



LEADERSHIP

JOURNAL FOR POST-SECONDARY LEADERS VOLUME 21.2 FALL 2015

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REFLECTIONS

REFLECTIONS



BCIT innovates

Meet Rob Kruger, Critical Care Nursing faculty, BCIT's School of Health Sciences —named to Apple's Distinguished Educator (ADE) Class of 2015.

Rob and the Critical Care department have published 40 iBooks to iTunesU, allowing students to access eTextbooks on iPads versus purchasing paper copies. Students can now carry the whole curriculum into their clinical practicums to refer to and provide better patient care. BCIT is the only nursing program in Canada using this technology and Rob was instrumental in making it happen.



LETHBRIDGE COLLEGE IS LEADING AND TRANSFORMING EDUCATION IN ALBERTA.

We applaud the leaders who take risks to achieve their vision.

We celebrate the leaders who have the courage to go down those less-travelled roads.

We praise the leaders who don't let failure – or even the fear of failure – stop them.

Leadership in the Lethbridge College community comes in all different shapes and forms. On campus, on the streets and in our publications, we celebrate our different leaders – from past student association presidents to an inspirational, community-minded police chief to Canada's first female Métis senator. These and more add to the tapestry of leaders we are proud to associate with.

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THE CHAIR ACADEMY

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OUR MISSION IS...

...to design and promote world-class training programs and services to advance academic and administrative leadership for post-secondary institutions worldwide in an era of change.

HEY THERE! GOT A COMMENT? A MANUSCRIPT? EDITORIAL? WE WELCOME YOUR INPUT!

Send to: Rose Marie Sloan, rsloan@chairacademy.com, or Meaghan Wesbrock, meaghanwesbrock@hotmail.com. Include your name, title, institution, and phone number. All manuscripts receive reviews by the Editorial Board.



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REFLECTIONS ON LEADERSHIP

DR. RICHARD STRAND



Displayed on the wall just outside my office is a framed first edition copy of *Leadership*. While no date appears on its cover, or anywhere inside for that matter, it is clear from our research that the initial publication date was around the fall of 1994. The second edition came soon thereafter in the winter of 1995. Over the past 20 years, some 55 editions have made it into print. It is a feat worthy of celebration.

The first attempt to put forth a national publication from our offices in Mesa, Arizona actually came three years earlier, in the form of an *Academy Newsletter* that appears to have doubled as a conference handout in March, 1992. In each case, both the initial newsletter and the pilot edition of the journal were distributed in print form to an estimated 600-1,000 recipients across North America. In the years that followed, *Leadership* grew up and certainly out, as print and online versions came to reach an estimated 30,000 recipients.

There is no actual record of what first motivated my predecessor, the legendary Dr. Gary Filan, to commit to publishing a glossy periodical. In his own words appearing in that first edition, the publication stemmed from an “Aha!” moment. Who knew that moment would lead us on a journey that is now celebrating its 20th anniversary?

The resources necessary to assemble, review, edit, print, and distribute any kind of credible publication are significant; even more so as you work to extend your reach from your own neighborhood to the community-at-large, state, nation, and/or the world. But as reported in the pages that follow, this has not been a solo endeavor. Hundreds of articles, and even a greater number of contributing authors, have sought or served to inform, enlighten, excite, and in some cases simply entertain us. And at the center of it all there has been a thoroughly dedicated team of editors, staff members, and editorial board members—each of whom we have sought to recognize in some form or fashion in this commemorative edition.

Our commitment today remains much as I suspect it was two decades ago—to provide a credible, relevant, and engaging platform that serves to highlight best practices, share ideas, invite commentary, and enlighten leaders across the increasingly challenging landscape of post-secondary education. The enterprise of education is far too complex for any one of us to believe we have or know it all. Learning from and leveraging the experience of other able practitioners remains a core belief and principle of *Leadership*.

Over the past several months we have been on a steep learning curve as we sought to assemble, read, highlight, and make note of the content that has filled the pages of all 55 editions. We reached out to former editors, editorial board members, staff, friends, and colleagues. It was an arduous task that consumed many hours. It was a joyful process, one that enriched our soul and refreshed our sense of purpose.

We invite you to take a trip down memory lane as we review and highlight the many images and themes that have been our history. We ask you to contemplate what is yet to come. Nothing stays the same, nothing remains constant; death and taxes aside, nothing is certain. I know not what *Leadership* will look like when it comes time to celebrate our 30th, 40th, or 50th anniversary. I do predict that given the strong commitment of our organization and the depth and breadth of the talent represented on our staff and Editorial Board, there is no shortage of energy and ideas to build on a pattern of excellence that has been established by those who preceded us.

One special note: in all 20 years, there is only one individual who has been a constant presence in *Leadership*'s life. His name has appeared in print as author or co-author on numerous occasions and he has been listed as a member of our distinguished Editorial Board for all 55, soon to be 56, editions. As such, on behalf of the entire staff, I extend a heartfelt thank you to Dr. Al Seagren, Professor Emeritus, Educational Administration (retired), University of Nebraska, Lincoln, Nebraska. Al, you represent the heart and soul of *Leadership* and we are proud to have you at our side.

Voices of Leadership... ON REFLECTIONS

Reflection...It is important in every facet of our lives: personal relationships, professional achievements, academic progress, emotional development, and countless other aspects of our being. At *Leadership*, we have chosen to use this special anniversary edition as an opportunity for reflection as well as celebration. Who better to help us reflect on our work than the board members who guide and refine each issue we present to our readers? We asked each member of the *Leadership* Editorial Board to describe their experiences collaborating with the board, what stands out as particularly significant about this publication, and why *Leadership* matters. As their responses illustrate, *Leadership* is as much about the people and the relationships as it is about the theory and the data – and that is a welcome reflection.

George Andrews, Northern Alberta Institute of Technology



I consider it a real privilege to be part of the *Leadership* editorial board. I have never worked with a more passionate group that are great leaders in their own circles and so very humble, embracing of all perspectives, and sincerely interested in being a resource to the sector. Every interaction leaves me with reflections on my own practice of leadership. *Leadership* presents such a wide scope of perspective that there really is something for almost everyone. I think most people would agree that working as leaders in higher education comes with a responsibility for the future. In a complex and dynamic environment we all need the best possible tools in our kit - this is part of my tool kit.

Lynda Wallace-Hulecki, Ed.D., JL Research and Systems



Leadership provides a platform for the sharing of scholarly research, ideas, and insights that bridge leadership theory and practice, and inspire innovation and change. Featured articles expose readers to diverse perspectives on issues of relevance to higher education leaders across the globe. I have found the experience to be immensely rewarding in terms of the opportunities to learn about the editorial process, broaden my worldview on leadership from submitted articles, and contribute to the profession through engagement on and with the board.

Alan Seagren, University of Nebraska



My experience with *Leadership* has been great. I have had the opportunity to use my editing skills and help authors improve the quality of their submissions. I have had the opportunity to work with some outstanding leaders and have learned a lot from the experience. *Leadership* is an exceptional journal in that it has several major sections focusing on diverse topics, making it appealing to a wide range of readers. It continues to be important because a journal which focuses on higher educational leadership, blending theory and practical information, was and is needed. *Leadership* addresses those needs.

Cathy Songer, Coastal Carolina Community College



Leadership contains diverse articles and features that provide its readers with information and insights from successful leaders and institutions. Being an editor for *Leadership* provides an opportunity to collaborate with and learn from some truly amazing editors and some outstanding authors. With every issue of *Leadership*, I continue to learn from the different perspectives of our international contributors, and I appreciate the opportunity to support the efforts of an organization that significantly enhances the development of leadership.

Bill Lamb, Kirkwood Community College



I became involved with the journal and editorial board a number of years ago because I felt that the articles really provided benefit to leaders at all levels. Not only does the journal present views on new and emerging trends in higher education, it also reflects the work of practitioners in the field. The honest voices in the articles have always appealed to me as a reader. The journal brings leaders to life which is a significant accomplishment. To understand the human side of leadership and the importance of relationships throughout our career helps us to connect meaning to our work. Without *Leadership*, we would miss the opportunity to share ideas and pose key questions that help to define our future.

Lech Krzywonos, Nova Scotia Community College



The last two years with the editorial board has been a time of great learning about the process of publishing, the art of editing, and above all – forming many new professional friendships. The diversity of voices who contribute to each issue and consequent breadth of topics covered stand out as significant about each issue. The journal serves as an important hub for academy participants, graduates, and those passionate about leadership within our colleges to stay connected and abreast of the emerging trends impacting post-secondary education, to ensure our colleges continue evolving to meet the future needs of our communities.

Andrew Rezin, Columbus State Community College

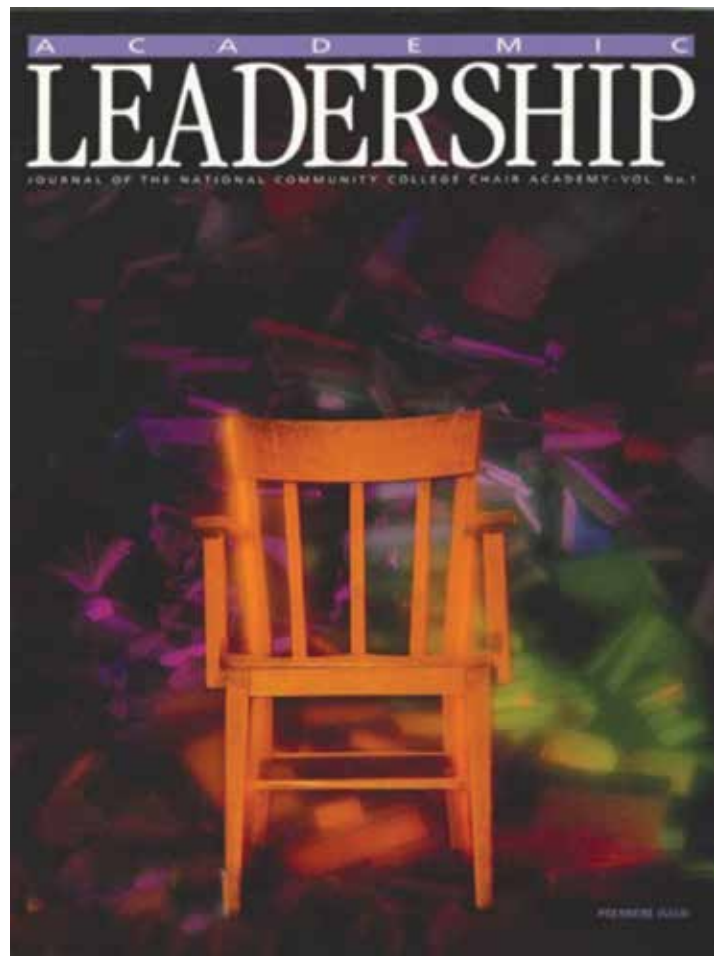


It has been a pleasure getting to know and work with this diverse group of leaders as we collaborate on this important work. As we have moved forward, we have stayed true to the journal's unique stature as an inspirational yet practical guide to leaders looking for ideas and tips that they can implement - much like what draws us to the Chair Academy conferences each year. *Leadership* provides a year-long lifeline to Chair Academy members keeping us all in touch throughout the year as we return to our home institutions.

In the book

BY RICHARD STRAND

In the early 1990s there was a flurry of activity surrounding a new initiative that was underway in Phoenix, Arizona; one that was gaining traction and capturing the attention of leaders across the landscape of post-secondary education. With the encouragement of Chancellor Paul Elsner, Mesa Community College President Larry Christiansen, and the support of a district-wide team of interested stakeholders, a newly created organization was established under the direction of Dr. Gary Filan - the Chair Academy was born. Its mission: *“To facilitate the training and development of leaders across the enterprise of education as part of a much broader institutional succession planning process.”*



eginning



An “Aha” Moment!

Dr. Filan was possessed with a grand vision, an insatiable curiosity, and an immense reservoir of creative talent. It was not long before what had been established locally extended its reach globally with the aid and creative input from a host of early adopters including: Dr. Al Seagren from the University of Nebraska, Dr. Idahlynn Karre from the University of Northern Colorado, and Dr. Ken Robson from Mt Royal College in Calgary, Alberta, Canada. As rapid growth ensued, Dr. Filan reported in the premier issue of *Leadership* in the fall of 1994, that he had experienced an “Aha!” moment, one where the light went on and, in addition to all the other initiatives the newly established Chair Academy was pursuing, he realized that the organization needed a credible and creative outlet



Dr. Gary Filan

for Academy musings on issues and themes related to leadership and post-secondary education in general. It was then that *Leadership* - the Academy’s very own academic journal - came to be.

The Early Years of *Leadership*

Over the early years of its existence, *Leadership* was built around the efforts of several key contributors. From 1995-1999, 11 editions made it to print under the leadership of the Executive Director, with the support of two talented editors and a host of regular contributors including Al Seagren, Idahlynn Karre, Ken Robson, Helen Burnstad, Dan Wheeler, and Jim Perry. In addition to a handful of featured articles, each edition provided a series of “Tips and Tools” intended to help equip post-secondary leaders with the skills and abilities necessary to be truly effective with their teams and in their organizations. Befitting of a journal that, at least in part, was intended to reflect something of the pervasive values and beliefs of the time, Jim Berry authored a series that came to be labeled “Stories, Metaphors and Anecdotes;” appropriate given how much we learn about leadership by simply experiencing it. By 1999 *Leadership* as a brand had been well-established, was singled out as a leader in its class with a Paragon Award in 1995, and was being distributed (mailed) to approximately 800 individual and institutional recipients in print version only.



Setting a Steady Course for *Leadership*

Building *Leadership's* Brand

Over the next few years (from 2000-2003) and supported by two new editors, *Leadership* evolved into more of what it would become. It began to focus on issues and themes that appeared to be relevant in the day or at the time, with a growing variety of contributing authors drawn from across the globe to include The Netherlands, Australia, and of course, across Canada and the USA. No longer did a handful of authors lead the dialogue - the variety and depth of knowledge represented spread across the landscape of higher education, embracing musings from an increasingly diverse set of college and university leaders. No fewer than 15 editions made it to print during this period, firmly establishing the annual tradition of three issues per year. Distribution grew to around 1,000 hard copies that were mailed and/or handed out at various leadership events during the year.

Setting a Steady Course for *Leadership*

In the fall of 2003, after experiencing numerous changes in leadership at the editorial level, Dr. Idahlynn Karre assumed the reigns as the Chief Editor. In her inaugural edition, dedicated to the theme of "Student Success: Mentoring, Partnership and Leadership," Dr. Karre

opened by reporting she was "...delighted to have the opportunity to serve the Academy as the new Editor... as we work to share our thoughts, research and best practices..." Little did she know that this would begin a 10-year journey that would result in the publication of a record 24 editions and witness the expansion of distribution from 1,400 print copies to over 20,000 distributed in an online format. In the fall of 2005 the theme posited the question, "Who will LEAD?" followed by equally weighty themes such as "The Balance of Leadership & Management" (Fall, 2006), and the challenge to simply "Be Extraordinary," (Summer, 2009). The Academy published two commemorative editions during this period, one celebrating the 20th Annual International Leadership Conference that was held in Dallas, Texas, March, 2011 and a second celebrating the life and distinguished contributions of the Chair Academy's founding Executive Director, Dr. Gary Filan. In the winter of 2012/2013, Dr. Karre completed 10 stellar years of service and left a legacy of print matter in her wake that is likely to be unmatched as *Leadership* moves forward. The credibility, reach, and reputation of *Leadership* was greatly enhanced, establishing a bar that future editorial teams will forever strive to match.

The New Look of *Leadership*

In the winter/spring of 2013 a number of transitions were occurring throughout the Chair Academy domain. Dr. Richard Strand was appointed the new Executive Director and Rose Marie (then Ferretti) Sloan joined the team as the Academy's Program Coordinator and *Leadership*'s first ever "Managing Editor." As the two put their heads together they envisioned a collaborative approach to publishing the journal, one that would rely on a series of regular features built around an overarching theme and a set of articles relevant to the cover and the theme it sought to express. They created a staff structure that dedicated time and attention to book reviews, layout, and copy editing, augmented by a team dedicated to marketing and distribution. New sections including the "Voices of Leadership," and the "Alumni of Leadership," found a place in recurring editions. Technology was leveraged to a new purpose - ads became interactive and a "page-flip" format was introduced to rave reviews. The new team held steady on print editions but sought to expand the online distribution to a record 30,000 addressees on a truly global scale.

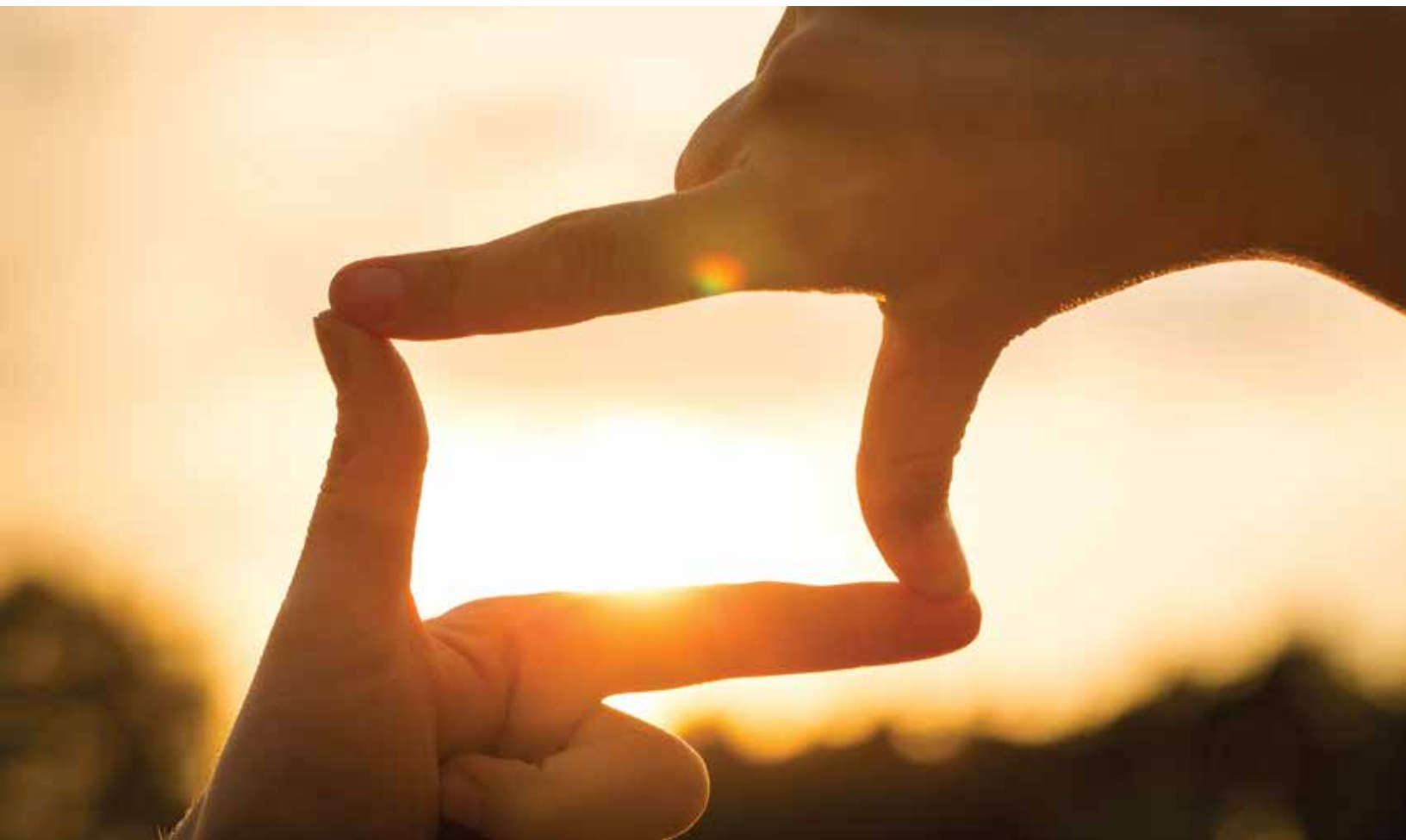
Working to Sustain Excellence

In over 20 years, *Leadership* has evolved to its present state based on the commitment, effort, and energy drawn from a host of global stakeholders and contributors. The dedicated editors featured in this article helped squire 55 editions into print, featuring 271 discrete articles submitted by 376 authors that

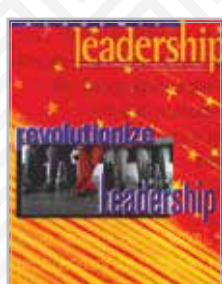
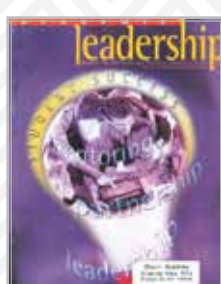
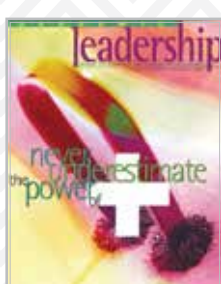
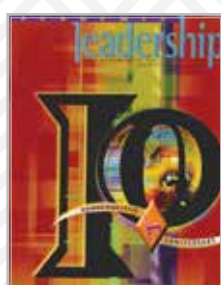
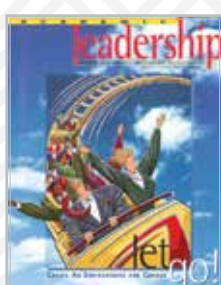
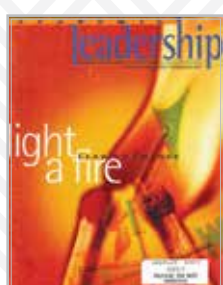
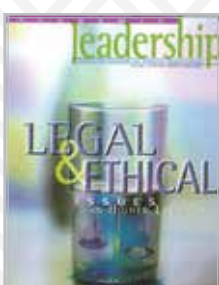
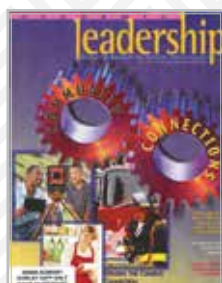
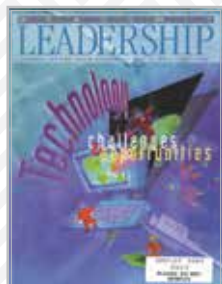
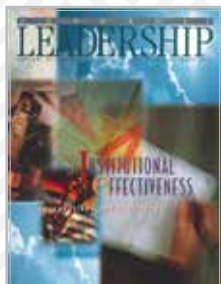
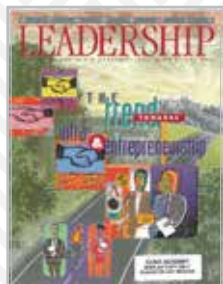
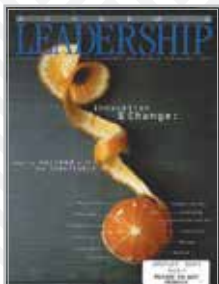
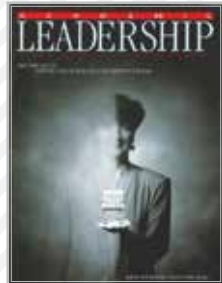
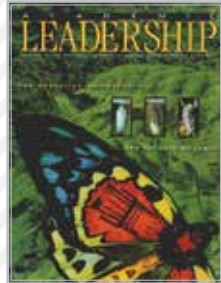
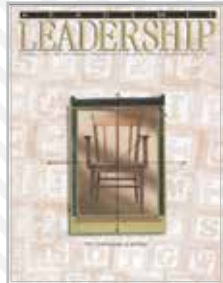
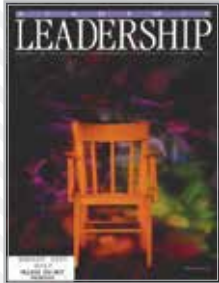
were reviewed and scored by an exceptional team of 46 talented editorial board members. As in any organizational construct, change is constant. In moving forward, the current editorial team is already imagining new features that show great promise and are slated to appear in coming editions. "Leadership Legends" is a series scheduled for 2016 that will identify iconic leaders from post-secondary education, allowing for an in-depth interview format, including pearls of wisdom to be captured and shared. Ideally these interviews will also be captured in video format for streaming and potentially follow-on chat sessions.

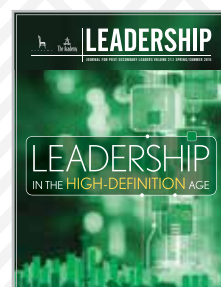
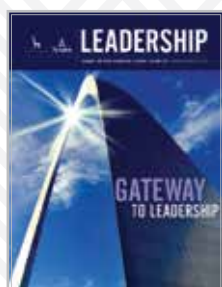
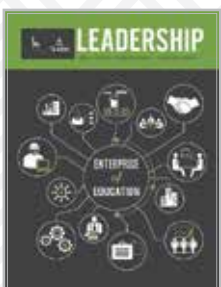
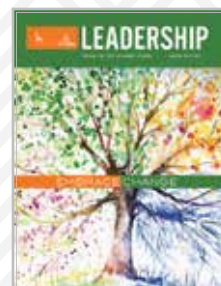
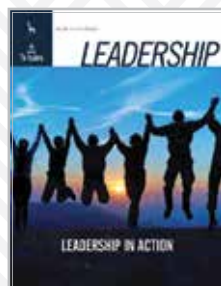
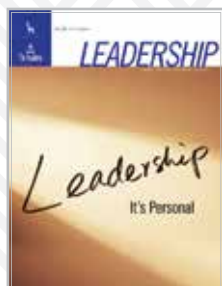
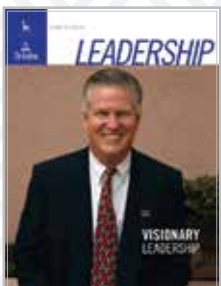
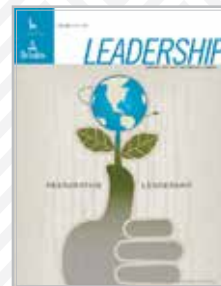
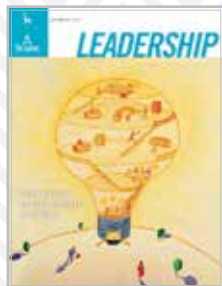
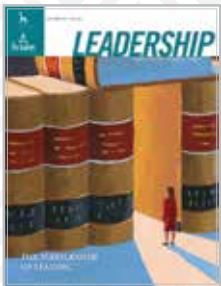
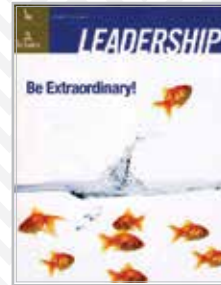
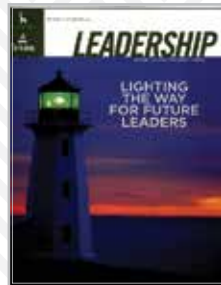
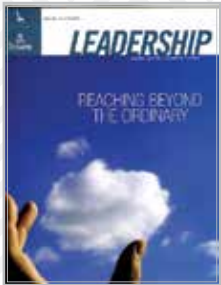
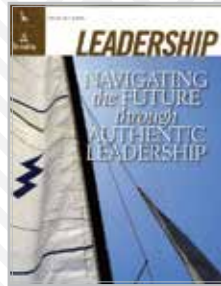
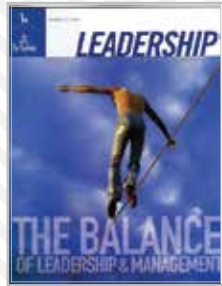
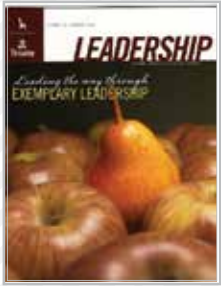
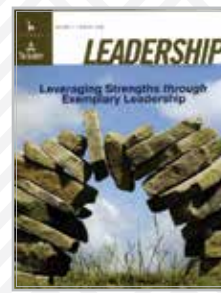
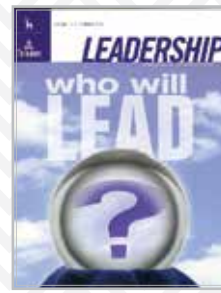
Committed to Excellence

It has been suggested that if we want to remain relevant we must constantly reimagine our future. However bold Dr. Filan's vision may have been back in the early 1990s, and no matter the interest that was generated by *Leadership* throughout the 2000s, we move forward with the knowledge that while the past may inform the present, it is our imagination that must drive the future. Whatever we do next, we pause ever so briefly to celebrate 20 great years and convey a solid "salute" to the hundreds of educators who have in any way contributed to the success we enjoy today. *Leadership* has found its place, but to secure its future it must stay in tune and focus on the issues and things that really matter to post-secondary educational leaders. That is our charge, our commitment, and our promise.



20 YEARS OF LEADERSHIP





20 YEARS OF LEADERSHIP THE EDITORS

If you have ever engaged in the process of trying to trace your family history, you have a sense for what it has been like to look back and recover as much as we can about the 20-year history of *Leadership*. No retrospective would be complete without acknowledging the key contributions of our editors—those key individuals who more than others bore the burden for getting the Academy’s journal from concept to print. What follows is a brief summary acknowledging some very special people who individually and collectively have contributed their time and talent to making *Leadership* what it was, is, and might be.



Dr. Patricia Medeiros - Editor from 1995 - 1997

Responded to Dr. Gary Filan’s call to help spearhead the publication of five editions during the first few years of its existence. Dr. Medeiros taught for 25 years at Scottsdale Community College where she served as English Department Chair and Division Chair of English, World Languages, and Journalism.



Dr. Anu Chitgopekar - Assistant Editor from 1996 - 1997, Chief Editor from 1997 - 2000

Oversaw the publication of six editions of *Leadership*. Dr. Chitgopekar-Khanna is currently a full-time faculty member at DeAnza College in the Intercultural/International Studies Division. She currently serves as Project Director for De Anza College’s IMPACT AAPI program, a U.S. Department of Education grant-funded program which develops curricular pathways to enable student success for underrepresented Asian-American Pacific Islander students.



Caryn Shoemaker - Editor from 2000 - 2001

Oversaw the publication of two editions of *Leadership*. After eight years at the Arizona Department of Education and two years at Maricopa County Community Colleges, Caryn retired in 2001. She then founded One Small Step, Inc. to provide socks to clothing banks and agencies serving the poor and has volunteered full-time since 2001 as administrator of that group.

NO
PHOTO
AVAILABLE

Jennifer Ramirez - Editor from 2001 - 2003

Oversaw the publication of eight editions of *Leadership*. During this period, Jennifer shared the actual written editorial duties with others including her fellow staff member and Associate Editor, Missy Becker, as well as Mike Felker, then Chair of the English Department at South Plains College in Levelland, Texas. We miss seeing much of her voice in print. She spearheaded the Academy’s 10th Anniversary Commemorative edition in the winter of 2002, one of the highlights of her tenure.



Dr. Idahlynn Karre - Editor from 2003 - 2012

Oversaw the publication of no less than 24 editions during this period. As an original member of *Leadership*’s first Editorial Board, Dr. Karre was already a contributing author and very active in many other aspects of Academy programs and operations. An Academy icon in her own right, she agreed to step in as editor and assume responsibility for pulling each edition together; seeking to raise the standards of *Leadership* as an academic journal and ensuring it became a relevant and credible voice of and on behalf of the Academy’s global community.

20 YEARS OF LEADERSHIP

THE EDITORIAL TEAM

As *Leadership* has evolved, the process of moving it to print has involved an ever greater number of talented people. For each of those highlighted below, the roles and responsibilities they have are added to many other professional and personal obligations—no one person is dedicated full-time to the product or the process. *Leadership* is a global publication—it reaches close to 30,000 recipients. As each publication deadline draws near, the amount of effort and activity involved can get hectic, if not feverish. Thankfully, we have a terrific Managing Editor to keep us focused and moving forward. Of particular note, only one of those appearing below has been part of the process from the start—hats off to Dr. Al Seagren, who has been a constant presence and force in the life of *Leadership*.

THE EDITORS



Richard Strand
Editor



Rose Marie Sloan
Managing Editor

THE STAFF

Copy Editor: **Meaghan Wesbrock**

Layout/Design: **Laura Dvir**

Media Editor: **Dan Cowen**

Distribution Editor: **Jacque Orr**

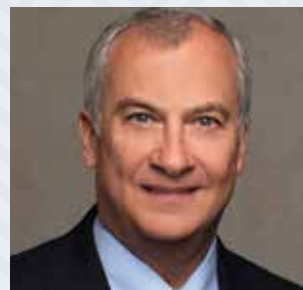
THE EDITORIAL BOARD



George Andrews



Lech Krzywonos



Bill Lamb



Andrew Rezin



Alan Seagren



Catherine Songer



Lynda Wallace-Hulecki



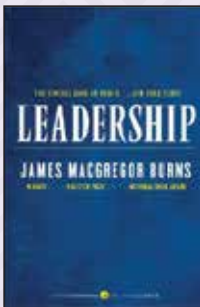
Jeff Yergler

10

ESSENTIAL BOOKS ON LEADERSHIP

In 1991 (4 years before Google became a reality), Professor Joseph Rost, University of San Diego, published a comprehensive work titled *Leadership in the Twenty-First Century*. In it, Rost summarizes his own research into the volumes of books on leadership published between 1900 and 1989—some 587 works that captured his attention. Google “books on leadership” today and you will get 23 million hits. So how is it possible to limit our list to just 10?

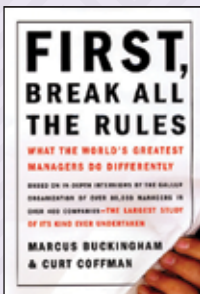
Our frame of reference for the following list allowed us to link select works with our own journey in developing content for the training and development of post-secondary leaders. We would be very interested in hearing from you about your favorite reference. Feel free to reach out to us at leadershipcademy@chairacademy.com



LEADERSHIP

James MacGregor Burns, 1978, 2010

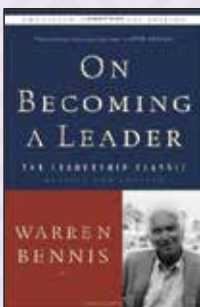
Published in the late 1970s, Burns’ pioneering study introduced the highly influential theory of “transformational leadership,” stating that the “best leaders are those who inspire others to come together toward the achievement of higher aims.” Transformational theory was quickly embraced by others such as Bernard M. Bass, and ultimately became the theoretical centerpiece for leader development programs offered by the Chair Academy.



FIRST, BREAK ALL THE RULES

Marcus Buckingham and Curt Coffman, 1999

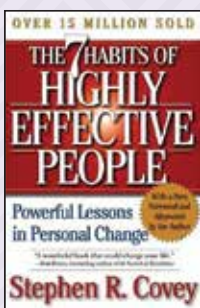
Under the guiding hand of Don Clifton, the Gallup organization had been researching what made the world’s greatest managers so successful. Buckingham and Coffman published the results of two “mammoth” research studies by Gallup in *First, Break All the Rules* and laid the foundation for the notion that what made the greatest difference was creating a work environment where people feel valued and encouraged to do what they are good at on a regular basis.



ON BECOMING A LEADER

Warren Bennis, 1989, 2009

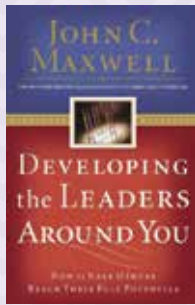
On Becoming a Leader is simply a classic that captures the importance of knowing self and the world. Warren Bennis, a distinguished professor of business administration at USC, has authored dozens of articles and over thirty books on leadership. *On Becoming a Leader* has served as a source of essential insight for countless readers. In 1993, *Forbes* referred to him as the “dean of leadership gurus.”



THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE: POWERFUL LESSONS IN PERSONAL CHANGE

Stephen R. Covey, 1989

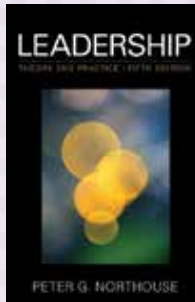
Covey’s book - a business classic - was a groundbreaker when it was first published in 1989 and it continues to be a business bestseller with over 25 million copies sold. It emphasizes that to achieve success we must focus on BOTH personal and professional effectiveness. Each chapter is dedicated to one of the seven key habits, from “being proactive” to “sharpening the saw,” which, in sum, represent imperatives that appear to withstand the test of time.



DEVELOPING THE LEADERS AROUND YOU: HOW TO HELP OTHERS REACH THEIR FULL POTENTIAL

John C. Maxwell, 1995, 2006

Maxwell is one of the most prolific writers on the subject of leadership in the past 20 years; so much so it is hard to limit the choice to one. But given the complexity of leading organizations, Maxwell reminds us that “it’s not enough for a leader to have vision, energy, drive, and conviction. If you want to see your dream come to fruition, you must learn how to develop the leaders around you.”



LEADERSHIP: THEORY AND PRACTICE

Peter Northouse, 2004

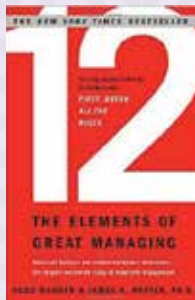
Northouse's epic work, now in its 7th edition, has reportedly been translated into 12 languages, reached some 89 countries, and has been adopted by over 1,000 colleges and universities worldwide. For a “student” of leadership, there perhaps is no more definitive work summarizing leadership theory and practice.



THE LEADERSHIP CHALLENGE: HOW TO MAKE EXTRAORDINARY THINGS HAPPEN IN ORGANIZATIONS

James Kouzes and Barry Posner, 2002

Jim Kouzes and Barry Posner focus our attention on what it takes to really be a better leader. *The Leadership Challenge* has been a highly valued resource for becoming a better leader, selling more than 2 million copies in over 20 languages since its first publication over 25 years ago.



12: THE ELEMENTS OF GREAT MANAGING

Rodd Wagner and James K. Harter, 2006

If leadership in any form is “getting things done through others,” then understanding how to build and sustain employee engagement is an essential skill. In 1999, *First, Break All the Rules* became a bestseller; in the book's sequel, *12: The Elements of Great Managing*, Wagner and Harter rely on over 10 million interviews to deepen our understanding of how great managers inspire top performance in employees by creating and sustaining employee engagement.



REFRAMING ACADEMIC LEADERSHIP

Lee G. Bolman and Joan V. Gallos, 2011

Bolman and Deal's *Reframing Organizations: Artistry, Choice, and Leadership*, first published in 1984, continues to be a leading work on organizational change. In 2011, Bolman teamed up with Joan Gallos and published *Reframing Academic Leadership*. Built on a similar framework, Bolman and Gallos apply four lenses through which academic leadership can be viewed and filtered.



LEADING CHANGE

John P. Kotter, 1996, 2012

It has been estimated that two-thirds of all major change efforts fail. This, perhaps, best explains why Kotter's legendary eight-step process for managing change with positive results has become the foundation for leaders and organizations across the globe. Google “bestselling books on change management” and Kotter's work often rises to the top on every respectable book list.

5

LEADERSHIP OR MANAGEMENT BOOKS BY COMPARISON

In developing the Academy's Top 10 list of essential books on leadership, we consulted with our distinguished editorial staff. As learned scholars and able practitioners, they each weighed in with their various perspectives. It inspired us to look a bit deeper at some comparative lists reflecting other points of view. Beginning with Amazon.com, North America's mammoth bookseller, to other less well-known but no less reputable sources, we offer four different lists for readers to review. It is a risky business to single out the best of anything society has to offer—so much depends on your personal philosophy or point of view. For what it is worth, see if any of these references have found their way into your library.

AMAZON.COM	INC.COM	CEO.COM	GOODREADS.COM
<p>TURN THE SHIP AROUND! A TRUE STORY OF TURNING FOLLOWERS INTO LEADERS L. David Marquet and Stephen R. Covey, 2013</p> <p>BECOMING YOUR BEST: THE 12 PRINCIPLES OF HIGHLY SUCCESSFUL LEADERS Steve Shallenberger, 2014</p> <p>LEADERSHIP AND SELF-DECEPTION: GETTING OUT OF THE BOX Arbinger Institute, 2010</p> <p>START WITH WHY: HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION Simon Sinek, 2011</p> <p>THE 21 IRREFUTABLE LAWS OF LEADERSHIP: FOLLOW THEM AND PEOPLE WILL FOLLOW YOU John C. Maxwell and Stephen R. Covey, 1998</p>	<p>ENDURANCE: SHACKLETON'S INCREDIBLE VOYAGE Alfred Lansing, 1959</p> <p>NEVER GIVE IN! THE BEST OF WINSTON CHURCHILL'S SPEECHES Winston Churchill, 2003</p> <p>WOODEN ON LEADERSHIP: HOW TO CREATE A WINNING ORGANIZATION John Wooden and Steve Jamison, 2005</p> <p>ONWARD: HOW STARBUCKS FOUGHT FOR ITS LIFE WITHOUT LOSING ITS SOUL Howard Schultz, 2011</p> <p>ALIVE: THE STORY OF THE ANDES SURVIVORS Piers Paul Read, 1975</p>	<p>HOW TO HAVE CONFIDENCE AND POWER IN DEALING WITH PEOPLE Leslie T. Giblin, 1985</p> <p>ENDURANCE: SHACKLETON'S INCREDIBLE VOYAGE Alfred Lansing, 1959</p> <p>GOOD TO GREAT: WHY SOME COMPANIES MAKE THE LEAP... AND OTHERS DON'T Jim Collins, 2001</p> <p>THE EMPEROR'S HANDBOOK Marcus Aurelius, 2002</p> <p>BUILT TO LAST: SUCCESSFUL HABITS OF VISIONARY COMPANIES Jim Collins, Jerry I. Porras, 2004</p>	<p>START WITH WHY: HOW GREAT LEADERS INSPIRE EVERYONE TO TAKE ACTION Simon Sinek, 2011</p> <p>THE 21 IRREFUTABLE LAWS OF LEADERSHIP: FOLLOW THEM AND PEOPLE WILL FOLLOW YOU John C. Maxwell and Stephen R. Covey, 1998</p> <p>THE ESSENTIAL DRUCKER: THE BEST OF SIXTY YEARS OF PETER DRUCKER'S ESSENTIAL WRITINGS ON MANAGEMENT Peter F. Drucker, 2001</p> <p>TRIBES: WE NEED YOU TO LEAD US Seth Godin, 2008</p> <p>THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE: POWERFUL LESSONS IN PERSONAL CHANGE Stephen Covey, 1989</p>

1995 A YEAR IN REVIEW

Top Grossing Movies:

- *Toy Story*
- *Batman Forever*
- *Apollo 13*

Top Rated TV Shows:

- ER (NBC)
- Seinfeld (NBC)
- Friends (NBC)
- Caroline In The City (NBC)
- Monday Night Football (ABC)
- The Single Guy (NBC)
- Home Improvement (ABC)
- Boston Common (NBC)
- 60 Minutes (CBS)
- NYPD Blue (ABC)

Famous Quotes:

- "Houston, we have a problem."
Tom Hanks, in *Apollo 13*
- "No soup for you!"
The Soup Nazi, on TV's "Seinfeld"
- "If it doesn't fit, you must acquit!" -
Defense Attorney Johnnie Cochran,
during O.J. Simpson's murder trial

Award Winners:

- *The New Yorker*, National Magazine
Award Winner for General Excellence
- *Leadership* - The Chair Academy's Journal
Best Newsletter Journal Category - Paragon Award
- Joseph Rotblat - Nobel Peace Prize Recipient
- *Braveheart* - Oscar - Best Film
- "NYPD Blue" - Emmy - Best Drama
- Sheryl Crow - "All I Wanna Do"
Grammy - Record of the Year
- Carol Shields - *The Stone Diaries*
Pulitzer Prize - Fiction Cultural Notes
- The Rock and Roll Hall of Fame opens
in Cleveland, Ohio.
- The X Games were first broadcast on ESPN.
- Starbucks' Frappuccino was released.
- People start meeting online via Match.com.
- *Time Magazine* chooses Newt Gingrich
as Man of the Year.

Demographics/Economics/Technology:

- Global Population: 5.682 billion
- Average cost of new house (USA): \$113,150.00
- Average income per year (USA): \$35,900.00
- Average monthly rent (USA): \$550.00
- Cost of a gallon of gas (USA): \$1.09
- Cost of a new car (USA): \$15,500.00
- Cost of a dozen Eggs (USA): 87 cents
- Dolly (the clone) the Sheep was born on July 5th,
and lived for seven years.
- Windows 95 is released by Microsoft.
- JavaScript was first introduced and deployed.
- DVD, optical disc storage media format is announced.

World News:

- US rescues Mexico's economy with \$20 billion aid
program (February 21).
- Russian space station Mir greets first Americans
(March 14). US shuttle docks with station (June 27).
- Nerve gas attack in Tokyo subway kills eight and
injures thousands. The Aum Shinrikyo
("Supreme Truth") cult is to blame (March 20).
- Death toll 2,000 in Rwanda massacre (April 22).
- Fighting escalates in Bosnia and Croatia (May 1).
Warring parties agree on cease-fire (October 5);
sign peace treaty (December 14).

In Politics:

- Australia Prime Minister: Paul Keating
- Canada Prime Minister: Jean Chrétien
- China Chairman of the People's Republic of China:
Jiang Zemin
- United States President: Bill Clinton
- United Kingdom Prime Minister: John Major

Champions:

- NFL - San Francisco 49ers
- NHL - New Jersey Devils
- UEFA Champions League - AFC Ajax
- Kentucky Derby - Thunder Gulch
- NASCAR Champion - Jeff Gordon
- Tour De France - Miguel Indurian
- Ryder Cup - Europe
- Wimbledon - Pete Sampras
- Iditarod - Doug Swingley w/Vic and Elmer

PAST, PRESENT, AND
FUTURE CONSIDERATIONS
FOR SCHOLARLY JOURNALS:

LEADERSHIP IN CONTEXT

Lynda Wallace-Hulecki, Ed.D.

MEMBER OF THE *LEADERSHIP* EDITORIAL BOARD

INTRODUCTION

Leadership is a peer-reviewed, scholarly journal that is dedicated to disseminating research-based and practical information of relevance to the discipline of higher education leadership. The year 2015 marks the beginning of a new decade for *Leadership*—an opportune time to reflect on the past and consider emergent issues of the present with a view to identifying areas for strategic improvement to ensure the journal’s continued success into the future.

Indeed, staying abreast of changing environmental factors that are likely to impact higher education is central to the mission of the Chair Academy (hereinafter referred to as the Academy) and, by extension, *Leadership*. Ensuring the ongoing success of *Leadership* in meeting the needs of college and university leaders is not only the responsibility of the journal editors and Editorial Board; but a shared responsibility of *all* members of the Academy. Thus, this article has been written with two purposes in mind: first, to raise awareness among our readership community of the historic foundations, trends, and issues underlying the evolution of scholarly journal publications to date; and second, to lay the foundation for future considered discussion within the Academy on potential reforms to enhance the quality, relevance, reputation, and value of *Leadership* as a primary professional resource.

Accordingly, this article is organized into three sections. The first section presents key findings from a review of recent literature on the historic foundations of scholarly journals, including their importance, primary purposes, and defining elements. The second section presents a high-level portrait of the kaleidoscope of emerging issues at the forefront of debate among industry experts. The third and final section provides a brief portrayal of the Academy’s *Leadership* journal in context, and concludes with a call to action for you, our readership community, to contribute pertinent information to inform future discussion within the Academy by completing a brief online survey. The findings derived from the survey will be presented in the winter edition of *Leadership*.

I. SCHOLARLY JOURNALS: PAST AND PRESENT

Overview of Historic Foundations

The year 2015 is a landmark year for *Leadership*, and coincidentally marks the 350th anniversary since the publication of the first formal scholarly journal in 1665—the *Philosophical Transactions of the Royal Society of London*. This publication has been lauded as the first and longest-running English language scientific journal, and for pioneering the fundamental concepts that continue to underlie the model for almost 30,000 scientific journals in the present day (Royal Society website, 2015, *Publishing* 350).

The establishment and success of scholarly journals of the 19th century, when science publishing grew to support scholarly and scientific research, as did the proliferation

Prior to 1665, scientists communicated largely by passing letters between each other. By 1665, there were too many scientists for this method of communication to remain practical. Leveraging the growth of the printing industry, the first-ever journals were introduced to serve essentially the same function as that of the current day journal—to provide a venue for scientists and other interested readers to communicate the latest scientific discoveries, as well as to establish the rights over any intellectual advances of individual scientists (Royal Society website, 2015, *Publishing* 350).

The establishment and success of scholarly journals as we know them was largely the product of the 19th century, when science publishing grew as a result of increased global participation in scholarly and scientific research, as did the proliferation of discipline-specific journal publications. With increased competition for the best scientific papers, more rigorous and systematic peer-review processes were introduced to address issues of author recognition and to ensure quality control (Royal Society website, 2015, *Publishing* 350). During this same period, new enabling technologies of the industrial revolution—steam-powered rotary printing presses and efficient rail-based mail service—empowered the distribution of journal publications (Eisen, 2013). As a consequence of the escalating costs for printing and shipping articles around the world, two key features of modern journals were made common practice: (1) journal publishers restricted what was printed to only those works deemed to be of the greatest interest to their target audience; and (2) publishers adopted a subscriptions-based business model, whereby journal copies were sent only to those who paid for a subscription (Almeida, 2013).

Throughout the 1960s and 1970s, commercial publishers began to selectively acquire journals that were previously published by nonprofit academic societies (Smart, 2014). During this period, substantial increases in journal subscription charges were introduced due, at least in part, to the compounding costs associated with processing more content, implementing new technologies made possible with the advent of the World Wide Web, as well as commercial opportunism (Smart, 2014). However, the budgets available to libraries for the purchase of journal

publications did not increase accordingly. The cumulative effect led to what has become known as “the serials crisis” of the late 1990s to early 2000s—the period of runaway journal cost increases and associated challenges for many libraries in maintaining subscriptions (Smart, 2014).

The search for an alternative business model ensued in response to the serials crisis and gave rise to the movement for more unrestricted “open access” to peer-reviewed scientific research and greater involvement of the academic community in the publishing process (Smart, 2014). Active debate over the economics and reliability of various ways of providing open access continues to the present day (Eisen, 2013; Almeida, 2013; Smart, 2014; Ware, 2006).

Present-Day Features of Scholarly Journals

Since their inception, scholarly journals have consistently been a primary form of formal scholarly communication. According to the Association of Research Libraries (ARL), scholarly communication is defined as “the system through which research and other scholarly writings are created, evaluated for quality, disseminated to the scholarly community, and preserved for future use” (ARL website, 2015). Of the 30,000 active scholarly journals available in 2014, the vast majority (95%) published only articles stemming from original research, with the balance (5%) consisting of hybrids—academic journals that meld journalistic and research content (Ware and Mabe, 2015, p. 27).

Throughout the literature, the term “scholarly journals” has been used synonymously, and often interchangeably, with “academic journals”, “scientific journals”, “peer-reviewed journals”, and “refereed journals”—an apparent reflection of their defining elements. By most authoritarian accounts (UK House of Commons, 2004; Ware and Mabe, 2015), the core defining elements of scholarly journals include:

- It is a formal written form of scholarly communication;
- It is published on a periodic basis by an institution, corporation, or a professional or scholarly society;
- Its content is written by experts for experts in a specific academic discipline or field;

Journals as we know them was largely the product of peer review as a result of increased global participation in the proliferation of discipline-specific journal publications.

- It includes original research or intellectual inquiry along with citations for all sources used; and
- It usually involves a peer-review process prior to publication.

According to the aforementioned authorities, the fundamental purposes (or functions) of scholarly journals have stayed the course of time to the present day and include:

- *Registration*: establishing an author's primacy as the originator of their scholarly work,
- *Dissemination*: communicating the findings to its intended audience,
- *Certification*: ensuring quality control through peer review and rewarding authors, and
- *Archival record*: preserving a fixed version of the paper for future reference and citation.

Given the proliferation of scholarly journals in recent years, some industry experts have suggested that other related purposes should be added to the list, such as (a) services to assist in navigating or filtering the massive volumes of published material (e.g., key word search tools), (b) building a collective knowledge base on new ideas generated, and (c) fostering knowledge communities on topics of common interest (Schaffner, 2009; Ware and Mabe, 2015).

Since the early 1960s, publication of articles in scholarly journals has become and continues to be used as a prime indicator of professional recognition and standing for the scientific community, as well as a factor in award decisions of research funding organizations (Ware and Mabe, 2015).

II. EMERGING ISSUES

With the explosion of technological advances, particularly since the introduction of the Internet in the early 1990s, a plethora of potential innovations to the scholarly publishing system have been proposed and, in some cases, piloted; yet the pace of widespread change has been reportedly more incremental than revolutionary (Moxham, 2015; Clarke, 2010). Indeed, some industry experts have observed with considerable amazement

that disruptive change (described as a “sustaining innovation” by Clay Christensen in his seminal book, *The Innovator's Dilemma*, 2003) has not occurred as in other communications industries, such as in the newspaper industry (Clarke, 2010).

Findings from a survey commissioned by Canadian Science Publishing titled, *Canadian Researchers' Publishing Attitudes and Behaviours: A Phase 5 Report* (March 7, 2014), confirmed the findings from other international surveys of researchers—“that there is a disconnect between researchers' apparent agreement with the principle of open access (i.e., that research should be freely available to everyone) and their publishing decision criteria” (p.5). Results from the study indicated that the most important journal features were “peer review” for quality assurance and “visibility” in relation to the ability of a journal to “reach” the intended audience as well as “discoverability” with major indexers.

Ware and Mabe (March, 2015, p.160), leading thinkers on the future of scholarly publishing and authors of the *2015 STM Report: An Overview of Scientific and Scholarly Journal Publishing* (4th ed.), have posited that the traditional functions of scholarly journals will likely remain much the same in the future given the entrenchment of the publishing enterprise within the academic culture and systems underlying faculty tenure, promotion, and grant funding; but the means by which journals are published will continue to evolve. In relation to the latter, the following select excerpts (abridged) from the 2015 STM Report—a leading industry publication produced for the International Association of Scientific, Technical, and Medical (STM) Publishers—paint a high-level portrait of the kaleidoscope of issues at the forefront of debate within the scholarly publishing industry:

Researchers' Behavior and Motivation

- Despite a transformation in the way journals are published, researchers' core motivations for publishing appear largely unchanged, focused on securing [grant] funding and furthering the author's career [as a requirement for tenure and promotion] (p. 7).
- Multiple surveys have [sic] shown that the main factors affecting author choice of journal are the journal's

The scholarly publishing industry is in a period of radical uncertainty. The discourse occurring about the manner in which research is or is not made public, the perceived lack of transparency, and the question of who benefits from the current model of copyright

quality, its relevance, and speed of publication (in that order), (p.71).

Peer Review

- Peer review is a methodological check on the soundness of the arguments made by the author, the authorities cited in the research, and the strength of originality of the conclusions (p. 17).
- Academics remain strongly committed to peer review despite some shortcomings...Despite this overall commitment, however, there appears to be growing support among authors for improvements to the system, notably in relation to the time taken and in the potential for bias on the part of reviewers (p. 46).

Copyright

- Authors publish to disseminate their results, but also to establish their own personal reputations and their priority and ownership of ideas (p. 16).
- The digital transition has presented many challenges to the traditional copyright regime based on control of copies and integrity of documents—a single digital document can serve the world and it is essentially never entirely unalterable (p. 75).
- In the US...[among other countries] there is an active debate on the need for copyright reform. [M]uch of the debate about copyright in the [sic] STM sector takes place within a context of widespread ignorance and misunderstanding of copyright and the rights available under the current regime (p. 77). *[Note: Some studies have found that this may be one of the reasons for author hesitancy in submitting articles for publication.]*

Technology

- All STM journals are now available online with just a few exceptions. Very few journals, however, have yet dropped existing print editions...Indications from 2015 catalogues and industry discussions are that print

editions will, however, finally start to disappear from publishers' lists in significant numbers over the next couple of years (p. 30).

Citations and Impact Metrics

- The number of citations a paper receives is often used as a measure of its impact and by extension, of its quality...A journal's impact factor is a measure of the frequency with which the "average article" in a journal has been cited in a particular period (p. 60).
- Given the shortcomings [and increasing criticisms] of the impact factor, other metrics have been proposed, either as complements or as alternatives (p. 62).
- In practice, use of the impact factor is so widespread that it looks unlikely to be dropped even if there are technically better measures ...though it would be wiser to consider a range of measures rather than relying on any single metric (p. 63).

Business Models

- Journal publishing has become more diverse and potentially more competitive with the emergence of new business models—*[referring to the means by which functions are performed and commerce is conducted]* (p. 10).
- While publishers have always provided services such as peer review and copy-editing, increased competition for authors, globalization of research, and new enabling technologies are driving an expansion of author services and greater focus on improving the author experience (p. 9).

So what are the implications for the future of scholarly journal publishing?

Noah Moxham (2015), a historian and researcher, observed in *The Guardian* that the scholarly publishing industry is in a period of "radical uncertainty" given the active discourse occurring about the manner in which publicly funded research is or is not made public,

period of “radical uncertainty” given the active role of the journal, which publicly funded research is or is not subject to transparency in peer review, and concerns about the future of commercial scientific publishing. – Noah Moxham

the perceived lack of transparency in peer review, and concerns about who benefits from the current model of commercial scientific publishing. In his view, the scholarly publishing industry “could well be facing a major fracture point in the history of science communication.” Similarly, Ware and Mabe (2015) hypothesized in the STM Report that disruptive innovation may become more common in the coming years and that a defining feature will be “the accelerating pace of market and technology innovation, even as the core values remain constant” (p. 160).

Michael Eison (2013), co-founder of the Public Library of Science (a nonprofit publisher of open access research), and Priem and Hemminger (2012), among others, have advanced more radical perspectives about the future of scholarly journals, advocating for the “decoupling” of the traditional functions of a journal as the solution to needed reforms, whereby core functions would be performed as independent marketable services. For example, in a Blog article, “Does the scientific journal have a future?” (Swoger, June 18, 2014), the author observed that a decoupling of journal functions was closer to reality than previously imagined, as most traditional functions of scholarly journals “are now also done independently by third parties, making the scholarly journal less and less vital to the publication process.” Swoger noted that authors are able to post manuscripts online, have them reviewed by independent experts, track versions, and examine article impact without the need for a scholarly journal. In her opinion, an academic publishing model based on the level of an article, not a journal, may be the way of the future.

Whatever the outcome of current debates about the future of scholarly publishing, there appears to be general agreement that some degree of considered reform of the system—in whole or in part—will occur in the decade to come, and that priorities and prospects for journals in the future will depend in large measure on how, and how well, readers value and use journals as a professional resource.

III. FUTURE CONSIDERATIONS FOR LEADERSHIP

Leadership is a peer-reviewed publication published three times per year that is dedicated to disseminating research-based and practical information for the benefit of post-secondary leaders (Academy website, retrieved July 2015). Implicit in the website description of *Leadership* are the traditional purposes of a scholarly journal (i.e., registration, dissemination, certification, and archival record) in serving a discipline-specific audience—college and university leaders. Thus, *Leadership* in its present form is well aligned with the core defining elements underlying scholarly journals as shown in Table 1.

Table 1: Defining Elements of *Leadership* in Context

Defining Elements of a Scholarly Journal	Defining Elements of <i>Leadership</i>
A formal written form of scholarly communication	✓
Published on a periodic basis by an institution, corporation, or a professional or scholarly society	✓
Content is written by experts for experts in a specific discipline or field	✓
Includes original research or intellectual inquiry along with citations for all sources used	✓
Usually involves a peer-review process prior to publication	✓

Leadership is published in both print and online E-reader formats. The types of articles published include manuscripts that are based on original research and add new knowledge to the field, as well as opinion-based editorial commentary. Therefore, *Leadership* may be considered to be within the realm of the 5% of active journals that are “hybrids”—i.e., academic journals that meld journalistic and research content.

As previously alluded, priorities and prospects for journals in the future will depend in large measure on how, and how well, the target audiences value and use journals as a professional resource. Therefore, it is vitally

important that an understanding of audience-specific needs, values, and desired improvements to the journal be established. In this regard, a brief online survey has been designed to capture baseline information about our readership community in these areas. The survey should take no more than ten minutes to complete and can be accessed at <https://www.surveymonkey.com/r/X88QBXC>.

Ultimately, the quality and relevance of *Leadership* depend on the contributions of Academy members and the broader readership community. Please take a few minutes to complete the online survey—the findings from which will be reported in the winter edition of *Leadership*. Thank you in advance for your contributions.

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ABOUT THE AUTHOR



Lynda Wallace-Hulecki, Ed.D., is a higher education consultant, specializing in strategic enrollment management (SEM). Her consulting and career experience spans more than thirty-five years in working with colleges and universities across Canada and the United States. As an experienced SEM consultant, former SEM leader-practitioner, strategic planner, registrar, and institutional researcher, she brings a unique multi-disciplinary and international perspective to higher education consulting. Lynda is a past member of the Chair Academy's International Practitioners Advisory Board, a graduate of the Leadership Academy's Foundation Program, and has recently been appointed to the Editorial Board of *Leadership*. She can be reached at Lynda.jlresearch@gmail.com.

THE ALUMNI OF LEADERSHIP

RECOGNIZING ACADEMY ALUMNI

The Chair Academy wants to recognize all of the academic leaders who are taking the first step toward becoming Transformational Leaders, and to celebrate those leaders who graduated from Academy programs this summer!

Recognizing and celebrating our Academy Graduates

Alberta 2014-2015

Agrey, Mark
AAgrey, Mark
Anderson, Sheldon
Andree, Susan
Armitage, Kyle
Armitage, Stephen
Baldwin, Karen
Ball, Greg
Ballard, Terry
Burke, Ron
Chio, Victoria
Chow, Jeff
Clifford, Joe
Dalager, Shane
Dalzell, Edward
Dawes, Jeff
DeChamplain, Rodger
Demone, Kevin
Forest, Silvie
Freiheit, Nicole
Gessner, Robert
Gorman, Jennifer
Goss, Kelly
Guay, Marc
Howes, Darren
Joevenazzo, Jill
Joshua, Alice
Kelley, Becky
Kirkpatrick, Kiyomi
Kisiel, Piotr
Kocabas, Verda
Kraemer, Karyn

Lovas, Brett
Lucan, Laura
Lucena, Andre
Macmillan, Kerri
Mah, Don
Mapfumo, Emmanuel
Mayhew, Marc
Mercer, Karen
Miron, Sharon
Murphy, Christine
Neblett, Beverley
Neufeld, Louise
Ngwudike, Ifeoma
Piersma, Shirley
Priebe, Sybil
Purvis, Martin
Rempel, Doug
Stewart, Brent
Susanthan, Sam
Synnott, Marion
Tarney, Lona
Valente, Christy
Vos, Carrie
Wick, Rozlynn
Windisch, Georg
Wittich, Cory

Arizona 2014-2015

Baldwin, Andy
Bednarek, Salina
Bell, Chandra
Blake, Spencer
Bredeson, Mary Kaye
Cepeda, Charlotte
Coronel, Adrianna
Deweerth, Jenifer
Dickerson, Arlonda
Farnsworth, Scott
Glover, Ben
Heinzelmann, Patti
Hins-Turner, Barbara
Kemp, Caroline
Kochenash, Derek
Koniuch, Nina
McCahill, Colin
McKee, Sharon
Molinaro, Brian
Rafalski, Scott
Redfield, Chaunta
Reynolds, Angela
Rivera, Luvia
Rodriguez, Amelia

Roman, Cynthia
Rosic, Ibrahim
Rossiter, Daphne
Sedillo, Dacia
Tolzman, Ann
Turnquist, Dean
Watson, Michael
Willett, Barbie
Winter, Gavin
Wechsler, Julie
Winter, Gavin

MILHE 2014-2015

Abednego, Dee
Addams Pace, Melissa
Au, Jennifer
Baker, James
Berglowe-Lynch, Anna
Bickford, Jeff
Burch, William
Cartledge, Ernest
Chandran, Bhuvana
Gharbin, Shirley
Grinberg, Nancy
Hallock, Stephanie



MILHE 2014-2015

Higbie-Holmes, Debi
 Horace, Frank
 Kimble, Nancy
 Lee, Sung
 Dickson, Michelle
 Massoni, Sherry
 Mattes, Jane
 McFarland, James
 Mund, Catherine
 O'Neal, Brian
 Penniman, Jenny
 Rozek, Amy
 Schuler, Maureen
 Sullivan, Mary
 Virden, Lisa
 Walker, Monica
 Woo, Minah



**Northeast
 2014-2015**

Abreu, Joshua
 Ayotte, Stacy
 Atlas, Susan
 Byrd, Kelvin
 Caron, Justine
 Dart-Kathios, Linda
 Dottin, James
 Felisberto, Donna
 Frey, Sandra
 Goodwin, Cheryl
 Gray, Shashuna
 Guest, Denise
 Harris, Jennifer
 Jackson, William
 King, Carol
 Nadeau, Lynne
 Nelson, Mary Beth
 Pepin, Angel
 Perez, Dawna
 Pisarik, Jennifer
 Rivera, Ricardo

Schade, Patricia
 Shanahan, Ellen
 Thompson, Clare
 Tilden, Kelly
 Vincent, Richard
 Welch Hudson, Kathleen
 Willett Hiro, Erin

**WLDI
 2014-2015**

Baierl, Hans
 Cloutier, Adam
 Czarnik, Chris
 Ellis, Teresa
 Finkenbine, Jane
 Fisher, Paul
 Gast, Bradley
 Gilleland, Amanda
 Goettle, Sheila
 Herring, Jayne
 Hether, Deb
 Hickman-Brown, Mary
 Holt, Pamela
 Johnson, Jennifer
 King, Laura
 Knudson, Nataliya
 Mallek, Lana
 Mayer, Jill

Miljevich, Greg
 Miksis, Joan
 Molina Rivas, Antonio
 Myhre-Oechsle, Jody
 Nowak, James
 Olson, Kim
 Orr, Jacque
 Ragland, Lori
 Robert, Kim
 Roberts, Gary
 Scott, Shannon
 Severson, Chris
 Shay, William
 Silva, Pete
 Thelen, Cindy
 Thompson, Suzanne
 Uttech, Kristen
 Vicker, Kristen
 Way, Randall
 Williams, Jeanne
 Witzig, Kathy

**Arizona Advanced
 2014-2015**

Austin, Linda
 Bardock, Debra
 Brown, Nancy
 Cole, Lisa

Cowan Sahadath,
 Kathy Hergott, Patti
 Levy, Jacquelin
 McMillen, Jen
 McNamara, Catherine
 Midegs, Viola
 O'Leary, Michael
 Popp, Elaine
 Proctor, Kurt
 Robson, Ken
 Santa Mina, Daniel
 Sheppard, Dennis
 Smith, Jim
 Stockley, Derek
 Swaba, Joseph
 Thomsen, Martin

**WLDI Advanced
 2014-2015**

Anderson, Kurk
 Bardok, Debra
 Batten, Gene
 Dachelet, Derek
 Dull, Chad
 Gamer, Joshua
 Grant, John
 Howard, Loretta
 Kox, Amy
 Livingston, Lynette
 Lutgen, Roxanne
 May, Carol
 McConoughey, Gina
 Nemeck, Therese
 Nick, Sara
 Nordhaus, Kathryn
 Petersen, Matthew
 Skallerud, Ronald
 Sklba, Stephanie
 Smith, Beth
 Zollicoffer, Christine





Leaders beginning their Journey

Alberta 2015-2016

Ackroyd, Bradley
Beattie, Mark
Bender, Jackie
Buitelaar, Marlen
Donofrio, Jen
Ellis, Gabriel
Forrest, Tracey
Fry, Eric
Gaudette, Paul
Gouin, Aaron
Grimes, Michelle
Gulka, Les
Helmer, Ken
Holden, Nancy
Humby, Ross
Hunter, Joanne
Jeppesen, Alison
Jordan, Rysen
Keenan, Donald
Kessel, Shane
MacLachlan, Nora
MacLean, Christa
McCready, Erin
Minish, Deb
Morrell, Amy
Nielsen, Juliet
Ouchi, Travis
Overes, Doug
Pannu, Gursher
Paul, Grant
Reid, Kathy

Rochman, Lisa
Rohde, Sven
Rolland, Mike
Sandercock, Jim
Sayer, Leslie
Soucie, Camille
St. George, Bonnie
Spurgeon, Doug
Steinhauer, Sharleen
Stroobant, Richard
Topolnitsky, Tracy
Tucker, Stephen
Turner, Lisa
Van Dyke, Marja
Wall, Mark
Weinert, Dan
Williamson, Jessica
Wilson, Fiona
Zinyemba, Maroro

NELDI 2015-2016

Amaru, Chris
Amritkumar, Suchi
Bertolino, Donna
Boyle, Patrick
Brocatto, Carlos
Carreras-Hubbard, Karen
Curry, Susan
Fernandes, Jefferson
Fernandes, Maria
Firth, Christopher
Frost, Jessica
Gilkey, Francesca
Guay, Veronica
Martin, Lesli

McDermot, Sharon
Mores, Heather
Mullin, Theresa
Mulry, Heather
O'Neil, Scott
Pellegrino, Lauren
Perry, Kristy
Ree, Ashli
Saldrini, Laura
Santos Silva, Lee
Morrison, Jane
Sullivan, Steven
Tejada, Jeffrey
Tirrell, Loreen
Weir, Lori
Walo, Douglas

Luoma 2015-2016

Alstrin, Allison
Anderson, Shawn
Anderson, Layne
Arnold, Angela
Bernstrom, Daniel
Bestul, Lisa
Blunsom, Laurie
Brady-Santwire, Colleen
Brookins King, Jennifer
Canavan, Amy
Carlson, Nicky
Carney, Jeremy
Coleman, Taiyon
Conklin, Daniel
Deiman-Thornton, Ann
Doss, Brad
Elness, Jodi

Fier, Sara
Forsman, Deanna
Fujieda, Eri
Gardner, Matt
Hughes, Derek
Huntington, Miki
Johns, Sean
Chervenak, Tom
Johnson, Erica
Jones, Jason
Khoo, PohLinn
Komoto, Cary
Lauritsen, Jessica
Lutz, Julie
Master, Dawn
Meine, Peter
Meulemans, Nicole
Meyers, Julie
Nelson, Kyja
Nordby, Mike
Northam, Andrea
Olson, Sean
Paulus, Eugenia
Rathert, Greg
Rose, Gregory
Schwarzrock, Kelsey
Sewell, Matt
Tebben, Judy
Thompson, Betsy
Vargas Essex, Julio
Vue, Ger
Wallace, Teri
Weng, Pangyen
Werner, Michael
Woodward, Sara
Yearous, John
Zahler, Tony

**WLDI Advanced
2015-2016**

Abts, Polly
Ammon, Richard
Balacek, Patti
Docter, Sandra
Flynn, Gary
Hancox, Terry
Kohl, Erin
Lange, Thomas
Maas, Lisa
Marconi, Robert
Nygard, Jason
Rzeznik, Mark
Schmit, Matt
Gephardt, Kristin
Sanders, Emily
Rixie, Gretchen
Ferrel, Kate
Kinnen, Sandy

**WLDI
2015-2016**

Bailkey, Emilie
Bowers, Tracie
Cartwright-Collins, Carissa
Charles, Amy
Cisewski, Greg
Collins, Katherine (Kit)
DeGeare, Christopher
DeLeon, Rolando
Doar, Kathryn
Evans, Kathy
Fann, Monica
Feggstad, Jessica
Funari, Anthony
Gohde, Amanda
Gunia, Kristin
Hemenway, Jessica
Hopper, Stephanie
Jachowicz, Lynette
Johnson, Sharnell
Johnson, Crystal
Jonas, Debra
Kautza, Jeremy
Kavanaugh, Sarah
Kistner, Angie
Kohler, Karen
Konitzer, April
Lankisch, Karen
Laquitha, Terry (Elle)
Larsen, Leslie
Maxson, Claire
McHenry, Christopher
Meehan, Casey
Minter, Jeff

Mirus, Kevin
Neitzel, Lynn
Poellinger, Michael
Seubert, Kelsi
Schwartz, Jessica
Skelton, Brian
Solomon, Debra
Stuckenbruck, Emily
Vaux, Jim
Van De Loo, John
Waterman, Doug
Wilson, Kenny
Woods, Danika

**Ontario Advanced
2015-2016**

Adamson, Nancey
Babcock, Geraldine
Bruce, Biljana
Clace, Rick
Dumanski, Kathy
Dunbar, Deborah
Edwards, James
Gemmill, Richard
Kapelus, Gary
Lalka, Olga
Lunn, Deana
Lameiro, Miguel
Macdougall, Michael
McClelland, Alan
McQuaid, Terry
Miller, Susan
Moore, Michelle
Mutchler, Cindy
Nouroozifar, Mona
Palson, Leslie
Patel, Nicky
Pynn, Tania
Rogers, Lisa
Sayed, Tanveer
Strickland, Shane
Sutton, Angela
Szautner, Jim
Ta, Khon
Tapper, Moreen
Valley, Pierre
Vozza, Clare
Waite, Barry
Watts, Barb

**British Columbia
2015-2016**

Andrew, Anne
Avis, Wendy
Beerwald, Denise
Black, Meridy

Blizard, Amanda
Braun, Robert
Chee, Janet
Chow, Louis
Cole, Caroline
Cormack, Erica
Cross, David
Degagne, Nicole
Denofreo, Tracey
Dhaliwal, Harj
Dorocicz, Irene
Duarte, Linda
Fahim, Pervin
Friedrich-Fong, Carol
Gilbert, Julie
Hamend, Moreah
Higgins, Biranna
LaFontaine, Sarah
Macaulay, Dawn
Medina, Erick
Messer, Bryan
Mills, John
Mooder, Karen
Roduin, Cheyenne
Rowlatt, Todd
Sauve, Claire
Scott, Andy
Scott, Nigel
Sirmon, John
Touahria, Suzanne
Verbeem, Jeff
Verghese, Shalini

Warick, Rachel
Wilson, Karen
Xun, Jeff
Yocham, Cecilia
Hobson, Jane
Stanton, Jennifer

**British Columbia
Advanced 2015-2016**

Beloin, Laurene
Carpenter, Matt
Choi, Jamie NaYoung
Clarke, Trevor
Dingley, Louis
Findlay, Susie
Harmer, Guy
Hunter, Mark
Jivraj, Ashif
Lawlor, Peter
Lew, Shirley
Mazerolle, Cindy
Miller, Peter
Mitchell, Michelle
Pittet, Lisa
Salem, Stephen
Shadmehr, Ramin
Squire, Michelle
Ting, Elle
Wallace-Hulecki, Lynda
Wharton, Jeff
Zakoor, Jo-Ellen
Zikakis, Lindsey



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