

Call for Proposals

CFP Submission Is Now Open | Submit by 01 February 2019
<http://www.ila-net.org/go/ottawa>

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Theme Statement

We live in a time of turmoil, beset by pressing issues and calamities both large and small. While courage has always been an essential element of effective leadership, what is different now is our heightened awareness of what's at stake and our increased recognition of the potential costs of courageousness to leaders and followers. The future requires nothing less than leaders and followers at all levels and in all locations acting courageously in their lives, in their communities, and in their organizations.

Of course, the specifics of what courage means and what it means to be courageous, are different for each of us. Our understanding of courageousness depends on our background and experience; on our gender and age; on our race, ethnicity, and culture; and on our relationship to power. However we understand or define courage, how do we answer its call? How do we move beyond and embrace the inherent difficulties and fear that accompany change? How do we nurture the spirit of adventure and the moral compass residing inside each of us? How do we support and encourage courageousness in all of us?

No matter what your pathway is, no matter what your work, courage comes into play. It takes courage to be a leader acting out in front and it takes courage to be a follower acting with integrity and holding leaders accountable. It takes courage to be innovative, to assess the effectiveness of one's work and research, and to discuss what went right and what went wrong. It takes courage to be a mentor, a teacher, and a student.

We are delighted to invite you to Ottawa for this important exploration. Ottawa is particularly well-suited for a conversation that evokes many different perspectives. As the capital city of Canada, it has both a national and international perspective. Its name comes from the Algonquin word “adawe” (to trade) – which speaks to both Ottawa’s indigenous heritage and its history as an important business center. It has the most educated population among Canadian cities and is home to a number of post-secondary, research, and cultural institutions, as well as numerous national museums. Nearly half of its population is under the age of 35, making it a vibrant city focused on the future. It also sits at the confluence of three major rivers: the Ottawa River, the Gatineau River, and the Rideau – metaphorically representing the many streams of the ILA community working together at the intersections of leadership and practice to make a difference.

The International Leadership Association calls for contributors to submit courageous proposals to its 21st Annual Global Conference to be held in Ottawa, Canada, 24-27 October 2019. The ILA invites you to propose panels, presentations, poster sessions, roundtables, symposia, and workshops, that are interdisciplinary, that are multi-sector, that transcend national and cultural barriers, that explore new theories and innovative practices, and that consider knowledge and traditions from other disciplines and groups.

Join us for this important dialogue. Submit your presentation proposals by 1 February 2019 to further our understanding and support of *Leadership: Courage Required*.

Daina Mazutis, 2019 Conference Convener; Endowed Professor of Ethics, Responsibility and Sustainability (ERS), Telfer School of Management, University of Ottawa

Glen Orsk, 2019 Conference Convener; Director, Telfer Executive Programs, Telfer Center for Executive Leadership, University of Ottawa

Ingrid Richter, 2019 Conference Convener; Executive in Residence, Telfer Center for Executive Leadership, University of Ottawa

About the CFP

The ILA seeks proposal submissions that represent the best contemporary and innovative thinking about leadership from a global and diverse range of leadership scholars, practitioners, educators, program directors, coaches, consultants, thought-leaders, students, and other leaders and leadership professionals.

The conference theme for 2019 is *Leadership: Courage Required*. While the conference theme is focused on courage — all leadership topics are welcome. There are over thirty stream options to select from for your proposal as well as an opportunity to select 'other'.

The program committee working with ILA staff coordinates the peer review of the proposals and the selection of the concurrent sessions. View the section on Proposal Requirements, Submission Types, Evaluation Criteria, and More below to learn more, then make your submission by 01 February 2019 online (<https://convention2.allacademic.com/one/ila/ila19/>) using your ILA login credentials.

The official language of the ILA conference is English. Translation services are not provided. However, presentations in French may occur, should all in attendance in a concurrent session room be comfortable with the French language.

Collaborate With Other ILA Members

We place great value on multiple perspectives and encourage you to collaborate on your submissions. This is a great way for you to find new colleagues and build your global network. As an ILA member, you can access the member directory or post your ideas for your proposals on [ILA Intersections' HubILA discussion group](http://intersections.ilamembers.org/) (<http://intersections.ilamembers.org/>) to find potential co-presenters. If you are not yet a member, we invite you to join today (<http://www.ila-net.org/join.htm>) to take advantage of this terrific benefit!

Tips for Submitting

Below you'll find tips for making the submission process a smooth one.

- The online submission system will **timeout** after 60 minutes if you stay on the same page. If you time out of the session and have not finished submitting your proposal, you will lose everything and have to start over. A proposal is not saved until it is completely submitted.
- You can refresh your session by clicking on the timer in the gray header at the top of every page. We highly recommend that you have everything ready before you begin to enter your submission. Create and save your submission (title, short 60-word description, abstract, paper, and references, if applicable) in

a word-processing program and then cut and paste it into the online system. This will save you valuable time and effort – and ensure that you do not lose your proposal submission through the automatic timeout system.

- Check to see if all the people you want to include in your submission are already part of the ILA by clicking [here](https://ila.memberclicks.net/addcopresenter) (<https://ila.memberclicks.net/addcopresenter>) and typing in their email address. If they are not in the system, you (or they) will need to add their name, title, organization and email address. (Creating an ILA profile is not the same as becoming an ILA member and membership is not a requirement.) *NOTE: It takes an hour for the ILA database and the CFP systems to sync, so it's best to add new people before you begin to submit your proposal.*
- Carefully review the **evaluation criteria** and all submission **requirements** and guidelines before writing and submitting your proposal. **Submissions that do not follow the guidelines will not be reviewed.**
- **IMPORTANT:** The review process for ALL submissions is a double-blind peer-reviewed process. Do not include any author-identifying information in your proposal title, short description, detailed abstract, or uploaded papers. **Submissions that include author-identifying information may be subject to immediate rejection.** Participant information is entered in separate fields that will be hidden during the blind review. Accepted proposals will have the opportunity to revise and include identifying information at a later date.
- The proposal system only allows for **plain text** to be entered into text boxes. Therefore, all formatted text (font sizes, colors, bolding, italics, etc.) will appear as plain text. Please do not include tables, graphics, photos, etc. These items and formatted text may be included in uploaded papers.
- Please follow the [ILA Style Guide](http://www.ila-net.org/Conferences/2015/files/ILA-Style-Guide.pdf) (pdf) (<http://www.ila-net.org/Conferences/2015/files/ILA-Style-Guide.pdf>) when writing your program book title and short description. This four-page document covers the most common style issues such as serial commas, capitalization, and includes Handy Tips for composing great titles and descriptions. If it's not covered in the style guide, we prefer AP for its readability and APA for references and citations.
- Remember, nothing is saved until it is completely submitted. Be sure to **click on the "Accept and Continue" button at the bottom of each page** until you reach the confirmation page. Proposals will not save to the system if you exit before reaching the confirmation page. **When a proposal is successfully submitted, the system will display a confirmation page and will send a confirmation message** to the email address in your ILA profile.

- You can **edit your proposal until the 1 February 2019** submission deadline. Log in with your ILA credentials, click on "Submit or Edit a Proposal" on the Submitter Menu, then click on the "edit" link next to the title of the proposal. To save all of your changes, click on the "Accept and Continue" button at the bottom of **each** page until you are returned to the Main Menu page. **If you exit the proposal without clicking on all the "Accept and Continue" buttons, your edits will not be saved.**

Proposal Notifications

Status notifications will be emailed to everyone by **10 May 2019**. The CFP system will email acceptance/rejection notices to the submitter and copy all the others listed on the proposal.

The CFP system will email submission confirmations, invitations to edit after acceptance, scheduling information, reminders to upload materials, etc. to the primary email address listed on your ILA profile. **Submitters are responsible** for ensuring that all presenters, chairs, and commentators are aware of the presentation status, changes to the presentation format (e.g., from a paper to a poster or a roundtable), scheduling information, and deadlines.

Please ensure that your ILA profile (<http://www.ila-net.org/account>) includes a valid email address and daytime phone number, and that your email system accepts messages from @allacademic.com and @ila-net.org, so that the messages don't go to your clutter, junk, or spam folders.

If you are concerned that system emails are not reaching you, log in to the CFP system and click on the Message Center link in the Submitter Menu to read copies of messages. Or contact ILA at ILA2019Global@ila-net.org.

If your proposal is accepted, you must **confirm your conference participation by 10 June 2019 by registering for the conference**. *If you have not registered for the conference by 10 June your presentation will be subject to removal from the schedule and the presentation slot will be offered to someone who is registered to attend the conference.*

All registered participants listed on an accepted proposal will be emailed their presentation date, time, and room by **15 July 2019**.

CFP Submission or ILA Account Inquiries

If you have questions or need assistance with the CFP, please contact ILA2019Global@ila-net.org or call +1 (202) 470-4818 and press 0.

If you have trouble logging into your ILA profile, please contact our membership team at membership@ila-net.org or call +1 (202) 470-4818 and press 0.

Proposal Requirements, Submission Types, Evaluation Criteria, and More

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Registration Requirements

All presenters, chairs, and commentators are required to register and pay published conference fees by 10 June 2019. If your proposal is accepted, individuals in these roles (presenter, chair, commentator) must register for the conference. Accepted proposals will not be scheduled until registration is complete.

Online conference registration will open in April 2019. Registration fee information will be available on the general conference registration webpage. ILA does not pay presenters, chairs, or commentators honoraria, reimburse expenses (e.g., travel, lodging, or copying), or waive conference registration fees.

Please note that all conference sponsorships come with at least one complimentary registration. We invite you to consider becoming a conference sponsor to receive this benefit!

Proposal Submission Types

In order to best fit the needs of our diverse ILA global conference participants, there are different types of sessions at the ILA's global conference ranging from experiential workshops to quantitative research papers. Please review our definitions here to be sure you select the right format for your proposal.

In the online system, presentation formats are divided into two categories to delineate between complete, stand-alone session submissions and individual presentations, which are submissions that are meant to be grouped with others. In addition, ILA offers pre- and post-conference in-depth session opportunities. Detailed descriptions of these categories and proposal types follow.

*Please be advised that accepted proposals may be assigned a different presentation format than was originally submitted. In some cases, a submission's format is changed because we are unable to group it with other presentations to form a session on a common topic. Rather than rejecting these worthy proposals, we may offer you an alternative presentation format such as a display poster or interactive roundtable discussion. **If a proposal is accepted, it is incumbent upon the submitter/presenters to make note of the assigned presentation format before confirming participation in the conference.** Please contact ILA2019Global@ila-net.org with questions or for assistance with the CFP.*

Session Submissions

These are complete, stand-alone sessions that are scheduled to take place Friday, 25 October – Sunday morning, 27 October. Session submissions are proposals where submitters have already grouped papers, presentations, or presenters together and have identified a chair and commentator (where applicable).

ILA strongly prefers submissions of this nature and encourages all individuals interested in presenting at the conference to reach out to others and submit a complete, stand-alone session. We place great value on multiple perspectives and encourage you to collaborate on your submissions. This is a great way for you to find new colleagues and build your global network. As an ILA member, you can access the member directory or post your ideas for your proposals on [ILA Intersections' HubILA discussion group](http://intersections.ilamembers.org/) (<http://intersections.ilamembers.org/>) to find potential co-presenters.

The following proposal types are considered to be session submissions.

Panel Discussion (up to 90 minutes)

An informed discussion and/or debate on a topic by 3-6 people with contrasting or complementary points of view, moderated by a chairperson, with time reserved for audience participation, questions, and comments. The majority of the session time should be spent in unscripted discussion or debate amongst the panelists. **Formal presentations are not appropriate for this type of session. Proposals that include formal presentations should be submitted as symposia.**

Submissions for a panel discussion must include a title, short description, and detailed abstract. The detailed abstract should **include an explanation about why/how the panelists are qualified to serve on the panel.** Available participant roles are Chair (1 required) and Presenter (minimum of 3, maximum of 6).

Symposium (up to 90 minutes)

A group of 3-5 presentations all related to a specific common subject with time reserved for deep discussion moderated by a commentator, as well as Q&A from the audience. Presentation submissions inside the symposium must include a title, short description, and detailed abstract. (*Note: In the CFP system, you will need to click on "Add a Paper" to enter the information about each presentation within the symposium.*) The symposium as a whole must also have a title and short description. No papers are required for the review process. Accepted submissions will have the opportunity to upload papers/supplemental presentation material prior to the conference. Available participant roles for the overall symposium are Chair (1 required) and Commentator (1 required). Available participant roles within the symposium are Presenter (1-3) and Contributor.

Workshop (up to 90 minutes)

An interactive demonstration or experiential session rooted in participation and active learning. Half or more of the time must be dedicated to experiential learning and active audience participation focused on the development of new skills, techniques, or proficiencies. Include in the detailed abstract the **learning outcomes, an explanation of the interactive components, and a brief overview of how the time will be used.**

Submissions for a workshop must include a title, short description, and detailed abstract. Available participant role is Presenter (1-3; more than 1 encouraged).

Individual Presentations

Individual presentations are proposals that have not been submitted as part of a larger session. The program committee will group accepted papers, presentations, roundtables, and posters into complete sessions and schedule them to take place Friday, 25 October – Sunday morning, 27 October.

The following proposal types are considered to be individual presentation submissions:

Display Poster

A poster is a visual display of a program, paper, research, or project that is set up and staffed by the creator(s) during the hosted poster session on Saturday, 26 October. Posters are typically 4' x 4' (1.2m x 1.2m) in size, and two posters will share a standing 8' x 4' (2.4m x 1.2m) display board (size and dimensions are subject to change). Presenters will have the opportunity for one-on-one interaction and discussion with attendees. The poster session is held in conjunction with a reception and the Author Meet & Greet and is highly attended.

Submissions for a display poster must include a title, short description, and detailed abstract. Available participant roles are Presenter (1-3) and Contributor.

Note: *No electricity will be available nor will AV equipment or display tables be permitted.*

Emerging Scholars Research Consortium Display Poster *For graduate students and junior scholars only.*

A visual display (poster) of current research, set up and staffed by the creator, presented to an invitation-only group of seasoned senior scholars during the Emerging Scholars Research Consortium (ESRC) on Friday, 25 October (date is subject to change). In addition, accepted participants are invited to publicly present their posters during Saturday evening's hosted poster session. Accepted participants will be matched by research interest with a seasoned scholar prior to the conference and will engage in meaningful dialogue and receive valuable feedback and advice. Posters are 4' x 4' (1.2m x 1.2m) in size, and two posters will share a standing 8' x 4' (2.4m x 1.2m) display board (size and dimensions are subject to change).

Graduate students and junior scholars interested in participating in the ESRC can apply to participate in two different ways.

1) Submit an ESRC Display Poster proposal, including a title, short description, and detailed abstract discussing the research in more detail. These submissions will be evaluated and reviewed solely for participation in the ESRC. The ESRC organizers will email you additional questions in February about why you would like to participate in the ESRC. Available participant roles are Presenter (1-3) and Contributor. **Note:** *No electricity will be available nor will AV equipment or display tables be permitted during the Consortium.*

2) Submit a paper, presentation, or display poster pertaining to your research and select the "Yes" button when asked if you would like to also have this proposal be considered for the ESRC. These submissions will undergo the standard submission review process. In addition, the ESRC organizers will email you additional questions in February about why you would like to participate in the ESRC. *Note: This option is not available if you are submitting an Interactive Roundtable Discussion (IRD) proposal because the IRD and ESRC sessions take place at the same time.*

Interactive Roundtable Discussion (90 minutes)

The roundtable format is designed for engaging and stimulating small group discussions on leadership topics. This format is an excellent venue for getting targeted feedback and meeting colleagues with common interests. The presenter(s) frames the topic, poses questions, and facilitates a discussion with participants joining the table. Roundtables occur simultaneously in a room filled with as many as 50 tables (for the large IRD session) or five tables in an IRD concurrent session room. Approximately every 20 minutes a bell will ring allowing participants the opportunity to move to another roundtable or remain where they are. To maximize participation, no concurrent sessions are scheduled during the large roundtable session on Friday afternoon; however, the Emerging Scholars Research Consortium — a small, invitation-only event — usually takes place at the same time.

Submissions for an interactive roundtable discussion must include a title, short

description, and a detailed abstract that includes the questions to be discussed. Available participant roles are Presenter (1-3) and Contributor.

Note: *No electricity will be available nor will AV equipment be provided. You are welcome to use your own laptop (on battery power) at your roundtable discussion.*

Paper

(Generally grouped with 2-3 others into a 60- or 75-minute session.)

A concise oral presentation on research or scholarly work documenting already-conducted research or theory development on leadership topics submitted with an accompanying paper. If accepted, the program team may change paper submissions to interactive roundtable discussions or display posters, if they cannot find other appropriate submissions with which to group you.

Paper submissions on leadership education topics will be considered for the "Most Publishable Leadership Education Paper" award.

Submissions for a paper must include a title, short description, and an uploaded paper at the time of submission. If you do not have a paper completed and ready at the time of submission, then choose Presentation below. Available participant roles are Presenter (1-3) and Contributor.

Uploaded papers must:

- Be free of author-identifying information (names, affiliations, etc.) everywhere in the document, as it will be distributed for a double-blind review. **Submissions that include author-identifying information may be subject to immediate rejection.** Accepted submissions will have the opportunity to upload revised, full papers with author-identifying information once scheduling is completed.
- **Be unpublished and not accepted for publication**, but may have been previously presented or scheduled for presentation. This is an opportunity to receive further feedback before advancing towards publication.
- Be between **2,000 – 2,500 words** (not including figures, tables, and references). *Note: This paper is for review purposes only. Accepted submissions will have the opportunity to upload longer/complete papers once scheduling is completed.*
- **Include a References section** of the works/research cited in your paper. This section does not count towards the above word limit.
- Be **formatted** as follows: Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin, and 8.5 by 11-inch page setting.
- Be **uploaded** into the online CFP system before the submission deadline as a Word document or PDF that does not exceed 10 MB.

Presentation

(Generally grouped with 2-3 others into a 60- or 75-minute session.)

A concise oral presentation on topics and issues of interest, which may include explorations of best practices, model programs, case studies, theory building, research findings, pedagogy, etc. If accepted, the program team may change presentation submissions to interactive roundtable discussions or display posters if they cannot find other appropriate submissions with which to group you.

Submissions for a presentation must include a title, short description, and detailed abstract. Available participant roles are Presenter (1-3) and Contributor.

No papers are required for review purposes. Accepted proposals will have the opportunity to upload a paper or presentation material prior to the conference.

Pre- and Post-Conference Sessions

To create opportunities for more in-depth discussion or experiential learning, full-day and half-day workshops are open for proposal submissions. Full-Day Workshops (six hours each) are offered prior to the conference on Thursday, 24 October. Half-Day Workshops (three hours each) are offered prior to the conference on Thursday morning and afternoon, 24 October, and on Sunday afternoon, 27 October, after the closing plenary. Full-Day and Half-Day Workshops require attendees to pay a separate registration fee; they are not included in the conference registration fee.

Held at an appropriate off-site location or on-site at the Shaw Centre, these sessions often highlight local or regional models, activities, organizations, programs, or topics of interest to the ILA community and should **emphasize the unique cultural aspects of the conference location**. Full-day and half-day workshops are peer reviewed earlier than other conference submissions and selections are made in late February.

If your full-day or half-day workshop proposal is accepted, the ILA commits to coordinating event registration, marketing, and other assistance as agreed upon between the ILA Director of Conferences and the workshop organizer. The ILA reserves the right to cancel an event or merge events together if registration goals are not met. The ILA's CEO and COO are the only parties authorized to enter into contractual or financial obligations under the name "International Leadership Association" for which the ILA is the responsible party.

Available participant role is Workshop Presenter. In addition to the title, description, and detailed abstract (which **must include an outline of the session's flow and time usage and state the experiential aspects of the workshop**) you will need to provide the following answers and information when submitting a proposal:

- Why are the workshop leaders/presenters uniquely qualified to present this workshop?
- How often have you facilitated the proposed workshop?
- Who is the target audience for this workshop?
- What will attendees gain from attending this workshop? Please provide two or more expected outcomes.
- If this is a half-day workshop, on which day do you prefer to offer it: Thursday morning or Thursday afternoon, 24 October, OR Sunday afternoon, 27 October? Please note that while we will do our best to honor your preferred date if your proposal is accepted, we cannot guarantee that your workshop will be scheduled on the date you select.
- Explain why the session requires more than 90 minutes (the longest conference concurrent session); what makes it different.
- What is the minimum number of attendees you are comfortable offering the workshop to?
- What is the maximum number of attendees you are comfortable offering the workshop to?
- Proposed location/venue and its significance?
- How does this workshop support the conference theme?
- What are the venue, transportation, and refreshment costs if you are taking your workshop off-site?
- Regardless of its location, do you anticipate the need for food & beverages?
- What are the other costs or financial liabilities for this workshop, such as handouts, books, or organizer fees?

Evaluation Criteria

Panel discussion, symposium, workshop, display poster, interactive roundtable discussion, paper, and presentation proposal submissions will be evaluated under seven general criteria, each worth a maximum of five points. Full-Day Workshop and Half-Day Workshop proposals will be evaluated under five general criteria, each worth a maximum of five points. After reading each proposal, the reviewer will score it (Excellent = 5pts; Very Good = 4pts; Adequate = 3pts; Not Very Good = 2pts; Poor = 1pt) based on the specifics about each criterion as described below.

Symposiums, Papers, Presentations, Posters, and Roundtables:

Submissions based on scholarly research/theory, literature reviews, etc.

Criteria 1: *PROBLEM, NEED, AND SIGNIFICANCE*. Research problem(s) and need are clearly stated. Significance of the problem is well justified.

Criteria 2: *FRAMEWORK*. Research is grounded in a theoretical framework.

Criteria 3: *QUESTIONS AND CONTENT*. Research questions/hypotheses are well articulated and address important questions and relationships.

Criteria 4: *DESIGN*. Research design is the best approach for answering the research questions. Data collection and analysis meet applicable standards of methodological rigor.

Criteria 5: *RESULTS, FINDINGS, AND OUTCOMES*. Results and findings are derived logically and/or conceptually from methodology. Abstracts, roundtables, and posters should include at least a statement regarding preliminary findings of at least a portion of the work.

Criteria 6: *CONCLUSIONS*. Conclusions are well supported by the study. If research is still in progress, conclusions should be based upon what has been done thus far.

Criteria 7: *IMPLICATIONS*. Research contributes (or may contribute) important, new knowledge to the leadership field. Research lends credibility to the field by focusing on areas of key interest to business, government, and/or society. Authors may elect to suggest (or forecast) how research in progress will contribute to important, new knowledge if research is completed.

Symposiums, Papers, Presentations, Posters, and Roundtables:

Submissions based on a practice that does not contain a scholarly component.

Criteria 1: *PROBLEM, NEED, AND SIGNIFICANCE*. Problem and need are clearly stated. Significance of the problem is well justified. The practice, its setting, the organizational needs, and why the practice was significant to the organization and the leadership profession are clearly described.

Criteria 2: *FRAMEWORK*. Practice is grounded in a framework based on the literature and contains references for the materials/information used to design the practice.

Criteria 3: *QUESTIONS AND CONTENT*. Submission addresses important questions and relationships that test existing knowledge, research, and theory or lead to future research.

Criteria 4: *DESIGN*. Submission provides information about the design of the practice and evidence that the practice design clearly addressed the organizational need and incorporated what is known about the subject from existing research and theory.

Criteria 5: *RESULTS, FINDINGS, AND OUTCOMES*. Submission includes descriptions of outcomes of the practice, with metrics where appropriate, and ensures that the outcomes are realistically a result of the practice.

Criteria 6: *CONCLUSIONS*. Author(s) should briefly describe the main lessons learned from the practice, the next steps for the practice, and what future work could be done to test the practice and its implications for research, theory, and/or practice.

Criteria 7: *IMPLICATIONS*. Practice contributes important, new knowledge to the leadership field. Information lends credibility to the field by focusing on areas of key interest to business, government, and/or society. Author(s) describe the implications for practice and, if applicable, research and theory. Also, are these implications important and/or do they add credibility to the field of leadership?

Workshops:

Criteria 1: *PROBLEM, NEED, AND SIGNIFICANCE*. Problem and need are clearly stated, along with the purpose and goals of the session. This should include information about the relationship between these elements and the session's subject material.

Criteria 2: *FRAMEWORK*. Submission is grounded in a framework based on the literature.

Criteria 3: *QUESTIONS AND CONTENT*. Includes a detailed description of the session; session description (content) clearly explains the innovative leadership work through creative, interactive presentation formats.

Criteria 4: *DESIGN*. Includes a description of format, style, and an agenda for the session that is to be innovative, intellectually stimulating, and participative by both presenters and audience.

Criteria 5: *RESULTS, FINDINGS, AND OUTCOMES*. Submission includes descriptions of outcomes of the practice, with metrics where appropriate, and ensures that the outcomes are realistically a result of the practice.

Criteria 6: *CONCLUSIONS*. Provides evidence that it is new, innovative, and makes a substantive contribution to leadership knowledge and/or practice.

Criteria 7: *IMPLICATIONS*. Includes how session provides attendees with implications to the future practice, theory, and/or research.

Panels:

Criteria 1: *PROBLEM, NEED, AND SIGNIFICANCE*. Problem and need are clearly stated, along with the purpose and goals of the session. This should include information about the relationship between these elements and the session's subject material.

Criteria 2: *FRAMEWORK*. The format is best suited to a deep-dive into the subject matter. Submitters provide enough information about the panelists' levels of expertise (without identifying them; titles and sectors are allowed) to warrant a panel.

Criteria 3: *QUESTIONS AND CONTENT*. Includes a detailed description of the session; session description (content) clearly explains the details regarding why the panel session will benefit attendees.

Criteria 4: *DESIGN*. Includes session plan, description of facilitation methods, and questions that will be asked to panelists to assist in an interactive and engaging experience for attendees.

Criteria 5: *RESULTS, FINDINGS, AND OUTCOMES*. Clearly states the expected learning outcomes.

Criteria 6: *CONCLUSIONS*. Provides evidence that it is new, innovative, and makes a substantive contribution to leadership knowledge and/or practice.

Criteria 7: *IMPLICATIONS*. Includes how session provides attendees with implications to the future practice, theory, and/or research.

Full-Day and Half-Day Workshops:

- How well does the workshop support the conference theme?
- Does the session use innovative ideas and approaches?
- How well does the workshop emphasize the unique cultural aspects of the conference location?
- What is the probability that the event will appeal to conference registrants?
- What is the probability that the event organizers have the necessary resources to conduct a successful event?

Submission Review Process

Proposals submitted on time and fulfilling all of the requirements will be considered and evaluated. The ILA review process is a rigorous 3-step approach.

Step 1: Volunteer reviewers are recruited and activated. At least three reviewers read each proposal. A double-blind review process maintains the anonymity of both submitters/participants and reviewers. Evaluation criteria guides the assessment of the quality and usefulness of each submission.

Step 2: The program committee validates the peer scoring. They discuss and evaluate the proposals to create a high quality and innovative program that serves the diverse needs of the ILA community. Presentations and Papers are grouped together, and decisions are made about which submissions might be better suited for a roundtable or poster format. Tough decisions are made to determine which submissions will fit into the program and which submissions will not be accepted.

Step 3: The ILA staff, program chair(s), and program team confer to confirm that all requirements, guidelines, and goals are met. Groupings are reviewed, presentation types are validated, and status notifications are emailed by 10 May 2019 to all individuals who submitted proposals, with other listed participants copied.

Steps for Submitting and Editing a Proposal

To submit your proposal:

- 1) Log in to the Call for Proposals (CFP) site (<https://convention2.allacademic.com/one/ila/ila19/>) with your ILA user name and password.
 - If you have forgotten your user name and/or password, use the tools in the "Can't remember?" box. Please do not create a new profile.
 - If you are new to ILA and do not have an ILA profile, please create a profile at <https://ila.memberclicks.net/create-an-account#/>
- 2) Click on the "Submit or Edit a Proposal" link in the Submitter Menu.
- 3) Click on "Submit A New Proposal".
- 4) Select your proposal type.
- 5) Complete the required fields on page 1 of the submission form, and then click on the "Accept and Continue" button at the bottom of the page.
- 6) Add participants on page 2 of the submission form, and then click on the "Accept and Continue" button. *(Note for symposium submissions: click on "Add a Paper" to enter information about each presentation within the symposium.)*
- 7) Review your submission information. If you are submitting a paper, the link to upload your paper will appear here. Click on the "Accept and Continue" button.

- 8) Your proposal has been submitted! The submission confirmation screen will appear, and a confirmation email will be sent to the primary email address in your ILA profile.

To edit your proposal before the submission deadline:

- 1) Log in to the Call for Proposals (CFP) site (<https://convention2.allacademic.com/one/ila/ila19/>) with your ILA user name and password.
- 2) Click on the "Submit or Edit a Proposal" link in the Submitter Menu.
- 3) Select the "Submissions" tab to view all submitted proposals.
- 4) Click on the "edit" link to the far right of the proposal title.
- 5) Use the green edit links to update your proposal information.
- 6) Click on "Accept and Continue" on the bottom of every page until you are returned to the Main Menu. *NOTE: If you exit the proposal without clicking on all the "Accept and Continue" buttons, your changes will not be saved.*

Filling out the CFP Form

IMPORTANT: The proposal review process for ALL proposals, with the exception of Emerging Scholars Research Consortium proposals, is a double-blind, peer-review process. To maintain the integrity of this process, the proposal title, short description, detailed abstract, and uploaded paper (where required) **should be free of participants' names, affiliations, or any other identifying information.** Submissions that include any identifying information in those fields may be subject to immediate rejection.

Fields

The following fields appear on the first page of the online submission form. Unless noted otherwise, all fields are required and appear for all proposal types.

NOTE: The proposal system only allows for **plain text** to be entered into text box fields. Therefore, all formatted text (font sizes, colors, bolding, italics, etc.) will appear as plain text. Please do not include tables, graphics, photos, etc. Formatted text, graphics, tables, photos, etc. are allowed in uploaded papers.

- **Title:** In title case (capitalize nouns, pronouns, adjectives, verbs, adverbs, subordinate conjunctions, the second part of hyphenated major words, and all words of four letters or more), 110 characters maximum, including spaces. Hint: Choose a title that accurately reflects what your proposal is about. Do not include the entire theme of the conference in your title.
- **Short Description:** A brief description of the proposal, which will be used in the conference app and in the online and printed programs. Remember the short description is what will entice attendees to your presentation and should be distinctive, specific, and compelling! 60 words maximum. Hint: Avoid generic statements about leadership, citations of outside sources (save

these, if needed, for the detailed abstract), or repetition of your proposal title or the conference theme.

- **Description:** (for full-/half-day workshop only) A detailed description, which will be used on the ILA website, the online program, and conference app to advertise the full-/half-day workshop. 200-words maximum.
- **Detailed Abstract:** (not required/available for a paper submission) An expanded explanation of your proposal that will be used to review the proposal and to provide more information in the online program. 1,000-words maximum, excluding references. If you are proposing a(n):
 - **Panel**, be sure to include the discussion topics/questions to be explored.
 - **Workshop**, be sure to include an outline of the session's flow, structure of time usage, and state the experiential and interactive aspects of the workshop.
 - **Interactive Roundtable Discussion**, be sure to include the questions that will guide the conversations during the session.
- **References:** (not required) If applicable to your submission, you may provide a list of references for the works/research cited in your detailed abstract. These should not be your personal or professional references. 1,000-words maximum. For Paper submissions, works cited/references should be included in the uploaded paper.
- **Emerging Scholars Research Consortium (ESRC):** (for Paper, Presentation, and Display Poster only) The ESRC is a unique mentoring opportunity at the conference where graduate students or junior scholars present a poster on their research to a group of seasoned senior scholars. Each attendee is also paired with a special scholar prior to the conference, who provides in-depth feedback, advice, and fresh perspectives. Poster presentations occur at an invitation-only special event. In addition, ESRC participants are invited to publicly present their posters during Saturday evening's Hosted Poster Session.

Select the "Yes" button for this question if you are a graduate student or junior scholar and are interested in having your submission considered for the ESRC in addition to a concurrent session.

- **Streams:** Select the one stream that best aligns with your proposal's topic. If none are applicable, you may select "Other" and then enter a keyword that best describes your proposal's topic. The program committee will use these streams to help define and create the broader areas of new knowledge and innovative practice for conference attendees to explore. Available streams are:
 1. Arts Leadership
 2. Ethics and Leadership
 3. Followership

4. Healthcare Leadership
5. Indigenous and First Nations Leadership
6. Peace Leadership
7. Philosophy, Religion and Worldview
8. Sustainability Leadership
9. Women and Leadership
10. Business Leadership: Addressing Diversity and Inclusion
11. Business Leadership: Measuring and Maximizing Success Beyond Profit
12. Business Leadership: Examining and Understanding Global and Cross-Cultural Leadership
13. Business Leadership: Championing Organizational Transformation and Change
14. Business Leadership: Exploring Other Priorities and Challenges
15. Leadership Development: Approaches and Practices Across the Globe
16. Leadership Development: Coaching - Challenges, Methods, and Strategies
17. Leadership Development: Examinations of Situational and Sector Specific Challenges
18. Leadership Development: Creative and Practical Applications of Theoretical Concepts
19. Leadership Development: Addressing Diversity, Intersectionality, and Inclusion
20. Leadership Education: Kindergarten - Grade 12 (K-12)
21. Leadership Education: Curricular, Co-curricular, and Collaborations
22. Leadership Education: Diverse and International Approaches
23. Leadership Education: Evaluation and Assessment
24. Leadership Education: Theory to Practice
25. Leadership Scholarship: Quantitative Research
26. Leadership Scholarship: Qualitative Research
27. Leadership Scholarship: Theoretical/Conceptual Approaches
28. Leadership Scholarship: Historical/Philosophical Approaches
29. Leadership Scholarship: Critical Theory Approaches
30. Public Leadership: Addressing Challenges and Crises in Context
31. Public Leadership: Capacity Building Models and Approaches
32. Public Leadership: Multi-Stakeholder Engagement for Diversity and Inclusion
33. Public Leadership: Social Movements and Social Change
34. Public Leadership: Democracy and Civic Engagement
35. Youth Leadership: Program and Organizational Best Practices
36. Youth Leadership: Social Justice, Community Initiatives, and Citizenship
37. Youth Leadership: Generational Approaches and Programs

38. Youth Leadership: Theory, Assessment, and Research
39. Youth Leadership: Technology, Tools, and Resources
40. Other (Please provide a keyword that best describes your proposal's topic area.)

- **Acknowledgement of Terms:** All submitters must read and agree to the following terms:
 - The submission title, short description, long description, detailed abstract, and uploaded paper are **free of names, affiliations, and any other identifying information** related to submitters, presenters, contributors, chairs, or commentators. Submissions that include any identifying information may be subject to immediate rejection.
 - All participants listed on a proposal have given their **consent** to be part of the proposal.
 - Accepted proposals may be assigned a different presentation format than was originally submitted. **If a proposal is accepted, it is incumbent upon the submitter/participants to make note of the assigned presentation format before confirming participation in the conference.**
 - If accepted, each presenting participant (Presenter, Chair, Commentator) must **confirm their participation by registering for the conference by 10 June 2019**. *Failure to register for the conference by 10 June may result in a presentation's or a presenting participant's removal from the schedule and the presentation slot offered to someone committed to attending.*
 - **ILA does not pay** presenting participants honoraria, reimburse expenses (e.g. travel, lodging, or copying), or waive conference registration fees.
 - All participants agree to **adhere to ILA's values** (<http://www.ila-net.org/about/index.htm>) and welcome the diversity of views, expertise, opinions, backgrounds, and experiences reflected among conference attendees and ILA members. The global conference is a gathering where all participants are treated and treat others with kindness, respect, and consideration; where diverse perspectives and opinions (including those you may not share) are welcomed and encouraged. At the ILA, we encourage open discourse where ideas, rather than individuals, are critiqued in an orderly, respectful, and fair manner.
 - If accepted, concurrent session presentations will be scheduled on Friday, 25 October (all day), Saturday, 26 October (all day), or Sunday, 27 October (no later than 12:00). **By submitting a proposal, submitters are confirming the availability of all presenting participants for these days.**

- **Papers:** (for Paper submissions only) Uploaded papers are required at the time of submission but may be edited and re-uploaded before the 01

February deadline. The link to upload a paper is found on the submission summary (page 3) of the submission form. Papers will be read as part of the review process and must:

- Be free of author-identifying information (names, affiliations, etc.) everywhere in the document, as it will be distributed for a double-blind review. **Submissions that include author-identifying information may be subject to immediate rejection.** Accepted submissions will have the opportunity to upload revised, full papers with author-identifying information once scheduling is completed.
- **Be unpublished and not accepted for publication**, but may have been previously presented or scheduled for presentation. This is an opportunity to receive further feedback before advancing towards publication.
- Be between **2,000 – 2,500 words** (not including figures, tables, and references). *Note: This paper is for review purposes only. Accepted submissions will have the opportunity to upload longer/complete papers once scheduling is completed.*
- **Include a References section** of the works/research cited in your paper. This section does not count towards the above word limit.
- Be **formatted** as follows: Times New Roman 12-point font, double spaced, 1-inch (2.5 cm) margin, and 8.5 by 11-inch page setting.
- Be **uploaded** into the online CFP system before the submission deadline as a Word document or PDF that does not exceed 10 MB.

Note: *ALL accepted proposals, regardless of their presentation format, will have the opportunity to upload a paper or supplemental presentation material prior to the conference.*

Participants

For the purpose of this document, “participants” refers to anyone listed on a proposal, including presenters.

Consent of Participants

All participants listed on a proposal must have given their consent to be part of the proposal *prior* to submission. It is the responsibility of the proposal submitter to adhere to this rule for all individuals listed on the proposal.

Adding a Participant to the ILA Database

All participants listed on a proposal must have ILA profiles. Check to see if they are already part of the ILA by clicking [here](https://ila.memberclicks.net/addcopresenter) (<https://ila.memberclicks.net/addcopresenter>) and typing in their email address. If they are not in the system, you (or they) will need to add their name, title, organization and email address. (Creating an ILA profile is not the same as becoming an ILA member and membership is not a requirement.) *NOTE: It takes*

an hour for the ILA database and the CFP systems to sync, so it's best to add new people before you begin to submit your proposal.

Participant Listings in the Programs

The names and affiliations (i.e., title, department, organization) of all scheduled presenters, contributors, chairs, and commentators will be printed in the program; names and primary organization are displayed in the online program. This information will be pulled directly from the participant's ILA profile, so please make sure affiliation information in each participant's ILA profile (<http://www.ila-net.org/account>) is correct. Many of our members and conference presenters work at the nexus of leadership theory and practice and have affiliations at more than one organization. We allow participants to include two distinct affiliations in their ILA profile in order to share this richness of experience. **Changes to a participant's name, email address, organization, and country must be made directly in the person's ILA profile.** This information cannot be changed through the CFP system. If information for a person is incorrect, please have that participant make the necessary changes through their existing ILA profile (<http://www.ila-net.org/account>) rather than creating a new profile.

Minimum and Maximum Number of Session Participants

- Panel Discussion: 3-6 Presenters; 1 Chair
- Symposium: 1 Chair and 1 Commentator; 1-3 Presenters per presentation within
- Workshop: 1-3 Presenters (while not required, we strongly encourage each workshop to have at least two presenters so if there is a last-minute complication for one, the other will be able to attend and present)
- Display Poster: 1-3 Presenters
- Emerging Research Scholars Consortium: 1-3 Presenters
- Interactive Roundtable Discussion: 1-3 Presenters
- Paper: 1-3 Presenters
- Presentation: 1-3 Presenters
- Full-Day Workshop: no limit on presenters
- Half-Day Workshop: no limit on presenters

NOTE: The number of contributors is not limited.

Participant Roles

Participants are added to a proposal on the second page of the online submission form. The CFP system will show you only those roles available for the proposal submission type you have selected. Participants are added by searching by last name and then clicking the "add" link next to their name in the search results. Remember, a person will only appear in the search results if he/she has an ILA profile. If a participant does not appear in the search results, click here (<https://ila.memberclicks.net/addcopresenter>) for step-by-step instructions for adding participants to the ILA database.

- **Presenter (presenting/attending):** A contributor to, author of, or co-author of the proposal/research/workshop content **who will attend and present** at the conference.
- **Chair:** A person who acts as a session moderator. **For a symposium or presentation session**, the chair will introduce and thank each presenter, keep time so none of the segments (presentation plus any questions) go over, and moderate any discussion after all have presented. **For a panel discussion**, the chair will act as a facilitator by briefly introducing the overall panel/panelists, posing discussion questions as necessary, moderating audience participation, and assisting with the session's flow. **Note:** *Symposia require both a chair and a commentator. To maximize participation and role effectiveness, one person should not play both roles, nor should presenters serve in either role.*
- **Commentator:** A person who draws meaningful connections between symposium presentations, provides useful feedback for presenters, and helps deepen the discussion. Commentators will review the abstracts and/or written papers prior to the conference, noting interesting aspects of each, drafting a few questions, and identifying the links between the papers/presentations. During the symposium, the commentator will share brief and constructive feedback, suggest areas for further exploration, note implications for the field, and offer themes or questions that bridge the papers/presentations. **Note:** *Symposia require both a chair and a commentator. To maximize participation and role effectiveness, one person should not play both roles, nor should presenters serve in either role.*
- **Contributor (non-presenting):** A person who has contributed to the scholarly research/work behind the proposal but **will NOT present** at the conference. This role should only be used if the proposal is scholarly in nature. For non-scholarly proposals, only participants attending and presenting at the conference should be listed. **Note:** *A Contributor will be listed as "Co-Author" in the online and printed programs.*
- **Session Organizer (non-presenting):** A person who has designed the session, organized the presenters, etc. and who acts as the main point of contact regarding the proposal. **This is a non-presenting, behind-the-**

scenes role, and Session Organizers are NOT listed in the program. Session organizers who are also session participants must be listed a second time as a Presenter, Chair, Contributor, or Commentator on the proposal.

- **Workshop Presenter:** A person who will attend and present a pre- or post-conference full-day or half-day workshop.
- **Workshop Organizer (non-presenting):** A person who has designed a pre- or post-conference full-day or half-day workshop, organized the presenters, etc., and who acts as the main point of contact regarding the workshop. **This is a non-presenting, behind-the-scenes role, and Workshop Organizers are NOT listed in the online or printed program.** Workshop organizers who are also presenters should be listed a second time as a Workshop Presenter.

NOTE TO SUBMITTER: *As the submitter, you will automatically be listed as a presenter for certain types of submissions (display poster, Emerging Scholars Research Consortium display poster, interactive roundtable discussion, paper, presentation, and workshop) or as a session/workshop organizer for others (panel discussion, half-/full-day workshop, and symposium).*

- *If you are listed as Presenter and do not wish to be, you must add at least one other presenter before removing yourself from the proposal.*
- *If you are listed as Session/Workshop Organizer and do not wish to be, you must add at least one other Session/Workshop Organizer before removing yourself from the proposal.*
- *Furthermore, please be aware that Session/Workshop Organizers do not appear in the print program. If you are participating in the session at the conference, please make yourself Presenter, Chair, Contributor, or Commentator in addition to Session/Workshop Organizer.*

Appendix A: Dates, Deadlines, and Other Important Details

Important Dates and Deadlines

01 February 2019: Deadline for submissions

16 February – 10 March 2019: Review period

10 March – 09 May 2019: Reviews and proposals are evaluated; proposals are accepted and rejected; sessions are created.

15 April 2019: Conference registration opens.

10 May 2019: Status notifications are emailed; reviewers' ratings and comments are available; presentation information may be edited.

01 June 2019: Deadline for editing program book information and updating your name, professional title, department, and organization in your ILA profile.

10 June 2019: Deadline for Presenters, Chairs, and Commentators to register for the conference.

01 July 2019: Scheduling information emailed.

01 October 2019: Logistics and preparation tips emailed; supplemental materials/handouts can be uploaded.

24-27 October 2019: ILA's 21st Annual Global Conference in Ottawa, Canada

Audiovisual Equipment

LCD projectors, small extension speakers, PC laptops loaded with Microsoft Office, flip charts, and markers will be provided for all presentations in concurrent session rooms. Standard WiFi access is available throughout the convention center and in the breakout rooms; however, it is shared by all 1,000+ delegates. If you must have high-speed dedicated Internet access for your presentation, you will have to pay for this yourself at a cost yet to be determined. ILA's Director of Conferences, Bridget Chisholm, will assist you with the arrangements. She can be reached at ILA2019Global@ila-net.org.

No audiovisual equipment or electricity will be available for any type of poster or roundtable session.

Appendix B: Call for Reviewers

Call for Reviewers Is Now Open | Volunteer by 01 February 2019

Important Dates

1 February 2019: Deadline to volunteer and Call for Proposals closes.

16 February 2019: Reviewer assignments completed; reviewers advised via email that assignments are made and they may begin their work.

16 February – 10 March 2019: Review period; reviews must be completed and submitted online during this time period.

Ready to Volunteer?

1. Log in at <https://convention2.allacademic.com/one/ila/ila19/> using your ILA username and password. If you do not remember your ILA credentials or do not have an ILA profile, please use the links in the "Can't remember?" section.
2. Once logged in, click on the "Volunteer to be a Reviewer" link on the Submitter Menu.
3. Fill in the required reviewer profile fields (University/Institute of higher education attended; Highest degree/Level of certification earned; Current/most recent job title; List a maximum of three areas of expertise). You may update information that has pre-filled a field, if applicable.
4. Select up to two (2) review streams for which you are willing to review. "No Preference" is an option.
5. Click "Accept and Continue"
6. Read the "Acknowledgement of Terms": By checking the "Reviewer" box below, I understand that I will be assigned to review a minimum of 10 and a maximum of 15 abstracts or a minimum of 3 and a maximum of 5 papers for the stream(s) in which I have volunteered. Furthermore, I agree to complete all review assignments by 10 March 2019 using the online Call for Proposals system. Check the "Reviewer" box and then click on the "Accept and Continue".
- 9) Thank you for volunteering! The confirmation screen will appear, and a confirmation email will be sent to the primary email address in your ILA profile.

Questions? Email ILA2019Global@ila-net.org