



FROM THE DEPARTMENT CHAIR

Robson Marinho, PhD

Teamwork of the Year!

Every year since 1927, *Time* Magazine selects the Person of the Year, praising the person who, in the opinion of selected journalists, most impacted the news and the world. The list of candidates in 2012 included people from all over the world: Malala Yousafzai, the young girl from Pakistan who initiated a movement for better education of girls and survived a shot in the head by the Taliban; Egyptian president Mohamed Morsi; Bill and Hillary Clinton for their global humanitarian work; and U.S. President Barack Obama; and others. Finally, after much speculation, the announcement came on December 19, and the winner was Barack Obama.

The media needs to fabricate heroes in order to increase sales, and the reelection of Barack Obama did put him on the spotlight. However, as I read the news about President Obama as the person of the year, what caught my attention was the fact that most of the article was sharing about the several teams who supported his accomplishments. As I reflected on that, I wondered why *Time* selected a single person and not the team that built the leadership of Barack Obama. "Teamwork of the Year" seems to make more sense from a leadership perspective. The pictures below present part of the leadership team of Barack Obama.



The Campaign Team: David Simas ran Obama's opinion-research team, including focus groups; Stephanie Cutter managed the daily effort to defend Obama and dismantle Romney; David Axelrod, co-author of the Obama campaign story, oversaw the entire strategy from Chicago; Jim Messina, the campaign manager, designed, built and ran the whole campaign from scratch; Jim Margolis, the TV adman, relentlessly bombarded swing-state airwaves for months; Jeremy Bird, the grassroots organizer, created a smarter, larger Obama army than in 2008.



Geek Squad 1.0 (from left): **Harper Reed**, the chief technology officer, tweeted “My boss is awesome” after Obama won; **Dan Wagner**, the chief analytics officer, oversaw a team of number crunchers five times the size of the 2008 group; **Dylan Richard** engineered much of the software behind the campaign; **Andrew Claster** used analytics to develop new ways of targeting and predicting voter behavior.



Geek Squad 2.0 (from left): **Michael Slaby**, a veteran of the 2008 effort, hired the tech and data teams and kept them on track; **Chris Wegzyn** built the infrastructure and software behind the massive data operation; **Teddy Goff**, the digital director, ran social-media, online and mobile outreach; **Joe Rospars**, the architect of online fundraising for Howard Dean in 2004 and Obama in 2008, oversaw digital efforts; **Marie Ewald** focused on e-mail fundraising, helping raise \$690 million online.



Main White House Staff (from left): **Jay Carney**, the spokesman, handled the White House press; **David Plouffe**, the political strategist, steered the campaign’s White House outpost; **Alyssa Mastromonaco**, the deputy chief of staff, kept the President focused; **Pete Rouse**, the senior adviser, was the go-to troubleshooter; **Valerie Jarrett**, Obama’s closest adviser, was his sounding board; **Dan Pfeiffer**, the communications director, decided how to deliver the message.

DEPARTMENT NEWS

Leadership Conference and Roundtable 2013



Roundtable 2013 will focus on the topic of **Leadership and Diversity**. The keynote speaker will be CNN Anchor Soledad O’Brien, the author of the groundbreaking documentary “Black in America,” which took an in-depth look at the challenges confronting Blacks in America. Her work in the “Black in America” series offered extraordinary, gripping stories of successful community leaders who are improving the lives of African Americans. In 2010, the National Association of Black Journalists named O’Brien Journalist of the Year.

Important Dates:

Conference and Roundtable: July 21-24, 2013
Pre-Session: “Servants and Friends,” July 19-21



Interview: Dr. Subir Dass

Recently Dr. Subir Dass joined the Department of Leadership as a visiting scholar. With a professional background in Educational Administration and research methodology, Subir Dass will support LEAD in 2013 as part of our faculty team. His many responsibilities include teaching, serving on dissertation committees as member and methodologist, and serving as the Educational Leadership Internship Coordinator. In this interview, Subir shares his story.

LEAD: Please tell us about your background.

Dr. Dass: I was born in Ranchi, India. Since my parents were working in an Adventist Secondary residential school, my childhood was in a rural Adventist campus.

LEAD: Please describe your academic journey and majors from college to doctorate.

Dr. Dass: In college I majored Physics with a minor in Mathematics. I got my M.A. from Andrews University, in Curriculum & Instruction, and my Ph.D. in Educational Administration from Adventist International Institute for Advanced Studies (AIAS), Philippines.

LEAD: What was the topic of your dissertation and why did you select it?

Dr. Dass: My dissertation was titled Development and Validation of a More Comprehensive Model for the Student Instructional Rating System (SIRS) by Including a Spiritual Construct. Integration of faith in learning distinguishes Christian colleges from secular ones. I did not come across any instrument rating teacher performance having spiritual items, so I decided to develop and validate one.

LEAD: Please describe your career background and aspirations?

Dr. Dass: I began my career as a math and physics teacher in secondary schools. After I completed my M.A., I was appointed as Principal of SDA High School in Kolkata, India. In 2000, having earned my Ph.D., I became the College Registrar and taught graduate courses for the Andrews University extension program at Spicer College. With my experience developing a Christian curriculum, I was offered the opportunity to work at a Catholic institution, so I accepted to serve as Vice-Principal for Academic Administration at Saint John Mary International School in Thailand. In 2009, I was called to serve at University of the Southern Caribbean, Trinidad.

I have been conducting four-level training workshops for secondary school teachers as follows: (1) Integration of Faith in Learning, (2) Classroom Management, (3) Improving Instruction, and (4) Assessment of Student Achievement. Now I want to keep measuring the extent to which teachers integrate faith in learning in Christian colleges and universities. Secondly, I want to get involved in some publications, maybe even writing a book.

LEAD: Please share one turning point in your life?

Dr. Dass: In SDA High School in Kolkata, India, only one percent of our students were Christian; the most of the students were Hindus and Muslims. So my position was that these city day schools are only for generating funds to support the mission. During our 1992 annual sports day, one morning I saw six students sitting very quietly by the side of the playground. At first I thought they must have lost in an event and were sad. But when I turned and looked carefully, I realized that they were praying before participating in the next event. This changed my position that even the city day schools are influencing young people to build their trust in God. They may not take a stand to publicly confess Christ, but in their hearts they know that God cares and loves them and that they can call on Him anytime.

LEAD: What are your plans to support the internship participants of the Educational Leadership program?

Dr. Dass: I am pleased that the Leadership Department has prepared a very comprehensive Internship Manual. I will closely monitor the progress of each internship participant so to ensure that their portfolios clearly evidence every aspect of an educational leader in the making.

LEAD: In which ways has the Ph.D. program impacted your personal and professional life?

Dr. Dass: So far I have been involved in advising M.A. students in their theses, but now at Andrews, working in the Ph.D. program, I am growing personally in my methodology skills. In my professional life, I am looking forward to co-publishing some of the dissertations of our students, which will help me to go on with my own publications as well.

LEAD: What is your big dream for the future?

Dr. Dass: I want to publish a book on applied statistics for educational research that students can use as they prepare to work on dissertations.

LEAD: A favorite book?

Dr. Dass: *Christianity On Trial: Arguments Against Anti-Religious Bigotry*, by Vincent Carroll and David Shiflett.

LEAD: A favorite hobby or something unique about yourself?

Dr. Dass: I love to play badminton. My favorite pastime is to plan travels even though I may never make that journey.

LEAD: Please introduce your family.

Dr. Dass: I have been married to Mandakini for 28 years. My eldest daughter, Stuti (means "praise"), is 23; my son, Saharsh (means "happiness"), is 18; and my youngest daughter, Smriti (means "remembrance"), is 16.

LEAD: Besides the Bible and the church, who is a leader in history who inspires you?

Dr. Dass: Mahatma Gandhi: he said, "I like your Christ, I do not like your Christians. Your Christians are so unlike your Christ." This is an inspiration and driving force that compels me to strive with God's help to be a Christian like Christ.

LEAD: In one sentence, what would be your encouragement for your students?

Dr. Dass: I want my students to know that we are all weak, but by God's power, each of us can become effective leaders.

LEADERSHIP PROGRAM NEWS

Joyce Johnson Receives High Honor in Distance Education Teaching



Joyce Johnson, Ph.D. (a 2003 Leadership Graduate), of Hagerstown, Maryland, is a recent recipient of Capella University's **President's Award for Excellence**. Capella University President Scott Kinney recently recognized 16 of Capella's 1600 faculty members with a newly established **President's Award for Excellence**. Johnson, a full-time faculty member in Capella's School of Public Service Leadership, was extremely honored to be among the small number of faculty who received the prestigious award. The award was based on a consistent demonstration of high-quality performance as a teacher, mentor and contributor to the University and the academic community. She was also invited to join the **President's Advisory Council**, which will meet periodically with the university President to provide input on university topics and issues. The award additionally allows recipients to be viewed as models for all Capella faculty and represents a lifetime achievement status with the University.

Joyce is intentional about integrating faith with learning in both theory and practice as part of her teaching profession. She attributes much of her success as a distance learning educator to the wisdom sought daily from God, as well as her passion for learner success.



Joyce with Capella President Scott Kinney, who interrupted a meeting at the University's headquarters in Minneapolis to extend personal congratulations.

ANNOUNCEMENTS

Apply Now for School of Education Scholarships

There is only one week left to apply for School of Education (SED) scholarships for the 2013-2014 academic year. If you are on campus, applications are available in the SED Dean's Office (Bell Hall, Room 105) as well as in the Leadership office. Applications must be submitted to the Dean's Office by noon on Friday, February 1, 2013. If you are not able to come to campus to personally fill out the short application form, call or e-mail Marji [(269) 471-6580 or batesm@andrews.edu] or Maria [(269) 471-3487 or huinga@andrews.edu]. They will be happy to fill out and submit the form for you.

Online Tutorial for IRB Applicants

Beginning **January 1, 2013**, applications for approval by the **Andrews University Institutional Review Board (IRB)** will require the inclusion of certificates of completion for the National Institutes of Health Online Training Tutorial (<http://phrp.nihtraining.com/>) for all principal and co-investigators listed on the IRB application. For applications submitted by student researchers, a certificate of completion for the faculty research advisor should also be included.

The tutorial will take an average of about two hours to complete and covers the basic ethical principles of **respect for persons**, **beneficence**, and **justice** that guide all research involving human subjects.

- **Respect for persons** indicates "first, that individuals should be treated as autonomous agents, and second, that persons with diminished autonomy are entitled to protection." Thus, respect for persons includes "the requirement to acknowledge autonomy and the requirement to protect those with diminished autonomy."
- **Beneficence** means to protect individuals from harm. Specifically, beneficence is the obligation to "(1) do not harm and (2) maximize possible benefits and minimize possible harms."
- **Justice** means there should be "fairness in distribution" both of the risks and the benefits of the research.

Upon completion of the tutorial, a Certificate of Completion is provided that will be valid for three years. More information is available on the Andrews University IRB Webpage, http://www.andrews.edu/services/research/institutional_review/.

Summer 2013 Stats Course

EDRM611 Applied Statistical Methods I, Summer Intensive (3 credits)

This course is *tentatively* scheduled to meet July 8-19, 2013, and will be taught by Dr. Jimmy Kijai. The offering of this class has been discussed but has not been officially added to the summer schedule. Nevertheless, please use these dates as you begin your summer travel plans.

LEAD Newsletter Editorial Team

Editor: Robson Marinho

Assistant Editor: Kevin Wiley

Web Designer: Leandro Oliveira

Online Editor: Olivia Spence

Contributors:

Shirley Freed, Janet Ledesma, Erich Baumgartner, Duane Covrig, Sylvia Gonzalez, Subir Dass, David Ferguson, Enoc Lopez, Marji Bates, Maria Elizabeth Huinga