

Interior Leadership

The subject of leadership abounds with books and theories and leadership training programs, but Peter Senge (2005) is skeptical about the impact they make. His premise in “Missing the Boat on Leadership” is that the interior state of the leader is often not the primary target. He believes that “This interior state hinges on at least three interdependent shifts: the source of our goals, the nature of our commitment, and the quality of our awareness” (p. 28).

The source of our goals needs to run deeper than the usual desires for money, power, approval, self-satisfaction, sense of accomplishment, and so forth. The source that makes a difference in leadership transcends us as individuals but is deeply personal. Like the artist, the source needs to emanate from “the simple desire to bring something into reality for its own sake” (Senge, 2005, p. 29).

The nature of our commitment in Senge’s view needs to be larger than ourselves. This interior state is a fanatical adherence to mission. In other words, there is a sense that the mission represents who we are and why we are here.

The quality of our awareness has something to do with our reality. For example, if our awareness is devoted largely to obstacles and adversaries, we create negative visions.

“Not only do [they] prevent us from focusing on what we want to create, they also subtly reinforce a point of view that ‘we did not create these problems, somebody else did’” (Senge, 2005, p. 29). We become victims instead of leaders in charge of the future.

Senge’s point is that the easy approach to leadership is to examine successful leaders—their characteristics and habits—and obsess over action strategies. Instead, he would have true leaders look to our inner state—our state of being. He completes his thoughts by reflecting that

Maybe it is that we simply do not understand or believe enough the emerging alternative scientific view that accepts and integrates interiority and exteriority as inseparable aspects of living systems. Maybe that is why we keep missing the boat on leadership. Maybe that is why the world is adrift. (p. 30)

Whether you want to think in such profound terms about the value of *inner states* to leadership development, Senge makes a giant leap toward helping us understand leadership at its deepest level. His interior shifts are likely to gain credence as we reach toward that deep level from which actual leadership springs.

Reference:

Senge, P. (2005). Missing the boat on leadership. *Leader to Leader*, 38, pp. 28-30.

The Power of Vulnerability

Chip Bell (2005, Fall), one of the authors of that marvelous book

“Beep, Beep: Competing in the Age of the Roadrunner,” is back again with an intriguing view of the value that vulnerability brings to quality leadership. One could say that it’s all about trust. Being exposed through real, genuine, open, and authentic vulnerability fosters trust. Trust provides a climate for freedom and creativity. Realness prevents suspicion and cynicism; it honors flexibility, respect, and consideration. Genuine leaders tend to foster engagement and cutting-edge work. Bell explains that vulnerability starts with “hard honesty”—the kind that reflects complete candor. It is expressed through valuing reality over rank, and purpose over power.

Leaders who show vulnerability see their errors not as problematic flaws, but as opportunities to demonstrate that real leaders own their mistakes. Leaders are not afraid to make mistakes; they learn from them and feel comfortable role modeling vulnerability and demonstrating their humanity. Instead of weakness, vulnerability demonstrates courage.

Real leaders work at truth. Truth is not just an ethical responsibility; it is a necessary ingredient in

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developing partnerships that are portrayed as relations of equality, steeped in respect. Thus hidden meanings and innuendos in communication are ruled out. Creativity is the outcome of being able to trust the legitimacy of colleagues' comments and points of view.

Real leaders don't wear rank. Subtle influence rather than obvious authority takes the "focus off of *who* and place[s] it squarely on *what*" (Bell, 2005, p. 21). An observer should have difficulty figuring out the senior leadership in a spirited dialogue. "Leaders without rank busy themselves with the business of mission and course, not power and conceit" (p. 21).

Real leaders care about spirit. To convey the difference between work as toil or work as an expression of spirit, Bell explains that "Chores extract toil; causes unearth spirit" (p. 22). Thus the leader has a responsibility to ensure that spirit does not grow dim. Enthusiasm is maintained through constant reminders of the cause and personal demonstrations of passion about the cause.

Real leaders are there. Not only do leaders know what is going on, they hunt for genuine encounters. Connections are highly valued—leaders model complete focus, punctuated with questions and genuine concern.

In our drive toward more meaningful forms of interior leadership, we can learn much from Bell's premise that vulnerability's biggest payoff lies in its ability to generate real passion. "As leaders publicly connect with their true selves, they issue an implied invitation for [others] to do likewise. Heads do not talk to hearts; only hearts talk to hearts" (p. 23). The natural outcome of vulnerable, passionate leadership? Internal responsibility, not external accountability.

Reference:

Bell, C. R. (2005, Fall). The vulnerable leader. *Leader to Leader*, 38, pp. 19-23.

Teamwork

Teamwork is one of the hallmarks of successful organizations and is essential to high productivity. Haughton (2005) describes a particular model as *hot teams*, while others call them high-morale groups. What makes a hot team? When are they needed? And why are they so essential to good organizational outcomes?

Haughton's definition of hot teams describes them as task interdependent—group members are willing "to look beyond self-interest and communicate, coordinate, and cooperate with others" (p. 7) to create success. Team members recognize that individual decisions and behavior make an impact on the group's objectives—they choose to relate to each other with empathy, flexibility, and generosity. "They take the initiative and look out for each other with an eye on the big picture" (p. 7).

Through his research about failure to follow-through on organizational objectives, Haughton learned that there are two "Don't" directions (pp. 8-9):

- *Don't let your group become rule-bound.* Although it is human nature to create rules when things apparently go wrong, it is better to let things be "messy and clean up later" (p. 9). In other words, too many standardized rules cause unintended consequences. Although process is helpful in creating reliability and repeatability, it often is taken to extreme and creates a rule-bound climate—Group members are discouraged from showing initiative, and are unable to utilize creative thinking to solve situations on the spot.
- *Don't be mean.* No right-minded person intends to be mean-spirited, but the intention of enforcing accountability often crosses the line into bullying. Persons instead of problems are attacked, and the effect of indifference

to feelings causes others to look for payback.

Simply honoring the *Don'ts* is not enough to create hot teams, so Haughton promotes four *Do* directions (pp. 9-11):

- *Like your people.* Now that seems easy enough, but is it? This rule means that the composition of a group is very important; it requires that the group includes people that you like to be around. When that kind of enjoyment exists, each individual member will likely move heaven and earth to produce positive results.
- *Listen to them.* Listening works through one-on-one and group meetings by reinforcing the value of individual input and causing each one to be more confident—trust builds, expectations are clear, barriers are relaxed, and self-esteem increases.
- *Make work engaging.* One way to know if work is genuinely engaging is to listen at the water cooler. Are group members talking with excitement about the team task? Is the mind-set such that members find the work engaging? The mind-set is not that we're a hot team but that we each have an important role to play and our strengths are being used.
- *Let them decide.* The outcome of team members being able to make decisions is that the group becomes less rule-bound and hierarchical and the behavior is more considerate and generous.

Not all tasks require hot teams—some jobs involve less interdependency to get the job done. Some objectives require the expertise of individuals with little "cross pollination" needed from others in the organization. Success is not generally related to the action of several people.

When interdependency is required, hot teams produce more, they adapt quickly to new directions, and they expend the extra effort to follow through under changing conditions. They "more easily buy in to their responsibilities, the group's goals, and the big picture" (p. 7). Thus they respond to the fast pace that all of us experience in organizations today.

Reference:

Haughton, L. (2005). Creating hot teams. *Leader to Leader*, 38, pp. 7-12.

New Student Board Members

Kappa Omicron Nu is proud to welcome our talented, dedicated new student board members, elected during the August, 2005 Conclave in Chicago. They are:

Tracey L. Bridges

University of North Carolina—
Greensboro

Deidra M. Cody

Berea College

Anita G. Coleman

Northwest Missouri State
University

Ninth KON Leadership Conclave & Undergraduate Research Conference

August 2-5, 2007. Hyatt Regency DFW; Dallas, Texas

Theme: *Integrating Academic & Co-Curricular Goals*

The Conclave is a biennial meeting of the Assembly of Delegates, the governing body of Kappa Omicron Nu, and a leadership development opportunity. The theme of the 2007 Kappa Omicron Nu Leadership Conclave, "Integrating Academic and Co-Curricular Goals," will be

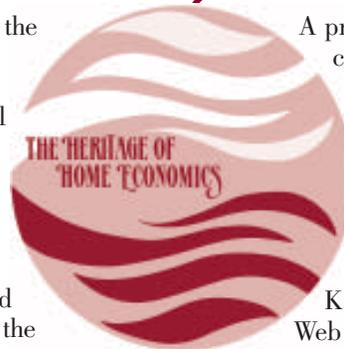
implemented through the workshops and the banquet address. Practical sessions will be conducted on the application of Reflective Human Action to organizational and personal issues for students and professionals. During the Assembly of Delegates Meeting, voting delegates will elect Student Board Members, consider KON business, and participate in a forum to determine priorities for the "ends" (to achieve the mission) of Kappa Omicron Nu. We will also explore various resources for chapter service learning programs, and much more.

The Undergraduate Research Conference will be the fourth such meeting for the Undergraduate Research Community for the Human Sciences (URC). For more info, visit www.kon.org and select the Conclave volume.

Our thanks to the Radisson Hotel & Suites near Chicago's always spectacular Magnificent Mile for their hospitality during the 2005 conference. Make your plans now to join us in Dallas, 2007!

New Fellowship

Kappa Omicron Nu is pleased to announce the **Marjorie M. Brown Dissertation Fellowship**. The purpose of the Fellowship Program is to support research in critical social theory. This award for \$10,000 is intended to continue critical analysis of concepts central to the field and for dialogue toward acceptance by the profession. Information about the award can be found at the Fellowships/Grants link on www.kon.org.



A presentation of the complete history of the profession from 1840 is available as a download (\$35) or on CD (\$75). See the New Initiatives link on the Homepage of the Kappa Omicron Nu Web site for purchasing information, or call the KON offices at 517.351.8335.

**Kids and Careers in Human Sciences****Career Awareness for Schoolchildren Ages 9-12**

This program has been developed by Kappa Omicron Nu to give college students and professionals the resources necessary to share hands-on Human Sciences (HS) experiences with schoolchildren ages 9-12. This program intends to make a contribution to understanding of human sciences careers by showing children that:

- HS makes important contributions to everyday life.
- Children can use HS knowledge to improve their lives.
- Careers in HS can be fun and satisfying.

How does the program work? The **Kids & Careers** program provides college students and professionals with kits of a wide variety of hands-on HS activities and demonstrations that are safe and age-appropriate. Existing activities will be collected in a central resource. Each activity will conclude with a short description of the applicable career, including how specialized knowledge is used in professional practice.

KAPPA OMICRON NU HONOR SOCIETY
CONCLAVE



Leadership and Undergraduate Research Conference

Dallas '07

Program and resource kits for the **Kids & Careers** program are posted on the Kappa Omicron Nu Web site, <http://www.kon.org/kids/index.html>. The Kappa Omicron Nu Board of Directors launched the program with chapters at Conclave 2003. Other high school and college student groups are encouraged to participate.

Needed: Additional activities are needed especially in health, exercise, design, money management, character education, honesty, kindness, school safety, neighborhood safety, personal safety, making a difference, dealing with violence.

2005 Conclave/URC Awards

Undergraduate Research Conference Presentation Awards

(donor - Council of Administrators for Family and Consumer Sciences):

- Christine M. Clark, East Carolina University
- Dixie McGary & Anita G. Coleman, Northwest Missouri State University

2005 URC Presenters:

- Tracey L. Bridges, University of North Carolina at Greensboro
- Deidra M. Cody, Berea College
- Carolyn Kinsey, East Carolina University
- Lauren Mechler, Baylor University
- Joann E. Willis, University of Maryland Eastern Shore

Kids & Careers in Human Sciences Program Award (2004-05):

- Nu Iota Chapter, East Carolina University

Adviser Award of Excellence (2005)

- Diana D. Carroll, Kappa Beta Xi Chapter, Carson-Newman College

Chapter Award of Excellence (2003-04):

- Kappa Beta Xi Chapter, Carson-Newman College
- Kappa Alpha Theta Chapter, Eastern Illinois University
- Kappa Beta Rho Chapter, East Tennessee State University
- Omicron Tau Chapter, Penn State University

Chapter Award of Excellence (2004-05):

- Kappa Beta Xi Chapter, Carson-Newman College
- Kappa Delta Rho Chapter, Olivet Nazarene University
- Kappa Beta Rho Chapter, East Tennessee State University
- Omicron Tau Chapter, Penn State University
- Nu Iota Chapter, East Carolina University



Pathways to Leadership: Emerging & Seasoned Administrator Workshop

The Pathways to Leadership - Emerging and Seasoned Administrator Workshop will be held at the Doubletree Guest Suites Airport, Nashville, TN, July 20-August 2, 2006 for Seasoned Administrators and July 31-August 4, 2006 for Emerging and New Administrators.

Announcing New Internship Scholarships

The Washington Internship Institute, The Washington Center

for Internships and Academic Seminars, and The Fund for American Studies all have new Internship opportunities available. For more information, please follow the links from the home page at www.achsnaatl.org.

2005-2006 Fellowship and Grant Awards

Omicron Nu Eileen C. Maddex Master's Fellowship

Jill Anne Pakulski, Teacher's College, Columbia University
"Jumping Jacks with Jill (food culture and exercise habits)"

National Alumni Master's Fellowship

Andrew J. Scherbarth, University of North Texas
"Psychological Abuse and Health: What Role Does Forgiveness Play?"

Kappa Omicron Phi Hettie Margaret Anthony Fellowship

Linda C. Manning, University of Missouri-Columbia
"Diversity Within: A Typology of First-Generation Mexican-American Parenting"

Omicron Nu Research Fellowship

Jaya Halepete, Iowa State University
"Introduction of Personalization in Fair Trade Apparel"

Kappa Omicron Nu New Initiative Research Grant

Barbara S. McFall, West Virginia University
"Examining the AAFCS Body of Knowledge; Practitioner Alignment, Theoretical Inclusion, Congruity, Consistency, and Utility"

Kappa Omicron Phi Dorothy I. Mitstifer Adviser Scholarships

- Frances E. Andrews, University of Montevallo
- Sue Ballard de Ruiz, Tennessee State University
- Kendra Brandes, Bradley University
- Barbara Brehm, East Carolina University

- Diana Carroll, Carson-Newman College
- Brenda Eissenstat, Penn State University
- Beth Goudge, Northwest Missouri State University
- Missale Kumelachew, University of Maryland-Eastern Shore
- Lauren Leach, Northwest Missouri State University
- Susan Linnenkohl, Marshall University
- Kathleen O'Rourke, Eastern Illinois University
- Kristine Ritz Coll, University of Delaware
- Katrina Rivers Thompson, Berea College
- Debra Sheats, College of St. Catherine

2006-2007 Awards

Master's Fellowship

Eileen C. Maddex Fellowship—\$2,000 awarded annually from an endowment in the Omicron Nu Fellowship Fund in honor of her contributions as Omicron Nu Executive Director.

Doctoral Fellowships

Hettie Margaret Anthony Fellowship—\$2,000 awarded for doctoral study from the Kappa Omicron Phi Fellowship Fund in honor of her as founder of Kappa Omicron Phi at Northwest Missouri State.

Omicron Nu Research Fellowship—\$2,000 awarded annually for doctoral research from the Omicron Nu Fellowship Fund.

Marjorie M. Brown Dissertation Fellowship—\$10,000 awarded for critical science research.

Research/Project Grants

Cross-specialization and integrative research is the research priority for the honor society.

Multi-year proposals will be considered.

National Alumni Chapter Grant—\$1000 awarded annually as a project of the National Alumni Chapter.

New Initiatives Grant—\$3,000—awarded annually from the Kappa Omicron Nu New Initiatives Fund.

National Grants to Chapters

Scholar Program—Variable Grants—awards will be based on the prior year's total initiates according to the following schedule once each biennium: 1-10, \$150; 11-30, \$250; 31-50, \$350; 51 up, \$500.

Calls for Papers

Topic: Personal, Social & Corporate Responsibility in a Common World

Margaret Bubolz and Linda Nelson, Guest Editors

Topic: Diverse Families: A Dialogue about Reflective Practice

Katia Paz Goldfarb, Guest Editor

Topic: Critical Science and Critical Science Analysis

Sue McGregor, Guest Editor

Topic: Legacies for the Future

Sharon Y. Nickols, Guest Editor

Topic: Family Communication in the Information Age

Rebecca Dumlao, Guest Editor

Topic: Critical Thinking and Transformative Learning

Donna Kienzler & Frances Smith, Guest Editors

Topic: Higher Education Program Viability

Richard Tweson, Guest Editor

Topic: Research Across Disciplines: Sharing Our Stories

Anne MacCleave, Guest Editor

Topic: Using the Constructivist Approach in Family & Consumer Sciences

Jacquelyn Jensen, Guest Editor

Topic: International Issues: Discussion, Theories, Research

Elizabeth Goldsmith, Guest Editor

Further information and the "Guidelines for Authors" can be found at www.kon.org/CFP/cfp_gfa.html, or by contacting dmitstifer@kon.org.



Human Sciences Working Papers Archive

This Archive was initiated by the Kappa Omicron Nu Leadership Academy to fill an important niche—communication about working papers in the human sciences community. The "Rationale" and details "About HSwp" on the links reveal that the chief outcome can be described as ACCESS. Authors have access to readers and feedback. Students, professionals, and the public have access to new ideas and resources in a timely manner. Thus individuals, professionals, and society will benefit from the enthusiastic participation of authors and researchers. HSwp invites your participation. See www.kon.org/hswp/index.html to learn more.



2005 KON Board Election

Candidate Biographical Information

(Order drawn by lot)



Second Vice Chair

Amelia G. Brown, PhD

*Associate Dean, Articulated Programs,
East Tennessee State University*

Brief Biographical Sketch: KON Second Vice President, 2004, 2005; Nominating Committee 1999-2000; Editorial Committee, 1989-92; Constitution Committee, 1991; **CAFCS** Summit Steering Committee, 1989-1990; Various Committees: Nominating, Local Arrangements, FCS~ALC, Strategic Planning, Publications, Newsletter; Offices: Vice President, President-Elect, President; **AAFCS** Marketing & PR Committee, Tennessee Delegate.

Philosophy Related to KON Mission:

The family and consumer science profession is at the core of our being—individual, family, consumer, community, nation, and world. FCS professionals offer more toward solving of the world's problems than can be imagined, but the key to survival as a profession is three-fold:

- Be change agents. Lead the pack, instead of follow. Watch for opportunities and seize the moment to take action.
- Collaborate with others to strengthen the position of individuals, families, consumers, and communities.
- Leadership is needed now more than ever. Through varied professional and personal leadership opportunities, I can provide insight and work collaboratively toward creative problem solving.

Leadership starts at a young age. As professionals, we must ensure that students learn the skills and attitudes needed to be change agents by providing them with the tools they need to lead. Serving the past two years as KON Vice President has allowed me to be on the cutting edge of new programs and possibilities for the future. I believe strongly in the mission of empowered leaders and would work within my sphere of influence to help mold others into the professionals needed in today's world.

Editorial Committee

Yvonne Gentzler, PhD

*Associate Professor, Family &
Consumer Science Education &
Studies, Iowa State University*

Brief Biographical Sketch: Coordinator, ISU FCS Leadership Academy; **KON - FORUM** Guest Editor; Editorial Committee; Project Director, Heritage of Home Economics – 1920-1985; **NATEFACS** Newsletter Editor; **PAFCS**, VP-External Relations; **AAFCS** Body of Knowledge Committee; **Author**, *Building Life Skills*, Goodheart & Wilcox.

Philosophy Related to KON Mission:

I believe there is a need to explore and strengthen leadership perspectives in Family and Consumer Sciences, and I value the active role of KON in this domain. I am particularly interested in developing the knowledge base of human sciences through KON publications, and I will be happy to assist through the Editorial Committee.

Sue L. T. McGregor PhD

*Professor, Coordinator of Peace and
Conflict Studies Program, Mount Saint
Vincent University*

Brief Biographical Sketch: **KON -** Editorial Committee (2002-04); Editorial Boards of *International Journal of Consumer Studies* & Book Review editor, *Journal of Consumer Affairs*, *Journal of Consumer Education*, *Journal of Asian Regional Association of Home Economics*; Reviewer for the *Journal of Family and Consumer Sciences*, *Journal of Family and Economic Issues*, *Journal of Family Financial Counseling and Planning*, and *Consumer Interests Annual (ACCI)*. **IFHE**, corresponding Member of its Research Committee. Author of *Transformative Practice: New Paths to Leadership* to be published by KON in 2006. As a KON Fellow, I contributed a monograph on RHA leadership, peace, and home economics practice, and am currently working with Donna Pendergast (Australia) on another monograph about freeing home economics from the patriarchy trap.

Philosophy Related to KON Mission:

To foster empowered leaders, KON has to continue to be on the vanguard of leadership theory and initiatives. Further, KON must continue to develop leadership theories that draw on the new sciences (chaos theory, quantum physics, living systems) since these

sciences take us out of the Newtonian paradigm into transformative leadership. The current themes of KON FORUM are a testament to this commitment: transformative learning, critical science and critical discourse, research across disciplines. I would like to see expansion into research that takes place between academics and civil society, responsibility, post modernism, reflective practice, communities of practice, and authentic leadership. It is my hope that professionals will look to KON for innovative ways to stretch their thinking and leadership practices that are academically rigorous, yet fun. To be empowered means one has been able to find one's "me power." One's inner voice is then moved to take that energy and insight to work with others to do the same. That would be a real, lasting, and sustainable contribution of KON.

Rebecca A. Hess, PhD

*Associate Professor in Health Science,
California University of Pennsylvania*

Brief Biographical Sketch: I was selected as the University Research Director for our newly established chapter, Nu Omicron, at California University of Pennsylvania this past spring. As a new chapter member and research director, I am continuing to sponsor undergraduate and graduate Athletic Training research at the University, as well as regionally, and nationally. I have advised numerous graduate and honors theses, and was invited onto the University Honors Board this past year. As a result of this appointment, I recently attended the National Collegiate Honors Council in St Louis as a representative of that board, and am actively contributing to research presentations with our students for the regional and national honors conferences.

Philosophy Related to KON Mission:

I believe that the most effective way to empower students is to provide an opportunity and environment that will want them to know more. Effective leaders seek knowledge, have the ability to think critically, and make well-informed decisions. To that end, I feel that it is our responsibility as educators to provide such opportunities through undergraduate and graduate research within and outside of the classroom environment.

Nominating Committee

Jan Van Buren, Ph.D., CFCS
 Professor and Department Chair,
 Human Sciences Department, Texas A&M
 University-Kingsville

Brief Biographical Sketch: KON - Board Chair, 2000, 2001; Vice Chair, 1999; **AAFCS**, Council for Certification, 2003-06; 2001-03; Interim Council for Certification, 1988-2000; Vice Chair for Education and Technology Division, 1999-2001; **TAFCS**, Nominating Committee, 2002-04; **MAFCS**, president, 1995-96, vice president, 1994-95; assorted affiliate committees, 1991-95; **ACTE**, Family and Consumer Sciences Division.

Philosophy Related to KON Mission:

As a long-term member of Kappa Omicron Nu and the Human Sciences profession, I have had the opportunity to become acquainted with a variety of people who can provide the creative and visionary leadership needed to keep KON at the forefront of the issues the profession needs to be addressing. Empowered leaders require both knowledge and confidence. Kappa Omicron Nu's programming both at Conclave and through its online programming provides a venue for students at all universities to develop these skills. Kappa Omicron Nu needs now to be placing special emphasis on reaching those students who were previously considered to be in the minority categories.

Sarah M. Shoffner, PhD
 Retired, Director, Internship Program,
 Human Development and Family
 Studies, University of North Carolina-
 Greensboro

Brief Biographical Sketch: KON - Board Chair, Chair-Elect, VP/Finance, Omicron Alpha Kappa Chapter Adviser;

NCAFCS, President, 2nd Vice President; **AAFCS**, Senator; **CAFCS**, Membership Chair; **HERJ** Policy Committee.

Philosophy Related to KON Mission:

I am interested in empowering young professionals to serve the profession through available opportunities, guidance, and encouragement. My involvement in other national organizations has deepened my commitment to KON principles and ideals, and has nurtured my desire to continue active involvement. I have gained professional knowledge of the membership throughout my life, and I look forward to helping identify leaders who will continue the strength and effectiveness of KON in the years to come.

Message From the Board of Directors

Sarah M. Shoffner, Chair

Chicago's Conclave 2005 is a memory now. We went there to "set our sails" (remember Lake Michigan was very close) and "invest"...in our KON chapters and in ourselves. And invest we did. Our time together gave us momentum for the journey home-ward, filling us with passion and energy, new knowledge, resources, ideas for exciting chapter programs, and new friends to expand our networks. Enthusiasm is contagious—that's why we left Conclave feeling empowered as leaders and wanting to share with all KON members. In the closing ceremony, as we picked up our chapter banners for the return

home, each delegate told the group one thing they would take back from Conclave—what a powerful segment! I challenge you to "set your sail" and put your energies into the best year ever for your chapter of Kappa Omicron Nu.

If all of this sounds like I'm being a cheerleader, maybe I am! We reviewed many aspects of chapter success at Conclave and made suggestions on resource changes for your successful journey this year. There are many supports to ensure your success and I encourage you to utilize them regularly.

A particularly important Conclave session led to several immediate website changes. You voiced your experiences and suggested ways the site could best serve chapter needs. A new link—*About Us*—gives an overview of KON via "Frequently Asked Questions." The *Chapters* link on the home page is designed as a one-stop page for chapter management. If you have difficulty finding information, feedback to info@kon.org will be appreciated. In fact, most everything about KON, chapter activities (even forms for filing reports), undergraduate research initiatives, scholarship and awards programs, publications, and papers on futuristic views can be found at www.kon.org and in the mailings you receive from the national office.

The September, 2005 *Chapter Newsletter* was recently issued on the website. In this edition, plans were

2005 KON Board Election Ballot

Vote for candidates as indicated and return completed ballot to the address below by December 20, 2005
 (Order drawn by lot)

Second Vice-Chair

(vote for 1) _____

- Amelia G. Brown
- _____

Editorial Committee

(vote for 3) _____

- Yvonne Gentzler
- Sue L. T. McGregor
- Rebecca A. Hess
- _____



Nominating Committee

(vote for 2) _____

- Jan Van Buren
- Sarah M. Shoffner
- _____

Return ballot to KON Elections;
 4990 Northwind Drive, Suite 140
 East Lansing, MI 48823-5031
 or fax to 517.351.8336



Kappa Omicron Nu Honor Society
4990 Northwind Drive, Suite 140
East Lansing, MI 48823-5031

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Permit #407

Message from the Board of Directors

Sarah M. Shoffner

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noted for increasing electronic communication with chapter presidents and advisers. Of course, the success of this effort depends on chapters submitting the officer lists. This, too, can be done online! Refer to the newsletter for announcements about award recipients and plans to link with specialized professional career information.

It is always our quest to provide resources that contribute to successful chapters. Recently, Chapter Benchmarks were added to the website. These benchmarks recognize the elements that contribute to achieving chapter excellence. Benchmarks are identified for institutional support, chapter development, learning, faculty support, national support, and evaluation. Refer to www.kon.org/chapter_files/benchmarks.htm as you include Program Priorities in your planning for an excellent chapter.

Another resource is direct contact with the National Office. All KON members and the Board of Directors are fortunate, indeed, to have the expert leadership of Dr. Dorothy Mitstifer. Our Executive Director is dedicated beyond measure to our mission and the successful operation of KON. Although at Conclave we hailed her as “our captain,” she has that role throughout the year—it just intensifies during Conclave! She is our *navigator* in every aspect of our work. She plans our direction and sees that we stay on course, whether it is in day-to-day operations or in writing about integrating theory and practice, knowledge management, undergraduate research initiatives, aspects of leadership in a culturally diverse society, mentoring, or making an impact on the future of our profession and honor society. She’s a visionary—always looking ahead and positioning KON for success now and in the future. Thank you, Dorothy.

Speaking of looking ahead, it’s never too early to start planning for the 2007 Conclave in Dallas, Texas. The hotel contract has been signed with the Hyatt Regency, Dallas Fort Worth Airport, and the logo already appears on our web site. Check it out—click the *Conclave* link on the Home page (www.kon.org, then on 2007 Leadership Conclave). And get your lassos ready!

Again, this year, I can say “We are moving on!” Several petitions for new chapters are in the works. Soon we hope to announce these chapters.

Lest you think that everything we do centers on student members and chapters, Kappa Omicron Nu actively serves professional members through our publications, fellowships and grants, Fellows Program, and support of the intellectual foundations of the profession through editing/publishing collections of essays and books, managing administrator workshops, and more. Opportunities for authors can be found elsewhere in this issue; we encourage you to submit manuscripts.

This is my last *Dialogue* message and I would like to express my appreciation to the members of Kappa Omicron Nu for the opportunity to serve. I am very thankful for your help and support. It has been very important to me as well as other members of the Board of Directors and the committees. Yet, it is your continuing support, enthusiasm, and ideas put to work by members that will carry this organization forward and ensure its future success. I wish Barbara McFall much success as she begins a new year at the Board’s helm. Let’s continue our tradition and always remember our byline: “Excellence is our Business.”

Kappa Omicron Nu *Dialogue*, Volume 15, No. 1. ISSN: 1520-4855 - Executive Director and Editor: Dorothy I. Mitstifer.
Assistant Editor: Lisa Wootton Booth. Board of Directors: Sarah M. Shoffner, Amelia C. Brown, Barbara A. Woods, Angela Rushman, Tracey L. Bridges, Deidra M. Cody, Anita G. Coleman. © Copyright 2005 by Kappa Omicron Nu Honor Society, 4990 Northwind Drive, Suite 140, East Lansing, MI 48823-5031. Tele: 517.351.8335 ♦ Fax: 517.351.8336 ♦ E-mail: dmitstifer@kon.org