

Happy New Year!

Have you made a resolution to contact the Executive Leadership Doctoral Program? We are in the final stages of selecting members for Cohort 17 and would love to hear from you.

An on-line version of this newsletter is posted on our website at <http://chaos.va.gwu.edu>. If you have any contributions, address changes or feedback about the newsletter or web site, contact our Knowledge Management Coordinator, Marge Niedzwicz, at mniedzwicz@va.gwu.edu. Also, the ELP office can be reached at 703-726-8396.

Apply Now for Cohort 17

You can still apply for admission to the Executive Leadership Doctoral Program. We will have additional interviews in February with final selections March 1. Send in your application, \$60, and resume to be considered for one of the most innovative doctoral programs in the world. Contact Kamilah Giscombe at 703-726-3787 or kgiscomb@gwu.edu. The final deadline for completed applications is February 1, 2005.

Prospective Students Always Welcome

For those interested in learning more about the program and/or applying, you are strongly encouraged to visit us during one of our class weekends. Upcoming class dates are:

- January 14 – 15 and 21 – 22
- February 11 – 12 and 18 – 19
- March 11 – 12 and 18 – 19
- April 8 – 9 and 15 – 16

If you have any questions about the program or about applying for admission to Cohort 17, contact our Recruitment Coordinator, Kamilah Giscombe, at 703-726-3787 or elpnow@gwu.edu.

CHaOS '04 Research Conference

The fifth annual research conference on human and organizational studies was a great success, with about 120 people attending the presentations. This conference celebrated sixteen years of learning for the Center and the ELP.

Conference highlights included a keynote guest speaker, Mr. William Spenla, Manager of Leadership Learning and Development from DuPont Corporation. Mr. Spenla addressed the conference attendees on leadership development in a globalizing firm. Additionally, the conference included over 30 presentations in the form of symposia, panels, and concurrent sessions. Among the presentations were 15 from ELP alumni, many of whom discussed aspects of their dissertation findings. Topics of the sessions provided insights in such areas as change, leadership, culture, research methods, teams, adult learning and organization theory. Thanks to our guest speakers and all of the volunteers who assisted with registration and check-in.

Guest Speakers

As a part of our Speakers Series class, the ELP program invites speakers who are faculty subject-matter experts to present to second year students. Featured guest speakers this coming semester will include:

- Dr. Andrea Hornett (Penn State University) – “Research & Postmodernism” (January 14)
- Dr. Maryann Glynn (Emory University) – “Learning, Identity, Research” (February 12)
- Dr. Bill McKelvey (UCLA) – “Complexity Theory” (March 12)
- Dr. Jerry Harvey (GWU) – “Group/Leadership Paradoxes” (April 9)
- Dr. Ray Maitta – “Using Technology in Qualitative Research” (May 20)

For specific dates and additional information about the Guest Speaker Program, contact Gayatri Pandit at gayatri@gwu.edu.

Publications

Dr. Carol Gorelick, Cohort 5, has two recent publications based on her dissertation research. The first is in the book, *Performance Through Learning: Knowledge Management in Practice*. The second is a chapter in Lyle York's book, *Strategic Human Resource Development*, titled "Web-based learning: Distance Learning to E-Learning -- From Bland to Blend."

Bea Carson, Cohort 14, has a contract with the magazine *Marathon and Beyond* to publish the results of her research. In June, they will be publishing the article Bea wrote as a result of the pilot study she did for the Phenomenology class. In December, they will publish the results of the dissertation.

Steve Smith, Cohort 12, published an article called "Keeping Score: Virginia Capitalizes on Staff Insight and Experience During Budget Challenges" in the August, 2004, annual convention issue of *Corrections Today* magazine.

The AAAS, publisher of *Science* journal, accepted an abstract for a poster by Dr. Jim Hazy, Cohort 10, for their 2005 annual meeting in February in Washington, D.C.

Dr. Anna Adams Kayes, Cohort 12, has published two works so far in 2005, the first being "Team Learning: An Experiential Learning Approach" in *Simulation and Gaming* with D.C. Kayes and D.A. Kolb. The second is "Cross-Cultural Competencies: Valuing Differences" in *The Journal of Managerial Psychology* with D.C. Kayes and Y. Yamazaki. Also, Dr. Kayes published "Kolb's Team Learning Experience" with D.C. Kayes, A. Kolb, and D.A. Kolb, in 2004.

Conference

Dr. Margaret Gorman will present a paper to the 6th European Conference on Organizational Knowledge, Learning and Capabilities (OKLC), hosted by Bentley College near Boston in March. Dr. Gorman's submission, based on her dissertation, is "Creating organizational knowledge during transformational change: A multi-site mix methods case study examining the nature of collective knowledge structures about change." In addition, the organizers are planning to develop a publication based on this conference.

Center for the Study of Learning

GW's Center for the Study of Learning (CSL) has successfully concluded a five-year program evaluation of the National Clearinghouse for Comprehensive School Reform (NCCSR). The comprehensive reports for each year documented the evaluation of NCCSR products, services and collaborative efforts. Feedback was provided by NCCSR-collaborating and partnering agencies (e.g., researchers, United States Department of Education associates, comprehensive centers, labs) and consumers of comprehensive school reform (CSR) information (e.g., school-based decision makers, policymakers, consultants and research community).

The CSL also offers a portfolio of on-line surveys to ELP students and faculty wishing to conduct research projects. The portfolio consists of Dr. Schwandt's Organizational Learning (OL) Survey, as well as Dr. Sashkin's The Leadership Profile (TLP), Organizational Culture Assessment Questionnaire (OCAQ), and Leadership Cultural Orientation Questionnaire (LCOQ). Please contact Carolyn Vincent at cvincent@gwu.edu or 703-726-8396 to learn more about CSL portfolio offerings.

ABDs on Their Way

We are happy to recognize the following ABD students who successfully defended their proposals this past quarter: Good luck in the final steps towards completing your dissertations.

- Linda Byington
- Colleen Duffy
- Ozgur Ekmekci
- Pascal Etzol
- Deb Gmelin
- Florence Ho
- Melissa Kabin
- Charles Tweedly

Brown Bag Luncheons

Hosted by ELP fellow Turan Ayvaz, our most recent brown bag lunch was a discussion of the article "Organizational restructuring and middle manager sensemaking", by Julia Balogun and Gerry Johnson (*Academy of Management Journal*, 1994), with guest faculty member Dr. Andrea Casey. For more information or to suggest an article for a brown bag lunch, contact Turan at ayvaz@gwu.edu.

Completed Dissertations and Oral Examinations

Congratulations to these students who defended their dissertations this past quarter.

- Dr. Kathleen Cavanaugh – “Who Were We Then. . . Who Are We Now? A Qualitative Analysis of the Relationship Between Organizational Identity and Collective Memory”
- Dr. Agata Dulnik – “National Differences in Employees’ Work Values: A Comparative Study of the United States, Poland, and Mexico”
- Dr. Banu Golesorkhi – “A Cross-cultural Investigation of the Concept of Trustworthiness”
- Dr. Stan Rifkin – “The Parsons Game: The First Simulation at Talcott Parson’s Theory of Action”

Alumni Notes

If you’re an alumnus interested in getting more involved, contact Linda Byington at lbyington@cox.net.

Writing Seminar

The ELP Spring writing seminar is scheduled for February 28. The target audience is those actively engaged in the final stages (analyzing data/final chapters), those seeking to publish their dissertation research, or those working collaboratively with the ELP faculty on a publication. Approximately 25 alumni, faculty, and ABD students have been invited to participate. Along with successful completion of dissertation, the goal is to increase the publication output.

As a reminder, ELP alumni are eligible for up to \$1,500 of funding that leads towards the publication of their dissertation research. Four alumni have received scholarship funds during 2004, and several have already applied or asked for information at the beginning of 2005. For further information, contact Linda Byington at lbyington@cox.net.