



FROM THE DEPARTMENT CHAIR
Robson Marinho, PhD

Good Bye, Dr. Freed!

The last pioneer faculty of the Leadership is saying good bye to the program! After 20 years of very productive work in the Leadership Department, Dr. Shirley Freed retired on July 1, and will join the 2014 Roundtable just to celebrate the 20th anniversary of the program and say to Good Bye!





Those pictures were taken in my beloved Canadian Rockies during the first few days of my retirement – a place where I often seek and find peace.

Dear participants,

For some time I've been thinking about my 'last' words to you. There are so many things I could say. The journey of the leadership program, starting in 1994, has been full of joyful, challenging learning opportunities with amazing people. Each of you has influenced my life in profound ways. "Thank you" is hardly enough to express my deep appreciation for the opportunities we've had of learning together: portfolio presentations where you've touched my heart, dissertations where you've challenged my thinking, group meetings where we've played and worked together, Roundtables that inspired and motivated us to change. It's been an amazing 20 years and I'm feeling totally blessed for having this opportunity to get to know each of you. I will miss you! But I am confident that what we created together will live on when we remember the eternal principles we've embraced over the years. These are principles I'm taking with me into retirement and I'm so thankful I was able to experience them in our program:

- 1) Choice—ultimately, I want to free each individual to make their own choices—I don't want to control or try to force others into "my way."
- 2) Individual development—I will celebrate the way God created each of us as individuals and endeavor to avoid trying to make one size fit all.

- 3) Service–I am on the earth to serve others and as I serve I find my purpose and become part of a bigger purpose. This life is not about “me”–it’s about all of us together, through the grace of God, finding new paths to serve.
- 4) Collaboration–All that I am has been accomplished through the relationships you and others have maintained with me over these years. We need each other!

These principles are in tension with other opposing concepts/traditions. I know I haven’t been able to live them in their fullness and I am truly sorry about that. But I will continue to try to abide by them because for me they are enduring principles. Everything else can change—even retirement, but these are God principles and they will live on.

I believe God placed these principles in my heart and in the heart of the Leadership program when we first started. Because they are His principles, He has helped us “live them” and He will continue to give us strength and courage to “live them” as we move forward. You are applying them in your own way and in your own place and I wish you the best as you do.

Things in the program will change under new leadership, and they should—they must. Change is not to be feared as long as we embrace and are guided by these basic principles. Change is a good thing! I can’t imagine a world without change!

So, my dear friend, may God richly bless you, may His face shine upon you and give you peace!

DEPARTMENT NEWS

Leadership Conference 2014: Growing a Legacy



Growing a Legacy is the topic of our Leadership Conference 2014 featuring keynote speaker Marshall Goldsmith. For more information on the speaker, please check [The Marshall Goldsmith Thinkers50 Video Blog](#) which will be posted once a week for the next 50 weeks. The series will incorporate learnings from his 38 years of experience with top executives, as well as material from his previous research, articles and books.

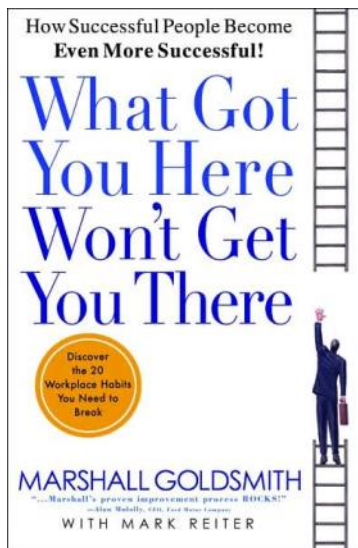
Conference Highlights:

Sunday, July 27

- Opening ceremony – 7:00 pm
- Onstage interview with the five Pioneer Faculty: Jim Tucker, David Penner, Bill Green, Jerry Thayer, and Shirley Freed
- Current Issues in Leadership – Jim Tucker
- Questions & Answers

Monday, July 28

- Morning Keynote Speaker: Marshall Goldsmith
- Afternoon: Plenary and breakout sessions with the pioneer faculty, plus stories of successful graduates



Goldsmith's *New York Times* bestseller, *What Got You Here Won't Get You There*, will be discussed at this year's conference. Get your copy and bring it along to have it autographed!

Spiritual Leadership Conference



The Spiritual Leadership Conference this year will start on Saturday evening and continue all day Sunday, featuring keynote speaker Gordon MacDonald on the topic of “Servants and Friends: A Theology of Leadership.” Gordon MacDonald is Chancellor of Denver Seminary and editor-at-large of *Leadership Journal*. An author, speaker, and teacher, MacDonald has written more than a dozen books and co-authored others with his wife, Gail. More information soon!

Important Dates:

Conference and Roundtable: July 27-30

Spiritual Conference: July 26 and 27

For more information and to register online please visit:

https://www.andrews.edu/sed/leadership_dept/leadership_conference_2014/

Interview: Dr. Gustavo Gregorutti, New Faculty Member



The Leadership Department is proud to welcome Dr. Gustavo Gregorutti as the new faculty member in the Leadership Department! Dr. Gregorutti has a PhD in Higher Education Administration from Andrews University, and has a productive background in teaching, research, and school administration. He has taught at University of Montemorelos in Mexico, from where he moved to Berlin to pursue his second PhD in comparative education. He will start teaching, advising, and chairing dissertations this fall, and the Leadership Department will be enriched with his professional contribution. In the interview below, Dr. Gregorutti shares his personal and professional experience.

LEAD: Please tell us about your background: where were you born, and what would be a vivid reminiscence from your childhood?

Gus: I was born in Argentina, with a vivid Italian background. I recall that machines were always intriguing to me; actually any type of mechanisms human have invented. So, whenever I had a chance, I tried to open up radios, toys, blenders, and even TVs. I was a bit “dangerous” and, as you can imagine, my parents were somehow happy for my curiosity, but somehow concerned because sometimes I could not put things back the way they were!!

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

Gus: When I finished my bachelor’s degree in social sciences in Argentina, I was invited to work as a teacher in an Adventist academy in Paraguay. From that I moved on until I became principal of two schools in the following six years. While I was working, I finished my master’s in educational administration in Argentina. But I wanted to have an experience in the American context. So, my wife, little daughter, and I moved to Michigan to do my first PhD at Andrews University. Then in 2008 I was invited to join the School of Education at University of Montemorelos, in Mexico. In 2013 my family and I moved to Berlin, Germany. I wanted to pursue a second PhD in higher education at Humboldt University, yes, as crazy as it may sound!! This is a very much research-oriented degree. I’ve completed my first year and now I can continue from here, although I have to return once a year to present my research progress. This academic experience in the European context has been really enriching and I hope to share with students and faculty members what I’ve learned.

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

Gus: My first dissertation was about faculty research productivity. I selected that one because I was very interested in knowing how professors become prolific scholars in universities that are not so productive. My current dissertation topic is dealing with what I call “an emerging epistemological shift in academia.” There is a growing trend to “bridge” knowledge with communities and practice. Students and professors are mingling in a multidisciplinary way with “real world” scenarios to understand and solve issues that impact science and society. My goal is to map and unfold the main characteristics of that trend. This is a revolutionary education I’m experiencing and it is having a deep impact on learning and research.

LEAD: Why did you choose Andrews University and what are your expectations and plans in the Leadership Department?

Gus: I’ve chosen this institution because I see it as an international platform to make contributions to education worldwide. Leaders are a central piece for any kind of impact we desire to accomplish, so I want to help and empower others.

LEAD: A favorite hobby or something unique about yourself?

Gus: Well, I like too many things, that is a problem. . . . Solar energy is something that attracts me a lot. I developed, with a bunch of high school students, the first electrical and solar car in Paraguay (picture below). I also like metal (stainless steel) sculptures and I’m planning to do some here over the next years. Techno music done with computers is very attractive to me and I would like to compose some if I get an extra life on earth!!



LEAD: Please introduce your family.

Gus: My wife Nilda and I have two children. Ornella (17) and Gianfranco (12). My children have been attending schools in three different languages and I believe they are happy to come back to America! My wife is a teacher and accountant. She keeps my money!!

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

Gus: Don’t give up, the future is brighter!!

LEADERSHIP PROGRAM NEWS

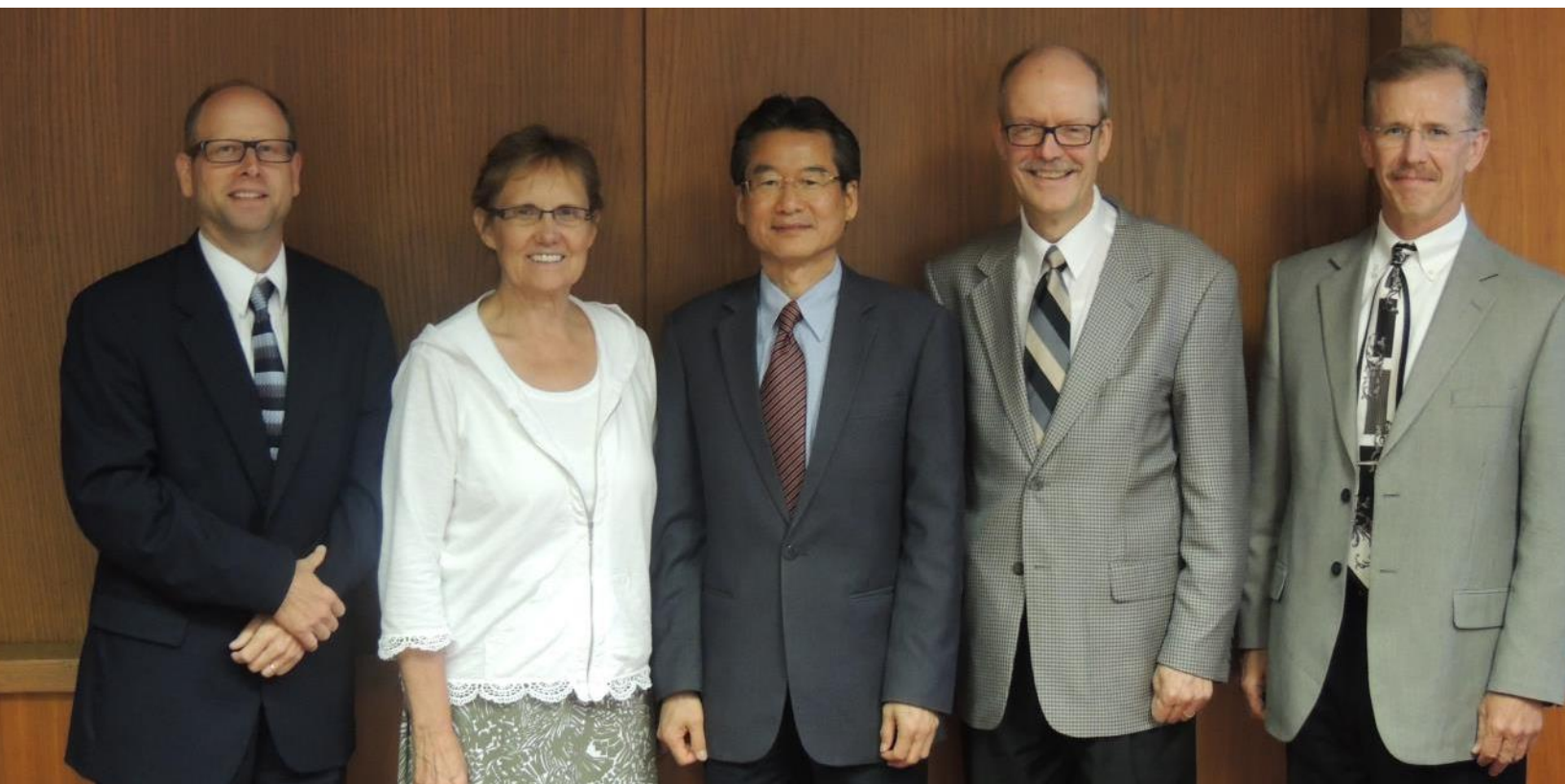
Congratulations, Evelyn Savory, PhD!





On June 14, Evelyn Savory defended her dissertation. The title of her dissertation was *Perceptions of Leadership Characteristics of Principals Who Influence Positive School Culture in a Midwest Adventist Union: A Qualitative Study*. Dr. Jeffery was her dissertation Chair and did a masterful job of guiding the other committee members, Dr. Matthews and Dr. Ledesma, in an effective manner. On July 16, utilizing the metaphor of the mustard seed found in Matthew 13, Evelyn also presented her portfolio to Dr. Freed, Dr. Covrig, and Dr. Lesdesma. She mention that the metaphor utilized most fully described her journey of resilience, steadfastness, and commitment through her leadership program at Andrews University. Congratulations, Dr. Savory!

Congratulations, James Wu, PhD!



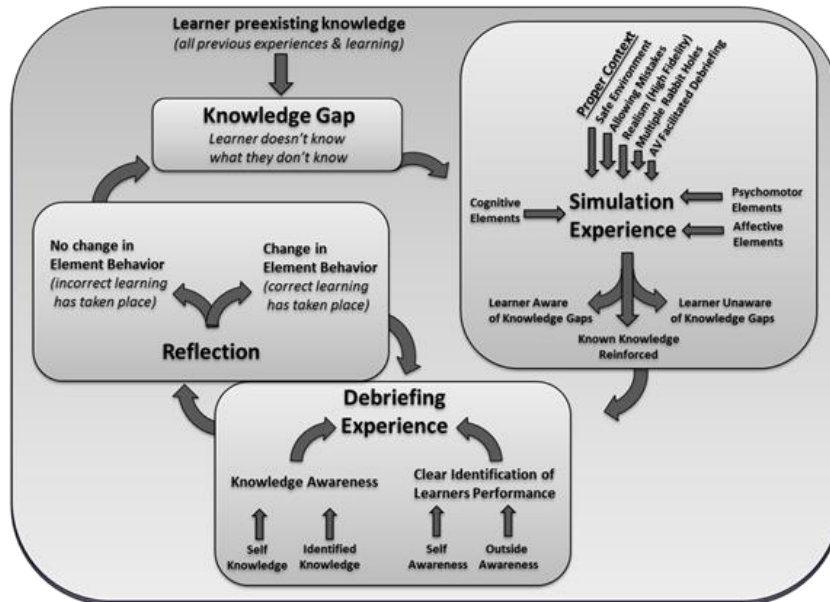


On June 18 and 19, James Wu successfully defended his dissertation titled, *Collaborative Leadership Roles in the Implementation of Adventist Health Lifestyle: A Case Study of the Chinese Union Mission*. This case study was guided by Erich Baumgartner, chair, Shirley Freed, methodologist, and Duane Covrig. James serves as Vice-President for Lifestyle and Spiritual Affairs at the Adventist Hospital Hong Kong. The following day James presented a fascinating portfolio that showed how deeply he has been involved in the development of some exciting health programs that – if implemented on a larger scale in communities – could successfully help reduce the avalanche of lifestyle diseases which are devouring Western nations and increasingly the more affluent parts of developing nations. In his portfolio James clearly demonstrated that this passion to help people find a better life through determined lifestyle change has been pursued for a long time. One of the interesting aspects of James' portfolio was that the hospital where he serves as vice-president has been the first hospital in Hong Kong to be accredited by the World Health Organization (WHO) as a Health-Promoting Hospital. Congratulations Dr. Wu on this achievement.

Congratulations, Chet Dalski, PhD!



Chet Dalski successfully defended his dissertation in July. His study used the Kolb learning cycle to better understand the learning taking place in an EMT training program. The title of his dissertation was *Paramedic Professional and Leadership Development Using High Fidelity Healthcare Simulation and Audio/Visual Feedback: One Michigan Community College Case Study*. From his mixed-method research he developed a modified model. Below is the useful Dalski model of learning that shows an effective adaptation and further elucidation of Kolb's learning process.



Dr. Dalski, congratulations on completing your dissertation! Even more, thank you for helping us better understand the learning process for developing competencies, teamwork and leadership.

Congratulations, Tracie Jacobs, PhD!





Tracie Jacobs successfully completed all program requirements for the PhD in Leadership when she presented her portfolio on July 11. Using the poem "Don't Quit" as the organizing principle for her presentation, Tracie showed how she has faithfully worked on her program in spite of some major setbacks. Here's the poem in hopes that it will inspire others:

When things go wrong, as they sometimes will,
When the road you're trudging seems all uphill,
When the funds are low and the debts are high,
And you want to smile, but you have to sigh,
When care is pressing you down a bit—
Rest if you must, but don't you quit.

Life is queer with its twists and turns,
As every one of us sometimes learns,
And many a fellow turns about
When he might have won had he stuck it out.
Don't give up though the pace seems slow—
You may succeed with another blow.

Often the goal is nearer than
It seems to a faint and faltering man;
Often the struggler has given up
When he might have captured the victor's cup;
And he learned too late when the night came down,

How close he was to the golden crown.

Success is failure turned inside out—
The silver tint in the clouds of doubt,
And you never can tell how close you are,
It might be near when it seems afar;
So stick to the fight when you're hardest hit—
It's when things seem worst that you must not quit.

Congratulations, Lisa Margerum, PhD!



Lisa Margerum successfully defended her dissertation in June. She presented her portfolio years ago so this completes her program. Lisa's dissertation described the experiences of 12 "late-completers"—participants who finished after ten years enrolled in the program. Her findings showed that the participants were busy living their lives and while they fully intended to finish their PhD, they were busy with grandchildren and family.

Congratulations, Jewel Longenecker, PhD!



On July 1, Jewel Longenecker successfully presented her portfolio, using the table as a symbol of the principles of God's abundance, hospitality and presence, which are gifts leaders seek to share with those they serve. To make the metaphor real, Jewel wined and dined the committee, which consisted of Erich Baumgartner, advisor, Sylvia Gonzalez, and Duane Covrig. Jewel turned the presentation into a literal feast of food and thoughtful dialogue and reflection. Jewel is the Associate Dean for Leadership Education at the Anabaptist Mennonite Biblical Seminary in Elkhart, Indiana. Since Jewel has already defended her dissertation, this completes her journey in the Leadership Program. Congratulations, Dr. Longenecker!

Appiah Kwarteng Defends Dissertation



On June 24, Appiah Kwarteng successfully defended his dissertation, titled *Perceptions of Seventh-Day Adventist Church Elders in Ghana and the United States on Servant Leadership and Culture: A Correlational Study*. One of the surprise findings of this study was the fact that the US elders scored their pastors as higher in In-Group Collectivism and Gender-Egalitarianism, but lower in Power Distance than did their American counterparts. Part of this result may stem from the fact that 91% of responding elders in the US were over 35 years old, while some 70% of their Ghanaian counterparts

were younger than 35. Nevertheless, this was a surprise finding. The study did conclude that North-American elders experience their pastors more as servant leaders than Ghanaian pastors who tend to oversee large church districts that in the U. S. would be small conferences of churches. The dissertation was accompanied by Erich Baumgartner, chair, Tevni Grajales, methodologist, and Duane Covrig, content specialist. Appiah is the pastor of the Ghanaian Adventist church in Philadelphia, Pennsylvania. Congratulations Appiah!

Congratulations, A'Lisa Lashley, MA!



On July 15, A'Lisa Lashley presented her impressive portfolio, hurdling the last requirement for graduating with her MA in Higher Education Administration. A'Lisa outlined a number of influential experiences, both here at Andrews University and at Blue Mountain Academy. A'Lisa successfully documented her achievements, illustrating her dedication to higher education as not just a career but a calling. Her committee members and all the departmental faculty congratulate her on reaching this important milestone.

John Cosgrove and Sylvia Gonzalez Present at Teachers Conference



John Cosgrove, a Leadership Program PhD candidate, and Dr. Sylvia Gonzales presented a session called "Impact of Values in an Organization" at the Business Teachers Conference, School of Business, Andrews University, July 11, 2014. This presentation was founded on the premise that a group of people can enter into a process of self-reflection, open discussion and collaboration, to discover the shared values that can frame their ethical behavior as individuals and as an organization.

Janice Browne presents in Geneva, Switzerland and Bangkok, Thailand

Janice Brown was invited by the General Conference of Seventh-day Adventists to present at a conference held in Geneva, Switzerland, and Bangkok, Thailand. In Geneva, Janice presented at the General Conference Global Health Conference, which took place July 8-12. She presented as part of the Living Well, Thinking Well breakout sessions of the Women's Mental Health Track. Janice's topic was "Forgiveness and Your Health."

Janice also participated in two conventions in Bangkok, Thailand: the Southern Asia-Pacific Division Pastoral Convention on July 15 and 16, and the Southern Asia-Pacific Division-wide 2nd Annual Women's Convention on July 18. Her presentations were entitled "Called, Chosen, and Anointed" and "Women Fulfilling God's End Time Mission."

Leadership Program Starts new Cohort in Brazil

On July 6-17 the 3rd Brazilian Leadership, MA cohort began with fifty new participants. The participants began their journey with an enjoyable intensive session. We wish them every success as they continue along their journey.







LEAD Participants Visit Universities in Italy and Greece

From June 15 to July 1, a group of 21 participants from the Leadership Department visited universities in Italy and Greece as part of a study tour project in International Higher Education. Participants interacted with faculty and students at the University of Rome, University of Florence, University of Bologna, the Italian Adventist College, and the American University of Athens. The group was excited to learn about the characteristics of higher education in those countries, particularly in terms of how they differ from U.S. universities. The study tour included a cruise to the Greek Islands of Mikonos, Santorini, Patmos, and Crete, plus archeological sites in Ephesus, Corinth, Olympia, and other places. Some highlights of the study tour are pictured below:

ROME





BOLOGNA





University of Bologna



OLYMPIA





ATHENS





Hellenic American University



FLORENCE



Italian Adventist College "Villa Aurora"

VENICE



CRUISE



NEWS & ANNOUNCEMENTS

International Leadership Association Conference (ILA)

The 16th Annual ILA Global Conference, on the theme of *Conscious Leading for Global Change: Emergence of Our Collective Realities*, will take place October 30 through November 2, 2014, in San Diego, California. The conference calls on leadership scholars and educators, business and community leaders, students, and young leaders to propose conference sessions that offer the finest leadership of your sector and across sectors. For more information, see <http://www.ilanet.org/Conferences/2014/index.htm>.

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