EAGLE INSTITUTE
West Point, New York
JULY 16–19, 2019
PROGRAM BOOK

PROUD SPONSOR
Tuesday, July 16

5:00 pm – 8:00 pm
WELCOME RECEPTION AND DINNER
Room: Pershing Patio and Pershing Room

7:00 pm – 8:00 pm
DUTY, HONOR, COUNTRY: INSPIRING LEADERS OF CHARACTER — WELCOME TO WEST POINT
(1 SFO/CPE/CAE)

Dan Rice, President, Thayer Leader Development Group

After completing his Army commitment, Dan worked for 9 years for a medical device manufacturer, rising from a sales representative to regional sales manager and to chief marketing officer before receiving his MBA from Kellogg/Northwestern and transitioning to the financial industry. In 2004, Dan voluntarily joined the New York National Guard as an infantry captain to deploy to Iraq, where he worked as a civilian affairs officer out of Forward Operating Base Danger in Tikrit. He was awarded the Purple Heart Medal and Combat Action Badge; he also created the Army’s first micro-finance funds in partnership with the U.S. Agency for International Development. Since 2009, Dan has been a principal in the management company of the Historic Thayer Hotel at West Point. In this role, he created and manages the Room Dedication Program and created and implemented a project with the West Point Golf Course to name the 18 holes after 18 major U.S. conflicts.

Session Description
When he accepted the Sylvanus Thayer Award in May 1962, Five-Star General Douglas MacArthur remarked to the audience of West Point cadets, “Duty, Honor, Country—those three words reverently dictate what you want to be, what you can be, what you will be. They are your rallying point to build courage when courage seems to fail, to regain faith when there seems to be little cause for faith, to create hope when hope becomes forlorn.”

During their four years at the United States Military Academy, cadets learn to personify these words in every aspect of their education and training. Experience this motto from the perspective of a West Point graduate—how these values are taught at West Point, how military leadership is centered on these values, and the application of these values in all organizations.

Take a metaphorical journey through personal and historic accounts to discover leadership lessons. Engage in rich dialogue regarding West Point’s history, culture, and the foundation it offers its graduates. Key concepts from Duty, Honor, Country such as leading with integrity; creating/sustaining a leadership culture that trains leaders of character; leading by example; continuously developing leaders; and creating sense of honor will be highlighted.
Learning Objectives

- Discuss Duty, Honor, Country as an applicable motto for any leader and organization.
- Detail West Point’s history and approach to leader development.
- Discuss the influence of West Point’s leader development program on the development and success of influential West Point graduates.

Wednesday, July 17

7:30 am – 8:30 am
BREAKFAST AT MACARTHUR’S RIVER VIEW RESTAURANT

8:45 am – 11:45 am
ENHANCING THE IDENTITY OF A LEADER (3.5 SFO/CPE/CAE)
Room: Bradley

Maureen K. LeBoeuf, Ed.D., U.S. Army, Retired

Maureen spent 28 years in the U.S. Army, where she held various staff and leadership positions and flew UH-1 helicopters in the continental United States and Europe. Most noteworthy was her assignment as the professor and head of the Department of Physical Education at West Point from 1997 until her retirement in 2004. Her position carried the unique title “Master of the Sword.” She was the first woman to chair a department at the U.S. Military Academy since it was founded in 1802. Upon her retirement, Maureen was advanced to the rank of Brigadier General. She also has served as the executive director of the Feagin Leadership Program at Duke Sports Medicine.

Session Description

There is no one “right way” to go about the task of growing leaders. West Point’s approach to leader development is centered on the internalization of a leader identity rooted in character. The strategy of Be-Know-Do shapes leaders’ identities through factors such as character, physical presence, personal and business values, professional competence, and leader actions. Using tangible examples from military and corporate America, assess what type of leader development approach works best for you while serving the needs of your organization. Explore your leadership philosophy, how to develop it into a tool valuable for self and team, and how that philosophy impacts your legacy.

At the end of the day, leadership is not just about knowing and doing, but about being—defining who we are in the world and what we stand for. Leading is a choice. We chose to be a leader. We should therefore know our values and character that influence what we do.

Learning Objectives

- Describe the Army’s Be-Know-Do strategy for developing leaders of character.
- Share valuable insights about the difference between leader competencies and identity.
- Identify organizational strategies for leader development and identify potential synergies with the West Point and Army approaches.
- Explore the value of a leadership philosophy.
12:00 pm – 1:30 pm  
**LUNCH AT MACARTHUR’S RIVER VIEW RESTAURANT AND OPPORTUNITY FOR ATTENDEES TO VISIT THE WEST POINT MUSEUM AND VISITOR’S CENTER**

1:45 pm – 5:45 pm  
**STAFF RIDE (4.5 SFO/CPE/CAE)**  
*Room: Bradley*

**Colonel Maria del Pilar Ryan, Ph.D., U.S. Army, Retired**

Maria is a soldier-scholar who served in a variety of command and staff positions stateside and overseas during her 27-year Army career, including command of Bravo Battery, 1st Battalion, 30th Field Artillery Regiment, the largest artillery battery in the Army at the time. She retired from active military duty on July 1, 2013 as a professor of history and chief, International Division, Department of History, United States Military Academy. Upon her retirement in 2013, Maria received the Compass Award from the Women's Leadership Exchange, awarded to those “who have shifted the paradigm of how women are perceived as leaders.” She was inducted into the New York State Veterans Hall of Fame in May 2016.

**Session Description**

In the rapidly changing business environment of the 21st century, leaders are faced with challenges such as dispersed workforce, changing priorities, condensed timelines, and limited resources. Many leaders search for the best approach to mitigate these challenges and effectively lead their organizations.

The U.S. Army has conducted staff rides regularly since the early 1900s to train staff officers to appreciate the operational and strategic significance of particular pieces of terrain as well as the value of informed contingency planning. TLDG's West Point Staff Ride and Leadership Experience uses expert storytelling and role playing to allow participants to evaluate and address strategic leadership challenges through the prism of the past.

Walk the area selected by General Washington's staff to prevent the British from seizing the Hudson River. Using pre-assigned case studies, you will examine elements of leadership still relevant to contemporary challenges. Identifying and discussing the role of trust in high-performing teams, you will share personal examples of the elements of leadership from case studies and will see a combination of leadership techniques that allowed the smaller Continental Army, with fewer resources, to challenge British military might.

With an element of competition infused in this experience, the session concludes with a discussion of the specific takeaways from these case studies that you can apply with the teams you lead.

**Learning Objectives**

- Describe the value of cross-functional relationships within an organization.
- Discuss West Point's role in American history.
- Detail direct applications between the leadership lessons and one's own leadership style and organization.
6:30 pm – 9:30 pm
PINS AND PIZZA
Enjoy a fun evening at West Point Bowling Center for a chance to catch up with peers after a full day of education.

Thursday, July 18

7:30 am – 8:30 am
BREAKFAST AT MACARTHUR’S RIVER VIEW RESTAURANT

8:45 am – 11:45 am
ENABLING EFFECTIVE LEADERSHIP (3.5 SFO/CPE/CAE)
Room: Bradley

Colonel Thomas Magness, P.E., U.S. Army, Retired

Tom has more than 26 years of practical leadership experience both in traditional military units and non-traditional, civilian-based, bottom line-focused construction organizations. He served in leadership assignments around the world, culminating as a commander for a $5B engineering and construction program in Afghanistan. An Airborne Ranger, Tom is comfortable with the leadership of units both small and large with years of practical experience leading military and civilian groups, from 30 to 1,400. Tom retired from the military in 2011. His last assignment, in Afghanistan, served as an opportunity to demonstrate that visionary, inspiring leadership resonates not just with Americans. During his 12-month deployment, he more than tripled the output of his organization by making people believe in the seemingly impossible and focusing not just on building projects, but on building people to be able to accomplish more than they ever thought possible.

Session Description
Planning, execution, and assessment are the critical components of a continuous cycle of operations that learning organizations must master in order to succeed in their current and future endeavors. Explore the key to effective operations: having a working communication system in place starting with how the leader shares expectations, or commander’s intent. Using mission command as the framework, explore discipline initiative as a means to ensure a team meets the leader’s objective. Examine how the Army problem-solves by reviewing the military decision-making model and how a model like this would benefit your organization.

Using case studies, review some of the proven communication tools and alternative planning methods that military leaders use to develop a successful mission planning and post-analysis. Engage in hands-on practical exercises, small-group discussion, and group dialogue to address the cycle of effective planning, flexible execution, and honest assessment.

Learning Objectives
• Explain how to build cohesive teams through mutual trust promoting autonomy and initiative within defined parameters.
• Describe the leader’s and team’s roles in problem solving.
• Review the key communication components from leader and team perspectives that ensure successful planning, execution, and assessment.
• Explain risk assessment as a tool to improve planning and execution.
• Relate the Army's after-action review (AAR) process to their organization's post-project analysis.

12:00 pm – 1:00 pm
LUNCH AT MACARTHUR'S RIVER VIEW RESTAURANT

1:15 pm – 3:15 pm
COMMANDER’S CALL (2 SFO/CPE/CAE)
Brigadier General Maureen K. LeBoeuf, Ed.D., U.S. Army, Retired
Room: Bradley

The Commander’s Call is a culminating session used to review key learning points across the program and set the conditions for success post-program. This session marks the transition between your unique learning experience and the application phase. You will be encouraged to reflect on what most resonated with you from each session and how you plan to apply those take-aways upon returning to work. What are the challenges you foresee to applying lessons learned? How will you hold yourself accountable? With the help of a senior TLDG faculty member, you will develop action plans to drive the way forward to ensure that your time at West Point has long-lasting effects on your leadership journey and career.

Learning Objectives

• Identify key learning points across the program and set the conditions for success post program.
• Ensure concepts can be applied by clarifying and addressing learning gaps.
• Describe how you will apply key learnings and ways to hold yourself accountable upon returning to work.
• Outline action plans to drive the way forward for individuals and teams.

3:30 pm – 5:15 pm
FREE TIME BEFORE DINNER

6:00 pm – 9:00 pm
AXA DINNER – for registered attendees and paid guests
Blu Pointe
Transportation will be provided.

Friday, July 19

7:30 am – 8:30 am
BREAKFAST AT MACARTHUR’S RIVER VIEW RESTAURANT
Jeffrey D. McCausland, Ph.D.
Founder and CEO, Diamond6 Leadership & Strategy, LLC

Jeff McCausland is the founder and CEO of Diamond6 Leadership & Strategy, LLC. Since 2000, in the U.S. and internationally, Jeff has conducted executive leadership development workshops and consulted for leaders in public education, U.S. government institutions, nonprofit organizations, and corporations.

He is a graduate of the U.S. Military Academy at West Point, the U.S. Army Airborne and Ranger schools, and the Command and General Staff College at Ft. Leavenworth, Kansas.

Jeff is a visiting professor of international security at Dickinson College and serves as a Senior Fellow at the Stockdale Center for Ethical Leadership at the U.S. Naval Academy and at the Carnegie Council for Ethics in International Affairs in New York. He is also an adjunct fellow at both CSIS and the RAND Corporation in Washington, DC.

Jeff is a retired colonel from the U.S. Army and former dean of academics at the U.S. Army War College. During his military career, he served in a variety of command and staff positions both in the United States and Europe during the Kosovo crisis and Operations Desert Shield and Desert Storm.

Session Description
There can be little doubt that military officers have learned the art of managing high-risk, high-stakes situations in combat in Iraq and Afghanistan. In many ways, the required skills can seem almost contradictory. A clear mission is provided from a higher headquarters but mission execution requires rapid adaptability. Furthermore, modern military officers must also manage complex but technically precise systems. All of this must be done while following an admonition provided by General Colin Powell: “never let them see you sweat.” There can be little doubt that these same skills are required for leaders in today's business world if they are to be successful in a climate of enormous competition and uncertainty.

Learning Objectives
• Examine key leadership principles that are typically associated with sound military leadership.
• Describe how these principles can be applied in a corporate environment.
• Review key leadership concepts such as management vs. leadership, authority vs. responsibility, and leading during a crisis.
LEADING AND MANAGING CHANGE! (1.5 SFO/CPE/CAE)
Room: Bradley

Joe Doty, Ph.D.
Executive Director of the Dr. John Feagin Leadership Program/Associate Director of the Leadership Education and Development (LEAD) Program at Duke University School of Medicine

Joe Doty recently returned from three years in Singapore working as a leadership and ethics advisor. A graduate of the U.S. Military Academy, West Point, he has served in both educational and leadership positions during his 28 years in the Army. He has a passion for leadership, ethics, character development, mindfulness, and teaching. Two of the courses he taught at West Point were Leadership and Ethics in Sports.

Session Description
For organizations to successfully adapt in a rapidly changing environment, they must be effectively led and managed throughout the process. Leadership and management are related but distinct functions that must be leveraged together in order for organizations to successfully negotiate the turbulence and uncertainty of today’s whitewater organizational environments. Explore the dynamics of turbulent change; a systems approach to problem solving and decision making; differences between change leadership and change management; Lewin’s and Kotter’s change models; and the psychology of change.

Learning Objectives
• Describe the difference between leadership and management and when to apply each appropriately.
• Provide examples of a system for effective problem solving and confident decision making.
• Discuss current organizations’ past changes and how they can be learned from to lead and manage future change.

12:00 pm – 1:00 pm
BOX LUNCH (TO GO) OR LUNCH AT MACARTHUR’S RIVER VIEW RESTAURANT

Please remember this option was pre-selected.
2018 EAGLE AWARDS
The highest honor in school business, the Eagle Awards recognize the high-level achievement of accomplished school business leaders. We're pleased to welcome the 2018 recipients to West Point and commend them for their inspirational leadership and influence.

International Eagle Award

John Hutchison, CPA, MBA, SFO
Deputy Superintendent for Business and Operations
Olathe Public Schools
Olathe, Kansas

Distinguished Eagle Awards

Patricia Bedborough, CPA, MBA, SFO
Chief Financial Officer
Parkway School District
Chesterfield, Missouri

Robert F. Moore, Jr., MBA
Deputy Superintendent, Finance and Operations
Oakland Schools
Waterford, Michigan

Kelly Penny, RTSBA, MBA
Chief Financial Officer
Coppell Independent School District
Coppell, Texas

Leadership  Achievement  Dedication
Influence  Humility  Integrity
Education Hours

**SFO Recertification Contact Hours**
Earn up to 17.5 SFO contact hours for ASBO International's Certified Administrator of School Finance and Operations (SFO).

**CPE Credits**
Earn up to 17.5 CPE credits in the Personal Development field of study.

**CAE Recertification Credential Hours**
Earn up to 17.5 CAE contact hours for the Certificated Association Executive (CAE).

To receive SFO, CPE, or CAE credit, attendees must log into the Attendee Service Center to access session evaluations and their certificate. Instructions for accessing evaluations and certificates will be sent via email at the end of each day. All sessions are a basic program level, group live, and require no program prerequisites or advance preparation. Additionally, all sessions align to the Personal Development Field of Study. SFOs, remember to enter your contact hours in your My SFO Manager account.

**Questions?** Email education@asbointl.org.