

The Search for Great Leaders

First in a series celebrating the Kappa Omicron Nu focus on leadership.

Vanourek and Vanourek claim this is a false search and that “we are looking for leaders in all the wrong places. Great leadership is not what we think it is” (2009, p. 8). These authors go on to explain that an endless search is destined for disappointment. Instead, what we are really looking for is great results—high performance with integrity.

One-person shows do not produce exceptional results. Instead, a coherent set of leadership and culture-building practices is the secret to high-performing organizations.



High-Performance Defined

“High-performance organizations achieve positive, substantive, sustained results through people” (p. 9). The value created for stakeholders is the positive outcome sought. Meaningful, not superficial, outcomes provide substantive results, and long-term vs. short-term results are the goal. An empowering environment creates the opportunity for effective collaboration.

Instead of superheroes, leaders in high-performance organizations work together for superlative results. “They have faith, confidence, and trust in one another. They work hard and are selective in recruiting new team members. They are committed to the mission and goals of the organization, not individual accolades. They help and rely on each other, taking responsibility for their output and how it is generated” (Vanourek & Vanourek, 2009, p. 9). The following leadership practices create high performance with integrity (p. 9):

- ◆ Deploying effective managerial skills
- ◆ Developing a healthy personal core
- ◆ Employing leadership versatility
- ◆ Synthesizing a compelling shared future
- ◆ Encourage “plural” leadership throughout the organization

Deploying Effective Managerial Skills

Technical and task-related skills are fine-tuned to execute the managerial processes. Thus, leaders must be able to organize, plan, generate data, and communicate effectively. Decisions must be made, often without complete information, and diverse groups must be aligned for effective action.

Developing a Healthy Personal Core

The foundation of an organization is the healthy personal core of the leaders. They are physically, mentally, and emotionally healthy and self-aware. They know their own strengths and weaknesses, and they are able to build teams with complementary skills. Leaders are authentic, act from an internal moral compass, and take the long view. They hold themselves and colleagues to high ethical standards.

Employing Leadership Versatility

It is generally understood that situational leadership is required, but “great leadership requires much more. High-performing leaders have the versatility to flow between what we call the ‘hard and soft edges’ of leadership” (Vanourek & Vanourek, 2009, p. 11). The “hard edge” has to do with confident execution, knowing when to use positional authority—to force execution rather than to force the outcome. The “soft edge” reflects the servant leadership role—working collaboratively, role-modeling desired behaviors, building the culture, and empowering colleagues. “The key is that great leadership entails judging when to operate closer to the hard or soft edge of leadership” (p. 11).

Synthesizing a Compelling Shared Future

The cause itself—the mission—is paramount to high-performing organizations. Although a leader can embody the mission/purpose, the cause itself generates commitment. The shared values and vision of the members of the organization captures their hopes and

aspirations. “The leader’s job is to draw out the shared future and articulate it in ways that resonate and inspire” (Vanourek & Vanourek, 2009, p. 12). The leadership trustees—members of the board of directors—have a responsibility to protect the shared future, to connect the values and vision to the work of the organization. The organization must be mission-driven and value-centered.

Encouraging Plural Leadership Through-out the Organization

This practice recognizes that no single person can or should be the leader at all times. Distribution of leadership takes advantage of the diversity of skills and ideas of persons with and without authority among collaborators and committed members. Thus, ego needs are diverted into the larger goal of building the organization.

Summary

The practices discussed above have the potential for producing great leadership. The organization doesn’t look for the single superhuman leader but, instead, searches for collaborators empowered by shared values to create the high-performance organization. “Empowered by shared values, plural leaders achieve extraordinary results” (Vanourek & Vanourek, 2009, p. 13).

Reference

Vanourek, B., & Vanourek, G. (2009). The false search for great leaders. *Leader to Leader*, 53, pp. 8-14.

In This Issue . . .

- ◆ *New Student Board Members*
- ◆ *New Resolutions*
- ◆ *The Case for Leadership*
- ◆ *KON Awards, Fellowships, and Grants*
- ◆ *2009 KON Election*

New Student Board Members

Amy Lehman

Northwest Missouri State



Tiffany Oster

Oregon State

Julian Trivino

Florida State



Announcing Kappa Omicron Nu FORUM, Volume 18, Number 2

(online at http://www.kon.org/archives/forum/forum_archives.html#f18b)

Using the Constructivist Approach in Family & Consumer Sciences

- ◆ Cheryl Mimbs-Johnson - *Student Teaching: A Constructivist Context*
- ◆ Barbara A. Clauss - *Laying the Foundation for Professional Competence in Family and Consumer Sciences: A Constructivist Approach*
- ◆ Jacquelyn W. Jensen, Maxine L. Rowley - *An Example of Constructivism in FCS Teacher Education*

Announcing New Manuscripts: Human Sciences Working Papers

(online at <http://www.kon.org/hswp/archive/archives.html>)

- ◆ *Super Kids Program Evaluation Plan* – Nina L. Roofe
- ◆ *The Enigmatic Profession* – Nina L. Roofe

New Resolutions

The KON Delegate Assembly approved two resolutions at August's Leadership Institute and Undergraduate Research Conference. The first is a resolution on social responsibility, the second supports the publication of undergraduate research. View details at www.kon.org/conclave.html.

Needed: Internet Study Participants

The eMAPA study is a NIH funded R01 study (1R01NR010568-01) on attitudes of midlife women from four ethnic groups

[Hispanic, Non-Hispanic (N-H) White, N-H African Americans, and N-H Asians] toward physical activity while considering the relationships between their attitudes and their actual participation in physical activity within ethnic-specific contexts of their daily lives.

Data will be gathered through an Internet survey and ethnic-specific online forums which will allow a national sample.

The study will contribute to reducing health disparities, a major public health concern in the U.S., by directing the development of physical activity promotion programs that can serve ethnic minority midlife women through the Internet.

The director of the study is Dr. Eun-Ok Im of the University of Texas-Austin.



Conclave

**Radisson Hotel
Opryland
August, 2009**

The Kappa Omicron Nu Leadership Institute and Undergraduate Research Conference focused on the theme, Leading with Excellence & Social Responsibility. Delegates participated in the Summit on Social Responsibility, facilitated by Sue Stratton-Radwan who engaged participants in the Appreciative Inquiry process to discover strengths, dream opportunities, design aspirations, and propose destiny—pilots for chapter action. Kathleen O'Rourke, board member from Eastern Illinois University introduced banquet speaker, Dean Kitty Coffey of Carson-Newman College, who spoke on the topic, "The Case for Leadership."

The Case for Leadership

Kitty R. Coffey

Thank you for this kind invitation. I am honored to be your speaker for this KON Leadership Institute and Undergraduate Research Conference banquet. When my husband asked "Why you?" I replied, "I'm in driving distance of Nashville, and I owe Dr. Dorothy Mitsifer, our Executive Director, and Dr. Diana Carroll, who has been our Beta Xi Chapter Advisor for thirty-three years."



*Kathleen O'Rourke
and Kitty Coffey*

The Constants of Leadership

Howard Gardner (1995) in his book, *Leading Minds: An Anatomy of Leadership*, reviews 11 recognized world leaders including Eleanor Roosevelt, Martin Luther King, Mahatma Gandhi, Margaret Mead, and Pope John XXIII, among others. From his case studies this Harvard professor of education has deduced six constants of leadership:

1. The Story

A leader must have a central story or message. Chances for success are greater if that story becomes the central mission for a leader. Most stories are inclusionary, encouraging individuals to think of themselves as part of a broader group.

2. The Audience

Even the most eloquent story, message, or mission is stillborn in the absence of an audience ready to hear it. An example would be the drum major so far ahead of his parade that he loses his band. The relationship between leader and audience is interactive. Relationship building is paramount with the audience. Margaret Wheatley (1994) spoke authoritatively about the importance of relationships. Wheatley proclaimed that the middle of a crisis is not the opportune time to initiate relationships. Among her recommendations for building capacity is the admonition to put relationship building at the top of your list. Building trust can be your most valuable asset.

Perhaps you remember CBS News Anchor, Walter Cronkite, who died recently. According to popular news columnist Rheta Grimsley Johnson in *The Knoxville News-Sentinel*, July 26, 2009:

Cronkite's death is more than the death of one man, albeit a famous, even iconic one. It officially marks the end of an era when broadcasters first took news from past tense to present tense but let it speak for itself...

But when he walked the Normandy beaches with Eisenhower in 1964 for a CBS Reports episode, or toured the front in Vietnam to see that confusing war for himself, you got the feeling that Cronkite went with an open mind and came back to report what he had seen...

We trusted him because we could. (p. E3)

3. The Organization

Enduring leadership ultimately demands some kind of institutional or organizational basis. Examples are a church, a corporation, a political party, a philanthropy, or a college/university. An example of an organization based on a cause might be MADD (Mothers Against Drunk Driving). Another example is our own Kappa Omicron Nu, which represents a merger of the larger Omicron Nu and the smaller Kappa Omicron Phi national scholastic societies to create a more diverse and inclusive membership.

4. The Embodiment

The leader must in some sense embody his story. Although she need not be saintly, she must be credible or authentic: as professor Gardner (1995) stated, "The individual who does not embody her messages will eventually be found out, even as in the inarticulate individual who leads the exemplary life may eventually come to be appreciated" (p. 293).

5. Direct and Indirect Leadership

Professor Gardner (1995) proposed that the majority of creative leaders such as scholars, writers, artists, and architects "exert their influence indirectly through the symbolic products that they create" (p. 293). Examples of symbolic products are books, lectures or speeches, paintings,

sculptures, buildings, poems, music, and couture. On the other hand, Gardner (1995) pointed out that "most political leaders relate their stories directly to their audiences" (p. 293). In fact, many people run for elected office for that very reason: to establish a platform for their message. According to Gardner (1995), "Direct leadership is more tumultuous and risky, but in the short run it can be more efficient and more effective...If there is voluntary movement between these forms, it is almost always from indirect to direct forms of leadership" (pp. 293-294). Indirect leaders have the luxury of more time for reflection and revision; they can retreat from the stage or audience. Political activist Ralph Nader tried but failed to move from indirect to direct leadership over the past 40 years.

6. The Issue of Expertise

"The more that ... individuals become involved in direct leadership, the more difficult it [is] for them to retain their technical expertise," according to Professor Gardner (1995, p. 295). An example is a talented architect who becomes the dean of a college of architecture and then the president of the university. With each move upward in leadership, he loses some of his original expertise. Thus, Gardner (1995) described "a paradox: Direct leaders typically lack direct knowledge while indirect leaders often can proceed on the basis of direct knowledge" (p. 295).

Seven Common Characteristics of Change Leaders

Dr. Gene Landrum (1994), author of *Profiles of Female Genius*, studied 13 creative

women who changed the world. Included in the 13 were Golda Meir, Margaret Thatcher, Gloria Steinem, Oprah Winfrey, Mary Kay Ash, and Liz Claiborne.

Landrum (1994) identified seven common behavior characteristics among these 13 change leaders:

- 1) Self-Confidence
- 2) Risk-Taking and Comfort with Ambiguity
- 3) Renegade Behavior
- 4) Workaholics
- 5) Intuitive Vision
- 6) Obsessive Wills
- 7) Heuristic Learners (p. 395)

A Case Study to Make the Case for Leadership

Webster's *New Encyclopedic Dictionary* (1993) defines a leader as follows:

- 1) "one that leads"
- 2) "one that goes along to guide and show the way" - An example would be Christopher Columbus who led explorations to the New World.
- 3) "one that directs or has authority over others" - General Dwight Eisenhower is illustrative as a general, the allied commander, and as U.S. president and commander-in-chief of U.S. armed forces.
- 4) "one that is foremost or that set an example (a leader in fashion)."

Let us take the latter of the four definitions from the dictionary for a case study in leadership: Liz Claiborne, "a leader in fashion."

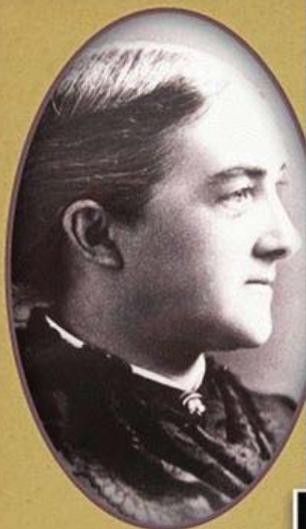
In my lifetime, I have received two memorable fashion comments. The first occurred my junior year in college from my suitemate who had transferred to this SEC university from a small women's college "up East." She owned a beautiful wardrobe including the fashion labels of the day. Her comment on my wardrobe (much of which I had constructed or had had made • due not just to economy but to the unavailability of petite sizes in women's ready-to-wear at the time) was, "Your wardrobe is sooo quaint, but it doesn't seem to bother you at all."

The second comment came in the early 90's while on a professional trip to Atlanta. As I was browsing in Neiman-Marcus, a well-dressed associate in a couture line approached me and asked the designer of the dress I was wearing. Thinking she recognized the designer, I proudly answered, "Liz Claiborne," to which she responded, "Well, it looks like a much better dress!"

What does the name Liz Claiborne mean to you? Anything? For many middle-aged, middle-class women, Liz Claiborne means *fashionable* women's wear. Landrum (1994) proclaimed, "By 1990 the Liz Claiborne clothing...translated into the highest women's wear sales of any firm in the world" (p. 215).

Let us evaluate Liz Claiborne's leadership as described by Dr. Landrum (1994) against Professor Gardner's (1995) six constants of leadership.

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In Her
Own Words

1. *The Story: What was Liz Claiborne's story or message?*

Liz Claiborne intuitively knew in the mid-70s that there was a void in clothing available to working women. She was among the first to show that "fashion is not art, but based on pragmatic merchandising to the needs of the mass consumer. She knew that women could not identify with clothes designed for six-foot [sic], hundred-pound, gaunt models" (Landrum, 1994, p. 220). She designed and merchandized clothes that could be mixed and matched • coordinated • a boon for the emergent working woman.

2. *The Audience: Who was her audience?*

Claiborne began her career in the 50s when the dress was in; "she always preferred pants to dresses, but earned a reputation as a great designer very early in her career" (Landrum, 1994, p. 211). As chief designer for Jonathon Logan, "she recognized the gap in the market for moderately priced career clothing for women" (Landrum, 1994, p. 211).

By 1976 the Liz Claiborne "vision of stylish, sporty, and affordable clothing for working women" was reality (Landrum, 1994, 211). The emerging female workforce wanted clothes designed for them that were "classy but practical. In hindsight, this was not a complex hypothesis, but in the mid seventies it was totally lost on traditional clothing designers" (Landrum, 1994, p. 220).

3. *The Organization: What was her organizational basis?*

Claiborne saw the fashion needs of the middle class working woman, but could not convince her bosses. So in December 1975, she left her employer, Youth Guild, at age 46 to form her own company, Liz Claiborne, Inc. In 1990, after only 15 years of operation, Liz Claiborne, Inc. "reached the zenith of all corporate expectations and dreams... when it was named the Fortune 500's most profitable firm" (Landrum, 1994, p. 220).

4. *The Embodiment: Did she embody her story?*

Liz Claiborne always knew she wanted to go into the fashion designing business, she told the *NY Times* in 1980. According to Landrum (1994):

Claiborne was obsessed with high-quality clothes marketed via a precise

but comprehensive retailing presentation. These traits emanated from her childhood conditioning, where her father insisted on class, elegance, and style in everything while her more practical mother insisted on sensible execution. The combination made her an innovative genius who changed the world of fashion as much as anyone in history. (p. 220)

5. *Direct and Indirect Leadership: Was her leadership direct or indirect?*

Liz Claiborne is viewed as a creative genius (Landrum, 1994), exerting her influence indirectly through her symbolic product: fashionable, practical women's apparel. It is nothing short of amazing that within 15 years from her firm's domination of the fashion industry like no other firm in history, all the while she maintained tight control over its merchandising techniques. Again, indirect leadership was evidenced on Wall Street.

6. *The Issue of Expertise: Why did she not lose her expertise? (She quit first!)*

Liz Claiborne and her husband resigned from the board of Liz Claiborne, Inc. in August 1990. The couple said upon leaving the company, "We always intended to leave before we became irrelevant" (Landrum, 1994, p. 221). Liz left at her peak • before she lost her expertise. She listened first to her intuitive genius, then to her customers, and then gave them what they wanted at affordable prices.

According to Gardner (1995), a leader is likely to achieve success only if he/she can do the following:

- ◆ "construct and convincingly communicate a clear and persuasive story" (affordable fashion);
- ◆ "appreciate the nature of the audience(s) including its changeable features" (women going back to work);
- ◆ "invest her own (or channel others') energy in the building and maintenance of an organization" (teaming up with her husband to found Liz Claiborne, Inc.);
- ◆ "embody in her own life the principal contours of the story" (she walked the runway • so to speak);
- ◆ "either provide direct leadership or find a way to achieve influence through indirect means" (couture for the masses at affordable prices);

- ◆ "and finally, find a way to understand and make use of, without being overwhelmed by, increasingly technical expertise" (p. 302). (Liz Claiborne mastered not only fashion design but fashion merchandising!)

We all cannot be Liz Claiborne, or Eleanor Roosevelt, or Margaret Thatcher. Leadership is a universal process demonstrated by many ordinary people rather than the attribute of a single extraordinary person. We all know ordinary people who have demonstrated extraordinary leadership as situational rather than positional leaders: to wit, the heroes of September 11, 2001.

Margaret Wheatley (2002) in her article, "When Change is Out of Control," is confident in making only one prediction about the future:

During this period of random and unpredictable change, any organization that distances itself from its employees and refuses to cultivate meaningful relationships with them is destined to fail. Those organizations that will succeed are those that evoke our greatest human capacities • our need to be in good relationships, and our desire to contribute to something beyond ourselves. These qualities cannot be evoked through procedures and policies. They only are available in organizations where people feel trusted and welcome, and where people know their work matters. (p.9)

Conclusion

Our work, individually and collectively, matters. Our profession, family and consumer sciences/human sciences, matters. And the work of Kappa Omicron Nu Scholastic Honor Society matters as you and I and our fellow members back home contribute to a cause, a mission, an organization...greater than ourselves.

That is the Case for Leadership!

References

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Awards

2009 Undergraduate Research Conference Presentation Award (Donor - Council of Administrators for Family and Consumer Sciences)

Amanda Beattie - Baylor University
Acceptability of Reduced Sodium Content in Meatloaf among Adults over 50

2008 Undergraduate Research Journal for the Human Sciences Awards

The Undergraduate Research Journal for the Human Sciences announces awards for manuscripts in Volume 7 (calendar year 2008). The Undergraduate Research Community (URC) instituted these first-time awards and will continue annual awards.

First Place - Catherine McBride, Stephanie Collins, Connie Bell, Casey Quinn, & Sheri Worthy* - Mississippi State University - "Parent's Influence on Children's Weight-Related Behaviors"

Second Place - Rachel Barnett, University of Nebraska-Lincoln & Linda K. Crowe*, University of Nebraska-Kearney - "Traditional vs. Electronic Storybooks during Adult-Toddler Interactions"

Third Place - Brittany Gower, Christine E. Hand, and Zachariah K. Crooks - Huntington University - "The Relationship between Stress and Eating in College-Aged Students"

Honorable Mention - Heather Davis - James Madison University - "Gender Gaps in Math and Science Education"

Honorable Mention - Desiree Raygor & Jennie Osseck - Truman State University - "Use of a Focus Group of Youth in a Juvenile Detention Center to Recommend Programming Based on the Results of a Developmental Assets Profile"

Honorable Mention - Debra Lin - The University of Texas-Austin - "Are Thy Pledging 'I Do' to Virginitly Until Marriage: An Examination of the Factors Influencing the Effectiveness of Abstinence-Only Sexuality Education"

* - denotes faculty mentor

Chapter Award of Excellence (2007-08)

Kappa Alpha Chapter, Northwest Missouri State University

Kappa Delta Omicron Chapter, Meredith College

Nu Omicron Chapter, California University of Pennsylvania

Chapter Award of Excellence (2008-09)

Kappa Beta Rho Chapter, East Tennessee State University

Kappa Beta Phi Chapter, Mississippi State University

Kappa Delta Omicron Chapter, Meredith College

2009-2010 Fellowships and Awards

LeaderShape Institute Award

- ◆ Jessica Zimmerman – Bradley University – Nutrition and Fitness

Doctoral Fellowships

- ◆ Bridget E. Hatfield – University of North Carolina – Human Development & Family Studies
- ◆ Brandy R. McCann – Virginia Tech – Human Development & Family Studies

Master's Fellowship

- ◆ Jennifer N. Tebb – Meredith College – Nutrition & Fitness

Research Grants

- ◆ Carol E. Darling, Marsha Rehm, Catherine Coccia, Ming Cui, & Shriidhar Sathe – Florida State University – Role of Parenting and Adolescent Health in Difficult Times; Changes & Challenges

Conclave Awards

- ◆ Awards to Advisers
- ◆ Awards to Delegates
- ◆ Awards to Undergraduate Researchers

These benefits of membership total \$50,000.

Kappa Omicron Nu Fellowships & Grants for 2010-2011

LeaderShape Institute Award

National Grants to Chapters

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

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 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. Another topic of interest is the exploration of how minority students "strike out on their own" in career development.

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.

Announcing Media Publications

See order forms at <http://www.kon.org/publications/pubs.html>.

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.

Heritage of Home Economics – A Flash presentation that traces the history of home economics.

Wicked Problems – A Flash presentation that explores the PRSM Model for a Quality of Living Assessment.

Announcing Kappa Omicron Nu Publications

<http://www.kon.org/publications/pubs.html>

**African American Women:
Contributions to the Human Sciences**
by Julia R. Miller, Dorothy I. Mitstifer,
and Gladys Gary Vaughn

This book documents the significant contributions of African American women who have contributed to the specializations within the profession and to administration of programs in higher education and extension, among others.

**Transformative Practice: New
Pathways to Leadership**
by Sue L. T. McGregor

This book will be of interest to professionals interested in transforming practice to effectively serve humanity and the common good within an increasingly imbalanced and volatile global environment.



2009 KON Board Election

The Nominating Committee, following an open call for nominations, considered the qualifications of nominated candidates for the board of directors and committees for 2009 pursuant to Article

VII, Section 2, D. "It shall be the responsibility of the [elected members of the] Nominating Committee to propose at least one candidate for each office and committee vacancy to be filled."

—Virginia Clark Johnson, Deborah Tippett, Kitty Coffey, Angela Radford Lewis, Frances Shipley, & Chris Ward



Candidate Biographical Information (Order drawn by lot)

Second Vice Chair

Kathleen O'Rourke, PhD

Biographical Sketch - Associate Professor, School of Family and Consumer Sciences, Eastern Illinois University, Charleston, 2001-present; Kappa Omicron Nu Board-Second Vice Chair, 2007-present; KON Kappa Alpha Theta Chapter Co-Advisor, 2002-present; Attended Conclave 2009, 2007, 2005, 2003, 1995; KON Kappa Alpha Theta Chapter Student President and Vice President, 1993-1995; American Association of Family and Consumer Sciences Ethics Committee, 2008-present; National Council on Family Relations-Secretary/Treasurer for NCFR Family Health Section, 2002-2004. Illinois Council on Family Relations Executive Board Member (2004-2005), President (2003-2004), and Program Chair (2002-2003).

Philosophy related to the Kappa Omicron Nu mission: My professional leadership philosophy and core principles are modeled after the Reflective Human Action framework, which was introduced to me at the 1995 Kappa Omicron Nu Conclave. Authenticity, reflective action, and meaningful engagement in life are three concepts integrated within my teaching, research, and service. These concepts are evidenced throughout my mentoring relationships with students and professional relationships with colleagues. In addition, my core philosophy is influenced by the principles set forth by the Lance Armstrong Foundation: "Unity is strength, knowledge is power, and attitude is everything." Empowered leaders engage in collective teamwork, embrace learning as a lifelong process, and pursue opportunities with passion and optimism.

Secretary

Janice Brickey, PhD

Biographical Sketch – Assistant Professor, Interior Design, Middle Tennessee State University; Chapter Adviser, Kappa Alpha Pi; Active in IDEC, IIDA, and NEWH in the design field; honored as an Outstanding Alumnae at Virginia Tech's 75th Celebration of Women. She is a MTSU senator, and her research interests include educational environments and student supports to foster individual and professional development.

Philosophy related to the Kappa Omicron Nu mission – The field of human sciences is facing a number of challenges. As the conditions that shape the interface of individuals, families, and communities change and evolve, Kappa Omicron Nu is developing the leaders of the future face of human sciences. We must honor traditions, understand the present, and synergize to enable the leaders of the future. The students of the millennial generation are searching for the tools to shape and define the world. I am honored to be considered for this one-year term and to serve on the KON Board as it provides the leadership and support to chapters. I offer my commitment to the field of human sciences, my experiences from my education, professional services, and varied work experiences to serve as Secretary for the 2010 year.

Editorial Committee

Karen Greathouse, PhD

Biographical Sketch – Professor and Director, Dietetic Program Western Illinois University. Adviser of Kappa Beta Kappa Chapter. Officer and member on national committees including: chair, Commission on Accreditation for Dietetics Education; member, Task Force on the Future of Dietetics Education; chair, Foodservice Management Education Council; and regional chair, Dietetic Educators of Practitioners; and member, House of Delegates, American Dietetic Association. Currently serves as a site reviewer for accreditation for dietetic education programs.

Philosophy related to Kappa Omicron Nu Mission – I have devoted the last twenty years of my career to the development of students to be leaders in the professions of family and consumer sciences. As the dietetic program director, I have developed goals for our program that reflect leadership in professional organizations. As I evaluate the success of our program, I am always gratified to see

the number of graduates who have become leaders and hold leadership positions in various professional activities.

Deborah Handy, PhD

Biographical Sketch - Clinical Associate Professor, Family and consumer Sciences Teacher Educator, Department of Human Development, Washing State University-Pullman; Adviser of Omicron Kappa Chapter; executive Director for Washington Family, Career and community Leaders of America, State Adviser for the Washington Association of Family and Consumer Sciences Student Unit, member of the WSU Teacher Education committee, and co-chair of the Professional Education Advisory Board for the College of Education at WSU.

Philosophy related to Kappa Omicron Nu Mission – Empowered leadership is the goal of youth leadership organizations. My role as an organizational adviser is to help youth learn how to assume leadership roles. I provide guidance, ask questions, encourage and support young leaders to determine their own goals, figure out how to plan and follow-through with those goals, and celebrate their accomplishments. Youth leadership takes time and patience. When youth can be guided to establish goals and follow-through with their plans, they learn valuable life skills and gain confidence needed to succeed in other areas of life.

Nominating Committee

Nina Collins, EdD

Biographical Sketch – C. C. Wheeler Professor and Chair, Family and Consumer Sciences Department, Bradley University;

president and counselor, Illinois Association of Family and Consumer Sciences; President, Illinois Teacher Educators Council; President, Bradley University Senate. Putnam Award for Excellence in Teaching; Academic Advisor and Student Organization Advisor of the Year.

Philosophy related to the Kappa Omicron Nu mission – Empowered leaders have resources and initiatives available for their continuing growth. The leadership projects and resources provided by Kappa Omicron Nu have been significant for past and current student leaders. One important initiative is providing resources for student scholars to create, complete, present, and publish undergraduate research builds and empowers. I believe that current and future leaders become better leaders when they have resources as well as a platform in which to practice those skills. It is important that Kappa Omicron Nu continues to provide these important tools to continue to empower leaders.

Diana Carroll, PhD

Biographical Sketch – Professor, Family and Consumer Sciences, Carson-Newman College; Chapter Adviser, Kappa Beta Xi Chapter; Active in Kappa Omicron Phi as vice-president for program; served on editorial and nominating committees of KON; active in AAFCS and Tennessee AFCS.

Philosophy related to the Kappa Omicron Nu mission – The mission of empowered leaders continues to produce young men and women that have experienced the best thinking and application of theories and models of

leadership developed by Kappa Omicron Nu. The *reflective Leadership Module, Self-Managed Mentoring, Empowerment*, and the undergraduate emphasis on writing and research, just to name a few, have made an invaluable contribution to our profession, not only for student members but for professionals as well. The wealth of resources available on the KON website and the Conclave opportunities for student engagement provide a great arena to teach, encourage, mentor, and develop empowered leaders that will impact individual, family, and community life.

Joy Jacobs

Biographical Sketch – Specialist and Instructor, Department of Family & Child Ecology, Michigan State University; Faculty Advisor, KON Alpha Chapter; three-time President of Michigan AFCS; six-time Michigan Senator to AAFCS

Philosophy related to the Kappa Omicron Nu mission – KON invests students and chapter advisors with unlimited and valuable leadership opportunities at the chapter and national level; maintains a commendable website of resources and information; encourages and rewards student research; and holds Conclave as a place for networking, involvement, and the opportunity to present at a national level. The development of future professionals in family and community life is absolutely necessary for the advancement of the fields of human sciences, and KON is at the forefront of those organizations in which students can take advantage of development opportunities.

2009 KON Board Election Ballot

*Vote for candidates as indicated and return completed ballot to the address below by **December 15, 2009***
(Order drawn by lot)

Second Vice Chair

(vote for 1) _____

- Kathleen O'Rourke, PhD
- _____

Secretary

(vote for 1) _____

- Janice Brickey, PhD
- _____

Editorial Committee

(vote for 2) _____

- Karen Greathouse
- Deborah Handy
- _____

Nominating Committee

(vote for 3) _____

- Nina Collins
- Diana Carroll
- Joy Jacobs
- _____



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





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Message from the Board of Directors

Sammie Garner

The theme, *Leading with Excellence and Social Responsibility*, set the context for the 2009 Conclave: Kappa Omicron Nu Leadership Institute and Undergraduate Research Conference. Nashville, Tennessee was a fine setting for 4 days of interactive learning, developing new relationships, expanding leadership abilities, networking, and sharpening research competencies, as well as enjoying the “country music capital.” Participants included chapter representatives, undergraduate student research presenters, chapter advisors, and KON board members as well as invited presenters. Student delegates voted on KON business matters, engaged in setting KON priorities through FORUM participation and official voting, and elected new student board members.

The opening session of our 10th Conclave featured a challenging presentation by Deborah Tippett, *Millennials: A Reason for Hope*. Because millennials are idealistic, well connected and share information readily, they are well positioned to become effective and visionary leaders who assume responsibility for shaping a promising future. This session also included a conclave tradition: the roll call of chapters with the presenting of respective university banners. Conclave 2009 focused on leader effectiveness through strengthening self-awareness facilitated by Deborah Tippett. This involved an interactive exploration of the Strength Deployment Inventory, a tool for improving relationships and for understanding the motivation underlying behavior.

Program highlights included Sue Stratton-Radwan who facilitated an exploration of the *Seven Wonders of a Socially Responsible World*, a conceptual framework exceptionally well fitted to the core values of KON. The KON Summit on Social Responsibility addressed this initiative through encouraging chapters to address issues related to social responsibility in the areas of peace and security, social justice, environment, prosperity, innovation/technology, health and education. In addition, conclave delegates passed a resolution whereby KON chapters are challenged to collaborate with campus administrators, faculty, other honor societies and/or student groups on

campus to determine ways to promote social responsibility during 2009-2012, and to take action

Using the *Appreciative Inquiry Process*, Sue Stratton-Radwan engaged participants in identifying what they care about and have energy for. This allows building a system around those core values and releasing positive energy resulting from the alignment of chapter activities with group interests. The process includes these stages: discovery, dream, design, and destiny and involves interviewing, generating stories, reflecting and building stronger relationships

Through large murals, a highly creative and accomplished graphic recorder captured in graphic expression the essence of conclave: characterizations, quotations, ideas, leadership responsibility concepts, and actions regarding social responsibility. This delightful and engaging process continued through each conclave session and captured the rapt attention of attendees.

The September installation of a new Kappa Omicron Nu chapter, Nu Chi at the University of the Incarnate Word in San Antonio, showcases the expanding boundaries of KON and growing opportunities to develop empowered leaders through scholarship, research and leadership. This institution founded by Sisters of Charity is steeped in local history and occupies a beautiful campus setting. From the creative fields of interior design and fashion management the faculty and student initiates celebrated their new status and accepted with great pride and admiration their new KON charter. Welcome Nu Chi!

With the dawn of the year 2010, Kappa Omicron Nu Board of Directors transitions to new leaders. Thanks to all board members for your exceptional contributions and to Dorothy Mitstifer for her excellence as an executive director and scholar. As outgoing president, it is my honor to welcome the new president, Deborah Tippett, with confidence that KON is in the “best of hands” and with high expectations for exceptional initiatives to usher in the centennial celebration of Kappa Omicron Nu.

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