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Society of Psychologists in Management Website

Contact Us

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To SPIM members:

This issue is going to be devoted to the SPIM Annual Conference from February 28 – March 2 in San Antonio, Texas. The theme was “Managing and Leading: The Role of the Setting and Organizational Situation.” For those of you who were unable to attend, hopefully this newsletter will make you feel like you were there! For those who attended, I hope these notes will refresh your memories and remind you of what you learned.

This year, there were 84 attendees, which is similar to past years. However, there were twenty-one new attendees! The institutes before or after the conference included:

- Leadership: Functional Approaches to Leadership Development
- Executive Assessment
- Maintaining Your Professional Edge
- The Ethical Practice of Psychology in Organizations

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## Note from the President

Dear SPIM members and friends:

### SPIM BOARD CHANGES AND ACTIVITIES

At the 2008 SPIM Conference banquet, we honored our 2008 Distinguished Psychologist in Management, Bob Lee, as well as the following members of the SPIM leadership team:

- John Bruckman - President 2007-2008
- Rosemary Hays-Thomas - Journal Editor 2002 to 2007  
Associate Editor 2001
- Dee Ramsel - Board 2006 to 2008
- Connie Rath - Board 2005 to 2008
- George Schofield - Board 2007-2008
- George Watts - Fund Raiser 2003- 2008
- Mary Zahner - continuing editor of the SPIM newsletter

In addition, President John Bruckman created a new award – the SPIM Partner Award. The first recipient was Peg Ackley for her design of our membership brochure and additional services to the Society.

Congratulations to our incoming members of the SPIM leadership team who began their terms last month. Dana Ackley, Billie Blair, and Judy Blanton began 3-year

- Please consider holding a Regional SPIM meeting in your area. In the past Marlene Thorn and others have been successful in planning such meetings.

terms on the SPIM Board of Directors and Dee Ramsel began her term as President-elect.

#### SPIM 2009

As President-elect, Dee's most labor-intensive duty will be to coordinate the 2009 conference. Not only will that be our 25<sup>th</sup> anniversary but it will also be the conference at which we will pilot test a long-proposed concept – collaboration with APA's Division 13, Consulting Psychology. We will maintain two separate conferences and identities, but will have some overlapping programming. We will endeavor to make it easier for those who are members of both groups to attend most of both conferences. We will be meeting at the Hilton San Diego Resort. Be sure to save the dates: 4-7 February 2009. To accommodate the collaboration, the dates are earlier than normal and we begin our institutes on Wednesday with the kick-off evening session Wednesday evening rather than on Thursday.

Planning for SPIM 2009 is already underway. Dee has mentioned that she welcomes assistance, especially since planning a collaborative event is far more difficult than planning just one conference. Please contact her at [Dee.Ramsel@va.gov](mailto:Dee.Ramsel@va.gov) if you would like to help.

Following the 2009 conference, we will make a decision about whether the collaboration pilot was a success – with input from the SPIM members. Because of the required lead time for site contracting, both Division 13 and SPIM decided that we would each have separate individual conferences in 2010. If the 2009 format is a success, then we anticipate that our next collaborative conference will be in 2011.

#### SPIM 2010

At the incoming board meeting, it was decided that we will start our second 25 years in the birthplace of SPIM - Tampa, Florida. Final contract negotiations are underway but the anticipated dates are 18 to 20 February 2010. At that conference, we will go back to our tradition of starting on Thursday with institutes during the day and an opening session Thursday night. We hope to meet at the Grand Hyatt – the location of our 2003 meeting. I recently completed a site visit. The hotel has been renovated, but the lovely walking path over the water that was enjoyed by many during the 2003 coffee breaks is still there.

#### APA 2008

At the 2008 APA Convention, SPIM will once again co-host a reception with Division 13, the Society of Consulting Psychologists. For the date as well as Division 13's full program, please see the special notice below. Our SPIM Board of Directors meeting will be held on Saturday 16 August at 8AM in Beacon Room D. All SPIM members are welcome to attend the board meeting.

#### JOURNAL

At the beginning of 2008, Bill Siegfried took over the editorship of the SPIM Journal, [The Psychologist Manager](#). Bill welcomes any submissions to the journal and/or any ideas for special issues, especially if accompanied by an offer to serve as guest editor of a special issue. Bill would especially like to encourage the speakers from the 2008 conference to submit papers based on their talks. Three speakers have already done so – a first in SPIM history! Submissions or queries can be sent to Bill at [wsiegfrd@uncc.edu](mailto:wsiegfrd@uncc.edu).

#### ELECTIONS AND AWARDS

John Bruckman transitioned from his role as President to that of Past-President. In his new role, John is responsible for building a slate of candidates for officer and board positions that the current board will review and approve. He also leads the selection of the Distinguished Psychologist in Management for 2009. We have several openings on the board for next year: President-elect, Secretary, and two 3-year Board seats.

John has opened the call for nominations. Please send your nominations to him at [jbruckman@changemg.com](mailto:jbruckman@changemg.com) with a few words as to why you are recommending a member for one of those positions. Self nominations are welcome.

#### THANKS

Thank you to all who played a role in the SPIM 2008 conference. I'm sure I will miss someone but I think the list is as follows:

- Dana Ackley
- Peg Ackley
- Judith Albino
- Wayne Baughman
- Billie Blair
- Kathy Boyum
- David Bracken
- David Brandt
- Barbara Bruckman
- John Bruckman
- Roger Cooper
- Michael Cox
- Arthur Freedman
- Mike Gelles
- Mark Ginsberg
- Carroll Greene
- James Harter
- Ed Johnson
- Dick Kilburg
- Les Krieger
- Charlie Klunder
- Nancy Lane
- John Langhorne
- Bob Lee
- Rodney Lowman
- Ernesto Nieto
- Hector Puig
- Dee Ramsel
- Lorraine Rieff and Associates
- Connie Rath
- John Reed
- Henk Ruck
- George Schofield
- Connie Schroyer
- Bill Siegfried
- Shelley Taylor
- Lisa Tedesco
- Dale Thompson
- Vicki Vandaveer
- George Watts
- Mary Zahner

John Reed not only gave a talk, but he also took over the daunting task of fundraising, previously done by George Watts, and did a fabulous job. Our sponsors for the conference were:

- Platinum - Leadership Worth Following, LLC
- Gold - Harcourt Assessment & RHR International
- Silver - Assessment Technologies Group; UMBC: An Honors University in Maryland; & YSC
- Bronze - Academy for Academic Leadership; AST Management, Inc., George Watts, EdD; & Saville Consulting
- Friends of SPIM (this is a new category made possible by the SPIM Foundation and created at John Reed's suggestion) - David Campbell, PhD; Clarity Group - George Schofield, PhD; Marilyn Gowing, PhD; & The Students of DPIM Bob Lee, PhD

And most importantly, thank you to the outgoing and continuing members of the SPIM leadership team. The work performed by our members keeps our organization running and I am most appreciative of all you do.

Best wishes for a lovely spring and summer,

Cathleen  
Cathleen Civiello  
SPIM President  
[clcphd@earthlink.net](mailto:clcphd@earthlink.net)

#### FYI:

SPIM has two directories of members. One is a printed directory distributed by Edgar Johnson [edgarmj@bellsouth.net](mailto:edgarmj@bellsouth.net).

The second is the website listing of members. Names and emails on the website are only posted when the member approves the posting by checking the boxes or emails Ed will send out asking if one would want his/her name listed.

Please check your web address on the website to make sure we have the correct address. If you want to make a change, contact [edgarmj@bellsouth.net](mailto:edgarmj@bellsouth.net).

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## SPIM Annual Conference Proceedings

Friday

### Presidential Address: Overcoming Resistance to Change by John C. Bruckman, Ph.D.

Having worked on five continents with over 300 organizations introducing change management programs, Dr. Bruckman has concluded that often such programs are introduced with great fanfare, but then communications breakdown, passive/aggressive behavior surfaces, deadlines are missed, and the change process has little chance for success. There can be outright rejection of the changes trying to be instituted, as well as frustration and anger. Consequently one program is dropped and a new program is created. John advised that it is far wiser to introduce one new major program a year and be successful, rather than two or three that fail.

Dr. Bruckman highlighted a number of reasons behind the resistance to change (often referring to the writings of John Kotter):

1. Leaders and subordinates view change differently. As psychologists, we can be a bridge to help leaders walk in the shoes of subordinates to understand their points of view. John likened a change effort to a "Change Railroad Station" where the leader is asking an entire organization to change (i.e., get on the train) and never return to what they were doing before. What do employees bring with them? Lots of baggage – which the leader asks them to leave on the train platform and rarely see again. Employees want to know where are they going and when will they get there. The leader's answer is often: I don't know. It is essential that employees trust leaders enough for them to leave their "baggage" behind.
2. Leaders plunge ahead without establishing a high enough sense of urgency for changing how they work. There is a big difference between urgency and anxiety. Increasing anxiety only reinforces resistance to change. Complacency is supported by the human tendency to deny what we don't want to hear. It is more important to figure out what one will stop doing before taking on something new.
3. Powerful coalitions are not created, which will undermine your change strategy, no matter how well designed.
4. The power of strategic vision is underestimated. "Vision" is the destination of the "Change Train." The more honest you are with employees, the more they will trust you. The Frisbee School of Management is often practiced by senior executives. Employees have limited attention spans, so attempting to get them to fully understand the complexity of the process will take time, repetition, and consistency.
5. Leaders under communicate and over promise when they need to do the opposite. This brings into question the integrity of the leadership team.
6. Significant obstacles are often not confronted, resulting in employees reverting to past behaviors because organizations are not willing to revamp their systems; the most important of which are evaluation and compensation programs.
7. There is a failure to create short-term wins. It is important to reward small changes. Ceremony and celebration are critical to short term wins.
8. Victory is declared too soon. Complex changes are fragile. Short term wins are great, but be careful about declaring total victory, so that staff members can revert to past practices.
9. There is failure to embed changes into organizational culture, which includes

evaluation systems, reward programs, staffing, etc. Changes have to seep into the very bloodstream of a corporation. People move toward reward systems even if outdated. Define new behavior in a manageable way where people realize they will be rewarded.

Conclusions: A change program is placed at great risk by skipping or rushing through any of the steps. Don't attempt to pretend that you know how all of it will turn out. A change process is dynamic and scary. Leaders must fully understand the change process to move their organizations successfully through the turmoil of today's economic upheavals. Many leaders rely on instinct or experience rather than a full understanding of the change process. Some leaders and employees reacting out of fear will resist the inevitable transformation of their organizations. The integrity of the organizational leadership is the primary ingredient for a successful change management process. Trust is at the core of any significant behavioral change.

### Preventive Stress Management at Work: The Case of the San Antonio Air Logistics Center by Charles Klunder, Ph.D.

The Base Realignment and Closure Commission was making recommendations on closing military installations. Kelly Air Force Base in San Antonio was at risk of being closed. For this project, the stated need was for good surveillance of the mental health of the workforce and prevention programs to enhance the health and coping skills of supervisors and employees. There were significant health risks related to the closings: suicides, workplace violence, etc.

Kelly AFB had 12,000 workers in 1995 (over 60% were Hispanic). The average worker was 47 years old, making about \$30,000 with benefits and a great deal of overtime pay. Being a Kelly AFB worker was seen as a prestigious position. When the word came out that Kelly was going to close, no one believed it. There was much optimism that the base would be saved and that Boeing would step in and provide jobs for aircraft maintenance.

In March, 1998, there was a reduction in force for 1400 workers. The majority were 'bumps' based on seniority. Two buyout programs were offered.

1999: 3500 workers were RIFed. There was a "whisper" network suggesting a good deal of stress and slow learning curves for those new in their positions.

Kelly AFB had referral agents who conducted information sessions, and referral agents at the worksite. Dr. Klunder was always out on the floor, asking questions about what people were doing, etc. They came up with the idea of "Transition Life Advisor Team" to assess and assist those in need of on-going services. United Way played a significant role in helping them get through the process.

The outcomes from the interventions: Stress levels were still there, but dealt with. Formal EEO complaints were down 40%, and informal complaints were down 48% (lowest level in last three years). Zero suicides.

### Organizational Culture in Air Force Special Operations by Carroll Greene, Col, USAF, PhD, ABPP

This presentation related to a commander's initiative to increase resilience, embrace leadership, and help young men/women under stress to make wise choices. They developed thirteen characteristics of success, including such qualities as maturity, adaptability, selflessness, etc. The importance of focusing on the positives of combat stress was mentioned.

### What New Coaches Need to Learn by Robert J. Lee, PhD (Recipient of DPI M Award)

In his many years of executive coaching, Dr. Lee shared some observations:

- Seeing: What do I see and what can I help you see? Coaching works better when coaches acknowledge what is reality. Agree that we each see the world

with our own filters. This requires action learning and self-discovery versus diagnosis and prescription. Stand close enough to what is going on, but still retain distance and understand that there are still things that can't be seen.

- Listening: People don't like silence, but often that is exactly what is needed. To learn to listen is to learn the value of stories. The coach gathers the story of the life of work. Ask 'how' and 'what' questions that allow the story to continue.
- Being: Coaching is not done as a role or performance. Use yourself as a primary instrument of change. Finding and maintaining a good bond requires the coach to be genuine and authentic.
- Taking Action: All of us are looking for results. However much the coach is responsible for results, it is only the client who can be responsible for the outcome. The coach can be anywhere along the continuum from being supportive to being confrontational to being inspiring. The coaching process often crystallizes around goals – but whose goals and what if they shift over time?
- Believing in Coaching: New coaches learn the art of the possible as well as when backing off is needed.

### Hispanic Leadership Institute: Developing Community Leaders by Ernesto Nieto, CEO

The National Hispanic Institute (NHI) was started in 1979 driven by the notion of Mr. Nieto that "I can do something to help change things in a community I profoundly love." The NHI focuses on Latinos most likely to go to college, and challenges them to increase the rigor of their education and cultivates them to be leaders of change in the Latino community. The NHI contacts kids as early as the 8<sup>th</sup> grade. They now have 5000 children in the program, with an alumni group of 75,000. NHI want participants to make the pursuit of leadership to be a lifelong effort. Ninety-eight percent of participants enroll in college, with 90% completing college. NHI helps to redefine and refocus the kids, often using interactive games to get them to think and reflect. Faced with finding his successor, Mr. Nieto noted that what will be most important is finding a leader with passion for the work.

Leading in various Settings: A panel presentation with Mark Ginsberg, Ph.D. ("Leading a Professional Organization"), Nancy Lane, Ph.D. ("Leading in Health Care"), Lisa Tedesco, Ph.D. ("Leading in Academia"), and John Reed, Ph.D. ("Leading a Consulting Practice").

Each presenter talked about his/her management challenges in their respective organizational settings. We learned it is important to understand the context in which people are leading. For example, Dr. Reed mentioned that in leading a consulting practice, one has to think about competing in the market place, niche strategies, etc. He also asked interesting questions, such as 'why develop brand power?' Dr. Reed finished up Friday by getting some laughs about misunderstanding the task and not realizing he had only fifteen minutes to present. He had prepared an hour and a half presentation! The snapshot he gave us of his presentation was intriguing enough that it was suggested he save it for next year's conference.

### Saturday

Managerial Leadership: 12 Elements of Great Managing by James K. Harter, Ph.D.

The basic elements of great managing include:

1. Knowing what is expected on a daily basis
2. Materials and equipment

3. The opportunity to do what I do best
4. Recognition and praise
5. Someone at work who cares about me as a person
6. Someone at work who encourages my development

If don't get the first six right, then forget about the next six:

7. My opinions seem to count (the most difficult of the 12)
8. A connection with the mission of the company
9. Co-workers committed to doing quality work
10. A best friend at work
11. Talking about progress
12. Opportunities to learn and grow

Why are these elements so important and how do great managers do these? People leave organizations because of a lack of individual contributions and progress. The perception of pay enters into turnover intentions when people question their co-workers commitment to quality. People who are engaged perceive their pay favorably.

### Fostering a Supportive Work Environment by Shelley Taylor, PhD. (Clifton Strengths Award Winner)

Social support is the perception that one is cared for by others, esteemed and valued. In the workplace it occurs through social interactions with co-workers and supervisors. Why should organizations care about social support? It builds commitment, reduces absenteeism, lowers use of mental health services, reduces health care costs, and represents an ethical concern. Types of interventions for social support include use of physical space to foster social support, work groups, supervisor support, stress management, social skills training, and increasing perceptions of social support. Who needs support? Newcomers, people at risk for burnout, social isolates or solo women or minority group members. Surprisingly modest interventions work. Small changes in the physical environment can promote support. Create conditions for workers to create their own emotional support.

### Well Begun is Half Done: A SPIM case study in the round by John Langhorne, Ph.D. and Billie Blair, Ph.D.

In small tables of five to seven, discussions were held regarding a case study about an information driven company having explosive growth in their information technology department. Senior leadership did not fully comprehend the challenges of information technology, and there was high turnover in the department. Each table discussed the information presented and came up with ideas about what might be included in a proposal to the referring manager. There were a number of commonalities suggested by the table groups, including the importance of more data gathering, a more intensive assessment of the situation, determining who the client is, etc.

### Creating Sustainable Individual and Organizational Change Using 360 degree Feedback by David Bracken, Ph.D.

360 degree feedback is being widely used and has great potential for creating significant change in organizations, individuals and teams. Such feedback processes are evolving, with the need to pay attention to both design and implementation if change is expected to occur.

## Leadership: Emerging and Evolving Contexts: A panel presentation with Michael Gelles, PsyD,ABPP (Netcentric Leadership), Wayne Baughman, Ph.D. (Technical Leadership), and George Watts, Ed.D. (Media)

In a networked workplace it is important to examine the changing landscape in the work force and better understand the challenges as the world becomes more networked and businesses are conducted more globally.

Top mistakes in leading 'geeks' include ignoring them, downplaying training, acting inconsistently, giving no recognition, not giving them the tools they ask for, planning too much overtime, using management-speak, and trying to be smarter than they are. But, these apply to all employees. To get the best from technical leaders, value them as individuals and do not manage to stereotypes.

As the Business Doctor on radio, to George Watts, it is all about "entertaining education." Advice he gives is that most successful hosts focus on their niches, be glib and able to react quickly, and have a point of view but not be controversial. His radio show is all about unlocking career success and leadership development. Finally, "a radio talk show host needs a big damn ego."

Saturday night was the Reception and Awards Dinner, followed by the live auction hosted by George Watts and his 'Vanna White' (aka Judith Albino). Over \$3000 was raised to benefit the SPIM Foundation.

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### Random comments from participants at the end of the conference:

- "Of the five conferences I've been to, this may be the best one I have attended because talks were overall well prepared and well presented. I was exposed to content that advanced my knowledge and understanding. I particularly liked the case study format."
- "Great networking opportunities and intimate, open group continues to add value to professional development."
- "It was intimate and informative."
- "As a first time SPIM attendee, it's the best professional conference I've attended."
- "Much more intimate and self-disclosing. Here everybody feels comfortable and know we all have warts."
- "A warm positive experience as a newcomer."
- "The heart of going to SPIM is to find 'Corazone,' which is why we are here in San Antonio – to me it is the heartfelt relationship."
- "One of the models we have is that you have to do change – head, heart, hands – for SPIM the programs engage at head, heart, hands."
- "I really think I have so much to take home with me and allow to marinate as I propel in my leadership role. I am thankful to SPIM for the wisdom, warm welcome, and priceless tacit knowledge I have gained here."
- "A unique opportunity to share and learn from mature and knowledgeable people in field of psychology of management. As a manager, a unique opportunity to learn from others."
- "What I'm most impressed with this conference is the people – so welcoming and wanting to talk to you to share right away – a lovely organization to feel a part of."
- "How quickly you feel a part of this organization – just right away you belong."
- "Great people."



- “Both on personal and professional level – stimulating.”
- “It gets better every year – great people – highly accomplished, laidback and long since past the need to impress each other.”
- “A perfect conference in a perfect setting with perfect friends.”
- “Rich – I always learn things about the content and I learn about myself. It is clear to me that my peer group is pretty special – the right fit.”
- “This is an extremely seasoned group of closeknit and caring folk – rich educational fare – though tightknit, not cliquish, so as member I felt immediately welcomed.”
- “Too many power points and not enough communication.”

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## Special Notice

All SPIM members have been invited to become honorary Division 13/Society of Consulting Psychology (SCP) members during the American Psychological Association (APA) convention in Boston August 14-17. This will allow all SPIM members, whether members of SCP or not, to share in the SCP hospitality suite events. Listed below are the current SCP events planned during the APA convention.

- 8/15 8-9:50 Michael Beer & Mitchell Dickey - Invited address: Aligning organizations for performance and commitment - links among strategy, structure, and people processes
- 8/15 10-12 Lawrence Kutner- Workshop in Hospitality Suite: Building a part-time or full-time corporate consultation practice (even if you're not an I/O psychologist)
- 8/15 12-1 Graduate Student Forum in Hospitality Suite
- 8/15 1-2 Megan Leasher - Invited Address from the winner of the 2007 Outstanding Dissertation Award. This program will also host a joint luncheon for the Governance Board and graduate student members of Division 13
- 8/15 2-2:50 Richard Kilburg - Invited address: 21st century leadership challenges for virtuous leaders
- 8/15 3-3:50 Phil Mirvis - Invited address: To the desert and back: how large scale events can transform a business
- 8/15 4-4:50 Cathleen Civiello & Ellent Lent - Symposium: Working in an environment requiring corporate secrecy
- 8/15 5-5:50 Jody Worley; Byron Greenberg; David Pratt; Dale Fuqua; Megan Vaganek; Courtney Pederzani - Poster session
- 8/16 8-9:50 Carol Kauffman & Susan David - Workshop: Positive psychology and coaching - applying theory to practice
- 8/16 10-11:50 Richard Hackman & Ruth Wageman - Invited Address: Working at the intersection: insights from an academic-consultant collaboration about senior leadership teams
- 8/16 12-12:50 Lawrence Raifman - Paper session: Optimizing investment

decisions via behavioral economics and psychology

8/16 1-1:50 Nancy Picard & Daphne Logan - Discussion session: Impact of confidence on commitment to change

8/16 2-2:50 Arthur Freedman - Invited Address: Practitioner, professor, and program director: dealing with role ambiguity and conflict

8/16 3-3:50 Frank Budd - Invited Address: You can only change the world by invitation

8/16 4-4:50 Stewart Cooper - Presidential Address: Enhancing the science, craft, and art of psychologically based consultation

8/16 5-6:50 Society of Consulting Psychology – Society of Psychologists In Management social hour

8/17 8-8:30 Lyne Desormeaux, Michael Portz & Steven Salee - Symposium: Individual executive coaching for LGBT leaders

8/17 9-9:50 Gregory Pennington & Jeremy Robinson - Discussion: When differences make a difference in executive coaching

8/17 10-10:50 Leni Wildflower - Invited Address: Using new and existing evidence-based theories in an executive coaching practice

8/17 11-11:50 David Peterson - Invited Address: accountability and transfer of learning in executive coaching

8/17 12-12:50 Lauren Kaiser, Jessica Koehler & Arlene Silva - Symposium: IC teams effects on consultee skills, perceptions, and indirect outcomes

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## Open Position of interest

Deputy Director of the Performance Management Process

The City University of New York is seeking a dynamic individual to serve as the Deputy Director of the Performance Management Process. CUNY engages in an extensive Performance Management Process (PMP) to ensure consistent review of University and campus goals, progress, and achievements. The PMP builds on CUNY's Master Plan, translating Master Plan goals into annual goals for the University. Within that framework, each of 22 campuses then sets its own annual goals, and each campus's performance is measured against its goals. In addition, every three to five years, each campus president's performance is assessed as part of an enhanced PMP review, including surveying campus members' views about the president. The Deputy Director reports to the Special Advisor to the Chancellor and supports the Special Advisor by performing the full range of professional and administrative tasks related to management of the PMP. These duties require the highest degree of confidentiality, skill, and sound judgment. The Deputy Director acts for, and in place of, the Special Advisor in his/her absence and represents him/her at meetings and committees. S/he assists the Special Advisor in working closely with CUNY leaders, both centrally and on the campuses, to continue to develop and enhance the PMP's effectiveness as a management and professional development tool for the University.

Examples of Typical Tasks include:

- Collaborating with CUNY central leadership and campus representatives to formulate the PMP goals and targets for the coming year
- Reviewing campuses' goals and targets for the coming year
- Working with the Office of Institutional Research and Assessment to develop and refine PMP measures
- Leading a team of central personnel that reviews the campus annual PMP reports
- Providing assistance to the Chancellor in giving feedback to the presidents regarding their PMP results
- Distributing funds to campuses in accordance with PMP results
- Following up on action items resulting from PMP reviews
- Collecting, analyzing, and reporting campus views concerning the campus presidents
- Ensuring that all PMP-related events occur in a timely manner
- Using knowledge of trends in higher education to provide context and leadership for the PMP
- Other duties as assigned in accordance with CUNY's needs and the successful candidate's qualifications

The ideal candidate will have:

- Facility in analyzing and reporting both quantitative and qualitative data concerning people and organizations
- Strong team leadership skills
- Proven ability to meet multiple, closely spaced deadlines
- Excellent communication and interpersonal skills
- High attention to detail
- Wide knowledge of current and long-term trends in higher education
- Education beyond the bachelor's degree and at least eight years related experience required

To apply:

Applicants should submit a letter of interest, a curriculum vitae, and the names and contact information for at least three references electronically to: Ms. Dolly Martínez, Office of Executive Search and Evaluation at [depdirpmp@mail.cuny.edu](mailto:depdirpmp@mail.cuny.edu). This is a managerial/professional position; salary is commensurate with qualifications and experience. The review of applications will begin on February 11, 2008, and will continue until the position is filled.

CUNY is an AA/EO/ADA/IRCA Employer 翻

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## News from Members

Dee Ramsel, PhD, MBA (SPIM Preident-elect) has accepted a new position within the Veterans Health Administration. She is the new training director for VHA's National Center for Organization Development. NCOD has nine post-doctoral positions in organization development and also supports practicum placements. NCOD provides O.D. services to V.A. leadership nationwide.