

Industrial/Collaborative Partnerships/Projects

Dina Mansour-Cole, Ph.D., received a \$7,000 sponsored-research contract with ITT for a project titled "Enhancing Virtual Collaborations."

Professor Deandra Travis was part of a research team that conducted a study of the management of the U.S. Army's All-American Bowl. The team completed a detailed report for the planning team and presented its findings and recommendations in March 2007. The team is in the process of preparing an article based on this data.

Linda Hite, Ph.D., conducted training on workforce diversity for Fort Wayne Metals.



Meet Deandra Travis

We would like to introduce you to our newest faculty member Deandra Travis. She comes to us from the University of Texas at San Antonio where she is working on her doctoral degree in Organization and Management Studies. She has a B.A. in Sociology and Spanish from the University of Notre Dame and an M.B.A. from the University of Saint Francis. She is currently teaching OLS 252: Human Relations in Organizations and OLS 274: Applied Leadership. Her research interests include discourse and emotions in organizations, organizational change, and leadership. Her work has appeared in the *Academy of Management Journal* and *The Leadership Quarterly*.

Dina Mansour-Cole was recognized on the Giving Hearts Honor Roll presented by the northeast Indiana chapter of the Association of Fund Raising and Philanthropy Professionals for work with the Girl Scouts of Limberlost Council.

Brenda Groff was a recipient of a Remnant Trust grant.

Other News

Max Montesino was awarded the John P. Ulmer Award for Service to Students of Color and with Disabilities at the IPFW Honors Convocation.

Congratulations to Allison Westropp - the 2008 Swinehart Scholarship recipient!

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Organizational Leadership and Supervision



Leadership News

SPRING 2008

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

It is graduation time at IPFW and approximately 90 OLS majors will earn their degrees and embark on new journeys and adventures. The OLS faculty and staff congratulate the class of 2008 and extend best wishes to all of those students graduating this year.

The 2007-08 academic year has proven to be a year of changes . . .

Effective July 1, OLS will become a division within the College of Engineering, Technology, and Computer Science. We are excited about this organizational change and anticipate it will lead to more collaborative initiatives with other departments within the college. The division's offices will remain in Neff Hall.

A couple of noteworthy changes in OLS faculty also have occurred. We are very pleased that Deandra Travis joined the OLS faculty in August. Find out more about Professor Travis by reading the faculty spotlight in this issue. In other news, we regretfully bid farewell to Professor Brad Gilbreath who has accepted a faculty position at Colorado State University-Pueblo. We will miss you, Brad!

In addition to the master's program, the division has gained approval to offer a graduate certificate in OLS. This 15-credit hour certificate serves as another option for students wishing to gain additional coursework beyond the bachelor's degree. Please contact Linda Hite, director of graduate studies, if you are interested in information regarding this certificate or the master's degree (hite@ipfw.edu or 260-481-6416).

In this issue of *Leadership News* is an article written by Derek Byerley, an OLS student, describing his co-op experience, and academic advisor Dave Clevenger's satirical take on the history of advising. We hope you enjoy this issue and please, when you get a chance, let us know what's new in your life.

— Kim McDonald, Chair

Advisor's Corner

The Oldest Profession

Have you ever been faced with an unexpected opportunity to reflect on your life or your work activities or perhaps your next trip to Starbucks? Well, I had such an opportunity one recent Saturday afternoon while I was waiting for my wife, Jan—or as she is known in sumo circles, Kung Pao chicken—to finish her sumo lesson. We were at the Sum Dum Luc Academy of sumo wrestling where Kung Pao has been taking lessons for the last three years.

I was sitting in the car waiting for the class to end, and for the academy attendants to drag Kung Pao out to the car and dump her in the rear seat (she's getting too big for the front seat), when I wondered if there were sumo advisors like we have academic advisors at IPFW? When did advising

start to be a profession? What is the history of advising? Where is the nearest bathroom?

The more I pondered this, the more it was beginning to be apparent that I needed to do a little research. First, I needed to find a bathroom, and then I would hop on Google to see what I could find out about the history of advising.

A few minutes of research revealed quite a bit of interesting material with regard to academic advising. Actually, academic advising is a relatively recent activity in the education community, starting with the inception of higher education in America in the late 18th century.

However, I found that pure advising, that is to educate others, has been around for thousands of years. The earliest evidence of sumo advising that I found was pictured in a piece of Japanese art from

Continued on page 2



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Faculty Research, Publications, Outreach Activities and Promotions

Professors Linda Hite and Kimberly McDonald served as editors for an issue on career development appearing in *Advances in Developing Human Resources*. They wrote the introductory article titled “A new era for career development and HRD” and reported the results of a study in the article entitled “The next generation of career success: Implications for HRD.”

Other publications include

Hite, L. M. (2007). Hispanic women managers and professionals: Reflections on life and work. *Gender, Work and Organization*, 14(1), 20–36.

Mansour-Cole, D. (2007). Cohesion. In S. Clegg & J. Bailey (Eds.), *The International Encyclopedia of Organization Studies*.

Plowman, D., Solansky, S., Beck, T., Baker, L., Kulkarni, M., & Travis, D. (2007). The role of leadership in the emergence of order. *Leadership Quarterly*, 18(4), 341–356.

Plowman, D., Baker, L., Beck, T., Kulkarni, M., Solansky, S., & Travis, D. (2007). Radical change accidentally: The emergence and amplification of small change. *Academy of Management Journal*, 50, 515–543.

Kim McDonald was promoted to the rank of professor.

An expert on Hispanic issues, Max Montesino, Ph.D., served as president of the Hispanic Leadership Coalition of Northeast Indiana, co-chair of Fort Wayne Multicultural Council, board member of United Hispanic-Americans Inc., member of the advisory committee for the Hispanic Mentoring Program at Big Brothers–Big Sisters, and presided over the Grassroots Leadership Development Program for the Mexican Mobile Consulate in Fort Wayne. Montesino frequently presents workshops and talks on various Latino and Hispanic topics to various community groups and businesses. This past year, he was cited in the press numerous times regarding immigration issues.

The division sponsored its fourth annual leadership camp for girls, Girls Leading Others or GLO. Twenty girls participated in the camp. For the first time, Professor Mansour-Cole taught a summer credit course open to undergraduate and graduate students, Developing, Implementing and Assessing Leadership Programs. Students enrolled in this credit course and assisted with GLO as their field experience requirement. All students helped develop the curriculum and activities for the camp and all assisted during the camp week. Some facilitated sessions during the camp as well.

Advisor *Continued from page 1*
found was pictured in a piece of Japanese art from approximately 220 B.C. The picture, showing a rather large man dressed in typical sumo regalia and holding what appears to be an ancient “bingo” sheet (chiseled in stone no less), is that of the oyakata. The oyakata is the stablemaster or “advisor” for the Sumo wrestlers under him. Wow! Can you imagine that, an advisor from 220 B.C.?

Enough of the sumo junk. Let’s move to the beginnings of advising.

From what I could determine, the first signs of real advising date back to the Neolithic period (6,000 B.C.–2,000 B.C.). Cave paintings depict what appears to be an advisor and an advisee discussing the curriculum of what is apparently some type of culinary arts school. Other nearby cave drawings showed the list of available classes including BW 001 Boiling Water, FIR 252 Advanced Fire, Beyond Raw Meat, and RUF 201 Basic Roughage. In addition, there appeared to be a number of “students” waiting on rocks outside of the advisor’s cave, which coincidentally is a common occurrence associated with current advising situations.

Time progressed through the Bronze Age, Neolithic Period, Iron Age, and the La Tene Period with little advances in advising. Then, in the early 400’s A.D., along came a little known Hun named Attila who moved advising forward by assigning each of his pillaging teams to a senior pillager. The senior pillager dispensed needed information to each member of the pillaging team. This activity eventually became known as “Adtilavising,” and the senior pillager became known as the “Adtilavisor.”

That brings us to advising in the OLS office at IPFW. (I know, that’s quite a jump from 400 A.D. to 2008, but I only have so much space to fill and I’m about out of it.)

I hope that improvements in advising have been made since those early years. Yes, we still have students waiting outside the advisors’ office, but they wait while sitting in chairs and not on rocks. Our schedule of classes, no longer chiseled in stone, is a little more extensive as compared to those early years. We do not offer classes in pillaging, but the classes we do offer are every bit as interesting (well almost). As with those early advising efforts, our focus is to understand the educational needs of our advisees so that we can guide them toward their academic goals. Advising is truly the “oldest profession.” Remember, we’re here for you!

– Dave Clevenger,
OLS Academic Advisor

Spotlight on Derek Byerly and Co-op.

Tell us about your co-op position.

I’ve had a human resources co-op position at Therma-Tru Corporation in Butler since September 2006.

How did you get involved in the co-op?

I got involved through the co-op program. I was looking into a couple different places that the co-op department gave to me and decided on Therma-Tru because of the people and location. It was close to home and everyone I work with makes it an enjoyable experience.



What made you pursue a degree in OLS?

I tried psychology first and then dental hygiene but settled on OLS because unlike the prior degrees, OLS is a more general degree that can be used in a larger array of careers. Most degrees are pretty limited because they specialize, whereas OLS is something that can be used by every organization and work for anything from HR, to safety, to management.

What were your favorite classes?

My favorite elective was my interviewing class with (Kim) McDonald because I had fun and learned about things that would be important regardless of the position you have. (If you are in management anywhere, you will likely be exposed to the interviewing process.) My other favorite classes were at the 300 level because Max (Montesino) and Brad

(Gilbreath) are excellent professors, and the knowledge you gain from the classes goes very much hand in hand with what you will be doing in the real world. I found myself looking back at those classes many times during my co-op experience.

Are you applying what you’ve learned in your current co-op position?

Of course the best thing isn’t just applying your knowledge, but being able to see first hand what you have been learning about. Many first time co-op students will quickly discover that their co-op experience will be nothing like what they learn in class, but they can still apply their skills and knowledge. It’s hard to see things the way they are suppose to be. When you join an organization, the first thing you do is start using your theories and principles to tear the place apart to find out what’s wrong only to find out things don’t quite work that way unless you are the top dog. As you will learn in your leadership and change classes, the odds of a co-op student putting forth a major change process are none (unless you have the backing of very powerful and influential people...which is slim). In other words, use your experience to learn not only what to do in the future, but also what not to do. You’ll learn that things don’t always work the way they do in the textbooks. Back to the positive, my favorite part was being able to experience what I only read about. As sad as it is, when I started I had a solid role in a reduction-in-force (RIF), which happened to be the first RIF the company has ever had. Though sad, I learned many things from the experience and will always hold it as a valuable point in my education.

What are you learning from the co-op experience?

Sadly, administrative work always comes with a co-op job just because you are on the bottom (you have to start somewhere), but I have learned many things including mass communication, medical benefits, event planning, higher levels of responsibility, self-accomplishment, and much more.

Any advice for current or future OLS majors?

Start a co-op experience as soon as possible. The more experience and education you have, the better off you will be. Companies don’t just look at education, they expect experience...and just from looking recently, most want around two years minimum.

Alumni Accomplishments

Justin Gulotta has recently become an IT recruiter for Technisource. He has relocated to Raleigh, N.C.

Andrew Burkett has taken a new role at GE as a global commodity leader in Louisville, Ky.

MAKE A DIFFERENCE!

Yes, I want to make a difference in the quality of education at IPFW!

OLS Swinehart Scholarship Fund — Please make your check payable to I-P Foundation. *Note “OLS Swinehart Scholarship” on the memo line of the check.*

My gift of \$_____ is enclosed.

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Gilbreath Moves to Colorado

Associate Professor Brad Gilbreath has accepted a position at the Hasan School of Business at Colorado State University – Pueblo. “We have mixed emotions about leaving IPFW,” Gilbreath said. “We have enjoyed our work and colleagues at IPFW and it’s hard to believe Erin [his wife and IPFW’s Director of Assessment] and I have been in Indiana for nine years!” said Gilbreath. “In that time, I’ve taught eight different courses and had 12 publications, which may explain my thinning hair and grayer beard. I feel fortunate because I’ve learned a lot from students, faculty, and staff here.”

Gilbreath moved to Fort Wayne from New Mexico, so he’s looking forward to returning to the outdoor activities such as mountain biking and hiking that the sunny Southwest allows. “My time in Indiana has been nice, though,” Gilbreath points out, “and I have a lot of respect for Hoosiers.” Gilbreath says he has particularly enjoyed—among other things—the Auburn-Garrett Drive-In, Fort Wayne’s minor-league sports teams, the DeKalb County Free Fall Fair, the Auburn-Cord-Duesenberg Festival, Halloween in Auburn with its hundreds of trick-or-treaters, and what he calls a “Hoosier delicacy”: kettle corn. “Keep on preserving your traditions!” said Gilbreath.