



*K*APPA OMICRON NU GOVERNANCE

Dorothy I. Mústifer

Recently, the *Association Management* magazine carried an article about reinventing governance. In his article, John Carver made the statement that "Governance as known and practiced today is often based on bad habits and misconceptions about what it is or ought to be" (1999, p. 70). He goes on to state that Policy Governance[®] "can help your board break free from inadequate thinking and behavior."

Previous communications have informed you, the membership, about the adoption of Policy Governance[®] by the Kappa Omicron Nu Board of Directors in 1994, but this significant action may not be well understood. This article will explore its application to the work of the Board and the future of Kappa Omicron Nu.

The opportunity to interact with other executive directors and board members in recent months has reaffirmed my pride in the work of that insightful board seven years ago that had a vision and made it happen. Mary Pritchard's interest in examining governance led Kaye Boyer to share her knowledge about the Carver model of governance. After a year of study, the Board committed to conducting a strategic thinking process and developing policies to implement this new approach.

Governance as the core of a healthy organization has been obvious in comparing decision-making processes of

Kappa Omicron Nu and other organizations. In an era where change is faster and faster, clarity for decision making is crucial to leadership and to taking advantage of opportunities. The emphasis on leadership rather than management gives a board an immense opportunity for making a difference. Instead of being bogged down in tradition-blessed practices, Policy Governance[®] provides a conceptually coherent set of principles to define governance process, Board-CEO linkage, executive limitations, and ends. Differentiation of board and staff roles is a strength that is enjoyed by all parties in Kappa Omicron Nu governance.

Policy Governance[®] Paradigm

This model consists of concepts and principles by which the governing body achieves what it should while avoiding unacceptable circumstances and actions. There are four categories of policies:

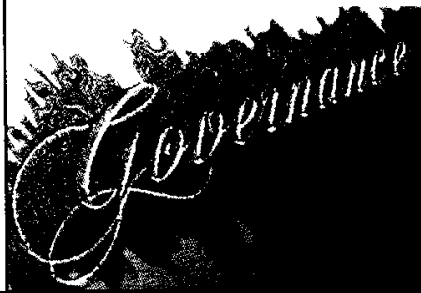
- ◆ Ends policies define what results are to be achieved for whom at what priority. Ends describe what difference the organization will make.
- ◆ Executive limitations policies inform the CEO of unacceptable means rather than dictate which means to use to accomplish the board-stated ends.
- ◆ Board process policies describe the board's job, discipline, and relationships.
- ◆ Board-staff linkage policies connect governance and management.

The effect of Policy Governance[®] is clarity of values, focus on results rather than administrative process, empowerment of executive authority, and enhanced board-owner relationship.

Myths of Governance

The problem of governance is not one of people but of process. The following myths (Carver, 1999) about process help to explain the merits of Policy Governance[®]:

- ◆ Governance is simply an extension of management – Rather than a management oversight role, the board's role as owner-representative is as servant leader.
- ◆ The board exists to help manage – The job of the board is to assume the trustee role to own the "business" on behalf of members.
- ◆ What board members say as individuals matters – Diversity is important for the values-aggregation role, but when decisions have been made through healthy interchange, the group voice is the only legitimate communication.
- ◆ The CEO is responsible for board performance – The owner-representative obligation of the board overrides the notion that the CEO helps the board take its responsibility.



In This Issue . . .

- ◆ *Call for Applications for Election*
- ◆ *Knowledge Base Conference*
- ◆ *Joint Project: Undergraduate Research Community*
- ◆ *2001-2002 KON Fellowships & Grants*
- ◆ *Call for Papers: Service Learning*

- ◆ The board's primary relationship is with its CEO – The board's role as voice of the ownership assigns primary responsibility for building the relationship with owners regarding values and perspectives.
- ◆ The board can instruct staff other than the CEO – The board can benefit from staff viewpoints, but accountability between governance and operations is monitored through linkage with the CEO.
- ◆ Board committees advise staff or ensure involvement within large boards – Committees serve a useful function in providing policy options for consideration of the board and the CEO in accomplishing their appropriate roles.
- ◆ Criteria for CEO evaluation need not be integral to the board's governance decisions – Evaluation judgments are tied directly to the policies of the board related to executive limitations and ends.

Implications for Kappa Omicron Nu

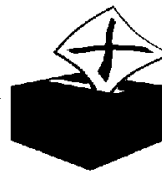
Excellence in governance in the Policy Governance® mode is directly tied to the board's determination to distinguish leadership from management, to design its own job, to focus its wisdom, and to relate productively to owners and staff. Thus the board is characterized by proactivity, long-term thinking, speaking with one voice, and focused meetings. In recognition of the critical role of board orientation, Kappa Omicron Nu owns an on-line computer mediated course that offers new board members the opportunity to learn the theory and practice of Policy Governance®. In addition, the annual meeting includes an educational segment on governance and board leadership.

The work of the board consists of learning its job, writing and reviewing policies, defining ends and sub-ends, linking with the ownership, and evaluating accomplishment of the ends. Although the Executive Director is charged with the means of accomplishing ends, board

members also serve as staff on selected means-related tasks. The Conclave Assembly of Delegates holds a governance role as well. The primary governance function of the Assembly of Delegates and the Board of Directors is exploration of vision—preoccupation with the future and with ends. The Assembly of Delegates has ultimate authority for amending the Constitution, setting priorities for ends, and approving resolutions to guide achievement of ends.

Call for Applications for Election

The 2000 Kappa Omicron Nu election offers opportunities for members to apply for three Board positions and four elected committee positions.



In addition to the responsibility to study and practice Policy Governance®, officers have the following special roles:

- ◆ Chair-Elect – Three-year term (one year as Chair-Elect and two years as Chair) to provide leadership of the Board of Directors and Kappa Omicron Nu on behalf of members.
- ◆ Vice Chair/Program – Two-year term to provide strategic leadership for identification of program priorities.
- ◆ Secretary – Two-year term to record official proceedings of the conclave and board of directors.

Elected committee members share responsibility for representing the ownership and the diversity of the membership; participate in the work of the committee; and emphasize strategic leadership, a future orientation, and proactivity rather than reactivity.

- ◆ Nominating Committee – Two-year term for selecting nominees for the ballot.
- ◆ Editorial Committee – Three-year term for selecting guest editors and

themes for *Kappa Omicron Nu FORUM*.

A brochure and application for offices or elected committees can be obtained from the KON Web site or by contacting the Kappa Omicron Nu office (see masthead on page 8). Applications will be accepted until June 30, 2000.

National leadership is a privilege and an opportunity for contribution to the mission of empowered leaders through scholarship, research, and leadership development. It is also an opportunity for joining the Kappa Omicron Nu learning community for personal and professional development.

Carver, J. (1999, August). Reinventing governance. *Association Management*, 70-77.

Kappa Omicron Nu Participates in Knowledge Base Conference

Janis B. VanBuren

Dorothy Mitsifer and I were in Washington, DC on January 12 and 13, 2000 as guests of AAFCS for the purpose of discussing the body of knowledge that constitutes the field of study for Family and Consumer Sciences and distinguishes it from other professions. Dorothy was there to represent the Council for Certification, AAFCS entities represented were the Board of Directors, Higher Education Unit, and Council for Accreditation. Other groups represented were the Council of Administrators of Family and Consumer Sciences, Board of Human Sciences, National Association of Family and Consumer Sciences Educators, Phi Upsilon Omicron, and Kappa Omicron Nu, which I represented.

A number of forces, both internal and external, necessitated the convening of this meeting. These forces included the planned revision

of the certification examination, the revision of the accreditation standards, revision of the Classification for Instructional Program Codes, the National Standards for FCS Education, and recommendations from the February 1999 Summit on the Future of FCS in Higher Education.

The goals for this synthesis project are comprehensive. They include collecting all work currently in progress, facilitating discussion among groups about the content of their respective positions, seeking agreement on the FCS Common Body of Knowledge as a profession and a field of study, planning a process for building consensus, determining who has the authority to publish and be accountable for the distribution and interpretation of the document, and planning a process for legitimizing and institutionalizing the agreed upon FCS body of knowledge.

A graphic conceptual framework was developed and is currently being refined for publication. A writing team is preparing the narrative to explain the rationale for the content in the graphic representation. A town meeting is planned at the AAFCS Annual Meeting in June to provide an opportunity to explain the model and for membership input.

Joint Project:

Michigan State University

Won Song, Julia Miller

Kansas State University

Virginia Moxley

University of Maryland—Eastern Shore

Shirley Hymon-Parker

Kappa Omicron Nu Honor Society

Dorothy Mústifer

*Undergraduate Research Community
for the Human Sciences*

This project will initiate, and demonstrate a framework for, a nationwide research community for undergraduates in the Human Sciences. The framework and community created will significantly augment the scholarship of learning

and teaching in preparing students for graduate education, the workplace, and responsible citizenship. The project will serve as a catalyst for increasing the experiential content of undergraduate education in the Human Sciences. In other words, this project develops a model to advance both undergraduate student development and a national undergraduate research agenda for the Human Sciences.

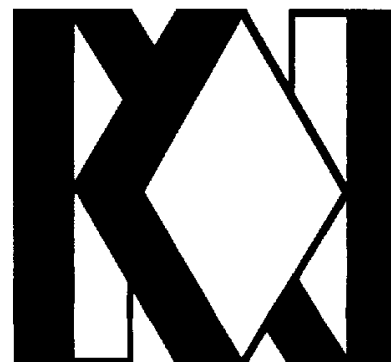
The multi-institutional structure created by this project will facilitate and support: (a) integrative, cross-specialization undergraduate research projects; (b) a national undergraduate research conference for the Human Sciences, (c) a peer-reviewed publication outlet for undergraduate researchers; and (d) an electronically connected multi-campus community of undergraduate researchers.

Each year's cycle will contain: (a) selection of faculty mentors and a cohort of students; (b) orientation of participating students; (c) participation in a joint meeting of all cohort members on one participating campus to define research teams and projects with an integrative and ecological perspective; (d) electronic cross-institution communication among team members via e-mail and a project Web site; (e) implementation and completion of projects; (f) presentation of project results on local campuses and at a national conference; and (g) development of papers for publication. After the first project year, the first cohort will serve as peer mentors to the new cohort of student researchers.

The first year's (2001) national research conference will be organized in conjunction with the Leadership Conclave of Kappa Omicron Nu. That meeting will serve as the national research conference biennially thereafter. The first Undergraduate Research Conference for the Human Sciences will be

convened in 2002 and biennially thereafter. At that first conference, and afterward, a formal invitation to participate in the project will be issued to other institutions with Human Sciences programs. Each program will identify local resources for participation.

Participating institutions will initially provide separate course credit for their undergraduate cohort. During and after the initial project period, research activity will gradually be embedded within an increasing number of Human Sciences programs nationally.



2001-2002 Kappa Omicron Nu Fellowships/Grants

Each fellowship and grant will be awarded on a competitive basis to a Kappa Omicron Nu member who has demonstrated scholarship, research, and leadership potential. Awards will be made for study and research in family and consumer sciences or one of its specializations at colleges or universities with strong research programs and supporting disciplines for the chosen major or topic.

*Master's Fellowship - application
deadline April 1*

Eileen C. Maddex Fellowship,
\$2,000 - awarded annually from
an endowment in the Omicron
Nu Fellowship Fund in honor of
her contributions as Omicron
Nu Executive Director.

National Alumni Fellowship,
\$2,000 – awarded by the National
Alumni Chapter

*Doctoral Fellowships - application
deadline January 15*

Hettie Margaret Anthony, \$2,000 -
awarded for doctoral study from the
Kappa Omicron Phi Fellowship
Fund in honor of her as founder of
Kappa Omicron Phi at Northwest
Missouri State University.

Omicron Nu Research Fellow-
ship, \$2,000 - awarded annually
for doctoral research from the
Omicron Nu Fellowship Fund.

*Matching Conclave Scholarships
for Advisers*

Dorothy I. Mitslifer Fellowship,
\$4,000 - awarded biennially for
attendance at conclave. Sixteen
awards at \$250 will recognize and
encourage advisers, strengthen
the chapter network, and promote
the mission of Kappa Omicron
Nu. These awards require a
matching grant from other
sources. These awards are from
the Named Fellowship endow-
ment in the Kappa Omicron Phi
Fellowship Fund in honor of her
service as Executive Director of
Kappa Omicron Phi.

*Research/Project Grants -
application deadline February 15*

One or more grants are awarded
annually that meet the criteria of
the Kappa Omicron Nu research
agenda. Cross-specialization and
integrative research is the research
priority for the honor society. Multi-
year proposals will be considered.

National Alumni Chapter Grant,
\$1000 - awarded annually as a
project of the National Alumni
Chapter.

New Initiatives Grant, \$3,000 -
awarded annually from the Kappa
Omicron Nu New Initiatives Fund.

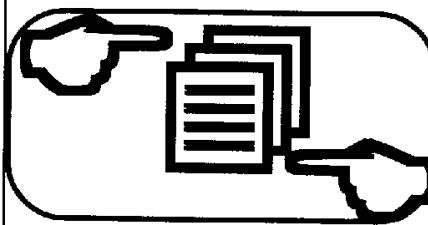
*Applications and further information about
fellowships and grants may be secured from
the Kappa Omicron Nu National Office,
4990 Northwind Drive, Suite 140, East
Lansing, MI 48823-5031 - Telephone:
(517) 351-8335; Facsimile: (517) 351-
8336. Applications may be downloaded
from the Web Site (www.kon.org).*

Call for Papers & Guidelines for Authors

for publishing in
Kappa Omicron Nu FORUM
the journal of
Kappa Omicron Nu Honor Society

TopicService Learning: Its Opportunity and Promise

*Guest Editor: Dr. Julia R. Miller,
Michigan State University*



Objectives: *This theme will*

- ◆ Describe service learning as a value-added curriculum strategy for learning and teaching. Explain how service learning implements Boyer's notion of the scholarship of integration and service.
- ◆ Propose models for how service learning can be used to create learning communities in higher education.
- ◆ Present models for using the knowledge base and research in addressing societal problems through service learning. Explore service learning as a vehicle for research (scholarship of outreach).
- ◆ Explore service learning as a means of implementing problem-based strategies in the learning process, including the characteristics of effective experiential learning experiences.
- ◆ Describe service learning as a tool for professional development and preparation of the next generation of professionals as citizens in the workplace.
- ◆ Discuss how partnerships and collaborations can be created with industry, business, government, and

communities to develop service learning programs.

Guidelines for Authors

Kappa Omicron Nu *FORUM* (formerly Home Economics *FORUM*) and Kappa Omicron Nu collections of essays have the following goals:

- ◆ To encourage intellectual excellence.
- ◆ To provide for scholarly discourse on the professional and philosophical issues of family and consumer sciences.
- ◆ To encourage critical and creative thinking, reflection, alternative concepts and theories.
- ◆ To foster innovations in the integrative, holistic dimensions of family and consumer sciences.
- ◆ To support the development of new methods of generating and verifying knowledge.
- ◆ To serve as a communication vehicle for the honor society.

Because the publications are funded by members, Kappa Omicron Nu gives first preference, quality being equal, to members of Kappa Omicron Nu.

Criteria

Kappa Omicron Nu welcomes unsolicited manuscripts. Each unsolicited manuscript is evaluated by three referees who are knowledgeable in the subject. Independent of each other, the referees rate the manuscript on the basis of the following criteria:

- ◆ Does it focus on the integrative, holistic perspective of family and consumer sciences?
- ◆ Does it focus on professional concerns of family and consumer sciences? historical study of family and consumer sciences for the purpose of planning for the future? philosophical issues of family and consumer sciences? or implications for the body of principles underlying family and consumer sciences?

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Order Form

Kappa Omicron Nu Modules



Remit form with payment to:
 Kappa Omicron Nu, Inc.
 1990 Northwind Drive, Suite 110
 East Lansing, MI 48823-5031

For More Information:
 Tele: 517.351.8335 or E-Mail: dmitstifer@kon.org

• Allow two weeks for delivery. Retain a copy of this form for your files.

• Date: _____

• Name of Institution: _____

• Deliver to: _____

• _____

• _____

• _____

• _____

• _____

(Contact Person, Building Name, Address, City, State, and Zip)

• Please send me:

• ___ (#) Family Well-Being II @ \$17.50 \$ _____

• ___ (#) Family Well-Being II @ \$15.00 (student) \$ _____

• ___ (#) Family Well-Being II @ \$12.50 (5+) \$ _____

• ___ (#) Family Well-Being I @ \$12.50 \$ _____

• ___ (#) Family Well-Being I @ \$10.00 (5+) \$ _____

• ___ (#) Leadership Module @ \$75.00 \$ _____

• ___ (#) Diversity Module @ \$35.00 \$ _____

• ___ (#) Mentoring Module @ \$35.00 \$ _____

• ___ (#) Concept of Theory
 Monograph @ \$17.50 \$ _____

• ___ (#) Concept of Theory
 Monograph @ \$12.50 (student) \$ _____

• ___ (#) Reflective Leading in the
 Public Interest @ \$15.00 \$ _____

• ___ (#) Reflective Leading in the
 Public Interest @ \$12.50 (student) \$ _____

• ___ (#) Reflective Leading in the
 Public Interest @ \$10.00 (5+) \$ _____

(request prices for more than 15)

• ___ (#) Strategic Leadership of the Profession: Agenda
 for Change @ \$12.50 \$ _____

• ___ (#) Strategic Leadership of the Profession: Agenda
 for Change @ \$10.00 (student) \$ _____

(request prices for more than 15)

• TOTAL ENCLOSED: \$ _____

Please make check payable to Kappa Omicron Nu.

• Signature: _____

• Daytime Telephone: (____) _____

- ◆ Is it written in a clear, concise, and lively style?
- ◆ Does it take a position and support it with sound argument and evidence?

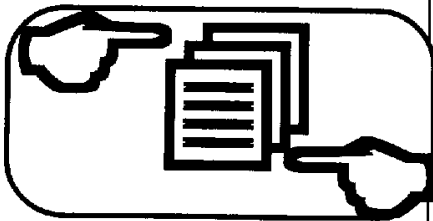
Manuscripts in response to a specific Call for Papers are rated according to the following criteria:

Content

- ◆ Relevance to purposes of the theme.
- ◆ Significance to profession.
- ◆ Subject mastery and originality.
- ◆ Manuscript demonstrates depth of knowledge and presents ideas in a new way.

Writing Style

- ◆ Technical mastery.
- ◆ Logical organization.
- ◆ Appropriate documentation.



Manuscript Style

Print submissions should contain text, references, footnotes, and quotations, double spaced, on one side only of 8 1/2 x 11" paper. Manuscripts may also be submitted electronically via PC formatted 1.44 MB diskettes, PC formatted Zip disks, or as an e-mail attachment. Electronic files must be verified to be virus-free prior to submission. The following PC software formats are acceptable:

Microsoft Word (*.doc)
WordPerfect (*.wp)
Rich Text Format (*.rtf)
Text Only (*.txt)

Do not alter the document extensions for any of the above file formats. Only use the format's default document extension.

All other file types and formats must be cleared by the National Office to determine acceptability for submission. Electronic manuscript submissions must be accompanied by four (4) print copies.

A short abstract (2-4 sentences) should be typed on a separate page. Type name, office and home addresses and telephone numbers, and a short biographical sketch (including current professional title) on a separate title page. Do not put your name anywhere but on the title page. Do not put the title of the manuscript anywhere but on the title page. Do not use line numbers or page numbers.

For citations and references, Kappa Omicron Nu publications use the style adopted by the APA (1995).

Articles may be 1,000 to 3,500 words or longer with the approval of the editor.

Camera ready graphics and photographs are welcome. Black and white glossy prints of clear photographs are preferred.

Submission Procedure

Submit Review Fee of \$25.00 (\$10 for students) and four (4) printed copies of the manuscript to: Kappa Omicron Nu Publications

An acknowledgment will be mailed upon receipt of the manuscript. Manuscripts already published or under review by another journal will not be considered. Submitted manuscripts will remain the property of the author until selected for publication and will be returned if not accepted.

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Message from the Board of Directors

Janis B. VanBuren

The lead article in this issue of the *Dialogue* discusses the Kappa Omicron Nu governance model. At the January Board of Directors' meeting we examined and revised the Kappa Omicron Nu policies with the help of Sue Stratton, a Policy Governance® consultant, who audited the existing policies to assure that Kappa Omicron Nu was implementing the model in a comprehensive way. Although missions are seldom changed it became clear that our mission and ends did not clearly communicate the intention of the organization. Although it was mostly a matter of "wordsmithing," the proposed changes (Figure 1) more clearly define *empowered* leaders and enable evaluation of "what difference Kappa Omicron Nu makes."



The mission of Kappa Omicron Nu is
EMPOWERED LEADERS
through scholarship, research, and
leadership development

Ends

- ◆ Scholarship
- ◆ Research
- ◆ Leadership Development
 - * Competencies that provide leadership to the profession
 - * Skills to empower others to reach full potential
 - * Strong affiliation networks to develop leaders

These ends will enhance the ability of the organization and chapters to prepare scholars and researchers as leaders for the 21st Century.

Questions often arise about the style of the Kappa Omicron Nu mission. The traditional mission statement describes what the organization will be "doing"—in other words, activities. Activities don't state an outcome; they just express action toward a goal. The Policy Governance® mission style explains the organization's effects, the outputs, the "why" of its existence. The advantage of a short mission

(continued on page 3)

Make an IMPACT by participating in
AAFC's Pre-Conference

KON's Impact on the Future of Leadership Development

Hilton Chicago & Towers Hotel; Chicago, IL

Friday, June 23, 2000 from 9:00am - 5:00pm

*Sponsored by the
Kappa Omicron Nu Leadership Academy*

This conference will use scenario analysis, a tool for learning about and preparing for an uncertain future, to consider the ways that KON can positively impact the future of leadership development. Input from a survey conducted by KON will be used to develop multiple pictures of that future, which will then be used to create future-based strategies.

In today's rapid and drastic change environment there are many very different, equally plausible ways that the future may develop. The scenario analysis process is designed to reduce the risk that the future catches us unaware of opportunities or challenges.

One of the ways that Scenario Analysis breaks out of traditional thinking about the future is to include as many varied and diverse perspectives as possible. Drawing upon the expertise and knowledge of a wide range of people, it overcomes groupthink. Therefore this conference will involve various stakeholder groups in uncovering, exploring, and planning for new initiatives to strengthen the contributions of Kappa Omicron Nu to professional education, especially leadership development.

The firm of Growth Strategies Consulting will facilitate the interactive process, and selected current and past board members and Leadership Academy Fellows will serve as small group leaders.

apply now!

Members in four categories are invited to apply for conference scholarships: KON chapter advisers, unit administrators, alumni (not in the other categories), and students (undergraduate and graduate students). A limited number of scholarships are available for each category. The scholarship covers the registration fee and a stipend of \$75.00 to pay part of the expenses for early arrival at the AAFCS Annual Meeting. The scholarships will be awarded on a first come-first served basis.

apply now!

To Apply:

Write a one page letter of application, detailing your interest in participating in this conference, and e-mail, mail, or fax to the address below.

For More Information:

Call the Kappa Omicron Nu National Office at 800.351.8335, e-mail us, or address message to: dmitstifer@kon.org

KON's Impact on the Future of Leadership Development

*On-line Model for
Participation: Interactive
Futuring Session*

This opportunity is for those members unable to register for the Chicago PreConference but who are interested in participating in the development of Kappa Omicron Nu's future. We will be conducting an interactive forum online that will use the same issues that we will deal with in Chicago to address critical questions concerning the future of leadership development.

Directions: A link on the Kappa Omicron Nu Web site will be available on May 15 for on-line participation. Go to www.kon.org and click on the News and Events volume. There you will find the "Interactive Futuring Session;" clicking on this link will take you to the site.

The Kappa Omicron Nu Board is anxious for wide participation in defining the future.
Join us in cyberspace!!



Kappa Omicron Nu Honor Society
4990 Northwind Drive, Suite 140
East Lansing, MI 48823-5031

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Message from the Board of Directors

Janis B. VanBuren

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statement is that it can be remembered, therefore easily communicated, and the product (the output of the mission) can be measured.

A policy governance segment was proposed to more clearly define the board-chapter relationship. The Board realized that this relationship would be enhanced with more clarity. Because chapters are chartered by the board to carry out the ends of the organization and to empower leaders at the local level, policy guidance will help chapters be accountable. The essence of the broadest policy concerning chapter limitations is that chapters may not conduct their business in a manner that is illegal, unethical, imprudent, or in violation of KON or institution policy. Chapters are to self-monitor and to be responsible in the areas of inclusion, risk management, chapter integrity, management, and support. The Board believes these policies provide guidelines for consistency, equity, sound operation,

ethical and safe behavior, and continuity. Specific policy statements will be communicated to the chapters for consideration during 2000-2001 and at the 2001 Conclave.

I take great pride in announcing a new initiative to expand Kappa Omicron Nu efforts in undergraduate research (see page three). Because of the research component in our mission, Dorothy Mitstifer readily agreed when invited to participate in developing a collaborative proposal with Dean Julia Miller of Michigan State University. The proposal was submitted as a Challenge Grant to the U. S. Department of Agriculture in February. Regardless of the outcome of funding, Kappa Omicron Nu will be working with three institutions of higher education in an effort to develop a national undergraduate research model. With additional funding, the project could develop (in the beginning) an external evaluation process that would aid in developing quality and credibility of

the initiative. The project will begin at these three institutions during Fall 2000 and extend to other institutions in subsequent years.

Kappa Omicron Nu is investing significant in-kind resources to enable programs to meet key undergraduate curricular needs identified at the 1999 Summit for undergraduate research and reflective and experiential learning. It is expected that creative approaches will be identified by various institutions to accomplish the overall objective to augment the scholarship of learning and teaching in preparing students for graduate education, the workplace, and responsible citizenship.

The Board has created a governance approach that provides the structure for accomplishing our ambitious mission. With the aid of members, chapters, and institutions we CAN make a difference. We invite you to join us as we create new avenues for leadership.