



LEADERSHIP

This article is the second in a series devoted to *Leadership: Reflective Human Action*. The July 1995 issue focused on the basics of what it is and how to practice it. This issue will expand on the notion of the web process for a community of practice—whether it be family, neighborhood, organization, institution, or government.

To reiterate: *Leadership: Reflective Human Action* has been selected by Kappa Omicron Nu for programming to prepare for leadership in the twenty-first century. Leading in the development of this perspective are Frances E. Andrews and Dorothy I. Mitstifer. Co-authors include Marsha Rehm, and Gladys Gary Vaughn. Carol B. Meeks and Jacque Carey have joined the team to focus on *political and visionary leadership* (see Call on page 2 to join the writing team). The theoretical framework and first set of professional development activities was published on October 1 (see ordering information on page 6).

Web of Inclusion

Helgesen, in her study of successful women (1990), discovered that the workplaces they led tended to be “webs of inclusion.” She explained that their communities were modeled more like a web than a hierarchy and that sharing information was key to their effectiveness. Tom Peters, a popular author in the business realm, predicted that men who wished to stay employed needed to take heed. Indeed, her ideas were ground-breaking in nature. So her next book, *The Web of Inclusion* (1995), was eagerly awaited.

Helgesen, in this second book, set out to demystify the concept of the *web of inclusion* and to give examples so that leaders could understand the purpose, the architecture, and the process.

Purpose

The *web of inclusion* is a “model for helping us redesign the institutions that frame our lives” (Helgesen, 1995, p. 16). It is based upon the notion of dynamic connectedness. The *web of inclusion*, supported by the new science (Wheatley, 1994), demonstrates the “universe in operation: not as a precisely calibrated great machine in which each constituent part is locked into its own immutable slot, but rather as pulses of energy that continually evolve and assume shifting shapes as the various elements interact, and in which identity is inseparable from relationship” (Helgesen, 1995, p. 16).

The *web of inclusion*, because it is organic in nature, will configure differently with each cast of characters or new set of ideas and objectives. An important characteristic of webs is that they are in a continual state of adaptation. “Web-like organizations are especially apt to be driven by clearly articulated values, since a tight focus on mission is the glue that holds their flowing structures together” (p. 286).

From the perspective of *reflective human action*, the principles—accept chaos, share information, develop relationships, and embrace vision—are the substance of the web model. The core features—authenticity, ethical sensibility, spirituality, and domains of action—guide the process of meaning-making.

Architecture

Helgesen (1995) describes the *web of inclusion* as a new source of order described by Wheatley in her much quoted book, *Leadership and the New Science* (1994). In other words, the web

In This Issue:

- ◆ *Web of Inclusion*
- ◆ *Empowerment*
- ◆ *Awards*
- ◆ *Leadership Order Form*
- ◆ *Call for Papers & Writers*
- ◆ *KON Election Ballot*

provides a way of relating individual parts to a greater whole. Because a web is built from the center out, the development is a never-ending process. "The architect of the web works as the spider does, by ceaselessly spinning new tendrils of connection, while also continually strengthening those that already exist. The architect's tools are not force, not the ability to issue commands, but rather providing access and engaging in constant dialogue" (Helgesen, 1995, p. 13).

Because all parts of the fabric of the web matter, all participants share directly in the responsibilities and rewards. This kind of architecture is an integrated network, similar to the technology of our day. Although technology threatened a dehumanized future, the concept of the *web of inclusion* has the potential, instead, to make a more humanized workplace with the help of technology.

Process

Webs of inclusion are defined as much by process as by the purpose and architecture. The means to achieve their ends distinguish them from other organizational models.

Open communication—Freely flowing information is an essential component of webs. Information without regard for position and "right to know" adds a sense of security and destroys uncertainty, thereby building morale.

Blurred distinction between conception and execution—Thinking and doing are inextricably linked in order to use feedback to modify the

very nature of the task as it goes along.

Lasting networks that redistribute power—Unlike traditional organizational models, webs are not disbanded at the end of each task. By maintaining the connections across levels, the teams are able to keep and expand those linkages to the benefit of the organization.

Constant reorganization—New ways of connecting people are needed in order for organizations to be adaptable to ever-changing situations and to redefine the nature of its business. Continual reorganization is facilitated because webs are so permeable.

Expansion to the world outside—The web, by its very nature, can expand to include collaborative efforts with other individuals and groups to expand its reach and scope.

Acceptance of trial and error—The ability to try one approach and then another to discover what works and what doesn't provides an effective strategy for operating in a crisis when there is little time to prepare detailed plans.

The web process is more than a team approach; although a web of inclusion often has a specific mission, it is not disbanded or reabsorbed upon achievement of the goal. Instead, it plays a more lasting role because it emphasizes process as well as structure, establishes "new ways of approaching problems, of thinking, of connecting people, of giving them information and motivating them" (Helgesen, 1995, p. 33). In this way, transformation of the organization is achieved.

The Technology of Participation

As a way of summary, Helgesen (1995) compares the *web of inclusion* to the web in cyberspace and concludes that "participation" is the technology expressed by the web of inclusion. Both are grass-roots structures and, as such, give power rather than vesting it in positional leaders—thus decentralizing power. Both diffuse power through networks. Both offer fulfillment of the individual. Both encourage the hands-on imperative—whatever you imagine, you must try to produce. The principles of the *computer hacker ethic* "echo the values and principles that define the web of inclusion, in which information flows freely across levels, teams make their own decisions, work on specific projects evolves in response to needs as they arise, and task is more important than position" (p. 280).

References

- Andrews, F. E., Mitsufer, D. I., Rehm, M., & Vaughn, G. G. (1995). *Leadership: Reflective Human Action*. East Lansing, MI: Kappa Omicron Nu Honor Society.
- Helgesen, S. (1990). *The female advantage: Women's ways of leadership*. New York: Currency/Doubleday.
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- Wheatley, M. J. (1994). *Leadership and the new science*. San Francisco: Berrett-Koehler.

Call for Writers

The writing team of the *Leadership: Reflective Human Action* Module is pleased to announce opportunities for members or nonmembers interested in contributing to the module chapters of experiential activities on the following topics: team leadership and positional leadership. Contact Dorothy Mitsufer (517/351-8335) for further information and guidelines.

The following article grew out of a question by delegates at Conclave: "What does *empowered* mean?" Although the new mission of Kappa Omicron Nu, empowered leaders, grew out of visioning and strategic thinking of the 1993 Conclave and the 1993 Membership Survey, the meaning of this concept needs to be articulated to those not involved in the process. And, of course, the full meaning needs to be explored to ensure fulfillment of the mission.

Empowerment

The definition of empowerment most related to the Kappa Omicron Nu mission states that it is "focusing our energy in our Circle of Influence. . . it's acting with integrity to create the environment in which we and others can develop character and competence and synergy" (emphasis added) (Covey, Merrill, & Merrill, 1994, p. 238). And the ultimate outcome of empowerment is a community "worthy of the best we humans have to offer" (Terry, 1993, p. 275).

Block (1987) refers to the essence of empowerment as *enacting the vision*. He further explains that definition with his insights that we must develop a personal vision of greatness and must balance autonomy and dependence. It takes courage, too. Although the following discussion is directed for the most part to individuals, these same elements direct the empowerment of organizations and groups.

Vision

When we take a stand for a preferred future—something we want, we are creating a vision. We are willing, therefore, to take a risk for that something. Block challenges us to identify a *vision of*

greatness because it forces us to eliminate caution. It also has the effect of implicitly identifying our disappointment with what exists now. This vision of greatness makes us be accountable for acting in congruence with it. When we are driven by a vision of choice, we have to take responsibility—we can't protect ourselves from disappointment and failure.

This first step in choosing empowerment implies that, like it or not, leadership to achieve our vision is solely up to us. If we are unwilling to choose a vision of greatness, we are really saying that we are willing to stand on our laurels. The added benefit of having a vision is that we have given meaning to what we are doing. And meaning seems to be an important component for reclaiming our human capacity.

It is generally agreed that without vision there is no change. Individuals and organizations tend to resist change, especially change as pervasive as a new vision (Nanus, 1992). Recently, Nanus (1995) made a stronger point by saying that even though group members resist change and persist in not rocking the boat, "it can be downright dangerous to your organization's future health and vitality" (p. vi).

Balance Autonomy and Dependence

One of the marks of a professional is autonomy in decision making and action relative to service, i.e., decisions are made and actions are taken based on expertise—knowledge and reason. Because some of us are not operating as authentic professionals (often through no fault of our own), autonomy has not become a universally comfortable behavior. In other words, the power of acting

on our own hasn't been experienced fully. Block (1987) believes that our own dependency is a source of interference to empowerment.

Our own dependency grows out of a reluctance to risk or to take responsibility for the future. We are conditioned from childhood to treat people (bosses or colleagues with more experience) with respect and attention. And dependency is increased by the fact that, realistically, our survival is often in someone else's hands. But as organizations change to becoming more participative, more responsibility has not always been welcomed. In a sense, we keep ourselves in bondage to dependency.

In order for organizations to be transformed and empowerment to be actualized, we will need to assure that when control has been offered that we confront our own wishes to be dependent and examine the choices we really have. Block (1987) claimed that "the most popular fictional character in organizational life is *they*" (p. 154). Dependency is often expressed through talk about "they"—they won't make up their minds, they don't want to hear problems, they just want solutions. This "chorus of nonresponsibility" is understandable—it's learned. But the alternative is available with careful self-reflection.

Dependency is not to be totally rejected because it is useful and functional in certain ways. We are dependent on each other, that's human; a sense of community makes a satisfying work environment. And organizations need cooperation and collaboration to get the work done. Useful dependency helps us clarify the organizational framework, confirms and validates us, helps us feel connected, protects us from unreason-

able problems, and helps us learn from others.

Focusing on the negative aspects of dependency does not argue against interdependency in the organizational culture. But teamwork and interdependence are most effective when we operate out of a position of strength. "Being autonomous gives us the freedom to choose whom we want to be with and how we want to be with them" (Block, 1987, p. 174).

Courage

To take the empowerment road, we are not choosing the easy route. Because we have the innate sense to take the safe path, we have to become comfortable with danger and unpredictability. The safe paths lie in rationality and data, in following the norms, in simply following the rules. It is true that dependency is often rewarded. So our integrity will be tested when we act with courage to achieve our vision. These acts will include such things as facing the harsh reality of the situation, examining our own contribution to problems, and putting our authentic view into words in a straightforward manner. And, of course, our courage is expressed best when others are treated well.

Enacting the Vision

There is no guarantee that what we have set out to do will work, but we have made the commitment because we chose our vision of greatness with care and with the realization that we had to do it to be true to self. Our doubts and pessimism will sometimes get in the way. But we will carry on because we choose to live in a way that gives real meaning to our lives. "We are most free, and most fully human, when we are faithfully

and consistently living in accordance with the highest values we have recognized and noblest aspirations we have embraced. . . . Consistency of the highest sort is empowerment" (Morris, 1994, p. 154).

Enacting the vision in organizations and groups is described by Nanus (1992): "A vision is little more than an empty dream until it is widely shared and accepted. Only then does it acquire the force necessary to change an organization and move it in the intended direction" (p. 134). He goes on to say that a vision to be achieved requires empowered people, appropriate organizational changes, and strategic thinking. Strategic thinking throughout the organization will serve as the process for developing strategies to enact the vision and change the organization.

Kouzes and Posner (1995) also connect empowerment to enactment: "Credible leaders choose to give [power] away in service of others and for a purpose larger than themselves. They take the power that flows to them and connect it to others, becoming power generators from which [others] draw energy" (p. 185).

The danger in articulating empowerment as a mission is that the concept will not be supported with the kind and depth of education that will move it from a fad to a sustained behavior. The module, *Leadership: Reflective Human Action*, is intended as an educative tool. The challenge is, therefore, to make leadership development a priority and *reflective human action* part of the infrastructure of Kappa Omicron Nu leaders.

References

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 Terry, R. W. (1993). *Authentic leadership*. San Francisco: Jossey-Bass.

For further discussion of empowerment related to individuals and families, see the empowerment theme issue: *Home Economics FORUM*, Volume 6, Number 2, Spring 1993.

Congratulations!

The Board of Directors announces with pleasure the New Board Members:

Student Representatives
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Virginia Tech, Blacksburg

Scott A. Ketring

*Brigham Young University,
 Provo, Utah*

Jill Nicole Robinson

University of Arizona, Tucson

Award Recipients

**Hearty
 Congratulations &
 Best Wishes**

Adviser Award of Excellence

Linda M. Morrow

Penn State University

Adviser Award of Excellence

Alice G. Pecoraro

Nicholls State University



1995 KAPPA OMICRON NU ELECTION Candidate Biographical Information

(Order Drawn by Lot)



Chair-Elect

Amelia G. Brown

Chair, Department of Applied Human Sciences, East Tennessee State University, Kappa Beta Phi Chapter

Organizational Contributions:

KON Constitution Committee; KON Editorial Committee; President, Council of Administrators, FCS; President, TN AAFCS; Chair, TN Administrators, FCS; President, Upper East TN Nutrition Council.

Candidate's Statement:

Through structured classes, professional meetings, formal and informal programs, networking, and mentoring, I have enhanced my own leadership skills. I continuously try to empower students and professionals as they enhance their leadership abilities. I believe in leadership through example. My greatest skills would be in bringing together the ideas and people to implement the Leadership Academy and to develop new modules. Through contacts and professional affiliations added to good organizational skills, I would help to create empowered leaders.

Janelle Walter

Associate Professor, Baylor University, Adviser, Kappa Gamma Theta Chapter

Organizational Contributions:

KOPhi Vice President/Program; KOPhi Nominating Committee; President-Elect, TX Nutrition Council; Foods & Nutrition Chair, TX AAFCS; Vice Chair, Health & Food Mgt, AAFCS; Chair, Council on Practice, Central Dietetics Assoc; Chair, Gerontological Dietitians, TXDA.

Candidate's Statement:

I believe a good leader has eyes focused on the future while being fully aware of the past. Having held membership in both consolidating groups and having served during the consolidation planning, I believe I indeed possess a respect for our past and an awareness of our needs for the future. 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.

Vice Chair/Finance

Merry Jo Dallas

Associate Professor, Department of Design, Merchandising, and Consumer Sciences, Colorado State University, Adviser, Omicron Nu Chapter

Organizational Contributions:

KON Adviser since 1982; Chair, W-175 Technical Committee, AES Regional Research Project; Local arrangements chair, ITAA; President, ITAA Western Region; Newsletter Editor, ITAA.

Candidate's Statement:

Kappa Omicron Nu provides an exciting forum for students and professionals to explore our heritage in enhancing the well-being of all people, to understand and accommodate cultural diversity to use opportunities for mentoring to develop leadership skills, and to continue to recognize the positive force of research and scholarship as preparation for change and the future. Change and frequent reassessment of goals and objectives in recognition of strengths and weaknesses manifest themselves into opportunities for the future. I have been an active participant over the years in professional organizations, department, college and university restructuring, and thus I am familiar with programming to meet the needs of both professionals and students. Team playing and using technology and creativity are important attributes for today's leaders to propel our organization(s) into the 21st century.

Edith Neal

Chair, Department of Family and Consumer Sciences, University of Arkansas-Pine Bluff, Adviser, Kappa Delta Psi Chapter

Organizational Contributions:

Treasurer, National Council of Administrators of Home Economics (CAFCS); Secretary, Higher Education Unit, AAFCS; Chair, 1890 Council of Home Economics Administrators; KON Awards Committee.

Candidate's Statement:

My leadership style is one that allows

individual involvement and provides flexibility to adopt styles to fit different situations. To be effective as a leader, I adhere to a plan of action where long-term and short-term objectives are guides to accomplish tasks.

Professionalism, ethical behavior, and moral conduct are principles which guide my efforts to promote excellence in teaching, research, and service.

Editorial Committee

Dr. Diana D. Carroll

Professor, Family and Consumer Sciences Department, Management and Family Economics Area, Carson-Newman College

Organizational Contributions:

Adviser, Kappa Beta Xi; KON Vice-President of Program; KON Nominating Committee Member; AAFCS Voting Delegate; TA-FCS Vice-President of Internal Affairs; TA-FCS Board Member.

Candidate's Statement:

I am effective in planning, forecasting, setting objectives and determining courses of action. A strong personal commitment to the mission of Kappa Omicron Nu-Empowered Leaders provides the arena in which to use leadership coaching as I work with students. I enjoy working with others in developing and implementing strategies, visioning, new approaches, and providing reflections from the past and anticipation of the future.

Karen J. Cummings

Assistant Professor, Human Ecology, Michigan State University, Adviser, Omicron Alpha Chapter

Organizational Contributions:

Core Committee, MSU/KON Mentoring Program; Secretary, Michigan Capitol Girl Scouts Council; Habitat for Humanity Chair, Delta Sigma Theta Sorority; MSU Athletic Mentoring Program.

Candidate's Statement:

My understanding of our profession's past and present enriches my ability to be forward looking. My sense of responsibility to the profession allows me to exercise reasonably good judgment. My self-confidence provides me the willingness to take risks, get others to exercise their

own creativity and thereby motivate them to reach their own fullest potential. Kappa Omicron Nu is a prism in which each sector is a subdiscipline, analyzing, anticipating, and responding to our societal needs from different vantage points. I believe that leaders are made and I value and am committed to our professional society's directed and sustained effort in recognizing and then cultivating the leadership potential with members.

Geraldean Johnson

Acting Head, Department of Home Economics, Tennessee State University.

Organizational Contributions:

KON Nomination Committee; Secretary, Nashville Chapter of Kappa Omicron Nu; AAFCS President, Tennessee Affiliate; AAFCS Council for Accreditation; AVA-Home Ec Division Secretary and Board Member; Secretary/Treasurer, 1890 Council of Family and Consumer Sciences.

Candidate's Statement:

I believe my experience and leadership style will be assets to the honor society. As a leader, it is important to be a facilitator and to anticipate needs in the future and the ways Kappa Omicron Nu can meet these needs. I believe in the mission of Kappa Omicron Nu as outlined-to encourage excellence in scholarship, research, and leadership in the profession of family and consumer sciences.

Nominating Committee

Charlotte Edwards

Adolescent Health Specialist, Adviser, Kappa Epsilon Chapter, Marshall University.

Organizational Contributions:

KON Editorial Committee; Vice President, WVFCFS; Chair, Health & Human Resources Section, WVFCFS; President, WV Task Force on Adolescent Pregnancy & Parenting; Board member, Cabell Co Coalition for Substance Abuse Prevention.

Candidate's Statement:

I offer the enthusiasm to reclaim our profession. I offer motivation to find significance in our name and to empower our members to celebrate the changes that lie ahead. With an eye on our illustrious past and our exciting future, I seek to provide a smattering of wisdom from experiences, both failed attempts and successes, that may enable members, especially students, to be empowered to

acknowledge their own potential and seek to establish themselves as leaders in their own communities.

Betty J. Church

Instructor, Department of Family & Consumer Sciences, Bradley University, Adviser, Kappa Beta Tau Chapter

Organizational Contributions:

Conclave Manager, KOPhi National Council; President, IL FCS; President, U of I Home Economics Alumni Association

Candidate's Statement:

Interactive communication, facilitator of change and team cooperation, production and problem solving are the skills I would use in empowering members to meet their potential. Kappa Omicron Nu is one of the outstanding leadership opportunities on the campus in the global society we live to enhance the development of empowered leaders in the profession of family and consumer sciences.

Mary Thompson

Assistant Professor, Brigham Young University, Co-Adviser, Omicron Alpha Tau chapter

Organizational Contributions:

Research Review, ITAA; Chair, AATCC; Chair, Area March of Dimes.

Candidate's Statement:

Kappa Omicron Nu is the most important organization for promoting, encouraging, and strengthening future leaders to have values and a sense of the importance the family can play in today's society. These values are exemplified through the organization by setting standards for the development of future leaders in a society where many feel there is nothing worth striving for. I have the ability to listen and synthesize, and I am an idea person with excellent networking skills. I desire through my leadership skills to develop the whole person that out of KON will come the future professional leaders. I hope to apply the leadership and mentoring models developed by national to strengthen other chapters.

Katrina Shaner

Associate Professor, Child and Family Studies, Berea College, Adviser, Nu Alpha Chapter.

Organizational Contributions:

Publications Review, AAHE; Committees, AAHE; Board member, Coalition for Affordable Housing & Jobs; Consultant, Federation of Appalachian Housing Enterprises.

Candidate's Statement:

Leading by example is fundamental with college students. Maintaining balance among personal and professional demands is crucial. Letting students know that I think they can accomplish tasks and that I believe in them is empowering and leads to fulfillment for them and me. Through my teaching and administrative roles, I endeavor to empower students by giving them as much autonomy as possible. Being informed and having responsibility for one's own actions are crucial to personal and professional growth.

Leadership: Reflective Human Action

A Professional Development Module

Frances E. Andrews—Dorothy I. Miltifer—Marsha Rehm—Gladys Gary Vaughn

Published by Kappa Omicron Nu

Designed for students and professionals, this module features a theory section and experiential activities to practice Reflective Human Action.

Set I includes the theoretical framework and experiential activities for comprehending the theory, framing leadership issues, and exploring personal leadership skills.

Set II will include experiential activities for team, positional, and political leadership.

Set III will include experiential activities for visionary leadership and ethical leadership

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Call for Papers

for publication in
Kappa Omicron Nu FORUM

Topic: *Legacies for the Future*

Dr. Sharon Y. Nickols, Guest Editor

Objectives—This theme will

1. Record the accomplishments of leaders in family and consumer sciences and all of its specializations, including the following:
 - a. Leaders from various racial and ethnic groups;
 - b. Leaders in the fields of education at all levels, business and industry, and public service agencies, thus emphasizing the venues for applying the knowledge and practicing the philosophy of family and consumer sciences;
2. Draw implications about the legacy of past leaders for the future of the family and consumer sciences profession with emphasis on conditions and policy-shaping research, instruction, and service.
3. Inspire professionals to make contributions to the field.

Overview—*Legacies for the Future* focuses on the history of family and consumer sciences (domestic science and home economics) by “telling the stories” of leaders who responded to societal needs and intellectual challenges and who helped to shape the programs of study, the research, the policy

initiatives, and the practice of their times. In other words, this theme hopes to capture the legacies of leaders in domestic science and those who shaped the field as it evolved in the United States through 1985. Without a written record of the contributions of past leaders, the history of a profession will be lost. Because the past often points the way for the future, the thinking and actions of past leaders can provide insights to those currently in the field of family and consumer sciences. Understanding the context of events is more readily achieved when the work of leaders is documented with reference to the challenges they faced.

Information and Deadline—*Kappa Omicron Nu FORUM* is a refereed publication outlet for both members and nonmembers. Manuscripts are due October 1, 1996.

To assure breadth of biographical sketches, each author is asked to file a proposed name with the guest editor at (706)542-4879 in advance of preparing the manuscript.

For further information or to obtain a copy of “Guidelines for Authors,” contact:

Kappa Omicron Nu FORUM
4990 Northwind Drive, Suite 140
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Tele: 517/351-8335; Fax: 517/351-8336



1995 KAPPA OMICRON NU ELECTION—BALLOT

(Order Drawn by Lot)

Vote for Candidates as indicated

This ballot must be postmarked no later than November 15, 1995



Chair-Elect (Vote for One)

- Amelia G. Brown
 Janelle Walter

Vice Chair/Finance (Vote for One)

- Merry Jo Dallas
 Edith Neal

Editorial Committee (Vote for Two)

- Diana Carroll
 Karen J. Cummings
 Geraldean Johnson

Nominating Committee (Vote for Three)

- Charlotte Edwards
 Betty J. Church
 Mary Thompson
 Katrina Shaner

Complete and return this form to:

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Message from Carol Avery

Chair, Board of Directors

*To recapture spirit, we need to learn
how to lead with soul.*

—*Leading with Soul*, Bolman & Deal, 1995



The third Kappa Omicron Nu Conclave, held in Chicago the first week in August, was a highly successful growth experience for all of us. We enjoyed the ambience of the Bismarck Hotel, the enthusiasm of the students, the inspirational messages of the speakers, Dr. Terry Deal of Vanderbilt University and our own Gladys Gary Vaughn,

and the effectiveness of the workshops on Leadership for the 21st Century. The professional workshops were under the direction of Virginia Clark and Gladys Vaughn, while the students were led by Frances Andrews and Mary Pritchard.

The Assembly of Delegates elected three new student representatives to the Board of Directors (see announcement, page 4). The three retiring student representatives Angela Higgins, Ayodele Jordan, and Susan Poch—did a

superb job as members of the Board of Directors and deserve our public and private thanks for their dedication to Kappa Omicron Nu.

The proposed constitutional amendments recommended by the Constitution Committee under the direction of Kaye Boyer and by the Board of Directors were also approved by the Assembly of Delegates. This means that the mission of the Society is *empowered leaders* for family and consumer sciences. The titles of the national officers have been changed to Chair, Chair-Elect, Vice Chair/Program, Vice Chair/Finance, and Secretary, and the Executive Committee has been eliminated in favor of full participation of all board members in policy development.

The additional approval of the Assembly of Delegates Process, the development of priorities for the next two years, and the action by the Board of Directors to change the first of our three ends from Leadership to Scholarship, Research, and Leadership puts the Society in a strong position to truly provide continued leadership as we move toward the 21st Century.

On behalf of the Board, I would like to thank all of those who worked so hard to make the Conclave a success and those who participated so wholeheartedly in the process. I would especially like to thank our Executive Director, Dorothy Mitsifer, for putting her considerable expertise, as well as her heart and her soul, into this undertaking.

Kappa Omicron Nu Dialogue, Volume 5, No. 4.—Executive Director and Editor: Dorothy I. Mitsifer.
Assistant Editor: Lisa Wootton. Board of Directors: Carol E. Avery, Anne M. Weiner,
Carol B. Meeks, Julia M. Dinkins, Ann Vail, Elizabeth DeMerchant, Scott Ketting, Jill Robinson.
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