human and organizational learning

Program News

School Community Welcomes GSEHD Dean Feuer With Reception

Alumni, friends, faculty and students officially welcomed the new Dean of GSEHD Michael J. Feuer with a reception in his honor on December 2. More than 100 guests gathered at the Westin Grand in Washington, DC, to meet the new dean and join the Graduate School of Education and Human Development in celebration.

Dean Feuer addressed the large crowd with comments on “Building GSEHD’s Future Through Research, Policy, and Partnerships.” Dean Feuer offered nothing but praise for the School and said that there is "very little other than education that matters as much to the future of this nation."

New HOL Department Chair & New ELP Directors

Dr. Maria Cseh has been appointed as the Department of Human and Organizational Learning Chair. In addition, Dr. Andrea Casey and Dr. Margaret Gorman are new Co-directors of the Executive Leadership Doctoral program. Both positions were held by Dr. Diana Burley who provided initial leadership of the newly consolidated Human and Organizational Learning Department and simultaneously acted as ELP Director. For more information on these programs, see http://gsehd.gwu.edu/programs.

ELP is Offering a Certificate With a Global Perspective

The Certificate in Global Leadership in Teams and Organizations is designed to increase the learning, leadership, and change capacity of individuals and organizations with a global emphasis in Human Resource Development. Theory, research and practice are balanced throughout the curriculum.

The upcoming summer course, Issues in Human Resource Development, will be taught in Prague, Czech Republic on June 21 – 25, 2011. Registration for this course will start on April 4, 2011. To enroll in the certificate program or register for any of the three-credit individual courses as Master’s or Doctorate level electives, please contact Zeynep Ekmekci at elp-now@gwu.edu. Interested individuals do not need to be enrolled in a degree program to take any of these courses.
ELP Now Accepting Applications for Cohort 23

The Executive Leadership Doctoral Program in Human and Organizational Learning 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 at the Virginia Science & Technology campus during one of our cohort weekends. Upcoming dates:

- February 4 – 5 and 11 – 12
- March 4 – 5 and 11 – 12
- April 1 – 2 and 8 – 9

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 Cohort 23 beginning June, 2011, are being accepted throughout the year, and the deadline is March 1, 2011.

Where East meets West: Students Travel to Istanbul in October 2010 to Gain Leadership Insights

A group of students from GWU’s GSEHD ELP and School of Business MBA programs, joined by fellow students from Trinity College, traveled to Istanbul, Turkey in October, as part of the Global Leadership in Teams and Organizations Certificate Program. Led by Dr. Elizabeth Davis, Associate Professor of Organizational Sciences, students taking the Leadership in Organizations course had the opportunity to immerse themselves in a diverse and colorful culture to gain firsthand experience of and appreciation for different leadership perspectives. During their stay in Istanbul, students were able to examine differences across cultural boundaries, gain insights on cultural intelligence, develop a deeper understanding of the concept and practice of global leadership, and observe the impact of culture on leadership styles and practices in a business setting other than the United States.

As integrated learning components of their course, students conducted site visits to Ulker Chocolate (parent company of Godiva), The Turkish Cultural Foundation (a charitable organization that promotes and preserves Turkish culture), and Bahcesehir University (a higher education institution which has various academic and strategic cooperation reciprocity agreements with leading universities in the USA). These visits provided students the opportunity to compare and contrast management strategies, governance, functions, and operations not only within this diverse set of local organizations, but also with those in the United States. While in one of the oldest cities in the world, students also made time to visit the famous landmarks. Upon their return, students had much to talk about from their time spent in Istanbul, the city where East meets West.
Lesley-Anne Pittard Awarded Doctorate

ELP’s Senior Research Fellow, Lesley-Anne Pittard, earned a Ph.D. in Educational Policy Studies from the Curry School of Education, University of Virginia. Dr. Pittard’s dissertation entitled “Select Higher Education Chief Diversity Officers: Roles, Realities and Reflections,” exposed the administrative worlds of academic change agents, provided their leadership profiles, and suggested future areas requiring diversity leadership and innovation. The dynamic S.P.I.D.E.R. (Sustainable Practice Integrating Diversity and Equity Resources) model, grounded in the study’s findings, visualized CDO leadership. Among other projects, Dr. Pittard is currently working with Dan Kreiger, Cohort 8, to implement a diversity leadership think tank across sector (academia, government, industry). Congratulations, Lesley-Anne!

ELP Information Session

Please join us for an ELP information session and learn how we stimulate the intellectual curiosity of tomorrow’s global leaders. Sessions will be held at the Virginia Science and Technology Campus in Ashburn, VA.

Thursday, February 3rd at 7:30 p.m.
Saturday, February 5th at 10:00 a.m.
Thursday, February 10th at 4:00 p.m.
Saturday, February 12th at 2:00 p.m.

Please RSVP to Zeynep Ekmekci with the date you are interested in attending. 703-726-8396 or elpnow@gwu.edu.

Successful Dissertation Defenses

Congratulations to the following students who recently defended their dissertations:

- Dr. Terry Camden, Cohort 12 – “The Role of Organizational Values in Knowledge Sharing Actions: A Case Study”
- Dr. Kate Davis, Cohort 15 – “The Enactment of Learning and Knowledge Creation: A Study of Hospital Leadership Group Interaction”
- Dr. Linda Hunt, DC Student – “Race, Gender, and Representative Democracy: Perceptions of African American Women in the Federal Bureaucracy”
- Dr. Michele Scott, Cohort 16 – “Intersectionality: The Outsider Within “Privilege” of Maternal Relationships and the Empowerment of Sustainable Values”
- Dr. Steve Terrell, Cohort 17 – “How Global Leaders Develop: A Phenomenological Study of Global Leadership Development”

Successful Proposal Defenses

Congratulations to the following ABD students who successfully defended their proposals:

- Rob Bogosian – Cohort 20
- Dave Esworthy – Cohort 20
- Larry Hughes – Cohort 19
- Navid Keshavarz-Nia – Cohort 20
- Mayri Sagady Leslie – DC Student
- Charlotte Lofton – Cohort 20
- Paige McDonald – Cohort 20
- Rebecca Sawyer – DC Student

Joan Kester Presents

Cohort 21’s Joan Kester presented at the 7th International Conference on Knowledge Management, Oct. 22-23, 2010 in Pittsburgh, PA. Her presentation on two panels focused on Communication, Collaboration & Knowledge Sharing. The papers presented were, “Organizational Enabling Conditions of Virtual Communities of Practice” and “A Distributed Leadership Perspective on Knowledge Creation in Virtual Communities of Practice. More info can be found at http://www.ickm-2010.org/ICKM2010%20Program.pdf.
Edie Williams and Kim Villeneuve Presenting at AHRD

Cohort 22’s Edie Williams and Kim Villeneuve will present papers at the 2011 AHRD Americas Conference in Chicago from February 23-26, 2011. Edie Williams will present “Driven to Distraction: How Electronic Media is Affecting the Brain and the Implications for Human Resource Development in an Uncertain Economy.” She is looking forward to feedback as she continues to narrow her research interests surrounding the effects of heavy electronic media usage on our critical thinking abilities and the possibility that it may even stifle innovation. At the same conference, Kim Villeneuve will present “Group Decision-making and its Powerful Role in Corporate Governance.”

Sharlene Allen, Cohort 22, to Present at NASW

Sharlene Allen will present “The Role of Leadership in Establishing Cohesion in Geographically Dispersed Teams” at the NASW-MD 2011 Social Work Month Annual Conference, Friday, March 25, 2011 in Baltimore MD.

Presentation Made by Cohort 21 Students

Joe Stackhouse and Mark James presented at the International Leadership Association annual meeting in October 2010 in Boston. www.ila-net.org/conferences/index.htm

Dr. Bob Hoffman Publishes


Dr. Lou Pugliese of Cohort 17 Participating at ESRI

Dr. Lou Pugliese’s dissertation showcase proposal has been accepted for GSEHD’s 2011 Educational Symposium for Research and Innovations (ESRI), March 4, 2011 (http://gsehd.gwu.edu/index.php?c=1164&kat=esri).

Faculty News

Dr. Michael Marquardt Guest Speaker in Asia

On a recent trip to Asia, Dr. Marquardt, was the keynote speaker at the Asia Action Learning and Human Resource Development Conference in Bangkok, Thailand. On November 16 he was a speaker at the Learning Organization Program in Jakarta, Indonesia.

Dr. Susan Swayze Finalist in 2010 Service Excellence Awards

Dr. Susan Swayze, Assistant Professor of Educational Research, received multiple nominations for a 2010 Service Excellence Award in both the Alumni Choice Award and Student Choice Award categories. Out of over 700 nominees, Dr. Swayze was a finalist in both categories.

Dr. Neal Chalofsky Leads Session

Dr. Neal Chalofsky, Associate Professor of Human and Organizational Learning, lead a session on how to create and maintain a meaningful workplace culture for the Chesapeake Bay Organization Development Network on January 18 at the Silver Spring Civic Building. More information on the program, titled “Meaningful Workplaces: Reframing How and Where We Work,” is available here.
Dr. Ellen Goldman and Dr. Susan Swayze Conduct Study

Dr. Ellen Goldman, assistant professor of human and organizational learning, and Dr. Susan Swayze, assistant professor of educational research, are conducting a study of the barriers and contributors to the implementation of leadership development plans among faculty in a medical academic setting. The specific benefits of peer coaching and reflective journaling are also examined. The GW School of Medicine and Health Sciences awarded Drs. Goldman and Swayze a research grant which covers the costs associated with the study.

Dr. Shaista Khilji Publishes in Journal of World Business

Dr. Khilji’s article titled, “Do Anglo Countries Still Form a Values Cluster?”, has been accepted for publication by the Journal of World Business. The Journal of World Business is a leading journal in international business that is dedicated to demonstrating keen insights into problems facing professionals. Dr. Khilji has co-authored this paper with a number of international researchers, including Dr. David Ralston (USA) and Dr Carolyn Egri (Canada).

This paper addresses an important issue in contemporary cross-cultural management practice and literature. Based upon an analysis of data across Australia, Canada, New Zealand, South Africa, U.K., and U.S., they find significant differences in values orientations that challenge the concept of a cohesive Anglo cluster. A careful examination of these value differences (and some similarities) presents a complex pattern, as they also discover within-country differences with respect to life-stage and gender. They argue that the fast pace of globalization along with the merging of economic philosophies, the Internet revolution, and technological advancements, are guiding societies towards the development of new configurations of cultural values.

Therefore, one key implication for practitioners concerns the need to re-evaluate the notion of country clusters. In particular, their findings indicate that the Anglo cluster concept appears to be no longer helpful in categorizing the cultural values of businesspersons in these countries. What may be helpful is a heightened awareness of the influence of individual (micro-level) factors on cultural values. Thus, rather than just focusing on country differences, managers should also be sensitive to interpersonal values differences residing within countries.

The paper concludes that the fast pace of globalization has created many changes that influence all of us. Values/behavior evolution appears to be both inevitable and dynamic. The outcomes are often complex and paradoxical in nature. In reality, these paradoxes are helpful and frequently essential for understanding and highlighting the changes that are occurring because of globalization. Managers need to be cognizant of the complexity underlying these changes in order to minimize inaccurate generalizations as well as to develop in-depth country analyses.

Dr. Ellen Goldman Awarded Research Grant

Dr. Ellen Goldman, Assistant Professor of Human and Organizational Learning and Director, Master Teacher Leadership Development Program (MTLDP) is a member of one of four research teams awarded one of the first annual Medical Education Research Grants by the School of Medicine and Health Sciences. The grant title is “Defining an ultrasound curriculum for undergraduate medical education: A survey of the current state of affairs and a consensus recommendation.” The research team is led by a faculty member in Emergency Medicine; three additional faculty members from SMHS are on the team.
Dr. Ellen Scully-Russ Involved in Multiple Projects

Dr. Ellen Scully-Russ and Cynthia Way, ELP Cohort 22 are presenting a paper on HR and organizational sustainability at AHRD in February in Schaumburg, IL.

Dr. Scully-Russ will also present two papers at AERA in April in New Orleans: one on work and learning, and one on new media commons as an expression on Ivan Illich’s convivial society.

Additionally, Dr. Scully-Russ, along with her co-author Dan Marschall, GW Sociology Department had a chapter published in A US skills system for the 21st Century: Innovations in workforce education and development, LERA Research Volume, 2010. The chapter is entitled: Joint Union Management Approaches to Workforce Development in Transforming the U.S. Workforce Development System: Lessons from Research and Practice.

Also, she is collecting data for two studies. The first is sponsored by the Department of Labor on the early start up experiences of two Energy Training Partnerships, which were funded in 2009 with Federal Recovery Act stimulus money. Others involved in this study are Dr. Leslie-Anne Pittard, Vinod Narayan, DC Master’s student, Christiane Connors, a DC doctoral student in the Curriculum and Instruction department, Ethel Williams, HOL doctoral student, and Maura Fredericks, an Alexandria Master’s student.

The other is a study of the role of HR in organizational sustainably in Health Care. Cynthia Way, Cohort 22, is the project manager, and Drs. Dave Schwandt, Neal Cholfsky and Jim Leslie are participating.

Dr. Shaista E. Khilji and Candice Matthews Publish in SAJGBR

Dr. Khilji and Candice Matthews, doctoral student at HOL Program, welcomed the new year with their first few submissions for the launch issue of the South Asian Journal of Global Business Research (SAJGBR). Dr Khilji is serving as the Founding Editor-in-Chief of SAJGBR, and Candice Matthews is the Editorial Manager. The launch issue is expected to be published in Spring 2012 by Emerald Publications. SAJGBR is dedicated to advancing the scope of international business theory and practice by focusing upon the world’s most populous and economically growing regions. The Journal was approved for launch in Aug 2010. Since then Dr. Khilji and Ms. Matthews have worked together to establish a strong infrastructure for the Journal, that draws on the expertise of practitioners and academics from all over the world.

Dr. Diana Burley Authors Articles

Dr. Diana Burley, Associate Professor of Human and Organizational Learning, was interviewed for an article in the upcoming issue of Science Career Magazine on careers in cyber security. The article can be viewed by clicking here. She also authored an article titled “Information Visualization as a Knowledge Integration Tool,” in the upcoming issue of the Journal of Knowledge Management.

Executive Leadership Doctoral Program

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, Reorganizing 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.

Dr. Maria Cseh Represents GWU at UNFCC

Dr. Maria Cseh, Chair of the Human and Organizational Learning (HOL) Department and Coordinator of the HOL Doctoral Program and Dr. Elizabeth B. Davis, Chair of the Organizational Sciences and Communication Department represented the George Washington University at the United Nations Forum for Climate Change (UNFCC) Conference of the Parties 16 (COP 16), held in Cancun, Mexico, November 29 to December 10, 2010. Drs. Cseh and Davis were active participants in the conference and their workshop “Capacity Building for Women: A Global Research Network of Women Focused on Women, Sustainability and Climate Change” organized with colleagues from Colorado State University, Autonomous University of Yucatan, Gender CC and Climateswise Women was covered by the COP 16 TV News and the Mexican news. http://cc2010.mx/en/press-center/news/news-interviews_2010120550193.htm

Good Jobs Green Jobs

Representatives from CSL, including Dr. Ellen Scully-Russ, will be attending the 2011 Good Jobs Green Jobs National Conference from February 8-10 2011 at the Marriott Wardman Park Hotel in Washington D.C. The conference is presented by the BlueGreen Alliance Foundation and is the nation's leading forum for sharing ideas and strategies to build a new green economy which includes the creation of new green jobs, investing in new green industries, reducing global warming and addressing other environmental and economic problems related to green economy.

http://www.greenjobsconference.org/about

In addition, Dr. Scully-Russ will be hosting an informal networking session on February 7th 2011 from 2:30-4:30 for the Department of Labor's Energy Training Partnership Grant Representatives and Other Stakeholders.
The Knapp Fellowship for Entrepreneurial Service-Learning

The Knapp Fellowship for Entrepreneurial Service-Learning will make it possible for exceptional GW students to bring creative concepts into practice that align with their respective academic goals.

The award will recognize one or more innovative proposals each year, and will provide support for their implementation.

Up to $10,000 will be awarded this academic year. Undergraduate and graduate students may apply independently or with a group of students to design and create solutions that will make a significant difference in the lives of others.

Awardees will work with the support and guidance of a faculty member on their research and action projects.

Students who apply should demonstrate knowledge and innovative thinking about the issue or problem to be addressed. Selection will be at the discretion of the Provost, who will review recommendations made by a committee of faculty and representatives from the Center for Civic Engagement and Public Service.

Once chosen, fellows will work throughout the project with a faculty advisor who will guide research on the issue, implementation of the proposal, ongoing reports and assessments, and a final work of scholarship.

Proposals for the first annual Knapp Fellowship are due February 18, 2011. Funding will be awarded in Spring 2011, with the fellowship to begin in Summer or Fall 2011.

For more information, including application materials, please go to: http://

State Farm Dissertation Award

A unique scholarship competition is announced for doctoral students. The Doctoral Dissertation Award is a $10,000 research grant designed to stimulate research and development of new knowledge in the fields of insurance, business, and education, and to increase the number of qualified teachers of insurance, business, and education at U.S. colleges and universities.

Completed applications, nomination forms, and required materials must be postmarked and sent to the Foundation by March 31, 2011.

Eligible doctoral candidates:

- Have completed a major portion of their coursework
- Have an approved proposal
- Have started writing, but have not completed a dissertation
- Are enrolled in a graduate-degree program
- Are U.S. citizens
- Eligible dissertation topics include:
  - Education topics that focus on improving K-12 public education to meet current and future economic needs
  - Insurance and Risk Management topics that directly relate to or benefit the insurance industry
  - Business topics that relate to general business principles and issues

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Please visit http://www.statefarm.com/aboutus/community/grants/foundation/state_farm_foundation_scholarships.asp for application instructions and more details.

**Updates and Info**

For your reference, this newsletter is also posted on our website at [http://www.gwu.edu/elp/news](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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