Executive Leadership
Doctoral Program

Program News

The ELP Office Has a New Location!

The ELP office has relocated within the same building, 44983 Knoll Square on the Ashburn Campus, from Suite 391 to Suite 147. In addition to our move, we are also sharing space with the Higher Education Administration and Secondary Education departments of GSEHD. All of our phone numbers, including fax, have remained the same. Come by and visit any time!

ELP is Offering a New Certificate With a Global Perspective

The Certificate in Global Leadership in Teams and Organizations is a four course program with two classes offered in Ashburn as well as overseas. This will allow certificate students the option of taking 2, 3 or 4 courses internationally.

Upcoming classes are:

• Issues in Human Resource Development – Budapest, Hungary, May 31 to June 4
• International and Multicultural Issues in Organizations – Ashburn, VA, July 17 to 20
• Leadership in Organizations – Ashburn, VA, July 21 to 24
• Leadership in Organizations – Istanbul, Turkey, October 19 to 23
• Groups and Teams in Organizations – Buenos Aires, Argentina, January 18 to 22

Register for the whole certificate program, or sign up for individual classes which can be applied as Master’s or Doctorate level electives. You don’t have to be enrolled in a degree program to participate. Contact Zeynep Ekmekci at elpnow@gwu.edu and see http://www.gwu.edu/elp/certificate.html for more details.

Apply to ELP Southern Maryland Cohort 2

We’re accepting applications now and on a rolling basis to ELP’s Southern Maryland Cohort 2 in California, MD. Classes begin January, 2011. ELP SMD offers the same executive-style doctoral program as at the Ashburn campus, but with new features. Details may be found on http://www.gwu.edu/elp/smd.html.

The Director of the program is Dr. Jim Leslie, who can be reached at 301-737-2500 x250, or james.leslie@starpower.net. Contact our Recruitment Coordinator, Ms. Zeynep Ekmekci, at 703-726-3769 or elpnow@gwu.edu to apply for our next cohort. Details about the Southern Maryland Higher Education Center are available at: http://www.smhec.org/Pages/Default.aspx

Special Points of Interest

• Apply to Programs
• New Horizons Conference
• Proposal and Dissertation Defenses
• Publications, Presentations and Awards
• Workshops, Seminars and Conferences

Inside This Issue

Program News 1
Student News 2
Alumni News 4
Faculty News 4
CSL 5
Information & Resources 5
Now Accepting Applications for Cohort 23

The Executive Leadership Doctoral Program in Human and Organizational Learning (ELP AVA) is a cohort-based program in Ashburn, VA. Would you or someone you know like to join us?

Interested candidates are strongly encouraged to visit ELP AVA during one of our cohort weekends. Upcoming dates:

- June 5 – 11
- August 20 – 21
- September 10 – 11 and 17 – 18

Contact our Recruitment Coordinator, Zeynep Ekmekci, at 703-726-3769 or elpnw@gwu.edu to learn more about the Executive Leadership Doctoral Program, arrange a visit, or get details about the admissions process. Applications for ELP AVA Cohort 23 beginning June, 2011, are being accepted throughout the year.

HOL New Horizons

In preparation for our October 8-9 ELP/HOL New Horizons Anniversary Research Conference, we've developed six discussion threads to engage our global community. Be a partner in co-creating the conversation platform for October by adding your ideas to our wikispace.

Go to http://www.wikispaces.com/ and create a new account. Or, you can go to the link: http://elpgwu.wikispaces.com/ Topic areas are on the left navigation bar as well as on the New Horizons page. To add to the discussion of each area, go to that page and click on the Discussion tab. You can create your own comments or respond to anybody else's.

Share your ideas to help create a meaningful and robust October anniversary conference. Contact Marge Niedzwicz with any questions at mniedzwicz@va.gwu.edu.

Sustainability Research Project

HOL faculty and students have launched a new research project to explore the implications of sustainability initiatives for HRD leaders and programs. The research is being funded by a summer research grant awarded to HOL by the GW Institute on Sustainability Research, Education and Policy. Summer activities will include a survey HR/HRD leaders and several research symposia with external scholars and experts to identify issues and shape questions to drive future HOL research on the intersection of sustainability and organizational change. The findings will be presented at the HOL New Horizons’ conference which is being planned for October, 2011. Contact Dr. Ellen Scully-Russ at scullyru@gwu.edu for more information.

Student News

Successful Dissertation Defenses

Congratulations to the following students who recently defended their dissertations:

- **Dr. Beatriz Coningham**, DC Student – “Leaders’ Emotion Talk: A Heuristic Study of Organizational Affective Culture”
- **Dr. Vareen O’Keefe Domaleski**, Cohort 14 – “Harsh Encounters: Conversational Violence as Experienced by Women in Nursing”
- **Dr. Ann Marie Gagnon**, Cohort 10 – “Resilient Career Narratives: An Analysis of Mid-Career Managers’ Long-Term Unemployment Narratives”
Executive Leadership Doctoral Program

- **Dr. Heidi Graham**, Cohort 17 – “Leadership as Co-Influencing: A Heuristic Narrative Study of Dynamic Co-emergence Within the Leadership Relationship”
- **Dr. Scot Holliday**, DC Student – “A Case Study of How DuPont Reduced Its Environment Footprint: The Role of Organizational Change in Sustainability”
- **Dr. Phil Schaper**, Cohort 15 – “Meaning Making: Learning in Whistle Blowing”
- **Dr. Harriet Smith**, Cohort 11 – “Interpersonal Trust and Cooperative Behavior in a Strategic Alliance”
- **Dr. Steve Smith**, Cohort 12 – “The Meaning and Essence of Fairness in the Workplace: A Phenomenological Study of Organizational Justice”
- **Dr. Chris Wasden**, Cohort 18 – “Taxonomy of Social Tensions Derived From the Global Financial Crisis: An Exploratory Sequential Partial Mixed-Methods Study”

### Successful Proposal Defenses

Congratulations to the following ABD students who successfully defended their proposals:
- Tim Hope – Cohort 19
- Suzanne Richards – Cohort 19
- Steve Terrell – Cohort 17

### Robin Hurst and Dr. David Szabla Publish

Robin Hurst, Cohort 18, and Dr. David Szabla, Cohort 14, have had a paper accepted for publication in *The International Journal of Knowledge, Culture, and Change Management*. The paper is entitled “Acculturation in Cross-border Acquisitions: A Theoretical Framework for Dissecting the Process.” It will appear in Volume 9, Issue 12.

### Joe Davis Receives Prestigious DoD Award

Joe Davis, currently a member of Cohort 1 of ELP Southern Maryland, was presented the National Defense Industrial Association’s 2010 Edward M. Greer Award on April 15 at the NDIA National Logistics Conference in Miami. The award is presented annually to an industry individual in recognition of noteworthy contributions or meritorious service to the Department of Defense in the area of integrated logistics support engineering and its implementation in maintenance and product support. The award was established in 1956 by Greer Hydraulics, Inc., to stimulate thought and develop programs which will benefit industry and the public. The award was presented by General Duncan McNabb (USAF, Commander, USTRANSCOM), Vice Admiral Gordon Holder (USN, Retired, SVP Booz Allen Hamilton), and Major General Barry Bates (USA, Retired, VP Operations NDIA). Joe is one of only 48 who have received the award since 1956.
**Leadership Proposals to be Presented by Joe Stackhouse and Mark James**

Cohort 21 students, Joe Stackhouse and Mark James, have had their proposals, The Compassionate Leader, Empathic Leadership: Strengthening the Leader-Follower Bond in the Midst of Constant Change and Innovation in Practice: Creative Leadership Models Among Faith Communities accepted as a combined session for presentation at the International Leadership Association Annual Conference.

**Hybrid Program Evaluation Designed by Cohort 20 Students**

Christina Cataldo, Paige McDonald, Howard Straker and Gaetano Lotrecchiano of Cohort 20 designed and conducted a hybrid program evaluation of the Leadership Education in Neurodevelopmental Disabilities Program at the Children’s Research Institute in Washington, DC. The evaluation used survey data and interviewing with 25 graduate students to evaluate the program and make recommendations for the future program.

**Alumni News**

**Booz Allen Promotion for DC Campus Alumna Dr. Gayle Griffin**

Dr. Gayle Griffin, DC student in HOL, has been at Booz Allen for nearly five years. She has a doctoral degree in organizational studies, an MBA, holds a certification in organizational design and a Master of Human Capital Management designation, and is in the process of obtaining her Change Management Advanced Practitioner and Project Management Professional certifications.

Gayle’s project and business development portfolio in the Civil market includes sizable work streams within the Federal Aviation Administration (FAA) in the areas of organizational development, competency development, human capital strategy and change management, and a growing portfolio of work at the Federal Reserve Board of Governors. In the Transportation market, Gayle has played a lead role in securing $11.0M of FY08 - FY10 FAA business, and has also leveraged her FAA experience to develop a new service offering in culture assessment which she has successfully sold to the Federal Reserve Board of Governors ($4M IDIQ plus the initial $175K task order).

In her future role as a new Senior Associate, Gayle will be aligned to Civil market with a primary focus on Transportation/FAA, while also responding to growing demands for her capabilities in other parts of the Civil market (e.g., finance, state/local transportation). Specifically, she will focus on human capital, organization effectiveness, culture assessment, and transformation capabilities in the civil Transportation market.

**Job Success for Dr. Jack Gilbert**

Dr. Jack Gilbert, ELP Cohort 3, is now director of the Master of Healthcare Innovation program and Clinical Associate Professor in the College of Nursing and Health Innovation at Arizona State University.

**Faculty News**

**Dr. Shaista Khilji and Dr. Maria Cseh Have Paper Accepted**

Dr. Shaista Khilji, HOL Associate Professor, recently had a paper accepted for publication in Advances in International Management. The chapter, “Building Competitive Advantage in a Global Environment: Leadership and Mindset,” was co-authored with Dr. Elizabeth Davis (CAAS) and Dr. Maria Cseh, HOL Associate Professor.
Organizational Culture and Cross-Cultural Publications for Dr. Khilji

Dr. Khilji also published a paper on organizational culture of global organizations with ELP’s Cohort 17 doctoral student, Yoshimi Muto. This is published in an edited volume titled, Globalization, Labor and the Transformation of Work: Readings for Seeking a Competitive Advantage in an Increasingly Global Economy.

Additionally, Dr. Khilji has published two articles related to her work in cross-cultural issues in International Business Review and Journal of Global Business Advancement. Collectively, these papers have been co-authored with researchers in China, Canada, Israel, India and Pakistan, and address convergence of individual and societal values.

Dr. Mike Marquardt Publishes

Dr. Michael Marquardt has received publishing contracts for writing two books: Breakthrough Problem-Solving via Action Learning (Stanford University Press) and EHR and Learning (Wiley Publishing).

The 2010 Spring Issue of Advances in Developing Human Resources was co-edited by Dr. Michael Marquardt and Shannon Banks. This special issue is entitled - From Theory to Practice: Action Learning, and contains 7 articles and 15 co-authors who are leading academics and practitioners in the field of action learning.

Dr. Marquardt’s Leading with Questions was recently taped and is now available in audio format from Audiobooks. Leading with Questions has been translated into 8 languages and has sold over 100,000 copies worldwide.

Mike was a plenary speaker at the Action Learning Forum in Henley, England in March.

CSL Welcomes Requests for Research

The Center for the Study of Learning (CSL) is an international research and development organization devoted to issues of learning in the field of Human and Organizational Studies. CSL provides high quality services to all types of organizations through customized projects in Organizational Strategy, Organizational Learning, Cultural Assessment, Human Resource Systems, Re-Organizing and Transformational Leadership.

To learn more about CSL and how we might form a research partnership, please contact Dr. Andrea Casey, CSL Director, at 703-726-8396, or visit our website at www.gwu.edu/csl.

Information and Resources

OHR IRB Submission Form Updates

Please note that many of the IRB submission forms have now been updated to improve processes.

To ensure that you are using the most current forms posted on the IRB website, only download these forms when you are ready to use them.
IRB con't

Please also note: The use of previous form versions may delay your submission process, or could trigger a request from OHR to complete the current form versions in order to assist with the review process and provide us with complete information regarding your proposed research.

It is the goal of the OHR to provide the most efficient turn-around times of all submissions, so they greatly appreciate your assistance. If you have any questions please contact their office and they will be glad to assist.

http://www.gwumc.edu/research/human/inside/forms/index.html

HOL Research Guide

Please see this guide for graduate students in the Human and Organizational Learning (HOL) and Human Resource Development (HRD) programs provided by the Gelman Library System.

http://libguides.gwu.edu/HOL

Cognition in the Rough — Call for Proposals

Cognition in the Rough is designed for ELP-like students at the Academy of Management Conference in August, and is a possible outlet to help advance doctoral research. CIR is a PDW sponsored and organized by the MOC Division, and is tentatively scheduled for Saturday, August 7 from 8:00 a.m. to 12 p.m in Montreal. CIR provides an excellent opportunity to discuss your research in an informal, collegial roundtable setting. Each roundtable has 2-3 scholars and 2-3 researchers, allowing plenty of time for discussion. The following scholars have already agreed to participate in Montreal:

Blake Ashforth, Neal Ashkanasy, Stuart Bunderson, Andrea Casey, Janet Dukerich, Dov Eden, Marlena Fiol, Peer Fiss, Raghu Garud, Elizabeth George, Tor Hernes, Gerard Hodgkinson, Susan Houghton, George Huber, Lynn Isabella, Glen Kreiner, Theresa Lant, Steve Mezias, Chet Miller, Sucheta Nadkarni, Mike Pfarrer, Rhonda Reger, Jenny Rudolph, David Schwandt, Sim Sitkin, and Dave Whetten.

Past CIR participants have emphasized how much they have benefited from the feedback they received participating in the workshop (i.e., developing their theoretical models, planned methodology, etc). This feedback has been instrumental in helping them further develop and polish their research for publication in top academic journals.

To submit to CIR, your submission should include the following four sections:

1. Brief abstract (not to exceed 150 words) and up to four keywords
2. Overview of research (not to exceed 1500 words), including Research topic, Conceptual framework, Research questions, Methods, Anticipated contributions to research/practice - key findings (if research is complete)
3. Challenges (to focus discussion) (not to exceed 250 words)
4. References

For those who may have presented their work at last year's meeting, CIR can be a great forum to help you put the finishing touches on your ideas before submitting your work to a journal. For those who may have had a paper rejected at last year's meeting or at a journal, CIR is a great forum to help you get your work moving forward in the right direction.

Please send your submissions by June 15th, 2010 to cirpdw@gmail.com.
IRB Process Reminder

It is critical you familiarize yourself with these IRB Process Reminders. Failure to follow all the steps in the proper order could lead to adverse actions with your study and data collection.

You are no longer required to obtain an IRB # before submitting your research.

Please refer to OHR/IRB website for the updated IRB forms and determination of review category (http://www.gwumc.edu/research/human/)

Please make sure you have also taken the appropriate CITI Training.

Regarding your IRB Submission package, after you have defended your proposal, your chair and committee members must fill out Part II of the Dissertation Committee Membership and Proposal Approval form. You must submit 2 copies of this form, 2 copies of all IRB forms and 2 copies of your proposal. Please feel free to send all IRB submission package to Nancy McGuire at the ELP office. Nancy McGuire, on your behalf, will then work on getting the appropriate signatures on all forms before all materials are submitted to the Dean's office and the IRB office. You can also process everything yourself, but all copies must be submitted to Nancy Gilmore or Kathryn Vesey at 2138 G. St, NW. Washington, DC 20052.

Once you receive IRB approval, you must notify Nancy Gilmore or Kathryn Vesey. They will then have your study review by the Dean.

You cannot set up any appointments to begin collecting data until you receive an official letter from Dean Janet Heddesheimer FORMALLY approving your dissertation topic. Approval from IRB is not sufficient to begin collecting data.

In other words, you will receive IRB approval prior to receiving the Dean's approval, but you can not proceed in data collection until you receive approval from both IRB and the Dean's office.

GSEHD Remains Among Top Education Schools

GW's Graduate School of Education and Human Development has once again been ranked in the top 35 graduate schools of education by *U.S. News and World Report*. GSEHD ranks 31st overall and 12th among private institutions.

"Our ranking improved by one position this year. We are proud of our continued ranking within the top 35 graduate schools of education and human development. This recognition represents the hard work of the GSEHD family," Dean Mary Hatwood Futrell said.

Visit the *U.S. News* Web site for detailed information.

Updates and Info

For your reference, this newsletter is also posted on our website at http://www.gwu.edu/elp/news. If you have any contributions, address changes or feedback, contact Marge Niedzwicz at mniedzwicz@va.gwu.edu, or contact the ELP office at 703-726-8396.

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