Where in the world is Max Montesino?

Associate Professor Max Montesino has been on sabbatical for two semesters, conducting research on organizational leadership/fellowship in the Dominican Republic, his childhood home. For this investigation, he received a monetary award from the IPFW Mid-Career Faculty Research Support Program.

As a part of his sabbatical, Montesino is writing a book in Spanish that will be published by Editorial Tropical this fall. The working title is Organizational Leadership Development in Latin America: How Individuals, Teams, Organizations, Communities and Nations Evolve From Authoritarianism to Self-Direction.

In 2009, Montesino published a peer-reviewed book chapter1 and a peer-reviewed journal article2. Apparently, the good climate in the Caribbean has not been keeping him from scholarly productivity.

Montesino has been safe from harm given the recent earthquake that devastated Port-au-Prince, Haiti’s capital city. Haiti and the Dominican Republic share the island of Hispaniola.


The mission of the Division of Organizational Leadership and Supervision (OLS) is to integrate theory and practical application in developing leaders for roles in the dynamic organizational environment of the 21st century.

Chair’s Corner

As I write this, I’m looking out the window of my office in Neff Hall. The sun is shining, the grass is returning, and there are buds on the trees. Spring is officially here, which means students are working hard to complete their final assignments. Some students are preparing for the next stage of their lives as they contemplate graduation. We (the faculty and staff) hope 2009–2010 has been a good year for you.

It has been a good year for OLS. The number of graduate and undergraduate students enrolled in our programs has increased significantly this year. This spring semester, there are 305 undergraduate majors and 42 graduate students enrolled in our programs.

We strive to offer relevant learning experiences for our students that will prepare them to take on leadership roles throughout their lives. To make this happen, we continue to secure co-op opportunities for our undergraduate students, use experiential learning projects in our classes, and increase the number of courses we offer using alternative delivery systems (online and hybrid sections). This fall we will begin to deliver the undergraduate certificate program in a hybrid format. Students enrolled in this program will experience some of our coursework online and some of it in the traditional face-to-face classroom.

I hope you enjoy this issue of Leadership News. Last year I reported that we had our first group of students graduating with their master’s in OLS. Well, they’re back! Each one has written about her experiences in the program and her future plans. On these pages, you also will meet the division’s newest faculty member, Yuan Jiang, and get an update on the whereabouts of Max Montesino, our world-traveling professor.

Please let us know what’s new in your life and enjoy your spring!

– Kim McDonald, Chair

Yuan Jiang Joins Faculty

Assistant Professor Yuan Jiang joined OLS in 2009. He received a B.A. and an M.A. in economics from Sun Yat-Sen University in China and a master’s and a Ph.D. in industrial relations and human resources from Rutgers University.

His primary areas of expertise include managing team collaboration and designing human resource management systems for workforce and corporate effectiveness. He has been published in Research in Personnel and Human Resource Management.

Currently, he is teaching OLS 376 Human Resource Issues and OLS 565 Employee Relations.
Graduate Program Celebrates First Alumni

With input from various organizations and community leaders, the Division of Organizational Leadership and Supervision created a graduate program to educate individuals for leadership and human resource roles. This master’s degree program began in fall 2006, and to date it celebrates its first four alumni who completed their studies last year.

Elizabeth Augustine
M.S., ATC, LAT

OLS Concentration: Leadership
Occupation: Fitness specialist, Turnstone

Graduate School Decision: As I began to apply for jobs and figure things out, I remember saying to a friend, “There is NO WAY I am going to graduate school. I am sick of school!” It’s funny to me now because it was soon after that I learned about the graduate assistantship at IPFW. That meant I could get paid to go to school. It was such a good opportunity that I could not pass it up. And then I thought, “I can do that.”

Graduate School Journey: One of my very first graduate OLS classes was a struggle (I think it as OLS 520 Foundations of Organizational Context), but I will always look upon it as a wonderful time because it is where I met and got to know three other ladies, Willie, Cheri, and Gina. We ended up in a group together, and we had to work on a project the whole semester. We bonded over our business scorescards, Political, Economic, Social, and Technological (PES&T) Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses, and any other struggles we were having. It was something wonderful that came from a very difficult situation.

Capstone Project: My project topic was about employee empowerment and voice. I worked with a non-profit organization whose surveyed employees had less-than-positive remarks about employee empowerment. I interviewed employees and developed a plan of action for the leadership team. This plan of action included many of the suggestions from the employees regarding how to improve the organizational climate. These suggestions were presented to the leadership team, and I am happy to say some of the suggestions have been implemented.

Program Advice: One quote I heard a lot from Associate Professor Dina Mansour-Cole was “embrace the ambiguity” and she was right. Leadership is not about structure and following a certain pattern. Students in this program will learn to find their own leadership style and they will work hard. We learned a lot of lessons from the ambiguous moments, and I think it made us well-rounded people and leaders. You can do this program!

Career Outlook: I really hope to be in a leadership position in the future. I like working with people who are united in a common goal, and I believe I have the tools and knowledge to hold a leadership position.

Gina Yoknan
M.S.

OLS Concentration: Human Resources Management
Occupation: Administrator, Home Nursing Services

Academic Background: B.A. in psychology from the University of St. Francis

Work Experience: I was the director of case management at Possibilities Northeast, LLC, where I managed 14 case managers who oversaw the support services for people with mental disabilities living in residential settings.

Graduate School Decision: In 2006 I was faced with the sudden closure of a business that I had poured my heart and soul into from its inception in 2012. A coworker, who was also being displaced, casually questioned, “Why don’t you go back to school?” It was a simple question—one that would have been easy to dismiss as impossible, impractical, whimsical, or even irresponsible. How in the world could I stop working and just go back to school? Well, the “stop working full time” thing was working itself out because I had a very good marriage, and I had lots of support. It was such an amazing supportive, about what it would take to make this endeavor possible. We decided that, if God was going to put this opportunity in my path, we had to trust that he would carry us through it. I met with OLS Program Director Linda Hite one day in August 2006, laying all my goals and history at her feet, pleading for a sense of direction. We discussed my strengths, my talents, and what really excited me about the type of work I had been doing. This was a challenging, leading, increasing efficiency in business, and employee relations kept coming to the surface. She was very encouraging, and led me into a program that wouldn’t satisfy my interests and did a good job of presenting what OLS was about. Everything moved very swiftly from there.

Graduate School Journey: Elizabeth, Willie, Cheryl, and I forged a friendship in that first semester that carried us through everything and it was oh so worth it.

Good Capstone Project: My capstone project involved a leadership in the radiology departments of a hospital and an outpatient center. The subject of my research was largely on organizational leadership, workplace. Additionally, although the focus of study was largely on organizational leadership, I discovered that course of study delivered tremendous personal growth that has enhanced my personal leadership.

Program Advice: My only advice would be to GO FOR IT! It was certainly a challenge, but it was well worth it.

Career Outlook: I believe that my studies in the OLS graduate program have truly prepared me to be a more effective leader in my workplace. Additionally, although the focus of study was largely on organizational leadership, I believe that this course of study offered me tremendous personal growth that has enhanced my personal leadership.

Cheryl Duncan
M.S., R.T. (Q) (QM)

OLS Concentration: Leadership
Occupation: Program director, Fort Wayne School of Radiography

Academic Background: certificate in radiologic technology; A.S. in radiologic sciences from the University of St. Francis; A.A. in OLS from IPFW; B.G.S. from IPFW

Work Experience: For the past 17 years, I have been a Parkview Hospital employee and enjoyed teaching for the Fort Wayne-School of Radiography (sponsored in part by Parkview and affiliated with IPFW). For the past two years, I have taken on additional responsibilities as the school’s program director.

Graduate School Decision: The opportunity to become the program director at the school was presented to me if I was willing to earn a master’s degree in my M.S. in OLS so I could advance in my career, but I believe I gained much more than a promotion at work.

Graduate School Journey: Because of my interest in human behavior and applied research, I applied for acceptance into the M.S. in OLS program and was accepted. I immediately began working in private practice. After a few years in general dentistry, I returned to IPFW to receive my M.S., always knowing I would pursue a master’s degree. After several years, I was offered a position at IPFW to teach in didactic (teaching), clinic, and laboratory settings.

Graduate School Decision: Because I enjoyed and utilized most of my OLS education, I discovered in OLS and received my B.S. During my final year of studies for the B.S., I continued to be actively involved. I found a natural fit for me to continue with OLS.

Graduate School Journey: The most memorable projects are those that were not necessarily considered enjoyable, but offered the greatest return in terms of applicable education and the enduring bond of friendships. As most projects in OLS are team oriented, it was often difficult for me to rely on others to finish and complete required assignments. I was fortunate to have friends that were key in helping me get my M.S. with them. We worked together often and supported each other through thick and thin. The OLS program accomplished with their help and support provided the ultimate lessons and teamwork.

Program Advice: My advice is that I have been employed in many positions within my department to embrace changes in technology and to use it in several forms to improve course delivery and communication.

Program Advice: My advice is to be open to many possible opportunities and continue to persevere through the challenges. An education in OLS offers the ability to make discernable differences in one’s personal and professional life. The ability to embrace change positively and critically evaluate new methods could make a person professionally valuable and valued by anyone they will encounter and potentially influence.

Withamina “Wille” Leew
M.S., CDA

OLS Concentration: Leadership
Occupation: Dental assistant professor, IPFW Dental Assisting Program

Academic Background: certificate in dental assisting from IPFW; A.S. in OLS from IPFW

Work Experience: I found my niche early on with OLS. Now as a faculty member in IPFW’s Dental Assisting Education department, I am constantly using what I have learned from my many years of OLS education. I really enjoy my education as I develop course material, test students, mentor junior faculty, facilitate learning, and engage in curricular and professional development as a program director. As my future continues here at IPFW, I hope to incorporate the skills, knowledge, and advice for students, as well as a valued and engaged member of the faculty.
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Elizabeth Augustine
M.S., ATC, LAT

OLS Concentration: Leadership
Occupation: Fitness specialist, Turnstone Center for Children

Academic Background: B.S. in athletic training and exercise science from Manchester College

Work Experience: I was a graduate assistant athletic trainer at IPFW for about two years, where I worked primarily with the women’s soccer and basketball teams.

Graduate School Decision: As I began to apply for jobs and figure things out, I remember saying to a friend, “There is NO WAY I am going to go back to school. I am sick of school!” It’s funny to me now because it was soon after that I learned about the graduate assistantship at IPFW. That meant I was FED up to go to school. It was a strange opportunity that I could not pass up. And then I thought, “I can do that.”

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Capstone Project: My project topic was about employee empowerment and voice. I worked with a non-profit organization whose surveyed employees had less-than-positive results regarding their experience with OLS education. I interviewed employees and then created a plan of action for the leadership team. This plan of action included many of the suggestions from the employees regarding how to improve the organizational climate. These suggestions were presented to the leadership team, and our employees were happy to see some of the suggestions have been implemented.

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Graduate School Journey: Elizabeth, Willie, Cheryl, and Gina. We were in that first semester that carried us through everything else. We came to the program for different reasons and had different life experiences, but we all had the spirit of determination and the same sense of humor that bonded us as OLS 520 Radiographs of Organizational Context through OLS 680 Research in OLS. I will always cherish the memories of working in Willie’s office on special projects, criticizing each other’s research ideas, and celebrating the end of every semester with a trip to Buffalo Wild Wings. Speaking of which, it’s about time for another night out, isn’t it, ladies?

Capstone Project: I surveyed a group of professionals to determine if there was a correlation between specific personality traits (the big five) and specific job performance. While there was some slight correlation between emotional stability and job performance, my sample was not large enough to draw any significant conclusions.

Program Advice: I can’t say that I am using everything I learned in my degree in my current job. However, I would not hesitate to recommend the OLS master’s program for stretching your capacity for learning. There were times I was very glad I was going to get all the work done. There were other times that I doubted I had made the right decision to further my education. I’m happy to report it seemed like the end would never come. During those times, I relied heavily on the friendship and mentoring of three very special women, with whom I made this journey.

Career Outlook: I was fortunate to run into a former colleague last spring who had an employment opportunity at a small business. I began working for her June 1, 2009, just in time for my husband to go back to school to finish his degree. It’s so counterintuitive, you know this higher education stuff? Although my concentration was in human resources, my position is more administrative in nature. I have been able to use some of my education to streamline some outdated processes, reduce interdepartmental tension, and increase communication quality and frequency. The agency’s customer base has grown by 35 percent since I started here. This position has provided me with opportunities to help employees manage a larger workload by increasing the use of technology to make their jobs easier.

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Graduate School Decision: The opportunity to become the program director at the school was presented to me if I was willing to earn a master’s degree in my M.S. in OLS so I could advance in my career, but I believe I gained much more than a promotion at work.

Graduate School Journey: Because of my interest in human behavior and my background in psychology, I took a practical application of learning that I experienced in my undergraduate OLS courses, a master’s degree in OLS seemed the perfect option. For a practical application of learning continued throughout the graduate program as well. I can honestly say that each course I took provided an opportunity for me to discover my own strengths and weaknesses, to tap into my creative side (which I did not realize I had) and to develop a much broader understanding of leadership and relationships in general.

Capstone Project: My capstone project involved leading a change in the radiology departments of a hospital and an outpatient center. The results of the project revealed that employee commitment to change was greatly enhanced by the ethical congruence between the values of organization members and the value of the change. The results also provided evidence that a high-quality leadership relationship built on open communication and trust in the leader contributed to the commitment to the change. Also, the significance of flexibility and open-mindedness was verified throughout the process of leading the organizational change.

Program Advice: My only advice would be to GO FOR IT! It was certainly a challenge, but it was oh so worth it.

Career Outlook: I believe that my studies in the OLS graduate program have truly prepared me to be a more effective leader in my workplace. Additionally, although the focus of study was largely on organizational leadership, I also believed that each course of study offered tremendous personal growth that has enhanced my personal life as well.

Wilhemina “Wille” Leeuw
M.S., CDA

OLS Concentration: Leadership
Occupation: Clinical assistant professor, IPFW Dental Assisting Program

Academic Background: certificate in dental assisting from IPFW; A.S. and B.S. in OLS from IPFW

Work Experience: I am a graduate of IPFW’s Dental Assisting Program and immediately began working in private practice. After a few years in general dentistry, I returned to IPFW to receive my A.S., always knowing I would pursue an OLS degree. After several years, I was offered a position at IPFW to teach in didactic (teaching), clinic, and laboratory settings.

Graduate School Decision: Because I enjoyed and applied most of my OLS education, I discovered in OLS and received my B.S. During my final year of studies for the B.S., I was in a phase where I was looking for a natural fit for me to continue with OLS.

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Yuan Jiang Joins Faculty

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His primary areas of expertise include managing team collaboration and designing human resource management systems for workforce and corporate effectiveness. He has been published in Research in Personnel and Human Resource Management.

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Congratulations to Lauren Garber - the 2010 Swinehart Scholarship Recipient!