, as well as provide an opportunity to meet and network with other first time participants.



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THROUGHOUT THE CONFERENCE

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A C A D E M Y

WEDNESDAY, MARCH 23, 2016

25
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SECOND GENERAL SESSION

Grand Ballroom

Master of Ceremonies: Steve Olson, Southern Alberta Institute of Technology

Keynote Speaker: Sanford Shugart (Page 7)

Introduction by: Brad Donaldson

Sponsored by: Southern Alberta Institute of Technology

Gary L. Filan Excellence in Leadership Awards (Page 12)

Sponsored by: Saskatchewan Polytechnic

The Chair Academy Directors Award (Page 14)

Sponsored by: Victoria University

7:00am - 5:00pm	Conference Information Booth Hours	Grand Ballroom Foyer
7:00am - 8:00am	Breakfast	Grand Ballroom A-C
8:00am - 10:00am	Second General Session (<i>see above</i>)	Grand Ballroom
10:00am - 10:30am	Refreshment Break	Grand Ballroom Foyer
10:30am - 12:00pm	Concurrent/Roundtable Session 1	Pages: 22 - 25
10:30am - 12:00pm	IAB/Practitioner's Joint Board Meeting (<i>invitation only</i>)	San Juan
12:00pm - 1:30pm	Lunch (on your own)	
12:00pm - 1:30pm	IAB/Practitioner's Joint Luncheon (<i>invitation only</i>)	San Juan
1:30pm - 3:00pm	Concurrent/Roundtable Session 2	Pages: 26 - 29
1:30pm - 3:00pm	IAB/Practitioner's Joint Board Meeting (<i>invitation only</i>)	San Juan
3:00pm - 3:30pm	Refreshment Break	Grand Ballroom Foyer
3:30pm - 5:00pm	Concurrent/Roundtable Session 3	Pages: 30 - 33

**THE CHAIR ACADEMY WOULD LIKE TO THANK
THE ALAMO COLLEGES, FOR SERVING AS OUR
2016 CONFERENCE HOST.**

**THEIR SUPPORT, AND THE SUPPORT OF ALL OF OUR SPONSORS IS ESSENTIAL
IN ALLOWING US TO BRING OUR PARTICIPANTS THE RELEVANT AND
THOUGHT-PROVOKING SPEAKERS YOU WILL SEE THIS WEEK.**



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FIRST DAY STRATEGIES TO DESIGN A SUCCESSFUL SEMESTER: A DEAN'S PERSPECTIVE

Location: San Cristobol

LEADERSHIP

Presented by: Doug Waterman, Dean - IT and Learning Innovations, Fox Valley Technical College, Appleton, WI

What happens the first day of class sets the tone for the rest of the semester. Explore methods you can use on the first day of class to boost the confidence of learners, create a learning community and increase course retention.

The attendee will benefit by:

- Developing strategies to include college leaders in first day activities.
- Discovering methods that better engage the student.
- Sharing methods that create a positive learning environment.
- Discovering methods that increase retention.
- Developing a first day experience that shifts the focus from a syllabus dump to a positive collaborative preview of the class to come.

BEYOND MERELY KNOWING STRENGTHS: HOW APPLYING STRENGTHS CHANGES THE GAME

Location: San Gabriel

STRENGTHS

Presented by: DeAnna Murphy, President, Strengths Strategy Inc., Bemidji, MN, Julie Wechsler, Director Student Success, Phoenix, AZ

There is a significant difference between knowing what your strengths are, and knowing how to use them to accelerate personal, team, and institutional performance. The key to successful strengths application is the creation of strategically interdependent environments; where faculty, staff and administrators understand both their strengths and weaknesses, and strategically contribute their strengths to better serve each other and our students. This approach moves us out of the toxic triangle where nonproductive behaviors, such as flying solo, waiting for others, or creating nonproductive alliances, which can rob us of our potential both individually and collectively.

This whole-person learning experience will provide participants with strengths-focused skills and tools to create environments filled with trust, high performance, engagement, teamwork, and productivity.

Attendees will learn:

- How to practically use strengths to be more effective
- How leveraging strengths can create a greater understanding of self and others
- How strengths applied can turn a negative experience into a positive catalyst for change
- How to use strengths as an accelerator rather than a barrier
- How to create environments filled with trust, high performance, engagement, teamwork, and productivity.

BEYOND BRICKS AND MORTAR: BUILDING EFFECTIVE GLOBAL ORGANIZATIONS

Location: San Augustin A

ORGANIZATIONAL

Presented by: Constance Ridley-Smith, Ph.D., Administrator of External Programmes, Bermuda College, Paget Parish, Bermuda, Mark Van Den Hende, Ph.D., Vice President Academic and Student Affairs, Bermuda College, Paget Parish, Kenneth McFadden, AVP, Client Contact Center/ Contributing Author, Suntrust Bank

Historically, Workplace Diversity programs have focused on building awareness of and appreciation for differences in race, ethnic origin, gender, and religious preference.

Our research indicates that five types of intercultural barriers present the most significant workplace diversity issues today. Because we view educational strategies to be the most effective agents in removing intercultural barriers, we offer the following strategies to help you to focus your efforts:

Personal Identity Factors - Personal factors detract from organizational effectiveness.

FOCUS AREA 1. Role of language, accent, dialect, and non-verbal communication Cross-Generational Communications can create tension between managers and employees.

FOCUS AREA 2. Role of multi-generational expectations in working relationships

Cultural Identity Factors - Cross-cultural collisions can hamper "organizational fit" and assimilation.

FOCUS AREA 3. Cultural Intelligence (CQ) strategies to improve working relationships Environmental Identity Factors Certain expectations and patterns of interaction are dictated by geographic location.

FOCUS AREA 4. Compatibility between cultural context and individual behavior

Job Identity Factors - Ambiguity in position descriptions and job definition can dwarf success.

FOCUS AREA 5. Clearly articulated job expectations

BUILDING TRUST AND ENGAGEMENT: A 21ST CENTURY APPROACH FOR TODAY'S DYNAMIC ORGANIZATIONS

Location: San Augustin B

LEADERSHIP

Presented by: Judith Cardenas, Professor, Kaplan University, East Lansing, MI

Today's leaders are called to build organizations, which embrace trust, agility and creativity. An integrative approach applying the latest neuroscience, organizational psychology and high performance insights creates a powerful and sustainable framework.

Participants will:

- Learn the framework of Conversational Intelligence
- Design conversational elements that impact employee engagement
- Learn two specific techniques which diffuse negativity
- Learn two specific techniques which enhance trust among teams
- Design a customized communication approach

FLYFISHING AND MINDFULNESS: A PATH TO EFFECTIVE LEADERSHIP

Location: San Miguel A

WELL-BEING

Presented by: Valerie Grabove, Consultant, Niagara College, Fenwick, ON, Jeffrey D. Yergler, Ph.D., Principal, Integer Leadership Consulting, San Francisco, CA

A key to effective leadership is to stay grounded in your sense of self, your beliefs, values, and principles, which together inform authenticity, influence, and engagement. The practice of mindful leadership helps us to be connected to the present moment and remain grounded. In fact, much like fly fishing, mindful leadership invites us to remain vigilant to how our presence impacts our environments.

In today's complex higher education environment which includes constant disruption and change, mindful leadership is essential for effectiveness. One way to gain clarity and understanding of the importance of mindfulness, leadership, and effective engagement with others is through the lens of fly-fishing. As both art and science, fly fishing perfectly parallels the knowledge, preparation, situational awareness, and tools required to be an effective leader in a variety of conditions.

In this interactive workshop, participants will learn about the practice of mindfulness and fly fishing and how these principles align with effective leadership practice:

- Preparing for the river and how leaders prepare
- Escaping the day-to-day routines and leading situationally
- Challenges on the water and learning opportunities in leadership to question assumptions and hone judgement
- Stewardship and conservation

WE CAN DO IT! ONLINE COURSE DESIGN AND DEVELOPMENT THROUGH COLLABORATIVE PARTNERSHIPS

Location: San Miguel B

LEADERSHIP

Presented by: Fiona Bain-Greenwood, Chair, English/Liberal Studies, Seneca College, Toronto, ON, Karen Spiers, Senior Manager, CFLEX, Seneca College, Toronto, ON

The key to successful and cost effective online course development is a multi-departmental approach building on identified academic and design strengths. A collaborative, template based process which begins with a strong academic vision underpinned with sound pedagogy, allows subject matter experts to focus on content development while course designers focus on the user experience.

This session begins with an overview of the development process highlighting course design strategies, tools and technologies that have been developed to support interdepartmental and external collaborative endeavors. Content as it evolves from concept to finished interactive product will be showcased engaging participants and sparking conversation.

Attendees will benefit from attending this workshop as they will learn how to:

- Develop collaborative academic and design teams
- Identify and address barriers to cost effective online course development
- Create a collaborative template based process
- Recognize the role of partnerships
- Build cross disciplinary teams

IMPLEMENTATION OF STRENGTHS PROGRAMING IN ACADEMIC INSTITUTIONS

Location: San Xavier

STRENGTHS

Presented by: Scott Geddis, Faculty, Certified Gallup Strengths Educator, Phoenix College, Phoenix, AZ

If you have ever wondered how you could start or expand the use of Strengths at your college? Then this session would be a great use of your time. The use of the Gallup Clifton Strengths Finder on your campus can take many paths from student success to employee engagement to actually becoming a "Strengths Based College."

Scott Geddis, a Gallup Certified Strengths Educator, has facilitated the efforts of strengths program implementation at several institutions around the country. Bring your questions, ideas, challenges and aspirations and enjoy a dialogue that will help you grow a strengths-based program at your institution.

This session will facilitate shared discussion and will present current best practices related to Strengths Programing Implementation in Academic Institutions.

This session will:

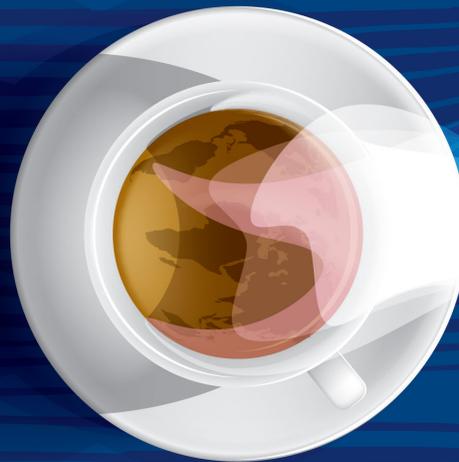
- Review current research and case studies to help participants identify best practices for the implementation of strengths programing.
- Combine participants prior learning about strengths to help them begin the creation of a strengths-based implementation plan.
- Discuss the considerations, such as personnel, funding, and resources, necessary for implementing a sustainable institution-wide strengths program.

Expand Your Strengths, at the **Strengths Café** Presented by **Strengths Strategy**

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TEACHING TODAY'S DIVERSE GENERATIONS OF COLLEGE STUDENTS

Location: San Cristobol

TECHNOLOGY

Presented by: Dr. Ella Davis, Humanities Lead Faculty, Wayne County Community College District, Detroit, MI

Colleges and universities admit a complex mix of diverse populations-ages, races, cultures, and languages to name a few. Today's community college and university professors are confronted with many challenges when it comes to teaching and interacting with diverse generations in their classrooms. The ability to teach and to relate to all students who come to us is a leadership skill that is relevant to all educators.

Attendees who attend this session will benefit by:

- Gaining a better understanding of the behaviors, characteristics, and values of the diverse generations of students we teach.
- Learning new strategies for engaging and retaining students.
- Receiving cutting-edge resources and up-to-date technology.
- Developing in-class activities, assignments and assessments that will promote desired outcomes and student success.
- Promoting positive engagement, interaction and communication in the classroom.

FOCUS YOUR LEADERSHIP: THE 90 MINUTE PLAN

Location: San Gabriel

LEADERSHIP

Presented by: Jeanie Cockell, Co-President, Cockell McArthur-Blair Consulting, Stillwater Lake, NS, Joan McArthur-Blair, Co-President, Cockell McArthur-Blair Consulting, Stillwater Lake, NS

What is your Vision? What are your goals? What is important in the year ahead? Join us in a fun and interactive session to create a plan, generate a provocative vision and set goals. Using appreciative inquiry and creative fun, in 90 minutes you will create your own leadership plan. This process builds upon the strengths and successes you already have as a leader, articulates your vision and sets in motion goals for the future. And, you will leave being able to do this exercise with others in your work and personal life.

Participants will:

- Experience appreciative inquiry
- Design a personal leadership plan
- Discuss how to use the process with others
- Leave with the 90 minute planner instructions
- Tell stories, laugh and have fun

LEADERSHIP 5.0: A NEW DESIGN FOR IMPACT LEADERSHIP IN THE 21ST CENTURY

Location: San Augustin A

LEADERSHIP

Presented by: Keith L. Smith, Vice-President, Health Programs, Kaplan University, Lynnwood, WA, Candace Croft, CEO, Tabankhu, Lancaster, WI

Leaders are confronted with a constantly changing, complex, and challenging environment. To meet today's enormous demands we need to upgrade and evolve our understanding and practice of leadership. Leadership 5.0 provides a fresh new model that integrates the best of the past with new directions for continued evolution in developing peak leadership and organizational performance. This interactive session will present four dynamic leadership maxims: Master Context, Develop Competencies, Construct Character, and Create Connection. The integrated practice of these four principles will take participants to an advanced and compelling level of leadership effectiveness.

The attendees will benefit by:

- Identifying the pivotal, relevant drivers for leadership-organizational excellence within the participant's own unique higher education environment.
- Maximizing performance through Can-Do-Want To-Count-On people development.
- Leveraging key competencies for optimal mission impact.
- Composing a constructive spiral of personal evolution.
- Developing dynamic people-mission-vision-values-leader(s) connection.

SHARED LEADERSHIP: THE FUTURE OF FUNDRAISING

Location: San Augustin B

LEADERSHIP

Presented by: Pommasha Noel-Bentley, AdvanceU1st Consultants, Managing Partner & CEO, New York Institute of Technology, Vancouver Campus, Vancouver, BC, Scott Blythe, AdvanceU 1st Consultants, Senior Partner, New York Institute of Technology, Vancouver Campus, Vancouver, BC

Successful fundraising requires buy-in and leadership from your entire campus community. Evaluating your campus' willingness and ability to engage in a capital campaign is about more than your development office. In today's complex post-secondary landscape, it is critical to empower and actively engage your community in your fundraising goals.

This session will provide you with guidelines to deploy a situational assessment tool and identify and measure your state of preparedness to enter into a major campaign. Elements for assessment include, structural integration of engagement and fundraising, employee engagement and identification and solicitation of community champions with respect to fundraising strategies.

The attendees will benefit by:

- Increased strategies to assess how effectively your development office is working with faculty and staff
- Tactics to identify gaps that could limit fundraising successes
- Understanding how to leverage existing relationships to build trust and participation with faculty and staff
- Creating dialogue and accountability as it relates to fund development goals on your campus
- Creating a model of shared leadership in fund development across your campus

THE CHANGING ROLE OF THE DEPARTMENT CHAIR

Location: San Miguel A

LEADERSHIP

Presented by: Ann A. Tate, Dean of Liberal Arts, San Jacinto College, Houston, TX, Kimberly A. DeLauro, Department Chair, Communications, San Jacinto College, Houston, TX, Dawn Eaton, Department Chair, Social and Behavioral Sciences, San Jacinto College, Houston, TX

At San Jacinto College, the role of the department chair has changed significantly from the traditional model. Expanded to a twelve-month position with incentives for taking on a leadership approach, chairs commit to coaching faculty in a direct and focused manner. They actively engage in strategic initiatives, including course planning, scheduling, enrollment analysis reporting, professional development opportunities, and other special projects designed to improve student success. The benefits of this new structure allow for efficient communication, enhanced supervision, long-range planning, proactive problem-solving, and innovative projects. In addition, chairs are more available to the faculty and have a greater campus presence.

The attendees will benefit by:

- Understanding the new role of the department chairs at San Jacinto College,
- Describing how the shift in department chair responsibilities now allow greater involvement in performance management, coaching, and implementing new initiatives,
- Learning the benefits and format of an Enrollment Analysis Reporting system that allows for open channels of communication in scheduling classes and meeting the needs of students,
- Creating opportunities for faculty to collaborate in professional development and student success initiatives such as The Scholarship of Teaching and Learning and Faculty Discussion Groups,
- Receiving handouts and resource information to successfully integrate programs at your campus.

I4 - STUDENT LEARNING - ACADEMIC DESIGN

Location: San Miguel B

ORGANIZATIONAL

Presented by: Marlene Raasok, Executive Dean, Conestoga College, Kitchener, ON, Goranka Vukelich, Chair, Community Services, Conestoga College, Kitchener, ON

Using the program map as a starting point, this workshop will introduce participants to a pedagogical framework that inspires excellence in programs design, engages students in meaningful learning, promotes program accountability and excites faculty to create impactful learning experiences. Through discussion and sharing of information, participants will become familiar with strategies that empower learning and instructional design.

Participants will:

- Learn how to develop a program map,
- Learn strategies to excite faculty in instructional design
- Discuss pedagogy and program design
- Share best practices
- Maximize students success

LEADING WITH INTEREST-BASED PROBLEM SOLVING A (QUICK, BUT THOROUGH) PRIMER

Location: San Xavier

LEADERSHIP

Presented by: Kathryn Sorensen, Associate Dean of Business and Applied Arts, Madison College, Madison, WI, Sarah Fritz, Director-Center of Excellence in Teaching/Learning, Madison College, Madison WI

Interest-Based Problem Solving is the primary method used for decision making at Madison College. It is used by high-level leaders, mid-level managers, and faculty groups alike. It is also the basis on which our Shared Governance system operates. Madison College has implemented a robust training process in order to provide all employees with an understanding of Interest-Based Problem Solving, while also offering higher level training for those wanting to participate in the College's shared governance system or become a facilitator. Facilitators work within the shared governance system and are being used throughout the campuses to work through high-stakes issues.

In this workshop, participants will:

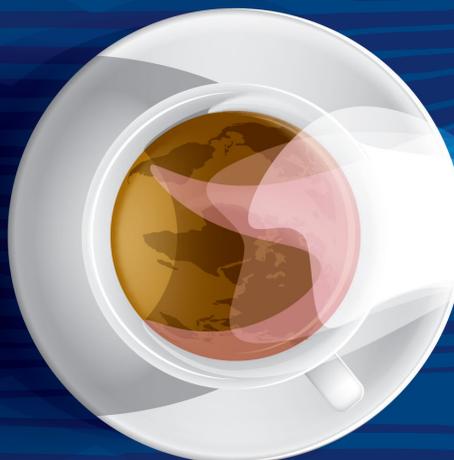
- Learn the basic tenets of Interest Based Problem Solving
- Practice IBPS using real-life, academic scenarios
- Debrief the practice to understand some of the common problems and how to avoid them
- Discuss how college leaders are using this process in their areas/units to result in better decisions
- Learn how Madison College is making this a sustainable model for decision making

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COOPERATION NOT COMPETITION: CREATING DIALOGUE AND RELATIONSHIPS BETWEEN ACADEMIC/TRANSFER AND WORKFORCE FACULTY

Location: San Cristobol

ORGANIZATIONAL

Presented by: Brenda Carter, Dean of Academic Affairs, Collin College, McKinney, TX, Amy Rule, Professor of English and Chair of English, Collin College, McKinney, TX,

On some campuses, there is a divide between faculty who teach academic and/or transfer courses and faculty who teach workforce courses. Nationwide, with the increased emphasis on community colleges increasing workforce programs and in Texas with the 60x30TX plan which focuses on the common goal of striving for 60 percent of the 25- to 34-year old Texas population to hold a certificate or degree by 2030, how can we create a dialogue between these two important groups that will benefit students and the college as a whole.

The attendees will benefit from discussing the following topics:

- Methods to bring the two groups of faculty together,
- The commonalities between academic/transfer programs and workforce programs and methods to inform each group of the commonalities,
- How to, if and when possible, to integrate workforce needs into the academic/transfer curriculum,
- Methods that academic/transfer and workforce faculty can use to work together to achieve student success for students in both areas, and
- What we can do as administrators to help bridge the divide.

TRANSACTIONS AND TRANSFORMATIONS: OUTSIDE-IN THINKING EMPOWERS AND ENABLES EXCELLENT CUSTOMER SERVICE EXPERIENCES

Location: San Gabriel

TECHNOLOGY

Presented by: Maggie Beers, Executive Director, Academic Technology, San Francisco State University, San Francisco, CA, Lesli Martin, Supervisor, Classroom & Event Support, San Francisco State University, San Francisco, CA

Faculty members navigate complex roles and multiple responsibilities related to teaching, service, research, and advising, often at the mercy of disconnected and single-focused campus service providers, such as help desks, to complete their duties. This session will explore how Outside-In thinking prompts customer service teams to critically examine their own service levels from the perspective of the "whole" faculty member, and empowers these same teams to change transactional exchanges into transformative engagements. Participants will also consider why behavioral styles, emotional intelligence, and strengths-based leadership form the foundation of high performing service teams who are motivated to deliver excellent customer experiences.

Participants will benefit by:

- Developing an appreciation for the complex role of the faculty member.
- Discovering the six "outside-in" principles of excellent customer experiences.
- Applying outside-in thinking to real-world scenarios in own service organizations.
- Using transformational leadership strategies to empower customer service staff to effect organizational change.
- Leveraging knowledge of behavioral styles, emotional intelligence, and strengths based leadership to develop high performing customer service teams.

WHAT'S APP WITH TOR? I HEARD HE RECEIVED A BAD VIBER ABOUT A RECENT FAN DUEL

Location: San Augustin A

TECHNOLOGY

Presented by: Bruce Seger, Assistant Professor, Suffolk Community College, Brentwood, NY

Academic institutions and their leaders are being required to address constantly changing digital technologies that effect students, faculty, administration and the entire college community. Whether new applications and/or websites are educationally oriented or just popular, leaders need to regularly update their knowledge and understanding regarding these ever-changing technologies.

Once a cognizance and evaluation are achieved, it is imperative that our leaders create policies to address the cyber-ethical, legal and moral issues created. These policies must mirror current laws and regulations while not impinging on academic and individual freedoms.

The attendees will benefit by:

- Learning issues concerning new applications and websites.
- Understanding the current cyber-legal and moral issues regarding educational institutions.
- Recognizing the leadership challenges created by an ever changing cyber world.
- Serving as a cyber-liason for the college community to better inform and interact with individuals utilizing these various cyber technologies.

LEADING FROM WITHIN: THE ORPHEUS MODEL

Location: San Augustin B

LEADERSHIP

Presented by: Susan G. Bowen, Executive Director, Information Technology Service, Mercer County Community College, Pennington, NJ, Peter Fretwell, General Manager, WWFM The Classical Network, Mercer County Community College, West Windsor, NJ

Small groups have played without conductors for centuries, but an orchestra without a conductor was unheard of until the Orpheus Chamber Orchestra. Orpheus proves that a group of professionals can perform at a world-class level without a hierarchical model of leadership. Using a Harvard Business Review video case study, we will examine how Orpheus, much like a team or committee you are participating on, can achieve high performance.

The attendees will benefit by:

- Examining the fundamentals of the Orpheus model.
- Learning the benefits of Orpheus's democratic approach to high-performance teams.
- Exploring the challenges navigating and maintaining Orpheus model teams.
- Discovering the benefits to leading from within.
- Considering if the Orpheus model is right for you, your team and your institution.

FUTURE READY: RESPONDING TO THE DIGITAL GENERATION

Location: San Miguel A

TECHNOLOGY

Presented by: Dr. Jason Dewling, Vice President Academic and Research, Olds College, Olds, AB

Olds College is known nationally for its approach to change and innovation. In the past few years, Olds has stepped forward with a bold new approach to engaging learners in a digital world. In addition to being the first fully integrated iPad learning environment in Canada, they have more bandwidth per student than any other post-secondary in Canada. Leveraging these two assets Olds College requires students to take a gamified entrepreneurship course on their iPads as a capstone course prior to graduation. Recently awarded Apple School of distinction, Olds is propelling forward with Block delivery, mobile based delivery and project based learning.

Dr. J will be sharing with us some of the pedagogical implications of such an approach as well as challenge us to think differently about how we engage our learners.

In this session you can expect:

- To learn how Olds College embarked on significant pedagogical changes through the use of technology.
- To learn how this initiative lead to other significant organizational changes.
- To examine how your institution can learn from this innovation and apply meaningful change in your organization.

LEVERAGING THE POWER AND POTENTIAL OF FACULTY LEADERSHIP

Location: San Miguel B

LEADERSHIP

Presented by: Turina R. Bakken, Ph.D., Vice Provost, Madison College, Madison, WI

To meet the rising demands on our colleges, effective and inspiring leadership is critical. But where will those future leaders come from? The leadership void in two-colleges remains a perplexing issue. One potential solution is for two-year colleges to increase faculty participation in formal and informal leadership opportunities. But before assessing organizational changes designed to capitalize on their leadership potential and interest, understanding what factors influence faculty participation in the first place is critical. Only then can organizational strategies be undertaken to maximize their contributions beyond the classroom. This session will highlight recent research results and practical ideas for action.

- Explore drivers behind the leadership gap in two-year colleges
- Gain understanding of what motivates or limits faculty from participating in leadership opportunities
- Learn about a model called the Faculty Leadership Life Cycle (FLLC) that will provide clues to organizational interventions to maximize faculty leadership participation
- Take away practical tips related to identifying and nurturing faculty leadership
- Dream together about how to infuse flexibility into traditional, position-based, linear HR structures

INDUSTRY PARTNERSHIPS: THE KEY TO SECTOR STRATEGY LEADERSHIP

Location: San Xavier

ORGANIZATIONAL

Presented by: Shana Peschek, Director, Construction Center of Excellence, Renton, WA, Mary Kay Bredeson, Executive Director, Center of Excellence for Aerospace & Advanced Manu, Everett, WA, Barbara Hins-Turner, Executive Director, Center of Excellence for Clean Energy, Centralia, WA, Dan Ferguson, Director, Allied Health Center of Excellence, Yakima, WA

Centers of Excellence are flagship institutions that build and sustain Washington State's competitive advantage through statewide leadership. Each Center focuses on a targeted industry that drives the state's economy. Centers bring government, education, employers, labor, and community organizations together to focus on workforce solutions. Centers will share how they, as workforce intermediaries, are able to capitalize on collective impact and shared benefit to stakeholders.

You will gain examples of best practices and strategies on:

- Employer Engagement
- Coordinated services that enhance capacity of both workers and employers
- Innovative Solutions to meet educator, worker and industry needs
- Employer Supported Funding
- Improved access

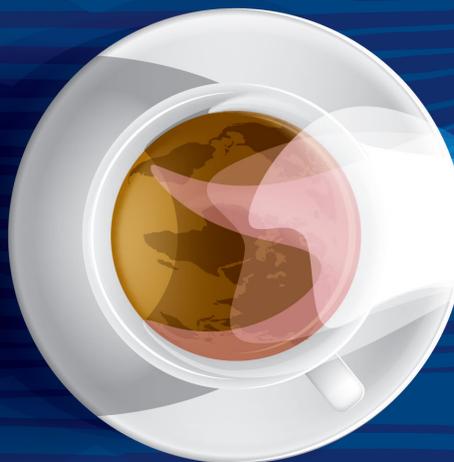
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A C A D E M Y™

2016 Idahlynn Karre International Exemplary Leadership Award

The Chair Academy, an organization committed to exemplifying the best practices of organizational leadership worldwide, is pleased to honor this year's Idahlynn Karre International Exemplary Leaders at our 2016 International Leadership Conference in San Antonio, Texas.

The recipients of this award are nominated by their colleagues in recognition of their exemplary leadership, their demonstrated best leadership practices, and their commitment to their institutions, their departments, their teams, and the students they serve. Barry Posner and James Kouzes, in the preface to their book *Leadership Challenge*, state, "*Leadership is important not just in your own career and within your own organization. It's important in every sector, in every community, and in every country. We need more exemplary leaders, and we need them more than ever. There is so much work to be done. We need leaders who can unite us and ignite us.*"

Your colleagues honored at this year's conference and whose pictures and descriptions are contained in this booklet are a select few who are able to "*unite and ignite us.*" They are true exemplary leaders! The Chair Academy believes there can be no higher honor than being recognized by your colleagues and feels privileged to be part of this celebration.

On behalf of the Chair Academy and our International Advisory Board, please join us as we celebrate this year's 2016 International Exemplary Leaders!

Congratulations,

Richard Strand
Executive Director
The Chair Academy



DR. FAISAL ARAIN

Associate Dean, Northern Alberta Institute of Technology, Edmonton, AB

Dr. Arain leads the School of Sustainable Building and Environmental Management offering 24 full-time programs to approx. 3,000 students and has approx. 300 faculty and staff. He has actively initiated the culture of leadership by supporting 11 program leaders to attend the Chair Academy, which provides training and mentorship in leaderful practice, 9 staff members have completed the Chair Academy Certificate successfully. He focuses on leadership development as his vision is that the stronger and deeper the leadership talent pool, the easier it becomes to lead. Our school has seen an increased focus on professional development for all staff. He has always encouraged faculty and staff to focus on their strengths and take on leadership initiatives. The culture of leadership and professional development is actively gaining its pace under Dr. Arain's leadership. He has authored 10 books and over 100 research papers in the domain on project management and leadership.



NEERA ARORA

Associate Dean, MacPhail School of Energy, Southern Alberta Institute of Technology, Calgary, AB

Neera Arora has been a mainstay of SAIT's MacPhail School of Energy. During her 15-year career at SAIT, she has assumed many different roles in our school, including instructor, Curriculum Coordinator, Academic Chair, and, most recently, Associate Dean. During the last six years of turbulence in the oil and gas sector that the school supports, she has led our efforts to improve academic key performance indicators within the school, at a time when our new facilities were being constructed, our student numbers were growing, and many new staff members were being recruited.



DR. TURINA BAKKEN

Vice Provost, Madison College, Madison, WI

Dr. Bakken is innovative in her approach to higher education. She has developed an industry leading Academic Plan she deemed the Impact Initiative as it drives college-wide improvements with the greatest impact on our students. She has reorganized the college structure to bring flexibility and improved processes by adding new divisions such as Product Innovation, University Partnerships, and Flexible Learning. For a faculty member, these divisions are designed to help us innovate while navigating a cumbersome higher education system.

I have never seen a leader that has the power to engage and bring together teams like Dr. Bakken. Even in the most difficult times, she has developed Impact teams (as she calls them) to successfully tackle difficult challenges like faculty workload changes, budget shortfalls, and more.



ARNOLD BOLDT

Associate Vice President, Learning and Teaching, Saskatchewan Polytechnic, Saskatoon, SK

Arnold is integral in positioning Saskatchewan Polytechnic to successfully meet future challenges and opportunities through the introduction of baccalaureate degree offerings, promoting innovative learning technologies and developing a new academic model for the design and delivery of applied learning.

Over the past 25 years, Arnold has held a variety of positions in post-secondary education. Leading by example, he provides a work environment that supports growth and innovation, contributing to the success of the entire organization.

Arnold holds a certificate of adult education, a bachelor of theology, a bachelor of arts, and a master of education. Arnold, who is a Paralympian, was appointed Officer of the Order of Canada to recognize a lifetime of outstanding achievement as a positive role model.



ELIZABETH CSIKAR

Assistant Department Chair, Life Science, Mesa Community College, Mesa, AZ

Mesa Community College's Red Mountain Campus serves as a satellite campus and has recently been faced with a significant drop in enrollment, multiple financial hits, and thus has been experiencing cutbacks in services and staffing. Mrs. Csikar has stepped up to these challenges in helping redesign the course schedule from the ground up with some creative ideas, fight to keep services, resources, and staff in place, promote enrollment, and keep faculty morale up at this campus. As result, enrollment in our department (Life Science) at this campus is up and the situation looks increasingly positive. Mrs. Csikar does all of this while teaching a full load, working on dissertation, and serving as a teaching liason for educators. She is a fine example of a leader.



MARLENE DUBOIS

Associate Dean for Academic Affairs, Suffolk County Community College, Selden, NY

Dr. DuBois had the difficult task of implementing a \$3 million Title III Grant, that would change the manner in which we advise students and provide them with the tools to succeed. To accomplish this Dr. DuBois had to lead a very diverse team of faculty and staff to first identify and then create the tools that would best help our students. She was also responsible for creating our Academic Advising and Mentoring Centers



CHRISTOPHER GHERARDI

Associate Dean; Faculty & Professional Advancement, Suffolk County Community College, Selden, NY

Chris Gherardi has demonstrated exemplary leadership in his involved projects at SCCC; taking each initiative to higher levels, enthusiastically, and always with a smile.

He has expanded professional development to include outside and inside sources and varied modalities/time frames; increasing accessibility/engagement. As a resource for the college community, Chris inspires the community to engage in advancement opportunities.

Chris empowers his staff, providing direction and allowing them to use their strengths to provide a more effective adjunct hiring and resource office.

Meeting the needs of the college whether educational, financial, or organizational, Chris is knowledgeable, well liked, hard- working and a team player.



DR. JAMES KEANE

Michael J. Grant Campus Executive Dean/Campus CEO, Suffolk County Community College, Brentwood, NY

Dr. James Keane demonstrates exemplary leadership on his campus, and at the College; maximizing his strengths and taking each initiative to higher levels, enthusiastically, and with a smile.

As Executive Dean, he shares his energizing persona, insight, and wisdom empowering faculty; providing support, resources and latitude to use their talents to explore, create and provide a more effective student-centered learning environment.

His student/faculty focused, visionary leadership has brought the campus to new heights with increased enrollment, programs and engagement.

Meeting the needs of the college whether educational, or organizational, Dr. Keane is knowledgeable, well liked, hard- working, a team player and an extraordinary leader, deserving of this award.



DR. AKIL KHALFANI

Director/Africana Institute, Essex County College, Newark, NJ

Dr. Akil Khalfani is an exceptional leader who is able to work with a diverse group of students, staff and faculty at Essex County College. Having completed the two-year Chair Academy leadership training in 2007, Dr. Khalfani has used the skills he learned to empower employees and students to foster a highly functional workplace. He is an excellent team builder and visionary. Additionally, he is an academic who has authored a monograph on Affirmative Action, called The Hidden Debate, and co-authored an Introduction to Sociology textbook. Dr. Khalfani is also a community leader who has used relationships to effectively strengthen the ties between the college and the community.



OLGA MALIKOVA

Academic Chair, School of M & A, Southern Alberta Institute of Technology, Calgary, AB

Olga Malikova, Academic Chair, Mechanical Engineering Technology, in SAIT's School of Manufacturing and Automation, has built an outstanding program through her exemplary and relentless leadership. Her efforts have resulted in the creation of a common first year for all students, in the enhanced viability of the three majors of this program, and in the accreditation of these three majors. Thanks to her vision, this program has now become a portal into a new Energy Engineering program at the University of Calgary, further benefiting our graduates. She is committed to continuous improvement of the program and to laddering this diploma program into a new degree program.



JIM MURTAGH

Academic Chair, School of ICT, Southern Alberta Institute of Technology, Calgary, AB

Jim Murtagh began his career at SAIT in 1982. Over the past 33 years, he has taken on and has succeeded in many different roles in the School of Information and Communications Technologies, including the roles of instructor, coordinator, and Academic Chair. In addition to mentoring new Academic Chairs, Jim has successfully taken on very challenging assignments during his time at SAIT. These have included restructuring existing programs, developing new programs, and ending programs. His strong analytical and organizational skills, combined with his candor and his support of people, have allowed him to become a true leader in our institution.



DPILOANE PHUTSISI

Director or College Principal, Motheo TVET College, Bloemfontein, Free State South Africa

Ms Dipiloane Phutsisi has shown exceptional leadership abilities in the following areas:

She developed the college infrastructure with limited funding and establishing a learning culture. National and International partnerships have been build, On an institutional level, corruption was eradicated. Student and staff population were benefitted by her managing of limited resources and introducing sound business principles. The certification rate of college has improved with more than 10% which led to the increase in the throughput rates of all programmes. She made it her vision to adhere to the National Development Plan of SA Government by initiating the development of an artisan academy. Through her leadership the college has made huge gains in becoming "a gateway to employability" the vision of the college.



DR. ROSA RIVERA-HAINAJ

Dean, Science and Mathematics, Lorain County Community College, Elyria, OH

Dr. Rosa Rivera-Hainaj is an innovative educator and leader, highly respected by faculty, staff and students. She leads by example, empowers faculty and staff to tackle the toughest issues, allowing them to work independently in a student centric mode. Dr. Rivera-Hainaj always makes time for others, always listening attentively and providing useful feedback to those who seek it; and asking questions when needed. She is greatly engaged with the community served by our college. Dr. Rivera-Hainaj sets high standards for her team so students have the best education they require and deserve. The community of Lorain County Community College have greatly benefited from having such a selfless, ambitious dean at the helm of the division of Science and Mathematics.



JENNIFER SPEGAL

Chair/Professor, Sinclair Community College, Dayton, OH

Jenny Spegal is chair of Sinclair Community College's Allied Health Department. She has recently created two new degree programs (Clinical Laboratory Technology and Health Sciences) that articulate to four-year institutions,. She is currently developing two additional accredited degree programs: Electronuorodiagnostic Technology, developed to fill a regional workforce gap; and Public Health, an initiative by the League for Innovation to increase qualified public health employees. Jenny also initiated a needs assessment for two additional programs and to create a seamless pathway for all Health Sciences short-term certificates to be embedded into one-year certificates and then to AAS degrees.



SAMANTHA STREAMER VENERUSO

Chair, General Studies, Montgomery College, Rockville, MD

Leadership, collaboration, and innovation define Samantha Veneruso as an exemplary leader. Over the past two years, she co-developed Innovation Works, a project designed to encourage innovation through a speaker program and journal. She has been a key leader on the Curriculum and General Education Committees during a time of change to both groups. Further, she is leading initiatives to implement ePortfolios and to train faculty in course redesign using open educational resources. A certified trainer, she also mentors other employees in Facilitative Leadership. Most significantly, she leads a team to completely redesign our General Studies degree program. In this role she implemented a collaborative process to develop a new curriculum that will impact the 9000+ students in the program, of which she now serves as Chair.



ANNA KAE TODD

Vice President, Academic and Chief Learning Officer, Bow Valley College, Calgary, AB

Anna Kae Todd has contributed over three decades of academic excellence, leadership, and teaching enhancing and delivering the culture of enquiry to BVC as reflected in our 10 Learning Outcomes.

As a member of the Canada West Foundation, the United Way and countless education-related boards, committees and associations reflects her remarkable ability to collaborate with local and global communities creating meaningful change advancing the quality of learners' experiences. She has conducted groundbreaking work in the field of Literacy over a career spanning 30 years.

She has received the Alberta Centennial Medal which is given in recognition of outstanding service to province of Alberta, among other national accolades.

The legacy she continues to build has contributed to the socio-economic development of communities across the world.



DENA WHIPPLE

Director, Center for Teaching and Learning, SUNY Orange, Middletown, NY

Dena Whipple demonstrates academic and administrative excellence in her role as Director of the Center for Teaching and Learning as well as through college-wide initiatives where her every interaction empowers and inspires others. Through the Center for Teaching and Learning, Dena supports best practices in pedagogy and the use of technology that are far-reaching, and she does so with a contagious excitement and collegiality that impacts every classroom space on two campuses and online. With her caring leadership, Dena creates opportunities for others, celebrates their work, and honors the contributions that others make within the organization. Her vision has garnered the respect of so many, and her impact upon faculty, staff, and students in the community college sector is truly exemplary.



RUSSELL WRIGHT

Academic Chair, Continuing and Distance Education, Southern Alberta Institute of Technology, Calgary, AB

Russell Wright has been central to the growth and development of continuing and distance education courses in SAIT's School of Business over the last five years. As Academic Chair for Continuing and Distance Education, Russell has developed innovative processes and procedures that help ensure that our students have access to quality education and support, regardless of their location. In addition to this role, Russell has also taken on the role of Chair of SAIT's Continuing Education Committee, sharing best practices throughout the entire institution.



TC3 OER PIONEERS

Tony DeFranco, Coordinator of Learning Technology Services, Tompkins Cortland Community College
Sophia Georgiakaki, Professor of Mathematics, Tompkins Cortland Community College
Amber Gilewski, Associate Professor of Psychology, Tompkins Cortland Community College
Bob Yavits, Instructional Designer, Tompkins Cortland Community College
Martin Christofferson, Dean of Campus Technology, Tompkins Cortland Community College (retired)

For more than five years, the TC3 Open Education Resources Pioneers have represented not only best practices in the application of new technologies to improve student success, but also the embodiment of the best elements of cross-functional collaboration. They developed strong collegial relationships, built an infrastructure for OER implementation, and created and implemented the use of OER materials in multiple disciplines and courses across the college. They have all accepted statewide and national leadership roles while generously sharing best practices and materials with colleagues at conferences and colloquia across the country.

**THE CHAIR ACADEMY WISHES TO
CONGRATULATE EACH OF OUR
EXEMPLARY LEADERSHIP AWARD RECIPIENTS!**

**YOUR LEADERSHIP IS AN INSPIRATION
TO US ALL!**

ENGAGE, COLLABORATE, AND INNOVATE TO DRIVE STUDENT SUCCESS THROUGH THE APPLICATION OF STRENGTHS

We know that the higher education institutions that best support students' success are the ones whose staff and faculty are the most engaged and inspired, and see how their contributions truly make a difference.

Strengths Strategy's individual and team learning experiences and Coach Certification Program offer world-class training opportunities designed to provide the knowledge, skills, and tools you need to create a healthy, engaged institution. How do we do it? Faculty and staff experience a deep dive into the application of strengths, and develop strengths-based leadership skills that empower your people to live from a place of strengths-focus that you will bring to your students. Inspire a lasting culture shift that supports student success - through the application of strengths.

Don't miss the opportunity to sign up for a free 20 minute or 50 minute Strengths Strategy coaching session. Come visit us in the San Lorenzo Room (3rd floor), or at the Strengths Strategy booth in the Grand Ballroom Foyer.



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Accelerating Performance Through Strategic Interdependence.



A C A D E M Y

THURSDAY, MARCH 24, 2016

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1991-2016

FOLLOW US



@CHAIRACADEMY

THIRD GENERAL SESSION

Grand Ballroom

Master of Ceremonies: Steve Olson, Southern Alberta Institute of Technology

Keynote Speaker: Mark Taylor (Page 8)

Introduction by: Deborah Wolfson

Sponsored by: Suffolk County Community College

Idahlynn Karre Exemplary Leadership Awards (Page 34)

Sponsored by: Lethbridge College

7:00am - 5:00pm	Conference Information Booth Hours	Grand Ballroom Foyer
7:00am - 8:00am	Breakfast	Grand Ballroom A-C
8:00am - 10:00am	Third General Session (<i>see above</i>)	Grand Ballroom
10:00am - 10:30am	Refreshment Break	Grand Ballroom Foyer
10:30am - 12:00pm	Editorial Board Meeting (<i>invitation only</i>)	San Jacinto Boardroom
10:30am - 12:00pm	Concurrent/Roundtable Session 4	Pages: 46-50
12:00pm - 1:30pm	25th Annual Celebration Luncheon (<i>see below</i>) Lunch (served during session)	Grand Ballroom
1:30pm - 3:00pm	Concurrent/Roundtable Session 5	Pages: 52-56
3:00pm - 3:30pm	Refreshment Break	Grand Ballroom Foyer
3:30pm - 5:00pm	Closing General Session (<i>see below</i>)	Grand Ballroom

25th Annual Celebration Luncheon

Grand Ballroom

Lunch (served during session)

Master of Ceremonies: Steve Olson, Southern Alberta Institute of Technology

Featured Entertainment: Larry G. Jones (Page 51)

Sponsored by: Chippewa Valley Technical College, Kirkwood Community College, New Mexico State University, and Henry Ford College

Sponsor Recognition Ceremony

CLOSING GENERAL SESSION

Grand Ballroom

Master of Ceremonies: Steve Olson, Southern Alberta Institute of Technology

Keynote Speaker: Clifton Taulbert (Page 8)

Introduction by: Dr. Lane Glenn

Sponsored by: Northern Essex Community College

BEYOND MERELY KNOWING STRENGTHS: HOW APPLYING STRENGTHS CHANGES THE GAME

Location: San Gabriel

STRENGTHS

Presented by: DeAnna Murphy, President, Strengths Strategy Inc., Bemidji, MN, Julie Wechsler, Director Student Success, Phoenix, AZ

There is a significant difference between knowing what your strengths are, and knowing how to use them to accelerate personal, team, and institutional performance. The key to successful strengths application is the creation of strategically interdependent environments “where faculty, staff and administrators understand both their strengths and weaknesses, and strategically contribute their strengths to better serve each other and our students. This approach moves us out of the toxic triangle where nonproductive behaviors, such as flying solo, waiting for others, or creating nonproductive alliances, which can rob us of our potential both individually and collectively.

This whole-person learning experience will provide participants with strengths-focused skills and tools to create environments filled with trust, high performance, engagement, teamwork, and productivity.

Attendees will learn:

- How to practically use strengths to be more effective.
- How leveraging strengths can create a greater understanding of self and others.
- How strengths applied can turn a negative experience into a positive catalyst for change.
- How to use strengths as an accelerator rather than a barrier.
- How to create environments filled with trust, high performance, engagement, teamwork, and productivity.

THE ACCIDENTAL PRESIDENT: NAVIGATING CAREERS IN HIGHER EDUCATION

Location: San Augustin A

LEADERSHIP

Presented by Lane Glenn, President, Northern Essex Community College, Haverhill, MA

A successful career as a college or university leader is a combination of goal-setting, training and development, experience, mentoring, and, sometimes, happy accidents (or, making your own luck). Whether the next rung on your ladder is serving as a department chair, a director, a dean, a vice president, or a president; and even if that next step up or over is a few years away, there are some important resources and ideas for you to think about—now. In “The Accidental President: Navigating Careers in Higher Education,” Dr. Lane Glenn will share some of his experience finding his way across a few campuses, catching some lucky breaks, and answer questions you may have about the opportunities ahead of you.

Participants in this workshop will explore:

- Listening for the “voice” of vocation
- Career mapping strategies
- Selecting Formal Training Programs
- On-the-Job Training
- Selecting and working with a mentor
- Making Your Own Luck
- The Job Search: Applications, Interviews, and Offers
- Finding the Right “Fit”
- Succession Planning

COMMUNICATING AN IDENTITY IN LEADERSHIP

Location: San Augustin B

LEADERSHIP

Presented by: Trent Keough, President and CEO, Portage College, Lac la Biche, AB

Despite the growing presence of social media it's becoming increasingly difficult to communicate--especially for those in leadership positions. Here we will engage with four communication theory paradigms: intention, response, semiotics and acculturation, in the context of exploring self-identification. If the 'medium is the message' and 'form is content', then when you communicate you are expressing the meaning of yourself, no? Effective leaders are self-conscious of both their self-chosen individual identities and the language which makes them real in others' minds.

- Learn how your identity confirms itself in your language use?
- Understand why communication is always affirming or denying identity.
- Recognize how 'communication' works to create the undesired or alternative, 'other' identity.
- Choose communication that authenticates your ideal or valorized identity.
- Increase your awareness of others' chosen selves.

MINDFULNESS 101: A LIFE SKILL FOR STRESS MANAGEMENT AND ENHANCED LIFE SATISFACTION

Location: San Miguel A

WELL-BRING

Presented by: Deborah Hoxea, Dental Hygiene Program Director, Faculty, Mesa Community College, Mesa, AZ, Deborah Sparks, Dental Hygiene Faculty, Mesa Community College, Mesa, AZ

Educators play a key role in the development of human potential. Often however, as educators our own potential is diminished as a result of the stress and overwhelm stemming from balancing the needs of students, curriculum, administration, tenure, family and more. When life becomes squeezed we do not operate from our optimum potential. Mindfulness can bring us to a more open place, letting go of doing and getting in touch with being. Mindfulness creates space, teaching us to stop, place our attention on the sensations of breath, sound and sensation; practicing coming back to ourselves, practicing compassion for our self and others. We learn to live our lives as they are rather wishing for them to be different.

The attendees will benefit by:

- Open dialogues on stress and disenchantment in the educational arena.
- Recognizing the evidence surrounding the health benefits of Mindfulness practices.
- Engaging in a variety of formal and informal Mindfulness practices.
- Developing tools and strategies to implement in both the classroom and personal life.
- Learning how to find time for oneself.

HOW MANAGERS IMPACT THE PERSONAL NARRATIVES OF EMPLOYEES: A MATTER OF LIFE AND DEATH

Location: San Miguel B

ORGANIZATIONAL

Presented by: Jeffrey D. Yergler, Ph.D., Assist. Professor of Management, Depart. Chair, Golden Gate University, San Francisco, CA

The conversation around employee engagement has increasingly focused on the role managers' play when it comes to accelerating engagement or cultivating disengagement. According to Gallup, only 2 out of 10 managers possess the talent and expertise to effectively cultivate engagement. New research is also shedding light on how management actions can impact the personal narratives of employees at a deeper psychological level. This seminar will (1) explore how the actions of managers can redefine the personal narratives of employees; (2) identify management practices and approaches that enrich and strengthen personal narrative and (3) how organizations can ensure that managers are evaluated using engagement level data.

Attendees will benefit by:

- Understanding how Gallup's research on managers and engagement can inform management selection and training.
- Discussing the critical role managers' play in cultivating or destabilizing employee engagement.
- Exploring the connection between personal narrative and engagement.
- Learning about the linkage between managerial behavior and the personal narratives of employees.
- Acquiring knowledge of management approaches that positively augment employee engagement as well as fuel and protect personal narrative.

CHANGE LEADERSHIP IN HIGHER EDUCATION: A WORKSHOP FOR ACADEMIC LEADERS

Location: San Xavier

LEADERSHIP

Presented by: Jeffrey L. Buller, Dean, Wilkes Honors College, Florida Atlantic University, Jupiter, FL

The world of higher education is changing radically. In addition to the changes that are being imposed on us, there are also initiatives that we would like to develop for our institutions and programs. But how do we lead change effectively when so many members of the faculty and staff seem so averse to change? This highly interactive workshop explores the reasons why change often seems so hard in higher education and provides participants with practical strategies for leading change effectively.

The attendees will benefit by:

- Exploring the major impediments to change in higher education today
- Understanding practical ways of overcoming those impediments
- Recognizing why strategic planning is not really an effective system for promoting change
- Learning about alternatives to or improvements of traditional strategic planning
- Developing a realistic change strategy that will work at their own institutions

MINDFUL LEADERSHIP

Location: San Juan A

LEADERSHIP

Presented by: Joan McArthur-Blair, Co-President, Cockell McArthur-Blair Consulting, Stillwater Lake, NS, Jeanie Cockell, Co-President, Cockell McArthur-Blair Consulting, Stillwater Lake, NS

As leaders, the world calls upon us to be fully present and bring our best skills to groups, teams, and entire organizations. This highly experiential workshop focuses on the conditions for bringing our best mindful selves to our work. Participants will engage in storytelling, take away ideas for their own mindful leadership practice and have an opportunity to deeply reflect on what it means to be mindful amidst the complex and demanding environment of higher education leadership. Join us in a deep dialogue about mindfulness and leadership and how the processes of mindfulness can enhance our ability to “be” as a leader.

Participants will:

- Exchange mindfulness practices
- Reflect on the power of mindfulness as a leadership practice
- Bring the concepts of presence, attention and collaboration to the forefront of leadership practice

SOFT SKILLS AND PROFESSIONALISM IN THE CLASSROOM: A HANDS-ON APPROACH

Location: San Juan B

WORKFORCE DEVELOPMENT

Presented by: V. Denise Ojeda, FT Faculty and Chair, Central New Mexico Community College, Albuquerque, NM, Jennifer Klecker, School Advisor and PT Faculty, Central New Mexico Community College, Albuquerque, NM

The focus of our presentation is to share our “professionalism project,” in which visitors come into the labs and interview the students during class. The visitors role-play specific roles which enable students to practice soft skills in the added stress of a real world situation, teaching them skills like teamwork, communication, respect, and basic etiquette needed in the workplace. This session is meant for all instructors who wish to help address the lack of soft skills and professionalism in response to industry complaints from across the country. Participants build “professionalism projects” that they can incorporate into their curriculum.

The attendees will benefit by:

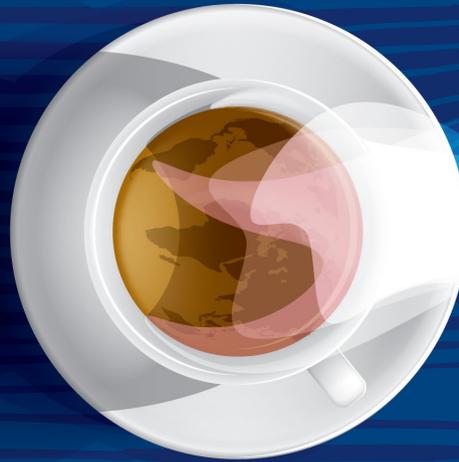
- Gaining an understanding of what professional and unprofessional looks like in the classroom and in industry
- Integrate role-model behaviors into their permanent curriculum and culture
- Tailor the project to their specific subject area
- Obtain strategies to engage community colleges and industry partners involvement in projects
- Walk away with a tool kit and actual templates to take back to set up their own project

Expand Your Strengths, at the **Strengths Café**

Presented by **Strengths Strategy**

Strengths Strategy invites each Chair Academy Conference participant the opportunity to experience a complimentary 20 minute sample, or a full 50 minute, Strengths Strategy coaching session.

A Strengths Strategy coaching session will introduce you to how to increase your own energy, performance and engagement by expanding the use of strengths in your activities. You'll learn more about the unique contributions and needs of your strengths, and how you can strategically apply them to develop strengths-based leadership skills. You will be empowered to build relationships using the focus of strengths, and bring this to your colleagues and students. This focus can inspire a lasting culture shift that supports student success - through effective and intentional application of strengths.



Don't miss the opportunity to sign up for a free 20 minute or 50 minute session. Come visit us in the San Lorenzo Room (3rd floor), or at the Strengths Strategy exhibit booth in the Grand Ballroom Foyer.



www.strengthsstrategy.com

GET INVOLVED!!

LIVE TWEETING

THROUGHOUT THE CONFERENCE

FOLLOW US



@CHAIRACADEMY
#TCA2016 #LEADINGBYDESIGN

THE MAN OF 1002 VOICES SHOW

Starring: ENTERTAINER & IMPRESSIONIST OF THE YEAR

Larry G Jones



A LAS VEGAS AWARD WINNING MIX OF HIT MUSIC, IMPERSONATIONS, & CLEAN COMEDY
THURSDAY, MARCH 24TH, 2016, 12:00PM
GRAND BALLROOM

UNIVERSITY LEADERSHIP UNDER CONDITIONS OF UNCERTAINTY

Location: San Gabriel

LEADERSHIP

Presented by: Allan Cahoon, President, Royal Roads University, Victoria, BC

The university sector in Canada continues to exist at a time of significant change and fiscal restraints. There is increased pressure across the post-secondary sector, to do more with less, to become more innovative, more responsive and more efficient which has created increasing degrees of institutional uncertainty resulting in the need for more effective, regenerative leadership.

Leadership under conditions of uncertainty requires increased attention to effective communication, a greater sense of empowerment, more support for innovation and riskier decision making as predictability is replaced by increasing levels of uncertainty. Leadership needs to focus on ways to enhanced trust across the institution and to find ways to bolster engagement and enhance the sense of pride

- Presentation will focus on the commonality of context facing colleges and universities today.
- They face greater levels of ambiguity and uncertainty, resulting in increased levels of disengagement.
- University leaders need to champion a regenerative style of leadership.
- This results in new forms of communication, empowerment, support of increased levels of risk taking, trust and pride.
- Royal Roads University, a special purpose public, primarily graduate university's experience in developing and supporting a regenerative culture to address this uncertainty will be highlighted.

LEADING ORGANIZATIONAL AND ACADEMIC CHANGES VIA APPRECIATIVE LEADERSHIP

Location: San Augustin A

LEADERSHIP

Presented by: Rosa Rivera-Hainaj, Dean, Science and Mathematics, Lorain County Community College, Elyria, OH

Appreciation reinforces positive behavior and morale. The field of higher education is changing by the minute, which can be overwhelming to those trying to keep up. Every one of us has something to contribute. An appreciative leader values what is unique about his/her faculty and staff, which makes them feel special and valued. It is the job of appreciate leaders to focus people's attention in ways that inspire passion, discover opportunities and engage strengths. This session will provide guidelines and examples on how to build a culture of appreciative leadership in an institution of higher education.

The attendees will benefit by:

- Having a better understanding of appreciative leadership.
- Learning appreciative leadership best practices.
- Practicing strategies in appreciative leadership that can be applied to many situations.
- Better understand how sustainability of projects is rooted in appreciative leadership.
- Better understand how to build up appreciative succession in an organization.

TOWARDS INSTRUCTOR EXCELLENCE: DESIGNING A FACULTY ASSESSMENT PROCESS

Location: San Augustin B

WORKFORCE DEVELOPMENT

Presented by: Cindy Smith, RN, MN, Associate Dean, School of Nursing, Saskatchewan Polytechnic, Saskatoon, SK, Laurienne Ring, MA, Organizational Effectiveness Consultant, Saskatoon, SK

The guiding purpose of the faculty assessment project was to develop and support excellence in instruction. Faculty participation was an integral part of the design and implementation of the process. This session will review the faculty assessment project through design and implementation steps. The principles and specifications established by the project advisory committee will be reviewed and the assessment process and tools outlined. We will show how the process was designed to be formative, developmental, comprehensive and consistent with a strength-based approach.

Participants will benefit by:

- Better understanding of how to develop an assessment process that meets the needs of faculty and other stakeholders
- Reviewing tools that are consistent with the guiding purpose of improving instructor excellence through development
- Learning the four sources chosen for a comprehensive assessment process
- Linking faculty evaluation and faculty development
- Learning a process with planned inclusion of the faculty

STRATEGIES FOR HELPING STUDENTS DEVELOP RESILIENCE

Location: San Miguel A

WELL-BEING

Presented by: Dr. Laura Brogden, Associate Dean for Basic Education, Peninsula College, Port Angeles, WA

Based on research from Kaiser Permanent and the CDCs, more than half of the population has experienced some childhood trauma. Some people do well in spite of adversity, while others languish. This presentation will focus on ways to help students build resilience and complete college programs.

- Discover how childhood trauma can impact health in adulthood.
- Learn strategies to help students build resilience.
- Help students complete their college programs.
- Become more compassionate about “problem students.”
- Learn to make your environment “trauma-informed.”

SUPPORTING NURSES AND STAFF TRANSITIONING TO A NEW HOSPITAL

Location: San Miguel B

WORKFORCE DEVELOPMENT

Presented by: Dr. Paula Mastrilli RN, MScN, PHD, Chair Collaborative Nursing Degree Program, George Brown College, Toronto, ON, Marisa Vaglica RN, BScN, MN, Director of Professional Practice Excellence, Humber River Hospital, Toronto, ON, Ellen Bull BScN, MA, Professional Development Liaison, George Brown College, Toronto ON

On October 18, 2015, Humber River Hospital, Toronto Ontario, Canada combined three existing sites and moved patients, staff and services to North America's first fully digital hospital. Humber River partnered with George Brown College to create an educational clinical model that blends e-learning, workshops and mentorship.

Participants will

- Increase their understanding of Academic Service Partnerships.
- Discuss a program which educated 1500 nurses and staff into a new environment.
- Examine strategies for building a supportive mentoring culture.
- Discuss practical lessons and tips from the managers.
- Share ideas and plans for the future.

FACULTY VOICES: LISTENING TO AND LEARNING FROM COMMUNITY COLLEGE FACULTY

Location: San Xavier

ORGANIZATIONAL

Presented by: Cynthia Wilson, Vice President, Learning and Research, League for Innovation in the Community College, Chandler, AZ

Through the Faculty Voices initiative, the League for Innovation in the Community College is bringing community college faculty into the national conversation about student success and completion. Learn what faculty are saying about (a) contributions they and their institutions are making to student success and completion, (b) obstacles blocking their efforts to help students succeed to completion, and (c) concerns regarding the national focus on completion. Learn, too, how faculty at your college can participate in this important conversation.

Participants will benefit from this session by

- Understanding the purpose and scope of the project;
- Exploring the findings of the project to this point and how they can be used at their colleges;
- Learning how their colleges can host project-funded faculty discussion groups and facilitator workshops;
- Learning how to join and contribute to the Faculty Voices online community;
- Learning about other opportunities to participate in the Faculty Voices initiative.

DESIGNING AN AUTHENTIC LEADERSHIP PATTERN FOR GREATER HEALTH, WELL-BEING, PERSONAL SATISFACTION AND SANITY FOR YOU, YOUR TEAM, AND EVERYONE AROUND YOU!

Location: San Juan A

WELL-BEING

Presented by: Candace A. Croft, PhD, Chief Executive, Tabankhu, Lancaster, WI, Keith L Smith, MA, MBA, EdD, Vice President, Kaplan University, Lynnwood, WA

Each person has unique patterns designing their work and life. Patterns can be the life or death of us, with most of us experiencing something in-between. Deeply ingrained within the weft of individual fabric, patterns can be difficult to discern. Yet, they must first be recognized and released before healthier ones can be designed. Come and learn how to mindfully re-pattern your design and achieve greater balance as a person-leader with a few simple practical techniques.

The attendees will benefit by

- Learning to consciously leverage basic principles of unity psychology for greater health on a daily basis. (Yes, unity is possible!)
- Recognizing how leadership rituals signal personal patterns with steps for creating a healthier design. (Yep! Let's be honest; we all have rituals!)
- Maximizing authenticity on the job by aligning leadership design with personal patterns. (Yes, you can be authentic at work!)
- Arranging and maintaining/appraising sacred space at work. (Yes, you can bring your spirit to work and we will show you why it's a good idea!)
- Increasing the love factor. (Yes, at work - without any HR consequences!)

WHAT I KNOW ABOUT LEADERSHIP I LEARNED FROM BASKETBALL

Location: San Juan B

WORKFORCE DEVELOPMENT

Presented by: Dr. Mark Van Den Hende, Vice President for Student and Academic Affairs, Bermuda College, Paget, Bermuda, Dr. Constance Smith, Director for International External Programs, Bermuda College, Paget, Bermuda

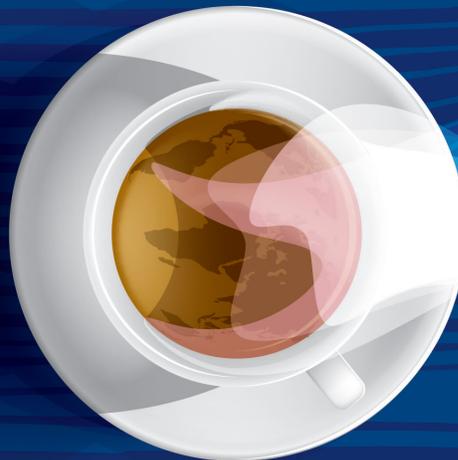
The session posits five key leadership principles essential in higher education and business researched personally and professionally from some of the players and coaches of the civil rights era, particularly Coach Cornelius Ridley, Pearl High School, Nashville, Tennessee, UCLA's Coach John Wooden, and LSU's Dale Brown. The focus on these coaches, at this time in history, was because they made a difference on and off the court. Their leadership through this volatile time of integration helped make players leaders on and off the court. The game was basketball, yet the real issues were equality, leadership, and confidence.

Expand Your Strengths, at the *Strengths Café*

Presented by **Strengths Strategy**

Strengths Strategy invites each Chair Academy Conference participant the opportunity to experience a complimentary 20 minute sample, or a full 50 minute, Strengths Strategy coaching session.

A Strengths Strategy coaching session will introduce you to how to increase your own energy, performance and engagement by expanding the use of strengths in your activities. You'll learn more about the unique contributions and needs of your strengths, and how you can strategically apply them to develop strengths-based leadership skills. You will be empowered to build relationships using the focus of strengths, and bring this to your colleagues and students. This focus can inspire a lasting culture shift that supports student success - through effective and intentional application of strengths.



Don't miss the opportunity to sign up for a free 20 minute or 50 minute session. Come visit us in the San Lorenzo Room (3rd floor), or at the Strengths Strategy exhibit booth in the Grand Ballroom Foyer.



www.strengthsstrategy.com

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A C A D E M Y

FRIDAY, MARCH 25, 2016

25
1991-2016

7:00am - 9:00am	Conference Information Booth Hours	Grand Ballroom Foyer
7:00am - 10:00am	Conference Networking Breakfast	Grand Ballroom A
7:30am - 12:00pm	Facilitator Summit (<i>invitation only</i>)	San Xavier

CONFERENCE NETWORKING BREAKFAST

networking

noun net·work·ing

Definition:

- : the exchange of information or services among individuals, groups, or institutions
- : the cultivation of productive relationships for employment or business

Bring your Conference experience to a close at the Conference Networking Breakfast. This informal, non-structured gathering of conference participants offers opportunities to share or exchange ideas, concepts, and conference memories. It provides a place for participants to continue building on the collegial relationships, and friendships, formed throughout the Conference.

Keep in touch after the conference by joining the Chair Academy's LinkedIn Group, by searching "The Chair Academy 2016 Conference #TCA2016 #LeadingByDesign"





DEVELOP YOUR LEADERS!

The Chair Academy invites you to take the first steps in becoming a transformational leader by attending one of our upcoming Academy programs:

Alberta Leadership Academy

Session 1: June 6-10, 2016

Northeast Leadership Development Institute

Session 1: June 6-10, 2016

Wisconsin Leadership Development Institute

Session 1: June 6-10, 2016

Ohio Leadership Academy

Session 1: July 18-22, 2016

MORE PROGRAMS AVAILABLE ON PAGE 60-61

The Chair Academy is dedicated to delivering exemplary leadership development. The Academy has offered world-class, competency-based, leadership development programs for college and university leaders since 1992. Leadership programs are offered at the organizational, state, regional, national, and international level.

The Foundation and Advanced Leadership Programs are comprehensive, two week long that offer its participants the following:

Individualized Professional Development

Create a development plan to identify performance and leadership goals

A Mentoring and Support Program

Receive ongoing support from an Academy coach, and a mentor of your choosing

Reflective Practice and Journaling

Gives time and space to progress toward achieving individual leadership goals

360 Degree Assessment Surveys

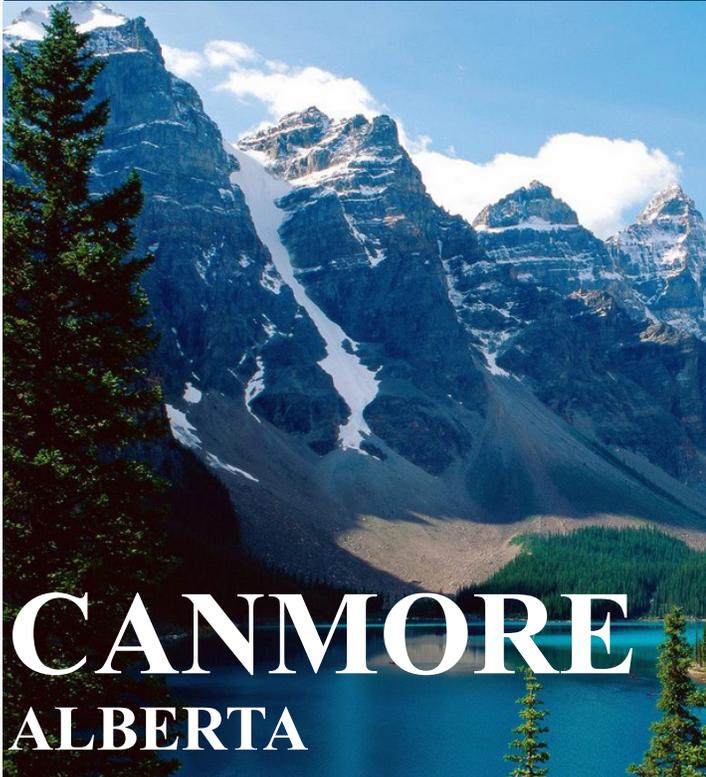
Qualitative and quantitative tools that identify and measure growth over the 18 month program

For more details, and to register for an upcoming Academy, please visit our website at:
www.chairacademy.com/academy/upcoming.html

FOUNDATION ACADEMIES



MANFIELD OHIO



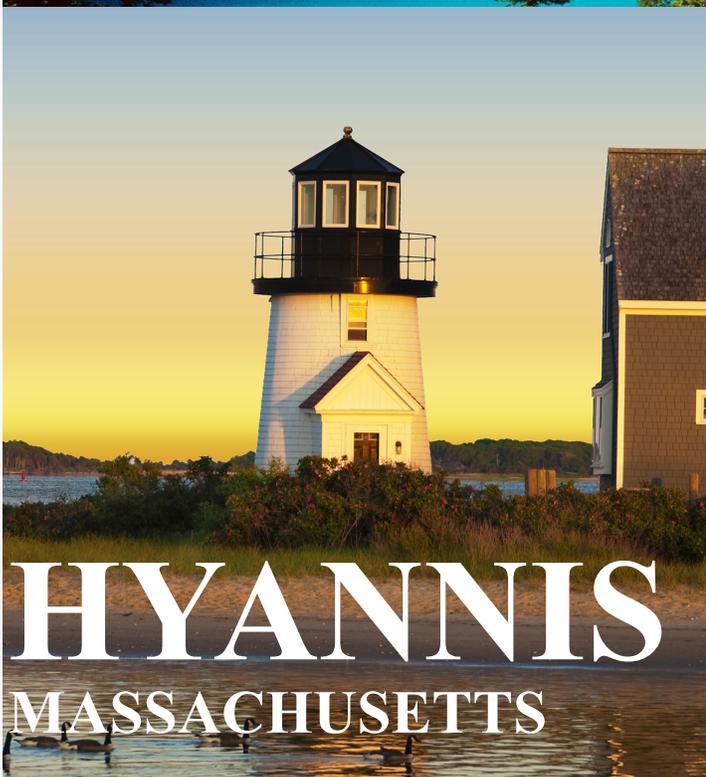
CANMORE ALBERTA

SESSION 1 - JUNE 6-10, 2016

SESSION 1 - JULY 18-22, 2016



HOUSTON TEXAS



HYANNIS MASSACHUSETTS

SESSION 1 - JUNE 6-10, 2016

SESSION 1 - OCTOBER 10-14, 2016

To learn more, or to register, visit us online at: www.chairacademy.com/index_aca.html

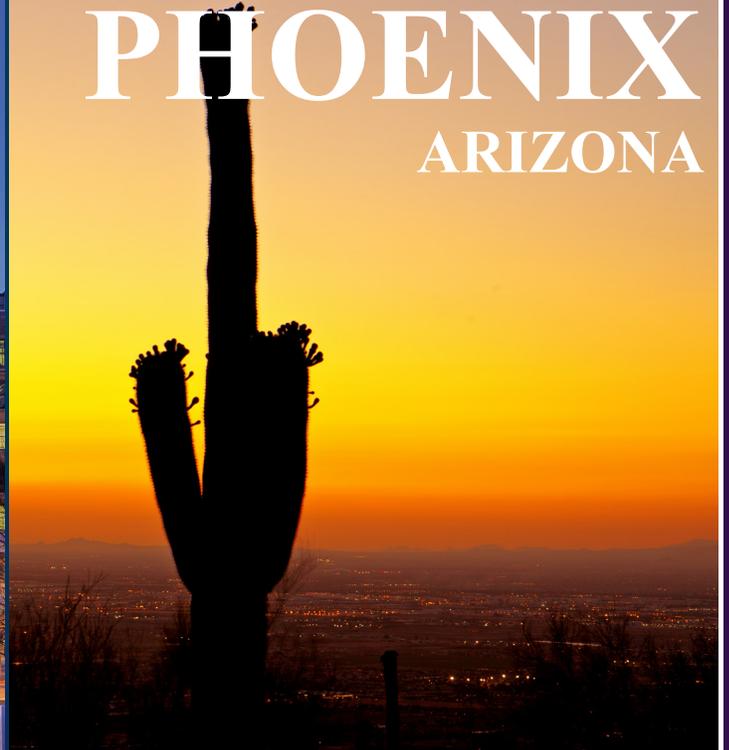
ADVANCED ACADEMIES

MADISON WISCONSIN



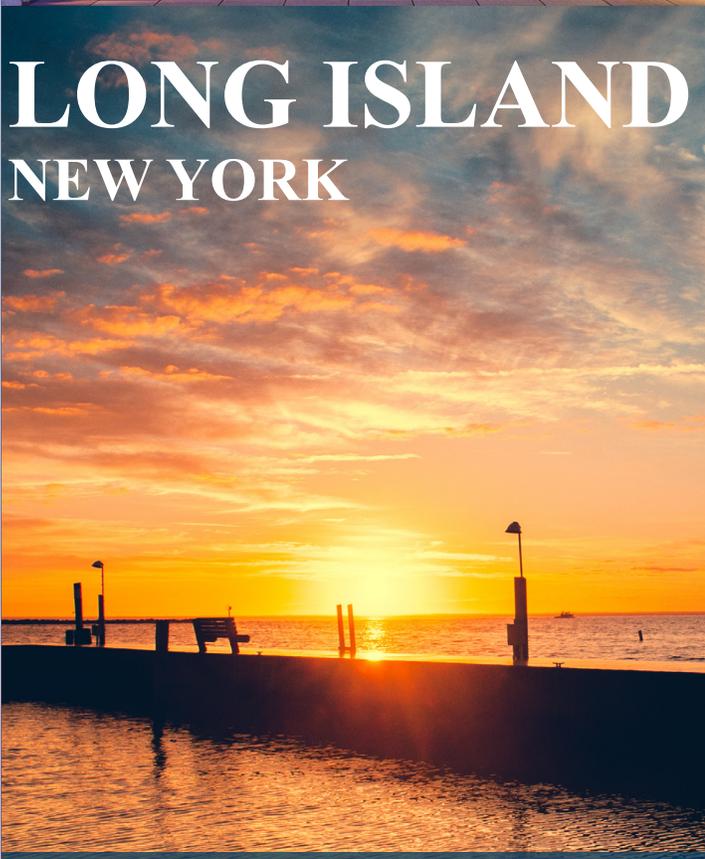
SESSION 1 - JUNE 6-8, 2016

PHOENIX ARIZONA



SESSION 1 - NOVEMBER 8-10, 2016

LONG ISLAND NEW YORK



SESSION 1 - JULY 25-27, 2016



**We frequently add new
Foundation and Advanced Academy
Programs to the calendar.**

**Visit our Upcoming Academies
webpage, to see if there is a program
coming soon to your area!**

Foundation Leadership Programs
www.chairacademy.com/academy/upcoming.html

Advanced Leadership Programs
www.chairacademy.com/academyadv/upcoming.html

UPCOMING CONFERENCES

ORLANDO 2017



DENVER 2018



The Chair Academy's 25th Annual International Leadership Conference

MEMBERSHIP

The Chair Academy offers leaders another way to connect, and to enrich their journey of transformational leadership through annual membership.

Academy membership supports our overall organizational goal of sharing excellent information on timely leadership topics, and is offered at two levels, individual and institutional.

Individual Membership (\$65.00)

- Yearlong hard copy subscription to our juried journal, *Leadership* (includes three single issues)
- Discounted Member Rate for the annual Chair Academy International Leadership Conference
- 25% discount at Jossey-Bass.com
- Discount on select videos from Starthrower

Institutional Membership: (\$550.00)

- Yearlong hard copy subscription to our juried journal, *Leadership* (includes twenty copies of three issues)
- Discounted Member Registration Rate for all institutional member college leaders who attend the annual Chair Academy International Leadership Conference
- 25% discount at Jossey-Bass.com
- Discount on select videos from Starthrower

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ENGAGE, COLLABORATE, AND INNOVATE TO DRIVE STUDENT SUCCESS THROUGH THE APPLICATION OF STRENGTHS

We know that the higher education institutions that best support students' success are the ones whose staff and faculty are the most engaged and inspired, and see how their contributions truly make a difference.

Strengths Strategy's individual and team learning experiences and Coach Certification Program offer world-class training opportunities designed to provide the knowledge, skills, and tools you need to create a healthy, engaged institution. How do we do it? Faculty and staff experience a deep dive into the application of strengths, and develop strengths-based leadership skills that empower your people to live from a place of strengths-focus that you will bring to your students. Inspire a lasting culture shift that supports student success - through the application of strengths.

Don't miss the opportunity to sign up for a free 20 minute or 50 minute Strengths Strategy coaching session. Come visit us in the San Lorenzo Room (3rd floor), or at the Strengths Strategy booth in the Grand Ballroom Foyer.



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