

# Strategic Leadership: Affecting Global Change

The Ninth Annual  
General Hugh Shelton Leadership Forum



November 5, 2010  
McKimmon Conference and Training Center  
North Carolina State University, Raleigh, NC

Presented by:

**Office of Extension, Engagement,  
and Economic Development**

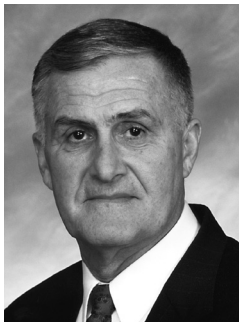
## The General Hugh Shelton Leadership Forum

is an annual seminar series that focuses attention on the importance of leadership development. The Forum is a program offered through the General Hugh Shelton Leadership Center administered by the NC State University Office of Extension, Engagement, and Economic Development. As Executive Director, General Shelton is committed to developing values-based leadership skills to enhance corporate, education, and youth development organizations. The General Hugh Shelton Leadership Center offers education scholarships, as well as executive, faculty, student, and youth development conferences.

**Our mission** is to inspire, educate and develop values-based leaders committed to personal integrity, professional ethics, and selfless service. To learn more visit our website at

[www.ncsu.edu/sheltonleadership](http://www.ncsu.edu/sheltonleadership)

## General Hugh Shelton



General Henry Hugh Shelton, U.S. Army, Retired, served as the 14th Chairman of the Joint Chiefs of Staff from 1997 until his retirement in 2001. The NC State alumnus and Tarboro native is a decorated combat

veteran of the Vietnam War and was the first member of the elite U.S. Army Special Forces—the Green Berets—to rise to the nation's top military post. Before serving as the principal military advisor to the President, the Secretary of Defense and the National Security Council, General Shelton was Commander-in-Chief of the U.S. Special Operations Command, overseeing the Green Berets and the Navy Seals. General Shelton earned his commission through the Reserve Officers Training Corps at NC State, where he graduated in 1963 with a degree in textile engineering. He also earned a Master of Science degree from Auburn University before completing his training at the Air Command and Staff College and the National War College. The General now leads NC State's General Hugh Shelton Leadership Center and serves as a powerful example of leadership excellence. In September 2002, he was awarded the Congressional Gold Medal by the United States Congress.

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## Schedule At A Glance

### 7:30-8:15 a.m.

Registration and Check-in

### 8:15-9:30 a.m. — Room 2

Annual Shelton Distinguished Leadership Seminar:

*Strategic Leadership for Our Global Economy*

**Dr. Victoria F. Haynes** and **Charles A. Hayes, CEcD**

### 9:45-11:00 a.m.

Concurrent Sessions:

- *Essential Elements of Organizational Strategic Planning* — **Room 6**
- *Preparing Today's Students As Tomorrow's Leaders* — **Room 7**
- *Leadership, Ethics and Military Service* — **Room 3**
- *Transrelational Leadership Communities* — **Room 4**
- *Leadership Research* — **Room 5**

### 11:15 a.m.-12:15 p.m. — Room 2

Morning Keynote:

*Leadership for Smarter Cities*

**Bridget A. van Kralingen**

### 12:30-1:45 p.m.— Room 1

Luncheon

### 2:00-3:15 p.m.— Room 2

Afternoon Keynote:

*Strategic Leadership: Affecting Global Change*

**General Dan K. McNeill USA (R)**

## “Strategic Leadership for Our Global Economy”

Featured Speakers:

**Dr. Victoria F. Haynes**

President and CEO,  
RTI International

**Charles A. Hayes, CEcD**

President and CEO,  
Research Triangle Regional Partnership

Victoria Haynes and Charles Hayes will co-address strategic leadership for our global economy. These highly esteemed leaders model an extraordinary level of cooperation and strategic wisdom operating daily in the global/regional continuum. They will discuss strategies that economic development leaders might embrace to respond to increased globalization. Specific strategic and tactical “take-aways” will be provided in the areas of new business development, management operations, and technology utilization.

## Morning Keynote

11:15 a.m. - 12:15 p.m. — Room 2

## “Leadership for Smarter Cities”

Featured Speaker:

**Bridget A. van Kralingen**

General Manager, IBM North America

During this session, Bridget van Kralingen will address the leadership concepts behind the development of smarter cities. She will discuss the new leadership qualities required to help business and society thrive and succeed in an instrumented, interconnected and intelligent world.

## Luncheon Agenda

12:30 - 1:45 p.m. — Room 1

Welcome .....	General Hugh Shelton
Posting of Colors .....	Army ROTC, NC State University
Performing the National Anthem .....	MAJ Erin Karl, U.S. Air Force Reserves
Special Recognitions .....	General Hugh Shelton
Shelton Scholarships .....	Admiral Benny Suggs
Corporate Leadership Awards .....	General Hugh Shelton
Special Presentation .....	Khalida Hendricks
Greetings .....	Chancellor Randy Woodson



## Afternoon Keynote

2:00 - 3:15 p.m. — Room 2

## “Strategic Leadership: Affecting Global Change”

Featured Speaker:

**General Dan K. McNeill**

U.S. Army, Retired

Gen. McNeill will share unique insights on the principles of strategy development with application to the world stage.

**Room 6**

## Essential Elements of Organizational Strategic Planning

Speakers:

**Marc Fath**

*Director of Engineering, Enhanced Customer Aligned Testing Services Organization, Cisco Systems, Inc.*

**Patti Gillenwater**

*CEO, Elinvar*

**Marirose Steigerwald**

*President, Elinvar*

Moderator:

**Dr. Frank Akers**

*President and CEO, Oak Ridge Strategy Group*

A great strategic plan is not just one that looks pretty as it sits on your shelf. A great plan is one that is used daily – and understood by everyone in your organization. It allows every member of the team to know their role and how their actions, every day, contribute to the success of the whole organization. Hear from experts as they walk you through the building blocks of creating an executive strategic plan. From this interactive session, you'll understand what it takes to create a plan specific to your organization that has both accountability and measurements built in, as well as the fact that it takes the right people in the right roles to make it all happen.

**Room 7**

## Preparing Today's Students As Tomorrow's Leaders

Speakers:

**Karl Haigler**

*President, Haigler Enterprises*

**Rae Nelson**

*Vice President, Haigler Enterprises*

Moderator:

**Steve Parrott**

*President, Wake Education Partnership*

What do today's students need to know and be able to do in order to succeed as tomorrow's leaders? Higher education faculty and business mentors can help students acquire the knowledge, skills, and behaviors that can position them for workforce leadership success. This session will explore research on what businesses identify as critical leadership competencies. It will also provide real-world examples and processes that you can apply in a novice-to-mastery context.

**Room 3**

## Leadership, Ethics and Military Service

Speaker:

**Porter A. Halyburton**

*Professor of Strategy Emeritus, Naval War College*

Moderator:

**LTC Ken Ratashak**

*ROTC Unit Commander, NC State University*

This highly personal presentation explores the relationships among values, ethics, choices, responsibility, and leadership as they apply to difficult decision-making in today's complex military environment. Professor Halyburton uses personal observations from his many years as a POW in North Vietnam as well as 28 years on the faculty of the Naval War College in Newport, RI, serving under 13 Presidents, as the basis for his perspectives and conclusions.

**Room 4**

## Transrelational Leadership Communities

Speakers:

**Dr. Thomas L. Alsbury**

*Associate Professor, Leadership, Policy, and Adult and Higher Education, NC State University*

**Dr. Meredith Mountford**

*Associate Professor, Florida Atlantic University; Codirector, University Council of Educational*

*Administration (UCEA) Joint Center for Research on School Governance*

Moderator:

**Sarah Shelton Balkcum**

*IRT and IB Coordinator, Farmington Woods IB/PYP Magnet Elementary*

Transrelational leadership (TL) is characterized by a unique and constructive collaboration involving school board members, superintendents, and other administrative and teacher leaders within a TL community (TLC). Presenters will share research linking the use of transrelational leadership constructs to improved student achievement, and will demonstrate how the perception of power by school leaders affects their ability to achieve reform. Practical techniques will be shared on how to effectively develop TLCs within local school systems.

**Room 5**

## Leadership Research

Presenters:

**Dr. Liz Barber**

*Associate Professor, Leadership Studies, North Carolina A&T State University*

**Dr. Tim G. Hatcher**

*Associate Professor and Coordinator, Leadership, Policy and Adult and Higher Education, NC State University*

**Dr. Tom Smith**

*Associate Professor, Educational Foundations, North Carolina A&T State University*

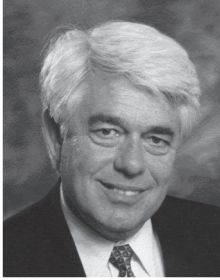
Moderator:

**Dr. Kathy D. Lohr**

*Adjunct Assistant Professor, Leadership, Policy and Adult and Higher Education, NC State University*

During this session, you will hear about exciting research from professionals who concentrate in leadership studies. The session will highlight the importance of using contemporary leadership research to develop more effective leadership practice in community organizations, agencies, and companies.

## Featured Speakers



### **Charles A. Hayes, CECd**

Charles A. Hayes is president and CEO of the Research Triangle Regional Partnership (RTRP), the public-private partnership that leads economic development for the 13-county Research Triangle Region of North Carolina. During his tenure, RTRP has been widely recognized as an exemplary economic-development organization. It has received the International Economic Development Council's regional collaboration award, U.S. Economic Development Administration's National Award for Excellence in Economic Development for Regional Competitiveness Strategic Planning, Council for Entrepreneurial Development's Outstanding Service to Entrepreneurs Award, and Goodman Award for Exemplary Regional Leadership by an Organization and an Exemplary Regional Partnership. Hayes received bachelors and masters degrees from East Carolina University and economic development certifications from the University of North Carolina at Chapel Hill and the International Economic Development Council.



### **Dr. Victoria F. Haynes**

Dr. Victoria F. Haynes is President and CEO of RTI International. She became RTI International's third president in 1999. Her career spans 31 years of technology leadership, management, and new business development. Dr. Haynes began her career at Monsanto Company in 1977, and held a number of senior management positions, including director of technology in the company's plastics division until 1992. Prior to joining RTI, she worked for seven years at Goodrich Corporation as vice president of research and development and later as chief technical officer and vice president of the company's advanced technology group. Dr. Haynes currently serves as a corporate board member for Archer Daniels Midland Company, Nucor Corporation, PPG Industries, Inc., and Ziptronix, Inc.



### **Bridget A. van Kralingen**

Bridget A. van Kralingen is the General Manager of IBM North America, responsible for strategy, execution, business results and client satisfaction for the full range of IBM's business in the United States and Canada. She is accountable for IBM's portfolios in consulting, technology services, software, hardware, and financing for clients which together generate about \$40 billion in revenue each year. Ms. van Kralingen has over 20 years of consulting experience. In 2005, she was named by Euromoney as one of the one hundred most influential people in finance. She was named one of Consulting Magazine's Top 25 Consultants for 2006. Prior to joining IBM in 2004, van Kralingen was Managing Partner of Deloitte Consulting Financial Services Sector for North America. She was a Deloitte Partner for 10 years. Ms. van Kralingen holds a master's degree in business from the University of South Africa and bachelor's and honours degrees in commerce from the University of Witwatersrand.



### **General Dan K. McNeill**

During his 40 years of active service, General McNeill served in numerous stateside and overseas assignments. General McNeill served as Commander, Coalition Forces, Afghanistan from 2002 to 2003 and as Commanding General of U.S. Army Forces Command (FORSCOM) from 2004 to 2007. He then served as Commander of International Security Assistance Force (ISAF) in Afghanistan from February 1, 2007 to June 3, 2008. He also served successively as commander of the 82nd Airborne Division, XVIII Airborne Corps, U.S. Army Forces Command, and NATO's International Security Assistance Force. Upon the completion of a Bachelor of Science and ROTC instruction, General McNeill graduated from NC State University and received a commission as an infantry officer in the U.S. Army in 1968. Since his retirement from the U.S. Army as a highly decorated 4-Star General, he has begun a second career of service to the community and part-time work in both the private and defense sectors.

## Biographical Summaries

### Dr. Thomas L. Alsbury



Thomas L. Alsbury is an Associate Professor in the Department of Leadership, Policy and Adult and Higher Education at North Carolina State University.

Previously, he served as a high school biology/chemistry teacher and a K-12 principal and district leader for 18 years. As a principal, his schools achieved significant and sustained student achievement gains, continuing now for over 15 years, and earning state and national recognition. Dr. Alsbury's research focuses on school boards, superintendents, organizational governance and district reform. He directs national and state research centers, including the UCEA Center on the Superintendency and District Governance, the AERA Superintendency research SIG, and the Innovative Leadership Academy working with district leaders to build capacity to reform high need rural districts in North Carolina. Dr. Alsbury speaks regularly at state and national school board and superintendent conferences on his recent book, *The Future of School Board Governance: Relevance and Revelation*.

### Dr. Liz Barber

Liz Barber is a literacy studies researcher, National Writing Project Fellow, Fulbright Scholar, and associate professor of leadership studies at North Carolina A&T State University, teaching courses in globalization and ethnographic research. She co-directs, with Tom Smith, SMART PATH Service Learning for Social Justice, and the Malawi Leadership & Service Learning Study Abroad. Dr. Barber and Dr. Smith's publications include, "Research and Service Learning Study Abroad Experience: A Context for Developing a Global 'Ethic of Care,'" in *Global Leadership: Portraits of the Past*, Visions for the Future; "Participatory Action Research for Teacher Development in Malawi," in *Breaking the Mold of Pre-service and In-service Teacher Education*; "Participatory Action Research as a Form of Mutual Aid and Self-help: The 'Teachers, Children, AIDS, Photovoice Project' in Malawi, Sub-Saharan Africa," in the *International Journal of Self Help and Self Care*.

### Marc Fath



Marc Fath is the Director of Engineering for the Enhanced Customer Aligned Testing Services organization at Cisco Systems, Inc. He joined Cisco in

September of 1999 and has built and led multiple product engineering teams across multiple market segments. Currently he is responsible for overall operations for a team tasked with ensuring Cisco's global enterprise theater clients build and maintain robust networks. Prior to joining Cisco, Mr. Fath worked for IBM for 13 years. There he held a variety of engineering and senior engineering management positions. He was one of two chief architects for IBM's CallPath family of products and was the Senior Manager responsible for worldwide test of the COREPOINT family of products. Mr. Fath earned a bachelor's degree in computer science from Rutgers University and a master's degree in computer science from Pace University.

### Patti Gillenwater



Patti Gillenwater brings a unique combination of skills to Elinvar clients as well as to her role of CEO of this highly innovative integrated leadership solutions

search firm. Her career in recruiting began in the Triangle in 1988 following her career as a CPA where she gained financial and operational knowledge with two international companies - Deloitte and International Paper Company. She has led the evolution of Elinvar from a search firm originally focused on accounting and human resource positions to a firm that offers assistance in three areas in an integrated delivery--engaged search for experienced and emerging leaders, strategy and organizational process consulting, and executive coaching for individuals and teams. Ms. Gillenwater is also a writer and speaker on leadership issues, serves on numerous boards both local and national, and has invested many hours of service in community service related to public school advocacy and support for children at risk of dropping out of school.

### Karl Haigler



Karl Haigler, President of Haigler Enterprises, has over 25 years of experience in workforce development, human resources consulting and education and is

a nationally-recognized expert in workplace literacy. In the public sector, Mr. Haigler served at the U.S. Department of Education as Director of Adult Education and as Special Advisor to the Governor of Mississippi for literacy and workforce development. His 18 years as an Army Reserve officer included service at the Defense Intelligence Agency as an analyst in the Soviet Ground Forces Division. Mr. Haigler's consulting work in human resources has focused on the development of talent management systems and processes for Fortune 500 companies in the retail, pharmaceutical, manufacturing, and financial sectors. A graduate of Wake Forest University, the State University of New York, and the U.S. Army Infantry School, Mr. Haigler has taught at both the secondary and post-secondary levels and has worked actively with higher education institutions in economic development initiatives.

### Porter A. Halyburton

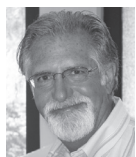


Porter Halyburton graduated from Davidson College, the University of Georgia, and the Naval War College. He spent 21 years in the U.S. Navy, retiring in 1984 as a

Commander. Nearly seven-and-a-half of those years were spent as a Prisoner of War in North Vietnam. Part of that time was spent caring for Fred Cherry, a black Air Force officer, and is recounted in *Two Souls Indivisible* by James Hirsch, which was published in 2004. Mr. Halyburton also spent over 20 years on the faculty of the Naval War College as Professor of Strategy and Assistant Director for Innovation and Technology in the College of Distance Education, retiring in 2006 as Professor Emeritus. He is an active public speaker, volunteer, traveler, collector and poet.

## Biographical Summaries

### Dr. Tim G. Hatcher



Tim Hatcher spent 25 years working in international business and industry in human resource development, performance improvement, and quality

management before coming to academia. While in industry Dr. Hatcher served as Quality Director for an international gas turbine manufacturer, Internal Performance Improvement Consultant for a Fortune 50 R&D and engineering company, Training & Workforce Development Specialist for a Fortune 50 construction company and CEO of a workforce development and quality improvement consulting firm. Dr. Hatcher has a doctorate in adult education and human resource development.

For the past several years he has held full-time faculty positions with the University of Arkansas, University of Louisville, and is currently Associate Professor at North Carolina State University. His research interest is business ethics, enhancing the social impact of organizations through workforce development and workforce democracy. Dr. Hatcher has published over 80 articles, book chapters and books. His book, *Ethics and HRD: A New Approach to Leading Responsible Organizations* (2002), was awarded the Academy of Human Resource Development 2002 HRD Book of the Year Award. He is past Editor (2006-2010) of the *Human Resource Development Quarterly*, the premier HRD research journal.

### Dr. Meredith Mountford



Dr. Meredith Mountford is Associate Professor at Florida Atlantic University (FAU) and Co-Director for University Council of Educational Administration

(UCEA)'s Joint Center for Research on the Superintendency and School Governance. A former teacher, principal, and superintendent, she earned her Ph.D. in educational administration at the University of Wisconsin-Madison. Dr. Mountford was an Assistant Professor at the University of Missouri-Columbia and Director for Missouri's Statewide Ed.D. Program. Dr. Mountford serves on UCEA's Program Center Advisory Board, is FAU's Plenum Representative to UCEA, and is President of AERA's Research on the Superintendency Special

Interest Group. She keynotes nationally for state school board associations and school board/superintendent teams in large urban areas, most recently New York and Chicago. Dr. Mountford has multiple publications in the areas of school governance and leadership development strategies, including two forthcoming books, *Board Members: Beliefs and Attitudes* and *Transrelational Leadership Communities: An Educator's Guide to Improving Local School Governance*.

### Rae Nelson



Rae Nelson, Vice-President of Haigler Enterprises, has served in leadership positions in the public, private, and non-profit sectors, including eight years on the White House domestic policy staff with a focus on education, workforce, and drug policy. She also served as Vice President/Executive Director of the U.S. Chamber of Commerce's not-for-profit Center for Workforce Preparation. Ms. Nelson is co-author of, *The Gap Year Advantage: Helping Your Child Benefit from Time Off Before or During College* (St. Martin's Press), and currently is conducting research on the impact of "real-world" experiences on students' success in college. As an instructional designer, she has developed courses on resilient leadership that are being implemented in corporate and government agencies. Ms. Nelson has a B.A. from Cornell University and a M.A. from American University. She has been an adjunct professor at George Mason University, developing and teaching courses on international education and workforce systems.

### Dr. Tom Smith

Tom Smith is an associate professor of educational foundations at North Carolina A&T State University, teaching courses in philosophy of education and ethics. He co-directs, with Liz Barber, SMART PATH Service Learning for Social Justice, and the Malawi Leadership & Service Learning Study Abroad. Dr. Smith and Dr. Barber's publications include, "Research and Service Learning Study Abroad Experience: A Context for Developing a Global 'Ethic of Care,'" in *Global Leadership: Portraits of the Past, Visions for the Future*, "Participatory Action Research for Teacher

Development in Malawi," in *Breaking the Mold of Pre-service and In-service Teacher Education*, "Participatory Action Research as a Form of Mutual Aid and Self-help: The 'Teachers, Children, AIDS, Photovoice Project' in Malawi, Sub-Saharan Africa," in the *International Journal of Self Help and Self Care*.

### Marirose Steigerwald



Marirose Steigerwald, President of Elinvar, has unbridled passion for leadership, bringing to clients her consulting and coaching know-how, along with her expertise in business development and recruiting. She focuses on the strengths of individuals and organizations and loves connecting the right person to the right resource. Ms. Steigerwald has served in both large and small public and privately held companies; her direct industry knowledge includes international software, a public utility, and a regional engineering firm. Ms. Steigerwald has proven leadership skill as a chief administrative officer in a mid-sized engineering consulting firm and president of her own firm. A graduate of UNC-Greensboro, where she majored in communication studies and minored in psychology, Ms. Steigerwald holds certifications in behavior and motivator analysis tools, is certified in Tilt 360, and is one of a few people worldwide to become a certified Higher Ground Leadership® associate through the Secretan Center in Canada. She serves in a leadership capacity in a number of organizations, including UNC-Greensboro Alumni Board of Directors, Chair of the Women Against Multiple Sclerosis Steering Committee, and the membership committee of the Triangle Organization and Development Network (TODN).

### Books Available in the McKimmon Lobby

- *Without Hesitation: The Odyssey of an American Warrior* (Shelton)
- *Secrets of Success: North Carolina Values Based Leadership* (Shelton)
- *The Gap Year Advantage* (Haigler)
- *Two Souls Indivisible* (Hirsch)
- *The Future of School Board Governance: Relevancy and Revelation* (Alsbury)
- *The Integrity Dividend* (Simons)

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# Notes

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## Shelton Forum Sponsors as of October 27, 2010

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## Shelton Forum Educational Sponsors

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NC State University Student Veterans Association

## Upcoming Shelton Leadership Center Events

**Shelton Leadership Forum**  
*Promoting Innovation and  
Entrepreneurship:  
A Values-Based Leadership Approach*  
November 18, 2011

### **Shelton Leadership Challenge (for rising 9th - 12th graders)**

June 12-17, 2011 - Urbana University, OH  
June 19-24, 2011 - Fayetteville State University, NC  
June 26-July 1, 2011 - UNC-Charlotte, NC  
July 10-15, 2011 - NC Wesleyan College, NC  
July 10-15, 2011 - North Carolina State University, NC  
July 24-29, 2011 - North Carolina State University, NC

For information contact the  
Shelton Leadership Center at

**919.513.0148**

or

**[www.ncsu.edu/sheltonleadership](http://www.ncsu.edu/sheltonleadership)**

