



## **FROM THE DEPARTMENT CHAIR**

***Robson Marinho, PhD***

### **Power versus Empowerment**

Recently Dr. Sylvia Gonzalez and I had an opportunity to present a paper at the International Leadership Association conference on the topic of Global Leadership Development. Our presentation focused on the evolution of leadership from the concept of power to the concept of empowerment, especially in Latin-America countries, and how leadership is reflected on the popular culture of those countries.

I want to invite you to read and reflect on what Dr. Gonzalez wrote in our presentation abstract:

The understanding of what leadership is and how it functions has seen drastic changes in the last forty to fifty years. The informal or formal social contract between leaders and followers has been virtually torn down; voices that were not heard are now being listened to; the top has less power and influence and the

bottom has 'an expanded sense of entitlement' and empowerment. People expect to make decisions in a collective manner, not in blind submission to an all-powerful leader. Technology has pushed the frontiers of information availability, so that customers, stakeholders, colleagues, followers, and leaders can all have access to the same information that was not long ago privy to a top leadership elite.

Question for reflection: At which side of the spectrum between power and empowerment do you see your own leadership?

## DEPARTMENT NEWS

### Leadership Faculty Presents at ILA



Three Leadership faculty presented papers at the International Leadership Association (ILA) conference in Montreal, Canada, on October 31, 2013. First, Drs. Gonzalez and Marinho did a joint presentation on the topic of “Global Leadership Development: Adapting to a Diverse Cultural Understanding,” Another paper was presented by Dr. Janet Ledesma on the topic of “Conceptual Frameworks and Research Models on Resilience in Leadership.” Both presentations used an interactive approach and received positive feedback from the audience.

## **LEADERSHIP PROGRAM NEWS**

**Congratulations, Ralph Chatoor, PhD!**





On November 1, Dr. Ralph Chatoor successfully presented his portfolio for his PhD in Leadership in Montreal, Canada. Since Dr. Chatoor defended his qualitative dissertation on lawyer transition into political leadership in Canada last July, this was the final component of his doctoral work. His advisor, Dr. Covrig, and his third reader, Dr. Terry Zeitlow, Skyped in from Andrews University, while his second reader, Dr. Robson Marinho, and the hosting faculty member, Dr. Erich Baumgartner, met Dr. Chatoor at the International Leadership Associate Annual Meetings in Montreal. ILA was kind enough to share a vacant room from the Queen Elizabeth Hotel with us to facilitate this event. Dr. Chatoor took the train up from Toronto that morning.

“Ralph has weaved together three strong themes in his portfolio: family and parenting, political leadership and activism, and chess. Chess was his organizing theme for his synthesis, and many of his competencies showed the need for rules and resiliency in his own strategic work as a leader,” noted Dr. Covrig. “When asked about the connection with family, it was evident that leadership development was a part of his own family of origin as well as part of his work with his current family dynamics.”

Dr. Sylvia Gonzalez and Dr. Janet Ledesma, who were with Dr. Marinho in Montreal to present papers, were also able to join the presentation. Dr. Chatoor has already published some on his dissertation topic but plans now to work with an academic press to publish the results of his work on the transition of lawyers into political office. We wish Dr. Chatoor well in his future, and we expect to see his name in the newspaper eventually, announcing the newest Canadian politician to secure public office.

### **Debbie Potter Presents Portfolio**







Debbie Potter successfully defended her portfolio on October 28. Debbie is the Pastor for Children's Ministry at Trinity Baptist Church in San Antonio, Texas. She came to this profession through the door of elementary education. During the presentation, it became very clear that Debbie's passion is to see children grasp more of the love of God and experience the world of the Bible. The integrating theme of Debbie's amazing journey was "If the Walls Could Shout: The Story of God's Paintbrush," a reference to the largest indoor mural in the city of San Antonio, found in the children's wing of her church. This collection of life-size paintings was created just six years ago by Shawn Bridges, an internationally renowned artist and member of Debbie's church, just as Debbie was starting her journey in the Leadership program. The paintings, which Bridges painted without compensation, are now valued at over \$1 million and have become an attraction in the community, even being listed by the city as an official tourist attraction. Debbie's contribution to the concept of creative children's ministry will be felt for years to come as churches will no doubt be inspired by the story and vision Debbie has to share. Congratulations, Debbie. May God bless you as you continue to inspire children and their parents and all those you touch to love God and His word more passionately.

## Karen Tilstra Wins Innovation Award



Dr. Karen Tilstra (PhD graduate, 2012), coordinator of the Florida Hospital Innovation Lab (FHIL), won the 2013 *Des Cummings Innovation Award*. FHIL was created as a result of Dr. Tilstra's doctoral studies at Andrews University. FHIL is a thriving innovation space that opened in January 2012. To date FHIL has served over 100 innovation projects and more than 2000 participants.

## Theodore Brown Participates in Historic University Exchange







In May 2013, Dr. Theodore Brown, Sr., Associate Professor of Management at Oakwood University, became the first faculty to participate in the university's Faculty Exchange Program in the Consortium of Adventist African Universities and Partners (CAAUP) organization. In January 2012, Oakwood University, as part of the Oakwood President's Vision 20/20 plan, initiated and entered into a formalized global partnership with 14 other Adventist colleges and universities. The three objectives of the partnership are to (1) facilitate international teaching, research and service opportunities for faculty within the Consortium, (2) enable global partnerships between member institutions, and (3) provide a culturally competent and comprehensive faculty development experience for participating faculty. Dr. Brown serves as coordinator of Oakwood's Faculty Exchange and Consortium Programs. Dr. Brown is a 2005 Leadership graduate (1998 cohort), and currently serves as an Adjunct Professor of Leadership at Andrews University.

### **Brenda Freeman Appointed Superintendent of Schools**



At its October 28th meeting, the Galeton School Board, in Pennsylvania, unanimously appointed Dr. Brenda Freeman to the position of school superintendent. Dr. Freeman currently serves as the head of curriculum for the Southern Tioga School District in north-central Pennsylvania, a position she has held since she completed the Andrews University Leadership Program in 2008. It is a special tribute to the quality and character of Dr. Freeman that she attended that school system and graduated from Galeton High School. As one Galeton citizen said of her, "It takes a village and, as Dr. Freeman knows, she has come home to a mighty fine village. Galeton Area School was once, and it is now again, [her] school." Congratulations, Brenda!

## K-12 PROGRAM NEWS

### K-12 Leadership Team Enjoys Retreat





The Educational Leadership (EDAL) faculty and staff recently participated in a two-day retreat to engage in strategic planning, program assessment, projections, and team building. The retreat was held at Fernwood Botanical Garden and Nature Preserve in Niles, Michigan. Coordinated by Dr. Janet Ledesma, the retreat had the contributions of Dr. Duane Covrig, Dr. Sylvia Gonzalez, Dr. Subir Dass, and Dr. Robson Marinho, who joined the team members in their program initiatives. At the conclusion of the retreat, all participants felt a sense of accomplishment and expressed appreciation to the coordination team. Affirmation was also expressed about the leadership skills and talents of the EDAL team. The beautiful autumn scenery created a picturesque array of color, crisp weather, and great fun! The pictures above reflect the hard work the team engaged in on behalf of the EDAL program.



## HIGHER EDUCATION PROGRAM NEWS

### 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 international Study Tour of the Leadership Department has 21 participants, and all reservations are booked. The application deadline has passed, but there are a few seats available. In case you want to join the tour, we have included pertinent details below:

**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 Dr. Marinho as soon as possible)

Full itinerary available at:

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

## NEWS & ANNOUNCEMENTS

### LEAD 880 – Spring 2014

For those of you in any of the three programs (Leadership, Higher Education, and Educational Leadership) who are thinking of taking LEAD 880 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 LEAD 637 with a grade (not a DG) for your literature review
2. LEAD 535 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 as soon as possible at [sylviag@andrews.edu](mailto:sylviag@andrews.edu) if you are going to be in LEAD 880 in Spring 2014.

### 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/](http://www.andrews.edu/services/research/institutional_review/).

#### **LEAD Newsletter Editorial Team**

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