

Making Responsibility for Gender Equity in Leadership

Dorothy I. Mitstifer

This review of “Women and the Labyrinth of Leadership” by Eagly and Carli is intended to entice you to read the full article in the September 2007 *Harvard Business Review*. Or you can buy their book, “Through the Labyrinth: The Truth about How Women Become Leaders” (Harvard Business School Press, October 2007).

While women have certainly come up against the glass ceiling, Eagly and Carli go beyond that pat analogy to present a different, more nuanced view. The authors state, “Because people with the best of intentions have misread the symptoms, the solutions that managers are investing in are not making enough of a difference” (p. 63). They don’t discount a problem but their research of the issue shows that the glass ceiling metaphor is now more wrong than right. The preferred metaphor is the labyrinth, which conveys more complexity. “For women who aspire to top leadership, routes exist but are full of twists and turns, both unexpected and expected. Because all labyrinths have a viable route to the center, it is understood that goals are attainable. The metaphor acknowledges obstacles but is not ultimately discouraging” (p. 64).

Although vestiges of prejudice, resistance to women’s leadership, issues of leadership style, demands of family life, and underinvestment in social capital remain, there are management interventions that work. In a nutshell,

here are suggestions to companies and organizations that want to see more women in top leadership positions (Eagly & Carli, 2007, pp. 69-70):

- ◆ Increase people’s awareness of the psychological drivers of prejudice toward female leaders, and work to dispel those perceptions.
- ◆ Change the long-hours norm.
- ◆ Reduce the subjectivity of performance evaluation.
- ◆ Use open-recruitment tools, such as advertising and employment agencies, rather than relying on informal social networks and referrals to fill positions.
- ◆ Ensure a critical mass of women in executive positions—not just one or two women—to head off the problems that come with tokenism.
- ◆ Avoid having a sole female member of any team.
- ◆ Help shore up social capital.
- ◆ Prepare women for line management with appropriately demanding assignments.
- ◆ Establish family-friendly human resources practices.
- ◆ Allow employees who have significant parental responsibility more time to prove themselves worthy of promotion.
- ◆ Welcome women back.
- ◆ Encourage male participation in family-friendly benefits.

The goal of the research of Eagly and Carli was to examine the current status of women in leadership, the goal, and the maze of walls to find solutions. They hoped (a) to map the barriers so that women could make informed choices and (b) to show managers where their efforts could facilitate women’s progress. “With a greater understanding of what stands in the way of gender-balanced leadership, we draw nearer to attaining it in our time” (p. 71).

Reference

Eagly, A. H., & Carli, L. L. (2007, September). Women and the labyrinth of leadership. *Harvard Business Review*, 85(9), pp. 63-71.

Stand Up for Your Values

Dorothy I. Mitstifer

This message supports the Kappa Omicron Nu promotion of the “A Matter of Ethics” project of the Association of College Honor Societies. McCoy (2007) in the *Leader to Leader* publication discussed means for standing up for your values. Our mission of empowered leaders requires members to develop as leaders—ethical leaders. McCoy’s guidelines offer ways for individuals to stand up for their values in organizations, whether they are families, communities, or workplaces.

Develop a Moral Compass

Although each of us begins to develop ethical awareness at home, experience from being tested throughout life can contribute to developing and defining character. The process of setting goals, acquiring personal skills and values, and choosing conduct establishes who we are. Thus, your

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life experience becomes the context for developing your moral compass.

Be Intentional About Learning

An aggressive commitment to learning and developing is a mark of leader. Growing intellectually requires finding time in your busy life to identify new programs and opportunities for learning. Mentors and cohorts are also excellent support systems for learning.

Build Trust with Your Peers

The smallest white lies break down the bonds of trust that unite individuals in the work of a group. Trust is an important element in enabling the group to stand up for important values.

Understand and Embrace the Covenants of Your Organization

Organizations, including families, communities, and the workplace, have missions and purposes that give clues to the culture and environment. Those clues are available in annual reports, press releases, Web sites, public statements, behavior of individuals, and codes of conduct. Obviously, the values of individuals and organizations need to mesh for their health and wellbeing.

Keep Communication Open

Open communication prevents suspicion, maintains trust, and prevents wrongdoing from being hidden. Tolerating and encouraging questioning and dissent gives opportunity to discuss both good and bad ideas, and to stand up for your values.

Surround Yourself with Deep, Trusting Relationships

Leaders need to have trusted colleagues to safely share concerns. In order to test new ideas and explore uncertainties, you need to have peers that will help with ethical inquiry.

Be Comfortable with Ambiguity, Paradox, Uncertainty, and Risk

Emotional maturity is essential for dealing with conditions of flux. The

advantage of community is that multiple options can be explored in making plans for the future.

Measure Performance Fairly

Identifying criteria that align with values can enhance the process of assessment. Thus the performance criteria must represent the relevant values of the organization.

Listen

Listening is essential to developing relationships with others and being sensitive to needs and values for the ultimate purpose of achievement of shared goals. Listening has become more rare in the fast pace of communication, but fast responses do little to create supportive and effective environments for exploring personal and group visions. Thus, listening is an important skill for a leader.

Learn to Lead in the Gray Areas

Leadership often requires a contextual approach—sometimes the situation doesn't fit the rules. Ethical sensitivity requires that we become comfortable with paradox and ambiguity; operating from a black and white perspective may not serve the circumstance.

Preparing for Events That Test Us

Leading with integrity calls on you to be accountable in all areas of your life. Relying on your values as guiding principles prepares you for the tests that come your way.

Last Word

This set of guidelines is intended to prepare leaders for facing new or challenging dilemmas, large and small. There are no easy answers to unexpected events, but ethical leaders have the responsibility to stand up for their values when faced with decisions that may have consequences for their personal lives, their organizations, and their professions.

Reference

McCoy, B. H. (2007). Stand up for your values. *Leader to Leader*, 45, pp. 7-11.

Announcing 2007-2009 Kappa Omicron Nu Student Board Members

Jamie Bauerle - Omicron Theta Chapter, Kansas State University

Rebecca (Becky) Ferguson - Omicron Tau Chapter, Penn State University

Dixie McGary - Kappa Alpha Chapter, Northwest Missouri State University



The following awards were granted for presentations at the 2007 Kappa Omicron Nu Leadership Institute and Undergraduate Research Conference, Dallas, Texas.

2007 Council of Administrators of Family and Consumer Sciences Undergraduate Research Awards

Mary Ellen Herndon - Baylor University: The Effect of Using an Egg White Based Egg Substitute in Muffins

Ayisha Thompson - University of Maryland-Eastern Shore: College Student's Perception of Clothing that Projects a Professional Image

2007 Emerging Scholars Awards

Jessica Erin Davis - Auburn University - Human Science Award: Curcumin Down-Regulates Key Gluconeogenic Gene Expression in Hep3B Human Hepatoma Cells

Amy Hendricks - Michigan State University - Global Research Award: Preparation of an Extruded Bean-corn Mixture to Rehabilitate Malnourished Children in Tanzania

Sarah Maurer - Eastern Illinois University - Social Justice Award: Social Disadvantage and Child and Family Resilience in South Africa

Other Presenters:

Lauren Darr - Baylor University: The Darr Family: Family Genogram Analysis Paper

Molly Hammar & Rachel Rogers - Bradley University: Influences on Cookware Choices of Young Adults

Jennifer Marquez - Baylor University: The Effect on Quality Characteristics in Yeast Bread Rolls When Substituting Rice Flour for All-purpose Flour at Two Levels

Elizabeth McCallum - University of Maryland-Eastern Shore: Leaving a Lasting Impression on the Lives of Elementary School Students at the Seton Center After-School Program: A Service Learning Project

Chapter Award of Excellence - 2005-2006

First Place (tie) - Kappa Beta Xi Chapter, Carson-Newman College; Omicron Tau Chapter, Penn State University

Third Place - Kappa Beta Phi Chapter, Mississippi State University

Chapter Award of Excellence - 2006-2007

First Place - Kappa Alpha Chapter, Northwest Missouri State University

Second Place - Omicron Alpha Beta Chapter, University of Maine

Third Place - Omicron Tau Chapter, Penn State University

Announcing Fellowships and Grants for 2007-2008

Master's Fellowships

Eileen C. Maddex Fellowship - Susanna K. Scott, CUNY-Hunter College - Public Health

National Alumni Fellowship - Jessie Adala, Florida State University - Merchandising

Doctoral Fellowships

Hettie Margaret Anthony Fellowship - David A. Olds, Kansas State University - Foodservice and Hospitality Management

Omicron Nu Research Fellowship - Gunnur Karkurt, Purdue University - Marriage and Family Therapy

Research/Project Grant

New Initiatives Grant - Marsha Rehm, Florida State University - The Role of Spirituality in FCS Career Experience: An Exploration of the Narratives of Diverse FCS Professionals

Special Undergraduate Scholarship

LeaderShape Institute - Katerina Martin, Washington State University-Vancouver

Announcing 2008-'09 Fellowships and Grants

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.

National Grants to Chapters

Scholar Program - Variable Grants awards will be based on the prior year's total initiatives according to the schedule once each biennium. Awards vary from \$150 - \$500.

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 University.

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

Marjorie M. Brown Fellowship Program-\$10,000 awarded annually for focus on critical social theory in scholarship and research.

Research/Project Grants

One or more grants are awarded annually that meet the criteria of the Kappa Omicron Nu research agenda. Cross-specialization and integrative research is the research priority for the honor society. Special consideration will be given to research that studies the cultural differences that affect leadership, especially Hispanic, Asian, and Native American.

National Alumni Chapter Grant-\$1,000 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.

Marjorie M. Brown Fellowship Program Expanded

Four classifications of awards are available; one award among these alternatives will be granted annually in the amount of \$10,000 if the criteria of the award are met. Further information can be found at www.kon.org/

- ◆ Ph.D. or D.Ed. students seeking doctoral degrees from accredited U.S. institutions of higher education - this program is ideal for students who are in the process of formulating their dissertation proposals as well as doctoral candidates with approved dissertation proposals. Current (active) Kappa Omicron Nu membership is required of applicants (individual membership affiliation is available to those who meet the criteria for membership).

- ◆ Tenure track assistant professors seeking support for a research agenda using critical social theory – this program can serve as a starter grant and may be renewed for a second year. This program supports individuals beginning independent research careers in academia who do not have other substantial sources of research dollars. Indirect costs are not provided to the institution. Kappa Omicron Nu membership is required of the applicants (individual membership affiliation is available to those who meet the criteria for membership).
- ◆ Associate professors or professors seeking support for the design and implementation of a graduate course that teaches a critical science research approach – this course is intended to expand knowledge of critical social theory and the research interests of students and requires research proposals as an element of the course. In addition to a traditional course format, the course may be taught online to serve a wider audience. Indirect costs are not provided to the institution. A grant may be renewed for a second year to implement evaluation findings and refine the course. Kappa Omicron Nu membership is required of the applicants (individual membership affiliation is available to those who meet the criteria for membership).
- ◆ Marjorie M. Brown Distinguished Professor Award - This award will be granted to a full professor to recognize and reward the use of critical social theory in scholarship and research. The individual must have achieved national or international prominence and a distinguished reputation within the human sciences through significant contributions to the research literature and/or through accomplished teaching.

Standards for Evaluating Resources for Citations

These standards respond to the question: How do you evaluate the authority and appropriateness of resources, including books, articles, and Websites?

Suitability

- ◆ **Scope** – Does the breadth of the source match the nature of the author's topic?

- ◆ **Audience** – Does the resource fit? Too technical or not technical enough? Too basic or too advanced?

Authority – Can the author be identified? What are the credentials? Is the author cited elsewhere? Are links to the author in other trusted sources?

Publishing Body – Was there a peer review process? Is the organization recognized in the field of study? Is the document prepared as part of the author's professional duties and expertise?

Currency – Is the information dated? If currency isn't an issue, authorship or place in the historical record is important. Is a date of copyright included? The nature of the topic will determine whether or not dated information is too old.

Other indicators

- ◆ **Documentation** – Are citations used to authenticate the information?
- ◆ **Objectivity** – What is the point of view? Editorial? Research-based? Advocacy of a product or philosophy?
- ◆ **Primary vs. secondary source** – What is the nature of the source? Primary sources are preferred; on occasion primary sources are not available. Secondary sources are of value in pointing to primary sources. Because secondary sources are interpretations, they should be validated by consulting the primary sources.
- ◆ **Websites** – These pose a unique challenge in determining appropriateness of the source.
 - Is the author and title of article or database cited? Are the credentials cited? The reference must include all of this information in addition to the URL.
 - Does a group or organization sponsor the site? Read "About Us" to determine the philosophy and nature of the sponsor.
 - Is there a bias evident?
 - Is there a copyright date on the site? Is the site sufficiently up-to-date? Undated factual or statistical information should never be used; other materials, if not dated, should indicate source so credibility can be judged.
 - How credible and authentic are the links to other resources?

Kappa Omicron Nu Guidelines

- ◆ Wikipedia is not an acceptable citation, although this source may lead to an appropriate one.
- ◆ If a citation is not a known long-lived file, authors shall archive URL citations through www.webcitation.org before submitting manuscripts for publication.
- ◆ Authors shall ascertain the credibility of the electronic citation—ensuring that the author, credentials, and publication date are available—before choosing to archive the reference.

References

Teaching Library. (2007). Critical evaluation of resources. Berkeley, CA: University of California-Berkeley.

The Sheridan Libraries (2004). Evaluating information found on the Internet. Baltimore, MD: John Hopkins University.

Announcing New Media Publications

See www.kon.org/publications/orders/pubs_orderform.asp. Available on CD or download.

Reflective Human Action – A Flash presentation that explores the Reflective Human Action theory and the Reflective Human Action Leadership Development Model.

Framing Issues – A Flash presentation that explores the theory and practice of framing issues—a component of Reflective Human Action theory.

Announcing New Kappa Omicron Nu Publication

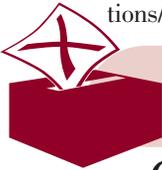
Positioning the Profession Beyond Patriarchy

by Donna Pendergast and Sue L. T. McGregor

Pendergast and McGregor make the case that home economics/

human sciences needs to develop awareness of the constraining ideology of patriarchy. The monograph concludes with some specific strategies for moving beyond patriarchy.

This publication is available for download at www.kon.org/patriarchy_monograph.pdf or order hard copy at www.kon.org/publications/patriarchy_order_form.pdf.



2007 KON Board Election

Candidate Biographical Information

(Order drawn by lot)

Second Vice Chair – Vote for 1

Brenda Eissenstat, M.S.

Biographical Sketch – Instructor and Lead Academic Adviser and Omicron Tau chapter advisor at Penn State University and have been in this role for the past 5 years. Prior to this period I was an assistant advisor to Omicron Tau at PSU for 3 years. I have been actively involved in the state and local chapters of the American Dietetic Association. Over the years I have served as Chapter president, president elect, Treasurer, and National Nutrition Month chairman. I am also an active member of the Dietetic Educators of Practitioners and the Sports and Cardiovascular Nutritionists practice groups of the American Dietetic Association.

Philosophy related to Kappa Omicron Nu mission - I value KON for the opportunity it provides for young professionals in the field of family and consumer sciences to develop networking opportunities with others in the organization. At the chapter and national level KON allows students to develop and maintain mentoring relationships with younger students. It provides opportunities for students to develop leadership skills and broaden their professional horizons. Our outreach activities encouraging diversity education and ethical professional behavior are valuable opportunities for students to bring these ideas into their local communities. The opportunities for students to develop research skills and present their findings to others in a professional arena are also extremely valuable. I have enjoyed watching students

grow from their association with KON and look forward to supporting these efforts in the future.

Kathleen O'Rourke, Ph.D.

Biographical Sketch – Associate Professor and Chapter Co-Adviser, Eastern Illinois University, Charleston, 2002-present; Attended Conclave 2007, 2005, 2003, 1995; As a student I served as Vice President and President of the EIU Chapter. I have been active in the National Council on Family Relations—Secretary/Treasurer for NCFR Family Health Section and other activities for the annual conference. Leadership positions for the Illinois Council on Family Relations include President, Vice President, and Executive Board Member.

Philosophy related to the Kappa Omicron Nu mission. Professional and personal empowered leadership is shaped by our core philosophy. Since the Reflective Human Action theoretical framework was introduced to me at the 1995 Kappa Omicron Nu Conclave, the model has influenced my philosophy of leadership. Authenticity, reflective action, and meaningful engagement in life are three concepts of utmost importance in my life. These concepts are evidenced in my mentoring relationships with students, my professional relationships with colleagues, and my personal relationships. My core philosophy is also influenced by the beliefs set forth by the Lance Armstrong Foundation: “unity is strength, knowledge is power, and attitude is everything.” To be an empowered leader, we must draw strength from collective groups, understand that learning is a lifelong process, and embrace opportunities with optimism.

Nominating Committee – Vote for 3

Virginia B. Vincenti, Ph.D.

Biographical Sketch – Professor of Family and Consumer Sciences at the University of Wyoming. I joined Kappa Omicron Phi when an undergraduate at Mansfield University and Omicron Nu when a graduate student at Penn State. I was Alpha Pi chapter advisor when on the faculty at the University of Massachusetts. Although the FCS department in my institution does not have a Kappa Omicron Nu chapter, I have continued to have involvement in KON throughout my career, including editorial committee and

author. Presently I am project director for update of *The Heritage of Home Economics* media publication. I have been active in the American Association of Family and Consumer Sciences, having served as President, Vice President for Program, Chair of the Taskforce for Program Advancement from 2003 to present, and other committee and section positions

Philosophy related to the Kappa

Omicron Nu mission - For leaders to be empowered and effective, they need to be well-informed and deep thinkers who can look at issues from multiple perspectives and have the course and ethical commitment to stand in positions that are in the best interest of individuals and families. For the profession to have a significant, positive impact on society, it must help to move the society from making decisions on the basis of money and power in self-interest to concern for the greater good. As a nominating committee member, I would seek nominees who can help the profession have this impact.

Virginia Clark Johnson, Ph.D.

Biographical Sketch – Professor and Dean of Human Development at North Dakota State University. Previous officer and committee contributions to Kappa Omicron Nu or predecessors and other organizations include President; Chair of the Research Awards Committee; facilitator at Kappa Omicron Nu Conclave sessions in 2007, 2005, 1997, 1995; editor of publications. I am active member of several professional organizations, and has served in a variety of leadership roles. I have authored over 60 refereed articles, abstracts, book chapters and reviews, and has served as editor or reviewer for several journals, newsletters and yearbooks. She has served as director, co-director or writer for grants totaling over two million dollars. My most recent scholarly work has focused on leadership and distance education.

Philosophy related to the Kappa

Omicron Nu mission - Everyone is a leader, whether they intentionally choose to be a leader or they take the role by default. Successful leaders spend much of their time bringing people together, facilitating their work, and then stepping out of the way and letting them take the lead. Leaders may change as challenges and tasks change. Empowered leaders know themselves, their strengths and their limitations, and they are not afraid to be themselves. Power, as well as information, is shared among

group members. I really like the idea that many times a successful leader is “invisible.” These leaders have provided the environment where everyone can be successful and receive recognition for their success. The outcome of creating this type of environment is most often empowered leaders.

Kitty R. Coffey, Ph.D.

Biographical Sketch – Professor and Dean of Family and Consumer Sciences at Carson-Newman College. I was a member of the UT-Knoxville chapter of Omicron Nu and am a member of Beta Xi chapter at C-NC. I have participated in various KON sponsored leadership development activities, including the 1997 Conclave, and am a strong supporter of the local chapter. Other professional activity includes the American Association of Family & consumer Sciences and the Council for Accreditation, Tennessee Association of Family & Consumer Sciences, President and other offices of the Council of Administrators of Family & consumer Sciences, Medallion award recipient and member of House of Delegates of the American Dietetic Association, President and other offices of the Tennessee Dietetic Association, Institute of food Technologists, and Sigma Xi.

Philosophy related to Kappa Omicron Nu mission - Perhaps never have we as a world, a nation, or a profession had a greater need or opportunity for empowered leaders. Kappa Omicron Nu has a history of actualizing its mission of empowered leaders by enabling individuals to realize their leadership potential via curricular modules, workshops, mentoring programs, scholarly publications, scholarships, and more. As a long time FCS professional, I have had the opportunity to observe leadership across a professional lifespan and within a variety of organizations in our own and in related disciplines. Leadership is learned; KON has learned how to very effectively promote empowered leadership. Kappa Omicron Nu is the visionary leader in enabling our members to continuously strive for greater empowerment of leaders through scholarship, research, and leadership development. Other disciplines and entities that aspire to promote empowered leadership can and are benefiting from the creative and visionary leadership of KON in this regard.

Nina Collins, Ed.D.

Biographical Sketch - C.C. Wheeler Professor and Chair, Family and Consumer Sciences, Bradley University. I am an active member of Kappa Alpha Tau chapter and facilitator for undergraduate research at Bradley. I have served as President of the Higher Education liaison of the Illinois Association of Family and Consumer Sciences, Treasurer of the Council of Administrators of Family and Consumer Science, President of the Phi Kappa Phi Bradley University Chapter, and President of the Bradley University Senate.

Philosophy related to the Kappa Omicron Nu mission: Kappa Omicron Nu is a key association for current and prospective students with the potential to develop into leaders for the human sciences at colleges and universities, businesses, not-for-profit organizations, and other professional venues. Empowering current leaders and mentoring new leaders is important for future growth and stability of this profession. It is critical that the leadership of our organization remain strong to carry on this important mission.

Frances Shipley, Ph.D.

Biographical Sketch – Professor and Graduate Dean and Chair of Family and Consumer Sciences at Northwest Missouri State University. I became a member of Alpha Chapter, Kappa Omicron Phi, at Northwest Missouri State University in 1959. I returned to Northwest in 1968 as a member of the faculty and soon became the Advisor for Alpha Chapter. During the time that I was Advisor for Alpha Chapter, I was elected as First Vice President of the National Council of Kappa Omicron Phi. Following the consolidation of Kappa Omicron Phi and Omicron Nu, I served on the nominating committee for the organization. I became a member of Omicron Nu in 1967, as a graduate student at Iowa State University. During the 48 years that I have been a member of Kappa Omicron Nu, I have found that it has truly been empowering. The strong commitment to the promotion of scholarship has provided me with many valuable resources as a practicing professional and has also provided an opportunity for publication. In addition the opportunity to be a part of a network with other professionals has also been empowering for me, as I have worked

with both AAFCS and the Council of Administrators of Family and Consumer Sciences. I have grown to cherish the “ties that bind” through this organization. Participation in FCS in Higher Education: An Open Summit on the Future was one of the most inspiring and empowering experiences of my professional career.

Philosophy related to Kappa Omicron Nu Mission: To achieve the Kappa Omicron Nu mission of empowering leaders our organization must continue to support scholarship through the Undergraduate Research Community and through the many graduate scholars that they support. Kappa Omicron Nu must continue to lead in sponsoring opportunities for professional projects, scholarship, and publication. The leadership opportunity for students also contributes to their preparation as empowered leaders. The publications and conferences resulting from the many projects that Kappa Omicron Nu provides will continue to be empowering for current and future professionals.

Editorial Committee – Vote for 2

Elizabeth Goldsmith

Biographical Sketch: Professor in the College of Human Sciences at Florida State University. I've been active in AAFCS for nearly 30 years and in the last five years with IFHE, serving as Chairperson of the History Committee and as Associate Editor of the Journal of Family and Consumer Sciences and giving conference papers at national and international meetings most recently in S. Africa and the Bahamas. I was initiated into the Kappa Omicron Nu chapter at Michigan State University when in graduate school there. I'm currently serving as a theme editor for a FORUM journal on-line edition on the subject of international issues. I was named Outstanding Alumna at Michigan State University and have been a Fulbright Scholar and currently serve on the National Screening Committee for Fulbrights.

Philosophy related to Kappa Omicron Nu Mission: Empowered leaders enact the vision of the organization, in this case Kappa Omicron Nu. My actions and policy decisions would be made with integrity and competence promoting the well-being of families and consumers.

Julia Dinkins

Biographical Sketch: Program Administration Specialist and Acting Director of Nutrition Policy and Analysis, Center for Nutrition Policy and Promotion, U.S. Department of Agriculture

I have contributed to Kappa Omicron Nu in several leadership roles: as the president of the Nashville (TN) Alumni Chapter (1982-1990), as chair of finances on the Board of Directors (1994-1995), as chair of the Nominating Committee (1994), and as facilitator of the Leadership Academy Strategic Planning Session (1994). In 2006, I served as co-program chair for the annual conference of the American Council on Consumer Interests. Other service includes being a reviewer for the *Journal of Family and Economic Issues* and the *Journal of Consumer Affairs*. Since 1999, I have served AAFCS as a reviewer for the *Journal of Family and Consumer Sciences*. I have also served as the editor of the *USDA Family Economics and Nutrition Review*.

Philosophy as it relates to the Kappa Omicron Nu mission: Empowered Leadership is a journey, gradually and continually textured with meaning-making that results in the well-being of our communities—whatever their shape and purpose. Empowered leaders make significant contributions to their communities, on a collective as well as an individual basis. And, as Covey says in *Leadership Foundations*, those contributions are derived from changing the way we see things as well as “doing the right small things consistently over time.” Empowered leaders understand the significance of consistency and the

question of what ought to be done for the good of the community.

Lorna B. Browne

Biographical Sketch: Lecturer at Morgan State University. To date my involvement with Kappa Omicron Nu has been limited to work with the KONPTL Project and with writing chapters for the book, *African American Women: Contributions to the Human Sciences*. I attended chapter meetings while I worked on my bachelor's and master's degrees at BYU but have not been involved since as I have not lived where there has been an active chapter. Morgan State's chapter is not very active. I am hoping to get more students involved during the coming year. Although I have been a member of several professional organizations, I have been most involved in the American Association of Family and Consumer Sciences (AAFCS) and its Maryland affiliate. I have been president of the Maryland Affiliate twice and have served in other offices on our state's board. I have also been a member of the AAFCS Body of Knowledge Committee.

Philosophy as it relates to the Kappa Omicron Nu mission: I believe that family and consumer science/human science professionals have the responsibility to empower others to make informed decisions and act in informed ways. Scholarship is essential as information is gathered, disseminated, analyzed, and acted upon. I am a disciple of Brown and Paolucci's (1979) mission statement for the profession in the sense that I try to help others respond to the concerns they address in their lives in ways that are ennobling and empowering.

Those who are empowered can lead out—they can make a difference in their personal (including family) and community lives.

Jacquelyn (Jackie) Jensen

Biographical Sketch: Hazel Wilson Endowed Chair/Associate Professor at Eastern Kentucky University. I have been involved as a Guest Editor & Reviewer, *Kappa Omicron Nu Forum*; Editorial Committee, KON; Editorial Board Member-at-Large, *Journal of Family and Consumer Sciences Education*; Reviewer, *Journal of Family and Consumer Sciences*; Reviewer, *Teaching and Teacher Education*; Chair - Special Interest Group & Reviewer of Annual Meeting Proposals, American Educational Research Association; Annual Meeting Registration/Finance Chair & President (Eastern District), Kentucky Association of Family and Consumer Sciences

Philosophy as it relates to the Kappa Omicron Nu mission: Kappa Omicron Nu strategically focuses resources to develop empowered leaders within our profession. Chapter activities, Conclave, *KON Forum*, and leadership development workshops are some of the efforts used to develop leaders at varying places and stages in their careers. Empowered leaders have the knowledge, dispositions, and skills to act in ways that create pathways to build, strengthen, and sustain others. As a result, committed professionals are more successful in fulfilling their mission. I would like the opportunity to support the development of empowered leaders as an elected member of the editorial committee.

2007 KON Board Election Ballot

Vote for candidates as indicated and
return completed ballot to the address below by **December 1, 2007**
(Order drawn by lot)

Second Vice Chair

(vote for 1) _____

- Brenda Eissenstat
 Kathleen O'Rourke



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

Nominating Committee

(vote for 3) _____

- Virginia Vincenti
 Virginia Clark Johnson
 Kitty Coffey
 Nina Collins
 Frances Shipley

Editorial Committee

(vote for 2) _____

- Elizabeth Goldsmith
 Julia Dinkins
 Lorna Browne
 Jackie Jensen



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Message from the Board of Directors

Barbara McFall

For most members of Kappa Omicron Nu leadership training begins early and continues to the end of life. August 2-5, 2007 in Dallas, Texas, KON once again contributed to the process with our biennial Conclave, Leadership Institute and Undergraduate Research Conference. It was a celebration of growing and newly recognized talent at all levels.

The elected student leadership of local chapters gathered to share success stories, trade tips, and learn about national resources and programming. In addition to their networking activities at Conclave, this year's student attendees received twelve hours of leadership training. Student members were accompanied by visionary, hardworking advisors who came to celebrate the accomplishments of their mentees and to be recharged by association with their peers. Among the student members were a number of undergraduate researchers being recognized for excellence in research and mentored toward publishing and graduate work. The final segment in attendance was comprised of emerging academic leaders in the Human Sciences. These are mid-career faculty aspiring to administrative positions. Their track was a continuation of the intensive Pathways to Leadership Workshop designed to prepare human science faculty for leadership within the University and beyond. As always, Conclave was an enriching and inspirational venue.

It has been an exciting two years in KON. In addition to Conclave, KON co-hosted the *Emerging and New Administrator Workshop: Pathways to Leadership* with the Council of Administrators for Family and Consumer Sciences. KON participation in this important leadership event was generously funded by a Kellogg Grant. KON is also partnering with AAFCS in development of the *AAFCS Quality of Living Community*.

Two new chapters have been installed, Nu Tau at Arizona State University (Spring 2007) and Nu Upsilon at CSU-San Marcos (Fall 2007). Nu Rho will be installed at the Illinois Institute of Art-Chicago during the academic year. These new chapters

bring new energy and fresh ideas to our endeavors. We urge you all to join us in welcoming these new colleagues to our ranks.

The society awarded more than \$95,000 through our recognition and award system over the biennium including:

- 100 grants for chapters for the scholars program
- 3 fellowships for Master's students
- 4 doctoral fellowships
- 6 New Initiatives Research Grants

These grants and awards and the new knowledge that flows from them contribute significantly to intellectual leadership of our field. Our publications further advanced leadership in the field. Included in that mix were

- Sue McGregor's book *Transformative Practice: New Pathways to Leadership* and the flash presentation of Mitsifer's Reflective Human Action leadership development model from that text;
- Barbara McFall's monograph *Qualities of Living: A Platform for Practice* and the related flash presentation *Engaging Wicked Problems*;
- The *Kappa Omicron Nu FORUM* issue on legacies;
- Volume 5 (2006) of the *Undergraduate Research Journal* posting 18 articles; and
- Volume 6 (2007) of the *Undergraduate Research Journal* posting 21 articles.

Be sure to check out the updated KON Web site. A new design highlights some of our mini-sites and preserves the vast resources available to members.

My term of office ends in December, so this may be my last communication as Chair of the KON Board of Directors. Working with you wonderful people has been a pleasure, and you may be assured that I will never be far away. Kappa Omicron Nu is one of the real treasures in my life. Thank you.

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