

**American University in Bulgaria**

Skapto III Campus

12 Svoboda Bachvarova St.

Blagoevgrad 2700, Bulgaria

Dorm (+359 73) 888 573/574



**Wednesday, August 8, 2018**

*Casual attire*

Arrivals throughout the Day

*See Separate Joining Instructions*

On Arrival at AUB

Registration

*CELA Office on the Skapto III Campus*

Check in at the CELA Office to receive room keys, town and campus maps, CELA program materials, and name badge.

6:30 – 7:30 pm

Campus Tour

*Meet at the Balkanski Academic Center*

7:30 – 9:00 pm

*Informal Dinner by Learning Group  
University Cafeteria*

Participants arriving earlier in the day will be invited by the facilitators for their Learning Group to meet informally for dinner.

**Thursday, August 9**

*Business casual attire during the day, cocktail attire for the evening*

7:45 – 9:15 am

Breakfast Available

*University Cafeteria*

9:30 – 10:30 am

**Leadership: An Inquiry**

*Andrey Delchev Auditorium*

*John King, Author, Cultural Architect, and Rogue Scholar*

We explore the nature of leaders and leadership through an interactive, participatory discussion drawing on the collective knowledge, experience, and insights of the Academy participants. The emerging themes will provide a foundation and direction to the Academy and offer you new ways of seeing yourself, your role as a leader, and how you relate to those you lead and those who lead you.

10:30 – 11:00 am

**Welcoming Remarks & Program Overview**

*Andrey Delchev Auditorium*

*Bill Starnes, Partner, Trammell Crow International (retired)*

11:00 – 11:30 am

Refreshment Break

*Balkanski Academic Center (2<sup>nd</sup> floor)*

11:30 – 1:00 pm	<p><b>Leadership Matters</b></p> <p><i>Andrey Delchev Auditorium</i>  <i>Andrea Bednar, Founder &amp; CEO, PoP Associates</i>  <i>Bill Starnes, Partner, Trammell Crow International (retired)</i></p> <p>All of us are called upon, at various times and in different situations, to take on leadership responsibilities – be it at work, in the community or at home. Fortunately, understanding yourself and others along with various leadership skills can make you a better leader in all aspects of your life. This session covers fundamental concepts related to leadership in order to provide a shared context and vocabulary for the rest of the Academy.</p>
1:00 – 2:15 pm	<p>Lunch</p> <p><i>University Cafeteria</i></p>
2:30 – 4:30 pm	<p><b>Know Yourself First – Part I</b></p> <p><i>Andrey Delchev Auditorium</i>  <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i></p> <p>The need to understand yourself, and thereby others, is critical to many aspects of effective communication, teams, management and leadership. You will gain insights into your personality and how it affects the way in which you gather information and make decisions as well as how you appear to others as a leader.</p>
4:30 – 5:00 pm	<p>Refreshment Break</p> <p><i>Balkanski Academic Center (2<sup>nd</sup> floor)</i></p>
5:00 – 6:30 pm	<p><b>Learning Group Session</b></p> <p><i>Assigned Learning Group Rooms</i>  <i>Introductions &amp; Norms</i></p> <p>You will be pre-assigned to a small leadership group moderated by experienced and successful leaders who will serve as learning coaches and facilitators for the program. This session provides an opportunity for you to meet your facilitators who will remain with you for the entire program as well as other members of your learning group, collectively establish the ground rules for group learning, address any questions, and share your individual goals for the CELA Academy.</p>
6:30 – 7:30 pm	<p>Free Time</p> <p><i>Cocktail attire for the evening</i></p>
7:30 pm	<p><b>Group Photo</b></p> <p><i>Balkanski Academic Center</i></p>
7:45 – 10:30 pm	<p><b>Opening Reception &amp; Dinner</b></p> <p><i>Student Cafeteria</i></p> <p><b>This is the one event that requires full business or cocktail attire.</b></p> <p>Note: You will be seated in pre-assigned pairs for dinner, giving you time to get to know more about one of your colleagues. After the main course, each pair of participants will <u>briefly</u> introduce each other to the larger group.</p>

**Friday, August 10**

*Business casual attire*

7:45 – 9:15 am	Breakfast available	<i>University Cafeteria</i>
9:30 – 11:00 am	<p><b>Participant Forum – Part I</b></p> <p><i>John King, Author, Cultural Architect, and Rogue Scholar</i></p> <p>One of the greatest resources available to you is the collective experience and wisdom of the people attending the CELA Academy. This session offers you the opportunity to tell your organization’s story - why it exists, how it operates, what it does, the challenges it faces and the future to which it aspires as well as your role in realizing that vision. You will have only three minutes, so you need to rehearse in advance. Following your presentation, there will be a short time for questions and feedback from the audience members. They are expected to be looking for possible connections, opportunities to collaborate, or ways in which they can help you professionally and even personally. At the same time, they may discover ways in which you may be able to help them as well. Finally, you will also get feedback from the faculty on your presentation.</p>	<p><i>Andrey Delchev Auditorium</i></p>
11:00 – 11:30 pm	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
11:30 – 1:00 pm	<p><b>Know Yourself First – Part II</b></p> <p><i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i></p> <p>This session will build on Part I to provide deeper insights into the role that your personality preferences play in communications, teams, decision making, management and leadership. In the process, you will come to understand how your personality complements and conflicts with the personalities of others.</p>	<p><i>Andrey Delchev Auditorium</i></p>
1:00 – 2:15 pm	Lunch	<i>University Cafeteria</i>
2:30 – 4:00 pm	<p><b>Telling Your Story</b></p> <p><i>John King, Author, Cultural Architect, and Rogue Scholar</i></p> <p>The ability to tell your story is a key element in establishing relationships, which in turn are critical to effective leadership, persuasion, team building, and negotiations. The most effective stories connect with our emotions through values. In this session, you will learn the art of effective storytelling.</p>	<p><i>Andrey Delchev Auditorium</i></p>
4:00 – 4:30 pm	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
4:30 – 6:30 pm	<p><b>Learning Group Session</b></p> <p><i>Sharing Your Defining Moment Story</i></p> <p>Everyone has a moment when they realize that they want to become a leader. For some, that defining moment happens as a result of an</p>	<p><i>Assigned Learning Group Rooms</i></p>

important event in their life. For others, it was because of a person who had a strong influence on their lives - a parent, friend, teacher, instructor or boss - or even a brief or distant encounter with someone who inspired them at a crucial moment. For some, it happens at an early age; while for others it may be a gradual realization. You will have the opportunity to share a personal story with your small leadership group about a defining experience in your past that helped shape your character and influenced your future leadership choices. Through the insights from your own story and those of others, you will acquire a deeper appreciation of what makes you “you”.

6:30 – 7:00 pm	Free Time	
7:00 – 8:00 pm	Dinner	University Cafeteria
8:00 pm	Free Time for Connecting and Reflecting	

**Saturday, August 11**

*Business casual attire*

7:45 – 9:15 am	Breakfast Available	University Cafeteria
9:30 – 11:00 am	<b>Participant Forum – Part II</b> <i>John King, Author, Cultural Architect, and Rogue Scholar</i> This session continues with the participants sharing the stories of their organizations with feedback from the faculty and audience.	Andrey Delchev Auditorium
11:00 – 11:30 am	Refreshment Break	
11:30 am – 1:00 pm	<b>Understanding Human Nature</b> <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i> Human beings have developed sophisticated ways for surviving and growing in an increasingly complex world. For the most part, the mental shortcuts and rules of thumb that we use to deal with the massive amount of information that constantly confront us are both efficient and effective – until they are not! This session will explore insights from the fields of psychology, behavioral economics, and neuroscience into the ways that we perceive the world around us, draw conclusions, and make decisions as well as how they can mislead us. The insights from this session have applications in all aspects of our lives – professional and personal.	Andrey Delchev Auditorium
1:00 – 2:15 pm	Lunch	University Cafeteria
2:30 – 4:00 pm	<b>Special Guest Lecture</b> <i>Speaker(s) to be announced at the Academy</i>	Andrey Delchev Auditorium

4:00 – 4:30 pm	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
4:30 – 6:30 pm	<b>Understanding Life and Leadership – Part I</b> <i>Andrey Delchev Auditorium</i> <i>Michael Kouly, President, Cambridge Institute for Global Leadership</i> All living creatures are designed to survive. As human beings, we are unique among living creatures in that we seek, not only to survive, but also to grow. This session will provide a general philosophy of life and leadership with a focus on understanding yourself and others, systems, authority, and leadership skills.	
6:30 – 7:00 pm	Free Time	
7:00 – 8:00 pm	Dinner	
8:00 pm onward	Free time to prepare for the Cultural Exchange	

**Sunday, August 12**

*Business casual attire during the day. Smart casual or national attire for the evening*

7:45 – 9:15 am	Breakfast Available	<i>University Cafeteria</i>
9:30 – 11:00 am	<b>Making Connections</b> <i>University Cafeteria</i> Through this exercise, you will have an opportunity to discover connections among your peers and through your facilitators to members of the CELA networks as well as members of the affiliated networks in the United States, Middle East and Southeast Asia that can further your professional and personal growth and development.	
11:00 – 11:30 am	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
11:30 am – 1:00 pm	<b>Understanding Life and Leadership – Part II</b> <i>Andrey Delchev Auditorium</i> <i>Michael Kouly, President, Cambridge Institute for Global Leadership</i> This session continues the discussion on understanding yourself and others, systems, authority, and leadership skills.	
1:00 – 2:15 pm	Lunch	<i>University Cafeteria</i>
2:30 – 4:00 pm	<b>The Leadership Lifeline Exercise</b> <i>Andrey Delchev Auditorium</i> <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i> Prior to coming to the Academy, you will have received instructions to make a list of your major life experiences. You will need to bring that list with you to this session where you will use it to create your Leadership Lifeline in preparation for the Learning Group Session that follows.	
4:00 – 4:30 pm	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>

4:30 – 6:30 pm      **Learning Group Session**      *Assigned Learning Group Rooms*  
*The Leadership Lifeline Exercise*  
 You will need to bring the Leadership Lifeline with you that you created in the previous session to this Learning Group where you will use it as a tool for exploring themes from your life’s experience that may provide you with insights into your leadership, your purpose and what makes you unique as a person. In the process, you will develop a brief, authentic and values-based story about who you are as a person and a leader.

6:30 – 7:30 pm      Free Time to Prepare for the Cultural Exchange

*Smart casual or national attire for the evening*

7:30 – 10:30 pm      **Dinner & Cultural Exchange**      *Theater*  
*Dancing and entertainment to be provided by participants!*

**Monday, August 13**

*Business casual attire*

7:45 – 9:15 am      Breakfast Available      *University Cafeteria*

9:30 – 11:00 am      **Leadership and Purpose**      *Andrey Delchev Auditorium*  
*Michael Kouly, President, Cambridge Institute for Global Leadership*  
 Leadership, and ultimately life, is about purpose – that thing that is so important to you that that you would be willing to put yourself in peril to serve it. Finding your purpose is a key element in understanding yourself. Understanding your purpose allows you to set priorities, make decisions, and allocate your time. It serves as a reminder of where you are going as a leader and why.

11:00 – 11:30 am      Refreshment Break      *Balkanski Academic Center (2<sup>nd</sup> floor)*

11:30 am – 1:00 pm      **Leadership and Purpose - Continued**      *Andrey Delchev Auditorium*  
*Michael Kouly, President, Cambridge Institute for Global Leadership*

1:00 – 2:15 pm      Lunch      *University Cafeteria*

2:30 – 4:00 pm	<p><b>Cultural Architecture &amp; Tribal Leadership</b>      <i>Andrey Delchev Auditorium</i>  <i>John King, Author, Cultural Architect, and Rogue Scholar</i></p> <p>It is our nature as human beings to form tribes. Tribes are the basic building block of any large human effort, company or organization. A tribe consists of between 20 and 150 people; and, as such, their influence is greater than that of teams, entire companies, and even superstar CEOs. In any organization, it is the tribes that decide how much work gets done, and of what quality. They determine whether a new leader is going to flourish or get taken out. Furthermore, tribal culture exists in stages, going from undermining to egocentric to history making. Cultural Architecture and Tribal Leadership are about designing and building the tribe— or, more precisely, the tribal culture to operate at the highest stages. So, no matter what your company’s current cultural architecture today, Tribal Leadership can help you take it and your business to the next stage and beyond.</p>
4:00 – 4:30 pm	Refreshment Break
4:30 – 7:00 pm	<p><b>Learning Group Session</b>      <i>Assigned Learning Group Rooms</i>  <i>Where are You?</i></p> <p>You will have the opportunity to share in a small group setting your thoughts, questions and reflections on what you have learned so far in the Academy and how that relates to what you are currently facing in your personal life, career, and organization as well as receive valuable feedback and insights from your peers.</p>
7:00 – 9:30 pm	<p>Dinner in Town by Learning Group      <i>University Cafeteria</i></p>

**Tuesday, August 14**

*Business casual attire*

7:45 – 9:15 am	Breakfast Available <i>University Cafeteria</i>
9:30 – 11:30 am	<p><b>Negotiation Exercise</b>      <i>Andrey Delchev Auditorium</i>  <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i></p> <p>Negotiation is definitely not a game. Typically, serious interests and identity concerns are at stake, especially when the powerless must hold their own against those who have the upper hand. Nonetheless, games can teach us the value in finding common ground and collective identity as well as suggest strategies for doing so.</p>
11:30 – 12:00 pm	Refreshment Break
12:00 – 1:00pm	<p><b>Negotiation Exercise Debrief</b>      <i>Andrey Delchev Auditorium</i>  <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i></p>

1:00 – 2:15 pm	Lunch	University Cafeteria
2:30 – 4:00 pm	<p><b>Team Challenge</b></p> <p>You will face a challenge requiring you to make individual decisions then group decisions about desired outcomes as constrained by people and resources. You will experience the many challenges of working together with other leaders under pressure. In the process, you will also learn something about yourself and your teammates regarding your personality types, strengths, personal priorities and core values.</p>	University Cafeteria
4:00 – 4:30 pm	Refreshment Break	Balkanski Academic Center (2 <sup>nd</sup> floor)
4:30 – 5:00 pm	<p><b>Crucial Conversations</b></p> <p><i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i></p> <p>The better you understand yourself and others, the more effectively you can work with others. Nonetheless, personal conflicts inevitably arise when the stakes are high, opinions vary, and emotions are running strong. Too often, we do not deal effectively with these situations, allowing them to fester to the detriment of all. In this session, we will explore various skills that will enable you to hold these crucial conversations effectively whether the challenge is personal or professional, whether at home, at work, or in our communities.</p>	Balkanski Academic Center (2 <sup>nd</sup> floor)
5:00 – 7:00 pm	<p><b>Learning Group Session</b></p> <p><i>Crucial Conversations – Videotaped Role Plays</i></p> <p>Try out your skills at dealing with interpersonal conflicts through video-taped role-playing exercises with members of your Learning Group. You will role play a crucial conversation that you need to have with someone in real-life and discuss with your peer group better ways that you might approach that conversation on your return from the Academy.</p>	Assigned Learning Group Rooms
7:00 – 8:00 pm	Dinner	University Cafeteria
8:30 – 10:00 pm	<p><b>Small Group Working Sessions</b></p> <p>You can participate in a small group working session with your peers on a topic of your choice led by knowledgeable business leaders who have personal and professional experience in successfully managing the areas covered in each discussion. Choose from one of the following:</p> <ul style="list-style-type: none"> <li>• <b>What’s Your Dream?</b> John King will work with you to reflect on, identify, and understand your core values, strengths, and key collaborators in life that can help you realize your dreams.</li> <li>• <b>Integrity:</b> Andrea Bednar will explore ideas and consequences around the practice of integrity.</li> </ul>	Informal Venues to be Announced

- **The Flashpoint Method:** Meade Sutterfield will introduce the Flashpoint Method for discovering authentic demand for new product launches and start ups.

**Wednesday, August 15**

*Business casual attire*

7:45 – 9:15 am	Breakfast Available	<i>University Cafeteria</i>
9:30 – 11:00 am	<b>Innovation Exercises</b> <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i> You will engage in various exercises that illustrate key aspects of the innovation process.	<i>The Innovation Hub Aspire</i>
11:00 – 11:30 am	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
11:30 – 1:00 pm	<b>What Does It Take To Be An Entrepreneur?</b> <i>Moderator: Fakhri Abbasov, CELA Board Chairman</i> We live in an increasingly volatile, uncertain, complex and ambiguous world. New technologies and new business models are altering the landscape, impacting long-standing products and services and the people and organizations that deliver them. As a result, rather than look for a job, more and more people are creating their own jobs, whether through a newly formed start-up or within an existing organization as it adapts to the changes in the marketplace. We will assemble a panel of entrepreneurs from among the participants for a moderated discussion around these issues, offering you insights from your peers on how they are responding to these trends.	<i>Andrey Delchev Auditorium</i>
1:00 – 1:30 pm	Box Lunch	<i>University Cafeteria</i>
1:30 – 10:30 pm	Excursion and Off-Site Dinner in Melnik	<i>Meeting Place TBA</i>

**Thursday, August 16**

*Business casual attire*

7:45 – 9:15 am	Breakfast Available	<i>University Cafeteria</i>
9:30 – 11:00 am	<b>Future Aspirations</b> <i>Andrea Bednar, Founder &amp; CEO, PoP Associates</i> You will participate in an exercise that will guide you through a process of imagining your aspirations for the future then working backwards in time to create a realistic path for achieving those aspirations. You will set specific personal and professional goals and develop timelines for achieving them with a focus on ways in which other CELA members can support you and	<i>University Cafeteria</i>

hold you accountable for achieving your aspirations. You will have an opportunity to share your future aspirations with the members of your Learning Group who have gotten to know you over the course of the Academy, understand you, want to see you succeed, and are willing to hold you accountable for realizing your full potential – not only as a leader but also as a human being.

11:00 – 11:30 pm	Refreshment Break	
12:00 – 1:00pm	<b>Future Aspirations Continued</b> <i>Andrea Bednar, Founder &amp; CEO, PoP Associates</i>	<i>University Cafeteria</i>
1:00 – 2:15 pm	Lunch by Learning Group	<i>University Cafeteria</i>
2:30 – 4:30 pm	<b>The Y-Strategy Model</b> <i>John King, Author, Cultural Architect, and Rogue Scholar</i>	<i>Andrey Delchev Auditorium</i>
	<p>You will learn how to use the Y-Strategy Model, a highly practical and very effective tool for achieving near-term goals, by applying it to the next steps in achieving your future aspiration, whether that involves your career, your organization, your community or your family. Once you have developed your plan using the Y-Strategy Model, you will learn how to present the plan to others for their feedback and potentially to enlist their support and involvement in achieving your future aspirations.</p> <p><b>Outcomes:</b> Your ability to achieve will be greatly enhanced by your ability not only to plan, but also to engage others in supporting and assisting you with your plan.</p>	
4:30 – 5:00 pm	Refreshment Break	<i>Balkanski Academic Center (2<sup>nd</sup> floor)</i>
5:00 – 7:00 pm	<b>Managing Personal Change</b> <i>Bill Starnes, Former Partner, Trammell Crow International (retired)</i>	<i>Andrey Delchev Auditorium</i>
	<p>We all face challenges in our lives, whether it is seeking to accelerate our careers, thriving in the midst of organizational change, saving for the future, maintaining a personal relationship, changing a habit, or developing a new skill. We set goals, develop plans and seek to change; but, too often, we struggle and fail. In this session, we will explore a variety of sources of influence and their power to enhance the likelihood of successfully realizing our goals and objectives for personal growth and change. <b>Outcomes:</b> You will gain insights into the various sources of influence that both motivate and enable people to meet the challenges we each face, whether personal or professional, whether at home, at work, or in our communities.</p>	
7:00 – 8:00 pm	Dinner	<i>University Cafeteria</i>

8:30 – 10:30 pm      **Reflections on Life, Leadership and Purpose**      *To be Announced*  
 This session offers those who are interested an opportunity for an informal discussion and follow-up with Michael Kouly.

**Friday, August 17**

*Casual attire*

7:45 – 9:15 am      Breakfast available      *University Cafeteria*

9:30 – 11:00 am      **Immunity to Change**      *Andrey Delchev Auditorium*  
*Andrea Bednar, Founder & CEO, PoP Associates*  
 Based on the groundbreaking work of Robert Kegan and Lisa Lahey of Harvard, this session provides a new perspective on the mysteries of change – what prevents it and what enables it. Over the course of the session, you will experience a concrete tool for accessing your own and others' capacities to overcome the limitations and blind spots of our current ways of making sense of the world. You will gain a new understanding of what prevents and enables change; you will see why common change strategies often fail; you will uncover a mindset that keeps you from making a change you've been wanting to make but has proven resistant to your best strategies; and you will learn a new pathway to take effective action to finally realize that change.

10:30 – 11:00 am      Refreshment Break      *Balkanski Academic Center (2<sup>nd</sup> floor)*

11:30 – 12:30 pm      **Immunity to Change - Continued**      *Andrey Delchev Auditorium*  
*Andrea Bednar, Founder & CEO, PoP Associates*

1:00 – 2:15 pm      Lunch      *University Cafeteria*

2:30 – 4:00 pm      **Influencing Change**      *Andrey Delchev Auditorium*  
*Victor Antonio, Sales Consultant, Author, and Professional Speaker*

Stop feeling helpless! This leadership keynote focuses around understanding the different strategies we can use to influence or persuade others to execute 1) their personal goals, and 2) your company's short and long-term goals. Every day is filled with 'influence moments' where you can move and guide others to follow your lead. Learn how easy it is to drive other's decision-making process! Knowing how and why influence works will allow you to benefit from being a master persuader and share this knowledge with others.



4:00 – 4:30 pm      Refreshment Break      *Balkanski Academic Center (2<sup>nd</sup> floor)*

4:30 – 6:00 pm	<p><b>Sales Excellence Through Influence</b> <span style="float: right;"><i>Andrey Delchev Auditorium</i></span>  <i>Victor Antonio, Sales Consultant, Author, and Professional Speaker</i>                  This presentation is loaded with research and studies on how to influence the buying process and increase buyer satisfaction. Find out why outdated techniques don't work anymore. Learn how to position your product by framing the context of the conversation. Find out how to reduce buyer resistance and gain their acceptance by employing simple to use strategies and tactics!</p>
6:00 – 7:00 pm	Free Time
7:00 – 9:30 pm	<p>Dinner in Town by Learning Group <span style="float: right;"><i>University Cafeteria</i></span></p>

**Saturday, August 18**

*Business casual attire during the day and smart casual for the evening*

7:45 – 9:15 am	Breakfast Available <span style="float: right;"><i>University Cafeteria</i></span>
9:30 – 11:00 am	<p><b>Sales AI</b> <span style="float: right;"><i>Andrey Delchev Auditorium</i></span>  <i>Victor Antonio, Sales Consultant, Author, and Professional Speaker</i>                  With the increase in computational processing power, sophisticated algorithms and storage capacity, data scientists and technologists are now able to create Machine Learning programs exhibiting a combination of complexity, sophistication, and speed exceeding all that has come before. In the world of sales, the predictive power of these new algorithms is changing the way sales organizations function. The fact is virtually every stage of the traditional sales pipeline is now ripe for disruption as companies enthusiastically invest in AI applications that have the potential to sharply enhance critical sales functions and thus aid in the development of more efficient sales processes. You will gain insights into how the era of Artificial Intelligence is disrupting the traditional sales process.</p>
11:00 – 11:30 am	Refreshment Break <span style="float: right;"><i>Balkanski Academic Center (2<sup>nd</sup> floor)</i></span>
11:30 – 1:00 pm	<p><b>Shaping the Future - The Power of CELA</b> <span style="float: right;"><i>Andrey Delchev Auditorium</i></span>                  As an effective leader, you have the ability to shape the future and CELA can play a powerful role in that process. Once you complete the CELA Academy, you automatically become a member of the CELA network. With an understanding of the CELA concept, you will realize the potential power of the network for helping you shape the future, as well as the responsibilities of being a member of the CELA network. You will also learn that the power of the CELA network is multiplied by its affiliation with similar, parallel networks, including MELA covering countries in the</p>

Middle East, SEALA covering South and Southeast Asia, and SIBF covering primarily the United States.

1:00 – 2:15 pm Lunch *University Cafeteria*

2:30 – 4:30 pm **Learning Group Session** *Assigned Learning Group Rooms*  
*Wrap Up*

You and your colleagues will have an opportunity to consolidate what you have learned, solidify newly formed relationships, and commit to leveraging your skills and relationships to solve the specific challenges you will face when you return home to your communities, companies and countries as current and future leaders of the region.

4:30 – 6:30 pm **Closing Ceremonies** *Andrey Delchev Auditorium*  
 You will be individually recognized, awarded a certificate of completion for the CELA Academy, and officially inducted into the CELA Network.

6:30 – 7:30 pm Free Time

*Smart casual for the evening*

7:30 pm **Grand Finale Dinner** *Starata Kushta Restaurant*  
 Food, gifts, toasts, entertainment, and farewells. **Not to be missed!**

**Sunday, August 19**

*Casual attire*

Breakfast Available *University Cafeteria*

Departures throughout the Day