



LEADERSHIP

JOURNAL FOR POST-SECONDARY LEADERS VOLUME 21.3 WINTER 2016



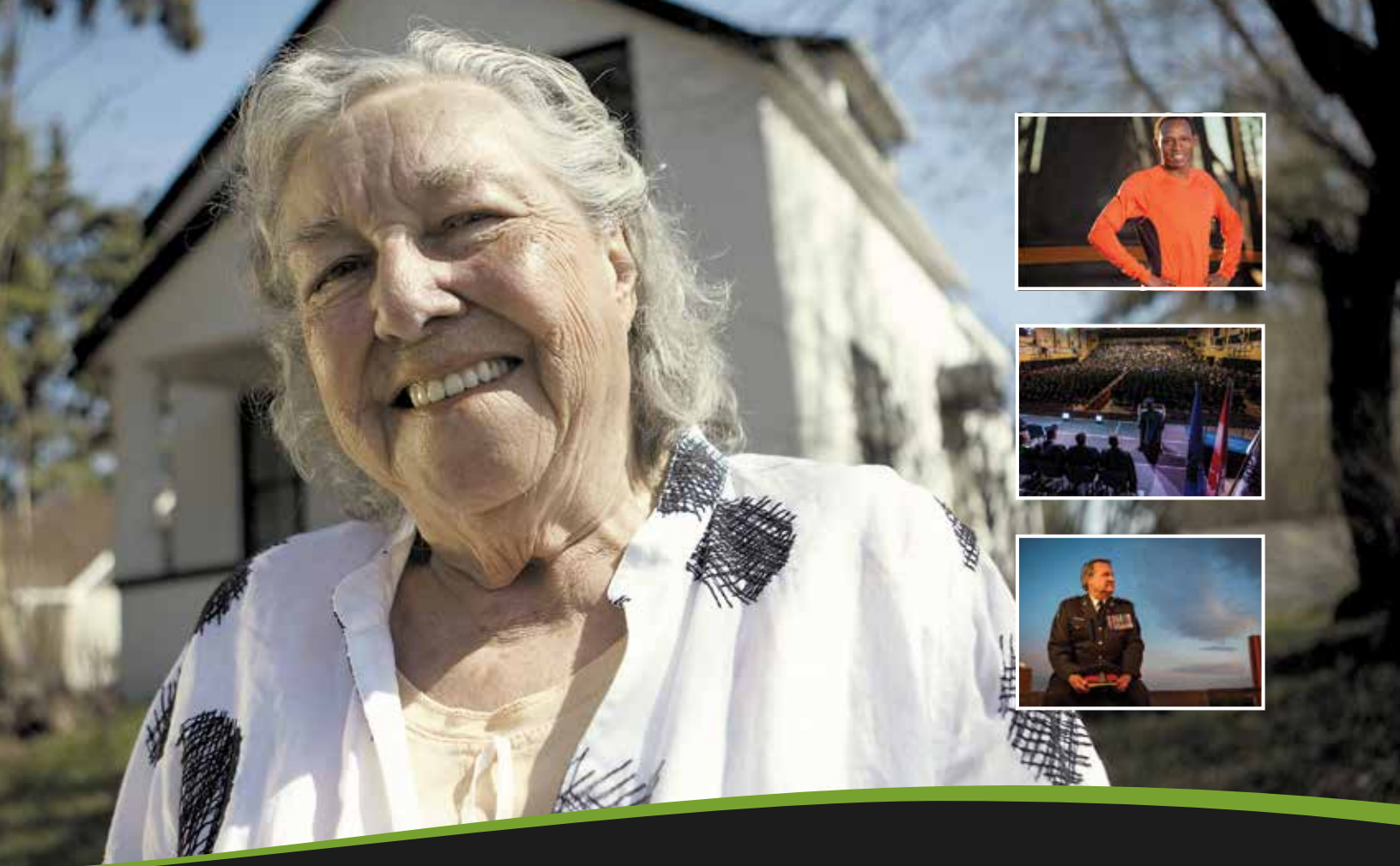


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THE CHAIR ACADEMY

Leadership: The Academy Journal

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Editor: Richard Strand
rstrand@chairacademy.com

Managing Editor: Rose Marie Sloan
rsloan@chairacademy.com

Copy Editor: Meaghan Wesbrock
meaghanwesbrock@hotmail.com

Layout/Design: Laura Dvir
Goldfish Creative
goldfishcreates@q.com

Circulation: Jacque Orr
leadershipacademy@chairacademy.com

Media/Social Editor: Dan Cowen
leadershipacademy@chairacademy.com

Book Editor: Jeff Yergler
jdy@integerleadership.com

Postmaster

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FEATURE EDITORS

George Andrews
Vice President, External Relations
Northern Alberta Institute of Technology
Edmonton, Alberta
gandrews@nait.ca

Negar Farakish
Associate Vice President, Academic
Affairs/ Dean of American Honors
Union County College
Cranford, New Jersey
negar.farakish@ucc.edu

Lech Krzywonos
Principal, Truro Campus
Nova Scotia Community College
Truro, Nova Scotia
lech.krzywonos@nsc.ca

Bill Lamb
Vice President, Academic Affairs
Kirkwood Community College
Cedar Rapids, Iowa
bill.lamb@kirkwood.edu

Andrew Rezin
Chair, Automotive & Applied Technologies
(Retired)
Columbus State Community College
Columbus, Ohio
drarezin@gmail.com

Alan T. Seagren
Faculty, Professor Emeritus,
Educational Administration (Retired)
University of Nebraska
Lincoln, Nebraska
aseagren1@unl.edu

Catherine Songer
Division Chair, Natural Science
Coastal Carolina Community College
Jacksonville, North Carolina
songerc@coastalcarolina.edu

Lynda Wallace-Hulecki
Co-Founder & Principal Consultant
JL Research & Systems Design Ltd.
Victoria, British Columbia
Lynda.jlresearch@gmail.com

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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.

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Thanks for your time!



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CELEBRATING YEARS OF THE CHAIR ACADEMY

EDITORIAL

RICHARD STRAND, DPA

In the winter of 2012-2013, the Chair Academy was going through a significant transition. I was appointed as the new Executive Director in November, 2012, initially on an interim basis, to fill the very big shoes (both physically and metaphorically) that had been vacated by Dr. Gary Filan. On the heels of my arrival, we began to rebuild our team and focus our energies on the future, one that was intended to respect the very best of our past, but recognize that if organizations are to thrive, they must constantly reinvent themselves.

Part of this initial journey involved considerable reflection. We reached out to past board members and program facilitators, staff members and stakeholders alike across the globe; folks who had been a part of the Academy experience, in some cases from its very inception. The question that was most often asked of others was: “*What do you perceive we are and what would you like us to be?*” In most cases, the answers related to the personal journey of individuals and the organizations they represent and what they have experienced over the past 25 years.

The answers we received may be framed as follows: We are a **Community** of post-secondary leaders bringing **Hope** to thousands of educators across the globe, **Aspiring** to equip

CHAIR ACADEMY

Community of leaders

Hope for the future

Aspire to implement change

Invest in growth

Reflective & transformational

both individuals and organizations with the tools necessary to deal with rapid change by **Investing** in the personal and professional growth of the conference

attendees and program participants we attract, as we encourage them to become **Reflective** and **Transformative** leaders, confident and prepared to meet the challenges of the 21st century. In essence, we believe our overarching purpose is to help others learn to lead, and beyond that, to live a life of purpose and commitment, one where they know and value the difference between letting life lead them, versus being the leaders in their own lives.

In March of 2015, Mesa Community College (MCC), our host institution and one of 10 colleges associated with the Maricopa County Community College District (MCCCD), celebrated its 50th anniversary. At that time we realized that, hey, we have something to cheer about too! The Chair Academy will celebrate its 25th anniversary in March, 2016.

Looking back at the past 25 years, we have recorded a number of statistics that, at least in part, speak to the reach and impact of the Chair Academy. To wit: 24, soon to be 25, annual international leadership conferences, drawing together an estimated 12,000 college educators and administrators; over 250 leadership academies, approaching 10,000 program participants from countries, counties, and provinces that truly span the globe; and then, to top it off, the publication of *Leadership*—the Academy’s quarterly professional journal.

Yet, the sum of our existence and the true merit of our mission

cannot be summarized or measured by any data set, no matter how impressive. What “I” and “we” have come to learn about “us” during this period of reflection is that the essence of what we do is most often the hardest thing to measure. It is that thing that most closely relates to the personal stories we hear and have an opportunity to shape and share; the trials and tribulations of those who find their way to and through one of our programs, seeking a transformational experience of their own as they work to discover their leadership voice and more effectively engage with the ever-changing world around them.

Recognizing that the personal stories of those who come to us are such an important part of what we are and might hope to be, we reached out in a number of ways to gain some perspective over the past few months. In the last edition, and again in this issue, we provided a web link and simply asked the question of our readers—“*How are we doing?*” For this particular issue, we extended a special invitation for participants to provide some testimony on the impact their Academy experience (Conference or Academy Program) has had on them. Our outreach efforts resulted in some wonderful input that appears in this edition.

We also wanted to know what, if anything, still stands in the way of success for those on the path to personal and professional growth—what frustrates them; what obstacles do they find somewhat insurmountable? For that, we deferred to our expert international team of program facilitators; those who work more directly with Academy program participants as coaches and sounding boards during the year. In particular, we were seeking some feedback that centered more on the issues and concerns that rise to the top of the story board as participants strive to be the agents of change in their institutions. Not surprisingly, we got many and varied responses from our small but global survey that will be summarized in the feature “*Learning to Lead, Living to Learn: The Chair Academy Leadership Programs.*”

One of the special treats, appearing for the first time in this edition, is the interview conducted by Rose Marie Sloan, our very own Managing Editor, with Dr. Paul Elsner, Chancellor Emeritus of the Maricopa County Community College District, who supported and sponsored the effort that ultimately led to the creation of the Chair Academy in the late 1980s and early 1990s. This interview appears under the moniker “*Leadership Legends and Lessons*” and will be a reoccurring piece in upcoming editions of *Leadership*.

This is the second anniversary edition in a row we have published. Our last edition celebrated *Leadership’s* 20th anniversary as a global publication, now distributed to close to 30,000 recipients in online and/or print format. We are now pleased to share with you some images and musings related to the Chair Academy’s 25 years of existence. It is a celebration that will continue through our upcoming conference in San Antonio (March 22-25, 2016). It promises to be quite a party. Don’t miss it!

Voices of Leadership...

On Celebrating 25 Years: THE CHAIR ACADEMY'S ANNIVERSARY EDITION

This has been a year of celebration and reflection at the Chair Academy and, more specifically, at *Leadership*. As we commemorate the Chair Academy's 25th Anniversary, we wanted to give voice to some of our most outstanding colleagues from around the world; namely, our past and present Paul A. Elsner International Excellence in Leadership Award recipients. We are so pleased to include their responses, including our very first recipient, Dr. Larry Christiansen, and our most recent, Dr. Sharon Blackman, who will be receiving her award at the 2016 Chair Academy Conference in San Antonio, Texas. Their responses as to the Chair Academy's impact on post-secondary education as a whole, and on their institutions specifically, demonstrate their passion and expertise in positively influencing the trajectory of post-secondary education at large, as well as the leadership development of the individuals who help shape it.

Coen Free, 2000 Elsner Winner, Honorary President, Koning Willem I College, The Netherlands



The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

The awakening that post-secondary education is most important for our society, our economy, and social inclusion demands the highest quality of presidents, management, and faculty is fun.

What impact and influence has the Chair Academy had on you and your organization?

For more than twenty years more than 300 people of my college have visited the conferences and about 30 have attended the Academy program. It meant a significant professional growth of people and organization. The college, including the School for the Future, became the best in the Netherlands by far and one of the best in Europe. In addition, I have several American friends for life.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

What is your legacy as a human being and as a professional in education? This quote is my source of inspiration:

"In one hundred years' time, it doesn't matter what kind of car you drove, what kind of house you lived in, how much money you earned or what kind of clothes you wore. But hopefully the world became a little bit better, because you were important in a child's life." (Anonymous)

Dr. Larry K. Christiansen, 1995 Elsner Winner, CEO, Christiansen Associates, Inc., Phoenix, AZ, USA

The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

Congratulations to the Chair Academy for 25 years of leadership to department/division chairs. The creative leadership and innovation has been outstanding. Dr. Paul Elsner and Dr. Gary Filan shaped a vision for the Chair Academy. They recruited national leaders who brought long-term commitment to the mission of serving and supporting department/division chairs.

What impact and influence has the Chair Academy had on you and your organization?

Chairs and other leaders attended and presented at conferences and workshops. They were also involved in other areas of innovative programming that focused on expanding leadership capacity. Service to the Chair Academy on boards and teams has kept standards high and ideas fresh. Leaders like Dr. Coen Free and his many delegations from the Netherlands have brought to the Chair Academy a unique international perspective.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

"People support what they help create." The Chair Academy's future is bright because of leaders who help provide a strong organizational foundation through vision, commitment, and personal involvement. "Without involvement there is no commitment" (Stephen Covey).





The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

For 25 years the Chair Academy has provided professional development to those in leadership positions or those aspiring to become leaders. The foundation of the program helps individuals to learn about their core values and abilities. One cannot lead or help others to see the vision unless they know their own vision. Because the components of the leadership program are grounded in knowing oneself, this has impacted the success of hundreds of leaders who are now in leadership roles in a large percentage of institutions of higher education.

What impact and influence has the Chair Academy had on you and your organization?

I came to know the great work of the Chair Academy many years ago when I was a young professional in community college education. Some of the deans that I respected and who served as a model for me spoke of their wonderful experience in the Academy program. I firmly believe that their academy experience increased their leadership ability to be exemplary leaders in the district. Working closely with persons who were directly involved in facilitating the professional development program, I was able to see firsthand how committed and passionate they were in their belief in a person's ability to learn and develop their leadership skills. For me, it's about the character of the person, and to know a person like Gary Filan really strengthened my belief in professionals that believe and care about you.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

One of my favorite leadership quotes is "Leadership is unlocking people's potential to become better" by Bill Bradley. In higher education, so much of what we do is about working with others. As a leader it's about nurturing and enhancing the ability of others to get the job done. All institutions have a mission statement and goals, which requires people working together to accomplish the goals. People must believe in themselves and know that others believe in them to do their best work. A leader is one who recognizes the importance of others as members of a large team; a team that is committed to the success of the institution in meeting the needs and goals of our students. When a person's potential is unlocked, it benefits everyone.

"Leadership is unlocking people's potential to become better." – Bill Bradley

The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

Clearly, the focus of the Chair Academy on the critical importance of leadership at all levels of institutions of higher education has brought into focus the role of shared leadership and the importance of a knowledge base in exercising leadership. Advocacy around shared leadership and leadership preparation has better positioned universities and community colleges to more effectively engage in finding solutions to the attainment of academic goals relative to student success and institutional effectiveness even in tough economic times.

What impact and influence has the Chair Academy had on you and your organization?

When I served as Vice Chancellor for Academic Affairs at the Tennessee Board of Regents, I established the Regents Academic Leadership Initiative (RALI) with the involvement of the Chair Academy. The year-long Academy was very successful in preparing our department chairs and directors at our university and community college campuses to assume important roles in moving the institutions forward. In many cases, graduates of RALI moved into roles as deans, provosts, and in some cases, president. Both Gary Filan and Idahlynn Karre served as our consultants and had a major impact on its success. Now in my role as Senior Vice President and Provost at the University of Houston, I once again have established a Leadership Academy and am seeing tremendous growth in the leadership abilities of our participants and great enthusiasm for the overall experience in the academy setting.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

"A leader...is like a shepherd. He/She stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind." –Nelson Mandela, *Long Walk to Freedom*

I like this quote since it illustrates the complexity of being a leader in higher education as I experience it every day in my role as provost. It also acknowledges the critical nature of human will in all elements of leading and how that challenges those who would lead to honor the fact that people begin a change process at different places in the organization with varying wants and needs. It illustrates how others (shared leadership) can serve key leading roles through their early buy-in to the change effort.



Voices of Leadership... CONTINUED

Shouan Pan, 2013 Elsner Winner, President, Mesa Community College, Mesa, AZ, USA



The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

The Chair Academy has contributed significantly to talent cultivation and leadership development in higher education on a global scale over the past 25 years. Generations of academic leaders have benefited from the Academy's high-quality programs; they are serving global higher education institutions in important leadership ways. Collectively, the impact is immeasurable.

What impact and influence has the Chair Academy had on you and your organization?

Mesa Community College and the Maricopa Community Colleges have had the honor to serve as the hosting college and parent district for the Chair Academy. This unique relationship has helped our institution and our district to stay in the forefront of supporting and leading professional development for our faculty and administrative staff. The Academy has inspired us to be a better organization.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

One of my favorite leadership quotes is by John Quincy Adams: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." – John Quincy Adams

Dr. Alan Seagren, 1998 Elsner Winner, Faculty, Professor Emeritus, Educational Administration (Retired), University of Nebraska, Lincoln, NE, USA

The Chair Academy is celebrating its 25th Anniversary. What thoughts come to your mind as to the impact the Academy has had on post-secondary education?

The Academy has had a significant impact on post-secondary education by providing leadership education, development, and training to thousands of community college leaders nationally and internationally. These leaders have, in turn, impacted thousands more faculty who have improved the quality of the education experience for millions of students. The annual conference has offered hundreds of outstanding speakers and concurrent and round table sessions to organizational leaders. Finally, the Academy has provided *Leadership*, which is a unique journal as its focus is on practitioners with a delicate balance between research and best practice. It is the only professional journal to focus specifically on community college leadership. So the impact has truly been outstanding.

What impact and influence has the Chair Academy had on you and your organization?

The Academy has had a significant impact on the Department of Educational Administration at the University of Nebraska – Lincoln. In 1990 the Chair Academy and the Center for the Study of Higher and Post-Secondary Education (CSHPE) at UNL developed a partnership that led to a 1992 study specially focused on academic leadership in community colleges. Over 3,000 community college chairs returned the survey and a book, *Academic Leadership in Community Colleges*, was published using the data obtained from the study. Our partnership gave it, and our first book, *The Academic Chairperson's Handbook*, a national and international audience. The partnership with the Academy helped us get enrollment for the Online Doctoral Program in ELHE. Hundreds of Academy participants took advantage of getting graduate credit for their participation in the Academy. From this pool, UNL was able to recruit or encourage the outstanding performers in the Academy to apply for admission to the Online Doctoral Program. Our relationship with the Academy had an impact on the curriculum we developed for the ELHE program with a great focus on best practice. Finally, I have been involved in the leadership and people development business for over 50 years and the opportunity to partner with the Chair Academy has given me the pleasure of working with one of the strongest and most effective leadership development programs with which I have ever been involved. So I say thanks for the opportunity and keep up the good work.

Share with us your favorite leadership quote/thought, and why it is meaningful to you.

Leadership is about people and organizational development. The only way to improve an organization is by developing the people in the organization. You gain power by giving it away - which means you have to engage people in the process of improvement.



LEADERSHIP

LEGENDS AND LESSONS A Conversation with Dr. Paul Elsner

RECOGNIZING A LEADERSHIP LEGEND



Rose Marie Sloan with Dr. Paul Elsner, Chancellor Emeritus of the Maricopa Community Colleges and President and Founder of The Sedona Conversations and the Sedona-Edge Forums

We are pleased to introduce a new segment in our 25th Anniversary edition in which our Managing Editor, Rose Marie Sloan, will interview Leadership Legends about lessons they have learned throughout their legendary leadership journeys. These journeys have spanned many years, sometimes decades, and have involved all aspects of public and private education, business and industry, government appointments, and research and development. As we look to the future of post-secondary education and the innovation and inspiration it will require to maintain standards of excellence in service and education, we recognize the value in learning from our most experienced colleagues and partners. It is our pleasure to share with you some of their most important and lasting reflections on leadership and the landscape of post-secondary education across the globe.



We are thrilled that for our inaugural feature, Paul Elsner, Chancellor Emeritus of the Maricopa Community Colleges and President and Founder of The Sedona Conversations and the Sedona-Edge Forums, was able to correspond with Rose and answer some of our most fundamental questions about his leadership journey.

The Chair Academy is celebrating its 25th Anniversary. Thinking back to its origins, what do you recall about The Chair Academy's beginning, and why it started when it did?

The Chair Academy's origin was the result of Maricopa faculty research, design, and input. As a group, several Maricopa faculty attended a conference for division chairs put on by the American Council of Education (ACE). They returned stating that the ACE Conference did not reflect the needs of the community college division, specifically addressing department chair roles and responsibilities. At my request, a group of Maricopa leaders, including Jack Peterson, Hal Naumauf, Jim Ferguson, and Bob Hubbard presented a proposal to the Chancellor's Executive Council to create an "Academy" instrumental in developing division and department chairs. The thought was to offer a realistic approach to what chairs needed to know and learn – leadership skills, evaluation of faculty, legal procedures, decision making, hiring, reassignments and dismissals, as well as program development and orientation. Other faculty, including Gary Filan, came on board to help build the number of services, forums, and publications offered, bringing national and international attention, contributions, and resource support. Fortunately, it has grown to what it is today.

In the beginning, the focus of the Chair Academy was solely on developing Program Chairs. The mission has since expanded to include all leaders throughout post-secondary education and across the globe. Why is leader development such an important phenomenon in post-secondary education?

The extended mission to include ALL leaders throughout post-secondary education is very wise. Leadership development,

at all levels, is widely needed and valued. In my 23 years as chancellor of Maricopa's Community College District, I went through various change processes. As a new chancellor, I was learning. Many of the leaders I worked with, and many of the trainings I attended, helped change my thinking, my leadership style, my focus. I believe the mantra, "Leaders learn, and leaders can lead." Reflecting on the scale and size of the Maricopa system, I realized the importance of empowerment and taking risks, as opposed to preoccupied managerial and bureaucratic approaches.

As the former Chancellor of the Maricopa County Community College District, how would you describe your leadership style?

I would describe it as empowering rather than assertive or directive. The luster and reputation of the Maricopa District was built on the second, third, and even fourth levels of the organization. So many national and internationally-known programs were conceived, inspired, and supported by faculty and then carried out by the many levels of staff. If there was a general mantra regarding style, not just mine, but among presidents, deans, department chairs, and lead faculty, it would go something like this: "Taking risks might cause mistakes, but we learn from our mistakes." I really like the term some of us used to describe these mistakes: "interesting failures." Fortunately, I had several presidents that believed in this mantra. One in particular - John Waltrip, the president of Glendale Community College - told me once that "if a person looks and sounds like he might know what he can do, I believe we should give that person a chance to succeed or fail...because most don't fail." Many people benefited and lead as a result of John's wise council.

LEADERSHIP LEGENDS AND LESSONS

Why is “building leadership capacity” in our organizations so important?

Because everyone leads in different ways. Leadership should not be confined to the top floor or executive ranks only. In fact, leaders should move away from the top floors more often. Leadership capacity is like the arteries and life-blood of a healthy organism. It is the oxygen, the life force of your college system...even with organizations as large as the Maricopa Community College District.

Education is a global enterprise. With that in mind, what have you observed are the “common issues” spanning the globe?

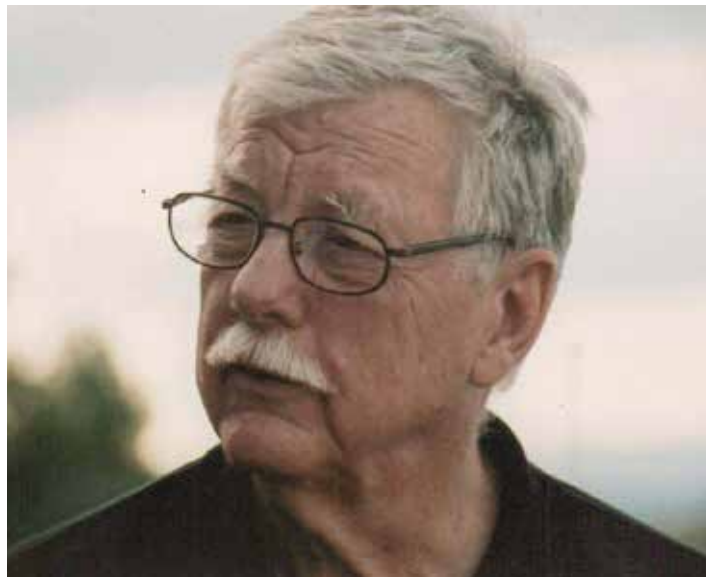
That education is a global enterprise is certainly correct. And, there are several common issues that impact our states’ desires to participate competitively in the global free market, including:

- Performance standards incorporating technology competencies, qualifying credentialed employees to contribute to the increase in innovation and competitiveness in globally-competing markets.
- The need to intelligently design and manage emigrant policy, as refugees seeking asylum are descending on nearly all European and Baltic state borders, and may approach many Western, Pacific Basin, and Southeast Asian boundaries as well.
- Managing worldwide national security protections and policies in order to enhance security while providing fair and reasonable human rights requirements.
- Low-wage challenges with a large portion of populations not earning sufficient wages to support health, housing, and the many other needs we take for granted.

We should expect more diversity, ethnic and cultural plurality, than we have now, as well as the unexpected implications of massive globalization. For all of us in education, we need to be aware of what the future might bring; you may soon be constructing that future at your college.

In the last 25 years, post-secondary education has experienced a number of issues, including decreased budgets and student enrollments, along with heightened expectations for student success. What would you list as the primary struggles or issues for post-secondary leaders in the next 25 years?

Post-secondary leaders will, unfortunately, have to endure the struggle of funding shortfalls, as well as decreased access to local and state support. The primary task for leaders will continue to center around the contrast of the 1950s and 1960s when American ingenuity and vision brought about the creation of institutions and systems that increased access to higher education and post-graduate degrees. Related to this is the high and rising cost of tuition and intolerable levels of debt students are having to incur. I would also like to acknowledge the complex



security issues and emergency processes that will need to be made a priority, including building redesigns, response time of police and rescue support, and protection alternatives.

To all the NEW Chairs, NEW Faculty members, NEW LEADERS, what one or two things would you recommend to help set the stage for their success in post-secondary education?

As a new department chair, faculty member, or leader, be authentic and try to listen to people. Both large and small departments are hugely diverse, comprised of members with different and difficult challenges at work and at home. Department chairs may need to manage and provide assistance to faculty, assigning special tasks and committee time fairly, while recognizing service and encouraging the heart regularly.

The title of this segment is “Leadership Legends and Lessons.” Share with us one of your leadership lessons.

So many people contributed to my success as a leader. A few lessons I learned along the way:

- Never substitute your judgment about a person with another’s judgment about the worthiness of that person. You are entitled and responsible for coming to your own judgment. If you look to the redeeming features of a person, they are usually there.
- Some jobs taken under the wrong conditions are not worth keeping; start composing your resignation.
- As chancellor, you will find that at least one board member does not like you, will want to make life miserable for you, and possibly try to fire you. This is a test of your forbearance; you must treat this board member as you would treat all other members – with equity, courtesy and good manners, presence and patience.

Tell us about your book, *Global Development of Community Colleges, Technical Colleges, and Further Education Programs*. What is new and different in this revised edition?

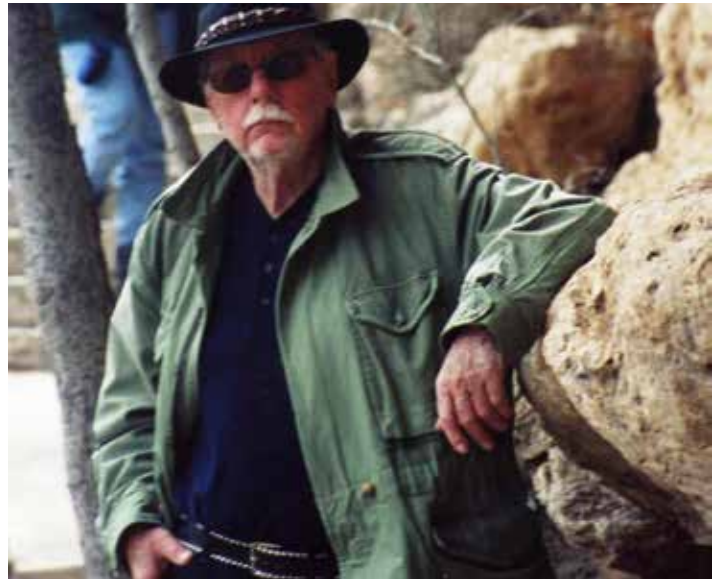
This “global development” book was the hardest and largest of the four publications I completed in my Emeritus years. I consider it a *Magna Opus* accomplishment because of its size, scope, and scale – tracing community, technical, and further education college development in 40 countries. This book could be termed as a “worldwide treatise on access to post-secondary education.” It shows the work of countries across the globe, the influence of American community colleges, and vividly describes why America must continue to support and encourage the community college system during the global race for economic development. The revised edition includes many new countries and their responses to global competitiveness and the increasing value of a trained workforce - trends, values, learning, and skills. It informs of and describes college systems, their individual features, characteristics, values, and accomplishments, as well as responses to diverse cultural and government structures, policies, and practices.

As we get ready to celebrate the Academy’s 25th Anniversary, what message would you like to send to all conference participants?

In my experience in many different leadership roles, I believe that department and division chairs hold the destiny of our colleges in their hands. With the Academy’s track record and model for designing and promoting training programs and services to advance academic and administrative leadership, it behooves new leaders, and leaders at all levels, to participate in and support the Chair Academy’s conference. More than once I have described the assistance I received on my leadership journey – knowledge, mentoring, training, tips and tools, as well as the many relationships built and developed – as part of the Chair Academy and their many programs and services. Enjoy the experience.

About the Leadership Legend:

Paul Elsner received his doctorate from Stanford University and completed study at the Institute for Educational Management at Harvard University. He is the Senior Editor of a global survey of 23 countries titled, *Global Development of Community Colleges, Technical Colleges, and Further Education Programs*. He serves on the Board of Trustees of SIAS International University in Zhengzhou, China, and has spoken and consulted in the United Arab Emirates, Qatar, Singapore, China, Australia, New Zealand, Japan, Ireland, England, South Africa, and other countries. His previous appointments include chairing the ETS Board at Princeton and the ACT Board at Iowa City. He has also served as President of the Board for the League for Innovation and numerous Washington-based educational organizations. Elsner served as Chancellor of the



Maricopa Community Colleges for 23 years. He prepared and chaired the Water, Global Warming and Radical Climate and Over-development Conference to be held at SIAS International University, the People’s Republic of China, May 2013.

Among his numerous achievements, he gave the third Robert Atwell Distinguished Lecture, following the first given by Kofi Annan, Secretary General of the United Nations, and the second by Harvard President Neal Rudenstein.

Elsner is the recipient of the BHF Anderson medal, The Marie Martin Leadership Award and holds Honorary Degrees from Arizona State University and the Northern State University as well as a W. K. Fellowship for Doctoral Studies at Stanford University.

Paul Elsner also served on the New Skills Commission, www.skillscommission.org, a Washington, D.C.-based commission of former congressmen, cabinet members, and academic leaders. The Skills Commission has been facilitated by Marc Tucker, Executive Director of the National Center on Education and the Economy (NCEE). In motion is a six state pilot project which recommends the implementation of the reform strategy issued in the Skills Commission report *Tough Choices or Tough Times*. Arizona is one of the six pilot states.

Dr. Elsner conducts his own business under Paul Elsner Associates and is President and Founder of The Sedona Conversations and Sedona Edge Forums, which hold conferences on a variety of topics in various countries. www.sedonaconversations.com and www.sedona-edge.com

Learning to Lead, The Chair Academy

Richard Strand, DPA

Introduction

In the late 1980s and early 1990s, Mesa Community College (MCC) and the Maricopa County Community College District (MCCCD) were searching for a better model to develop the leadership talent required to move the college and district forward. As documented by Jack Peterson, a past distinguished chair of the Cultural Science Department at MCC, this search ultimately led to the creation of the Chair Academy in 1991.¹ Historically, colleges and universities had embraced systems that encouraged if not required academics to dedicate the first several formative years of their careers to establishing themselves as teachers, educators, and researchers. Then, often quite suddenly, some were thrust into departmental leadership positions with little to no formal training or preparation.² For MCC, MCCCD, and others, that changed in the early 1990s with the establishment of the Chair Academy and the graduation of the inaugural class from the then Institute for Academic Leadership Development in Prescott, Arizona.

This initial program brought together 47 college department chairs and deans from 19 states, three Canadian provinces, and Guam. The model for this first “Institute” laid the foundation for what would become the Academy’s signature offering, the Foundation Academic Leadership Development Program that has since found its way to Australia, China, Europe, the United Arab Emirates, and Guam as well as to states and provinces across the USA and Canada. To date, the Foundation Program alone has drawn together close to 10,000 participants who, while learning to lead, are living to learn.



Chair Academy 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.

Living to Learn Leadership Programs

Overview of Academy Programs and the Individual Alignment Plan

The Foundation Program is essentially focused on helping participants find their signature “leadership voice,” get to know more about themselves and the world in which they work, and to facilitate their ability to be, or become, transformative agents of change. One might argue that at every level of leadership we need to acquire information that speaks to these needs, so the label of “foundation” program has less to do with position than simply where one might be on his or her personal lifelong journey. As a function of attending the program, participants are asked to submit mid-term and final reports that speak to the progress they are making on their Individual Professional Development Plan (IPDP) and reflect on their journey toward achieving their ultimate leadership and growth goals.

The Chair Academy also offers the Advanced Program, which seeks to build on the Foundation Program experience but introduces more concepts and tools that relate to the leadership and management of the enterprise of education itself. Each

participant creates a Personal and Professional Investment Plan (PIP) and again submits a mid-term report on the progress achieved toward established goals, or as we call them—the “objects of personal/professional desire.” In BOTH cases we ask program participants to document information that is connected to an Individual Alignment Plan (IAP).

The IAP is a fairly recent creation that asks program participants to document vital information about themselves as their leader development journey begins through either program. This tool provides useful information to them, their chosen mentors, and their assigned Academy coach for the year. It is a tool that may be used to gain useful insights about the individuals in question; what moves them to do things, what tools do they have that will likely facilitate their success, and what, if anything, might constrain them from making the progress they desire. The form itself begins with having participants claim their own unique identity and clarify their personal mission statement.

INDIVIDUAL ALIGNMENT PLAN (IAP)

PLAN	RESPONSES
Identity	How do you see yourself?
Core Purpose/Mission	Write/create a personal mission statement—something that specifies the direction of your life, what you hope to achieve not only in your life but with your life.
Learning Style	Describe how you best learn. (Enthusiastic, Imaginative, Practical, or Logical)
Claim Your Values	Beliefs inform our VALUES, values inform our attitude, and attitude influences our behaviors and actions. List your core values.
Strengths	List your top five signature strengths.
DiSC style	List your style or contact the Academy staff to gain access to a survey instrument that will provide this information. (DiSC)
Constraints	What constraints, if any, stand in the way of achieving progress personally/professionally?

As facilitators receive and review this information they are often encouraged by the positive and progressive statements they read. For example, see some representative inspirational mission statements from current program participants:

- Vancouver, BC Advanced Program participant: “[t]o be a lifelong learner...to be an asset to [her] employer; to contribute to [her] community and make a difference in people’s lives.”
- Toronto, ON Advanced Program participant: “To foster a safe, transparent, and positive environment both at work and at home, while inspiring others to have an authentic life filled with optimism, decency, integrity, and wonder.”
- Wisconsin Advanced Program participant: “To make a difference in “my community” by using my strengths of compassion, empathy, and determination.”
- SW Foundation Program participant: “To be and share: Happiness, compassion, respect, and commitment to lifelong learning and growth; to truly honor all that is nature and humanity.”

Lessons Learned from Academy Participants’ Progress and Challenges

These statements above are clear expressions of hope, optimism, and reflect a strong desire to be real difference makers in their organizations. As their year continues, participants must confront and manage the things they identify as potential constraints to their progress. And then, as the year ends, they submit their final report in which they are encouraged to reflect more comprehensively on their year-long experience. Inevitably they record how pleased and proud they are to have made some measurable progress on their individual goals. However, they also report back about issues they have encountered that continue to frustrate and discourage not only their personal and professional growth, but their ability to simply do their best on behalf of those they serve and support. Perhaps it should be no surprise that this is the case. But it is certainly no less discouraging for those of us who are in the business of trying to move the needle forward and advance the health and welfare of organizations engaged in the enterprise of education globally. In sum, what follows captures the essence of what many report as obstacles to their progress.

TIME: It may be the number one issue that participants speak to in their reports. They express remorse about the general lack of it, the way they feel forced to spend it, their sense that too much of it is wasted by institutional mandates and typical office routine, the invasive impact of personal conflict and politics, and the failure to be more strategic given the need to flail away on the “crises du jour.”



Our programs offer insights, tips, and tools regarding time and stress management. We acknowledge it is an issue. But it is important to also note that time in and of itself is simply the gauge that measures

where we have been and where we are going. It is mechanical in its eternal existence. It is neither friend nor foe. It “is” – and nothing more. Life, however, is a culmination of decisions, choices, and random occurrences; we do have control over many such things.³ We should not waste our lives by wasting our time and realize that, in the end, we may be our own worst enemy. We need to make peace with the fact that time is not the enemy, it is the way we spend it that is the problem. Time marches on, regardless, and threatens no one.

CULTURE: It is comforting to be around like-minded people, each of whom shares our sense of excitement about the future and is willing to experiment with new ideas and embrace new approaches to traditional business practices.⁴ In an organization with an established culture of trust, transparent communication, involved and engaged employees, and positive interpersonal relationships, resistance to change is easy to see – and also much less likely to occur. Employees feel free to tell their boss what they think and to have open exchanges with managers. When a change is introduced in this environment, with a lot of discussion and employee involvement, resistance to change is minimized. Resistance is also minimized if there is a wide-spread belief that a change is needed. Being prepared for the resistance and making sure your solutions fit the existing culture are the keys to making change work. It is important that the new way makes sense at all levels. A solution is not viewed as valuable if it just compensates for a flaw in the system.

RECOGNITION: Praise and recognition are essential to an outstanding workplace.⁵ People want to be respected and valued for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a



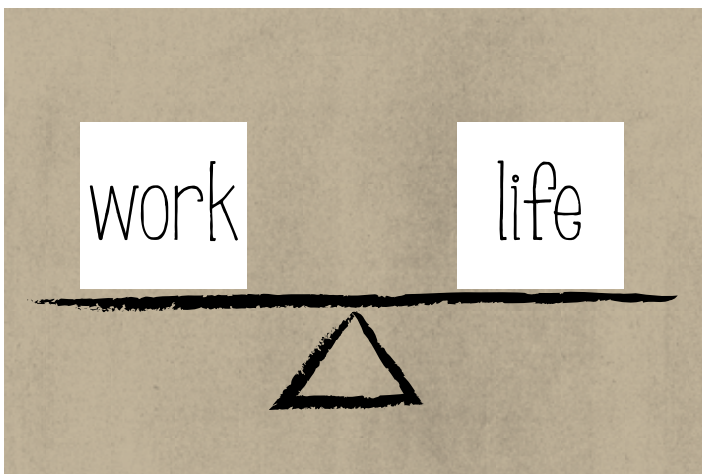
sense of achievement for work well done or even for a valiant effort. Program participants labor at their jobs, work to maintain a balanced personal life, and on top of that, find the time to master the competencies to the leader development program. Often, developmental efforts go unnoticed by anyone other than those closest to the participant; for example, direct subordinates who

may experience new transformational tendencies, or an active mentor who has some responsibility for making the year a success. It is hard to stay engaged in a project or process, however constructive it may be, when no one else notices.

VALUES: Values play an important role in our lives.⁶ Being able to recognize, understand, and articulate one’s own value-set becomes critical in sound decision making. Additionally, the ability to identify with organizational values will assist in

determining an employee's job performance and allegiance. When an individual discovers genuine and meaningful alignment between his or her own personal values and those of the organization, a powerful connection is created. This connection creates numerous possibilities for both individual growth and institutional productivity, manifested in myriad ways. The problem is most organizations do not really assess value alignment and give short notice to the connection between the values we bring to work, and those we are likely to encounter while we are at work. This gap in knowledge or lack of understanding contributes to declining rates of employee engagement and dampens the desire to commit an extraordinary amount of effort to anything that is not of personal benefit and interest.

BALANCE: There is a direct connection between concerns we see and read about work-life balance and the first issue cited above—time.⁷ Tremendous advances in technology in the last



20 to 30 years have created an environment in which we do not need to be on the premises to be at work. These advancements were meant to make our working lives easier but, perhaps unintentionally, they have created pressure by making us available and contactable all day, every day. Technology has made it possible to work anywhere and anytime, but that does not mean we should. Those who are searching for work-life balance need to embrace the importance of time management. The secret of managing time effectively is understanding what is important and what can wait. Employees who set objectives and block out time to focus on the right tasks will make the most of their day and stand a better chance of accomplishing their goals.

Learning to Lead and Living to Learn

Over the past 25 years, the Chair Academy has worked on a personal level with thousands of leaders who, each in their own way, are actively learning to lead and living to learn about a better way to do both—lead and learn. Many of the challenges and changes we face today and in the future require more than incorporating new technical skills. Doing what you are currently doing, only better, is not enough. You cannot just learn to lead. You need to live and learn in a way that allows for the adaptive changes that are necessary. Often times this means thinking and behaving differently; no longer tied to past practices or fixed notions about the way we lead, learn, or live. As an organization, we will gather in San Antonio to educate,

entertain, and celebrate. Not many organizations engaged in the work we do can boast such longevity. Yet time on task alone is no reason to rejoice. The measure of our worth, as indicated earlier, is tied far less to the sheer number of leadership academies or conferences and more directly linked to the individual stories that the Academy continues to encounter, share, and shape.

Education is a people enterprise. As people, we come to work every day; sometimes praised, sometimes blamed for all that we do or have to offer. Without realizing it, we are constantly evaluating our own behavior, successes, and perceived failures. This is how we have been conditioned. Pausing and pondering allows for the realization that the perfection we desire is intangible. We are all looking for something more out of our daily existence. When we make an effort to create positive change we open up the opportunity to experience life to its fullest. The old adage "to thine own self be true" is an apt one. As we follow our heart, opportunities continually present themselves. Picture life as a synergistic ball of energy: the more we pursue that which we enjoy, the more our exhilaration grows and increases the opportunity for success and satisfaction. As an organization, we cannot predict what will become of us in the next 25 years; but if we truly continue to reinvent ourselves in a way that meets the needs of those who find their way to us, we will be able to look back on a half-century of accomplishment that greatly exceeds original expectations. Let's commit to that, if nothing else!

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About the Author



Dr. Richard Strand has been connected to the Chair Academy since 1999, initially as a program participant, then as a member of the Practitioners Board, an Academy Program Facilitator, and most recently as the Executive Director since November, 2012. Throughout 45 years of professional service, he has addressed various aspects of leadership in numerous publications and forums involving thousands of readers and/or participants. Richard

has a passion for leading and learning. As a scholar, he has been awarded earned degrees from the University of Washington, Boston University, the US Command and General Staff College, the US Naval War College, and the University of Southern California.

ACADEMY

Recognizing Academy Alumni

It was an honor for me to have been nominated for the Academy. It is a well-established program with learning outcomes that are indispensable for growth and professional development. My overall impression is that the Chair Academy fostered an environment of introspection and increased emotional intelligence and provided resources and lessons that I utilize and refer to consistently. I had an opportunity to meet individuals who were on their leadership journey. Some of those individuals I still keep in contact with and value the shared memory and moments in time that we had. I have maintained some of the habits I cultivated during the Academy (seeking out and reading books on leadership, utilizing a mentor, and staying true to leadership principles shared with us in the program). I have very fond memories of the Academy and will be curious to see in what capacity the members of our class utilize their leadership skills.

Claudia Motiu, Ohio 2012-13

I appreciate the knowledge and skills I gained during my year with the Regents Academic Leadership Institute (RALI). The RALI experience allowed me not only to take inventory of my strengths as an individual and leader, but also to leverage the strengths of members in my department so that we can work cohesively and synergistically as a team.

Ronald De Vera Barredo, RALI 2008-09

We spent two weeks with an incredible group of people and in that time you share a LOT of fun, humorous, serious, and learning moments together. I had a phenomenal experience getting to know many different people and assessing our leadership styles together.

Karen Mitchell, Florida 2010-11

There is no cookie-cutter version of a transformational leader. The theories and practical applications taught at the Academy can be adapted to anyone's personal style. Transformational leadership is about maintaining a constant awareness about the impact your words and actions can have on staff, colleagues, students, and the organization as a whole.

Dacia Sedillo, Arizona 2014-15

The Leadership Academy introduced me to an integrated approach to thinking about leadership that was well grounded in both theory and experience. It gave me a solid foundation on which to build as I moved through the leadership ranks.

James Mabry, Florida 2007-08

MEMORIES

I will remember the tremendous group of people we worked with in Arizona. I learned so much from both our facilitators and fellow Academy participants...just a great experience all around.

Colin McCahill, Arizona 2014-15

I remember the exploration of self-awareness in my own leadership style and coming to the realization that no one style is right or wrong - you need to celebrate your style and be open to learning how to work within it. The Academy staff and fellow students were very collaborative and I have many fond memories of Academy activities and getting to know others from other institutions across the country.

Kathy Reid, Alberta 2015-16

I will always remember the support and camaraderie of the Chair Academy I attended in Phoenix, AZ in 2003-2004, especially the growing knowledge that the challenges I was facing as a middle manager were neither abnormal nor insurmountable. My learning in the Chair Academy fostered my thirst for leadership so that I pursued and completed my MBA in 2007, and am now working on my Doctor of Social Science, an interdisciplinary degree designed to foster gender balance and diversity in engineering.

Katherina Tarnai-Lokhorst, Arizona 2004-05

Something I took from the Chair Academy is a reminder of the power of input from a group of like-minded people. It not only supports the theory of "A problem shared is a problem halved" but many great ideas came from the group— but no individual has all the answers!

Mike Rolland, Alberta 2015-16

One memorable Academy experience was using the DiSC to identify work behavioral styles for ourselves and others, as a way to build positive work relationships. This activity showed that communication improves by understanding the strengths and challenges of each style.

Krishna Stilianos, Great Lakes 2015-16

As I presented at the Seattle conference and attended the last foundation session in Canmore in June, my biggest memory is the emotion with which our facilitators spoke and taught. They actually cared for the success of us as students and presenters. The last day of the courses in June were very powerful. Relationships were built around the fact that we all faced the same things within our respective organizations. And there was immense support in that we do not have to face the challenges alone.

Doug Overes, Alberta 2014-15

As an Academy graduate, I fondly recall how well the experience primed me for the next steps in my leadership journey. From the seeds of leadership development that I've sown alongside my dynamic, brilliant Academy colleagues, I now reap breakthroughs toward my goals and aspirations and celebrate my renaissance as a leader with renewed focus, energy, purpose, and passion.

Monica Walker, MILHE 2014-15

The Chair Academy brings back so many fond memories. I have been involved since almost the inception of the program. I was one of the fortunate few “outsiders” that were invited to participate in the first conference before it was opened to everyone and I loved the collaboration and content. In addition to the annual conferences, I became involved in the academies, first as a participant and then as a facilitator, before going to work for the Chair Academy. The networking of professionals and the growth experience from Academy participation is phenomenal and I greatly miss all of the people with whom I came in contact. I would highly recommend the program to everyone.

Linda Luehrs Wolfe, Arizona 1990-91

The Academy for Leadership and Development is one of the most constructive things I have done in my academic career for myself and also for those I led at that time. After the first week-long session, I brought to my department an exercise in work/personality styles that gave us all a deeper appreciation for our strengths and differences. From that point on, we built teams that included a variety of strengths and saw a great increase in satisfaction, quality, and respect in our department.

Holly Ashton, Midwest 2006-07

My Chair Academy experience was simply amazing! I was new to working in the community college setting, and it was so refreshing and incredibly helpful and enlightening to be in a room full of community college professionals, along with Academy leaders Gary Filan and Ken Robson. I learned so much. It was a beautiful setting in Portland, Oregon, and the nicest, most helpful professionals I have ever met. Thank you.

Jan Rogers, Oregon 2001-02

One of my fond memories was the way in which our group work and team projects improved so much by the end of the week. We were all able to come together and focus on projects efficiently, while receiving everyone’s input in the group, and come up with a concise resolution. It was amazing to see the improvement in communication skills in just one week with our facilitators.

Lauren Pellegrino, NELDI 2015-16

I have fond memories of the WLDI Academy (class of 2013). While we learned a lot about leadership and about managing our teams, what I remember most is the great relationships we forged - relationships that have endured past the completion of WLDI and will endure our entire careers in higher education and beyond.

Bryan Woodhouse, WLDI 2012-13

My best memory is of Dr. Bill Lamb facilitating using the different shoe colors/types and the yarn. While we can be different, all of us are leaders no matter what your position or title. Thank you for this opportunity. I still have very fond memories of the Leadership Academy experience.

Suzanne Campbell, Colorado 2003-04

ACADEMY MEMORIES

My most vivid memory and the thing I reflect on most often is the positive, can-do energy and attitude of my classmates and moderators. The memories, knowledge, and experiences I have from attending WLDI are things I often utilize.

Mike Grambow, WLDI 2013-14

A great memory of the Advanced Academy experience is that I was able to relate to and learn from other peers across the country in a respectful and collegial environment.

Rosa Rivera-Hainaj, Advanced Florida 2015-16

As a new manager at the time, I was somewhat nervous and tentative about leaving teaching, something I truly enjoyed. The Leadership Academy was transformational. The experience increased my self-awareness and played a significant role in how I saw myself as a leader and as a manager. It provided me with the foundation I needed to grow in my leadership position. I fondly reflect on the new friends I made, the fun I had, and most importantly, the growth I experienced. I will be forever grateful.

Dave Freckleton, Arizona 2004-05

My experience with the Chair Academy was very valuable for exploring transformational leadership through reflection, networking interactions, and developing goals for professional growth.

Betsy Becker, Great Plains 2012-13

I'm grateful to the facilitators, and especially to my fellow participants, for sharing, leading, supporting, and challenging. It was an amazing learning experience that was only made possible through everyone's contributions.

Ron Burke, Alberta 2014-15

My Chair Academy experience was a life and career changer. Working with great facilitators like Pam Bergeron and Mike McHargue afforded me the opportunity to become a facilitator myself. I learn so much from each Academy participant with whom I work. There are so many talented and dedicated community college leaders throughout the world. Our students and colleagues are so lucky! And, who can forget painting Mike's toes hot pink!

Ann Krause Hanson, WLDI 2003-04

I loved the "thought for the day" cards, and I thought talking about what those cards meant to us individually was an excellent way to begin the day. I learned so much about different and unique ways to view/utilize strengths from the video with Marcus Buckingham.

Brenda Dalton, Advanced Florida 2007-08

ACADEMY MEMORIES

The Chair Academy and Conference are the most effective and powerful leadership development programs with which I've ever been associated. I was involved in the first Chair Academy program, a facilitator for an Academy in Battle Creek, Michigan, have attended most of the annual conferences, serve on the Leadership Editorial Board, and mentor Academy participants. One of the most rewarding memories is observing the leadership growth and development on the part of Academy participants over the years, the number and quality of the Academy participants' presentations at the annual conferences, and finally the quality and range of topics of articles prepared by Academy participants for *Leadership*. The focus of the Academy is on the development of transformational leaders and the development of reflective practice skills. The evidence from the involvement of Academy participants documents the achievement of these goals.

Al Seagren, Arizona 1990-91
Editorial Board 1994-Present

It has been some time since I have taken the time for professional development. The Leadership Academy was an excellent reminder on how we need to constantly be working at personal and professional growth. It was by far one of the best learning opportunities I have experienced and will be recommending it to others on my campus. Thank you so much!

Jodi Elness, Luoma 2015-16

The collaboration, excellent teaching tips and strategies, and relationship building were amazing. I made long-lasting connections that have made me a better educator and leader, and for that I am forever grateful!

Michelle Blesi, Luoma 2013-14

I'll always remember the Minneapolis conference because Gary Filan asked me to be a keynote speaker the following year. I was thrilled and scared at the same time. I wasn't able to speak the following year in Dallas but did honor Gary's request by speaking at the Atlanta conference shortly after Gary passed away. His presence in Atlanta even though he wasn't present will always stay with me.

The Chair Academy helps all of us learn to be leaders and then equally important, gives us opportunities to demonstrate and refine those skills.

Bruce Barker, President,
Chippewa Valley Technical College

Of all the professional development programs I ever attended, my NJ Academy was both the most robust and my absolute favorite. For all the great memories made and leaders I met, I am grateful!

William Austin, New Jersey 2000-01

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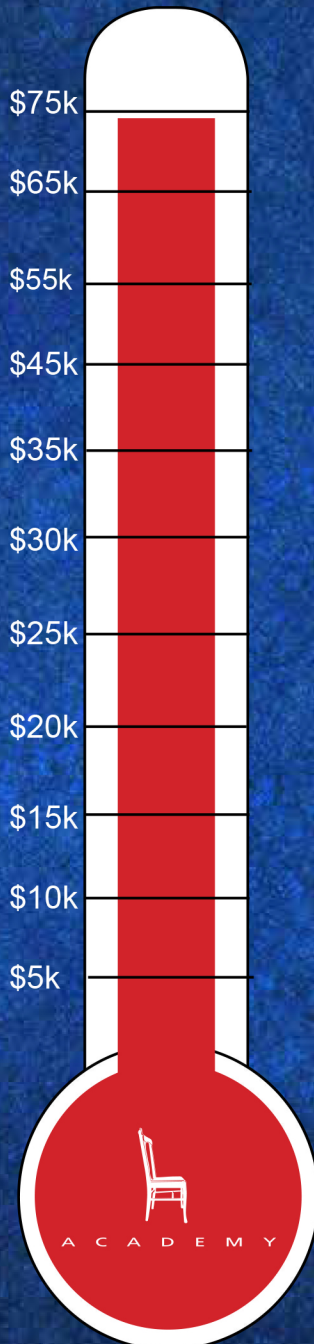
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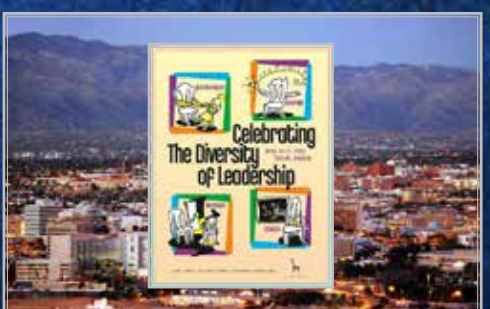
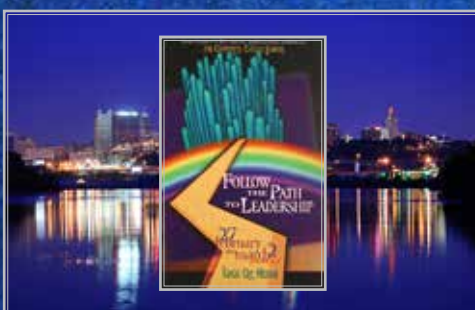
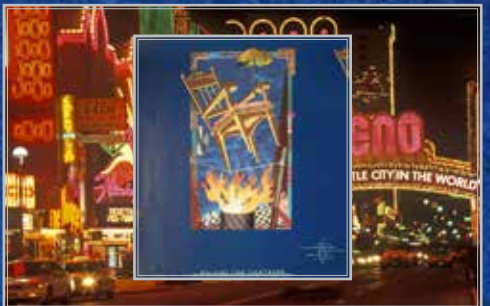
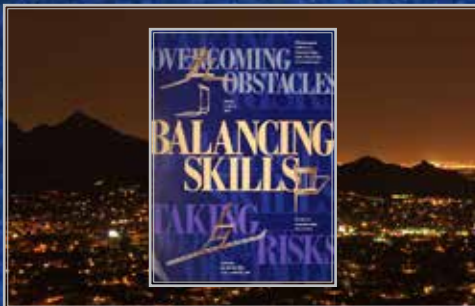
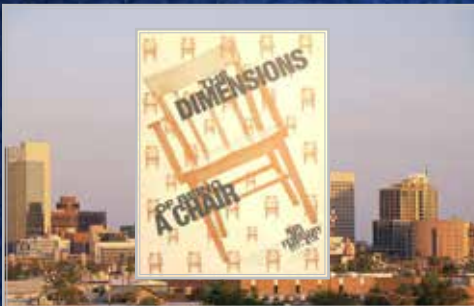
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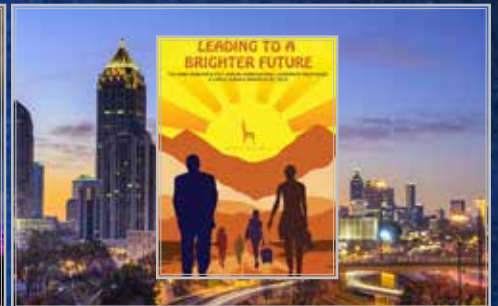
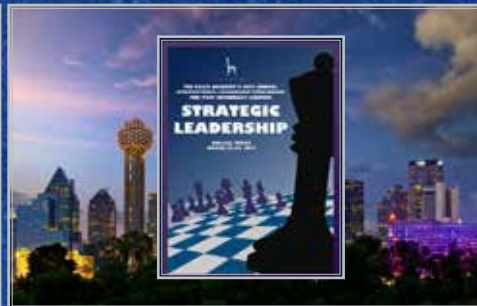
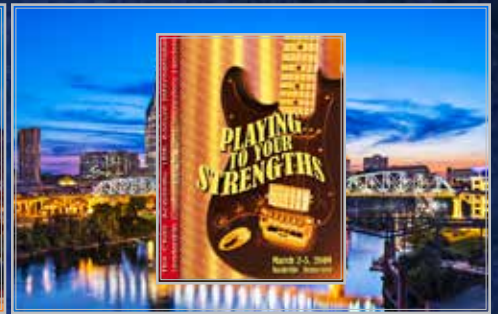
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25 YEARS

1991-2016



OF LEADING



The Chair Academy International Leadership Conference

- 25 Years
- 19 Cities
- 100 Keynote Speakers
- 10,000 participants

*Excellence is not a destination;
it is a continuous journey that
never ends.*
Brian Tracy

ACADEMY TIMELINE

1990

1990 - MCCC Academic Leadership Conference
(Precursor to the Conference)

1991 - MCC Professional Development Program for
Department Chairs

1992 - 1st Annual Leadership Conference - Phoenix, AZ
(Trick to Being a Chair)
Pilot Foundation Program - Prescott, AZ

1993 - 1st Academy Graduation

1994 - 1st Facilitator's Retreat
Leadership - The Academy Journal
Regional Leadership Academies Launched



A C A D E M Y™

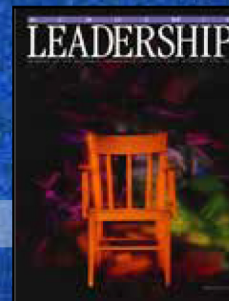


1995

1995 - Academy Expands, Includes All Mid-Level Leaders
1st Paul A. Elsner Excellence in Leadership Award
1st Wisconsin (WLDI) Academy

1997 - 1st Australia Academy

1998 - 1st European Academy - Netherlands



The Academy™

2000

2001 - 10th Annual Conference

2003 - Chair Academy Website Debut
1st Academy in The United Arab Emirates

2004 - 10th Anniversary of *Leadership*
Leadership Tips and Tools Debuts



2005

2005 - 1st Regents Academic Leadership Institute (RALI)
1st Advanced Leadership Program

2006 - 1st Academy in China
1st Advanced Academy Graduation

2007 - Introduction of Gallup Strengths Initiatives

2009 - www.chairacademy.com Debut
Leadership Debuts Online
Leadership Tips and Tools Debuts Online
1st Canadian Advanced Academy - Alberta



2010

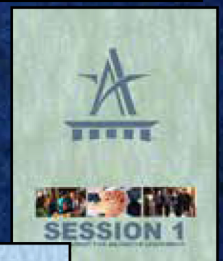
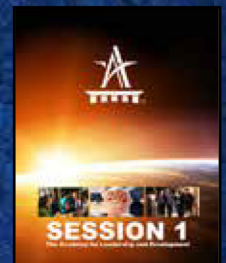
2010 - Sustainable Initiatives Begin

2011 - 1st Healthcare Academy Program
1st Guam Academy
20th Annual Conference - Dallas, TX

2012 - Gary Filan Retires
Richard Strand Named New Executive Director
Gary Filan Excellence in Leadership Award Debuts
Idahlynn Karre Excellence in Leadership Award Debuts

2013 - 1st Academy Stakeholder's Summit
1st Directors Award
1st Academy Ambassadors and Lifetime Members
New Journal Format (E-Reader)
Rewrite and Pilot of Advanced Academy Program
Redesign and Pilot of Foundation Academy Program

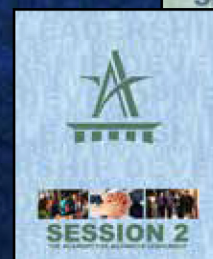
2014 - Online Participant Classroom and Resource Center
Canadian Specific Case Studies Integrated into the Foundation Program



2015

2015 - 1st British Columbia Advanced Academy
1st Ontario Advanced Academy

2016 - 25th Annual Conference - San Antonio, TX
1st Executive Learning Development Program



ACADEMY FACILITATION TEAM



Maggie Beers



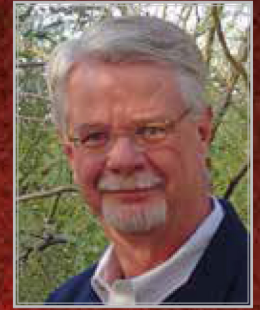
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Grant Dreher



David Gatewood



Scott Geddis



Lane Glenn



Valerie Grabove



Idahlynn Karre



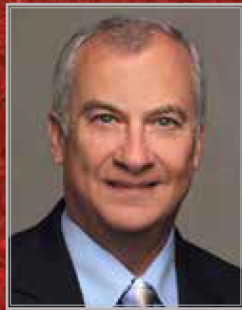
Margo Keys



Judy Korb



Ann Krause Hanson



Bill Lamb



Linda Meccouri



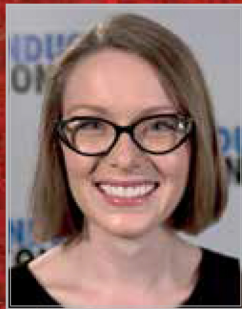
Bernadette Montoya



Yvonne Moritz



Ken Robson



Rachel Simmons



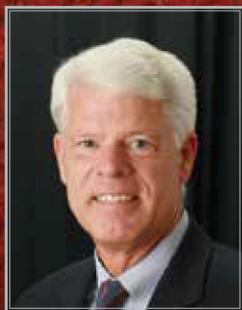
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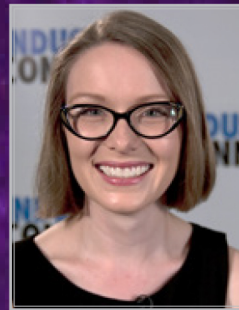
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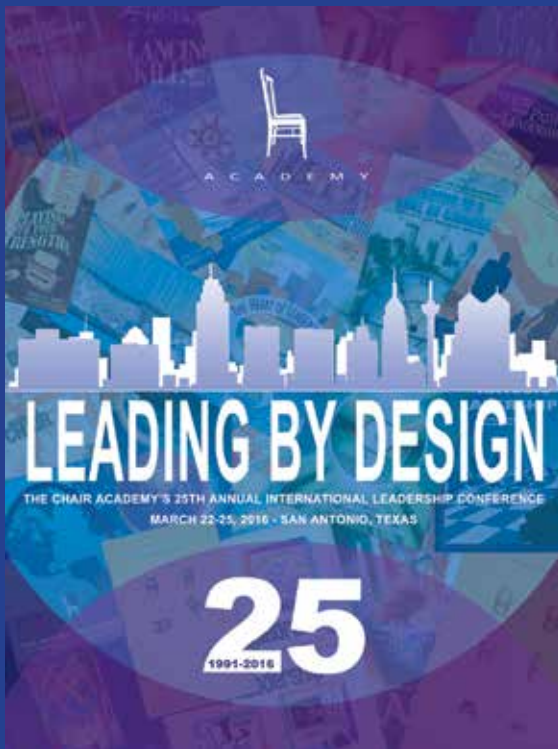
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The International Advisory Board and the Practitioners Board have been created to provide strategic direction to the Chair Academy. In combination, they also serve to ensure Academy programs remain relevant and focused on the emerging needs and interests of post-secondary educators and their institutions. Members of both boards are working professionals and leaders with considerable operational experience who dedicate the time and attention necessary to ensure the Academy meets or exceeds the high standards and expectations connected to any and all programs as they are developed and delivered on a global scale.



A C A D E M Y

**THE CHAIR ACADEMY'S 25TH ANNUAL
INTERNATIONAL LEADERSHIP CONFERENCE
MARCH 22-25, 2016 - SAN ANTONIO, TEXAS**



PARTICIPANTS CAN . . .

- **Attend skill-building workshops**
- **Learn powerful insights from educator-relevant keynote speakers**
- **Discover new ideas/research from more than 50 discussion-based concurrent/roundtable sessions**
- **Be recognized for individual and organizational exemplary leadership**
- **Take advantage of worldwide networking opportunities**

REGISTRATION IS NOW OPEN!
www.chairacademy.com/index_conf.html

25
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THE CHAIR ACADEMY'S 25TH ANNUAL INTERNATIONAL LEADERSHIP CONFERENCE

FEATURED KEYNOTE SPEAKERS

The Chair Academy's International Conference is proud to present the 2016 conference keynote speakers. These cutting-edge presenters represent the best in transformational leadership and will inspire and teach leadership best practices during their presentations.



**CYNTHIA
MATSON**

President,
Texas A&M-San Antonio



**SANFORD
SHUGART**

Author, Teacher,
Speaker



**MARK
TAYLOR**

Educator and Speaker



**CLIFTON
TAULBERT**

Author, Educator,
Speaker

PRE-CONFERENCE SKILL-BUILDING WORKSHOPS

The Chair Academy offers each participant an expanded conference experience. For \$125, conference participants can attend a full-day, pre-conference skill-building workshop. These workshops are intended to provide participants with essential skills and knowledge that they can bring back to their organizations.

THE TRICK TO BEING A CHAIR OR ORGANIZATIONAL LEADER

Presented by Bill Lamb, Kirkwood Community College

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

UPLIFTING WISDOM: LEADING WITH APPRECIATION AND RESILIENCE

Presented by Joan McArthur-Blair and Jeanie Cockell, Cockell McArthur-Blair Consulting

This dynamic and activity-based workshop is designed to help participants grow a deeper knowledge and understanding of Appreciative Inquiry and Working Resilience, and how it can benefit you personally and professionally.

CULTURAL COMMUNICATIONS: HOW SOCIAL MEDIA IMPACTS COMMUNICATIONS ON A GLOBAL SCALE

Presented by Sherry Hayes-Peirce, Graceland University and Social Media Mobile Maven, a subsidiary of Communication Consultants Inc.

This session is designed to be interactive through experiential learning practices, small group interaction, discussion, and contemporary examples of best practices. The participants will receive various guides and resources to help them design an action plan for implementing what they've learned about social media within an institution of any size.

THE ACCIDENTAL PRESIDENT: NAVIGATING CAREERS IN HIGHER EDUCATION

Presented by Lane Glenn, Northern Essex Community College

Whether the next rung on your ladder is serving as a department chair, a director, a dean, a vice president, or a president, and even if that next step up or over is a few years away, there are some important resources and ideas for you to think about—now. Dr. Lane Glenn will share some of his experiences finding his way across a few campuses, catching some lucky breaks, and answer questions you may have about the opportunities ahead of you.

THE CHAIR ACADEMY'S 25TH ANNUAL INTERNATIONAL LEADERSHIP CONFERENCE

CONFERENCE SITE/HOTEL

The Chair Academy's International Conference will be held at the
La Cantera Hill Country Resort, San Antonio, Texas.
A five minute shuttle from Six Flags, and twenty minutes from the Alamo!

La Cantera Hill Country Resort

16641 La Cantera Pkwy - San Antonio, TX 78256
Phone reservations: 855-499-2960

Identify yourself as a *Chair Academy Conference Attendee*.

Online Reservations can be made by visiting the
Chair Academy's conference website.
Group Code: TCC20A

Conference Room Rate:

\$179.00 traditional - per person/night
Parking is free
Valet parking is \$25/night



Hotel rate is available until February 19, 2016.
Standard room rates after this date.

CONFERENCE SCHEDULE HIGHLIGHTS

Here are just some of the events you can attend with your conference registration:

Tuesday, March 22, 2016

9:00am-3:00pm
Pre-conference Workshops

3:30pm-5:30pm
Opening General Session
Keynote speaker Cynthia Matson
Paul A. Elsner Awards

Wednesday, March 23, 2016

8:00am-10:00am
Second General Session
Keynote Speaker - Sanford Shugart
Director's Award

10:30am-5:00pm
Three (3) Concurrent/Roundtable breakout sessions

Thursday, March 24, 2016

8:00am-10:00am
Third General Session
Keynote Speaker - Mark Taylor
Exemplary Leadership Awards

12:00pm-1:30pm
25th Anniversary Luncheon w/Live entertainment

10:30am-12:00pm and 1:30pm-3:00pm
Two (2) Concurrent/Roundtable breakout sessions

3:30pm-5:00pm
Closing General Session
Keynote Speaker - Clifton Taulbert

Friday, March 25, 2016

9:00am-10:00am
Networking Summit and Breakfast

Visit us online to learn more about or register for the Conference
www.chairacademy.com/index_conf.html

HONE YOUR ACADEMIC LEADERSHIP SKILLS WITH PROVEN ADVICE FROM EXPERTS



A unique publication for chairs, deans, academic vice presidents and other administrators, **The Department Chair** is an essential quarterly resource designed to help you succeed in your role. Each issue features strategies on how to:

- Deal with difficult personalities
- Handle legal issues and avoid problems
- Fundraise for your institution
- Support student retention
- Take advantage of innovative technology
- Manage conflict
- Effectively evaluate faculty
- Develop and revamp compensation plans
- Undertake post-tenure review
- Administer tight budgets
- Recruit and retain top faculty
- Manage administrative change
- And more!

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PIONEERS IN INNOVATION

For over a century Olds College has placed an emphasis on hands-on training, applied research and innovative learning, resulting in graduates who have the skills needed to become leaders in their industries, and are in demand by employers.

Olds College is a leader in post-secondary Innovation and Entrepreneurship. We are proud of the cutting-edge, creative spirit that is reflected educational delivery. By taking a progressive approach, Olds College has implemented a technology infused learning environment, with iPad technologies built into our curriculum, 1 gigabyte of bandwidth for every student on campus, and the first gamified post-secondary course in North America, *Spirit of Entrepreneurship*. These technological innovations appeal to today's "digital learner",

prepares graduates to enter the workforce using the most revolutionary technologies, and positions Olds College as a premier education destination in the country.

The integration of the Apple iPad into the everyday learning of our students, along with our dedication to innovation and technology in the classroom, has led to Olds College's recognition as an Apple Distinguished School. The Apple Distinguished School designation is reserved for programs that meet criteria for innovation, leadership, and educational excellence, and demonstrate Apple's vision of exemplary learning environments.



To learn more about the unique and innovative Olds College programs and people, visit www.oldscollege.ca

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..... MESA COMMUNITY COLLEGE

Partners



Sustainability is an enduring factor in Mesa Community College's academic programs, service-learning activities and campus environmental efforts. Engaging government, education and community organizations enhances the teaching scope of projects.



The Urban Horticulture and Agribusiness program at MCC, in partnership with the Roosevelt School District and RighTrac Inc., received a two-year Environmental Protection Agency Environmental Education grant. MCC students learn Aquaponics, an advanced method of aquaculture where fish provide nutrients to grow plants that in turn filter water to sustain the fish, and Roosevelt District students benefit from hands-on STEM education.

MCC's Red Mountain Campus partnered with the Arizona Game and Fish Department as well as the Phoenix Zoo and Nina Mason Pulliam Rio Salado Audubon Center to release more than 300 endangered, desert pupfish into the cienega in the center of campus. For its continuing desert stewardship, Red Mountain received the North American Native Plant Society's annual Founders Conservation Award.

→ To learn more about MCC's programs and partnerships, visit: mesacc.edu/report/programs-partnerships

Opportunity for all.



NECC prides itself on providing open access to all who want to further their education. Our students are a diverse group and choose NECC for many different reasons: recent high school graduates looking for an affordable way to complete the first two years of their bachelor's degree; adults returning to school or attending for the first time seeking help to finally earn that degree or certificate; members of the local workforce pursuing skills to enhance or change their careers; and adult learners striving to earn their GED or improve their English language skills. No matter why our students come here, they find their opportunity at NECC.

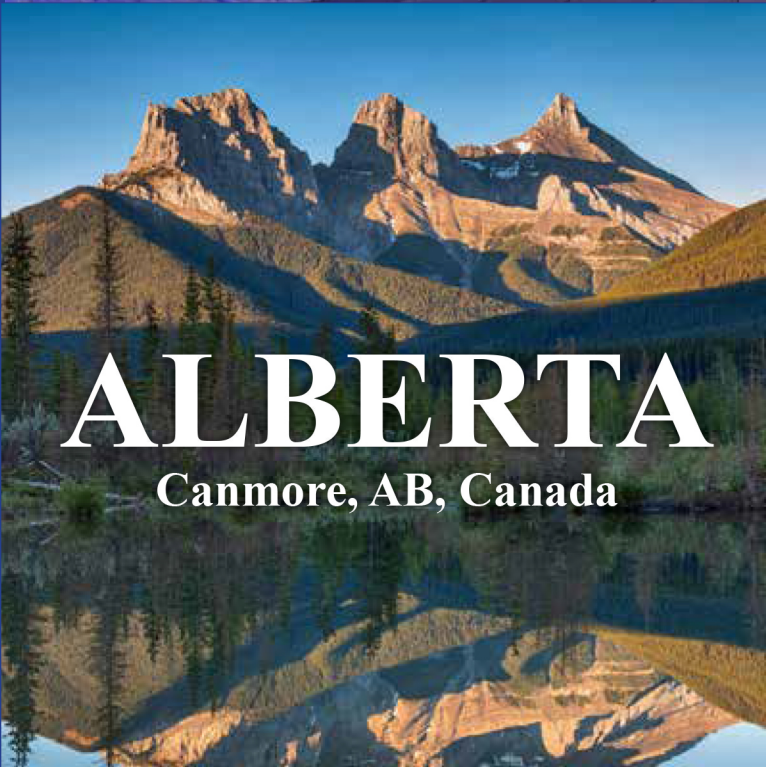
UPCOMING ACADEMIES



MADISON Madison, Wisconsin, USA

Wisconsin Leadership Development Institute (WLDI)
Madison, Wisconsin, USA
Session 1: June 6-10, 2016
Session 2: TBD (June) 2017*
www.chairacademy.com/academy/wldi16-17/wldi1617.html

Wisconsin Advanced Leadership Academy
Madison, Wisconsin, USA
Session 1: June 6-8, 2016
Session 2: TBD (June) 2017*
www.chairacademy.com/academyadv/adv16-17/wi/wldi1617.html



ALBERTA Canmore, AB, Canada

Alberta Foundation Academy
Canmore, Alberta, Canada
Session 1: June 6-10, 2016
Session 2: TBD (June) 2017*
www.chairacademy.com/academy/alberta16-17/alb1617.html

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