

FROM THE DEPARTMENT CHAIR

Robson Marinho, PhD

Leadership and Meetings – II



As we continue our “debate” on the topic of “Leadership and Meetings,” you can see the pictures below and have a glimpse of our LEAD Department meetings, which means, we are on the same boat with meetings!

Thanks to those who interacted with our debate questions in the last newsletter about Leadership and meetings. Here are some of the participants’ comments on the following topics:

Topic 1: “Is it possible to have true leadership without meetings?”

“On meetings, I happen to enjoy them. While I am best at one-on-one conversations with my employees, without the all-faculty meetings I believe our shared vision would be more difficult to create and to articulate.”

Jim Weller (2006 cohort)

"In my department, meetings are indispensable. Since we are structured as a high performance team, we need to have everyone's input before we can make decisions together. We do not make decisions in a hierarchical manner. However, when I initially became the director, our weekly staff meetings would go on for hours. I solved this problem by beginning to meet individually with each team member (we have 6) prior to the weekly staff meeting." Eileen Kooreman (2010 cohort)

Topic 2: "Can leadership be taught?"

"I see the following quote on the newsletter page: 'The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.' —John Buchan
. . . if the greatness is already there, then would you agree that leadership cannot be instructed, it essentially is a social phenomenon which unfolds uniquely for each unique person individually? . . . There are several leadership scholars who view Leadership studies as more mythology than science, more fantasy than fact."
Michael Kearns (2002 cohort)

"I always enjoy being made to think. I agree with the Buchan quote. But that is only a small part of the definition. If leadership is about the accumulated situational result of a given relationship, then it can never be anticipated, therefore it cannot be taught. Only management and executive skills can be taught. If you call those skills 'leadership' then it can be taught." Jim Tucker (LEAD adjunct faculty)

We will close this discussion next month. Some of you suggested having a discussion forum instead of individual email messages, so we have created an interactive space below for you to post your comments. Let's continue the discussion on the comment box below.



Interview: Dr. Janine Lim

Janine Lim (2010 graduate) is the new associate dean for higher education at Griggs University, located since November 2010 on the campus of Andrews University. In our interview this month, Dr. Lim talks about the merger and her perspectives for this new venture of Andrews University.

LEAD: What is Griggs University and how did it merge with Andrews?

Janine: Griggs University is the distance education arm of the Seventh-day Adventist church. The General Conference of Seventh-day Adventists decided to transfer ownership and operation of Griggs from the General Conference to Andrews University, hence the merger with Andrews University. Read more online here: <http://www.andrews.edu/news/2010/11/griggs.html>

LEAD: How does it feel to "jump" from the role of doctoral student to a top leadership position in the same university?

Janine: Humbling. It's an incredible challenge that we have facing us as we build a new Andrews University School of Distance Education to serve current Andrews University and Griggs University students, and we are also looking to build additional programs in the future.

LEAD: How do you think that your previous career prepared you for this new position?

Janine: In my work as Instructional Technology Consultant at Berrien RESA, I learned cutting edge educational technology, distance education techniques, and networked internationally. My experiences there definitely provided useful skills and knowledge for my new work.

LEAD: In which ways did the Leadership program shape you for this new position?

Janine: I'm still processing this question as I find my way in my new job. The area that is most obvious to me right now is that of change. We are in the middle of chaotic change. Merging Griggs with Andrews required an over sixty percent staff turnover. We've also had to merge two different philosophies of online education and accompany differing procedures and processes. We've had to upgrade courses, and rebuild the infrastructure at Andrews to meet ever-changing accreditation and federal requirements. I could go on and on about all the *change!* I keep coming back to Fullan's Six Secrets of Change for wisdom in managing this process. Learning is the work! Systems learn!

LEAD: How do you think your new position can support and provide resources for the Leadership program and the whole department?

Janine: We are still spending most of our time on the merger and accreditation and federal requirements for online learning. However, I have some dreams about how we can build additional services and resources for online programs such as those in the Leadership department. One area that I hope will be functioning soon is a helpdesk number for online students.

LEAD: Which book on Leadership would you recommend as a "must read?"

Janine: My "must read" right now is anything recent from Fullan on change. (*Change Leader: Learning to Do What Matters Most*, *All Systems Go: The Change Imperative for Whole System Reform*, *Change Wars*, *The Six Secrets of Change*).

LEAD: What do you like to do in your leisure time?

Janine: I try to visit Fernwood Botanical Garden—located just a few minutes from Andrews University, each week to see what has changed.

LEAD: Tell us about your family.

Janine: My husband, James Lim, is PC Support Manager at Andrews University.

LEAD: One word of advice to participants?

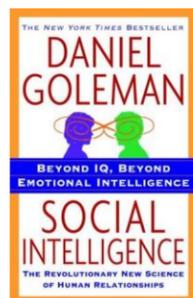
Janine: Persist, pay attention, network, and keep learning from each other!

DEPARTMENT NEWS

Roundtable Countdown!



We have now three months left to explore the theme of *Emotional, Social and Spiritual Leadership in preparation for the Annual Roundtable Conference*. Like last year, the first two days of the conference will be open to the wider community, so feel free to invite your friends and colleagues to attend the keynote speech by Daniel Goleman, best-selling author of the book *Emotional Intelligence*. Make sure to visit the Roundtable link at: http://www.andrews.edu/sed/leadership_dept/



Roundtable book: *Social Intelligence: The New Science of Human Relationships*. Make sure to bring yours and enjoy a book signing ceremony by the author.

Pre-Conference Workshops: Before the official start of the conference on Sunday evening, there will be two days of pre-conference workshops on the topic of Spiritual Leadership. These will begin on Friday evening and will continue Saturday and Sunday. The highlight of the pre-conference session is a keynote address by Richard Blackaby, co-author of *Spiritual Leadership*. The pre-conference sessions are sponsored by the Christian Leadership Center (CLC).

Call for Proposals: You are welcome to submit paper proposals on topics related to Leadership at the Annual Roundtable Conference. See the Call for Proposals at http://www.andrews.edu/sed/leadership_dept/ (deadline is May 15)

Newsletter Survey

Thanks for the valuable feedback many of you provided on the newsletter survey. We have plenty of suggestions that will help us improve our communications. If you have not yet responded, please take 5 minutes to add your comments.

<http://www.zoomerang.com/Survey/WEB22EWB9EG77S>

LEADERSHIP PROGRAM NEWS

Congratulations Lara MacQuarrie, PhD!



Lara MacQuarrie (1998 cohort) completed her program by presenting her portfolio on April 11, 2012. Her committee members were Jim Tucker (Advisor), Shirley Freed, and Robson Marinho.

Congratulations Ricardo Norton, PhD!



Ricardo Norton (2006 cohort) completed his program by presenting his portfolio on April 11, 2012. His committee members were Erich Baumgartner (Advisor), Shirley Freed, and Janet Ledesma. Ricardo defended his dissertation earlier this year.

Congratulations Karen Tilstra, PhD!





Karen Tilstra (2007 cohort) successfully defended her dissertation, "Leadership Programs Designed to Develop Creative Leaders: a Multiple Case Study" on March 26, 2012. The dissertation was chaired by Shirley Freed. Committee members were Erich Baumgartner, Rhonda Root, and Alyssia Coates (2010 graduate and external examiner). Karen presented her portfolio on April 10, 2012, bringing her to the end of her PhD journey! Her committee members were Robson Marinho, (Advisor), Shirley Freed, and Sylvia Gonzalez.

Dennis Lundgren Defends Dissertation



Dennis Lundgren (2006 cohort) successfully defended his dissertation, "The Effects of a Videoconferencing Implementation Project on Educators' Level of Concern in Southwest Michigan Schools." The dissertation was chaired by Shirley Freed. Committee members were Jimmy Kijai, Dennis Rudy, and John Van Dyke (external examiner).

HIGHER EDUCATION PROGRAM NEWS

Leandro Rodor Returns to Brazil



After spending a couple of years on the campus of Andrews University, Leandro recently completed his coursework for the MA program in Higher Education and moved back to Brazil where he is finishing his master thesis research project, titled "Perceived Usability of the Moodle Learning Management System Among Faculty of Andrews University's Leadership Department." Leandro worked as web designer and technology assistant for the School of Education and has been extremely valuable to the Leadership department. The department is grateful to Leandro for his support and assistance, and wishes him all the best on his new journey in Brazil!

ANNOUNCEMENTS

Upcoming Webinars

1. April 30: School Budget/Principals responsibility. Presenter: George Carrazana
2. May 7: Cultivating Relationships. Presenter: Bob Overstreet
3. May 21: Pastor/Teacher Collaboration. Presenter: Pam Consuegra and Stan Patterson

Always at 4:30 pm, on the following link: http://www.andrews.edu/sed/leadership_dept/webinars/