



## **FROM THE DEPARTMENT CHAIR**

***Robson Marinho, PhD***

### **MERRY CHRISTMAS!**

As we approach the most celebrated season of the year, we want to thank all the participants who make the Leadership Department a significant part of our lives: students, faculty, staff and friends! Thanks for making 2013 a meaningful journey of accomplishments and growth! We wish all of you a blessed and peaceful Merry Christmas! And for your reflection, I selected a few Christmas quotes to inspire you with the spirit of Christmas. Have a joyful season!

Christmas is a time when you get homesick—even when you're home. *~Carol Nelson*

He who has not Christmas in his heart will never find it under a tree. *~Roy L. Smith*

The best of all gifts around any Christmas tree: the presence of a happy family all wrapped up in each other. *~Burton Hillis*

There has been only one Christmas—the rest are anniversaries. *~W. J. Cameron*

Christmas is a necessity. There has to be at least one day of the year to remind us that we're here for something else besides ourselves.

Never worry about the size of your Christmas tree. In the eyes of children, they are all 30 feet tall. *~Larry Wilde, The Merry Book of Christmas*

Christmas is the season for kindling the fire of hospitality in the hall, the genial flame of charity in the heart.

At Christmas, all roads lead home. ~*Marjorie Holmes*

Christmas is about the only chance a people have to be themselves. ~*Francis C. Farley, adapted.*

Christmas is the season when you buy this year's gifts with next year's money. ~*Author Unknown*

What is Christmas? It is tenderness for the past, courage for the present, hope for the future. It is a fervent wish that every cup may overflow with blessings rich and eternal, and that every path may lead to peace. ~*Agnes M. Pahro*

My idea of Christmas, whether old-fashioned or modern, is very simple: loving others. Come to think of it, why do we have to wait for Christmas to do that? ~*Bob Hope*

## DEPARTMENT NEWS

### Thank You, Goodbye, & Welcome!

With a bittersweet heart we share the impending departure of the following team members and celebrate the addition of two new staff members:



# Goodbye



From left: Ruth Urdaneta Voigt, Maria Huaranga



From left: Alexander Voigt, Ruth Urdaneta Voigt

***Maria Huaringa (Administrative Assistant to Department Chair)***

Maria, who joined the Leadership Department in October 2012, will be heading to medical school in January 2014. The team will miss her dedication, perseverance and efficient way of processing all situations. Maria has inspired a climate of kindness and teamwork in the department, and we wish future Dr. Maria Huaringa a successful academic career!

***Ruth Urdaneta Voigt (Graduate Assistant to Educational Leadership)***

Ruth has been with the K-12 Program since July 2011. She and her husband, Pastor Voigt, will be heading to Port Charlotte, Florida, where they will begin pastoral ministry. Ruth will be missed for her significant contribution to EDAL. As well as helping us launch our monthly Principal Webinars, Ruth has helped us to develop a marketing and recruiting tracking system and a myriad of other initiatives dedicated to the program. Ruth has been a wonderful and cheerful team player.

***Alexander Voigt (Leadership Department Graduate Assistant)***

Pastor Voigt joined our department in May of 2013. He will begin his first pastoral assignment as the Associate Pastor of the Port Charlotte SDA Church. Alex will be missed for his tech savviness and expediency.

**Welcome**



From left: Kezia Wade, Evelyn Perez

**Evelyn Perez (Leadership Department Administrative Assistant)**

Evelyn joined the Leadership Department after Marji's departure in July. Evelyn formerly worked as an administrative assistant in the College of Arts and Sciences Dean's Office. In the short time Evelyn has been on our team, she has acclimated not only to her responsibilities but to her pivotal role in Leadership. Evelyn's wealth of understanding and processing has already made a difference for all of our programs.

**Kezia Wade (Leadership Department Administrative Assistant)**

Kezia Wade will step into administrative responsibilities when Maria heads off to medical school. Kezia has been working as a graduate assistant to the Leadership and EDAL programs, working primarily on assessment. The only comfort that both programs share by her reassignment is the fact that she will now use her talents and skills to benefit the entire department!

**LEAD Professional Retreat**







Faculty and staff of the Leadership Department engaged in a two-day professional retreat in South Haven, Michigan, on November 12 and 13. With a very intense agenda, the participants discussed the strategic plan of the department, focusing on a long-term projection plan with particular attention to faculty expectations, graduation rates, and enrollment projections. The retreat generated a strategic report with recommendations for follow-up application. Besides the busy schedule, the group also enjoyed fun activities and social interaction.

# LEADERSHIP PROGRAM NEWS

Congratulations, Alexander Schulze, PhD!





Alexander Schulze successfully presented his portfolio on November 15, which makes him our newest Leadership Doctor. Alexander is the Youth Director of the Berlin Central German Conference. Alexander grew up in Eastern Germany, the formerly communist part of the reunited Germany. Memories of rolling hills and forests, newly felled trees (his grandfather was a forester near the Saxon border), and a sense of the need for continual growth and learning as a leader triggered his choice of the metaphor of the growth rings of a tree. Just as these growth rings tell a story of growth and struggle which reflects the climatic conditions in which the tree grew, the story of a leader is reflected in the personal growth of a leader and those he works with.

One of Alexander's most fascinating projects is the development of KidsCamp, a program he created for children starting at the age of six. In 2012, KidsCamp was accredited by the United Nations (UN) as an official project of the world decade "Education for Sustainable Development." In his dissertation research, Alexander analyzed data from the huge database of ValueGenesis Europe in an effort to identify key factors of faith development in youth and young adults in relation to family and church. To give you a feel for the weight of Alexander's dissertation, the findings chapter starts on p. 101 and ends on p. 241. Alexander is also an adjunct faculty member of the Theologische Hochschule (Theological University) in Friedensau, Germany. Congratulations, Dr. Schulze!

**Congratulations, Brenda Pfeiffer Boyd, PhD!**



Dr. Brenda Pfeiffer Boyd defended her dissertation on November 14 in the Andrews University Board Room. She had previously presented her portfolio. The title of her dissertation is “Using the Theory of Planned Behavior as a Predictor of Radiologic Technologists’ Use of Patient Radiation Protection Best Practices: A Regional Study.” Brenda’s study was based on Ajzen’s theory of planned behavior, which provides a way to predict behaviors. As Brenda’s committee (Shirley Freed, Chair; Isadore Newman, Methodologist; and members Laura Alippon and Duane Covrig) worked with the document and defense, we joked more than once about how our own past behaviors predict or don’t predict our future behaviors! It’s an important thought—one we will continue to ponder! Congratulations, Dr. Brenda! We hope you are enjoying a well-deserved rest!

## Congratulations, Juan Choque, PhD!



Juan Choque, from the Peru Leadership Program, successfully presented his portfolio on December 3, 2013, having previously defended his dissertation. Members of his portfolio committee were Dr. Sylvia Gonzalez, Dr. Eduardo Gonzalez, and Dr. Maximina Contreras from Peru. Thought Dr. Choque was the president of the Universidad Peruana Union at the time the Leadership Department started the PhD program in Peru, he is now the president of Instituto Adventista do Nordeste, in Brazil.

Dr. Choque credits the Leadership Program with changing his whole outlook towards higher education and how knowledge is transmitted to different audiences. Philosophical foundations and leadership theory were the competencies that also created new pathways in his thinking and practice. We wish Dr. Choque many blessings as he puts into practice the many things he learned in our program.

## Chet Dalski Presents Portfolio





Chet Dalski successfully presented his leadership portfolio on November 11 at Kellogg Community College in Battle Creek. His theme was “Chet as Builder.” The theme was woven throughout his LiveText portfolio (which had a lot of great pictures and cartoons), and was embedded in most of his reflection papers and synthesis. He noted in his presentation how his father had said that there were three types of people: builders, destroyers, and users. His father had felt that Chet was a builder; after reviewing the portfolio evidence, it was obvious that Chet’s father was right. He used pictures of his house (which he built), artifacts from the EMT program that he has built, and a tour of his simulation lab that he was involved in founding and growing.

The portfolio presentation/celebration was held at Chet’s place of employment—where most of his artifacts from building a department and simulation lab could clearly be seen firsthand by the review committee. “I have reviewed portfolios for over 15 years and this was one of the most well-integrated ones,” noted his advisor. “Chet’s connection of his theme of building to his life was evident everywhere—not only in the artifacts and papers, but in the building where the presentation was given. Wonderful integration . . . [of] theory to beliefs to actions and projects. It was outstanding.” Jay Brand was Chet’s second reader and Shirley Freed his third. Way to go, Chet! One down (portfolio), one to go (dissertation)!

# Theodore Brown Presents at International Conference



On October 24th, Dr. Theodore Brown, Sr., (Associate Professor of Management) and Dr. Faye Braithwaite (Associate Professor of Accounting) of Oakwood University presented their research paper co-authored with Dr. Malcom Cort (Professor of Psychology, Athens State University) at the 2013 Mustang International Academic Conference in Dallas, Texas. The paper, titled "The Effect of Machiavellian Thinking on Willingness to Use Ethically Questionable Business Tactics among University Students," is also scheduled for publication in one of the Conference's six peer-reviewed Mustang Journals. Dr. Brown is a 1998 cohort and 2005 graduate of the Leadership Program, and also serves as an Adjunct Professor in the department.

## Greece-Italy Study Tour 2014



**Visiting international universities and attractions in Greece and Italy**



**Cost:**  
Register for 6 credits of  
LEAD678/778

Tuition includes airfare,  
hotels, and local  
transportation

**Application Deadline:**  
October 30, 2013

**Contact:**  
[marinho@andrews.edu](mailto:marinho@andrews.edu)



The Greece-Italy Study Tour 2014 is in the final planning stage. The official application period is over, but if anybody still wants to join the tour, we can request special arrangements. Feel free to contact Robson Marinho for specific information. Please see the tour information as follows:

**Tour Destination:** Greece and Italy

**Tour Date:** June 15 to July 1, 2014

**Cost:** Just register for 6 credits of LEAD678 (MA) or LEAD778 (PhD) – Tuition includes airfare, hotels, and local transportation.

**Contact and Applications:** Robson Marinho ([marinho@andrews.edu](mailto:marinho@andrews.edu))

**Application Deadline:** October 30, 2013 (Please contact Robson as soon as possible)

Full itinerary available at:

<http://studytournewsletter2.blogspot.com/p/greece-italy-study-tour-oct.html>

## NEWS & ANNOUNCEMENTS

### Time to Register!

**Spring 2014 REGISTRATION IS NOW OPEN** to receive both your course registration and your money! Please keep the following dates/events in mind:

- January 7: Late fee will be in effect.
- January 8: All courses will be dropped if no payment has been made.
- January 15: Last day to add/drop courses.

However, all this information is useless if you have a registration hold. To check, go to your [iVue page](#) and choose Spring 2014 semester. Across from your listed major, you will see “Student has holds.” If “No,” you are good to go. If “Yes,” look by the red color bar and click on “View Holds.” Contact your advisor and plan on how to accomplish the needed action. Your advisor will submit a petition to have the hold lifted.

The following courses will be offered in Spring 2014. Thank you for diving into registration with enthusiasm.

### Spring Semester 2014 Register Online Today



Dr. Christon Arthur

**EDAL 676 - Administration of Academic Services**, Credits: 3  
Focuses on the principles academic officers use in dealing with selected administrative functions related to academic departments, degree programs, faculty development, curriculum administration, instructional resources, student development, budget planning, enrollment, and academic personnel.



Erich Baumgartner

**LEAD 638 - Issues in Leadership Theory**, Credits: 2  
A seminar in the study of leadership theory. This course is intended to provide a wide coverage of leadership theory based on sound research principles, with implications for informed practice. The seminar includes concept formation in such areas as organizational development, historical and contemporary views of leadership, power and influence, “followership,” ethical leadership and diversity, and applications to problem solving in leadership and administrative settings.



Jay Brand

**LEAD 535 - Principles of Academic Writing, Credits: 1-3**

This course offers an introduction to the art of academic discourse that will prepare students for writing research papers, theses and dissertations. It covers summary, analysis and synthesis, structure and language use, style and formatting, and the concept of writing as both a process and a skill learned best through continual practice.

**LEAD 625 - Research Writing Seminar, Credits: 1-2**

Provides an overview of the technical aspects involved in writing research reports, focusing specifically on the language, structure, style and composition process typically used in research writing.



Duane Covrig

**LEAD 645 - Ethical Leadership, Credits: 1-3**

Explores the dynamics of moral leadership, ethical decision-making and the administrative role in institutional integrity in organizations and schools.



Subir Dass

**EDAL660 - Planning and Operating Educational Facilities, Credits: 3**

This course presents a comprehensive study of educational facilities planning as related to preliminary development plans and long range master planning of educational campuses. Students who complete this course successfully will grasp the centrality of the master planning process to the future existence and growth of all aspects of an institution. Master planning is an aspect of strategic planning that equips the participants in the process to articulate a shared vision within their institution and ensure that the facilities support the strategic goals of the institution.



Sylvia Gonzalez

**LEAD 880 - Dissertation Proposal Development, Credits: 2**

This course helps participants develop the doctoral dissertation proposal for approval by their committees. It is structured so that during the semester participants will be able to write their proposal. Pre-requisites to this course are **Lead 637 Issues in Research** and **Lead 535 Principles of Academic Writing**. It is also a pre-requisite that the participant have an **approved doctoral committee, as well as an approved prospectus**.



Janet Ledesma

**EDAL570 Principles of Educational Supervision, Credits: 2-3**

Designed for principals, superintendents, and instructional supervisors concerned with the improvement of teaching and learning by professional supervision; the role, aims, principles, and practices of instructional supervision; introductory study of Supervisory techniques.

## LEAD880 – Spring 2014

For those of you in any of the three programs (Leadership, Higher Education, and Educational Leadership) who are thinking of taking LEAD880 Doctoral Dissertation Proposal in Spring 2014, please know that there are specific requirements that you need to meet before you can start this class:

1. A completed LEAD637 with a grade (not a DG) for your literature review
2. LEAD535 Academic Writing with a grade (not a DG)
3. An approved doctoral committee (there is a form for this)
4. An approved prospectus done with your chair or your advisor (there are written guidelines for this)

Please contact Dr. Sylvia Gonzalez at [sylviag@andrews.edu](mailto:sylviag@andrews.edu) as soon as possible if you are going to be in LEAD880 in Spring 2014.



## Course on Leadership & Communication

There is a brand new course available for the spring semester: COMM590 Leadership Communication, a special interactive course available for both on-campus and off-campus graduate students, with intense interactive communication activities to make it “live” and allow both online and face-to-face interaction. The course will be taught by Dr. Rachel Williams-Smith, the new chair of Andrews University’s Department of Communication.

This dynamic Leadership Communication class will have a blend of classroom and socially mediated discussion, lecture, group work, and participant presentations, as well as individual application to leadership projects and issues at work, home, or community. “What I love about this course,” noted Duane Covrig, director of the MA Leadership program, “is that it is not leadership trying to do communication but a communication expert helping leaders in this crucial area. We are thankful that the Department of Communication has been willing to adapt their delivery of this course to a synchronous online environment.”

The course will address questions such as the following:

- How does leadership communication differ from other forms of communication or communication from other entities?
- What kinds of communication are particularly vital for leaders to understand/master, and in what ways?
- Does, an understanding of communication improve leadership practices/skills/abilities? If so, how?
- What personal applications can be made based on the concepts and perspectives examined in this course?

Some of the material will focus on:

- Leadership studies
- Organizational communication
- Key communication theories
- Biblical perspectives on leadership communication
- Global leadership communication issues

Dr. Williams-Smith encourages those interested in the course to call her at 269-471-6462 or email her at [rwilliams@andrews.edu](mailto:rwilliams@andrews.edu).

### **LEAD Newsletter Editorial Team**

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