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June 2017-
February
2018

IN THIS ISSUE

From the Department Chair

by Duane Covrig, PhD

For eight months, the Newsletter has been silent for several reasons.

First, we had fewer portfolio and dissertation completers. This rare lull is now changing back to normal as we have over a dozen planning to finish by May or August.

Second, we transitioned to a new graduate assistant (GA) editor. His first task was to see if we even needed the newsletter. He surveyed users. After receiving only minimal responses after repeated attempts over several months, we figured we had a deeper communication problem. As Weick and Sutcliffe (2015) argued in their classic book *Managing the Unexpected: Sustained Performance in a Complex World*, receiving **no news is the worst**, because at least **bad news is good feedback**. From the limited response, we knew we would eventually have to innovate this newsletter. In the meantime, the responses that did trickle in asked us to keep the newsletter, so we will for now.

The main reason for the newsletter hiatus has been an aggressive push on three fronts. We have been hammering out department decisions to align with Vijay Govindarajan's (VG) good advice from his [Leadership Conference presentation](#) and his [Three Box Solution: A Strategy for Leading Innovation](#) book.

As many of you remember (or can read [online](#) in [several places](#)), VG challenged leaders to spend focused time in three areas.

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Box 1 is about managing the present by daily attention to performance. This focus on improving practice by incremental improvements is about improving efficiency and goal attainment related to services. Box 3 is innovating for the future (VG's best-known area of work). It is dreaming and strategizing new markets or products or new habits and activities. It is the Research and Development (R&D) heart of a successful organization. Box 2 is the garbage bin where scraps of work from Box 1 and Box 3 go when they are not helping us move forward. It is stopping, repurposing, or transitioning out of anything that is not furthering our services to others in a meaningful and sustainable way.

The newsletter remains a potential Box 2 candidate pending a Box 3 intervention first (explained later).

Here is some of our additional work in each of the three boxes:

Box 1: Performance Improvement

1. Dashboard. We have a group of more than eight people working on developing better ways to track leadership program participants' work, progress, and signoffs. This group has met almost weekly for about a year, processing different software solutions. Eddy Witzel (2014 PhD Leadership graduate) is leading this team, which includes LEAD staff and faculty and several AU IT experts to ensure the systems we utilize will work with the university processes.

Leadership PhD graduates Janine Lim (2010) and David Heise (2006) are also part of this group. We have had a thorough process to ensure our investment meets the needs of participants and staff. We added Lee Davidson (retired chair of Teaching, Learning and Curriculum Department) to help us especially see ways to configure Learning Hub/Mahara to help leadership participants. Soon, we plan to recruit a few volunteer participants to help us with a prototype system so they can try it out and be able to report at our 2018 roundtable.

2. Assessment. We continue to improve programming through assessment. The Educational Leadership Program has done the most work in this area; they are meeting weekly to create improved assessment processes. Janet Ledesma, the program director (and 2011 PhD in Leadership Graduate), led us in securing [national recognition](#) for our MA in Education: Educational Leadership concentration in 2011. Her ongoing work with [Educational Leadership Constituent Council \(ELCC\)](#) and the [National Policy Board for Educational Administration](#) help further a culture of assessment in our department. Getting and staying on the list of approved programs helps our participants as well. Janet Ledesma is also now the Associate Dean of the School of Education, where she is influencing all programs in having an intentional focus on program outcomes, curriculum maps, rubric evaluations, data collection and data interpretations—all designed to help continuous improvement happen.

3. Research and Scholarship Publication Performance. On our horizon is a move to improve our research publications. While we have had some success with graduates being published in journals outside AU and especially those edited by AU faculty (like [Journal of Research on Christian Education \(JRCE\)](#) and [Journal of Applied Christian Leadership \(JACL\)](#)), we know we can do better. We also have a lot of interesting research that needs to be polished into more grants. Our higher education administration professor Gustavo Gregorutti (a 2008 PhD graduate in Educational Administration and Leadership) is tooling up to help us with this. He received the distinguished [Research Faculty Status](#) last year and plans to work with [Andrews International Center for Educational Research \(AICER\)](#) to help us improve our processes to help faculty and participants alike publish more. Along with Jay Brand and Randy Siebold, Gus is already re-visioning our post-doctoral fellowship to increase its focus on research and grants. Expect more in this area later this year or next.

Box 3: Innovate for the Future

While aspects of Box 1 require micro-innovation, Box 3 is all about macro innovation. It is creating new paths of work and new futures for our department. Here are the top three areas of work in this area:

4. Creativity and Innovation Education. Dr. Karen Tilstra (2012 PhD Leadership Graduate) did her [dissertation on creativity in leadership development programming](#) and leveraged that into co-founding the Florida Hospital Innovation Lab (FHIL). You can [listen to her TEDx story](#) on that process (at around the 7 minute mark she mentions our PhD in Leadership program as helping her in this process). For the last four years, she and her organization have graciously given back to us by helping us be more creative and innovative. Several faculty spent a week working at FHIL in 2015 paid for by them. We came back with our Dashboard project (see Box 1 above).

We also created a concentration in the MA in Leadership on Creativity and Innovation (this is Box 3 innovation). We will have our first graduate in that concentration this year.

In addition, Jay Brand and Randy Siebold spent a week getting training at [Stanford University's d-school](#) for innovation education. They worked with Karen and the FHIL team to offer our first Creativity and Innovation Workshop in summer 2016. Since then, Jay and Randy have been offering the one-credit workshop on the Wednesday through Friday of Roundtable week every summer. If you have not experienced this intensive creative event, please talk with your advisor and sign up for it if it fits your plans and schedule.

5. Innovation Space and Services. We also trying to leverage Dr. Tilstra's gracious services to us to benefit those in our community. We plan to offer innovation services to others. Randy has already helped a few departments on campus with innovation thinking. Our plan is to have Innovation Spaces and "Services" available in several different "packages." There are now two spaces on campus that we use to facilitate innovation. The largest (but shared) location is the old Integrated Marketing and Communication building (which we affectionately call the Innovation House) near the new Wellness Center (this is where our intensive writing retreat, LEAD535 is held in July).

The other space is our LEAD offices. It is a room with floor to ceiling whiteboards that I call the Think Tank (see picture) It will be available for participants for brainstorming (either their innovations or dissertations) and for small groups to be trained in innovation. Contact me if you want more information.

6. New Programming. For the last two years, we have experimented with several projects related to new programming. Not all of these have materialized, but enough have to give us some forward momentum. Early work on a health care leadership concentration with the Doctor of Science in Physical Therapy programming led us to create a concentration process for any type of PhD in Leadership concentration AU could support. Those who want a concentration will be required to do three competencies, 12 credits and a dissertation in the area of concentration (See the [lower section of the bulletin](#) for more information). AU's Department of Music will likely be the first group to bring to us a cohort to do a concentration in Music Leadership. Collaborating with other parts of the campus will be a key part of our success in this area of innovation.

Randy Siebold has also been experimenting with several different options on programming related to instructional design and technology in leadership. We will be doing some experimentation with that and have more to report in 2019.

Box 2: The Last Frontier?

Box 2 is letting go of the past and even good stuff for the sake of improved focus on Box 1 and Box 3 initiatives.

This is the hardest area for many to work in. "Indeed, there is really nothing quite so powerful as an entrenched set of obsolete values and practices" (Govindarajan, 2016, p. 77). Many of us are collecting souls, not purging souls. I am one of those. Box 2 leaders help us get rid of things that bog us down, or as Shirley Freed reminded us often, that get us stuck!!!

Dr. VG's Box 2 advice brought me back to the difficult emotional experience I had in 2011 reading Henry Cloud's book [Necessary Endings](#). I delayed reading it for six months until I could emotionally prepare myself to handle the truth vivid in his subtitle: "The employees, businesses, and relationships that all of us have to give up in order to move forward."

Leaders have to make decisions to throw away practices, behaviors, or even programs and to move on, even from past successes. The top three Box 2 changes so far:

7. Undergraduate Leadership Moved to College of Arts and Sciences (CAS). We got help making this difficult but necessary Box 2 decision. I believe it was wise to let CAS take over supporting the Undergraduate Leadership program. CAS is better situated to serve undergraduate students than we are. We played an important support role in the early development of this program as Francis Faehner (2007 PhD Leadership Graduate) developed the idea from her dissertation work to practice. Keith Mattingly (Dean of CAS) and David Ferguson made the program a successful model for leadership development. We hope the best for UG LEAD and CAS on this important work.

8. Cut Meeting Times and Committee Inefficiencies. We have cut our department meetings in half over the last two years, pushing more work to program teams instead. A department meeting takes about three hours and we were having it weekly. That can represent hundreds of hours of staff time a month. We need these planning and deciding meetings but we also need time to implement decisions made at these meetings. By limiting ourselves to one or two department meetings a month, we had hoped to free up hours for more advising, course work, and Box 1 and Box 3 projects. We have also tried to improve our meeting time efficiencies. The results so far are mixed. We have some noticeable gaps in coordinated learning. Nevertheless, it has freed up faculty and staff to work initiatives like the MA in Leadership in Europe.

9. Repurpose Spaces and Office Order. We recently repurposed unused GA space in our offices for innovation space (see #5 above). This space was going unused for almost a year. We should have acted faster. Box 2 leaders would have. However, we are now looking at improving other areas of office space and operations.

Conclusion:

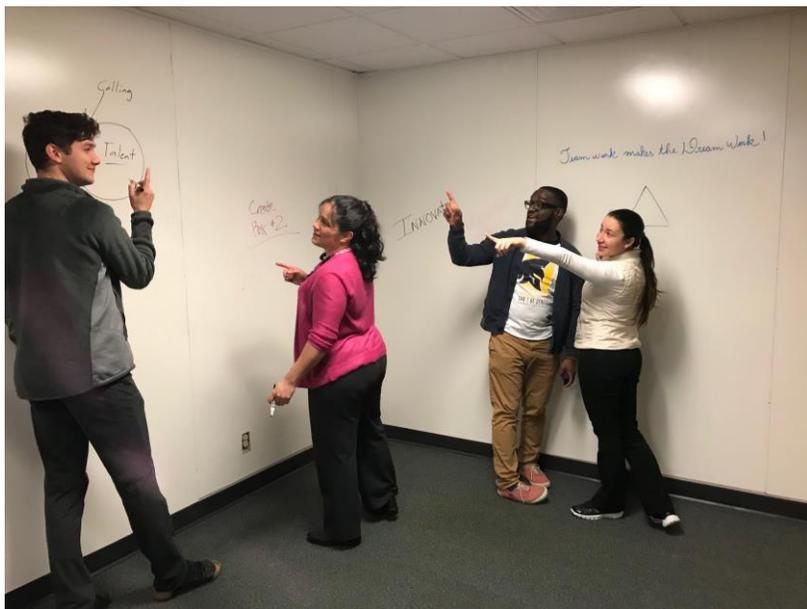
We hope this three box focus will allow us to serve better and create a sustainable educational environment for leadership development. In the process we have seen how staff and faculty have personalities and cultivated abilities that make them shine in one or other of the “three box” areas. We are learning to embrace the truth we need different types of leadership--innovators and managers to create sustainable success. We are thankful that our participants and alumni continue to help us in all three areas and keep us honest in our mission of leadership development. One construction sign puts it well: “The excitement is building: Be a part of the change! And forgive us for the dust we are creating as we go through this needed transformation.”

Supporting Resources:

Cloud, H. (2011). *Necessary endings: The employees, businesses, and relationships that all of us have to give up in order to move*. New York: NY: HarperCollins.

Govindarajan, V. (2016). *The three box solution: A strategy for leading innovation*. Boston, MA: Harvard Business Review Press.

Weick, K., & Sutcliffe, K. (2015). *Managing the unexpected: Sustained performance in a complex world*. (3rd edition). Hoboken, NJ: Wiley.



Department News

Please take note of our Summer Semester classes.

Registration for summer term 2018 begins Monday, March 5, 2018.

EDAL565 Leadership for Seventh-day Adventist Education	Dr. Janet Ledesma	2
EDAL680 K-12 Internship	Dr. Bordes Henry-Saturné	1-12
EDCI645 Advanced Diagnosis & Educational Therapy in Reading	Dr. Luana Greulich	3
EDFN500 Philosophical Foundations for Professionals	Dr. John Matthews	3
EDRM505 Research Methods	Dr. Tevni Grajales Guerra	3
EDRM605 Qualitative Research Methods in Ed. & Psych.	Dr. Tevni Grajales Guerra	3
EDRM611 Applied Statistical Methods I	Dr. Jimmy Kijai	3
EDUC670 Masters Comp Exam	Dr. Robson Marinho	0
EDUC770 Specialist Comprehensive Exam	Staff	0
EDUC870 Doctoral Comprehensive Exam	Dr. Robson Marinho	0
GDPC525 Psychology of Exceptional Children	Staff	3
LEAD535 Principles of Academic Writing	Becky De Oliveira INTENSIVE ON-CAMPUS July 16-20	1-3
LEAD600 Annual Conference	Dr. Erich Baumgartner	0
LEAD615 Leadership Certificate Plan	Staff	1
LEAD630 Intro to Leadership	Staff INTENSIVE ON-CAMPUS July 23-25	2
LEAD635 Leadership & Learning Plan	Staff	2-4
LEAD648 Workshop: Creativity & Innovation	Dr. Randy Siebold & Dr. Jay Brand INTENSIVE ON-CAMPUS July 25-27	1
LEAD648 Workshop:	Staff NAD TEACHERS CONF. AUG 6-9, 1 Cr	1-12
LEAD675 Portfolio Development	Arranged	1-3
LEAD678 Global Ed Study Tour:	Dr. Janet Ledesma June 24-July 8	6
LEAD680 Internship	Dr. Randy Siebold	1-12
LEAD689 Seminar: Global Study Tour	Dr. Robson Marinho June 24-July 8	3
LEAD690 Independent Studies	Arranged	1-12
LEAD756 Advanced Studies	Arranged	1-12
LEAD775 Advanced Portfolio Development	Arranged	1-12
LEAD778 Global Ed Study Tour	Dr. Robson Marinho	6
LEAD789 Advanced Seminar	Arranged	1-12
LEAD899 Doctoral Dissertation	Arranged	1-14

Meet our New Administrative Assistant

Hectmarie Cruz-Pena

On September 27, 2017, the Department of Leadership gained a new family member. Bright smile in tow and determination in her eyes, Hectmarie Cruz-Pena started as the new administrative assistant. Cruz-Pena replaces Kezia Saint-Louis, who resigned to fully focus on completing her Master of Arts in English. Hectmarie hails from Newark, New Jersey. Prior to coming to Andrews, Hectmarie worked as a family service worker for the Division of Family Assistance and Benefits in New Jersey. In her role as a family service worker, Cruz-Pena interacted with various individuals facing tremendous issues in life: health challenges, homelessness, and hopelessness. When she moved to Michigan she had an opportunity to continue working as a family service worker, but she felt that God was calling her to work in a Christian environment.

Hectmarie ventured to Berrien Springs because her husband, Erick, felt impressed to continue his education. Erick worked as a Bible worker for two years in Georgia and then worked as a pastor in New Jersey for two and half years. Hectmarie and Erick knew each as children in New Jersey, but developed a deeper relationship at Southern Adventist University. Erick studied theology while Hectmarie did business administration with a concentration in general management. The couple got married while they were students at Southern. They have two small children, Nathan (6) and Erianna (4). After graduating from Southern in 2010, Hectmarie went on to pursue her Masters in Management and Leadership from Liberty University, graduating in 2015.

Although she's only been here for four months, Hectmaire has observed much within the department and the teamwork amongst everyone: "The graduate assistants, the administrative assistants and the professors all work together to provide the best for our participants." While Berrien Springs may not be Jersey, Hectamrie is grateful for the opportunity to raise her children in a better environment. She hopes that her time here in Berrien will bring the family even closer and that she can find more opportunities to serve.

Hectmarie is a quick study: she's already adapted to the unique nature of the Leadership department, mastering course plans, EduTrak, iVue, and annual review. The skills and knowledge she acquired in her degree programs have been tremendous resources to the internal operations of the department. Hectmarie is a loving mother, a devoted wife and a dedicated employee.



Congratulations to our Graduates!

We want to take a moment to congratulate our August and December graduates! We are so proud of you all! Please join us in congratulating:

Betty Bayer, PhD in Educational Leadership

Luis De Sa, MA in Leadership

Heather Ferguson, PhD in Higher Education Administration

Thomas Gyuroka, PhD in Leadership

Jeffery Hart, PhD in Leadership

Francine Pacheco, MA in Leadership

Renaude Saint-Phard, PhD in Higher Education Administration

Yvette Weir, PDCERT in Leadership

We pray for God's blessings as you move forward in your journeys! Congratulations once again!

UPCOMING SESSIONS

Global Education Study Tour - LEAD 678/778
June 24-July 8, 2018

Leadership Orientation Session - LEAD 630
July 16-20, 2018

8th Annual Leadership Conference
July 23, 2018

Leadership Roundtable - LEAD 600
July 23-25, 2018

Creativity and Innovation - LEAD 648
July 25-27, 2018



News & Announcements

Congratulations, Betty Bayer!



On Friday, July 7, 2017, Betty Bayer, Director of Education for the Canadian Union, successfully defended her dissertation, titled *Assessing the Factors Impacting Professional Learning For Teachers in Seventh-Day Adventist Schools: A Comparison of Millennials and Non-Millennials*. The members of her committee were Dr. Bordes Henry Saturne, Dr. Jimmy Kijai (Methodologist), Dr. Jim Jeffery (External Examiner) and Dr. Janet Ledesma (Chair).

Dr. Bayer's study was a fascinating and invigorating study that proves to be revolutionary in terms of professional learning practices within the Adventist educational system. In addition, her committee strongly believes that the findings in her study regarding the differences in professional learning practice between millennial and non-millennial teachers will add to the body of knowledge focused on the needs and expectations of millennials in the workplace, particularly teachers in faith-based schools. Thus, because of her contribution to the Adventist educational system and contribution to existing literature, her committee is recommending unanimously that her dissertation be recognized as an outstanding dissertation by the Office of Research and Graduate Studies at Andrews University. Please join me in celebrating and congratulating Dr. Betty Bayer. You have made us truly proud! Thank you to her outstanding committee members who worked tirelessly and effortlessly throughout the entire process.

Congratulations, Renaude Saint-Phard, PhD!



Renaude Saint-Phard successfully defended her dissertation on June 5, 2017, completing her PhD in Higher Education Administration. Her dissertation is titled *Cultural, Linguistic, Curricular and Financial Stories of Andrews University International Undergraduate Students and Their Experiences of Coping During the Academic Year 2014-2015: A Narrative Study*.

Renaude's qualitative study intended to give a voice to international undergraduate students by exploring their cultural, linguistic, curricular, and financial stories and experiences. Furthermore, this research project sought to understand how they cope with those challenges. A key finding was that international undergraduate students at Andrews University are resilient people. Although living in a new country poses countless barriers due to the new language, culture, curriculum, food, loneliness, stress, and financial issues, the participants strategically managed to confront their challenges, motivate themselves and overcome obstacles. They purposefully coped with their difficulties through getting assistance from nearby communities, accessing the university's resources, and depending on their families, personal motivation, determination, and faith in God. The study concludes with policy implications for advancing a deeper integration of international students, which will increase internationalization in the American higher education system.

Renaude's committee consisted of Dr. Gustavo Gregorutti (chair), Drs. Jay Brand and Bordes Henry Saturné, and Dr. Ruth Hurton, Associate Superintendent of Education, Lake Union Conference of Seventh-day Adventists, who served as the external examiner.

Congratulations, Eileen Kooreman!



On January 24, Eileen Kooreman defended her dissertation successfully. Eileen is the Director of Operations of the DeVos Urban Leadership Initiative in Grand Rapids, Michigan, a national foundation which has invested in leaders involved in ministering to youth in economically challenging contexts. Her dissertation was titled *A Study of Collaborative Skills of Graduates of a National, Faith-based, Leadership Development Program*. In her defense it became very clear how valuable research can be for organizations and their executives, because it brings together relevant data that can improve decision making and processes. Eileen was supported by her husband, her professional team (who came in person), colleagues who have cheered her through the long process of a PhD, and her LLG (it was good to see Zack Hoyt, Graduate 2015). Congratulations, Eileen! You are on track to graduate this semester after the final step: the portfolio presentation.

UPCOMING EVENTS

Leadership Orientation- LEAD 630
July 16-20, 2018

Writing Workshop-LEAD 535
July 16-20, 2018

8th Annual Leadership Conference
July 23, 2018

Leadership Roundtable - LEAD 600
July 23-25, 2018

Creativity and Innovation - LEAD 648
July 25-27, 2018

Baby News



To my wonderful professors and extended spiritual family, I would like to take the time to share that we have officially welcomed our baby boy! We are being discharged from the hospital today.

Meet Ryden Lucas Brown, born February 16th at 8:24pm after 20.5 hours of labor. He is a big, healthy boy, weighing 8lbs, 10oz at birth and measuring 19 inches long. God allowed me the opportunity to have a completely natural birth—no medication or anesthetics, which was something I really wanted to experience for many reasons. After having had two unsuccessful pregnancies over the last year and a half (twins the second time), we are humbled, blessed, and grateful for this beautiful gift.

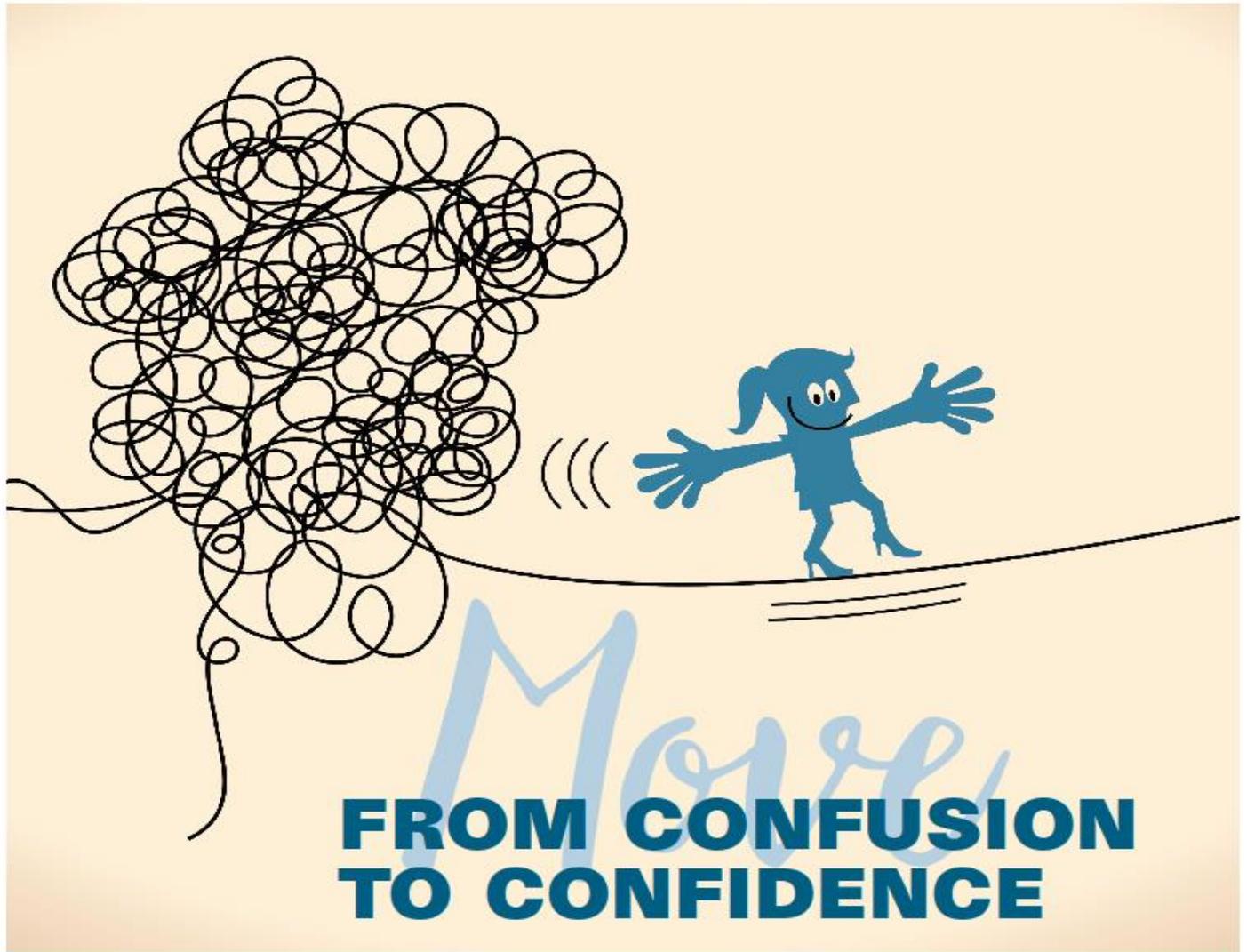
The meaning and significance of his name, outlined below, is part of our testimony.

Ryden: My husband and I came up with this variation of the name of my late brother Rodney. His birthday was February 12th and he passed away on February 29, 2008, almost 10 years ago, in a tragic car accident that ended his life at only 17 years of age. Coincidentally, Ryden also means “warrior,” which is very fitting considering our previous pregnancy mishaps.

Lucas: Biblical name meaning “bearer of light.” This baby has already brightened our lives in so many ways. I cannot describe the spark in my parents’ eyes, which I’ve not seen since losing my brother. I am in awe as I witness God’s restorative power and healing through this beautiful gift.

We thank you for your support and prayers. God’s timing is perfect.

Baby Ryden is the son of one of our Higher Education Administration students, Madeline Brown. Congratulations!



Top: 2017 retreat participants outside the Andrews University Innovation Center. Bottom: Instructor Becky De Oliveira (second from right) and a few of the retreat participants on a celebratory last-night outing to Warren Dunes State Park.

**JULY 16-20, 2018
WRITING RETREAT AND
RESIDENTIAL INTENSIVE***

This summer, improve your writing in a fun and fast-paced environment that offers practical strategies to improve your writing, along with extensive feedback, small group workshops, and individual tutorials. The Department of Leadership is offering a one week writing retreat and residential intensive course led by veteran writing instructor Becky De Oliveira (former faculty member) and conveniently located on the beautiful campus of Andrews University. Open to graduate students and faculty in all disciplines, the retreat promises to give you the skills, motivation, and space to become a more effective writer and complete a significant writing project over the course of the week. Experience this in one of three ways:

- LEAD 535 Principles of Academic Writing (1-3 credits)**
- LEAD 625 Research Writing (1-3 credits)**
- Noncredit. \$300 flat fee***

Contact Evelyn Perez for more details: pevelyn@andrews.edu

Becky De Oliveira, MA, has taught writing at various levels for more than ten years. She has also created numerous writing retreats for graduate students and faculty, helping them write dissertations and articles for publication. She offers a supportive environment and specific suggestions to bring rapid improvement to writers of all levels.

*For Andrews University graduate students and faculty only.

Extra Support

Faculty, advisors and our department administrative assistants are your first level of support in your program. But at times, graduates have used editors and web designers to help them edit dissertations, reflection papers, or online portfolios. Below are individuals who have worked with some of our recent graduates. The department does not make these arrangements nor get involved in any contractual relations between you and these outside supports. However, they are names suggested by recent participants.

Editors:

1. John Simon: john.simon.7x283@gmail.com
2. Clyde and Melissa Morgan: writewell2000@gmail.com
3. Laren and Averil Kurtz: (269) 471-1056, larenkurtz@gmail.com, averil.kurtz@gmail.com
4. Charissa Boyd: boyd.account@gmail.com

Web Assistance:

1. Daniel Bazan: DanielOBazan@outlook.com

Formatting:

1. Camille Clayton: (home) 269-473-3282, (office) 269-471-6266, kurtz@andrews.edu

We have several others on our list, so please contact Hectmarie if none of these individuals are available.

AU Writing Center

Both on-campus and off-campus Department of Leadership participants can utilize the services of the AU Writing Center. Their web site and a recent announcement noted the following:

“The Writing Center is open to help you with your writing. Student consultants assist university students with most kinds of writing assignments. The Writing Center is located in Nethery Hall 134.

“The Writing Center is open Sundays from 4:30 to 8:00 and Mondays through Thursdays from 1:00 to 8:00. We are closed on Fridays and Sabbaths [i.e., Saturdays]. Students who wish to have a tutor read their writing should call [269-471-3358](tel:269-471-3358) or drop by the Writing Center in Nethery Hall, Room 134, to sign up for an appointment.”

Off campus students can email writery@andrews.edu

LEAD Newsletter Editorial Team

Editor: Duane Covrig

Assistant Editor: Kevin Wiley

Online Editor: Mark Reid

Contributors:

Jay Brand, Erich Baumgartner, Hectmarie Cruz-Pena, Gustavo Gregorutti, Janet Ledesma, Randy Siebold