



[CLICK HERE TO VIEW PREVIOUS NEWSLETTERS](#)

# Summer 2016

IN THIS ISSUE

## From the Department Chair

by Duane Covrig, PhD

### Knowledge & Dreams

YouTube is where I listen to music, watch lectures, and laugh.

This week, an Old Spice ad caught my attention.

In [Rocket Car](#), a one-minute ad, a young man speaking English with a European accent strolls around his “rocket” car on the Bonneville Salt Flats.

There is an air of excitement.

His mind narrates: “Limits, do they even exist or is it just a made-up word to destroy our dreams.”

Once behind the wheel, he speeds up and his narration continues. We learn that Old Spice has freed him “from sweat’s tyrannical rule over his body” and that he now can “push myself even further.”

You feel his passion and dreams pushing him forward as the car speeds up, revving the viewer’s own excitement.

As he looks ponderingly out the window, his narration continues: “Should I stop? Should I have listened to all the critics?”



**Congratulations to our Department’s  
Dissertation and Portfolio Defense  
Participants**

Pages 11-14



**Congratulations to all of our  
Department’s Graduates**

Page 9

One is drawn into the drama to succeed against all odds!!!!

The car speeds up more and one by one parts start coming off.

He wonders, "Should I have taken even a basic engineering course of some type."

"Yes, yes I should have."

"But the most valuable lesson I have ever learned is that if you fill your brain with knowledge, then there won't be any room for dreams. . . ."

"And my dream is to take the wheel and drive. . ."—at which point the car explodes.

Onlookers stand amazed, saying "Wow!"

He survives and is pictured standing next to them, also saying "Wow!"

The message of the one-minute story is clear: Old Spice protects!

But another message is more subtle, and applicable to leadership. That is the message that knowledge contaminates dreams. That message is similar to the concern that [several years ago prompted PayPal CEO Peter Thiel to offer 24 people under the age of 20 \\$100,000 to skip college \(at least for a while\) to start their own companies](#).

"*The Chronicle of Higher Education* reports that Thiel thinks ideas can develop in a start-up environment much faster than at a university. And the project is also intended to question the idea of higher education" (see link above). I believe dream attainment lies somewhere between a path solely built on one's own thinking and one that only tries to learn and mimic what has already been.

Our Leadership program tries to find the learning space between only reading and only doing. Effective education has "to develop this power" to think creatively and effectively. To be educated means we are pushed to be "thinkers, and not mere reflectors of other men's thought." To do that we need to go directly "to the sources of truth, to the vast fields opened for research in nature and revelation" (White, 1903, p. 17).

Our programming is built on the belief that your dream should shape the knowledge you learn and that your knowledge can give birth to better dreams, or at least better fulfillment of dreams. We believe reading articles, books, and blogs and listening to lectures can fuel dreams.

Knowledge need not be contraindicated in dreaming!

That is why we are in this business of education and leadership development. We believe we can provide knowledge that can help us all chase and even fulfill some of our dreams.

## References

White, E. G. (1903). *Education*. Mountain View, CA: Pacific Press.

"Rocket Car." <https://www.youtube.com/watch?v=giJxJdSuq74&authuser=0>

# Department News

## Spring Courses

Following is a list of courses that are available next spring.\*

- EDAL 570-999: Principles of Education Supervision—CRN: 444—Bordes Henry Saturné
- EDAL 640-001 or 999 (online): Higher Education Law—CRN: 445 or 446 (online)—Staff
- EDAL 645-001: K-12 Educational Finance—CRN: 447—Bordes Henry Saturné
- EDAL 675-001 or 999 (online): College Student Development Theory—CRN: 448 or 449 (online)—Bordes Henry Saturné
- LEAD 638-999: Issues in Leadership Theory—CRN: 806—Erich W. Baumgartner



\*This course schedule list is still under construction and is subject to change. If changes are made, this list will be updated.

<https://vault.andrews.edu/schedule/>

Tips to navigating the course schedule webpage.

- Make sure to change the Term section to Spring 2017.
- Make sure to change the Department section to Leadership.
- Make sure to change the Level section to Graduate Only.



# MA Europe Launch

## The MA in Leadership in Europe has started!

A pre-Christmas e-mail from Newbold College caught my imagination immediately. The e-mail asked Andrews about the possibility starting another MA cohort in Leadership at Newbold. We all realized that the time frame suggested—a start in May—was impossible. But what if we approached such a program not as business as usual, but as a chance to enter into a creative partnership with Newbold to experiment with a fresh approach to program design in view of the daunting challenges our partners are facing in Europe today? We decided to give it a try. And in the end, a coalition of good will and passionate focus won the day.



Here is what the program looks like.

Seven competencies would be required. *No surprises there.*

- Three could be chosen from a set of seven new competencies. *That flexibility is new.*
- LLGs would meet face to face for one day each month throughout the year. *I can hear some of you shout, “What?”*
- There would be a new teaching dimension in competency development. *Action-reflection here is taken to a new level: once you’ve got it, teach it.*
- Competency support would be based on course modules as well as on field-organized leadership conferences. *Call it creative partnerships.*
- Expertise would not only come from faculty but also from “positive deviants” in the field. *We’ve got to pay attention to those mavericks who are leading the way.*
- Summer sessions would be organized by Newbold (UK). *Nothing new there.*
- But the fall sessions would be organized by participants in different world cities in Europe. *Welcome to Riga, Budapest, Helsinki, and Zagreb.*
- Research would be one third of all credits. *The UK measures the seriousness of an MA by the quality of the research produced.*
- All this will happen in seven sessions spread over 3½ years. *That is a first for international leadership cohorts.*
- We would also create a new Moodle site available not only for a semester course but for the whole journey. *Thank you, Sam, for opening up the mysteries of Moodle to make this possible.*

Only five months later, we were on the way to England to start the two-week orientation of MA LEAD Europe, from May 29 to June 12. By the end of the second week, we had not only 100% buy-in, but well-laid plans by the LLGs to take on this multi-year journey. The faculty team for that session consisted of Erich Baumgartner, Randy Siebold, and Gus Gregorutti. Over the next year, most of the faculty will be involved in the program in some way. In addition, Llew Edwards, Marinko Markek, Sorin Petrof, and Victor Pilmoor joined us as local advisors to support 22 participants in their program journey.

There is talk of another 20-30 people who want to get into the program next year. We will see if this will materialize. Right now we are working on making the program work with its simplicity and complexity. Yes, we are pushing the boundaries of graduate education. In the end, the program “back home” always benefits from the innovations on our international frontiers. Some of you in Cohort 2016 already know the new LearningHub system is still under construction. We hope that soon we will be able to make new program support options available to every leadership participant.

In the meantime, we are eager to learn from any of you how you have been able to push the boundaries of your own learning. Who knows? Some of you may end up joining us in one of those field conferences to share your leadership journey with emerging leaders! I would be interested to hear from you. —Erich W. Baumgartner, PhD

## June 2016 Orientation



At our annual Leadership Department Orientation in June, we welcomed 21 new participants into our department. Ten of them are in the Leadership Program, six are in Educational Leadership, and five will be in the Higher Education program. The Orientation got off to a great start with a marvelous devotional on Monday morning by our new university president, Dr. Andrea Luxton. The outing to Saint Joseph on Wednesday evening proved to be a marvelous time of fun and fellowship. Throughout the week, it was evident that this cohort is full of bright minds and devoted hearts—we can't wait to see the incredible things they will achieve going forward!



## July 2016 Orientation



This past July, the Leadership Department held a special Orientation that came about through circumstances that can only be described as miraculous. This 12-member cohort is a group of educators and administrators from the Northeastern Conference of Seventh-day Adventists who are all seeking to earn a PhD. Thanks to the leadership of Viola Chapman, the Director of Education for the conference, we were able to get these wonderful denominational employees into our program despite numerous hurdles. During Orientation, they proved themselves to be fun-loving and profoundly dedicated to their professional ministries. We are blessed to welcome them to the Leadership Department!

## Brazil Dedication



On July 14, 2016, at the Adventist University of San Paulo, our Department's Brazilian participants had a dedication ceremony to celebrate their completions of the program! We had 46 students who started the program in July 2014. Now we congratulate them on their completion! We are so very proud of our Brazilian students and we pray that God will continue to bless them as they move forward in their journeys.

# Leadership Conference 2016



The theme of this year's annual Leadership Conference was Implicit Bias. Brian Nosek, a leading developer of the Implicit Association Test, spoke about our unconscious biases, or the "blind spots" that impact our day-to-day relationships.

As in the past, the conference was held at the Howard Performing Arts Center, a great venue for our community. However, for the first time, the morning session was simulcast to two conference rooms at Whirlpool headquarters up the road in Benton Harbor, Michigan.

We had several hundred attendees, representing participants from the Leadership program as well as employees from Andrews University, Lakeland Health, and Whirlpool.

The afternoon break-out sessions covered various application of the morning presentations. One session was on psychology of implicit bias with psychologists Jay Brand, Karl Bailey, and Harvey Burnett. Another one explored implicit bias in education with Janet Ledesma and Erica Zacariotto. The third breakout covered implicit bias in health care with Yvette Weir, Donald Tynes, and Danny Sledge.

The reviews collected from those who attended show that it was a well-received conference. The pictures help to show that.



## August Graduates and Graduation Awards

We would like to congratulate our department's August graduates! Big congratulations to:

- Claudio Valdir Knoener, MA
- Jeffrey A. Lambert, MA
- Jeremy Brian Garlock, MA
- David Andrew Jeffrey, PhD
- David Ernest Weigley, PhD
- Ndalakwa Musa Masanja, PhD

We are so proud of our latest group of graduates! We pray that God will continue to watch over you and that His abundant blessings continue to overflow on all of you!



Claudio Valdir Knoener, pictured with his wife. Claudio joined us all the way from Brazil!





During the August 2016 graduation ceremony, Dr. Shirley Ann Freed received the John Nevins Andrews Medallion.

Freed completed a BA in biology and chemistry from Andrews University in 1967. She completed an MA in elementary education from Loma Linda University in 1989, followed by a PhD in curriculum and instruction from Andrews University in 1991.

Upon completion of her bachelor's degree, Freed worked the following 16 years at Adventist schools in Canada. From 1983 to 1989, she served at Pakistan Adventist Seminary, teaching at both the college and high school level. From there, she began work at Andrews University, teaching in the English Language Institute while also serving as a part-time research assistant. In 1991, Freed joined the faculty in the School of Education, broadening her scope in 2001 to include qualitative research and leadership. She added department chair of Leadership and Educational Administration and Leadership program coordinator to her responsibilities in 2003.

While guiding student research and helping other faculty in the department serve doctoral students more effectively, Freed became a pioneer in leadership development and educational technology, helping to form, nurture and grow one of the largest leadership development programs in the history of Seventh-day Adventist higher education. She was also instrumental in the early work of the Adventist Virtual Learning Network (AVLN), which innovatively pushed the margin of delivering and extending Adventist education to more places in the world. Her cross-cultural experience has made her flexible in adapting her teaching and learning practices to different cultural, religious and worldview perspectives, a flexibility which has served her well as she has given nearly 100 lectures and training sessions across the globe on learning and leadership.

While remaining active in her own scholarly pursuits, Freed has served on over 100 dissertation committees and has published dozens of peer-reviewed articles, booklets and papers in many scholarly disciplines. Recognized as an expert, she is a sought-after methodologist even in her retirement.

Freed's productivity levels are legendary. She brings to each dissertation a combination of high energy, responsive feedback, problem-solving ability, and a keen research mind. She creates high expectations of what needs to be done in teaching and learning, and does the tedious work of giving supportive feedback, working with some of the most challenging dissertations.

Freed is the recipient of numerous teaching and research awards, and her advisees have gone on to receive distinguished awards for their dissertation work. Even now as a professor emerita (retired), Freed continues to teach globally, guide dissertations, and both write and edit journal articles.

Freed and her husband, Allan, have three children and five grandchildren.



## News & Announcements

### Congratulations, John Kobielski, PhD!



John Kobielski successfully defended his dissertation on July 29. He examined “The Relationship Between Leadership Characteristics and Project Success: Estimate of Validation and Systematic Reliability Studies.” Shirley Freed chaired this complex dissertation. Isadore Newman, as methodologist, helped guide John’s use of and modification of several instruments to measure leadership and project success. Duane Covrig was his third member. “John modified an existing instrument and did several statistical techniques to examine this relationship from several angles of analysis.” Shirley Freed, working with School of Education Dean Marinho, was able to secure an expert in leadership dynamics, Eddy Witzel. Dr. Witzel is a 2014 graduate of the leadership program, an adjunct faculty member at Washington Adventist University, and an experienced program/project manager/engineer in the defense industry.



## Congratulations, Ndalaha Musa Masanja, PhD!



We congratulate Ndalaha Musa Masanja on the completion of his dissertation defense! His committee consisted of Jay Brand, advisor, Jimmy Kijai, methodologist, and Sylvia Gonzalez as his third reader. Ndalaha's dissertation was a fascinating study involving students in our own state of Michigan: "The Relationship Between Financial Incentives and Perceptions of Student Choice at Private Michigan Universities." Below is a brief overview of his work.

The rising cost of getting a college or university degree gives millions of students "sticker shock" each year, and paying off student debt has only grown more difficult over time (Liberto, 2012). Escalating tuition and diminishing college affordability pose financial barriers or hardship, particularly for the underprivileged student population (Ellwood & Kane, 2000; Kim et al., 2009). In an effort to understand these trends in the context of private institutions, this correlational study examined the role of financial incentives in students' matriculation choices in four randomly selected private Michigan universities and included 390 students conveniently selected from those institutions who responded to a survey. In general, mixed results were observed regarding (1) possible relationships between student demographic characteristics and students' perceptions about choice of higher education institutions; (2) the relationship between personal/family incomes and perceptions of student choice of higher education institution; and (3) the relationship between financial incentives (student loans, tuition and fees, scholarships or other financial aid, and grants) and perceptions of student choice of higher education institution among students in selected private Michigan universities. Results suggested there may be some relationship between total financial aid, total tuition and fees and the perceptions of student choice in selected private Michigan universities.

Congratulations once again to Dr. Masanja!

## Congratulations, David Weigley, PhD!



We congratulate Dave Weigley, who successfully presented his portfolio on Monday, July 18, to a panel of Leadership program faculty consisting of Erich Baumgartner, advisor, Janet Ledesma, second reader, and Bordes Henry Saturné, third reader, and several guests. Since he has already successfully defended his dissertation (late last year), his portfolio presentation marked his final step in the Leadership program. Dave has just been re-elected as President of the Columbia Union for a third term, indicating a strong unified support of his leadership. His leadership has been marked by the distinction of his union constituency to vote officially to support the ordination of women, a pioneering decision in the Adventist world that has been welcomed by some and bedeviled by others. During his portfolio presentation, Dave indicated the many ways that the Leadership program provided a platform for growing as a leader through difficult decisions.

Congratulations, Dr. Dave Weigley!



## Alumni News



Maria Lombart, MA 2015, is currently serving with Adventist Volunteer Services at Middle East University (MEU) in Lebanon. She is using her skills in administration, organization, and strategic planning to assist in the communications department and with various administrative projects. She's also working with enrollment for the new BSc in Biology, emphasis in pre-med, that will be launched this fall at MEU. Having spent most of her life in the mission field, she chose to focus on cross-cultural understanding within her leadership training at Andrews and is now implementing those principles in her ministry. "I spent three years here when I was a teenager so in a sense it's like I'm coming home," Maria says. "My favourite part about being here is teaching Advanced Writing in the Intensive English Language department. MEU students are primarily non-SDA, so each class is an opportunity to share Jesus' love with them through worship and biblical principles. Though this is my first time to teach a writing course, I attribute its success to my graduate level academic writing course by Dr. Brand at Andrews. I learned how to write with precision and critical understanding and I hope to teach this to my students as well." Middle East University recently signed a memorandum of understanding with Andrews University and is looking forward to continued educational collaboration.



First picture: Maria painting a wall to brighten the Bourj Hammoud community for Global Youth Day.



Second picture: Maria visiting an Iraqi refugee family in the community. MEU and the SDA Bouchrieh church regularly visit refugee families to encourage them and give them food parcels.

Third picture: Maria at MEU.



## 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](mailto:john.simon.7x283@gmail.com)
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We have several others on our list, so please contact Kezia if none of these individuals are available.

### AU Writing Center

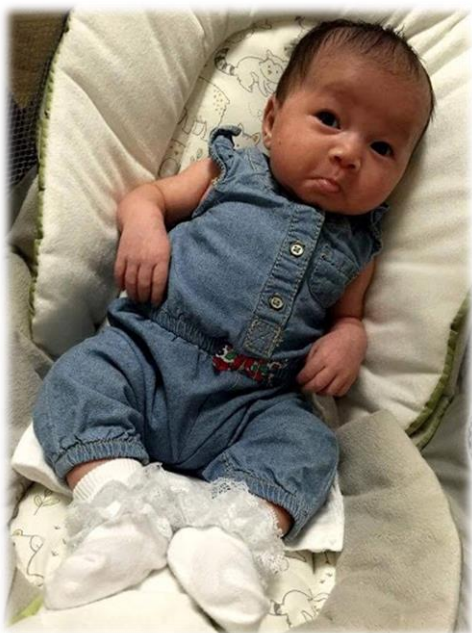
Both on-campus and off-campus Department of Leadership participants can utilize the services of the AU Writing Center. Their web site and a recent announcement noted:

“The 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](mailto:writery@andrews.edu)

## Baby News

It is always very exciting for us to share in the joys of our current students and alumni. One of our favorites is when we receive the news of new a generation being born—babies! Here are some of the newest members of our departmental family!

We are so excited to introduce precious Elianah Grace Balinsuga Axford! If that name sounds familiar, it's because she is the daughter of our very own graduate assistant Matthew Axford! Matthew and his wife Grace, along with their son J. L., welcomed Miss Elianah on June 7, 2016. She came into the world weighing in at 6 pounds and 4 ounces, and she measured 19.5 inches long! We pray for God's blessings on the Axford family! Congratulations, guys!



# Leaders are Readers

This section of the newsletter typically reviews books of interest to leaders.

Over the next several newsletters, we are going to focus on good resources in various competency areas of leadership or higher education or standards within K-12 leadership. These will be prepared by experts. This list is not exhaustive, so those wanting more options should contact the experts who create these sections.

We will start with Ethics/Spirituality/Values (1b in Leadership and Higher Education; Standard 5 in Educational Leadership).

## Duane's Top 10 Books in Ethics, Values, and Spirituality in Leadership:

1. Holy Bible or religious writings. Participants are encouraged to draw from their faith traditions to understand and explain their moral commitments and practice. Our department teaches within a Judeo-Christian tradition, but encourages all participants to use their spiritual resources to improve their ethical practice.
2. Johnson, C. E. (2015). *Meeting the ethical challenges of leadership: Casting light or shadow* (5th ed.). Thousand Oaks, CA: Sage. A "textbook" but one of the best single resources on ethics in leadership and organizations. Moderate academic level of reading.
3. Selznick, P. (1992). *The moral commonwealth: Social theory and the promise of community*. Berkeley, CA: University of California Press. Excellent book for both social responsibility and ethical leadership. Complex academic level of reading.
4. Sandel, M. J. (2010). *Justice: What's the right thing to do?* (1st pbk. ed.). New York, NY: Farrar, Straus and Giroux. For several years one of the most popular Amazon books on a general approach to ethical principles. Sandel's videos are widely used and his approach is clear, engaging and useful for leader.
5. Cooper, T. D. (2006). *Making judgments without being judgmental: Nurturing a clear mind and a generous heart*. Downers Grove, IL: InterVarsity Press. A Judeo-Christian approach to how we use ethics to evaluate issues and actions without becoming judgmental of others. Easy academic level of reading.
6. Blackaby, H. T., & Blackaby, R. (2011). *Spiritual leadership: Moving people on to God's agenda* (Rev. & expanded ed.). Nashville, TN: B & H. Devotional and religious reading style with both practical and deeply moral implications for practice.
7. Bell, S. (Ed.) (2014). *Servants and friends: A biblical theology of leadership*. Berrien Springs, MI: Andrews University Press.
8. Greenleaf, R. K., & Spears, L. C. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness* (25th anniversary ed.). New York, NY: Paulist Press.
9. Brooks, D. (2015). *The road to character*. New York, NY: Random House. A very readable book on wisdom and character and how it can be developed. He uses events from many different types of leaders.
10. Two very simple but useful books for those starting out:
  - a. Blanchard, K. H., & Peale, N. V. (1988). *The power of ethical management*. New York, NY: Ballantine Books.
  - b. Maxwell, J. C. (2003). *Ethics 101: What every leader needs to know*. New York, NY: Center Street.



### Duane's Top 5 Articles/Chapters on Ethical Leadership:

1. Gini, A. (2004). Business, ethics, and leadership in a post Enron era. *Journal of Leadership & Organizational Studies*, 11(1), 9-15. doi: 10.1177/107179190401100103. An easy read, this is one of the top-cited ethical leadership articles of the last 10 years.
2. Yukl, G., Mahsud, R., Hassan, S., & Prussia, G. E. (2013). An improved measure of ethical leadership. *Journal of Leadership & Organizational Studies*, 20(1), 38-48. doi: 10.1177/1548051811429352. A research article designed to show various ways of measuring ethical leadership.
3. Smith, P. (2000). Rethinking Joe: Exploring the borders of 'Lean on Me.' In T. Daspit & J. A. Weaver (Eds.), *Popular culture and critical pedagogy: Reading, constructing, connecting* (pp. 3-31). New York, NY: Garland. Excellent moral critique of the school leader Joe Clark in the film "Lean on Me." A popular and deeply useful choice for school leaders I have taught.
4. Cooper, T. L. (2011). Building ethical community. *The American Review of Public Administration*, 41(1), 3-22. doi: 10.1177/0275074010375715. Terry Cooper is a leading authority on public administration and public ethics.
5. Several top choices from department faculty writings:
  - a. Covrig, D. M., Ongo, M., & Ledesma, J. A. (2012). Integrating four types of moral leadership into your organization. *Journal of Applied Christian Leadership*, 6(1), 36-63. Retrieved from [https://www.andrews.edu/services/jacl/article\\_archive/](https://www.andrews.edu/services/jacl/article_archive/) A Judeo-Christian look at various approaches to moral leadership that can conflict in an organization.
  - b. Covrig, D. M. (2000). The organizational context of moral dilemmas: The role of moral administration in making and breaking dilemmas. *Journal of Leadership Studies*, 7(1), 40-59. Retrieved from <http://jlo.sagepub.com/content/7/1/40.short> doi: 10.1177/107179190000700105 A business look at ethical decision making; this article won an award from the Center for Creative Leadership.
  - c. Covrig, D. M. (2000). Professional relations: The multiple communities for reform and renewal. *Professional Ethics*, 8(3/4), 19-56. One of my best attempts to show the relational aspects of ethics in professional practice.

There are hundreds of other good reads on various topics, so if you need help finding material in ethics, contact Duane at [covrig@andrews.edu](mailto:covrig@andrews.edu)

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