

# THE CONNECTOR

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A Publication of the Southern Wesleyan University School of Business

## FOCUS ON LEADERSHIP

FALL/WINTER 2014

# Dean's Message



It is my privilege to welcome the two newest members of our School of Business team: Dr. Francis Adams, associate dean, and Dr. Lynn Brown-Bulloch, faculty and Program coordinator for health care administration. They each have amazing testimonies about God's work in their lives and a sense of calling to Southern Wesleyan University. Adams' discipline is primarily in finance and construction management. Originally from Ghana, he has worked and ministered in three countries including the U.K. Brown-Bulloch has an extensive background in health care, business and higher education. She is well prepared to lead the new MBA with Health Care Administration concentration program.

We are looking forward to offering the MBA with the Health Care Administration concentration in the spring of 2015. This is made possible by a partnership with Baptist Easley Hospital. Together, we are seeking to meet a need to equip leaders in the health care field.

This issue of the Connector is focused on leadership. Each one of us is given opportunity to lead in different ways – in the home, workplace, church, community and beyond. Leadership is observed in the classroom as well – those who lead their fellow students by serving as class representatives in the adult programs, as well as others who lead their learning teams and help organize members to get the assignments completed. We trust that you will enjoy the various perspectives on leadership. I am reminded of these verses and how they relate to servant leadership:

Do nothing from rivalry or conceit, but in humility count others more significant than yourselves. Let each of you look not only to his own interests, but also to the interests of others. Have this mind among yourselves, which is yours in Christ Jesus, who, though he was in the form of God, did not count equality with God a thing to be grasped, but made himself nothing, taking the form of a servant, being born in the likeness of men.

Philippians 2:3-7 ESV

May you lead with heart and courage!

In Christ,

*JEANNIE TRUDEL, PH.D.*

## Notes from the Editor

*KELLI HORNE*

*"Management is doing things right; leadership is doing the right things."*

– Peter Drucker

The second edition of The Connector focuses on leadership. We felt it important to focus on leadership to allow insight into the difference between leadership and management. While the two must go hand in hand, their nature is quite different. A manager is task oriented and will plan and organize. A leader, on the other hand, will inspire and motivate. A good leader must demonstrate honesty and integrity, and by following the teachings of Christ in the workplace, be a model to those who follow them. John 10:11 (NIV) reads "I am the good shepherd. The good shepherd lays down his life for the sheep." Just as Jesus gave His life for His flock, the leader must always remember they are a servant who must watch over their flock. This action requires an attitude of servant-hood. Don't just manage people, lead your team!

### CONTRIBUTING WRITERS:

Deb Eischen

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## SWU, BAPTIST EASLEY HOSPITAL SIGN AGREEMENT

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A degree concentrating on health care administration and new wellness programs are among the enhancements that an agreement between Southern Wesleyan University and Baptist Easley Hospital will make possible.

Baptist Easley CEO Michael L. Batchelor (right) and Southern Wesleyan University President Todd S. Voss signed a memorandum of understanding, aligning the two organizations for years to come.

“Collaboration is the future for higher education as well as health care, and joining forces with an innovative and caring organization like Baptist Easley allows for both organizations to serve the community and our constituents in new and exciting ways,” said Voss.

“As we continue to preserve, promote and enhance the health of those we serve, it is critical that we connect with partners who share a common mission and commitment to our community,” said Batchelor.

One of the first joint initiatives will be the development of a master’s in business administration degree with a health care

administration concentration. The 22-month degree program – the first program of its kind in the Upstate – will combine the finance, operations and business management components of a traditional MBA while adding key elements of health care management.

The memorandum also addresses physician and health care support for the growing sports program at SWU; enhancement of faculty, staff, student and dependent health care options, including wellness and prevention programs; a possible future health care clinic on the SWU campus that would also support the surrounding community and advance the outreach mission of Baptist Easley; and investigation of health care benefits and savings options by working to find solutions through collaboration.

This new partnership will remain flexible, allowing new initiatives and ideas to develop, according to Voss, adding “This is an exciting venture with a great partner.”

“Together, we will be able to achieve for our community what would not be possible otherwise,” said Batchelor.

# DAN FINNEGAN: ALUMNUS

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Dan Finnegan is an alumnus of the MBA business program at Southern Wesleyan University who has a heart for God and a vision for entrepreneurship.

Finnegan stated that pursuing an MBA at SWU has been one of the best decisions he ever made. He hopes to earn a Ph.D. and eventually plans on opening his own business. Along with a few outstanding seniors, he was interviewed for feedback on the business program and offered some tips on the business world. Finnegan stressed the importance of “finding a company with high moral standards,” staying up to date with the latest trends in order to stay relevant, and emphasized the use of people skills and hard work in a business environment.

When asked about classes, Finnegan had no shortage of compliments.

“I liked Advanced Financial Management the best, and I also thought the professor was superb,” he said. But Finnegan had more than one professor to brag about.

“Dr. Raynor, Dr. Houke, Dr. Kizer, Dr. Crawford, Dr. Hardwick, Dr. Connell, Charles Williams, Dr. Ard, Dr. Masters and Jeff Aker would be at the top of the list. They were personable and they could really teach their subjects,” he said. Overall, Finnegan is a bright student with a good work ethic and finished off his interview by stating “Being at a Christian university has made all the difference in the world.”

# EDMONDS AND BONGARD PRESENT RESEARCH PAPERS

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Lydia Edmonds (left) and Kathryn Bongard, students of Dr. Charlotte Houke from the School of Business, presented their research papers at the Tenth Annual South Carolina Upstate Research Symposium. The conference was held April 18 on the campus of The University of South Carolina Upstate in Spartanburg.

Edmonds’ research paper was entitled, “The Critical Impact of Revenue and Cash Flow on a Successful Medical Practice.” Bongard’s research paper was entitled “The IT Access Security Process: Speed of Execution and Customer Satisfaction.”

# SERVANT LEADERSHIP

LEE KIZER, SC.D



In today's global world, leadership is on display on a continual basis. Leaders are scrutinized with every decision they make and the population weighs in at the water cooler, at local coffee shops and in the classroom. Pundits often criticize our leaders' effectiveness on television and we sit in our living rooms and nod in agreement or shake our heads to take issue with their observations. It seems that many are "Monday morning quarterbacks," but few have the answers to effective leadership.

A great deal has been written on the subject of leadership and many schools today are offering programs that promise to make leaders of the students who attend. Companies offer leadership training in order to gain a competitive edge while nonprofits seek to find volunteers who can influence followers toward desired goals. As income falls and expenses rise in the present environment, organizations everywhere desperately look for leaders who can bring anticipated results.

Christians have an advantage in the area of leadership development inasmuch as we have a leader who is head and shoulders above all leaders who have ever lived. His name, of course, is Jesus and His leadership manual is the Bible. Our Lord not only provides the best example of leadership known to man, but He also lays down principles in Scripture that we can apply in our schools, families, neighborhoods, organizations and churches.

First of all, it is imperative to understand that management is not

necessarily leadership. Management is about planning, organizing, directing and evaluating. It is what one does. Leadership is about influence, inspiration, character and motivation. In other words, leadership is not about what one does, it is about who one is.

In the Gospel of Matthew, Jesus speaks of leadership. He said that anyone who wants to be a leader must first of all be a servant. That's not the kind of statement that is usually heard at today's leadership seminars. Most secular teachings center on subjects of control, power and authority. After all, we live in a power hungry world and in order to get ahead we need to be in charge or our followers will think that we are weak and will take advantage of us. A key to understanding servant leadership, however, is to realize that the focus of a servant leader should not be on himself but rather on his followers. When Jesus stated, "I am the Good Shepherd," He illustrated this point. A shepherd serves his sheep. He feeds them and cares for them. He nurtures them and he protects them. As he sacrifices for the sheep, they begin to trust him and get to know him. In this way, they recognize his voice and follow him when he calls.

In my business classes I often ask my students to describe for me the most effective leaders they have known. In every student's answer there is a direct correlation to a leader's effectiveness in relation to his care and concern for his followers. You and I live in a day and age when we should ask ourselves, "What kind of leader am I?"

## A WORD...

KELLI HORNE



Recently, my accounting class was learning about period end adjusting journal entries. I thought this was a perfect time to discuss with them how we make adjustments in our lives and in our faith.

Adjustments...we all make them. We adjust our lives as we live them. We set goals, and we work to accomplish those goals. Most often, we meet our goals. But all along the way, we are making adjustments and changes. We adapt when we recognize that something needs to change in our lives.

We also make adjustments in our lives of faith as well. In Jeremiah, we find an example of how a person may make an adjustment. Jeremiah was a faithful servant of God but he felt that his faithfulness was not rewarded. Indeed, Jeremiah felt that his faithfulness had only brought him suffering and grief. So Jeremiah cried out to God, "Why do you cause me to suffer so much? Have I not followed your will? Have I not been faithful? Where is my reward?"

Quite often, we feel this way. We believe that we have been faithful. Yet it seems that we still endure heavy burdens. Should we not be rewarded with relief from suffering?

In verse 19, God responds to Jeremiah. The response is curious as it calls for an adjustment in Jeremiah's thinking. God does not make suffering go away, instead He provides us with the strength needed to work through it. God walks with us through the suffering. He is a *companion* as we move through the suffering.

God sent Jesus in human form to suffer and die on the cross. He understands our sorrow. This same God walks with us through the injustices of this life. He knows our human pain. By allowing us to endure the suffering that we wish to avoid and hope will go away, what God allows us to discover deepens our lives and our compassion.

We are called to adjust our vision of God to see God in Jesus as one who walks with us through suffering.

# BRINGING CHRIST TO THE WORKPLACE



KENE D. EWULU, ED.D.

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Working in a Christian environment has its benefits, as most SWU employees know. These benefits are encapsulated within the freedom to actively incorporate and teach Christian values without any perceived negative repercussions. But we know this is not the case for a majority of Christian corporate leaders and employees; they are challenged with not only playing down their faith at work, but most distressingly, not being able to share the message of the Cross to their work colleagues.

We are encouraged to not hide our light, but let it shine for the world to see and for the Heavenly Father to be glorified (Matthew 5:16).

## PERVADING QUESTION:

How can we then bring the Gospel to our workplaces, without contravening the laws of the land? We first need to know:

- what constraints exist
- how to source ministry opportunities
- how to broach the subject
- how to “walk the talk”
- how to borrow from real life experiences.

## SECULAR OFFICE CONSTRAINTS:

There are religious constraints for every type of worker; some of them are listed below:

- **BUSINESS OWNER:** Freedom of Religion – Cannot make office prayer or worship mandatory for any employee
- **TOP MANAGEMENT:** Freedom of Religion – Free to worship or abstain
- **MIDDLE MANAGER/TEAM LEADER:** Freedom of Religion – Free to worship or abstain. Cannot coerce subordinates or be coerced by top management or business owner
- **TEAM MEMBER/EMPLOYEE:** Freedom of Religion – Free to engage in prayer or abstain. Cannot be coerced by management or team leader.

## LOOK FOR OPPORTUNITIES:

- Pray daily for ministry opportunities to present themselves, and the courage to start up the conversation.
- Develop closer relationships with colleagues.
- Extend contact to after-hours occasions such as weddings, births, graduations and funerals.

## BROACH THE SUBJECT:

- Communicate Bible verses as part of your signature in personal e-mails; change them periodically, say, quarterly. Have powerful love scriptures as part of your screen-saver ensemble.
- Wear insignia and emblems such as the ‘fish’; let people know who you are and what you believe as soon as you can. It guides them to behave appropriately when you are present, and act as ice-breakers.
- Pray over meals and meetings wherever and whenever the

occasion presents itself. Avoid long-winded prayers, but pray genuinely.

## WALK THE TALK:

This key leadership principle underscores scriptural instructions that we should not only be hearers of the Word, but doers also (James 1:22). The oft-repeated leadership mantra of Kouzes & Posner (2007) which stipulated that exceptional leaders must “model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart” (p. 14) obviously mirrored the admonition that leaders should do what they preach in order to optimize their followers’ outcomes. In layman’s terms:

- Keep your word, even when the benefits for doing so no longer lie in your favor (Psalms 15:4).
- Lead by example
- Discourage gossip by not engaging in it. Gossip is the back-stabbing, verbal maligning of someone else’s character and is tantamount to defamation of character.
- Discourage slothfulness by being hard-working with a can-do attitude. This assures success (Proverbs 22:29).

## BORROW FROM REAL LIFE EXPERIENCES:

- When conflicts arise, pray and allow some cooling-off before taking any action.
- Find out the other party’s circumstances as a prelude to discovering the conflict’s root causes
- Tactfully and privately talk things over with the other party; listen actively.
- Follow up on the person to ensure that your mutually agreed-to agreement is still tenable.
- Put the altercation behind you; ensure it does not affect any future decisions concerning that colleague.
- Be careful to allow the love and consideration of Jesus to be seen in you; glorify God and draw others to Him through this situation.

## SCRIPTURAL NOTES:

When someone has wronged you and your anger rises, get back into the Word.

- James 1:20 – Human anger does not produce the righteousness that God desires.
- Eph. 4:26 – In your anger do not sin; do not let the sun go down while you are still angry.

## JUDGMENT: Remember that judgment is reserved for God.

- Since we are not perfect, our judgment is imperfect.
- Psalm 7:11 – God is a righteous judge, a God who displays his wrath every day.

## FORGIVENESS: Forgive as many times as you are wronged.

- Matthew 18:21-22 – Then Peter came to Jesus and asked, “Lord, how many times shall I forgive my brother or sister who sins against me? Up to seven times?” Jesus answered, “I tell you, not

seven times, but seventy-seven times.

**SECOND CHANCES:** We should give people who have wronged us chance after chance to repent to perform better.

• John 8:7 - When they kept on questioning him, he straightened up and said to them, "Let any one of you who is without sin be the first to throw a stone at her.

**FORETHOUGHT:** If we take time to think before we lash out we are following his Word.

• Psalm 49:3 - My mouth will speak words of wisdom; the meditation of my heart will give you understanding.

**LEAVE IT TO GOD:** Try to live in peace with everyone; do not seek revenge.

• Rom. 12:18-19 - If it is possible, as far as it depends on you, live at peace with everyone.

• Leave wrath and vengeance to God, for it is written: "It is mine to avenge; I will repay," says the Lord.

# SELF-ACTUALIZED LEADERS

DEBRA EISCHEN, Ph.D.



I have often wondered what the "magic formula" would be for developing the most effective leaders in our world, whether their leadership abilities were showcased in businesses, government, schools, churches, or society.

I recently read an article by Julie Davis, who contends that the best leaders are those who have reached "self-actualization." You may remember the term "self-actualization" from the psychologist, Abraham Maslow and his famous Need Hierarchy, which highlighted self-actualization as the highest level of motivation. When one is self-actualized, at least in Maslow's terms, it means that the person has reached his or her true potential and is now at a place where seeking personal growth and self-fulfillment are of increasing importance.

If we were to view leadership from a Christian perspective, people who are aware of their "true potential" are those who have become aware of their incredible value in the eyes of God. Our Creator has gifted us with unique talents and abilities in order that we may fulfill our purpose in this world. When we seek personal growth and self-fulfillment with God's purpose for us and His will as our guide, we truly do become the self-actualized leaders that were referenced by Davis.

In seeking personal growth, self-actualized leaders are more likely to pursue a "servant mentality" in which they are not enamored with their title or status, but are clearly perceived as leaders because of their caring actions and behaviors. Their self-fulfillment is achieved through their humility and willingness to help others to reach their full potential. A self-actualized leader is not afraid to admit their lack of knowledge or skills in certain areas; they freely ask questions and reach out to others. They are able to solve problems and satisfy the needs of their constituents through respectful communication and collaboration.

Davis mentioned in her article that self-actualized leaders "view the world with a perpetual sense of wonder and appreciation." I believe these leaders have something I label as an "attitude of gratitude." This can be evidenced by their words and actions toward others; most importantly this is shown through their gratitude to God who has made all things possible. To conclude this article focused on self-actualized leadership, I would like to pay tribute to a wonderful example of a Christian leader, who exemplified many of the qualities which have been discussed. Truett Cathy, the founder of Chick-Fil-A, passed away on September 8, 2014.

In the preface to his book, "Eat Mor Chikin, Inspire More People; Doing Business the Chick-fil-A Way," his longtime administrative assistant, Margaret W. Carter, described Cathy as a leader in this way: "Driven by intensity and purpose, Truett Cathy begins each day with the excitement and anticipation of a child awakening on Christmas morning. Giving in to personal weariness, fatigue, or frustration, is simply not an option for him."

In Cathy's mind, there is always a way to get the job done. "Never give up," he will say. "There is some solution for every problem if you explore all possibilities."

Resolute in his values, which are based on biblical principles, he never gives in to moral compromise. Though kind and generous to all, he remains firm and determined."

There is no doubt that Cathy was a self-actualized leader. He realized God's purpose for him in this world and added value to all who came into his life. I was given an autographed copy of his book, and under his signature he had written Proverbs 22:1: "A good name is to be chosen rather than great riches, and favor is better than silver or gold."

# REMEMBERING SHIRLEY ALLEN

Shirley Allen, an AGS student at the Charleston learning center, died Aug. 28 after battling a brain tumor. She was a true warrior as she endured treatments and countless visits to the doctor and medical facilities.

# Upcoming AGS Projected Starts

## CENTRAL

BSBA February 19, 2015  
MBA March 25, 2015  
MSM May 4, 2015

## CHARLESTON

BSBA February 19, 2015  
MBA March 24, 2015  
MSM May 4, 2015

## COLUMBIA

BSBA February 19, 2015  
MBA March 23, 2015  
MSM May 5, 2015

Central	864-644-5557
Charleston	843-266-7981
Columbia	803-744-7981

## GREENVILLE

BSBA February 17, 2015  
MBA March 26, 2015  
MSM May 6, 2015

## NORTH AUGUSTA

BSBA North Augusta February 17, 2015  
MBA March 26, 2015  
MSM May 6, 2015

## ONLINE

BSBA February 15, 2015  
MBA March 22, 2015  
MBA Healthcare Administration March 22, 2015  
MBA June 14, 2015

Greenville	864-672-7981
North Augusta	803-426-7981
Online Programs	877-644-5557

For traditional residential campus programs, SWU School of Business offers a Business Administration major with optional concentrations in Accounting, Management, and Entrepreneurship. To learn more, visit [swu.edu/degrees](http://swu.edu/degrees) or contact the Office of Admissions at 877.644.5556.

## ABOUT SWU SCHOOL OF BUSINESS

The mission of the School of Business at Southern Wesleyan University is to deliver a high quality business education in a Christian environment that prepares students for positions of service and encourages the integration of faith and leadership in business. We seek to develop our graduates into competent business leaders who are also people of high moral character.

At Southern Wesleyan, we understand the needs and commitments of working adults. We have been providing working adults with faith-based educational opportunities for more than 25 years. Our adult evening and online programs are specifically designed to allow you to earn an associate's, bachelor's or master's degree while still meeting your personal and professional responsibilities.

Learn more about our evening and online programs at [swu.edu](http://swu.edu) or 877-644-5557.

## Southern Wesleyan University's School of Business Appreciates Your Financial Support!

To make a tax-deductible contribution today and/or for more information visit: [swu.edu/giving](http://swu.edu/giving)

With questions about gift giving: Call Lisa McWherter, Ed.D. toll free at 855.644.5008 or email [lmcwherter@swu.edu](mailto:lmcwherter@swu.edu)



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