



Assistant/Deputy Directors
Coordinators: [Foster J. Billingsley \(VA\)](#)
[Lionell Thomas \(DC\)](#)

DRAFT PEER GROUP AGENDA

[Assembly 2007](#) promises to be an informative and fun time for the Assistant/Deputy Directors.

This year's peer group session will focus on our leadership role in state government.

Some of the topics that will be covered are:

- Incorporating leadership practice into the Assistant/Deputy position
- Leading effectively when others have the authority
- Leading as an agent for change

Leading this exciting two-day session are Judy Brown with the James MacGregor Burns Academy of Leadership, and John McCann with the Institute for Cultural Policy and Practice (ICPP) at Virginia Tech, in Blacksburg, VA. Both speakers will inspire and lead the group in new ways of thinking about leadership and our roles as agents of change.

The Assistant/Deputy Directors are the "folks that make the train run on time." While we all have varying degrees of job responsibilities, the one consistent theme is that we are all leaders in our own right. Over two days we will begin to look at our role as leaders and how we perform the jobs that we are given.

Stay tuned for more details! We look forward to seeing you in Baltimore.

Presenters:

JOHN McCANN

John McCann is a facilitator, educator and consultant. His specific expertise is in leadership education, visioning, mediation and strategy development for organizations.

McCann is a cofounder and director of the Institute for Cultural Policy and Practice (ICPP) at Virginia Tech, in Blacksburg, VA. In this capacity McCann has designed the Community Arts Leadership Academy for the Michigan Association of Community Arts Agencies (MACAA); serves as lead faculty for the Orchestra Management Fellowship Program of the American Symphony Orchestra League (ASOL); and has designed leadership development seminars for

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JOHN McCANN *(continued)*

Theatre Communications Group (TCG), Dance/USA, Dance/NYC, and Americans for the Arts, the national service organization for local arts agencies. His paper, *Designing Effective Leadership Development Programs*, was presented in June at the International Arts Policy conference in Vienna.

As cofounder and former principal of Emc.Arts, LLC, McCann has served as a member of the consulting team for a broad array of clients, including the Aspen Music Festival and School, Arts International and the 18th Street Arts Complex. He has facilitated planning retreats and strategy development sessions for the Atlanta Symphony Orchestra, Alabama Shakespeare Festival, the Choral Arts Society of Washington, DC, the Oregon Shakespeare Festival, Philadelphia Orchestra, Washington Ballet, the National Assembly of State Arts Agencies (NASAA), Maryland Citizens for the Arts and the Mid Atlantic Arts Foundation. On behalf of the National Endowment for the Arts, McCann facilitated the focus groups designed to inform the creation of the *Challenge America* program. Recently he has been a member of the moderator team for both the *Clinton Global Initiative* and the *Louisiana Recovery and Rebuilding Conference* in New Orleans, and the *Arts Recovery Summit* funded jointly by the National Endowment for the Arts and the Arts Council of New Orleans. He also serves as moderator for the Panel of Experts for the Seal of Approval program of AARP and recently facilitated a series of summits on the impact of newly constructed arts facilities for the Cultural Policy Center at the University of Chicago. In addition to his work in the arts, McCann has worked as a facilitator and governance consultant with organizations and initiatives in diverse fields including nature conservancies, faith communities, special needs schools and colleges and universities.

McCann has served as a faculty member for the Maryland Association of Nonprofit Organizations, the Prairie Arts Leadership Institute, the New York Alliance of Arts Organizations, Empire State Partnership for Arts Education and the American Planning Association. He is coauthor of the *Board Excellence Handbook* for the Maryland Association of Nonprofit Organizations.

McCann holds a B.A. degree in communications from the University of North Carolina at Greensboro and a Masters of Fine Arts degree from Virginia Tech. His life long learning includes courses in leadership through the Harvard Business School extension and *Systems Dynamics for the Senior Executive* from MIT. He is currently vice president of the Association of Arts Administration Educators, where he cochairs the Outcomes and Standards initiative. He serves regularly as a panelist for the National Endowment for the Arts and numerous state arts councils. In 2007 McCann's guest lectures on arts leadership will include the Bolz Center for Arts Administration at the University of Wisconsin, Madison; the Ross School of Business at the University of Michigan and the Arts Extension Service at the University of Massachusetts at Amherst.

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JUDY BROWN

Judy Brown is an educator, speaker, consultant, poet and writer, whose work in organization revolves around themes of leadership, change, learning, strategy, dialogue, creativity, diversity and renewal.

She holds a Ph.D. in Comparative Literature from Michigan State University, and has served as a White House Fellow, special assistant to the U.S. Secretary of Labor, chief financial officer, assistant dean and director of executive programs of the College of Business and Management at the University of Maryland and vice president for seminars and cooperative programs of the Aspen Institute.

Dr. Brown teaches leadership for the public good in the graduate School of Public Policy at the University of Maryland and serves as the director of education, outreach and training for the University's National Center for Smart Growth. She is also associated with the University's Center for Public Policy and Private Enterprise and the James MacGregor Burns Academy of Leadership, where her work focuses on leadership, arts and community, as well as the inner dimensions of leadership.

She has served as lead faculty member for the American Symphony League's Leadership Institute, the Urban Library Council's Executive Leadership Institute and has been one of the founding facilitators in the Courage to Teach program supported by the Fetzer Institute. She currently works extensively with those who serve the needs of elders. During the several years in which she worked extensively in the automotive industry, she served as an adjunct faculty member of the College of Engineering at the University of Michigan at Dearborn. Among her clients have been Ford, Visteon, Canon, The United Way, The Girl Scouts of America, The World Bank, Chrysler, MCI, Sprint, AT&T, Herman Miller and numerous nonprofits and governmental organizations.

Best known for her ability to help individuals and teams of people think about problems and dilemmas in ways that free their energies so they can move forward in their work, she helps organizations discover common ground even in the midst of dissension, turbulence and complexity. She characterizes herself as a "thinking partner" or "learning partner" although others think of her as a public speaker, educator, leader of retreats, poet, facilitator, mentor and teacher. Her colleagues at the Shambhala Institute recently referred to her as "poet and facilitator extraordinaire."

In a sense, all of her work is about helping people recall deeper principles and their own essence in order to connect with the authentic in themselves and in others, and to uncover common ground within their work. Her mentor, John Gardner, in encouraging her to publish her collection of poetry, *The Sea Accepts All Rivers* (Miles River Press, 2000), said her poems were not only about courage but about "finding ourselves and finding each other." Much of her work takes the form of dialogue that enables people to create thinking-based learning

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JUDY BROWN *(continued)*

structures (often within the work environment) that move them comfortably and naturally into the space of culture, feeling and spirit.

A mid-westerner from a small fishing village in northwestern Michigan, her heritage is that of agriculture and cooperative extension, which has given her a commitment to the practical use of ideas, thinking, research and science as a way to transform our lives and our work. Her 1995 book, written about her father's death and her life in the wake of that loss, *The Choice* (Conari) is about dialogue, and the power of being able to talk about what matters most, even when we face very tough realities.

In 1993, having read Parker Palmer's *Leading from Within*, she invited Parker to join her for work with Herman Miller Corporation where she had been leading a series of great books seminars entitled *Freeing the Human Spirit*. Their collaboration led to her participation as one of the original team of facilitators for the Courage to Teach Program sponsored by The Fetzer Institute. With Penny Williamson, she led a series of retreats with inner city Baltimore school teachers, and continues that work in the Baltimore-Washington area. With Michael Jones, pianist, composer and educator, she is currently exploring the leadership lessons at the heart of the creative processes.

For many years, she has been linking leadership and learning as a way to think about sustainable change—the kind of change that allows for, and nurtures, engagement—even in times of turbulence. That work has led to collaboration with the University of Michigan at Dearborn, Ford Motor Company, Visteon, the Learning Circle, Arthur Andersen, the Center for Creative Leadership and Outward Bound. She was a contributor to *Learning Organizations* (Renesch and Chawla) and her piece on natural steps for living a balanced and reflective life in the face of turbulence and change appeared in *The Inner Edge*. She has a chapter in a forthcoming book on leadership edited by Peter Vaill. With Duncan Hollomon, she is guiding several organizations through strategic learning and community building processes.

As a Quaker, she is interested in organizational processes which incorporate reflection and inquiry. As a writer and poet, she is intrigued by the power of language and metaphor to shift our thinking and open us to new perspectives. As an executive she is interested in how leaders sustain energy and a sense of purpose and direction. And, as a scientist, she is interested in understanding more fully how it is that we experience openings into greater awareness, and how those experiences allow us to gather our energies in powerful ways on behalf of transcendent, as well as social and organizational purposes.