Center for the Advanced Study of Leadership

ANNUAL MEETING PROGRAM

- Leadership Scholarship
- Leadership Education
- Leadership Development
- Multicultural Leadership
- Community Leadership

Renaissance Waverly Hotel
Atlanta, Georgia
October 22–24, 1999
3:00pm – 3:30pm  
**BREAK**  
(Garden Court)

3:30pm – 5:00pm  
**CONCURRENT SESSIONS**

**Panels**

**“Leadership Assessment”** (Galleria)  
a Michael Hoppe, Center for Creative Leadership,  
“The Use of 360 Feedback in Leadership Development from a Cross-Cultural Perspective”  
b Marlene Thorn and Dayalini Mendis, International Monetary Fund, “Followers Assessing Leaders”

“Teaching Leadership” (Ascot)  
a Hugh O’Doherty, Burns Academy of Leadership,  
“Can Leadership Be Taught?: A Case Study”  
b Sara Boatman, Nebraska Wesleyan University,  
“Leadership Courses: A Descriptive Analysis”  
c Norma Noonan, Augsburg College, “Developing Models for Teaching and Research on Women and Leadership”  

Chair: J. Thomas Wren, University of Richmond

“Values in Leadership” (Kennesaw)  
a Gerri Perreault, University of Northern Iowa,  
“The Golden Rule as a Limited Ethical Standard for Leaders and Managers”  
b Joanne B. Ciulla, University of Richmond,  
“Whose Values? And What Values?: How Business Leaders Translate Values into Action”  
c Craig Johnson, George Fox University,  
“Emerging Perspectives in Leadership Ethics”

Chair: John J. Gardiner, Seattle University

“Leadership and Adult Students” (Dardennes)  
a Marie Cini, Duquesne University, “Using the Portfolio for Leadership Development in Adult Students”  
b Robert Skenes and Catherine Honig, National-Louis University, “Teaching Leadership to Working Adults”
Workshops

“Exploring Participatory Leadership: Process Tools for Effective Leadership in Problem Solving and Change” (Hallmark)
- Leah Waks, University of Maryland
- Vicky Foxworth, University of Maryland

“The Cry for Leadership?: Results of the First National Survey on Public Leadership” (Etalage)
- Adam Goodman, University of Colorado at Boulder

“Leadership for Community Survival” (Rondelet)
- Jim Sanks, Heartland Center for Leadership Development, Lincoln, NE

5:30pm – 8:00pm
Reception and Dinner
(Garden Court, Habersham)

8:00pm – 9:00pm
Keynote Address
(Habersham)

“Military Strategy and Global Leadership”
Perry M. Smith, Major General, United States Air Force (Ret.), NBC News military affairs analyst, and President of Visionary Leadership

Saturday, October 23, 1999

7:30am – 8:30am
Continental Breakfast
(Garden Court)

8:00am – 6:00pm
Conference Registration and Hospitality Desk
(Adjacent to Hotel Registration)

8:45am – 10:00am
Keynote Address
(Habersham)

“Global Leaders, World Class Companies, and National Cultures”
- Robert H. Rosen, President, Healthy Companies

10:00am – 10:30am
Break
(Garden Court)
**Concurrent Sessions**

**Panels**

**Leaders and Followers** (Tyndall)
- Tiffany Keller, University of Richmond, “On the Importance of Implicit Leadership Theories”
- Fred Jablin and Tiffany Keller, University of Richmond; and Vernon D. Miller, Michigan State University, “Newcomer-Leader Role Negotiation: Negotiation Topics/Issues, Tactics and Outcomes”
- Mark Ehrhart (with Katherine Klein), University of Maryland, “Follower Characteristics and Preference for Charismatic Leadership”
- Ajay Ghei, World Bank, “Through the Eyes of Followers: Interpersonal Work Values of Managerial Leaders in Disparate Cultures”

**Chair:** Fred Jablin, University of Richmond

**Team Leadership** (Etalage)
- John J. Gardiner, Seattle University, “Winning Groups: Leadership at America’s Top University Institutes and Centers”

**Multicultural Leadership** (Hallmark)
- Zachary Gabriel Green, Burns Academy of Leadership “Strength at the Margin: An Alternative Model of Multicultural Leadership”
- Ron Zee, Colorado Mountain College; and Roberto Chene, Chene & Associates, Albuquerque, NM, “Implementing an Intercultural Leadership Model”

**Women’s Leadership Development** (Galleria)
- Linda Salane, Columbia College, “Women’s Leadership: From Middle School through Middle Management to the Board Room”
- Myrna L. Bair, University of Delaware, “Developing Women Leaders to Transform Government”
- Jennifer Cook and Madelyn Young, Converse College, “Preparing Women Leaders: The Astin Social Change Model in Action”

**Individuals and Society** (Rondelet)
- Betty Glad, University of South Carolina, “When Tyrants Go Too Far: Pathological Narcissism and Absolute Power”
- Kenneth Ruscio, Washington & Lee University, “Public Reason and the Connection Between Democratic Theory and Leadership Theory”
- Paul Arsenault, West Chester University, “Using the Social Constructive Approach to Investigate Charismatic Leadership”

**Chair:** Walter E. Fluker, Morehouse College

**Roundtables**

**Experiences in Leadership Development** (Brayton)
- Duffy Newman and Johanna Infantine, Health Forum, San Francisco, CA; and Diane Raines, St. Vincent’s Health System, Jacksonville, FL, “Health Forum’s Fellowship Programs”
- Deborah Roberts, University of Virginia, “The Participatory Work of Leadership in Local Government”

**Facilitator:** Lorraine R. Matsak, Burns Academy of Leadership

**Values-Based Leadership: Is it Working?** (Ascot)
- Gary Manka, Miami University of Ohio
- Elizabeth O’Reggio Wilson, Miami University of Ohio
- Dennis Roberts, Miami University of Ohio
- Daphne Vagenas, Miami University of Ohio

**Facilitator:** Dennis Roberts, Miami University of Ohio
Panels

“Leadership and Social Change” (Ascot)
a C.B. Crawford and Curtis Brungardt, Fort Hays State University, “Building the Corporate Revolution: Real Empowerment Through Risk Leadership”
c Ronald Walters, Burns Academy of Leadership, “The Functional Requisites of African American Leadership”
e L.A. Napier, University of Colorado at Denver, “Empowerment for Change Continually”

Chair: Ronald Walters, Burns Academy of Leadership

Workshops

“Systemic Leadership: Enriching the Meaning of Our Work” (Chancellor)
a Kathleen A. Allen, College of St. Benedict
b Cynthia Cherrey, University of Southern California

c “Going Deep and Coaching Leadership: Developing Servant Leadership in the Community Building Field” (Andover)
a Atiba Mbiwan, Grace Atlanta, GA
b Lisa Sullivan, Listen, Inc., Washington, D.C.
c Julia Scatlliff-O’Grady, Center for Documentary Studies, Durham, NC
d Sandra Barnhill, Aid to Children of Imprisoned Mothers, Inc., Atlanta, GA
e L.A. Napier, University of Colorado at Denver, “Empowerment for Change Continually”

Chair: Ronald Walters, Burns Academy of Leadership

“Youth Leadership” (Andover)
a Karen Holcombe (with Mark Ehrhart and Benjamin Schneider), University of Maryland, “The Identification and Development of Leadership Potential in Adolescence”
b Elizabeth Lewis-Brooks, University of Georgia, “Beginning Community Leadership Early: Building Your Community’s Foundation with Youth”
c Brendan Leahy, Carolyn Humphrey, and Scott Mondore, University of Georgia, “Developing Community-Centered Collaborative Leadership: The Integration of Experiential Group Initiatives and Related Theories”

e L.A. Napier, University of Colorado at Denver, “Empowerment for Change Continually”

Chair: Elizabeth Lewis-Brooks, University of Georgia

“Transforming Leadership in Higher Education” (Rondelet)
a Kathleen A. Allen, College of St. Benedict
b Nance Lucas, Burns Academy of Leadership
Roundtables

“Challenges in Leadership Development” (Chancellor)

a Roger H. Sublett, W.K. Kellogg Foundation
b Jesse King, Rockefeller Next Generation Program
c Tony Chambers, Fetzer Institute
d Henry Izumizaki, Eureka Communities and California Wellness Program

Facilitator: Roger H. Sublett, W.K. Kellogg Foundation

“Latino Leadership: Collaboration, Community Activism, and Youth Empowerment” (Galleria)

a Juana Bordas, Mestiza Leadership Services, Denver, CO, “Leading Latino Style”
b Lydia Cammarillo, Southwest Voter Registration Project, National Training School for Latino Leadership
c Silvia Golombek, Congressional Hispanic Caucus Institute, “I Did It My Way?: The Potential of Collaborative Leadership”
d Alfred Ramirez, National Community for Latino Leadership

Facilitator: Juana Bordas, Mestiza Leadership Services, Denver, CO

“Community Leadership Building” (Ballroom 1)

a Angie Woodward, Leadership Kentucky, “Falling in Love Again”
b James Carroll Smith, Business Outreach Services, Gainesville, GA, “Healthy Hall – Leadership Building a Healthy Community”
c Priscilla Day, University of Minnesota at Duluth; and Anne Tellett, Arrowhead Regional Development Commission, Duluth, MN, “The Nor’easter Project”
d Rusty Brooks and Allen Moore, University of Georgia, “Community Development Leadership from International Perspectives”

Facilitator: John Jeffreys, University of Georgia
“Leadership and Spirituality” (Tyndall)
a Sally Hare, Coastal Carolina University, “The Courage to Lead: The Intersection of Our Inner Work with Our Outer World”
b Tony Diefel, Kellogg National Leadership Fellow; Carlos M Ontaegudo, Kellogg National Leadership Fellow; Melinda Lackey, Kellogg National Leadership Fellow, “The Role of Spirituality in Leadership Development”

Workshops
“Mediated Dialogue as a Leadership Process” (Etalage)
a Charles Palus, Center for Creative Leadership
b Wilfred Drath, Center for Creative Leadership

“Designing Collaborative Leadership Programs that Span the Curriculum and Co-curriculum” (Dardenelles)
a Adam Goodman, University of Colorado at Boulder
b Lisa McGuire, University of Southern Indiana
c Ruth Guzley, California State University at Chico
d James Morgan, California State University at Chico
e Dennis Roberts, Miami University of Ohio
f Tracy Tyree, Mercer University

Open Section Meetings
Attend section meeting(s) of your choice
Community Leadership (Brayton)
Carolyn Humphrey, University of Georgia
Leadership Development (Ascot)
Mark Goyder, Center for Tomorrow's Company, London, England
Leadership Education (Galleria)
Dennis C. Roberts, Miami University of Ohio
Leadership Scholarship (Chancellor)
J. Thomas Wren, University of Richmond
Multicultural Leadership (Tyndall)
Ronald Walters, Burns Academy of Leadership

Reception
(Garden Court)

Dinner On Your Own
(Garden Court)

Center for the Advanced Study of Leadership Advisory Board Dinner
(Hallmark)

Sunday, October 24, 1999

7:30am – 8:30am
Continental Breakfast
(Garden Court)

8:00am – 12:00pm
Conference Registration and Hospitality Desk
(Adjacent to Hotel Registration)

8:30am – 9:30am
Plenary Session
(Habersham)
“The International Leadership Association: Prospects and Plans”
Barbara Kellerman, Director, Center for the Advanced Study of Leadership
Larry C. Spears, CEO, Greenleaf Center for Servant Leadership

9:30am – 10:00am
Break
(Garden Court)

10:00am – 11:30am
Plenary Session
(Habersham)
“The Impact of the Media on Leadership”
Ronald A. Heifetz, Moderator, Director, Leadership Education Project, Harvard University
Featuring distinguished representatives from the Associated Press, the Atlanta Journal-Constitution, and Cable News Network (CNN)

11:30am – 12:00pm
Conclusion
(Habersham)
Zachary Green, Director, Center for Leadership Training, Burns Academy of Leadership

12:00pm – 1:15pm
Lunch
(Garden Court)

The Center for the Advanced Study of Leadership acknowledges and thanks the J.W. Fanning Institute for Leadership & Community Development at the University of Georgia for its generous support in the planning of this annual meeting.
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The International Leadership Association (ILA) constitutes a global network for all those with a professional interest in leadership. The ILA constituency includes, among others, leaders, managers, scholars, educators, community activists, consultants, and trainers.

The ILA cuts across disciplines, sectors, regions, nations, and cultures. It is an umbrella organization that currently includes five sections:

- Leadership Scholarship
- Leadership Education
- Leadership Development
- Multicultural Leadership
- Community Leadership

The ILA meets annually toward three primary ends: 1) to generate and disseminate cutting-edge work in theory and practice; 2) to strengthen ties among those who study, teach, and exercise leadership; and 3) to serve as an arena within which those with a professional interest in leadership can share research, resources, information and, above all, ideas.

For further information, contact:

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