



Conference Agenda

Thursday, Feb. 21

9:00 a.m. -10:30 a.m. Registration & Coffee Service

10:45 a.m. – 12:15 Concurrent Sessions 1

[How Big Data is Changing the Landscape of Business](#)

Location: Allegheny A

The dynamic environment of today's business requires agile leaders who are capable of identifying the urgency for change. The use of big data allows transparency across the organization. This transparency strengthens staff trust and increases buy-in towards change initiatives. Big data is the fuel which ignites change. The evolution of big data enables leaders to employ a new sophisticated lens; where analysis can focus on both technological progress and leadership efficiency. Business leaders are able to forecast market needs, formulate informed decisions, stimulate growth, and secure their position in the marketplace. The leading sectors celebrating successes are healthcare, education, human capital, and management consulting. These industries have utilized powerful analytics in decisions like hiring the right employee, attracting the right student or potentially eradicating a disease; all achievable with the right data.

Currently, there is only a negligible amount of empirical research on big data. This presentation will look to current leadership theory, focused on decision making, change and innovation, in attempt to predict big data implications upon leadership theory. Our goal is to use this platform to expose theoretical gaps, and to entice scholars and professionals to accomplish research in this uncharted area.

Panelists:

Johnny Ginnity

Adjunct Instructor, College of Business, James Madison University
CEO of the Veterans Affairs Montana Health Care (retired)

Jalal Maqableh

Inclusive Entrepreneurship Business Advisor
Virginia Small Business Development Center, Shenandoah Valley

Jeff Mullen

Federal Reserve Board

Stephen Lambert

Senior Advancement Analyst, Susquehanna University

Nonprofits Ethics, Collaboration, and Community Building

Location: Allegheny B

Examining How Collaboration Can Influence Education Policy.

Anj McClain, University of Richmond

Ethics in NGOs: Response, Resilience, and Sustainability in Post-Conflict Society.

Gabrielle Henderson, University of Nebraska at Omaha & Jennifer A. Taylor, James Madison University

Implications of Nonprofit Organizational Leadership and Decision-Making on Client Involvement: A Mixed-Methods Case Study.

Maura Leonard & Heather Carpenter, Notre Dame of Maryland University

Discussant: Katrina Miller Stevens, Colorado College

Chair: Sami Nuristani, James Madison University

Challenges Facing Higher Education

Location: Allegheny C

William & Mary General Education Case Study.

Nicholas R. Marsella, Alumni of College of William and Mary

Information Pollution: The Underrated Problem in American University Research and Education.

Frank Manheim, George Mason University

SACS Governance.

Kristi Shackelford, James Madison University

Discussant: Ben Selznick, James Madison University

Chair: Melissa Altman, James Madison University

12:30 p.m. – 1:30 p.m.

Lunch, Conference Welcome &
Introductions

Location: Shenandoah Ballroom A

Welcome

Dr. Karen A. Ford
Director & Professor
School of Strategic Leadership Studies
James Madison University

Introduction of President Alger

Dr. Michael E. Busing
Dean
Betty Coe ('64) & Paul J. Cinquegrana Endowed Chair in Business Ethics & Leadership
College of Business
James Madison University

Speaker

President Jonathan R. Alger
James Madison University

1:30 p.m. – 2:00 p.m.

Break

2:00 p.m. -3:30 p.m.

Concurrent Sessions 2

Building the 21st Century University: Leading Curricular and Co-curricular Innovation

Location: Allegheny A

Universities and their stakeholders are demanding innovation – especially in delivering curricular and co-curricular offerings that prepare students for life and work in the 21st century (e.g., AAC&U, 2018). Integrating voices from an intrastate knowledge/research network, an innovative learning space, a civic engagement initiative, and a faculty development center, this panel/workshop will focus on two broad features connected to innovation. First, panelists will consider how new ideas are *generated* within campus communities in response to environmental changes/challenges and opportunities. Second, and critical to leadership, panelists will discuss how ideas are *executed* through strategic actions such as consensus building, assessment efforts, fundraising, and collaboration with intra- and inter-university channels.

Panelists:

Nick Swayne

Director of 4-VA at James Madison University

Patrice Ludwig

Assistant Professor of Biology, James Madison University

Abe Goldberg

Executive Director of the James Madison Center for Civic Engagement and

Associate Professor of Political Science

Andreas Broscheid

Assistant Director for Career Planning, Center for Faculty Innovation and Professor of Political Science

Chair: Benjamin Selznick, James Madison University

Women and Leadership

Location: Allegheny B

"Grounded Dual Contingency Model of Leadership Effectiveness" Book Chapter from Paths to Women's Leadership Development: Creating a Caring Environment for Transformation (Published by Routledge).

Gelaye Debebe, George Washington University

The Impact of Female Identity on Leadership Style.

Emily Funk, Kristen Woolard, Rebecca McCallister & Nora Ferguson University of Virginia

African American Women and Leadership.

Donovan Branche, Mary Baldwin University & Karen Ford, James Madison University

Assessing Seeds of Leadership Gender Bias: Exploring the Development of Leadership Perceptions.

Bryan P. Acton, Erika Hernandez, Julie C. Dunsmore & Roseanne J. Foti, Virginia Tech & Rachel L. Miller-Slough, Duke University Medical Center

Discussant: Donovan Branche, Mary Baldwin University

Chair: Kristi Shackelford, James Madison University

Leadership Theory

Location: Allegheny C

Sometimes Servant Leadership Requires Tough Love.

Jane Waddell & Kathleen Patterson, Regent University

Narrative Leadership: A Proposed Theory.

Dominick D. Hankle, Regent University

Observing Change in the Present Moment: Lessons from Zen Leaders and Teachers.

Jody Condit Fagan, James Madison University

Polishing the Tarnished Shield: Using Legitimacy Theory to Improve Public Perception of the Police.

Dan Finseth, Bridgewater College and James Madison University

Discussant: Adam Vanhove, James Madison University

Chair: Sami Nuristani, James Madison University

3:30-3:45

Break

3:45-5:15

Concurrent Session 3

Collaboration: How Leaders Begin with Collective Creativity and End with Engagement

Lorri Cooper, Professor, Director MS in Leadership & Management, Marymount University

Location: Allegheny A

This lively workshop will have participants experiencing hands-on activities to demonstrate (and encourage) how individual creative-thinking is both enhancing and more engaging when done in a collective-creativity setting. Participants will observe how their own behavior may be shaped, perhaps in their classroom teaching, and how they might encourage such for their leadership students. Concepts of design-thinking will be introduced.

The workshop will also have guided discussions among participants to consider the integration of concepts presented. Recently published works by these authors will be highlighted:

- Francesca Gino's *Rebel Talent*
- Dan Coyle's *Culture Code*
- Teresa Amabile's *Progress Principle*
- Jeanne Liedtka's *Designing for Growth*
- Adam Grant's *Originals*

Leadership and the Firm

Location: Allegheny B

What is the Relationship Between a Strategic Leader's Character and Competence and the Firm's Strategic Outcomes?

John Cherukara Rajan & William Q. Judge, Old Dominion University

Developing Coalitions: Computing Organizational Potential.

Kyriakos Tsoukalas & Ivica Ico Bukvic, Virginia Tech

Pathways in the Development of Initial Leader-Follower Relationships: An Application of Coordination Games.

Andrew Miller, Eastern Mennonite University and James Madison University

Discussant: Konstantin Cigularov, Old Dominion University

Chair: Tiffany Brutus, James Madison University

Higher Education Stakeholders and Communities

Location: *Allegheny C*

The Challenges of Student Peer Leadership Review of Related Literature. James Douglas Stump, Shenandoah University

Policy and Contingent Faculty use of Faculty Development Centers: A Case Study Approach. Melissa Altman, James Madison University

Implications of Motivational Leadership Styles in Middle School Social Studies Classrooms. Kelly Lawler, College of William & Mary

Discussant: Oris Griffin, James Madison University

Chair: Dan Finseth, Bridgewater College

5:15 p.m. - 5:30 p.m. Break

5:30 p.m. – 7:00 p.m. Networking reception

Location: *Shenandoah Ballroom A*

7:00 p.m. Dinner on your own

7:00 p.m. – 8:00 p.m. Best paper committee meets

Friday, Feb. 22

7:00 a.m. – 8:00 a.m. Continental Breakfast

8:00 a.m. - 9:30 a.m. Concurrent Sessions 4

Ethical Leadership Workshop

Lori Pyle, Associate Chair, Madison Collaborative, James Madison University

Location: Allegheny A

Several leadership theories and models include components of or reference to integrity, morality, or ethics (e.g. authentic, sustainable, transformational, servant, relational), suggesting that there is some basic agreement on its importance in leading well. What ultimately cannot be agreed upon is how to put theory into action in a cross-cultural, nonpartisan, and practically accessible way that all humans can use in their leadership and decision making. In this highly interactive workshop, you will learn about recent decision science research and a cognitively-accessible Eight Key Question strategy for ethical inquiry. Using one or two experiential ethical reasoning (decision-maker-centric) case scenarios, participants will apply the strategy in small and large groups, and then brainstorm how ethical inquiry might help to nurture an ethical culture at their home campus or organization.

Nonprofit Decision-Making

Location: Allegheny B

Determinants of Sector Choice: Leading Social Change as a 501(c)3 or an L3C?

Jennifer A. Taylor, James Madison University & Katrina Miller-Stevens and William Arney, Colorado College

Understanding Program Evaluation and Evaluation Capacity in Small Nonprofit Organizations.

Suzanne Herbst, University of Richmond

Understanding Effects of Nonprofit Board Inclusion on Board Effectiveness.

Suparna Dutta, Virginia Commonwealth University

Reframing the Leadership Challenge in Development Organizations.

Ajay Narayanan, George Mason University

Discussant: Andrew Schoeneman, University of Richmond

Chair: Jim Krauss, James Madison University

Leadership and Values in Times of Change

Location: Allegheny C

Transformational Leadership and Servant Leadership for Organizational Change.

Erika M. Laos & Robert Wilson, Regent University

An Exploratory Evaluation of Volunteer Satisfaction at Literacy Volunteers of Charlottesville/Albemarle.

Ellen Osborne, University of Richmond

Different Leadership Perception Between Youths and Parents: A Case of Korean Immigrant Church.

Calvin Chung, Mary Baldwin University

Discussant: Calvin Chung, Mary Baldwin University

Chair: Jonathan Stewart, James Madison University

9:30 a.m.-9:45 a.m. Break

9:45 a.m. -11:15 a.m. Concurrent Sessions 5

Leadership Trends to Watch for 2019 and Beyond

Maureen Metcalfe, *Founder and CEO, Innovative Leadership Institute, International Book Award Winner, Radio Host, and Author*

Location: Allegheny A

Based on more than 150 Voice America Leadership interviews, Maureen summarizes her findings and shares the themes. This presentation will be a synthesis of what we can take away as key factors for leaders and executives to focus on for the next four years along with a discussion of what you are seeing and how you will prepare yourself and others to lead in this continually evolving environment.

Finding and Keeping Good Employees

Location: Allegheny B

Charisma and Destructive Leadership, Manasia Sturdivant, Jessica Gladfelter, Elsheba Abraham and Neil Hauenstein, Virginia Tech, Psychology Department.

Does good leadership predict good followership? Exploring the relationship between transformational leadership and effective followership, Ibukun D Alegbeleye & Eric K. Kaufman, Virginia Tech, Department of Agricultural Leadership, and Community Education

Leadership resume analysis, Brandon Tyler Minton and Ivan Hernandez, Virginia Tech, Department of Psychology and Andrea L. Sanders, DePaul University, Department of Psychology

Discussant: Gelaye Debebe, The George Washington University

Chair: Andy Miller, Eastern Mennonite University

Leadership and the Military

Location: Allegheny C

Preliminary Evaluation of a Leadership Training Program for Combat Wounded Warriors, Phil Dillulio, William P. Jimenez, J. Drake Terry, Miranda R. Maverick & Konstantin P. Cigularov, Old Dominion University, Industrial - Organizational Psychology

Effects of leadership and other meaningful social engagement activities on life satisfaction of combat-wounded veterans, Miranda R. Maverick, Phil Dillulio, William P. Jimenez, J. Drake Terry and Konstantin P. Cigularov, Old Dominion University, Industrial - Organizational Psychology

Leadership styles in Hollywood-based War Movies: An Analysis for Motivating Leaders in the Military Service, Subrato Kumar Kuri and Eric Kaufman, Virginia Tech

Discussant: Jennifer A. Taylor, James Madison University

Chair: Morgan Veyna, James Madison University

11:15-11:30 a.m. Break

11:30 a.m.

Awards Presentation & Luncheon with Keynote Speaker

Location: Shenandoah Ballroom A

Awards presentation

Keynote Speaker: Christy Coleman, Executive Director of the American Civil War Museum and one of Time Magazine's 31 People Changing the South

Introduced by Provost Coltman

Closing comments: Dr. Karen Ford

1:00 p.m.

Conference Ends