Research Reporter

AZUSA PACIFIC
U N I V E R S I T Y

From The Office of Research And Sponsored Research & Grants

Grant of $804,000 Spread over 3 years from the California Department of Mental Health

Sheryl Tyson, Ph.D., Professor of Nursing, and **James Adams, M.S.**, Instructor of Nursing and the Azusa Pacific University School of Nursing received a grant of $804,000 over a three year period from the California Department of Mental Health. In response to the extreme nursing shortage in California, specifically the acute shortage of psychiatric nurses, the Department of Mental Health awarded grants to three universities to establish a psychiatric mental health nursing program. APU was selected as one of three universities for this distinction. (California State University Fresno and University of California San Francisco were the other two re-

cipients). The grant will provide assistance to create a model program to increase nursing enrollment by having colleges of nursing work collaboratively with county departments of mental health. The goal is to strengthen and increase recruitment efforts, training, and job placement. Sixty-five percent of the funds will be for student scholarships and the remaining thirty-five percent will be used to develop and implement the program. The School of Nursing's continued success in securing grants for APU is to be once again congratulated thanks in part to the efforts of both Sheryl Tyson and James Adams.
—Abbylin Sellers
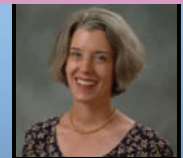

Sheryl Tyson, Ph.D.,
Professor of Nursing

James Adams, MSN,RN
Clinical Nursing
Instructor

Inside this issue:

Mrs. Carole J. Lambert, Ph.D.
Director of Research

Mr. Lou Hughes, Ph.D.
Director of Sponsored Research & Grants

From The Office of Research

Teamwork: Making the Dream Work
by Dave McIntire, Ed.D.

Create Your Own Dream Team!

Dave McIntire, Ed.D., Paul Kaak, Ph.D., Frank Berry, Ph.D., Ruth Anna Abigail, Ph.D., Jim Adams, Ed.D., Gary LeMaster, Ph.D.

Dave McIntire, Ed.D., Professor of College Student Affairs and Organizational Leadership, has edited an interesting collection of ten articles relevant to leadership: *Teamwork: Making the Dream Work* (Precedent Press, 2007). Many of these essays have been written by APU faculty: **Paul Kaak**, Ph.D., Assistant Professor of College Student Affairs and Organizational Leadership ("Strengths-Based Teams and Team Development"); **Frank Berry**, Ph.D., Associate Professor, CAPS, and **Ruth Anna Abigail,** Ph.D., Professor, CAPS ("Cooperation in Conflict: The Key to Effective Teaming"); **Jim Adams**, Ed.D., Professor and Executive Director of the Center for Global Learning and Engagement, and **Dave McIntire** ("Engaging the Team: Promoting Healthy Change in Your Organization"); and **Gary Lemaster**, Ph.D., Associate Professor and Vice President for People and Organizational Development, and **Dave McIntire** ("Succession Planning for Effective Leadership Transition"). One chapter has also been written by **Tim Strauss**, B.S., a student in APU's master's degree in Organizational Leadership program ("Working with Multi-Cultural Teams"). What follows are some words of wisdom about leading others.

Kaak emphasizes the discovery and then actualization of one's personal strengths while encouraging others on the team to do the same. **Berry** and **Abigail** fearlessly approach conflict, insisting that it "is a viable and necessary aspect of teams and is essential in good decision-making." They provide both strategies for resolving conflicts and hypothetical cases on which to test these insights. **Adams** and **McIntire** note that "most colleges and universities have slowly transformed or are transforming from quiet scholarly refuges to 'public service organizations' in a postmodern world," a cause for creative excitement in some as well as a source of frustration for "lone rangers" longing to "escape to the quiet corner office to be alone and 'get the work done'." The authors caution about "groupthink," "the threat of over-cohension" to a group that could compromise valuable ethical principles.

In this book's final chapter **Le-Master** and **McIntire** provide guidelines for preparing leaders to fill positions as an organization evolves and then for actually putting those leaders in place with or without the transitioning help of their predeces-

sors. Finally, McIntire and his colleagues can be very proud of their student **Tim Strauss** whose chapter holds its own among theirs' as a "must read" for anyone leading a team composed of citizens of several nations. For example, Strauss writes, "Americans typically value directness in their communication. This tendency can prove to be a hindrance on multi-cultural teams. Most cultures are not as direct in expressing dislike and discomfort. . . ."

These chapters as well as those written by scholars outside of APU (Sheri E. Stivers, Sheryl Mills, Keith Walker, Dennis C. Roberts, Bekele M. Shanko, and Marshal Wright) demonstrate that there are many different ways to be a leader. This book makes numerous options visible and accessible.—Carole J. Lambert

"Transforming Chaos into Beauty: Intentionally Developing Unity in Church Plants" by Rev. David Dunaetz, M.A

Rev. David Dunaetz, M.A., Adjunct Professor of Psychology, served as a church planter for seventeen years. This experience provided him the opportunity to understand the inner workings of a newly established church and what components are necessary to institute unity in the form of relational and task cohesiveness. In addition to the challenges of starting a church, multiculturalism is an additional variable that has to be considered into the unity factor. Dunaetz points to unity as necessary for any church that seeks to grow, and "internal strife" that may occur will "push them away from the Gospel rather than draw them towards it." To establish unity, there is a measure of cohesiveness that must take place. Cohesiveness is "a measure of the forces and factors that cause people to stay in a group," and without cohesiveness, the chances for unity to exist are slim. There are two types of cohesiveness that provide the basis for why people will tend to stay within a group or church: relational and task. Positive relationships with others and sharing the same values provide the best possible outcome for a unified church. Dunaetz provides a four quadrant model (vertical axis representing task cohesiveness, horizontal axis representing relational cohesiveness) showing how the two dimensions form various levels of cohesiveness that can exist in a church, with the optimal model being high task and relational cohesiveness. To obtain high relational cohesiveness, five obvious but perhaps neglected suggestions follow: repeated contact with the same individuals, pleasant interactions with people, fulfillment of affiliation needs, perceived similarity with others, and expressions of mutual appreciation. For increased task cohesiveness, the foundation lies in the strength of the leadership and vision of the church. Church planters can avoid several potential pitfalls and minimize the church start-up chaos by being aware of what the potential pitfalls are from the onset. This practical wisdom would greatly help church planters to develop a plan for success and is found in the article, "Transforming Chaos into Beauty: Intentionally Developing Unity in Church Plants" (*Evangelical Missions Quarterly, 44*: [2008]: 358-365).— Abbylin Sellers
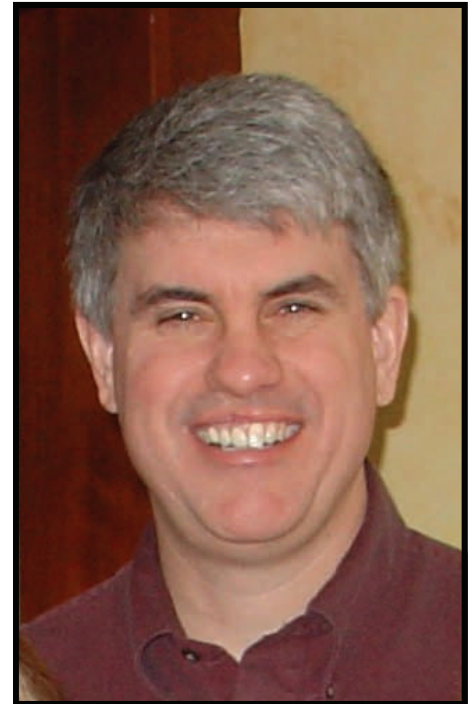
Rev. David Dunaetz, M.A.,

Adjunct Professor of Psychology

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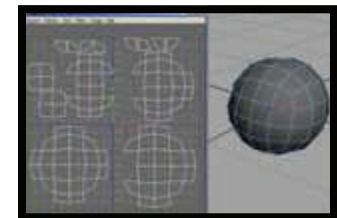
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Office of Research Mission Statement:

Our purpose is to assist faculty and doctoral students with their research and dissemination endeavors and to promote an academic climate that celebrates and strengthens the Azusa Pacific University community of Christian scholars and researchers.

Office of Sponsored Research & Grants Mission Statement:

Our purpose is to support Azusa Pacific University's mission in the pursuit of academic excellence and the advancement of knowledge by striving to consistently meet or exceed expectations in services provided to faculty, project directors, the University community, and external funding sponsors, and by providing consistency in administrative systems and processes.

A Review of *The High Impact Leader: Moments Matter in Accelerating Authentic Leadership Development* by Karen A. Longman, Ph.D.

Karen A. Longman, Ph.D., Professor of Higher Education, contributes another piece to the ongoing discussion of what makes good leaders with her clear, cogent re-view of Bruce J. Avolio's and Fred Luthans's *The High Impact Leader: Moments Matter in Accelerating Authentic Leadership Development* (McGraw Hill, 2006). Longman's concise review in *The Review of Higher Education* (Winter 2009, 32.2: 282-284) summarizes Avolio's and Luthans's emphasis on the leader's self-development and growth: "increased self-awareness, self-regulation, and self-efficacy." Indeed, these experts affirm "authenticity—being true to and aware of one's self and others"—as key for leaders at all stages of life. Longman also highlights Avolio's and Luthans's theory that leaders need to be attentive to ex-traordinary "moments" that can be life-changing if they are heeded and reflected upon. The leader can mature as a result of such personal in-depth reflection.

The authors and their doctoral students reviewed a century of re-search on leadership development and leadership effectiveness. Their conclusion from that meta-analysis was surprising: " Little evidence suggests that leadership develop-ment programs are effective in ac-tually producing leaders," a striking statement. The discussion about what makes good leaders obvi-ously needs to continue.—Carole J. Lambert