



FRONTLINE LEADERSHIP

PROGRAM GUIDEBOOK

FALL 2026

NEW AND EMERGING LEADERS



**SHIPPENSBURG
UNIVERSITY**

Office of Workforce Development

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General Information

Welcome to the Frontline Leadership New and Emerging Leaders program. This professional development opportunity, delivered by the Office of Workforce Development at Shippensburg University, is designed for new and emerging leaders. The program includes 32 hours of synchronous online instruction and a minimum of four hours of asynchronous self-paced learning. Completion of this program leads to a noncredit certificate from Shippensburg University.

Dates

All times are Eastern Time. There are two “make-up” sessions scheduled in case a session is canceled due to instructor illness. If needed, they will be on November 11 and November 18.

September 9	Student Orientation from 10:00 – 11:00 a.m.
Sept. 9 - Nov. 4	<u>Wednesday Online Classes</u> Session One from 10 a.m. – 12 noon Session Two from 1:00 – 3:00 p.m.
November 11	Make-Up Session One (if needed)
November 18	Make-Up Session Two (if needed)

Attendance

To earn the Certificate of Completion students must fully attend 13 of the 16 of the sessions; attendance will be taken each week at the beginning and end of each session.

If you need to miss a session, you must contact your supervisor and Mary Angela Baker (mabaker@ship.edu) before the session.

There are two “make-up” sessions scheduled in case a session is canceled due to instructor illness. If needed, they will be on November 11 and November 18,

Zoom Links

Orientation

September 9 - 10:00 am - 11:00 am

<https://ship.zoom.us/j/95417979427>

Meeting ID 9541 797 9427

Program Celebration Ceremony

November 4 from 2:15 – 3:00 p.m.

<https://ship.zoom.us/j/95417979427>

Meeting ID 9541 797 9427

Full-Group Sessions

September 9 - November 4

10:00 a.m. - 12 p.m. and 1:00 – 3:00 p.m.

<https://ship.zoom.us/j/95417979427>

Meeting ID 9541 797 9427

Issues with Connecting

Contact Mary Angela Baker ASAP via email at mabaker@ship.edu with any connection issues.

Program Learning Objectives

1. Learners will obtain and improve multiple industry-wide foundational skills including interpersonal skills, communication, integrity, teamwork, problem solving, and critical thinking.
2. Learners will develop an inclusive leadership style and approach that fits their personal abilities and workplace context.
3. Learners will understand a leader's role in creating a positive workplace culture and sustainable business practices.

Calendar

Frontline Leadership Topics and Instructors

Date	Session Topic	Session Time	Instructor
September 9	Student Orientation	10:00 – 11:00 am	
September 16	Who Put You in Charge? (Spoiler alert: You are a leader!)	10:00 am – 12 pm	Malaika Turner
September 16	Leading a Team	1:00 – 3:00 pm	Tammy Manko
September 23	Emotional Intelligence	10:00 am – 12 pm	Matthew Shupp
September 23	Change Management	1:00 – 3:00 pm	Wendy Kubasko
September 30	Enhancing Workplace Culture Through Inclusive Leadership	10:00 am – 12 pm	Manuel Ruiz
September 30	Communication and Collaboration	1:00 - 3:00 pm	Tammy Manko
October 7	Resolving Conflict through Communication	10:00 am – 12 pm	Kara Laskowski
October 7	Enhancing Negotiation Skills with DISC and Effective Communication	1:00 – 3:00 pm	Nicole McCartan
October 14	Time Management	10:00 am – 12 pm	Melissa Knouse
October 14	Fostering a Healthy, Effective, and Positive Workplace Culture	1:00 – 3:00 pm	Estevanny Turns
October 21	Six Thinking Hats: Increasing Creativity in the Workplace	10:00 am - 12 noon	Tracy Montoro
October 21	Cultural Competencies in the Workplace	1:00 – 3:00 pm	Jody Fernando
October 28	Dealing with Difficult People and Toxicity in the Workplace	10:00 am – 12 pm	Matthew Shupp
October 28	Confidence is Key!	1:00 - 3:00 pm	Malaika Turner
November 4	Personal Branding: How to Brand Yourself Beyond the Resume	10:00 am – 12 pm	Victoria Kerr
November 4	Leadership Foundations Wrap-Up	1:00 – 2:10 pm	Manuel Ruiz
November 4	Graduation Ceremony	2:15 – 3:00 pm	All
November 11	Make-Up Session 1		
November 18	Make-Up Session 2		

Session Topic Description, Discussion Questions, and Success Indicators

September 16

Who Put You in Charge? (Spoiler alert: You are a leader!)

A playful, relatable take on leadership, influence and imposter syndrome that leads into a powerful confidence-building experience. Every leader has a style ... but not every leader feels confident using it. In this session, participants will explore the ways they lead and influence in their organizations, identify the strengths that set them apart, and discover how to build authentic influence from the inside out. Together, we'll engage in interactive discussion and unpack imposter syndrome—the inner voice that whispers, “Am I really supposed to be here?”—and learn how to silence the doubt with practical strategies that will increase confidence.

Discussion Questions

1. What kind of leader would you like to be?
2. What does leadership look like for you, in your work environment?
3. What are some benefits you anticipate as you adopt new leadership techniques?
4. What are some specific examples of how you can better lead for your team?
5. Share an example of your most memorable experience where you were on the receiving end of good leadership.

Success Indicator: Learners will be able to identify their leadership style and identify when they are experiencing imposter syndrome.

Leading a Team

Leadership is one of the most important skills in any organization and is integral to professional success no matter the position we hold within an organization. Regardless of what you believe about how leaders evolve – they are born, they learn to be leaders, or some combination of these – we all have the capacity to lead. In this session, we will explore how to use tips and tools to lead a team effectively, including developing an understanding of leadership styles, characteristics of effective team leaders and high-performing teams, barriers to effective teamwork, and the stages of team development. You will also learn tactics for standing out as a respected leader in your organization and in life.

Discussion Questions

1. How do you define leadership? What is your primary leadership style?
2. What does leadership or executive presence look like?
3. What are the stages of team development?
4. What are the characteristics of a high-performing team?
5. What makes you most effective in your role as a leader?
6. What tips and/or tools will you immediately employ to improve your leadership and ability to lead your team?

Success Indicators: Learners will be able to identify ways they are improving their leadership presence at work and in life. They will learn the stages of team development as well as the characteristics of high-performing teams, thus allowing them to build the best and most productive teams. Learners will also be able to provide examples of their behaviors that make them more effective leaders.

Emotional Intelligence

This session will cover aspects of emotional intelligence to help leaders manage their emotions and relationships with others. Emotional intelligence has been cited as the top predictor of career performance and is an invaluable skill.

Discussion Questions

1. Which of the areas of emotional intelligence do you think you are strongest in?
2. Which area would you prioritize developing?
3. How do you plan to incorporate emotional intelligence tactics into your work relationships?
4. How will you introduce this essential skill to your team and 1:1 staff development sessions?

Success Indicators: Learners will understand the Six Thinking Hats method and how to use each hat. Learners will begin to identify when to use specific hats for more productive and creative thinking.

Change Management

This session will explain the basics of change management theory, why change can be needed, and how to ensure growth through change. As frontline leaders, learners will see how they fit in the change process and their role in successful system-wide changes.

Discussion Questions

1. What aspects of change are difficult for you or your organization?
2. How can you support your team in positively moving through the change process?

Success Indicator: Students will craft a commitment statement about how they will use change management in their workplace.

Enhancing Workplace Culture Through Inclusive Leadership

This session explores how to cultivate a workplace environment where all individuals feel respected, valued and empowered to contribute their best. Participants will explore strategies for fair decision-making and learn how to foster a sense of belonging across teams. Through internal dialogue and breakout rooms, attendees will gain practical tools to support open communication, foster mutual respect, and promote collaboration across a variety of perspectives and experiences.

Discussion Questions

1. What questions do you still have that you would like to explore further?
2. How can you leverage the information learned today to enhance the productivity of your team?

Success Indicator: Participants will understand the characteristics of a healthy workplace culture. Participants will utilize strategies learned in the session within their workplace.

Communication and Collaboration

This session will cover verbal and nonverbal communication, professional communication, and inclusive collaboration. The session will also discuss communication tips related to providing productive feedback and overall effective communication. Communication is essential to our success in life and work. It is one of the highest in-demand skills for leadership positions at all levels.

Discussion Questions

1. What would you identify as a strength in communication and what are some of the key factors for communicating effectively?
2. What factors might be a barrier in your communication and collaboration with others?
3. What are some tips for communicating properly in person and virtually?
4. What are the ways to provide effective feedback?
5. From whom can you get honest feedback regarding your communication style and potential growth areas?
6. Sharing your communication needs and expectations with others in your work orbit is essential for success. With whom will you share first and how?

Success Indicators: Learners will be able influence themselves and others positively through intentional use and reading of body language, thus communicating more effectively. Learners will write more effective emails/messages, engage successfully in providing feedback, and collaborate with their team members to reach identified organizational goals. Through reflection, they will be able to share examples of what they will and have improved in terms of communication and collaboration.

Resolving Conflict Through Communication

This session will cover how to avoid employee conflicts through ongoing continuous feedback and how to diffuse tense situations when they may arise. Participants will learn how to reduce conflict through having honest, and sometimes difficult conversations, and creating an inclusive work environment.

Questions to Ask Before Engaging

1. Is this conflict “real” or perceived?
2. What conflict response styles are available?
3. Which conflict style is best to reach a resolution?

Success Indicator: Learners select example communications over the next week and reflect on how they have improved communication skills.

Enhancing Negotiation Skills with DISC and Effective Communication

In this session, we focus on empowering individuals to excel in negotiations by understanding the personal preferences and communication style of the person sitting across the table. By gaining this valuable insight, participants gain a significant advantage in their negotiation endeavors.

Participants will learn how to identify the behavioral traits of others and adapt their own communication strategies accordingly. By leveraging this understanding, negotiators can establish rapport, build trust, and foster productive dialogue, ultimately increasing their chances of achieving favorable outcomes. The session provides practical tools and strategies that participants can apply immediately in negotiation scenarios. By honing their ability to communicate effectively and tailor their approach to suit different individuals, participants will be well-prepared to navigate negotiations successfully across a range of subjects.

Discussion Questions

1. How do effective communication skills influence negotiations?
2. What can you do to build trust and positive relationships with your organization’s colleagues and leaders?

Success Indicator: Students will understand the art of negotiation and strategies in negotiations through communication style.

Time Management

This session will cover goal setting and time management as it relates to the workplace. Through active participation, learners will understand the importance of prioritizing tasks and meeting management expectations.

Discussion Questions

1. What are your time management strengths?
2. What did you learn today that you can take with you to the workplace?
3. What are the biggest barriers to getting your work completed during a shift?

Success Indicator: Learners understand the process of managing their time and prioritizing competing demands.

Fostering a Healthy, Effective, and Positive Workplace Culture

A leader sets the tone for the team and influences their ability to achieve goals and impact the customer experience. In this session, participants will learn practical skills and strategies to foster a positive workplace culture and address performance and behavior issues when they arise.

Discussion Questions

1. What are the attributes in your organization that contribute to a healthy workplace culture?
2. How does your professional behavior impact the workplace culture? What can you do to increase a positive environment?

Success Indicator: Students will practice leveraging professional presence when interacting with team members and customers.

Six Thinking Hats: Increasing Creativity in the Workplace

This session introduces learners to Edward de Bono's Six Thinking Hats method as a practical, individual thinking tool. Participants will learn how leaders can use the six hats on their own — as a mental checklist — to slow down reactive thinking, examine a problem from multiple angles, and generate more creative and complete solutions before acting or advising others. The session includes a brief overview of the model, a guided walkthrough using a workplace scenario, and individual practice applying the hats to a current issue each participant is facing.

Discussion Questions

1. Explain what the Six Thinking Hats is and what each hat means.
2. How will you use this process in your functions at work?

Success Indicators:

By the end of the session, participants will be able to:

1. Identify and describe the function of each of the six hats, and explain how using them separately (rather than blending all types of thinking at once) reduces bias and improves decision quality.
2. Apply the Six Thinking Hats individually to a real, current issue, working through each hat in sequence to produce a more thorough and creative analysis than their default thinking style would typically produce on its own.

Cultural Competencies in the Workplace

This session covers a broad overview of various cultural dimensions and how they are reflected in the workplace, team interactions and decision-making. We will review the importance of understanding cultures around the world.

Discussion Questions

1. How many different countries are represented in your workplace?
2. What is the difference between nationality and culture?

Success Indicator: Learners understand the importance of cultural dimensions, unravel cultural myths, rejoice in diverse identities and manage differences and expectations.

Dealing with Difficult People and Toxicity in the Workplace

There are individuals in today's workforce who deliberately create a toxic work environment. Bullies, saboteurs, intentionally low-performers, and malicious gossips all conspire to negatively impact performance and workplace milieu. This session will cover effective strategies when interacting with toxic individuals in the workplace, highlighting specific actions on how not to have them impact your work or attitude. This session will also provide strategies for leaders to sustain positive team morale in spite of the toxic individual. A difficult employee can be a supervisor, colleague, or subordinate.

Discussion Questions

1. What characteristics and attributes do you believe "toxic" people exhibit?
2. What factors might be a barrier to you working with "toxic" colleagues?
3. What are some tips for successfully working with "toxic" colleagues?

Success Indicators: Learners will be able to explicitly describe their operational definition of a "toxic colleague." Learners will identify strategies to effectively work with these individuals in order to meet operational goals. Learners will also be able to create healthy workplace boundaries, identify workplace supports (i.e. Human Resources), and understand the importance of documentation, all in an attempt to not let toxic individuals impact a team's performance and morale.

Confidence is Key!

Some of the essential skills needed for frontline leaders have one thing in common, they require confidence. In this training, participants will engage in a discussion on the importance of exhibiting confidence in their role as a leader. We'll delve into the topic of self-efficacy and learn skills to help increase confidence in a leadership capacity. In this session we'll move away from the mindset - fake it till we make it; we want the tools to see it and be it!

Discussion Questions

1. What strategy will you use to exhibit confidence in your position.
2. How do you define self-efficacy?

Success Indicators: Learners will be able to define self-efficacy. Learners will also be able to identify three strategies to build confidence. Finally, learners will be able to define the M.R.A. Impact (new concept).

Personal Branding: How to Brand Yourself Beyond the Resume

Let's discuss the essentials of how to set yourself apart, clarify your unique professional identity, and build your brand in today's rapidly changing world-of-work.

Learners will identify their strengths and how they relate to career success, identify their personal brand, and ways to build it through networking and social media. Learners will discover and learn how to market themselves on resumes, LinkedIn, and interviews. Learners will embrace their uniqueness, maximize their strengths, and manage choices to create future career opportunities.

Discussion Questions

1. What are the benefits of personal branding and how it can help me in my career?
2. What are my strengths, career-wise, and how can you leverage them a) online, b) via networking, c) on your resume, and d) in an interview?
3. How can you leverage the information learned today to enhance your personal branding?

Success Indicators: Students will observe an increase in what it means to brand themselves professionally as well as increased understanding in building a resume and networking.

Leadership Foundations Wrap Up

This culminating seminar brings together the full arc of learning from the Frontline Leadership program. Participants will revisit the core concepts, tools, and mindsets explored throughout the course — from emotional intelligence and communication to strategic thinking, belonging, and professional presence — and examine how these elements now fit together as a personal leadership framework.

Through guided reflection, collaborative discussion, and future focused exercises, students will identify the shifts they've made, the strengths they've sharpened, and the habits they want to carry forward. The session emphasizes practical integration: how to apply the program's insights to real workplace challenges, how to sustain momentum after the program ends, and how to continue growing as a leader in evolving professional

Discussion Questions

1. Which leadership habit or mindset from the program has had the greatest impact on your work so far, and how do you plan to strengthen it in the next six months?
2. What long term leadership goal feels most important to you now, and what is one small action you can take this week to begin moving toward it?
3. Looking back across the Frontline Leadership program, what theme or lesson keeps resurfacing for you — and what might that be telling you about the leader you're becoming?
4. Which leadership concept from the program surprised you the most, and how has it reshaped the way you approach your role or team?

Success Indicators: Students will leave with a clear sense of their leadership identity, a personalized action plan for the next phase of their development, and renewed confidence in their ability to influence, connect, and lead with intention.

Self-Paced Modules

Each student is required to complete four hours of asynchronous self-paced modules. Asynchronous means the learning takes place at a time that is convenient to you - it's not on a specific schedule. Students must indicate within the first week which self-paced modules they will be taking.

At the completion of the module, you will need to download a Certificate of Completion, which verifies that you successfully finished the module. Please email Certificates to mabaker@ship.edu.

Introduction to Data Analytics

3 Hours

This data analytics for beginners is designed to offer a solid foundation for working with various types of data, data visualization for decision making, and data analytics in different sectors. This program is ideal for anyone looking to become a data analyst or analytics manager. Learn data analytics and data science methodologies through this program and drive better business decisions.

<https://www.simplilearn.com/learn-data-analytics-for-beginners-skillup>

Professional Employable Skills

30 - 60 minutes each

Choose from several Professional Skills course options and take up to four hours covering a variety of topics such as team building, customer service, listening skills, and communication in the workplace. Create an account and get started today! <https://www.prologis.com/learningacademy/registration> or sign in with existing account, or <https://learningacademy.prologis.com/learn/signin> Enter "None" for the program code.

Leading with Emotional Intelligence

6 hours

This course is designed to help professionals navigate the complex waters of emotional intelligence (EI) in our professional lives. In this course, you will gain an understanding of EI in relation to yourself, others, and how to navigate different environments from an EI perspective.

To register, please contact Mary Angela Baker (mabaker@ship.edu) and she will have the access link sent to you.

Self-Paced Modules (con't)

LinkedIn Learning

The LinkedIn Learning time commitments vary. Please consult the course descriptions to determine the length of the course.

LinkedIn Learning is an online education platform offering thousands of expert-led video courses to help individuals and organizations build professional, technical, and creative skills. It's integrated with LinkedIn, so learners can showcase completed courses and certifications directly on their profiles.

To register, please contact Mary Angela Baker (mabaker@ship.edu) and she will have the access link sent to you.

Overall Program Success Indicators

Learners will be able to describe their leadership style and approach, communicate effectively in multiple forms and situations, show an increased aptitude for common business functions, and a commitment to eliminating biases and actively encouraging equity in the workplace.

Upon completion Frontline leaders will be more confident with greater abilities to solve problems on their own and teach and train others.

Through the various sessions, learners will be able to demonstrate greater understanding of their role in the business. They should also demonstrate a desire for further learning and training, as the program will foster a commitment to lifelong learning and a pathway to further education.

Program Resource Page

All documents from the Wednesday sessions, including PowerPoint slide decks, pre-readings and additional resources, are available at the following website:

<https://www.ship.edu/office-of-workforce-development/private/frontline-leadership-resources-fall-new-emerging-leaders/>

Session Evaluations

After each session learners will be asked to complete an evaluation. The questions each time will be:

Open-Ended Questions

1. What is the most valuable thing you learned in this session?
2. What did you learn today that will help you in pursuing a promotion or enhancing your current position?
3. What is one action you will take because of this session?
4. What is one suggestion for improving this session?
5. Please feel free to share any additional feedback

On a scale of 1-5, with 5 being Very Much Agree, and 1 being Very Much Disagree:

1. The instructor is well prepared and understands the subject matter.
2. The instructor is engaging and encouraged student participation during the session.
3. I feel I now have a better understanding of this session's subject.
4. I am confident I can apply what I learned in this session in the workplace during the next three weeks.
5. On a scale of 1-5, with 5 being Very Valuable, and 1 being Not at All Valuable: Overall, rate how valuable the content of this session is to your career success.

Zoom

We will be using Zoom for all our online meetings. Zoom is a web conferencing platform that is used for audio and/or video conferencing. There are many different resources available to learn how to use the Zoom features, both in YouTube videos and websites. You can find them by searching: How to Use Zoom.

Zoom is updated frequently; be sure to check the posting date of any resources to ensure you have recent information.

Zoom Meeting Etiquette for Students

Join the Meeting Early

You should join early so you can test your technology and be ready when the session begins.

Check your Camera and Microphone

Turn your camera and mic on. Meeting virtually is no different from meeting face-to-face. People want to see and hear you while at work.

Remember You are Always on Camera

Use a work appropriate background which can include a virtual background. Ensure you have adequate lighting and your face is well lit and not in shadows.

Look at the Camera when Speaking

Just like you would look people in the eye during a face-to-face meeting, look at the camera when you are speaking.

Find Your Strongest Internet Connection

If possible, connect to your hardwired internet. Try to have the most reliable internet connection.

Eliminate Distractions

Turn off email notifications, put your cell phone on silent, put a sign on the door, and, if at home, put pets in another safe place.

Stay on Mute if You're Not Talking

Background noise can be distracting. If you aren't sharing anything at the moment, you should remain on mute until talking or presenting. Before you speak, make sure your mic is unmuted.

Be Respectful – Raise Your Hand

If you want to speak, physically raise your hand or use the “raise hand” feature that is available in the participant panel.

Use Chat

Chat can be used for questions and comments about the presentation and as a way to share other resources. Note that the chat will be saved each session.

Don't Eat During the Meeting

It can be distracting to watch other people eat. Try to hold off on eating if you can, or if not, consider briefly turning off the video and audio until you are done eating.

Dress Appropriately

It is crucial to remain professional and dress appropriately. Wear something similar to what you would typically wear to work.

Instructor Bios

Ms. Jody Fernando
Instructional Technology
Specialist, Writer, and
Educational Trainer
jfernando.jobs@gmail.com

Ms. Jody Fernando is an educator, instructional designer and curriculum developer with over 25 years of experience in education, including leadership roles in higher education, adult learning, and workforce development. She currently serves as an Instructional Designer at the Huck Institute for Life Sciences at Penn State University, where she collaborates with faculty and program leaders to create inclusive, engaging, and accessible learning solutions. In addition to her university work, Jody is an independent curriculum and training consultant. She designs and delivers professional development programs for educators and organizational leaders, with a focus on equity, cultural humility, emotional intelligence, and learner engagement. Her consulting projects include creating professional development material, designing cultural and leadership training seminars, and incorporating educational technology and AI tools to optimize learning outcomes.

Previously, Jody directed the English Language Learners program in the School of Continuing Education at Mt. San Antonio College in the Los Angeles area, overseeing more than 60 instructors and 4,000 annual students while leading curriculum design, faculty training, and program growth. She has also served as faculty and program director at Taylor University, Azusa Pacific University, and Citrus College, where she taught Spanish, English as a Second Language, and teacher training. Outside of work, Jody enjoys reading, traveling, walking her dog, and spending time with family. Much of her free time lately has been devoted to moving college-aged children in and out of dorms and apartments—a leadership exercise all its own.

Ms. Victoria M. Kerr
Executive Director
Career Center
Shippensburg University
VMBuchbauer@ship.edu

Ms. Victoria Kerr is the Executive Director of the Career Center at Shippensburg University. Since starting at Shippensburg University in 2013, Victoria loves developing new and innovative programs designed to assist students in reaching their academic and career goals. She is passionate about connecting students to their purpose and developing those interests, skills, and abilities into a successful career path. Previous to Shippensburg University, she served as the Director of the Career Center/Undeclared Students at Shepherd University and held roles within Human Resources for over 8 years at the American Bar Association, American Woodmark, and ATPCO. Victoria holds a Master of Arts in College Student Development from Shepherd University and a Bachelor of Arts in Law and Society from American University. She is a Gallup-Certified Strengths Coach, certified in DiSC, STRONG Interest & Myers-Briggs Inventory, and recently obtained her Certified Career Services Provider (CCSP).

Instructor Bios

Ms. Melissa Knouse

Adjunct Faculty, Academic
Engagement and
Exploratory Studies

Shippensburg University

MAKnouse@ship.edu

Melissa Knouse brings more than 10 years of experience in higher education and helps ease the transition for students from high school to college. She earned her Bachelor of Science in Psychology from Millersville University and a Master of Science in Counseling and College Student Personnel from Shippensburg University.

She currently serves as an adjunct faculty member in the Department of Academic Engagement and Exploratory Studies, where she teaches the First-Year Seminar, advises exploratory student. She recently took on the Faculty Coordinator Role for the Academic Success Program.

Outside the classroom, Melissa enjoys spending time boating on Deep Creek Lake with her husband and twins, along with chasing after her pocket pitbull, Ella.

Dr. Wendy Kubasko

Program Chair and
Associate Professor,
Educational Leadership
Department

Shippensburg University

WLKubasko@ship.edu

Dr. Wendy Kubasko brings over twenty-five years of experience in public education. She earned her undergraduate degree from Shippensburg University of Pennsylvania. Beginning her career outside of Washington, D.C., Dr. Kubasko chose to work with underserved populations. She moved to Phoenix, Arizona teaching middle and elementary schools in Title I school districts. She earned her Master's in Curriculum and Instruction in Mathematics at Arizona State University.

After years in the classroom, Dr. Kubasko moved into district support roles, first as a professional development coordinator, then as a Director of Curriculum and Instruction, Administrator for Academic Services, and finally, the Assistant Superintendent for Avondale Elementary School District.

In 2015, Dr. Kubasko received her Ed.D. in Educational Leadership and Innovation from the Mary Lou Fulton Teachers College at Arizona State University. Dr. Kubasko's research centers on the use of collaborative learning for school and district leaders around common problems of practice. Currently, Dr. Kubasko is an associate professor at Shippensburg University of Pennsylvania in the Educational Leadership and Special Education Department.

Instructor Bios

Dr. Kara Laskowski
Professor and Chair,
Department of
Communication Studies

Shippensburg University

KALask@ship.edu

Kara Laskowski (Ph.D., The Pennsylvania State University) is a Professor of Communication Studies at Shippensburg University. Prior to coming to Shippensburg, she taught at Juniata College and Penn State, University Park.

Dr. Laskowski has published on topics including naming and identity, communication competence and abuse, and workplace conflict resolution. She has studied and taught Conflict Resolution for thirty years, with an emphasis on interpersonal relationships and nonviolent resolution strategies applied to personal and professional contexts. She has lead trainings for department chairs and Deans, county and municipal employees, and student organizations. Her research also encompasses labor in higher education.

Dr. Laskowski additionally serves as Vice President of the Association of Pennsylvania State Colleges and Universities. A Pennsylvania native, she enjoys gardening, her adult children, kayaking, and hiking with her two rescue dogs.

Dr. Tammy Manko
Speaker & Trainer,
MeaningfulLife, LLC

University Career Center
Professional

Instagram & Twitter/X:
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com

As the founder and owner of MeaningfulLife, LLC, Tammy Manko brings decades of experience in higher education, leadership, career development, and professional training to her work as a speaker, facilitator, and consultant. An award-winning higher education professional with extensive executive-level experience in university career services, Tammy is passionate about helping individuals and organizations strengthen the skills and behaviors that contribute to professional and personal success. Her areas of expertise include executive presence, communication and body language, professional networking and relationship building, teamwork and leadership, career readiness, workplace etiquette, positivity, change management, customer service, and professional development. Tammy holds a doctoral degree in Educational Leadership, a master's degree in Student Affairs in Higher Education, and a bachelor's degree in English. A lifelong learner, she enjoys reading, discovering new ideas, and—most importantly—sharing what she learns in practical and meaningful ways that others can use. Outside of her professional work, Tammy enjoys spending time with family and friends, traveling whenever she can, meeting new people, and finding opportunities to connect, learn, and engage with others.

Instructor Bios

Ms. Nicole McCartan
nicolelmccartan@gmail.com

Nicole McCartan is a highly motivated and ambitious professional with a diverse background in Project Management, Marketing, Direct Sales/Sales, and Education. Her educational achievements include being ABD (All But Dissertation) in Psychology, with a concentration in Sociology holding a Master of Business Administration degree with a concentration in Marketing and a Bachelor of Science degree in Public Relations and Marketing. Nicole has been in an array of industries and worked in several markets.

With her extensive knowledge and expertise, Nicole seeks to make a difference by equipping others with the tools and guidance they need to thrive. Her passion lies in enabling individuals to tap into their innate abilities and unleash their full potential. Through her leadership and motivational skills, she aims to inspire and uplift others, helping them chart their own path to success

Mrs. Tracy Montoro
Director of Workforce
Development
Shippensburg University
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Mrs. Tracy Montoro is the Director of Workforce Development at Shippensburg University of Pennsylvania. Tracy works closely with regional employers and university faculty to provide quality professional development opportunities to the regional workforce. She has 25 years of experience in both the classroom and administrative sides of education. Prior to her role in workforce development, she served as Associate Director of the Career Center at both Shippensburg and Dickinson Universities where she directly supported students and alumni in their career readiness goals. Tracy has earned both her bachelor's degree in Elementary Education and her master's degree in counseling at Shippensburg University. Tracy is a certified Six Thinking Hats training provider.

Dr. Manuel Ruiz
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Dr. Manuel Ruiz currently serves as Assistant Vice President for Inclusion, Belonging, and Social Equity at Shippensburg University. He has worked in higher education for 23 years in a variety of roles and is a proud first-generation college graduate. Dr. Ruiz is actively involved within the PA State System of Higher Education (currently serving as an SLG Co-Lead for the state systems Chief Diversity Officers) and the American College Personnel Student Association. Dr. Ruiz has also taught at the undergraduate and graduate level.

Instructor Bios

Dr. Matthew Shupp
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Dr. Matthew R. Shupp is a Professor in the Department of Counselor Education at Shippensburg University where he developed and teaches a course on Emotionally Intelligent Leadership. Prior to his role as faculty, Dr. Shupp was a student affairs professional in a variety of institutional settings.

He is both a National Certified Counselor (NCC) through the National Board for Certified Counselors (NBCC) as well as a Board Certified Tele-Mental Health Provider (BC-TMH). He is an Approved Clinical Supervisor (ACS) and licensed as a professional counselor (LPC) in the state of Pennsylvania.

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Dr. Malaika Turner is the owner and operator of The Speakher, LLC, which offers customized motivational workshops to clients who desire to increase their impact in the world. Dr. Turner is also the creator of the GO BE GREAT and BE NOTHING LESS™ Clothing Brand. She's the host of Pivot with Dr. Malaika and believes it is her life's mission to motivate others to live a purpose-driven life eyes wide open!

Ms. Estevanny Jiménez
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Ms. Estevanny Jiménez Turns helps organizations create people centered cultures that deliver results. As a former Chief Human Resources Officer and now consultant, she has led Human Resources teams as well as diversity, equity, inclusion, and access functions in different organizations. She also works with leaders to help them build thriving workplace cultures. Ms. Jiménez Turns holds a Masters in Business Administration (MBA) and is certified as a senior Human Resources professional through the Society of Human Resources Management (SHRM) and the Human Resources Standards Institute (HRCI).