“Connecting people across boundaries, ILA provides a global context to address the complex leadership issues of our age. Through scholarship and mutual learning, ILA supports an integrated approach to leadership theory and practice that builds understanding and promotes global community.”

Juana Bordas, author Salsa, Soul, and Spirit: Leadership for a Multicultural Age and The Power of Latino Leadership

“As a scholar-practitioner in the field of youth leadership development, I have grown immensely throughout the many conversations and professional development opportunities that I’ve engaged in through the ILA. For close to a decade now, the ILA has provided me with a scholarly and supportive community through which I refine and expand my work.”

Angel Acosta, Teachers College, Columbia University
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Dear Members and Friends,

If there is one phrase that aptly captures the 2016 Annual Report it is “ILA - On The Move!” Or, more accurately, “On the Global Move!” Over the past year, the ILA has strategically positioned itself to significantly expand its visibility, impact, and global reach. Our leadership has traveled and met with cohorts across the globe, delivered papers, made presentations, and developed new and productive partnerships.

The ILA staff has added additional personnel in administration and program services so that the organization can continue to provide effective and innovative opportunities to engage, educate, and connect members. With our growth comes the need for additional space. While we are a global association, our central office resides in the Washington, DC area and in 2017 the central office will be on the move to a new site in Silver Spring, Maryland.

ILA programs and conferences continue to attract a geographically diverse network of scholars, practitioners, and educators, all of whom are on the move in their quest for excellence and impact in the field of leadership. Whether through Intersections, staff consultation, peer collaboration, or conference presentations, ILA member conversations are always dynamic and interesting, clarifying and inspiring. They have led to many collaborations that have proved to be mutually beneficial while elevating the profession of leadership.

Our global identity is being strengthened as a result of the work of the Global Expansion Task Force (GETF), led by the ILA Board’s Vice Chair Mansour Javidan. GETF is using ILA’s member survey to identify areas of strength and opportunities for growth. The findings and initial recommendations have been shared with ILA’s members, staff, and board. After integrating pertinent information from the board’s annual retreat, the task force will submit the final report to the board in June. We are very excited about the way this work will be aligned with the vision and mission of ILA, and its potential to position ILA in the future.

The board is also on the move becoming a stronger policy making body, comfortably engaged in higher level strategic thinking. The ILA Board takes seriously its responsibility for the long-term financial health and growth of the organization. Its members are on the move to make sure ILA has the right governance leaders for the right time and the right level of business acumen and financial resources required to achieve its vision.

We are on the move.

In these pages, we are excited to share with you the challenges and successes of this past year. As ILA grows it continues to improve because of members who share its values and vision, who are committed to its future growth and success, and who are advocates of being on the move. The quest for excellence in scholarship, education, and practice convey the uniqueness of ILA. With ILA’s membership, board, and staff, we will always be on the global move to achieve our mission!
IDENTITY
The ILA is organized for educational purposes to serve as a global network for all those who practice, study, and teach multiple facets of leadership.

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

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

VALUES
Inclusion: Fosters and promotes broad and diverse membership engagement.
Impact: Encourages leadership initiatives that advance the field of leadership and contribute to the greater global good.
Integrity: Insists upon effective and ethical leadership practices and sound scholarship.
Interconnection: Builds upon the shared interests and complementary talents of members to support individual and collective goals.
Interdisciplinary: Promotes and influences leadership as an interdisciplinary field bridging theory, practice, and multiple sectors.
International perspectives: Respects cultural contexts and facilitates learning and networking across national boundaries.

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

Available online, it includes the following strategic imperatives for 2013–2017:
• Advance the global study and practice of leadership
• Develop and engage a more global and diverse membership
• Strengthen ILA as a dynamic, sustainable global organization
GETTING TO KNOW THE

ILA

2650 MEMBERS BASED IN 68 COUNTRIES

A GLOBALLY ACTIVE MEMBERSHIP

- 54% have worked in 2 or more countries
- 13% have worked in 6 or more countries
- 54% say ILA membership helped them connect with people from other countries
- 42% have lived in more than one country

Attendees of an ILA 2016 pre-conference workshop at Delta Air Headquarters, “Inclusive Leadership Practiced by a World Leader in Aviation.”
“I have been a member of ILA for the past seven years and as a leadership programme director, researcher, and practitioner, ILA is the most informative and interesting community to which I belong. ILA gives me the opportunity to share my research and leadership development experiences with like-minded colleagues from across the world and collaborate with faculty from many international business schools.”

Dr. Jean-Anne Stewart, Senior Fellow, Higher Education Academy; Associate Professor and Programme Director, MA Leadership, Henley Business School

**TOP 5 MEMBER BENEFITS**

**Conferences & Events** Member pricing to all ILA conferences and events.

**Leadership Journals** Online access to *Leadership Quarterly*, *Journal of Leadership Studies*, and *Leadership and the Humanities*, and other resources.

**Webinars** Live and on-demand access to ILA Leadership Perspectives webinars.

**Member Communities** Opportunities to participate in ILA member communities and serve on ILA committees.

**Book Series** Complimentary copies or member pricing for ILA’s *Building Leadership Bridges* series and *Women & Leadership* series.
ILA launched Intersections, taking the next step into the future of member-to-member communications. Intersections maximizes member connectivity. Profiles allow ILA members to inform others about themselves and their interests. The member directory helps members connect with each other all over the world. Member discussions and information sharing allow members to easily engage with one another, have lively discussions online, and receive valuable peer feedback.

ILA members place a high value on the association’s role in facilitating networking and connecting them with their professional peers around the world. In our most recent membership survey, the top three reasons people join ILA pertain to networking, resource discovery, and being part of the global leadership conversation. Intersections was built with those values in mind.

“Great technology for round-the-world communications!”
ILA Member

“The sheer volume of resources is amazing!”
ILA Member

BY THE NUMBERS

<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2466</td>
<td>members logged in</td>
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<tr>
<td>800</td>
<td>members updated their profiles</td>
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<tr>
<td>400</td>
<td>members added their photo</td>
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<tr>
<td>645</td>
<td>member connections were made</td>
</tr>
<tr>
<td>2045</td>
<td>pieces of content were contributed</td>
</tr>
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</table>
MEMBER COMMUNITIES

ILA's Member Communities super charge the member experience and are divided into three distinct types: Affinity Groups, Interest Groups, and Learning Communities. Each community is led by a spirited group of volunteers who work closely with ILA's staff to guide programming of interest for their constituencies. Affiliation with an unlimited number of communities is included in ILA membership.

**AFFINITY GROUPS** bring together ILA members who share roles or professional interests to create opportunities for professional development, focused networking, and peer-to-peer support and activities, including topical conferences, research, and publishing opportunities.

- Leadership Education Program Directors, Deans, and Chairs Affinity Group
- Peace Leadership Affinity Group
- Women and Leadership Affinity Group

**LEARNING COMMUNITIES** are self-organized by members around themes, areas of passion, or critical questions. Highly flexible, they remain active until members decide their work together is complete. Participants contribute to and benefit from knowledge generated by collective learning that is not accessible through individual reflection alone.

- Arts and Leadership Learning Community
- Doctoral Program Faculty and Leaders Learning Community
- Ethics Forum Learning Community
- Followership Learning Community
- Philosophy, Religion, & Worldviews Learning Community
- Sustainability Leadership Learning Community

**INTEREST GROUPS** are organized broadly around field or sector. They recruit and engage volunteers, organize and manage the annual global conference peer review process, and create opportunities for members to learn and share information of interest.

- Business Leadership Member Interest Group
- Leadership Development Member Interest Group
- Leadership Education Member Interest Group
- Leadership Scholarship Member Interest Group
- Public Leadership Member Interest Group
- Youth Leadership Member Interest Group
PROGRAM Highlights
CONFERENCES

ILA TOPICAL CONFERENCE
Exploring Leadership in Latin America

10-12 August 2016 | Lima, Perú

Created in partnership with the Universidad del Pacífico, the conference brought together academics, practitioners, and educators from Latin American nations, the continent of Africa, and the countries of New Zealand and the United States to address leadership questions as they related to Latin America and its recent transformation — particularly in terms of the social, cultural, and economic dynamics that have emerged and the coming future. Questions that were addressed included: How can cultural and historical bonds be strengthened for political and social transformation across the Latin America? What are the essential elements of Latin American leadership? What can be learned about leadership and transformation from Latino/a leaders and change agents?

In addition to the presentations, papers, panels, and workshops offered in five concurrent sessions, keynotes were given by Cynthia Cherrey, president and CEO of the ILA; María Emilia Correa, social entrepreneur, co-founder of Sistema B and director of Sistema B Internacional; and Juana Bordas, president of Mestiza Leadership International and former ILA board member.

“IT was a great conference! The size of the event was perfect, allowing us to interact with virtually every participant of the conference and work, collaborate, and learn from each other.”

Dr. Art Trejo, International Liaison Officer, I.D.E.A. International Doctoral Empowerment Academy

Conference participants sport their new Peruvian scarves as they celebrate a successful conference.
The Dynamics of Inclusive Leadership

2-5 November 2016 | Atlanta, Georgia

More than 1,200 leadership scholars and researchers, educators and students, coaches and consultants, public leaders and executives gathered at the ILA’s 18th annual global conference in Atlanta. Attendees shared their unique perspectives and knowledge enlivening the intersections of theory and practice and contributing to the creation of more integrated leadership thinking, practices, and solutions for the 21st century’s complex global and local environments.

Atlanta’s history and its story of struggle was the perfect location to explore the Dynamics of Inclusive Leadership. The conference took full advantage of all Atlanta had to offer with workshops and activities held at the Center for Civil and Human Rights, The Carter Center, Delta Air Headquarters, the city of Clarkston, and other local venues with a history of inclusive leadership.

Deborah Richardson, vice president of the Center for Civil and Human Rights welcomed attendees, then led the walk to the Center for the opening reception where attendees were greeted by the sounds of the ConunDrums.

BY THE NUMBERS

1234 participants
200+ workshops, papers, panels, and presentations
46 sponsors & advertisers
54 student & local volunteers
36 countries represented
92% who would recommend the conference after attending
Just as the opening events set the tone for the entire conference, 2016’s keynote speakers served as provocative guides, providing new ways of seeing and approaching the challenges of inclusive leadership. Coming from and working with diverse populations around the world, their talks reflected different perspectives and experiences and embodied the intersection of ILA’s work between theory and practice. Ronald Hefeitz, perhaps best-known for his scholarship on adaptive leadership, shared his latest thinking, while George Papandreou, the former prime minister of Greece, discussed how he put into practice the theory of adaptive leadership. Ajay Bramdeo, African Union Ambassador to the European Union, discussed his continent-bridging leadership work between African and Europe.

The annual global conference energizes participants’ passion for leadership and revitalizes their commitment to the work ahead, inspiring us to use what is learned to improve inclusive leadership around the world for the greater good.
PUBLICATIONS

*Creative Social Change: Leadership for a Healthy World* fosters a unique dialogue on the interconnections between leadership, sustainability, the long-term viability of the planet, and organizational development. Highlights include:

- Interviews with five key scholars in the nature of organizational and societal development - Robert Quinn, Otto Scharmer, Edgar Schein, Peter Senge and Margaret Wheatley
- Contributions on what is needed for change from longstanding creative scholar-practitioners, such as Riane Eisler and Karl-Henrik Robèrt, as well as new voices from around the world
- Proposes practical questions that can be used for dialogue and action among leaders, policy makers, and organizational consultants

The *Building Leadership Bridges Book Series*: This series captures the best contemporary thinking about leadership from a diverse range of scholars, practitioners, and educators working around the globe. In keeping with the mission of the ILA, the book series connects ways of researching, imagining, and experiencing leadership across cultures, over time, and around the world. Building Leadership Bridges is published by Emerald Group Publishing, based in the UK.

*Gender, Media, and Organization: Challenging Mis(s) Representations of Women Leaders and Managers*

Volume four of ILA’s Women and Leadership series addresses the lack of critical attention in leadership research on how women leaders and professionals are represented in the media. Drawing from multiple sources, the volume’s 14 chapters describe and make visible women’s mis(s) representations in the media while drawing attention to the importance of situating these mis(s) representations in the broader social, economic, historical, cultural, and political context.

The *Women & Leadership: Research, Theory, and Practice Book Series*: This cross-disciplinary series from the International Leadership Association draws from current research findings, development practices, pedagogy, and lived experience to deliver provocative thinking that enhances leadership knowledge and improves leadership development of women around the world.
Member Connector
ILA’s member magazine featured an array of articles in 2016 including:
• Behind-the-Page Author Interviews
• Board & Staff Corners
• Conference & Member Community News
• Field Reports
• Member Spotlights
• Method Moments
• Pause for Pedagogy
• Podcast Playlists

In 2016, the magazine also published in-depth, behind-the-page interviews with:
• Jeffrey Buller — Building Academic Leadership Capacity: A Guide to Best Practices
• Gloria Burgess — Flawless Leadership: Connecting Who You Are With What You Know and Do
• Mario Fernando — Leading Responsibly in the Asian Century
• Steve Kempster — LEADing Small Business: Business Growth Through Leadership Development
• Doug MacKie — Strength-Based Leadership Coaching In Organizations: An Evidence Based Guide to Positive Leadership Development
• Joseph A. Raelin — Leadership-as-Practice: Theory and Application
• Arja Ropo and Perttu Salovaara — Leadership in Spaces and Places
• Megan Scribner — Leading From Within: Poetry That Sustains the Courage to Lead

Notably, our new Pause for Pedagogy column featured accompanying video content and our Podcast Playlist column included links to free leadership podcasts.

Leadership Journals
To advance the development of the field of leadership studies as a discipline, the ILA continued to support the following journals and make them available to all association members.
• Journal of Leadership Studies
• Leadership and the Humanities
• The Leadership Quarterly
WEBINARS

LEADERSHIP PERSPECTIVES WEBINAR SERIES
The latest in leadership thought, theories, and tools

Leadership Perspectives is a series of live, interactive webinars that promote a deeper understanding of leadership knowledge and practice. The series invites participants to change their perspective by featuring presenters in various sectors and disciplines from around the world who have leading-edge research, best practices, and solutions to share. The webinars are recorded and made available to members on-demand.

2016 WEBINARS

- Leadership in America – Deconstructing the 2016 U.S. Presidential Campaign (Barbara Kellerman)
- Coaching Ourselves: Social Learning for Leadership Development (Jonathan Gosling & Phil LeNir)
- A New Psychology for Sustainability Leadership: An Ecological Viewpoint (Steve Schein)
- Seeing “Good Leadership” Through 7 Lenses of Ethical Responsibility (Linda Fisher Thornton)
- The Strategist Competency Model: The Future Of Leadership Development (Maureen Metcalf, Michael Morrow-Fox, & Susan Cannon)
- The Changing Role of Leadership and the Need for Humble Leadership (Ed Schein)
- 20 Years of the Social Change Model of Leadership: Reflections and Projections (Susan Komives with Lesley-Ann Brown-Henderson, John Dugan, June Nobbe, Julie Owen, & Dennis C. Roberts)

WEBINAR FACTS

1556 participants from 46 countries
AWARDS

FREDERIC M. JABLIN DOCTORAL DISSERTATION AWARD

2016 RECIPIENT: G. James Lemoine, Assistant Professor, Organization and Human Resources Department, University at Buffalo:

“Closing the Leadership Circle: Building and Testing a Contingent Theory of Servant Leadership”

In partnership with the Jepson School of Leadership Studies at the University of Richmond, The Jablin award is given annually to a scholar from any discipline whose recently completed doctoral dissertation demonstrates substantial insights and implications for the study of leadership.

KENNETH E. CLARK STUDENT RESEARCH AWARD

2016 RECIPIENT: Kyoung Yong Kim, Assistant Professor, Department of Management, College of Business, City University of Hong Kong:

“Supportive leadership: A Conditional Process Model Linking Leadership, Climate, and Horizontal Relationships Between Subordinates”

In partnership with the Center for Creative Leadership, the Clark award recognizes outstanding unpublished papers with a focus on some aspect of leadership or leadership development written by undergraduate or graduate students.

STUDENT CASE COMPETITION

This annual event provides student teams attending the annual global conference the opportunity to analyze a real world case involving a contemporary leadership issue of their choice. Teams compete in two divisions, undergraduate and graduate. Through a brief, poster, and final presentation, students demonstrate an understanding of their case’s underlying leadership issues while developing a set of strategic recommendations addressing the key issues in the case.

2016 UNDERGRADUATE DIVISION WINNERS: Tyler Hamke, Maggie Douglas, Will Stephan, and Gladys Suarez (Gonzaga University)

2016 GRADUATE DIVISION WINNERS: Miznah Alomair, Scott DeLong, and Beatriz Valencia (Chapman University)
LEADERSHIP LEGACY PROGRAM
ILA’s Leadership Legacy Program honors individuals who have made a significant lifetime contribution to the field of leadership through their published works and influential support of leadership knowledge and practice. Each recipient is presented with ILA’s Lifetime Achievement Award and has their work celebrated at our annual global conference. After the conference they are added to the ILA Virtual Hall of Fame where oral histories, conducted in partnership with the Tobias Leadership Center at Indiana University, are made available to the public.

ILA LIFETIME ACHIEVEMENT AWARDS
2016 HONOREE: Helen Astin
Helen “Lena” Astin’s interest in psychology, gender, and career development began at an early age growing up in Greece. She moved to the U.S. in 1951 and earned her Ph.D. in psychology from the University of Maryland. Astin spent the majority of her career at the University of California, Los Angeles (UCLA) where she co-created the Higher Education Research Institute and co-founded the Center for the Study of Women. Her research and 14 books on women and leadership and her passion for addressing gender disparity in leadership opportunities and career development impacted a generation of women in higher education. A significant contributor to the field of leadership, she was the co-Principal Investigator of an Eisenhower Grant that resulted in the 1996 Social Change Model of Leadership Development, the most widely used model in co-curricular leadership programs in the U.S. and around the globe.

2016 HONOREE: Robert Greenleaf
Robert K. Greenleaf is best known for his game-changing essay in 1970, “The Servant as Leader,” written at a time when the modern leadership model was one of command and control. Greenleaf was well-known for his creative connections and intuitive leaps, using literary material in leadership development programs at AT&T, for example, and bringing philosophers, psychologists, and theologians in to converse with executives. In the years since that seminal essay, Servant Leadership has been explored and developed by researchers and practitioners around the world. Numerous articles, books, conferences, and journals have sprung from Greenleaf’s deep thinking waters. Furthermore, spearheaded by the Robert K. Greenleaf Center for Servant Leadership in Indianapolis, Indiana — which was founded by Greenleaf in 1964 as the nonprofit Center for Applied Ethics — an entire movement devoted to exploring Servant Leadership, building out its theory, and implementing it in organizations has grown.

Cynthia Cherrey presenting the Lifetime Achievement Award to Patricia Falotico on Robert Greenleaf’s behalf.
2016 HONOREE: Barbara Kellerman

Approaching leadership from multiple disciplines, Barbara Kellerman's books are filled with big ideas discussing overarching, sweeping trends in leadership and followership. Throughout her career her books have challenged existing orthodoxies and created new contours to guide the field forward. She wrote *Bad Leadership* when books promoting good leadership were de rigueur. *Women & Leadership* challenged male-normed leadership models and the *End of Leadership* provided an insightful critique of the leadership industry. Frequently named a “to thinker” or “guru,” Kellerman is a regular contributor to major news outlets. She is the Founding Executive Director of the Harvard Kennedy School’s Center for Public Leadership. Prior to her work at Harvard, Kellerman directed the Center for the Advanced Study of Leadership at the University of Maryland’s James MacGregor Burns Academy of Leadership, where, in a monumental act of imagination, she co-founded the International Leadership Association.

2016 HONOREE: Gill Robinson Hickman

Compelling common purpose. These three words are at the core of Gill Robinson Hickman's institution building work in leadership studies, her life, and her research. Growing up Black in Birmingham, Alabama during the Civil Rights era, Hickman experienced the power of people coming together in common cause to advance the work of change. Hickman credits this experience with fueling her lifelong passion for collective work and co-creative partnerships. As one of the inaugural faculty members of the Jepson School of Leadership Studies, Hickman helped build one of the first leadership studies program in the U.S. Literally writing the textbooks she needed, *Leading Organizations and Leading Change in Multiple Contexts* are now standards in the field. Hickman's recent book with Georgia Sorenson, *Invisible Leadership*, argues that dedication to compelling common purpose or “the charisma of purpose” is the motivating force in leadership.
BOARD OF DIRECTORS

Aldo Boitano  
Executive Director, Executive Development, Chile

Janis Bragan Balda  
ILA Treasurer and Chair, ILA Finance Committee  
Associate Professor of Sustainable Enterprise, Center for Sustainability and Global Change, Unity College, USA

Michael Brandenburg (Ex-Officio)  
ILA 2015 Global Conference Chair  
Managing Director, Resonance Consultants, S.L.; Director International Business Development, IESE Business School, University of Navarra, Spain

Ira Chaleff  
President, Executive Coaching & Consulting Associates, USA

Cynthia Cherrey (Ex-Officio)  
President and CEO, International Leadership Association, USA

Sean Creighton  
President, Southwestern Ohio Council for Higher Education (SOCHE), USA

Cheryl Getz  
Chair, ILA Board Development Committee  
Associate Professor, Department of Leadership Studies, University of San Diego, USA

Mike Hardy  
Founding Director, Centre for Trust, Peace, and Social Relations, Coventry University, UK

Mansour Javidan  
ILA Vice Chair  
Garvin Distinguished Professor & Director, Najafi Global Mindset Institute, Thunderbird School of Global Management, USA

Max Klaau  
ILA Fundraising Committee Chair  
Chief Program Officer, New Politics Leadership Academy, USA

Jean Lipman-Blumen (Emerita, Ex-Officio)  
Professor, The Peter F. Drucker & Masatoshi Ito Graduate School of Management, Claremont Graduate University, USA

Rens van Loon  
Director, Human Capital - Organisation, Change & Leadership, Deloitte Consulting; Professor Dialogical Leadership, Tilburg University, Netherlands

Larraine R. Matusak (Emerita, Ex-Officio)  
Former Program Officer in Education and Leadership, W.K. Kellogg Foundation, USA

Susan Elaine Murphy  
Chair, ILA Membership Committee  
Professor & Chair, Leadership Development, Organisational Studies, University of Edinburgh Business School, UK

Laura Osteen  
Director, Center for Leadership and Social Change, Florida State University, USA

Janet Rechtman (Ex-Officio)  
ILA 2016 Global Conference Chair  
Senior Fellow, J.W. Fanning Institute for Leadership Development, University of Georgia, USA

Andrew Simon  
Executive Director, Yellow Edge Pty. Ltd., Australia

Georgia Sorenson (Emerita, Ex-Officio)  
Churchill Møller Leadership Scholar, Møller Centre, Churchill College, University of Cambridge, UK

Roger H. Sublett  
ILA Secretary  
President, Union Institute and University, USA

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

Arthur Schwartz  
Professor of Leadership Studies & Founding Director, Oskin Leadership Institute, Widener University, USA

Éliane Ubalijoro  
Executive Director, C.L.E.A.R International Development; Professor of Practice, Institute for the Study of International Development, McGill University, Canada

38% of voting board are from outside of the USA
100% of ILA Board members financially contributed to the association in 2016

ILA Board of Directors at the 2016 Strategic Planning Retreat

BOARD COMMITTEES

BOARD DEVELOPMENT COMMITTEE
Cheryl Getz (Chair)
Ira Chaleff
Mike Hardy
Sherry Penney
Tom Sechrest
Cynthia Cherrey
Shelly Wilsey (Staff)

FINANCE COMMITTEE
Janis Balda (Chair)
Andrew Simon
Arthur Schwartz
Carol Madison
Kimmie Mungaray
Shelly Wilsey (Staff)

FUNDRAISING COMMITTEE
Max Klau (Chair)
Aldo Boitano
Eliane Ubalijoro
Sean Creighton
Cynthia Cherrey
Bridget Chisholm (Staff)

MEMBERSHIP COMMITTEE
Susan Murphy (Chair)
Laura Osteen
Rens Van Loon
Joanne Barnes
Mindy McNutt
Simon Vroonhof
Anita Marsh (Staff)

GLOBAL EXPANSION TASK FORCE
Mansour Javidan (Chair)
Allan Bird
Aldo Boitano
Michael Brandenburg
Cynthia Cherrey
Mike Hardy
Susan Murphy
Afsaneh Nahavandi
Andrew Simon
Eliane Ubalijoro

EXECUTIVE COMMITTEE
Katherine Tyler Scott (Chair)
Janis Bragan Balda
Cynthia Cherrey
Mansour Javidan
Roger H. Sublett
Shelly Wilsey (Staff)

STAFF

Cynthia Cherrey
President & CEO

Shelly Wilsey
Chief Operating Officer

Bridget Chisholm
Director of Conferences

Debra DeRuyver
Communications Director

Chelsea Levander
Communications Intern

Anita Marsh
Membership Manager

Julie Polzer
Conference Associate

Jean Portianko
I.T. & Office Manager
GOVERNANCE OVERSIGHT

The Board of Directors holds responsibility for fiscal oversight of the Association. Its Finance Committee — comprised of the Treasurer, two other members of the board, two additional ILA members, and staffed by the Chief Operating Officer — oversees the development of the annual budget for Board approval; develops financial and accountability policies; and reviews the ILA’s financial reports and compliance with policies.

FINANCIAL OVERVIEW

Prudent fiscal management and a reliable cash flow has contributed to the ILA’s stability, readying it for a period of strategic growth focused on expanding the Association’s reach, reputation, and resources. To expand our reach globally requires an investment of significant resources to augment the staff’s capacity, build visibility, increase member services, and expand operational capabilities. We are on target with our two year plan of investing revenue from past years into growth strategies and believe we are well situated to maintain our solid financial footing with a commitment to strong oversight and expanded revenue sources while enlarging our membership internationally.

FY 2016 FINANCIAL SUMMARY

<table>
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<tr>
<th></th>
<th>Amount</th>
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<tbody>
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<td>Net Assets at Start of Year</td>
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<tr>
<td><strong>Revenue Earned</strong></td>
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<tr>
<td>Gifts &amp; Grants</td>
<td>32,653</td>
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<td>Topical Conferences</td>
<td>24,227</td>
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<td>Global Conference</td>
<td>537,494</td>
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<td>Membership Dues</td>
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<td>Other</td>
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<td><strong>Total Revenue Earned</strong></td>
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<tr>
<td><strong>Expenses</strong></td>
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<td>Program Services</td>
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<td>Management &amp; General</td>
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<td>Fundraising</td>
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<td><strong>Total Expenses</strong></td>
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<td>FY Net / Turnover</td>
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<tr>
<td>Net Assets at End of Year</td>
<td>$141,352</td>
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“The International Leadership Association is the most important network for leadership developers, educators and researchers to connect with and contribute to. It is the single best forum for sharing current leadership thinking and practice wherever you are based in the world.”

Professor Brad Jackson, School of Government, Victoria University of Wellington

“Being a member of the ILA has been a gift to me. ILA gives me access to valuable knowledge and a chance to network with amazing leaders. The core staff has been highly supportive and welcoming. In ILA, I feel like part of a global family.”

Nonty Ntokozo Charity Sabic, Ambassador of Global Ecovillage Network-Africa and Europe; Co-Founder of RIE youth – Spanish Ecovillage Network