



Association of Leadership Educators

Quarterly Newsletter
of The Association of
Leadership Educators

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In This Issue

Page 1

ALE Annual Conference

Page 2

Member Comments on the
Future of ALE

Page 3

Board Meeting: Strategic
Directions for ALE

Page 4

ILA Call for Proposals

Page 5

Interview -- Lynn Levitt

Page 6

Book Review: *System
Leadership*

Page 7

JALE -- Concept Paper for
proposed ALE Journal

Page 9-11

Notices, ALE Information

ALE Annual Conference *2001: A Leadership Odyssey*

Crowne Plaza Northstar Hotel

Minneapolis, Minnesota

July 19-21

Pre-conference program July 18

Planning for the 2001 Annual Conference has moved forward around the futuristic theme: 2001: A Leadership Odyssey! For those who remember seeing the movie when it came out in 1967, the mythical date has arrived! Who'd have thought that we'd be attending a leadership conference in Minneapolis 34 years later?

Proposals for papers and posters are in and the planning committee is developing the agenda. You can see a draft on the ALE website at: <http://www.aces.uiuc.edu/~ALE/>. Registration information will be posted soon on that site. The planning committee has reviewed evaluations of the 2000 gathering in Toronto and is working toward development of a substantive and interesting meeting.

This is ALE's 10th conference and 10th birthday. The event should prove festive than others. Part of the first day of the conference program will be given to "Celebrating the Leadership Odyssey -- 10 years of ALE". And, remember the last event of the conference is "door prizes" -- stay to the end.

THE VISION of the Association of Leadership Educators is to be the premier international professional organization for leadership educators.

THE MISSION of the Association of Leadership Educators is to strengthen and sustain the expertise of professional leadership educators.

Member Comments on the Future of ALE

In the Fall of 2000, ALE President Robin Orr asked members to provide guidance to the Board on the future of the organization. Some 20 individuals responded in writing; highlights of their comments follow. If you wish the complete file of comments please contact: Robin at: r-orr@uiuc.edu.

With the comments in hand, members of the Board met in February 2001 to begin the process of creating a new strategic direction for the organization. A discussion about the direction will be held on July 18 at the ALE pre-conference gathering in Minneapolis.

Comment Highlights

In the future ALE should continue to stress practical and applied leadership education; continue the annual conference as a place of convergence; develop a research/scholarly section for those in promotion and tenure situations; develop an electronic journal.

Build on work of 2000 meeting, such as that of Nancy Huber: www.aces.uiuc.edu/~ALE/2000/Huberwkshp.htm.

Become actively involved with the International Leadership Association as a collaborating organization.

Target our audience and continue to serve primarily Extension educators -- this fills a niche. Strengthen ties with NELD (National Extension Leadership Development program).

ALE needs to decide what its primary market focus will be given the proliferation of organizations in leadership education.

There is a need to retain a sense of community between meetings. "Old" technologies such as bulletin boards can become unwieldy.

ALE is positioned to: 1) find creative ways to bring leadership educators together to explore new methodologies, and 2) facilitate inquiry into leadership itself, about how it is changing.

ALE is becoming an invisible organization -- newsletter and proceedings are on-line and may not be disseminated well.

Would like to see our conferences have a strong presence of invited (outside) speakers that we wouldn't otherwise get the change to hear.

ALE should speak to the issues that confront those who are trying to build leadership capacity among community volunteer leaders.

Encourage ALE to continue to incorporate a deep sense of the local place in its annual meetings. Toronto was a powerful example.

It is important to build an engaged and engaging membership rather than one of large numbers. There was a bit of "clubiness" at Toronto but I felt welcome.

I see us partnering with other organizations (e.g. ILA, NCLP) with collaborative conferences every five years.

Expand membership to include more college and university faculty and staff of leadership programs.

Very desirable to have Extension agents in Family and Community Development attend the conference, but budgets are being cut. ALE remains, however, more affordable than most.

Pursue in next five years: remaining affordable; establishing journal outlet; remaining in 200-250 member range; keeping strong ties to Land Grant (Extension) and other service oriented educational institutions; fostering ties to student affairs sectors of colleges/universities.

Pursue in 10 years: certification program in leadership development; strong link with human resource training in business sector; sense of place for ALE -- a home office.

Important to remain "applied" in research, conferences, potential journal, etc.

ALE should strive to be known for: professional development in leadership for professionals in non-profit organizations; professional development for teachers of leadership; opportunities for networking and collaboration that builds individuals and the discipline; and, research, teaching and service in the discipline of leadership.

ALE can become an advocate for leadership dialogue, such as through a listserve, a refereed journal, a non-refereed (trade type) journal, etc.

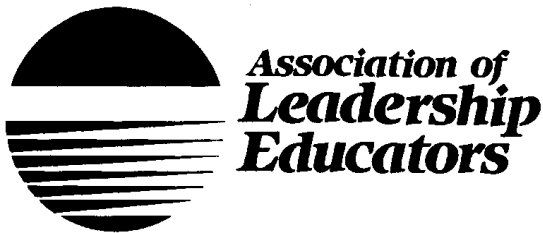
ALE should promote non-traditional forums and programs that engage youth, the elderly, etc.

ALE can use technology to better avail -- especially the Internet and distance learning formats.

Develop a closer relationship with other leadership organizations -- a significant national synergy could be created if all were communicating and working together on a national agenda.

As a relatively new member I hope the organization retains the open, warm atmosphere I experienced in Toronto. The worst thing I can think of is to evolve into a stuffy, ego driven organization.

There is real value in establishing an all electronic journal of leadership education research and practice.



ALE in the Black

Treasurer Jon Irby reported at the Board meeting that ALE was still paying its bills and had resources to support the coming conference in Minneapolis.

Expenses for the period from July 2000 were \$8,262 while income was \$10,717. With a beginning balance of \$14,788 the final balance on January 31, 2001 was \$17,243.

Board Meeting: Strategic Directions for the Future of ALE

The Board met in San Antonio on February 3 -- during the rainiest February in years -- to develop some initial ideas about the future of ALE. President Robin Orr chaired the gathering with Chris Townsend, past newsletter editor and faculty in the Department of Agricultural Education and Texas A&M, serving as facilitator.

To gain perspective on leadership from people outside of ALE board members visited four businesses and institutions in San Antonio before the meeting. The four were Sturchio Entertainment, a premier provider of event support; the Girl Scouts of the San Antonio Area, the NS Independent School Board, and The Greater Chamber of Commerce. Each part-day discussion provided guidance on leadership in the 21st century.

To start the discussion Chris asked the board members to respond to three questions:

Question 1. What are the values of ALE?

- Creativity, curiosity, challenge, new programs
- Partnering/networking
- Sharing -- a community of learners (with attitude)
- Empowering people/shared leadership
- Collegiality - valuing others, support
- Diversity of perspectives/ideas
- Open, inviting, accepting
- Scholarship -- research, experience

Question 2. What could be improved?

- Marketing and outreach -- ALE is for you!
- Conference -- always make it better
- Diversity
 - Not just an Extension organization
 - Individual diversity
 - Cultural diversity
- Student involvement/scholarships to conference
- International perspective
- Member benefits
- Partnering skills

Question 3. What are things we do well?

- Invite
- Network
- Share responsibilities/non-hierarchical
- Apply concepts

Analyze/create scholarship
Enjoy
Gather -- significant annual conference
Create opportunities
Work well as group
Remain affordable
Remain practical -- combine membership fee with conference fee

Collaboration/partnership

Goal: To develop partners internationally, nationally, and locally to increase "leverage" of ALE to support its own mission and that of leadership education in general. Objectives: missing.

Marketing/membership/niche

Goal: To create expanded awareness of ALE and to increase membership (proposed 50% in 1st year, 300% in 3 years)

Objectives:

1. Improve/complete brochure
2. Coordinate membership process
3. Provide more visible products, e.g. bookmarks, letterheads/envelopes
4. Contact 1890 institutions, leadership centers, student activity directors

Niche Statement: ALE is an association for the development of professionals -- researchers, practitioners, educators, consultants, administrators, students -- who work with leadership programs. ALE strives to help professionals discover, teach, apply, integrate, strengthen, and sustain their leadership capacity.

Please note that this information is incomplete and presented to garner responses. More complete information and a discussion of these topics, and others, will occur at the pre-conference meeting on the afternoon of July 18. Please join us.

Board Work Group Discussions

With this overview "on the wall" Chris helped the group define major topics, based largely on comments from members, with work groups to address each topic, they are:

Scholarship
Collaboration/partnership
Marketing/membership & the ALE Niche (Diversity was considered a cross-cutting issue)

Scholarship

Goal/issue: We need to document our work, to share with others, to have it peer reviewed.

Objectives:

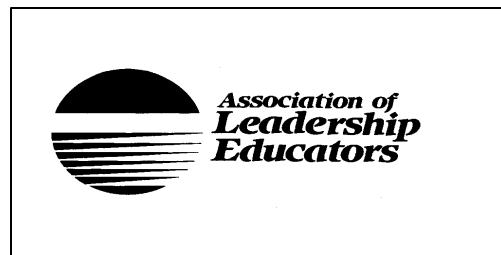
1. Place conference proceedings on line, such as with ERIC, so others can use
2. Create poster session at annual conference
3. Develop ALE journal with theory and application focus; model after Journal of Extension, an electronic journal (see page 7)
4. Increase scholarly resources - journal links, book reviews, case studies, opinions

Call for Session Proposals International Leadership Association Annual Conference 1-3, November 2001

Hyatt Regency, Miami, Florida, USA

<http://www.academy.umd.edu/ila/2001meeting/cfp.html>

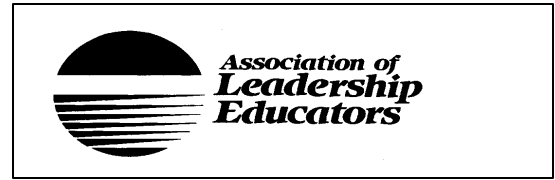
Submission deadline: April 30, 2001



ILA invites session proposals on a broad variety of leadership topics and approaches. We encourage submissions from graduate students, scholars, practitioners and professionals in the field of leadership (e.g. elected and appointed officials, community leaders, business leaders, organizational consultants, trainers, and leadership developers), and leadership educators. This year's keynote speakers include Rhoda Kadalie and Margaret Wheatley. Sessions can take several forms: panel, workshop, paper presentation, poster session, or other -- see the web site above for details.

NOTE: Cynthia Cherrey, an ILA Board Member, attended the ALE Board Meeting on February 3, 2001 in San Antonio as a guest of the board. The Board has asked that Cynthia be an "invited" ALE board member to work toward cooperation between the two organizations.

An Interview with Lynn Levitt - New ALE Member New ALE Board Member



Interviewed by Tom Gallagher, Editor

ALE Greetings Lynn and thanks for being my first interviewee for the newsletter. In the comments from members -- above -- the friendliness and "clubiness" of ALE was mentioned. As you are a fairly new member of ALE, and already a board member, I thought you would be a good person to interview. As an introduction, would you provide a bit of background about yourself?

Lynn My interest in leadership development stems from my experience as a student leader in high school and college. After completing a BS in Education at Miami University of Ohio, I taught high school for 3 years and coached a dance team. I provided leadership training for the officers of the dance team and also worked in cooperation with the high school band director and his students (he graduated from "THE" Ohio State University...go Buckeyes!).

When I returned to Cleveland State University to work on my Masters Degree in Adult Learning and Development, I taught a "Career Explorations" course for CSU as part of my graduate assistantship and interned in the Student Affairs Office at Case Western Reserve University. It was due to my personal and professional leadership development experiences that I became interested in working with college student leaders.

I have been at George Mason University in Fairfax, VA (15 miles outside of Washington DC) for the past eight years serving as a leadership training coordinator, assistant director of the center for new students, and until August

1999, director of leadership programs.

ALE Tell us more about your position and the work at Center for Service and Leadership.

Lynn As of August 1999, I became Director of the Center. I supervise professional and student staff, teach leadership theory and experiential learning courses, help faculty integrate experiential learning methods and service-learning into their courses, and, of course, serve on several university committees. With a group of dedicated faculty from a variety of disciplines including psychology, biology, and nonprofit management, communication, government and integrative studies, I designed and currently coordinate the Certificate in Leadership Studies. CSL serves as a bridge between academic and student affairs, which, as many of you know, can be a deep chasm on campuses. For more information about the Center please take a look at our web site: www.gmu.edu/student/csl.

ALE Does your membership in ALE help in this position?

Lynn YES! It has introduced me to people from a variety of places who do what I do with college students and community outreach. ALE provides me with new ideas on how to improve what we do at GMU, and encourages me to develop as a professional in the field of leadership education and community service/outreach/development. ALE is THE most empowering professional group of people that I know. I was welcomed immediately...and put to work chairing a committee after

attending my first ALE conference in 1997.

ALE I understand you are working on your doctorate. Tell me more?

Lynn My doctoral coursework (which I do in my "spare" time) will be completed in May 2002. I am working on a PhD in Higher Education Administration with a minor in Adult Learning and Development (Adult Education) at GMU. My dissertation topic will include experiential learning, learning styles, leadership education and student retention at universities. I know I need to narrow all of that -- which is what I am currently struggling with in my research courses. Suggestions are most welcome as I tend to be a "big picture" person.

ALE You're a newer member of ALE and yet you are a member of the Board. How did that happen?

Lynn ALE is the type of organization that gets people involved immediately. If you show the slightest interest you are on a committee which may lead to a position on the board. ALE models non-hierarchical, collaborative leadership no matter what your "age" or "experience", you have a voice. My thanks to Karen Zotz for instantly recognizing my eagerness to serve this organization.

Lynn can be reached at:
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Fax: 703-993-1439
[lleavitt@gmu.edu](mailto:llevitt@gmu.edu)

Book Review:
*System Leadership:
Enriching the
Meaning of our
Work*

Kathleen E. Allen and
Cynthia Cherrey

Reviewed by Gregory G. Stone,
Dean of Students
at Castleton State college,
Vermont

In their introduction to chapter seven of *Systemic Leadership* the authors use a quote from Marcel Proust that defines their goal for the reader, "The real discovery consists not in finding new lands, but in seeing with new eyes." Their work requires us to look at our work, our organizations, and ourselves in new ways -- in a systematic way. We will all recognize our organizations and ourselves both in the description of traditional hierarchical organizations of the past and present, and in the description of the new networked organizations, the "Networked Knowledge Era", of the present and the future.

In Part 1, "The Waves of Change", the authors explore the idea that higher education organizations (in fact most organizations) are in transition from a hierarchical structure that requires the traditional skills and

knowledge of leadership, to a networked organizational structure that requires new skills to effectively influence the organization. However, both structures currently operate concurrently. This new organization is marked by multiple centers of influence, flow of information in all directions, exponential increase in the amount of information, increased access to information across the organization, creation of knowledge through the organization, and increased connectivity....

Part II of the book, "New Ways of Working, explores the new ways a leader must look at the organization, at themselves and at others, in order to relate to others, to influence change, to learn and make meaning from information, and to lead. This overview of the important aspects of leadership helps the reader to explore new ways of accomplishing these traditional tasks in the new environment....

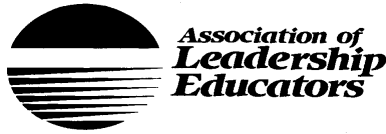
In Part III, "Systemic Leadership: Integrating the Four New Ways of Working:", the book brings together the new ways of thinking about organizations to frame a holistic view of how we need to be in the future -- System Leaders for the Networked Knowledge Era. The authors identify four new way of working: relating, influencing change, learning, and leading. These are integrated into a whole by

exploring traditional assumptions about these areas and contrasting them with the emerging assumptions of a network organization.

Lastly, Allen and Cherrey explore the eleven capacities (active engagements, collaboration, continual learning, diversity perspectives, emotional competence, embracing paradox, making meaning, paradigm cognition, systems cognition, sustainability) that we must develop, both as individuals and within the organization, to successfully participate in the transformation of our institutions into network organization and ourselves into systemic leaders...

Systemic Leadership is a rich organic soup of new ways to look at organizations and leadership. Allen and Cherrey's ideas are supported by the work of Senge, Wheatley, Helen Astin and others, but go beyond to give us both a new picture to create and an understanding of the new artistry required for the painting. Most who read this book will find it helpful in clarifying a view of the future as well as providing us with a guidebook to get there.

Systemic Leadership is co-published by the American College Personnel Association (ACPA), the National Association for Campus Activities (NACA), and the University Press of America at: www.unipress.org . The ISBN 1-883485-20-7 (paper), 19-3 (cloth).



jale

the journal of the association of leadership educators

Concept Paper (First Draft)

Prepared by Tom Gallagher

At the February 3 meeting, the Board authorized development of a concept paper for an ALE scholarly journal. The working title is Journal of the Association of Leadership Educators., or JALE. The board understands that the model for JALE, in this initial concept paper, is the Journal of Extension, JOE (see at www.joe.org).

It is generally recognized in the academy that a profession is not mature until it includes scholarly self-examination. Without a research foundation a profession cannot determine what is the best thing to do or if the activity it is conducting is effective. In an era when the need for leadership is growing, and there are heightened demands for accountability, a scholarly foundation for leadership education is essential. At present no existing journal fills well the needs of the profession of leadership education. JALE is proposed to fill this need.

JALE will be an electronic journal accessed via the ALE web site; it will be open to all scholars and interested persons at no cost (same as JOE). It will, in general, follow the format of articles, editorial review, graphics and page layout used in JOE. It will be published, initially, four times a year. Each issue will contain about 10 articles representing applied and theoretical research

Articles: JALE will include articles in five categories:

1. Opinion -- one page (about 300 words) viewpoint on an issue
2. Feature article -- up to 3000 word research findings
3. Tools of the trade -- up to 2000 word article on methods
4. Concept Paper -- up to 2000 word non-research articles exploring concepts and applications
5. Brief -- up to 1000 word articles on works in progress

Review: Articles submitted for review will be blind reviewed by scholars in the field. A body of scholars will be selected by the JALE board for their knowledge of leadership education and willingness and capacity to serve in this role.

Board: JALE will be guided by a Board of Directors made up of:

- President of the Association of Leadership Educators
- Editor of the ALE Newsletter
- ALE Board members (2), to be selected by the ALE Board
- Additional members (3) selected from among ALE members by the ALE board

Editor: The operations of JALE will be overseen by an editor selected by the JALE Board. The editor will serve a 4-year term at the pleasure of the Board. The editor shall be responsible to:

- Establish and ensure editorial/quality guidelines
- Manage the flow of submittals and reviews and author correspondence

Assemble and publish the journal on a quarterly basis
 Maintaining a data base and web site

Representatives: JALE, through its board, will solicit the appointment of representatives on a regional or institutional basis, to be determined, for the purpose of promoting the submittal of quality scholarly works to the journal.

Submittals: Will be to the editor, by electronic file. The editor will confirm receipt of the submittal and provide an approximate review calendar. The editor will send the submittal to reviewers who will have not more than 20 days to respond. Authors will have certainty of the acceptance or rejection of their article within 30 days.

Review and Response: The editor will provide reviewers with a work sheet to guide their assessment of submittals. The work sheet will include sections on clarity of intent, presentation of data, rigor of analysis, linkage to literature, and clarity of communication. Reviewers will have three options: accept without change (or very minor change), accept with major change, and reject. The editor shall correspond with authors about reviewer's comments and how best to resubmit a paper.

Cost of Management: The initial editor shall serve "gratis" with the consent and support of his or parent institution. In the future the JALE Board, with the concurrence of the ALE Board, may determine that the Editor may receive a stipend. The editor will be provided an additional \$6,000 (\$1,500 per issue) to retain an assistant to support the editor's tasks noted above. Specifically the assistant will help with managing the flow of information, assembling the quarterly publications, and managing the data base and web site.

Proposed Charges: JALE will be, unlike JOE, a "pay to publish" journal. (Note: The cost of JOE, including significant fiscal support of the editor, is paid by USDA). From experience offered by the author and other ALE board members, the following payments and revenue are proposed:

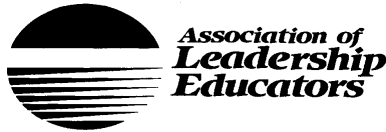
	Submittal for Revue	Publication
Opinion	NC	NC
Feature Article	\$25	\$200
Tools of the Trade	\$15	\$100
Concept Paper	\$15	\$100
Brief	\$15	\$100

A check for review and for publication would be due with the submittal. Funds will be placed in a separate ALE account by the Treasurer to underwrite JALE costs.

Expected Revenue. In the year 2000 JOE received about 180 submittals in all categories and published 77 articles. Using the categories and fees noted above the revenue would be:

	Estimated Submittals	Published Articles
Opinion	6 @ NC	-----
Feature Article	60 @ \$25 = \$1500	21 @ \$200 = \$4200
Tools of the Trade	50 @ \$15 = \$750	20 @ \$100 = \$2000
Concept Paper	50 @ \$15 = \$750	19 @ \$100 = \$1900
Breif	20 @ \$15 = \$150	11 @ \$100 = \$1100
Sub Totals	\$3150	\$9200
Total		\$12350
Expenses		\$6000
Net to ALE		\$6350

It is unlikely that ALE will generate this level of revenue, at least within the first few years. A conservative assumption is that the journal will break even for the first three years then begin showing a "profit".



Notices

Building Bridges to the Future: Nurturing New Leadership in Agriculture and Natural Resources

Satellite Broadcast, April 11, 2001, 12 noon to 2 p.m. ET

Join us as we share our experiences in developing and conducting a new undergraduate leadership development program in the College of Food, Agricultural, and Environmental Sciences at The Ohio State University. Alpha Zeta Partners (AZP) is a new professional honorary with a unique and cutting-edge leadership program conducted over a two-year period. During our two hours together, we will visit with Dr. Bobby D. Moser, Vice President for Agricultural Administration, Vice President for University Outreach, and Dean of the College of Food, Agricultural, and Environmental Sciences as well as learn from the program creators, Drs. Garee W. Earnest and R. Dale Safrit how the program was designed and is being conducted. AZP members will share their experiences of how they have put their learnings into practice to complete an innovation project. Finally, time will be allotted for viewers of the broadcast to call in or fax their questions live to the AZP members regarding their experiences. To view this exciting broadcast, contact Dr. Garee W. Earnest at 614-292-3114 or earnest.1@osu.edu < <mailto:earnest.1@osu.edu> > to receive the coordinates for the satellite downlink.

North Dakota State University Extension Service is currently accepting applications for the following position:
Extension Specialist, Leadership/Volunteer Development and Assistant Professor, Leadership/Volunteer Development, North Dakota State University Extension Service

Full-time, 12-month, 100% Extension tenure-track position starting immediately. Responsibilities include providing statewide leadership for the coordination of research, needs assessment, and educational programming and evaluation needs in leadership/volunteer development for the 640,000 adult and youth in North Dakota communities. Educational programs will be in the area of leadership styles, interpersonal communications, ethics, group process, conflict resolution, community issue analysis and identification, public issues education, and volunteer management. Conduct and report applied research as it relates to Extension program needs. Obtain funding for programs development and evaluation, and research. Contact Dr. Anissa Wilhelm to apply, 701-231-7439. Complete description available on Web at:

http://www.ndsu.edu/jobs/non_broadbanded/index.shtml. Application deadline: **March 31, 2001 (postmarked)** or until filled.

weLEAD Incorporated is pleased to announce the February issue of weLEAD Online Magazine! As a leader, we hope you will take a few minutes to visit our new website at <http://www.leadingtoday.org>. We have posted information for those interested in the study of leadership qualities and principles...This month in weLEAD Online Magazine, Dr J. Howard Baker follows his January article by asking if we as leaders are recharging others Emotional Bank Account. He provides an example of servant leadership in action at Southwest Airlines and relates his personal experience as a customer.... Dave Hooper uses his 17 years of information technology experience to discuss the difficult transition that takes place as one grows from a technical role to a manager and into a leadership position. He offers practical advice on making this transition possible by establishing a vision for the project team. In my article, I analyze the Windows operating system and infamous "Blue Screen of Death".... Finally, we offer two book reviews, *Certain Trumpets – the Call of Leaders* by Garry Wills and *Good Company – Caring as Fiercely as You Compete* by Hal Rosenbluth and Dianne Peters. You can go directly to the magazine located at <http://www.leadingtoday.org/Feb01mag.html>. We also hope you will consider becoming a weLEAD charter member for only \$29.00. We thank those of you who have already joined. Charter members will receive a weLEAD coffee cup and an 8-1/2X 11" leadership certificate as our way of saying "thank you" for your support! More information can be found at www.leadingtoday.org/Membership.html. I encourage you to join us in promoting positive leadership qualities and principles by becoming a member or by submitting an article for publication. Greg Thomas, weLEAD Incorporated.

ALE Board of Directors

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Call for Articles

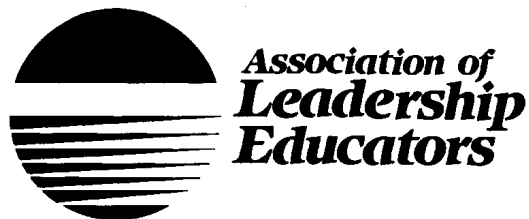
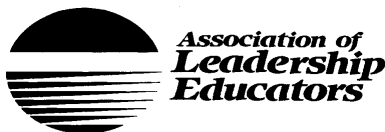
The ALE Newsletter provides an excellent opportunity for scholars, students, and others interested in leadership education to share their ideas. Articles ranging from 200 to 1000 words are suggested but longer articles are also welcome.

The articles might be an idea you wish for others to review, or the best article from a class on leadership, or an article from a "gray" source that would enjoy republication in the ALE newsletter.

Send to: Tom.Gallagher@orst.edu

*Would the CEO
of the Internet
please stand up?*

From the Preface of
Systematic Leadership by
Kathleen E. Allen and Cynthia
Cherrey



This newsletter is the "voice" of the Association of Leadership Educators. It is published on the ALE web site and is available to paid members of the association. It is published quarterly in the Winter, Spring, Summer and Fall. Unsolicited submissions are welcome and should be sent – via e-mail – to the editor:

Dr. Thomas J. Gallagher, ALE Editor
Oregon State University Extension Service
Office of Professional and Organizational
Development
307 Ballard Extension Hall, Corvallis, OR 97331
tom.gallagher@orst.edu Phone 541-737-1573
Fax 541-737-3290

I want to...

- Become a member
 Renew my membership
 Change my mailing address

Name _____
Agency _____
Address _____
City _____
State _____
Zip _____
Phone _____
FAX _____
email _____

- Enclosed is my *Regular Membership* of \$50.00 U.S.
 Enclosed is my *Student Membership* of \$25.00 U.S.

Make checks payable to: Association of Leadership Educators

The Association of Leadership Educators grew out of a need for professional development of persons who work with leadership programs. The Association developed as a result of three successful annual Leadership Development Seminars. A key meeting of the Leadership Development Seminar was August 6, 1989 in Manhattan, Kansas where participants recognized the need for information sharing regarding leadership research, teaching, and practice. ALE was formalized at the third seminar held in Milwaukee, Wisconsin on August 17-18, 1990. The first official ALE conference and annual meeting was held in Denver, Colorado on September 13-14, 1991. Membership shall be open to any individual whose career interest is leadership education. The Association of Leadership Educators is a growing international professional organization with membership in several foreign countries.

**Renew membership in ALE
today,
or become an ALE member!**

Mail your check and/or comments and this form to:

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PH 202-720-5345
FAX 202-690-2469

Note and Comments to the Board: