



## 25th Annual Executive Fire Officer Program Graduate Symposium

### “Celebrating 25 Years – The Challenges to Lead Continue”

May 3-5, 2013

#### **Tentative Agenda and Presenters:**

(The following presentations and programs are subject to final procurement actions.)

The Executive Fire Officer Program (EFOP) Graduate Symposium represents the U.S. Fire Administration/National Fire Academy's official weekend for alumni. It is an opportunity for alumni to return home to the National Fire Academy in Emmitsburg, Maryland. Since 1985, the EFOP has challenged its executive fire officers to lead. Its 3,300+ alumni have responded and continue to exercise leadership within their communities. While the EFOP has now existed for 28 years, this year will mark a major milestone for the Symposium and the EFOP: For the 25th time, USFA/NFA will provide to its alumni a “battery charging” event filled with new and reinforcing information in a spirited sense of renewal, as there is a great deal of work yet to accomplish.

The Symposium's program focus this year is “adaptive change” and will further examine existing EFOP curricula themes to discover new information and skills within the areas of exercising leadership, homeland security, fire-fighter safety and health, public policy, political perspectives, and applied research.

In the history of the 24 Symposia, *there has never been a single participant who stated they would not attend a future Symposium based on the quality and content of the programs.*

The U.S. Fire Administration invites all EFOP alumni to be a part of this milestone year event: The 25th Symposium!



Chief Ernie Mitchell

## Welcome and Opening Remarks

### U.S. Fire Administrator Ernie Mitchell

U.S. Fire Administrator Ernie Mitchell will welcome EFOP alumni to the 25th Executive Fire Officer Program Graduate Symposium. He was recently re-appointed by President Barack Obama in January of 2013 as the U.S. Fire Administrator. Chief Mitchell is an active member and former officer of the International Association of Fire Chiefs (IAFC). He retired as the Fire Chief and Assistant Director of Disaster Emergency Services for the City of Pasadena, California, Fire Department after 33 years in the fire service. During his last year in Pasadena, he was also President of the IAFC, where he continued until the completion of his term. He served in Pasadena from 1998 until 2004. Prior to becoming Fire Chief in Pasadena, Chief Mitchell served as Fire Chief and Deputy City Manager in the City of Monrovia, California, for seven years. His most recent professional affiliations include serving as a member of the International Fire Service Training Association Executive Board, the International Association of Firefighters Hazardous Materials Advisory Board, the IAFC President's Council, the IAFC Foundation Board, and the IAFC/IAFF Labor/Management Initiative Facilitator Team. In previous years, he has served as a member of the Department of Homeland Security's Science and Technology Advisory Committee; on numerous committees and task forces of the IAFC; and presided over several fire service organizations, including the Los Angeles Area Fire Chiefs Association; the League of California Cities Fire Chiefs; and the Foothill Fire Chiefs. He has also been an advocate for the National Fallen Firefighters' Everyone Goes Home Program, an adjunct instructor for the National Fire Academy, and a member of the Editorial Advisory Board of *Fire Chief Magazine*.



Alexander Grashow

## Keynote Presentation: "Adaptive Leadership – 2013 and Beyond"

### Alexander Grashow, Cambridge Leadership Associates, New York City, New York

Alexander Grashow is the Chief Executive Officer of Cambridge Leadership Associates (CLA) responsible for the overall design and content of CLA programs. He has worked extensively with executive teams and is experienced in delivering adaptive leadership in a variety of formats and geographies.

Alexander came to CLA from The Synergos Institute, where he was the co-founder and director of the Bridging Leadership Program that designed collaborative partnerships and leadership trainings across Africa, Asia, Latin America, and the United States.

Alexander has served on the executive education faculty at the Wagner School at New York University, Duke Corporate Education, and the Kennedy School of Government at Harvard University. A graduate of Wesleyan University, and a former Coro Fellow, Alexander studied economics and fine arts (a serious Japanese printmaker) and is also the co-founder of the U.S.-Africa Children's Fellowship, an international non-profit that partners with schools in Africa and ships used school supplies from American schools to partner schools in Africa. Alexander lives with his family in Brooklyn, New York, and spends significant time in Japan.

Alexander is the co-author of *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*, Harvard Press, 2009. This is the text used since 2010 as the required framework and reading for the final year EFOP Course, "Executive Leadership." Since 2002, the National Fire Academy's Executive Fire Officer Program has integrated the adaptive leadership framework into its curriculum, reinforcing the Applied Research Project construct. NFA is honored and excited to welcome Mr. Grashow to provide the keynote presentation for its 25th Anniversary Symposium!



Jim Crawford

## “Vision 20/20 Update and Creating a Culture of Prevention”

Jim Crawford, Portland, Oregon

Jim Crawford currently serves as manager of the Vision 20/20 project for the Institution of Fire Engineers, U.S. Branch where he is also a Fellow. He was one of the original proponents for and served as Chair of the Committee on Professional Qualifications for Fire Marshals (NFPA 1037) for the National Fire Protection Association. He has also served as a member of the Committee on Accreditation of Fire Prevention Departments and Chief Fire Marshal Designation for the Center for Public Safety Excellence. He is the retired Deputy Chief/Fire Marshal for Vancouver, Washington. He began his fire service career as a volunteer firefighter in 1975, and a paid firefighter in 1976, gaining more than 37 years of experience, much of it in the field of fire prevention.

Jim is a nationally recognized subject matter expert and speaker on the topic of fire prevention and life safety programs. He has authored numerous articles and books on the topic of fire prevention and safety in his career and currently writes a monthly prevention-related column for *Fire Rescue Magazine*. His latest release is the book *Fire Prevention, Organization and Management* published by Prentice/Hall/Brady, a college text for students of fire protection in colleges and universities in the U.S. He is a contributor to *Managing Fire and Rescue Services*, authoring the chapter on comprehensive fire prevention efforts. That book is published by the International City Manager’s Association to help guide effective fire protection practices in the U.S.

He has worked as a special consultant to the U.S. Fire Administration and an adjunct faculty member for the National Fire Academy. He has served as a board member and past President of the International Fire Marshals Association and a member of the Standards Council for the National Fire Protection Association. He has been an active member of the International Association of Fire Chiefs since 1990, where he is a lifetime member. Jim is a past President of the Oregon Fire Education Association and a past Board member for the Washington State Association of Fire Marshals where he served as a member of the taskforce to create a statewide prevention plan for Washington State in 2004. Notable accomplishments during his career include organizing the first statewide fire safety campaign for the state of Oregon in 1981. He helped to organize the inner city smoke alarm campaign for Portland, Oregon (1987), that received the very first Award of Excellence from the International Association of Fire Chiefs and spear-headed the pilot test of a community risk reduction program, then called Community Emergency Services, in Portland in 1991.

Jim holds an Associate’s Degree in Fire Science and a Baccalaureate Degree in Business Management and Communications. Jim is a recipient of the R. Wayne Powell Excellence in Fire Prevention Award in 2011 and the Fire Protection Person of the Year for 2011 from the Society of Fire Protection Engineers. He was recognized as a fire prevention person of the year by the Oregon State Fire Marshal in 1984 with a Golden Sparky Award.



Chief Howard Munding

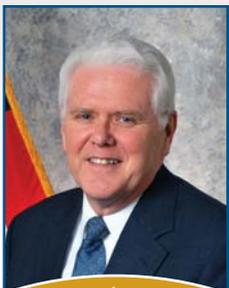
## “Violence On the Streets – A Fire Chief’s Perspective”

Fire Chief Howard Munding, El Mirage, Arizona

Based on the findings from an Executive Fire Officer Program Applied Research Project completed in 2006, Chief Howard Munding will examine the emerging issue of violence against firefighters and EMS workers and identify the responsibilities, outlined by OSHA, of both management and labor as well as what approaches are available to protect fire and emergency services personnel from injuries as a result of violent patients or bystanders.

Chief Munding believes that the fire service culture is still in denial that violence against fire and emergency services personnel is an issue. In a 2012 survey of 75 chief officers, 70 percent of the respondents felt that this was an issue that needs to be addressed. Conversely, 12 percent of the respondents felt that violence was an accepted part of the job, and 5 percent thought that the issue was blown out of proportion. Chief Munding states that “incidents of violence against fire and EMS are increasing.” The Centers for Disease Control (CDC) lists violence against health care workers (including fire and EMS) at four times greater than all private sector industries. In 2004, the National Fallen Firefighters Foundation’s *Everyone Goes Home* Program identified violence as one of the “16 Life Safety Initiatives” to protect our firefighters. In 2004, the Occupational Health and Safety Administration (OSHA) published guidelines for preventing workplace violence for health care and social service workers. In 2011, OSHA published the “enforcement” procedures for investigating workplace violence incidents. Since that time, some progress has been made in developing national protocols to deal with this issue.

Chief Munding is a 35-year fire service veteran and the current Fire Chief for the city of El Mirage, Arizona. He completed the Executive Fire Officer Program in 2008. He has lectured on the topic of “Violence Against Firefighters and First Responders” in numerous venues including the Arizona State Fire School, Glendale Arizona Community College, paramedic education programs, fire academies, and recently at the Arizona Building Officials Association Conference. He has authored articles on violence affecting fire and emergency services in *Fire Chief Magazine* and *The Fire Risk Management Journal*.



Dr. Denis Onieal

## Superintendent’s Presentation:

Dr. Denis Onieal, National Fire Academy Superintendent

The Superintendent of the National Fire Academy, Dr. Denis Onieal, will once again present to Symposium participants an engaging and informative program.

## “An International Fire Officer’s Perspectives of Completing the Executive Fire Officer Program”

(Co-sponsored by The Institution of Fire Engineers — United States of America Branch)  
Battalion Chief Susanne Klatt, City of Essen, Republic of Germany



Chief Susanne Klatt

Over the years, fire executives from many international countries including Australia, Canada, Hong Kong, Japan, New Zealand, and the United Kingdom have completed the Executive Fire Officer Program. Their participation in EFOP enriches and provides diversity for the experience and benefit of U.S. fire service members. Because of the distances involved, along with language and cultural differences, the international student is often placed in a unique situation and challenging circumstances. Chief Susanne Klatt completed the Executive Fire Officer Program in December of 2012, and during this presentation, she will share some of her experiences and perspectives regarding her EFOP participation. Chief Klatt has been in the German fire service since 1992 and is currently a Battalion Chief with the City of Essen Fire Department, Germany. Essen is the ninth largest city in Germany with a population of 579,000. Essen is also the center of one of the largest urban areas in Europe.

Chief Klatt served as a volunteer firefighter since 1992 and became a career firefighter in 2001. After high school, she studied safety and fire engineering and holds a Master's in engineering. She worked as a safety engineer for an engineering office assigned to construction sites in Germany and on oil/gas platforms in the North Sea. In 2008 Chief Klatt was promoted to Battalion Chief with the Essen Fire Department. In 2009 she started the EFOP completing it in 2012. Battalion Chief Klatt is married and has one son.

Chief Klatt has worked as a lecturer for methodology and didactics for four years at the State Fire Service College Northrhine Westphalia Germany and has presented many workshops in German and English. She is currently the President of the *German Female Firefighters Network*. She is a prior presenter at the International Association of Fire Chief's annual *Fire Rescue International Conference*.



Erin Gruwell

## **Friday Evening Presentation:**

### **“Writing to Change the World – The Story of the Freedom Writers”**

Erin Gruwell, Long Beach, California

In the history of the EFOP Graduate Symposium, the National Fire Academy has always featured a “Friday Evening Presentation.” There have been some very special presenters, along with many memorable moments. Perhaps, though, there has never been a story told within these presentations like the one that will be offered by Erin Gruwell this year to recognize our 25th Anniversary. Ms. Gruwell has earned an award-winning reputation for her steadfast commitment to the future of education. Her impact as a change agent runs deep. So deep, in fact, that her story attracted Hollywood's attention. In January 2007, Paramount Pictures released *Freedom Writers*, starring two-time Oscar winner Hilary Swank as Erin. The film is based on *The Freedom Writers Diary*, the *New York Times* bestseller that chronicled Erin's extraordinary journey with 150 high school students who had been written off by the education system.

By fostering an educational philosophy that valued and promoted diversity, she transformed her students' lives. She encouraged them to re-think rigid beliefs about themselves and others, reconsider daily decisions, and ultimately re-chart their futures. With Erin's support, they chose to forego teenage pregnancy, drugs, and violence to become aspiring college students, published writers, and citizens for change. They dubbed themselves the “Freedom Writers”—in homage to civil rights activists The Freedom Riders—and published a book.



Inspired by Anne Frank, Erin and her students captured their collective journey in *The Freedom Writers Diary*. While Erin has been credited with giving her students “a second chance,” it was perhaps she who changed the most during her tenure at Wilson High School. She decided to channel her classroom experiences toward a broader cause, and today her impact as a teacher extends well beyond Room 203. Erin founded the Freedom Writers Foundation where she currently teaches teachers around the country how to implement her innovative lesson plans into their own classrooms. Recently Erin's teaching methods from her time in Room 203 have been published in the *Freedom Writers Diary Teacher's Guide*. Proceeds from the sale of all books directly fund the Freedom Writers Foundation.

Erin and her students appeared on numerous television shows, including Oprah, Prime Time Live with Connie Chung, Barbara Walters' The View, and Good Morning America, to name a few. Their story earned them dozens of awards, including the Spirit of Anne Frank Award. Erin is a graduate of the University of California Irvine, where she received the Lauds and Laurels Distinguished Alumni Award. She earned her Master's Degree and teaching credentials from California State University Long Beach, where she was honored as Distinguished Alumna by the School of Education. Our Friday Evening Presentation for the 25th Symposium should be one that will reinforce and inspire you to tackle the adaptive problems, which we all confront every day.



Susan Eisenhower

## Staff Ride to the Eisenhower National Historic Site

Gettysburg, Pennsylvania

Presentation by Susan Eisenhower, Washington, D.C.

“The Eisenhower National Historic Site is the home and farm of General and President Dwight D. Eisenhower. Located adjacent to the Gettysburg Battlefield, the farm served the President as a weekend retreat and a meeting place for world dignitaries. With its peaceful setting and view of South Mountain, it was a much needed respite from Washington and a backdrop for efforts to reduce Cold War tensions.” (<http://www.nps.gov/eise/index.htm>)

On Saturday morning, May 4, Symposium attendees will travel by bus to the Eisenhower National Historic Site as part of a Staff Ride to experience where the 34th President of the United States periodically visited during his Presidency and then in his later years. And as a special experience, EFOP alumni will hear from the President's granddaughter, Ms. Susan Eisenhower.

This is the location where “Ike” would entertain such guests as Nikita Krushchev, Menachem Begin, Anwar Sadat, and General Bernard Law Montgomery. Though Eisenhower used his weekends at Gettysburg to escape the pressures of the Presidency, work was never far away. He began each morning with a briefing on world events. Meetings with staff were common especially during his heart attack recuperation in 1955 when the Gettysburg Farm became the “Temporary White House.” In 1961, after 45 years of service to their country, General and Mrs. Eisenhower retired to their Gettysburg Farm. For the next eight years, the Eisenhowers led an active life. The General worked weekdays at his Gettysburg College office, meeting political and business associates and writing his memoirs. He continued to serve as elder statesman advising Presidents and meeting world leaders. But the Eisenhowers' greatest joy was to simply spend time on their farm with family and friends. General and Mrs. Eisenhower donated their home and farm to the National Park Service in 1967. Two years later, General Eisenhower died at the age of 78. Mrs. Eisenhower rejected the idea of moving to Washington to be closer to family and friends and continued to live on the farm until her death in 1979. The National Park Service opened the site in 1980, and the Farm has been open to the public since (source: National Park Service Eisenhower Farm website).

Following a visit to the Eisenhower home and property, the U.S. Fire Administration/National Fire Academy is honored that Susan Eisenhower will address and present to the group. Her address will include thoughts and perspectives of her Grandfather's experiences of exercising leadership along with her own perspectives regarding the challenges faced by public officials in today's environments. Susan Eisenhower is President of

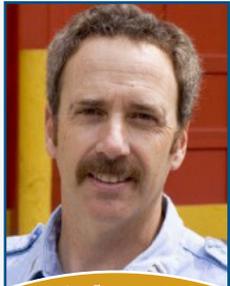
the Eisenhower Group, Inc., which provides strategic counsel on political, business, and public affairs projects. She has consulted for Fortune 100 and Fortune 500 companies doing business in the emerging markets of the former Soviet Union and for a number of major institutions and companies engaged in the energy field. Susan also serves as Chairman of the Eisenhower Institute's Leadership and Public Policy Programs, where she was the Institute's founding director and the first president and became known for her work in the former Soviet Union and in the energy field. In January 2010, Secretary of Energy Steven Chu appointed Susan to serve on the Blue Ribbon Commission on America's Nuclear Future, which has been tasked with developing a long-term solution for safely managing the back end of the nuclear fuel cycle.

She has testified before the Senate Armed Services and Senate Budget Committees on policy toward the region of the former Soviet Union. Over the years, Susan has served on many government task forces. In the spring of 2000, the Secretary of Energy appointed her to a blue ribbon task force, the Baker-Cutler Commission, to evaluate U.S.-funded nuclear non-proliferation programs in Russia. Since that time, she has served as an advisor on two other DOE studies: one on the threat of nuclear terrorism and the other a blue ribbon panel on the future of nuclear energy. In 2001, after two terms on the NASA Advisory Council, she was appointed to the International Space Station Management and Cost Evaluation Task Force, which analyzed ISS management and cost overruns. She has served as an Academic Fellow of the International Peace and Security program of Carnegie Corporation of New York, as a director of the Carnegie Endowment for International Peace, and as an Advisor to Johns Hopkins' Nitze School of Advanced International Studies.

Susan Eisenhower has been a Fellow at Harvard's JFK School of Government's Institute of Politics and a Distinguished Fellow at the Nixon Center. She currently sits on the Nuclear Threat Initiative board, co-chaired by Senator Sam Nunn and Ted Turner, the Energy Future Coalition and as an advisor to the U.S. Chamber of Commerce's Institute for 21st Century Energy and the Air Force Academy's Eisenhower Center for Space and Defense Studies. Susan has spoken at many diverse types of gatherings: from the nation's most distinguished institutions such as Harvard to countless World Affairs Councils and corporate gatherings. She has also spoken to many expert audiences. For instance, she gave the Commandant's Lecture at the Army War College in Carlisle, the Harry S. Truman Distinguished Lecture at Sandia National Laboratory, and she delivered the 2008 Rose Lecture at MIT in May. She has written chapters for a number of collected volumes and penned hundreds of op-eds and articles on foreign and domestic policy for publications such as *The Washington Post*, the *Los Angeles Times*, *USA Today*, the Naval Institute's *Proceedings*, London's *The Spectator*, and *Gannett Newspapers*, as well as the *National Interest* and *Politique Americane*. She has provided analysis for CNN International, MSNBC, *The Situation Room with Wolf Blitzer*, *Fox News*, the *Newshour with Jim Lehrer*, and *Hardball with Chris Mathews*. Over the years, she has appeared on many other well-remembered programs such as *Nightline*, *World News Tonight with Peter Jennings*, *This Week with David Brinkley*, and *CBS Sunday Morning with Charles Kuralt*.

She has received four honorary doctorates, most recently from the Monterey Institute, where she was cited for her work on nuclear non-proliferation. Susan received the 2008 Dolibois History Prize from Miami University, and in 2009 she received the Middelton-Candler Peace Prize and the Distinguished Diplomat Award from the Virginia Military Institute.

Susan will share many stories about her Grandfather at Gettysburg and insights both about President Eisenhower's exercise of leadership as well as her own experiences.



Captain Steven Marsar

## “Survivability Profiling – Can They Be Saved?”

Captain Steven Marsar, Fire Department of New York, New York City, New York

Based on applied research completed during the Executive Fire Officer Program, Captain Steve Marsar will examine the correlation between firefighter and civilian fatalities at the same structural fires. According to Marsar, “survivability profiling is the educated art of examining a situation and making an informed, intelligent decision of whether to commit firefighters to life-saving or interior operations.” It differs from basic risk versus reward in that it goes beyond the tendency to justify risk whenever we respond to an occupied building. Size-up components, situational awareness, and calculating if civilians are savable before committing firefighters to an aggressive interior attack are discussed. Captain Marsar will provide scientific proof regarding the extremely limited survival times for civilians within today’s toxic and fast-moving fire environments.

The program will conclude with a definition of specific fire scenarios and the appropriate firefighting strategies they call for. Video and still photography examples of fires will provide the audience with the opportunity to apply the concept. Discussion as to where and when interior fire operations should be focused on firefighting first and rescue/recovery operations second will also be encouraged.

Captain Marsar is a 23-year Fire Department of New York (FDNY) veteran, currently assigned to Engine Co. 8 in Manhattan. He is an Assistant Chief and former Commissioner of the Bellmore, New York Volunteer Fire Department. His certifications include both national and New York State Fire Instructor Level II, Department of Health Regional Faculty Member and Instructor Coordinator. He is an Adjunct Professor at the Nassau County, New York Community College and also serves as a Chief Instructor for the Nassau County Fire Service and EMS academies. Captain Marsar has attained a Bachelor’s Degree in Fire Science and Emergency Services Administration. Captain Marsar is a graduate of the Executive Fire Officer Program from the National Fire Academy and is one of only seven alumni listed on the *Applied Research Roll of Honor* for having completed four (4.0) Applied Research Projects. He is a two-time winner of the *EFOP Applied Research Outstanding Research Award*. He is currently enrolled in the Naval Post Graduate Master’s Degree Program in Homeland Security in Monterey, California.

### 2012 Outstanding Applied Research Award Panel Presentation

The four 2012 EFOP Outstanding Applied Research Award winners will be invited to present and defend their research. The Symposium is certainly the highlight of the EFOP year and the individuals selected each year to present their research and receive recognition representing the “best of the best.”

The four recipients will be empanelled and jointly respond to questions and comments from the audience who will have received their research reports in advance to review and critique.

The DHS/USFA/NFA Outstanding Applied Research Awards will be presented at the Symposium Banquet to be held on Saturday, May 4. At this time, the National Society of Executive Fire Officers (NSEFO) will also present the *A. Don Manno Outstanding Applied Research Award* to each of the four recipients.

The four 2012 Outstanding Applied Research Award winners are expected to be announced in late February or early March of 2013.

## Applied Research Project Legacy Awards

To recognize and celebrate the inclusion of Applied Research within the EFOP at the 25th Anniversary Symposium, the National Fire Academy assembled all 94 Outstanding Applied Research Projects completed in the history of the EFOP. A committee from the National Society of Executive Fire Officers was then asked to review and determine those ARPs that have had the most significant impact, one for each FEMA region and one international author/representative. The eight ARPs are now being reviewed by three academic institutions with the intent of selecting the most significant three. These three will be announced at the Symposium. The eight winners have been invited to the Symposium and will receive an Applied Research Project Legacy Award. The eight winners along with the ARPs selected are:

Stephen Abbott, California. June 2011. *Assessing the Effects of Energy Beverages Upon Firefighter Health and Safety.*

Brian Ashton, Idaho. 2011. *The Fire Risks of a Corn Field Maze.*

Joseph Lynch, Alabama. June 1997. *Nocturnal Olfactory Response to Smoke Odor.*

David Mager, Massachusetts. 2002. *Evaluating the Results of a Modified Bunker Gear Policy.*

Cecil Martinette, Virginia. ept. 2002. *Learning Organizations and Leadership Style.*

Vincent Werner, Texas. 2002. *Evaluating Compliance with NFPA 1710.*

Dr. Bernard Williams, Canada. 1995. *Development of a Strategy for Conflict Management During Fire/EMS Department Amalgamation.*

Kenneth Wood, Illinois. 2001. *A Quality Control Program for the Office of the Illinois State Fire Marshal.*

## 2012 Executive Fire Officer Program Outstanding Applied Research Award Winners and Graduate Recognition Ceremony

(Co-sponsored by the National Society of Executive Fire Officers (NSEFO))

Each year the U.S. Fire Administration's National Fire Academy has the opportunity to formally recognize those senior fire executives who distinguished themselves by completing the EFOP during the prior calendar year. During the Symposium banquet on the evening of Saturday, May 4, 2013, these individuals will be recognized and congratulated by DHS/USFA/NFA officials and their peers. The 2012 Outstanding Applied Research Award Winners will also officially receive their awards, and The National Society of Executive Fire Officers will present the A. Don Manno Outstanding Applied Research Award to the same award winners.

The Symposium Banquet this year will be co-sponsored by the National Society of Executive Fire Officers (NSEFO) and held at the Emmitsburg Ambulance Station in Emmitsburg. Attendees will not be required to pay a meal cost to Guest Services for this event but rather will pay NSEFO directly to attend. Family members are invited to attend as well. More information on this will be included in the Symposium acceptance letter.

# Closing Presentation

(Co-sponsored by Grand Canyon University)



Sheldon Harris

## “10 Keys to Exercising Leadership”

Sheldon Harris, Omaha, Nebraska

According to Sheldon Harris, former CEO of Cold Stone Creamery and private sector entrepreneur, no matter what business you are in, you're really only in ONE business: The PEOPLE business. The 25th Symposium closing presenter certainly has some interesting experiences and insights regarding this area. Sheldon states that “everything we ever achieve or receive as individuals in positions of authority and entrepreneurs comes from ONE source: PEOPLE.” And yet it is so easy to become focused on the daily details of our job and/or our business that we forget about this most critical “people” element. Sheldon will examine such questions during his presentation as “How do we attract the right people?” “How do we bring the best out in them?” “How do we inspire them to contribute their best to us and to our business?” According to Sheldon, the answers to these questions will lead Symposium participants to some simple truths that they can leverage for success. And once these techniques become healthy habits, they will achieve greater results with less effort than ever imagined possible.

Sheldon Harris became involved with Cold Stone Creamery when the company was virtually unknown, and he helped lead the growth of this respected brand for nearly a decade. Upon departing in 2006 from his role as President, there were 1,400 stores operating both domestically and internationally, and Cold Stone Creamery was ranked as the 11th fastest-growing franchise in the nation.

Prior to this, Sheldon spent 13 years with Costco where he rose from an entry-level position to become one of the youngest Warehouse Managers in company history. Overseeing operations in Alaska, he was responsible for 350 employees and \$160 million in annual sales. Sheldon also led a variety of diverse projects which included spearheading Costco's entry into the Russian market and launching a new athletic club subsidiary known as SportsNation.

More recently, Sheldon launched a new company called Trust Funding in 2006, which features an innovative consumer lending model that helps people get back on their feet after a financial hardship. Based in Portland, Oregon, this program has helped over 3,000 people to date and is now expanding across the country. Today, Sheldon serves as Chief Executive Officer for Complete Nutrition, a 170-unit franchisor of nutrition stores based in Omaha, Nebraska. This concept's consultative service model is uniquely differentiated within their industry, and they are poised for substantial growth in the years ahead. On the civic side, Sheldon is a board member for the Executive MBA Program of the Ken Blanchard College of Business at Grand Canyon University, as well as serving on the advisory board of the College of Social and Behavioral Sciences at Northern Arizona University. He is an advisor and mentor with the two business incubators, Northern Arizona Center for Entrepreneurship and Technology (NACET) and the Center for Entrepreneurial Innovation (CEI). Sheldon is a frequent speaker and guest-lecturer at universities and corporate events throughout the country.