

Making Change

Dorothy I. Mitstifer

Organizational change, or transforming the status quo, is a central challenge of leaders. Reeves (2006) describes strategies and proposes a model for using networks to bring about change. Although his focus was on school change, the approach has relevance for all organizations.

Although “islands of excellence” (Reeves, 2006) exist in all organizations, true systemic change is not easily accomplished. The leader becomes committed to the change, and extraordinary effort is focused on generating vision statements, developing slogans, and planning for extending initiatives throughout the organization. And nothing happens. Only a few people, often the originators, embrace the initiative; the desired change remains isolated.

Hierarchical Model

The usual hierarchical model, whereby 20 percent of the organization does 80 percent of the work, does not convince the majority to adopt the change. Even clarity of message and extraordinary effort are ineffective in extending the change from the top to those at the bottom of the organization. Pfeffer and Sutton (2002, 2006) label this phenomenon the “knowing-doing gap.” Hierarchical models assume that rational beings listen to the evidence, learn new procedures, and follow directions. But behavioral change “does not stem from rational consideration of evidence,

but from an emotional attachment to a trusted colleague” (Reeves, 2006, p. 33). Kotter and Cohen (2002) concur that “People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings” (p. 1). Surveys (Reeves, 2006, p. 33-34) indicate that there are high levels of distrust of leadership in organizations of all kinds. Thus disengagement has more effect on change efforts than the best leadership.

Network Model

Reeves (2006) describes the network framework for systemic change via communication paths of *nodes*, *hubs*, and *superhubs*. Instead of distributing messages in a linear manner, networks use nonlinear paths. A node is one individual within the organization. “A hub is a node with multiple connections to other nodes. . . . A superhub is that rare node in a network to which an exceptionally large number of other nodes and hubs are connected” (p. 34). A superhub is the rare person who knows a lot of people but also has a lot of influence. Thus, leaders need to observe the networks and utilize them in making authentic change. The superhub, when identified, can obtain commitment to change through sharing information, teaching key skills, and modeling values consistent with the desired improvement. Negative rumors are easily squelched by the superhub who is greatly respected.

A negative phenomenon of the network model is the *toxic hub* (Reeves, 2006). The effect of a toxic hub can neutralize the contribution of a superhub. Thus, the leadership needs to adopt the role of listener to identify the islands of excellence and nurture them in order to reduce the effect

of the toxic hub in lowering morale.

Harnessing Networks

Reeves (2006, p. 37) succinctly makes the case for using networks for systemic change:

Understanding, identifying, and deploying networks for positive results is the central challenge of leaders who seek to transform the status quo. Rather than trying to contrive networks through organizational charts or rigid hierarchies, . . . leaders should harness the power of the networks that they already have by listening to their key members—which is the greatest leadership technique of all.

Kotter and Cohen (2002) conclude that there is a core pattern associated with successful change: *see, feel, change*. When too many in the organization fail to see the problems and are acting complacently, compelling and dramatic situations can be created to help others visualize the problem or the solution. The visualizations awaken positive emotional responses and reduce emotions that block change. New feelings change or reinforce new behavior, and people are less complacent. In

In This Issue . . .

- ◆ Association IMPACT Interviews
Dorothy Mitstifer
- ◆ Common Editing and Writing Problems
- ◆ KMhsWIKI
- ◆ KON Fellowship & Grant Awards
- ◆ 2006 KON Election

essence, “emotionally charged ideas change behavior or reinforce changed behavior” (p. 11). Lack of experience with highly successful change has more to do with failure of change efforts than the lack of commitment to act. In this age of accelerated change the stakes are high; organizations must become better. Jack Welch has been quoted as saying that “You’ve got to talk about change every second of the day.” Extreme? Maybe, but change does not happen unless significant energy is captured for a leap into the future.

References

- Kotter, J. P., & Cohen, D. S. (2002). *The heart of change: Real-life stories of how people change their organizations*. Boston: Harvard Business School Press.
- Pfeffer, J., & Sutton, R. I. (2000). *The knowing-doing gap: How smart companies turn knowledge into action*. Boston: Harvard Business School Press.
- Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. *Harvard Business Review*, 84(1), 62-74.
- Reeves, D. B. (2006, May). Of hubs, bridges, and networks. *Educational Leadership*, 63(8), 32-37.

Association IMPACT* Interviews Dorothy Mitstifer

Subject: Knowledge Management / Keeping the Edge

Q What will the future role of associations be in helping people embark and stay on a path of personal continuous improvement? How will the programs associations offer in this area today differ from the ones they will have to offer in the future?

A Let me set the stage for knowledge management. The literature deals with both the technical and human aspects of knowledge management, and of course associations have an interest in both. Although it is helpful to have the tools and products, the intellectual assets are the most difficult and important to manage and to advance. Needed is a dynamic knowledge-based theory (Sveiby, 2001) that takes into consideration the whole system of knowledge transfers/conversions

1. between individuals
2. from individuals to the external structure (the intangible relationships with customers and suppliers)
3. from the external structure to individuals
4. from competence to internal structure (the concepts, models, templates, computer systems, and administrative tools/processes)
5. from internal structure to individual competence (competence of the professional/technical staff as well as the support/managerial staff)
6. within the external structure
7. from external to internal structure
8. from internal to external structure
9. within internal structure

The remainder of this interview can be found online at www.kon.org/hswp/archive/archives.html

* The magazine of the Michigan Society of Association Executives.

Common Editing and Writing Problems

Dorothy I. Mitstifer

Although most publications have guidelines for authors and recommend a particular style manual, most editors find the following common problems in manuscripts. Authors should use these suggestions in editing their own work.

- ◆ On – upon – In formal writing “upon” is preferred, although “on” is not wrong.
- ◆ While – Unless time specific, use “although.”
- ◆ Since – Unless time specific, use “because.”
- ◆ Who, That, and Which – Use “who” and “that” when referring to persons—“who” when the individual person and “that” for a class, species, or type. “Which” is used to introduce nonessential clauses and should be preceded by a comma. “That” is used to introduce essential clauses.
- ◆ Among and between – Ordinarily use “between” when referring to two persons or things and “among” when referring to more than two persons or things.
- ◆ Affect – effect – “Affect” is normally the verb and “effect” is the noun. In psychology, “affect” is used as a noun meaning feeling and emotion.
- ◆ Their – “Their” should be used with plural antecedents—not with a singular antecedents (even though most people

do in conversation). “Its” often works with singular antecedents.

- ◆ Though – Use “although.”
- ◆ Unnecessary infinitive – Ex. The committee will begin to develop the report after the open forum. Better sentence: The committee will develop the report after the open forum.
- ◆ Agreement of subject and verb – the verb must agree in number (singular or plural) with its subject. Subjects ending in “a” often appear to be singular but are really plural – Ex. The data indicate that Terry was correct.
- ◆ Parallel forms of items in a series or list – all nouns, all verbs, or all complete sentences.
- ◆ Over-use of the same word in a sentence or paragraph or article.
- ◆ Misuse of better and best – Ex. The teacher gave some examples so that the class could better understand the concept. Better sentence: The teacher gave some examples so that the class could understand the concept (you either understand or you don’t).
- ◆ Use of “see” and “view” – Ex. In order to be seen as transformative, this chapter makes the case that Better sentence: In order to be viewed as transformative, this chapter makes the case that
- ◆ Not only but also – no comma and parallel form required – Ex. She is gifted not only as a painter but also as a sculptor.
- ◆ Both-and – parallel form required – We are flying both to Chicago and to San Francisco.
- ◆ Semi-colons – to separate two independent clauses that are not joined by a conjunction – to separate elements in a series that already contain commas.
- ◆ Paragraphs
 - no one-sentence paragraphs
 - no long, long paragraphs
- ◆ Commas in general – use the following rules:
 - Commas are used after long phrases but are not required for short phrases (although there are exceptions)
 - Use comma before “and” with words in a series – Always!!!

Questionable sources – limit use for credibility

- ◆ Wikipedia – This is a resource that can be changed at any time by interested parties.
- ◆ Internet – Overuse of Internet references raises issues of credibility. Anyone who wishes to post can do so, and those most gifted in positioning items on the Internet receive lots of citations in a search.

Ethics – author's responsibility

- ◆ Quotations of less than 40 words should be incorporated in text with appropriate citation.
- ◆ Quotations of more than 40 words should be indented with appropriate citation.
- ◆ Quotation of more than 500 words from a work requires explicit permission from the author or copyright owner.
- ◆ Use of models, graphics, and pictures require explicit permission from the author or copyright owner. As an alternative to creating your own, there are inexpensive Internet sources for purchasing graphics and pictures.

**Career Awareness for Schoolchildren 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. Program and resource kits for the *Kids & Careers* program are posted on the Kappa Omicron Nu Web site, see link at www.kon.org.

Conclave, 2007**Hyatt Regency DFW**

International Parkway, Dallas, Texas

August 2-5, 2007

Theme: Leading with Excellence

See the Conclave Program at www.kon.org/conclave/program_07.pdf
See Track II – Emerging and New Administrators at www.kon.org/conclave/trackII.pdf

Registration Fee: \$350.00

Room Rate: \$109.00 + tax; Single, Double, Triple, Quad

Announcing New Initiatives –**KMhsWIKI: Knowledge Management for the Human Sciences**

Kappa Omicron Nu announces this Knowledge Portal to enhance the intellectual foundations of the human sciences. Specifically (in the beginning),

1. The theory and practice of the integrative approach in human systems
2. The knowledge base of quality of living

In an effort to accomplish these goals, Kappa Omicron Nu announces the formation of a Community of Practice for **Integration by Design**, and a Community of Practice for **PRSM** to establish a quality of living index.

Integration by Design

The human sciences claim the unique feature of an integrative and holistic approach to practice, but there is little current practice that confirms this. Thus, Kappa Omicron Nu has set the goal of contributing to the philosophical foundation of integration through a community of practice.

Personal Resource Systems Model

PRSM is a systems framework that describes person-environment interactions that result in measurable qualities of living. It assures that personal motivations are expressed in three aspects: mental (think), emotional (feel), and physical (do). It describes the environment in terms in six resource dimensions: intellectual, organizational, social, material, natural, and financial.

KMhsWIKI**What is a Wiki?**

A wiki is a collection of web pages that are editable by its users. It is a collaborative writing tool that uses ad hoc hyperlinks to grow organically in a way established by its own users, and so doesn't force a structure predetermined by a designer.

Editing KMhsWiki

You are free to edit most pages on KMhsWiki. View the Get Started page

for helpful hints, or syntax for more detailed instructions on how to edit KMhsWiki. You should also read our Style Guide, which will help us maintain a consistent look and feel to the pages.

Planned Infrastructure Development

Immediate plans for KMhsWiki are to include a more comprehensive static menu pointing to significant pages throughout the Wiki, available from every page.

Currently, users may add their name to the 'Edit summary' when making a revision, but that is not authenticated. Users may also register a username, which will become associated with edits made (as long as they are logged in when editing). No validation is currently carried out for registered usernames. We plan to add authenticated users to the configuration in future. See www.km.kon.org for more.

2006-2007 Fellowship and Grant Awards**Omicron Nu Eileen C. Maddex Master's Fellowship**

Jill Anne Pakulski, Teacher's College, Columbia University; Nutrition and Education/Children's Health Programming

Kappa Omicron Phi Hettie Margaret Anthony Fellowship

Julie Ann Boettger, Iowa State University – Food Service and Lodging Management

Omicron Nu Research Fellowship

Sandra R. Ghazarian, University of North Carolina, Greensboro – Family Studies and adolescent development

Kappa Omicron Nu New Initiative Research Grant

Jacquelyn Jensen, Eastern Kentucky University

Marjorie M. Brown Critical Science Grant

Yvonne Gentzler, Iowa State University; Francine Hultgren, University of Maryland; Janet Laster, Ohio State University

Kellogg Foundation Pathways to Leadership Grant

Yvonne Gentzler & Lorna Browne, Iowa State University



2007-2008 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.

Master's Fellowship

National Alumni Fellowship—\$2,000 awarded biennially by the National Alumni Chapter.

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 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 are our research priorities. 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—award is biennial, based on the prior year's total initiates as follows: 1-10, \$150; 11-30, \$250; 31-50, \$350; 51 up, \$500.

Call for Papers

Topic: International Issues: Discussion, Theories, Research

Guest Editor: Elizabeth Goldsmith

This theme issue will stimulate international thought and collaboration. It will present state-of-the-art scholarly articles about what is happening with families and communities around the globe and possible future directions for improving the quality of everyday life. This issue serves as a gathering point, an inspiration for aspiring and established leaders in home economics/family and consumer sciences/human ecology/human sciences and all the specializations.

Further information, many additional Calls for Papers, and the "Guidelines for Authors" can be found at www.kon.org/CFP/cfp_gfa.html.



Human Sciences Working Papers Archive

This Archive was initiated by the KON Leadership Academy to fill an important niche—communication about working papers in the human sciences community. The "Rationale" and details "About HSwp" reveal that the chief outcome can be described as ACCESS. Authors retain copyright, and 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 benefit from the enthusiastic participation of authors and researchers. HSwp invites your participation. See www.kon.org/hswp/

New Publications

Transformative Practice: New Pathways to Leadership

Sue L. T. McGregor

This book makes the argument that individuals, organizations, and entire professions must evolve and adapt if they are to effectively serve humanity and the common good within an increasingly imbalanced and volatile global environment. Five themes are focused upon: paradigm shifts, leadership, educational pedagogy, philosophical growth and globalization.

Qualities of Living: a platform for practice

Barbara McFall

This monograph proposes quality of living as the desired outcome of practice. McFall presents a structure that could position FCS/Human Sciences at the center of key societal issues involving quality of living. An annual measure of quality of living developed from this understanding would identify emerging and met needs, shaping the quality-of-living agenda.

Order online at www.kon.org/publications/orders/pubs_orderform.asp

2006 KON Board Election



Candidate Biographical Information

(Order drawn by lot)

Chair-Elect – Vote for one

Diana D. Carroll, PhD, CFCS

Brief Biographical Sketch: Professor, Family and Consumer Sciences, Management and Family Economics Area, Carson-Newman College. Chapter Adviser, Kappa Beta Xi Chapter – 1980 to present; Co-Adviser, 1977-80; Vice President/Program – Kappa Omicron Phi, 1980-82; Participated in 12 Conclaves since 1978. Active in AAFCS and TNAFCS

Philosophy Related to KON Mission:

My involvement with Kappa Omicron Nu at the chapter and national level has so enriched my professional and personal life. It is wonderful having colleagues, mentors and friends from all across the nation connected by our mission to empower leaders. KON has provided me with so much professional growth through the years in the form of leadership positions, opportunities to learn new concepts and "think" outside the box, and networking with other advisers, professionals, and students. Being a KON chapter adviser has been one of the most rewarding aspects of my teaching career. The opportunity to run for chair-elect is one way that I can "give back" to the organization that has been such a benefactor to my life and my family's life. My daughter, Mary Lynn, a senior dietetics major at Carson-Newman is serving as vice-president of our KON chapter and attended the 2005 Chicago Conclave along with two other members of our chapter. She shared with them that it was not her first Conclave but her third one and that she met Dorothy Mitstifer when she was six years old at our Conclave in Orlando, Florida in 1991! I would consider it a privilege to be a part of the leadership team to continue the vision of Kappa Omicron Nu and would work closely with the Executive Director, Board of Directors, collegiate, and alumni members to carry out the goals and initiatives for the coming years.

Sammie G. Garner, PhD

Brief Biographical Sketch: Professor and Graduate Program Director, Family and Consumer Sciences, Appalachian State University. Chapter adviser, Kappa Gamma Upsilon; First Vice Chair, KON Board, 2005-2006; 2006 Conclave presenter; KON Editorial Committee; Active in AAFCS and NCAFCS, Council of Administrators of FCS, Family Economics/Resource Management Section, American Council on Consumer Interests, and American Association of Housing Educators.

Philosophy Related to KON Mission: Reflective and visionary leadership involves constant scanning of the horizon to anticipate emerging challenges and opportunities and to envision that new context of possibilities. As a professional, I have modeled a deep commitment to Family and Consumer Sciences (Human Sciences), to envisioning new possibilities, and to nurturing new professionals. Having been the beneficiary of such mentoring myself, I am an advocate of encouraging and empowering students and other young professionals to develop their potential for being successful in a future just emerging. Through the roles of FCS program administrator, professor, adviser to KON and to other FCS-related student organizations, and professional organization leader, I have developed and used visionary leadership skills. These include trend awareness, networking and mentoring, foresight, communication abilities, and collaboration.

My philosophy regarding the Kappa Omicron Nu mission of empowered leaders underscores the critical role that such leaders play in the continuing regeneration of the profession. Enhancing the education and leadership development of FCS undergraduate and graduate students and other young FCS professionals generates the leaders for tomorrow. This involves guiding them to value participation in professional organizations and to assume leadership roles in their work and community environments.

Providing leadership as Kappa Omicron Nu chair-elect and board member would be an opportunity to continue to explore the changing boundaries of KON and of our profession, to focus on cutting edge educational programming at local and national levels that develop empowered

leaders, nurture scholarship, and build related partnerships. I would be honored to serve the KON membership in developing empowered leaders, in promoting scholarship, and in creating strategic programming for a bright and promising future.

First Vice Chair – Vote for One

Deborah T. Tippett, PhD, CFCS

Brief Biographical Sketch: Professor and Head, Human Environmental Sciences, Meredith College; Chapter affiliation – Kappa Delta Omicron Chapter; KON Editorial Committee and Constitution and Bylaws Committee; Active in AAFCS and NCAFCS, International Federation of Home Economics, Council of Administrators in FCS, FCSEA, National Council of Family Relations, and North Carolina Association for the Education of Young Children.

Philosophy Related to KON Mission: I am committed to the goals of Kappa Omicron Nu and support the mission of empowered leaders. I believe that empowered leaders are important in all areas of higher education and among all groups. It is a worthy and challenging quest for faculty, our profession, and most importantly our students

As a department head at Meredith College, I strive to foster a real sense of community where we search for common ground, support and respect each other as scholars, feel safe enough to have healthy disagreements, and are secure enough to initiate changes that will make improvements in our work together. I want my students to be global citizens and lifelong learners who give service through knowledge and leadership. It is important that future professionals in Family and Consumer Sciences find ways both personally and professionally to make a difference in the world.

What could I bring to Kappa Omicron Nu? As an authentic leader, I believe that it is always best to be honest and straightforward with faculty and students. Integrity in an academic setting is something that I insist upon. I enjoy solving problems and finding creative solutions that will benefit the college. I would welcome the opportunity to use these skills as an officer in Kappa Omicron Nu and would be grateful to learn from the leaders in our profession.

The leadership training that I have received from Kappa Omicron Nu through conferences, workshops, and readings has been invaluable to me. As a department head for the past eleven years, it is been important for me to act with integrity to create an intellectually stimulating environment where my faculty and students can form a true learning community. For my students, Kappa Omicron Nu has provided recognition for scholarship, opportunities for research and leadership, and a connection to other programs at the national level.

Ann M. Berghout Austin, PhD

Brief Biographical Sketch: Professor Child Development and Vice Provost for Faculty Development and Diversity, Utah State University; Chapter affiliation: Omicron Gamma, Iowa State University; Active in AAFCS, AAFCS Council on Accreditation, Chair of HEU-AAFCS Graduate Commission, Editorial Advisory Committee for NAEYC; Kellogg Fellow.

Philosophy Related to KON Mission: I have always believed that leadership is a matter of personal activity and personal integrity rather than formal office or title. There are many titled leaders who do not function as leaders and many people w/o leadership titles who are very effective leaders (e.g., Rosa Parks). Leadership comes from the heart, from a sense of purpose and mission and is fueled by the personal conviction that one should take a stand, one should act, should speak up. Leadership is effective only to the point that we remember our constituents and serve them with our actions rather than the other leaders around us. I have always been impressed with KON's focus on leadership; it stresses leading where we are "planted" and leading through big issues and small. Likewise, I have been inspired and impressed by KON's focus on the situational fabric of leadership, on the synergism that positions us in leadership roles and the variables that impinge on the outcomes of our actions.

Secretary – Vote for one

Angela Radford Lewis, PhD

Brief Biographical Sketch: Associate Professor and Department Chair, Family and Consumer Sciences, East Tennessee State University; Chapter affiliation: Kappa Beta Rho; Chapter Adviser, Kappa

Alpha Pi, MTSU; KON Board Secretary, 2005-2006; State Adviser, TN Association of Family, Career, and Community Leaders of America; Active in AAFCS, TNAFCS, Council of Administrators in FCS, National Association of Teacher Educators in FCS.

Philosophy Related to KON Mission: By serving as secretary for KON for the past two years, I have had the opportunity to expand my leadership skills and to share these skills as I attempt to help create empowered leaders in my department in both the students and faculty. The opportunity to continue to practice the governance policy in which KON operates will further expand my leadership abilities and my appreciation for the work that KON does.

Barbara J. Frazier, PhD

Brief Biographical Sketch: Associate Professor, Textile and Apparel Studies, Western Michigan University; Chapter Adviser, Nu Theta; Active in International Textile and Apparel Association and United States Association of Small Business and Entrepreneurship.

Philosophy Related to KON Mission: I am committed as a faculty member in the human sciences to produce competent, socially responsible leaders for the 21st century. My efforts in teaching, research, and outreach activities are focused on presenting students with a realistic view of their place in the world, and a perspective which is grounded in individuals and their roles in families. I support the efforts of the discipline to provide a broad, high quality educational experience that requires students to reach beyond the classroom to develop cultural sensitivity, an awareness of emerging trends, and to apply knowledge to improve the lives of individuals, families and communities.

Editorial Committee – Vote for 2

Julia R. Miller, PhD

Brief Biographical Sketch: Professor, Family and Child Ecology, Michigan State University; Chapter affiliation: Omicron Alpha; Active in AAFCS, Coalition for Black Development in Family and Consumer Sciences, IFHE, NCFR, AAUP.; Actively involved in a research /outreach project with the City of Lansing to reduce homelessness; Incoming Chair of the FCE Undergradu-

ate Curriculum Committee and Member of the College of Social Science Curriculum and Policy Committee.

Philosophy Related to KON Mission: Implementation of Human Sciences programs in current and future landscapes of universities requires continuous scanning of internal and external environments. This scanning is critical in assessing and meeting the needs of students and faculty to assume important leadership roles in society. The mission of universities today should be to educate students to become responsible citizens, as well as to prepare them for careers. Likewise, pride must be taken in connecting theory with practice to give new dignity to the scholarship of service. Further, there has to be a commitment to the integration of the scholarship of teaching, outreach, and research in undergraduate and graduate experiences to assure leadership development. An empowered leader is one who is fully engaged in ones profession, transfers knowledge in serving society, and empowers others to meet their potential.

Sheri Lokken Worthy, PhD, CFCS, CFLE

Brief Biographical Sketch: Associate Professor, School of Human Sciences, Mississippi State University; Chapter Adviser, Kappa Beta Phi; Active in AAFCS, MSAFCS, and National Council of Family Relations.

Philosophy Related to KON Mission: Integrity, honesty, and ethical behavior are of utmost importance and I try to instill that in my students. I am passionate about ensuring a culture that is inclusive, facilitates collaboration, and accepts and rewards individuals' specific talents, strengths, and experiences. I believe any organization should always be looking and moving forward. I encourage continuous improvement in individuals. To measure continued success, it is important to evaluate results, not effort and to evaluate those things that support the mission. Finally, I believe in the power of the integrative nature of family and consumer sciences. In this discipline, we have the potential to improve family and community well being, influence public policy, affect social change, and thus, enhance quality of life. These are really the ultimate goals all family and consumer sciences professionals work toward.

Carol E. Kellett, PhD

Brief Biographical Sketch: Professor, College of Human Ecology, Kansas State University; on professional development leave as USDA Faculty Scholar for Strategic Planning; Chapter Affiliation: Omicron Theta Chapter; Active in AAUW, American Council of Education, AAFCS, KAFCS, Council of Administrators in FCS, Board on Human Sciences.

Philosophy Related to KON Mission:

As a student, faculty member, and administrator in Human Sciences, I strive to exemplify the Kappa Omicron Nu philosophy of empowered leadership. In a global information society challenged by ethnic conflict, economic disparities, and many other challenges, it is essential for individuals to understand relationships among people and their environments. For our students to become leaders in their communities, profession, our nation and the world, they must be able to analyze and understand opportunities to enhance well-being and quality of life, and they must be able to address and resolve problems that reduce health and well-being.

Kappa Omicron Nu has taken a major leadership role in developing empowered leaders. The mentoring programs provide opportunity for students and young professionals to learn from leaders in the human sciences and from one another. Through self-mentoring and guidance by seasoned professionals, the next generations are inspired and gain wisdom and insights that enable use of knowledge gained in learning experiences. Through mentoring, the emerging leaders are able to face challenges and turn them into opportunities. Being empowered means that one has developed the ability to see possibilities rather than impossibilities. I value my role as a mentor to graduate and undergraduate students and as a peer mentor with faculty colleagues. As a mentor, I strive to provide opportunities that empower others to realize their potential as leaders, and to ask questions that enable them to experience self-discovery.

The undergraduate research initiative exemplifies my philosophy of empowered leadership. The College of Human Ecology at Kansas State University was one of the first to participate in the undergraduate research initiative. Not only does the experience of conducting,

presenting, and publishing research support the professional development of undergraduate students, it also empowers faculty mentors to gain leadership skills.

Empowered leaders have vision, are knowledgeable, demonstrate integrity in words and action, show uncommon commitment to positive results and success, and recognize those who contribute to achieving a goal. Kappa Omicron Nu programs develop empowered leaders for the future of the human sciences.

Nominating Committee – Vote for 2

Janet Pope, PhD

Brief Biographical Sketch: Associate Dean, College of Applied and Natural Sciences, Louisiana Tech University; Chapter Affiliation: Omicron Beta Beta; Chapter adviser for 15 years; Active in AAFCS, currently chair the Collegiate Assembly; President-Elect of the Council of Administrators in FCS; Served on Task Force for Pathways to Leaders Workshop; Active in LDA, currently chair Louisiana Dietetics Licensure Board.

Philosophy Related to KON Mission: The mission of KON is empowered leaders through scholarship research, and leadership. As one of the few organizations that unites individuals from all human sciences disciplines, and one that targets our top students, KON is in a unique position to influence the future direction of the profession. In the past decade, the profession and our higher education programs have faced many threats, which no doubt will continue in years to come. Our goal is not simply to survive, but rather to thrive. To do so, empowered leaders are essential.

Through activities such as the Undergraduate Research Community, Conclave, and the fellowship and grants program, student members have an opportunity to develop their scholarship, research, and leadership skills. By providing resources to human sciences faculty and through strong collaborations with AAFCS and the Council of Administrators in Family and Consumer Sciences, KON continues leadership development beyond its student members. The focus is not just on developing leaders, but also on empowered people who are already in leadership roles to be more effective. In sum, the KON organization is a major player in determining the future of the profession.

Janelle Walter, PhD

Brief Biographical Sketch: Professor, Department of Family and Consumer Sciences, Baylor University; Chapter Adviser: Kappa Gamma Theta; Previous positions: VP/Program (KOPhi), KON Board Chair; Chair Scholarship Committee, KON; President, Texas Nutrition Council; Chair, Council on Practice, vice Chair, treasurer Central Dietetics Assn; Chair, Gerontological Dietitians; Vice president, academic affairs, Division Chair, Section Chair TAFCS; Secretary, Texas Dietetic Foundation; Treasurer for Dietitians for Christ.

Philosophy Related to KON Mission: I believe a good leader has eyes focused on the future while being fully aware of the past. Our profession's future lies heavily on the shoulders of our current young scholars who do not fully realize the impact of their involvement in our profession. It is our job as an honor society to give our members opportunity to see the need for their involvement and growth in the profession. We can shine

as a light, which will give members guidance as they begin to develop a true sense of responsibility to our profession.

Alyce Akers, PhD

Brief Biographical Sketch: Chair, Family and Consumer Sciences, CSU-Northridge; Graduate Coordinator; Area of emphasis: Family Studies; Chapter Affiliation: Omicron Beta Epsilon; Chapter Adviser; Active in AAFCS; Faculty presenter at Pathways to Leadership Conference, 2006.

Philosophy Related to KON Mission: Kappa Omicron Nu offers students and professionals the opportunity to integrate the various specializations in FCS. Its focus on leadership makes an impact on the future of the profession. I am interested in helping to identify leaders who will continue the strength and effectiveness of KON in the years to come. A special concern of mine is to involve more Hispanics in national leadership.

Sue Bailey, PhD, CFCS

Brief Biographical Sketch: Professor and Director of Human Ecology, Tennessee Tech University; Family and Consumer Sciences Education, Merchandising and Design; Chapter Affiliation: Kappa Beta Mu; Chapter Assistant Adviser; Active in AAFCS, chair of the AAFCS Council on Accreditation for 2005-06, Higher Education Unit; Adviser of TTAFCs student group.

Philosophy Related to KON Mission: It will be my pleasure to serve KON in its commitment to serve the profession through its focus on leadership and undergraduate research. I look forward to identifying leaders to continue the traditions and visionary leadership of Kappa Omicron Nu.

2006 KON Board Election Ballot

Vote for candidates as indicated and return completed ballot to the address below by December 1, 2006
(Order drawn by lot)

Chair-Elect

(vote for 1) _____

- Diana D. Carroll
 Sammie G. Garner

First Vice-Chair

(vote for 1) _____

- Deborah T. Tippet
 Ann M. Berghout Austin

Secretary

(vote for 1) _____

- Angela Radford Lewis
 Barbara J. Frazier

Editorial Committee

(vote for 2) _____

- Julia R. Miller
 Sheri Lokken Worthy
 Carol E. Kellett

Nominating Committee

(vote for 2) _____

- Janet Pope
 Janelle Walter
 Alyce Akers
 Sue Bailey

Return ballot to KON Election;
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

Non-Profit Org.
U.S. Postage
PAID
Lansing, MI
Permit #407

Message from the Board of Directors

Barbara McFall

“Change” and “Knowledge Management” – That’s an interesting pairing to contemplate at this juncture in my career. My children have grown and left the nest. Last year we graduated a son from the Naval Academy in the spring and married off a daughter in the fall. Son Rob has returned from the Gulf and is constantly learning new and different things about international policy and warfare. Daughter Lisa earned an M. S. in Criminology and has worked many years for the sheriff’s department. Our weekly talks with both offspring are enriching and enlightening. They remind us of all that we together hold dear, yet introduce a dazzling array of novel topics to their parents’ repertoire. As a couple, Bob and I continue to evolve in our own characteristic patterns, enjoying the freedom of our new life and the variety introduced by our extended family.

I see similar patterns playing out at work. I work for a land-grant university in what, until last year, was a traditional Family and Consumer Sciences unit. Last year, our Nutrition program left to merge with Animal and Veterinary Sciences. It was the faculty’s choice. They saw themselves as microbiologists first and left looking for greater opportunity. From all reports, they found what they were looking for and are happy in their new partnership. This year Child Development and Family Services left also, to join Human Resources and Education. That pairing creates a seamless progression of learning from infancy to adulthood. I saw my former colleagues at the coffee shop yesterday. They too are happier in their new position. It has opened opportunities for growth and development that were not apparent in their former placement. Interior Design and Textiles, Apparel and Merchandising remain under the F & CS banner. Together we are contemplating a new life of design.

Some of you reading this will be appalled at the change. Many others will find this scenario familiar. What I would like to share from these experiences is my emerging belief that no one really “manages” change. Indeed, I question whether you can even “lead” it. Change seems to be a process closely related to herding cats. It is complex and unpredictable. It may be that all one person can do effectively is “embrace” change where you find it and listen carefully for where it wants to go.

What remains is knowledge. Family histories create enduring bonds both in our personal lives and among and between colleagues. Wherever we are and whatever we are doing, we continue to share vision, values, culture, and memories for generations. My personal family now includes McFalls, Skerrys, Ashfords, Wrens, Kamraths, Clays, Winstons, Moores, and Moreheads. We have been scattered east to London and west to Australia and Japan. But, we have a family website that heralds our comings and goings, celebrates the milestones in our lives, captures important data and memories, facilitates communication, and encourages reunion. Even in our diversity, we remain a family because we share common knowledge and love.

No one can make people share that bond. It is a voluntary thing. Kappa Omicron Nu has provided “Knowledge” and “Personal Resource” management venues under the heading of Human Sciences to preserve, and continue to gather, the elements that make us a family of colleagues. The richness of that association is in your hands. I urge you to engage and remain engaged in this common endeavor. Association should never hinder your progress as individuals but rather leverage it, with elders paving a path for youth and youth invigorating age. The best families are springboards for the growth and development of future generations.

Kappa Omicron Nu *Dialogue*, Volume 16, No. 1. ISSN: 1520-4855 - Executive Director and Editor: Dorothy I. Mitstifer. Assistant Editor: Lisa Wootton Booth. Board of Directors: Barbara McFall, Sammie G. Garner, Amelia G. Brown, Angela Radford Lewis, Tracey L. Bridges, Deidra M. Cody, Anita G. Coleman. © Copyright 2006 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