

Become a Member of Cohort 20

We are beginning to process applications and interview for our 20th cohort which begins classes June, 2008. The process starts with your application form, the \$60 fee, and your resume. Contact our Recruitment Coordinator, Zeynep Ekmekci, at 703-726-3769 or elpnow@gwu.edu to learn about the Executive Leadership Doctoral Program, arrange to sit in on a class, or learn details about the admissions process.

If you are interested in learning more about the program and/or applying, we strongly encourage you to visit during one of our class weekends. Upcoming class dates are:

- August 10 – 11 and 17 – 18
- September 7 – 8 and 14 – 15
- October 12 – 13 and 19 – 20

Call 703-726-3769 to arrange a time to visit.

Alumni Directory

Based on input from former students, the ELP/CSL program is developing an alumni yearbook/directory. This comprehensive directory will help alumni stay in touch with each other, indicate alumni research and practice areas of interest for future collaboration on educational or business pursuits, and help keep alumni connected with the ELP learning community. Send an e-mail to elpalums@gwu.edu to request a form so you can be included in the ELP Alumni Directory.

Dr. Khilji to Present at AOM

Dr. Shaista E. Khilji will present three papers at the Academy of Management conference in Philadelphia this August. All of her papers address cross-cultural issues, and together investigate diversity of values within 15 countries in Latin America, North America, Europe, Asia and Africa.

Academy of Management

The Academy of Management conference will be held in Philadelphia from August 3 to 8, with many of our ELP community members and guest speakers presenting and attending. Once again, ELP/CSL will host a reception on Sunday, August 5, 5:30 to 7:30 p.m., location TBD. Contact mgorman@gwu.edu for more details.

Remember to list your affiliation with George Washington University so that our university can be recognized for having the most attendees. We look forward to seeing everyone at the conference.

Dr. Orton Facilitating Workshop at AOM

Dr. Doug Orton is facilitating a Professional Development Workshop (PDW) at the Academy of Management Conference on "High Reliability Sensemaking in National Security Communities and Other Loosely Coupled Networks." The PDW is intended for researchers and practitioners interested in understanding the links between the business management community and the national security management community. The PDW will focus on developing connections between loosely coupled e-networks, high-reliability organizations, sensemaking processes, and the empirical context of the U.S. national security community. The PDW is an opportunity for researchers and practitioners to discuss their research (pre- or post-dissertation) with a group of scholars sharing their interests. The PDW will be held on Saturday, August 4, 2007, from 1:00 to 4:00 p.m. at the Pennsylvania Convention Center in Room 103A. Registration is preferred but not required. The deadline is July 13. To register, please visit <http://apps.aomonline.org/PDWReg>. For more information, contact Gayatri Pandit at gayatri@gwu.edu.

Completed Dissertations and Oral Examinations

Congratulations to the following students who recently defended their dissertations.

- Dr. Merrill Anderson Ashcraft, Cohort 15 – “An Empirical Study of the Strategy, Structure and Strategic Roles of Management in a Government Agency”

Successful Proposal Defenses

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

Paulette Gabriel – Cohort 10
Leslie Keely – Cohort 16
Tim Kincaid – Cohort 16
Armando Luna – Cohort 16
Mike McAfee – Cohort 11
Michele Scott – Cohort 16
Shiree Wharton – Cohort 17
Robin Wittenstein – Cohort 10

New Curriculum Innovation – Writing Coaches Work With Cohort 19

Cohort 19 is going to benefit from writing coaches during their first year. Drs. Linda Byington, Ozgur Ekmekci and Liliana Meneses will be involved with one course per term to review papers, and provide writing feedback and writing workshops.

CHAOS'08 – Conference on Human & Organizational Studies

The Center for the Study of Learning will be hosting CHAOS 2008, April 23 to 25, 2008. Please be on the lookout for a call for papers and registration information in the mail over the next few weeks. If you are interested in assisting in the planning of this conference, please contact the ELP office at 703-726-8396 or csl@gwu.edu.

Annual Residency at Airlie – HOL/ELP Welcomes Cohort 19 and Honors Drs. Sashkin and Casey

In June, the Human & Organizational Learning Executive Leadership Doctoral Program welcomed alumni, faculty, staff, and students in Cohorts 18 and 19 to the annual residency retreat at Airlie House in Warrenton, Virginia. Each year, members of the new cohort meet at the retreat center to take courses and receive mentoring from alumni and current students, as well as get to know one another. With Cohort 19, the program celebrates almost two decades of developing a learning community based upon leadership, learning, and change. A highlight of this event is the annual Ralph Stone Award, in honor of a student from Cohort 3. This year, the award was presented to Michele Scott from Cohort 16 for her selfless attitude, commitment to her cohort and the program, and academic success.



Drs. Sashkin and Schwandt

Dr. Marshall Sashkin, who became a professor emeritus as of July 1st, was recognized for more than 18 years of service to the program. Dr. David Schwandt, Professor of Human & Organizational Learning, delivered remarks in tribute to Dr. Sashkin, whose teaching focused on leadership and assessment of leadership behaviors, organizational culture, and leadership cultural orientation. In



Dr. Andrea Casey

addition, Dr. Andrea Casey was recognized for receiving tenure. Dr. Casey was a member of ELP Cohort 1 and, as a professor, specializes in organizational identity and memory.

Guest Speakers

The ELP program regularly invites speakers who are faculty subject-matter experts to present to our students. Upcoming speakers include:

- Dr. Martin Kilduff (Penn State) August 10
- Dr. Woody Powell (Consultant) August 10
- Dr. Anne Huff (U Colorado) August 11
- Dr. Bill McKelvey (UC Irvine) Aug 11 and 17
- Dr. Dave Whetten (BYU) September 7
- Dr. Dan Denison (IMD) October 5

For additional information, contact the ELP office at 703-726-8396.

Fall Writing Retreat

The ELP Fall writing seminar is scheduled for October 22 to 26. 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. Along with successful completion of dissertations, the goal is to increase the publication output. For further information, contact the ELP office at 703-726-8396.

Dr. Goldman Named Director of Master Teacher Leadership Development Program

Dr. Ellen Goldman, Cohort 14, was named Assistant Professor of Human & Organizational Learning and Director of the Master Teacher Leadership Development Program (MTLDP). This is a certificate program for faculty of GW's School of Medicine and Health Sciences and related institutions who are interested in developing their teaching, research, and educational leadership skills.

Dr. Khilji Publishes Article in *Washington SmartCEO*

An article, "Achieving Productivity and Performance Through People," by Dr. Shaista Khilji appeared in the March 2007 edition of [Washington Smart CEO](#) (pages 42-44). Dr. Khilji is an Associate Professor of Human and Organizational Learning.

Job Success for Bob Brescia

Bob Brescia, Cohort 16, has recently joined Volkswagen of America (VWoA), Auburn Hills Michigan, as its Chief Logistics Officer. His new responsibilities entail supply chain planning (forecasting, demand planning, production planning for finished vehicles), as well as running eight distribution centers in a two-tiered after-market parts network. The initial span of responsibility is the US, Canada, and Mexico. Bob is privileged to lead approximately one hundred associates in Auburn Hills and another 200 to 300 people in the network.

Presentation by Dr. Richard Berry in Queensland, Australia

Dr. Richard Berry, Cohort 15, Presented "Revealing Leadership" at the International Society for Research on Emotion (ISRE) with Dr. Neal Ashkanasy at the University of Queensland July 11 to 15 in Queensland Australia. Dr. Berry's presentation challenges present-day leadership theories and suggests that failure to engender emotional linkages between humans hinders relationship and individual effectiveness, and thereby destroys leadership capacity.

Yoshimi Muto, ELP 16, Publishes with Dr. Khilji

Yoshimi Muto's paper titled, "Organizational Culture in Global organizations: Convergence or Divergence?" has been accepted for publication in the *International Journal of Knowledge, Culture, and Change Management*. The paper will be typeset and appear in 2008.

Dr. Doug Orton Presents in Normandy, France

At the International Conference on High Reliability Organizations in Deauville, France, in May, Dr. Doug Orton presented "High Reliability Strategic Processes in the U.S.: National Security Advisor Stephen J. Hadley, 2005-2009." Dr. Orton is an Adjunct Associate Professor in the Human & Organizational Learning Executive Leadership Doctoral Program at GW's Loudoun County Campus.

Dr. Goldman Publishes

Dr. Ellen Goldman co-authored "Developing and Leading Successful Growth Strategies" as the lead article of the May/June issue of *Healthcare Executive*, a publication of the American College of Healthcare Executives. The article is based a course she co-teaches nationally.

In addition, The MIT Sloan Management Review published "Strategic Thinking at the Top," by Dr. Ellen Goldman. The article, appearing in the Summer Issue, is based on Dr. Goldman's dissertation research and won a "best paper" award at the 2006 Academy of Management annual meeting.

Dissertation Support Group – Summer Session

All GSEHD doctoral students are invited to attend meetings of the Dissertation Support Group (DSG), a regular gathering of doctoral students to discuss specific phases of the dissertation. The DSG is sponsored by the Center for Educational Leadership and Transformation (CELT) in GSEHD's Department of Educational Leadership and is supported on Blackboard. Email Dr. Sharon McDade, smcdade@gwu.edu, to request access.

The seminar will be held Thursday, August 9, from 6:00 to 8:00 p.m. in Marvin Center 403. It will cover Chapter III and its relationship to the proposal and the finished dissertation. This is tailored to students working on their proposal and students who are completing their full dissertation document. The session will include a panel of students and overview comments by Dr. McDade, DSG facilitator.

Bill Yates Presents in Granada, Spain

At the Second International Conference on Interdisciplinary Social Sciences at the University of Granada, Spain, in July, Bill Yates, Cohort 17, presented the paper "Rethinking Disability: Exploring the Interdisciplinarity of Adult Learning, Adult Development, and Disability through the Lens of Complexity." The groundwork for the paper and for attending this conference was born out of work done in the practicum course HRD 379. Bill received very positive feedback in conversations with delegates, in particular from the University of Idaho, King Saud University in Saudi Arabia, International University of Monaco, Iona College (USA), Victoria University in Australia, and several universities from the U.K.

Dr. Shaista Khilji 's Views are Telecast on Voice of America (VOA)

Voice of America recently interviewed Dr. Shaista Khilji with respect to the state of higher education in the United States. Her views are telecast to a large audience in India, Pakistan, Bangladesh and the Middle East in a program titled, 'Beyond the Headline', every Tuesday at 7:30 p.m. (PST). She provides tips and guidelines to those interested in pursuing higher education in the U.S.

Updates and Info

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