

In Memoriam:
Eric van Merkensteijn, 1946-2008

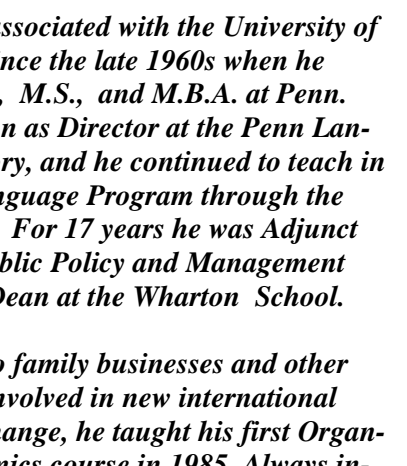
It is with great sadness that we announce the untimely death of faculty member Eric van Merkensteijn. Eric passed away quite suddenly on Thursday, February 14, of complications following surgery earlier in the week. Born in The Hague, The Netherlands, in 1946, he immigrated to the United States in 1953.

Eric had been associated with the University of Pennsylvania since the late 1960s when he earned his B.A., M.S., and M.B.A. at Penn. His career began as Director at the Penn Language Laboratory, and he continued to teach in the English Language Program through the Fall 2007 term. For 17 years he was Adjunct Professor of Public Policy and Management and Associate Dean at the Wharton School.

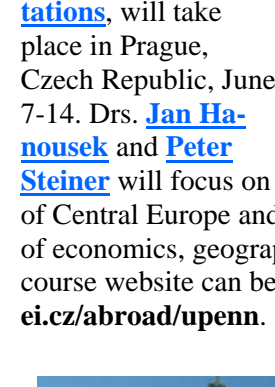
As consultant to family businesses and other organizations involved in new international ventures and change, he taught his first Organizational Dynamics course in 1985. Always interested in entrepreneurship, he realized his personal dream of being a restaurateur in the 1990s, when he opened "Van M's" in Old City, Philadelphia.

Eric's close-knit but far-flung family includes his wife, Sallie London Griffin, son James, daughters Ann and Claire, both of whom live in Europe, and six grandchildren.

The family held a memorial service on Tuesday, February 19. Plans for a University memorial service and a scholarship fund have not yet been released. The Organizational Dynamics Community will be notified by email as soon as details are known.



Come Fly with Us! International Courses Abroad Announced for Summer 2008



Come one! Come all! Three fantastic seminars abroad will be offered this summer, and you really should give your most careful consideration to signing up for one of them. In fact, they are scheduled so that you could actually attend all three! These are life-changing events, open to all members of the Organizational Dynamics community.

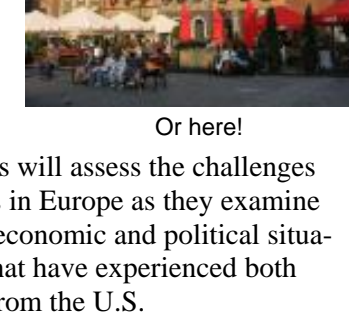
DYNAM 766: Transformed Central Europe: Lessons, Challenges, Expectations will take place in Prague, Czech Republic, June 7-14. Drs. Jan Hanousek and Peter Steiner will focus on issues dealing with the future of Central Europe and the European Union in terms of economics, geography, culture, and security. The course website can be viewed at <http://www.cerge.econ.cz/abroad/upenn>.



DYNAM 783: European Approaches to Large Project Management and Strategic and Creative Leadership will be held May 31-June 6 at the HEC School of Management, just outside Paris, France, and the ENPC International School of Management in Paris. Dr. Jean-Marc Choukroun will accompany students in this examination of a global approach to management and strategy.



DYNAM 784: A Berlin-Warsaw Axis? New Perspectives on the Old Fractures in Changing Europe will travel June 14-21 to Warsaw, Poland and Berlin, Germany with Drs. Hagen Teung and Krzysztof Ostrowski. Participants will assess the challenges facing the United States in Europe as they examine the history and current economic and political situations in two countries that have experienced both friendship and enmity from the U.S.



Passport Alert: Passport applications, even renewal applications, can take a very long time to be processed, so apply now if you are thinking seriously—or even semi-seriously—about registering for an ICA this year! Already have a passport? Be sure to take a look at it now! Some countries require that passports be valid for 6 months after the date you are visiting that country, and some airlines will therefore not let you board a plane unless you meet this requirement. The Czech Republic requires validity for three months beyond your intended stay; the other countries we are visiting presently do not, but what if they change the regulation in coming months? Better safe than sorry. If your passport expires in '08, get it renewed now.

For complete information on the ICAs and all policies pertaining to participation, including special pricing for faculty and ODEEN members, take a look at [the Organizational Dynamics website](http://www.oden.org).

Dinner Lectures 2008
Spring Term Lineup

During the fall and spring semesters, speakers are invited to address the Organizational Dynamics community during the regular, pre-class dinner hour. The lectures take place between 5:15-6:15 p.m. in the University Club, Hourglass Room, 2nd floor, Inn at Penn. Each speaker is an expert in one or more of the Organizational Dynamics concentration areas—e.g., global, leadership, coaching, practitioners, P3—but each has something to say to all of us. Dinner Lecturers are often authors of books used as texts in Organizational Dynamics courses. Don't miss this opportunity to relax, mingle with colleagues, and learn something important! NOTE: Those who are enrolled in a class on the lecture date need not register for the lecture. All others call 215-898-6967 to sign up. There will be no charge to members of the Organizational Dynamics community. Others will be charged \$25.00 at the door.

Thursday, February 28, 2008
Claudia Byram and Frances Carter
"Making a Map of Communication - SAVI: Tracking the Patterns that Matter"

Claudia Byram has been teaching and training with SAVI since 1975, in organizational and clinical settings. She develops SAVI training and training manuals, and teaches SAVI in non-profit and profit settings and at professional conferences. She is a senior SAVI trainer and psychologist in private practice in Philadelphia, Pennsylvania.

Frances Carter has a clinical and consulting practice in Philadelphia where she works with individuals, couples, teams, groups, and organizations using both SAVI and SCT. She is a principal in SAVI Communications, Co-Developer of the SAVI Trainer Certification Program, a senior SAVI trainer. She is also a licensed Systems-Centered Practitioner, founding member of the Systems-Centered Training and Research Institute and social worker licensed in Pennsylvania. She trains, consults, and supervises internationally.

For a list of Byram/Carter publications and presentations, please see their [website bios](#).

Monday, March 17, 2008
Rosa Colon
"Learning and Organization Development in Healthcare."

Rosa Colon is Vice President, Systems Learning, for Christiana Care Health System in Delaware. She is responsible for planning, organizing, and directing the System's learning and professional development services for its 11,000 employees, enabling them to work harmoniously and to improve organizational performance.

Prior to joining Christiana, Rosa was the Global Supply Chain Operations, Bristol Myers-Squibb. A veteran of more than 20 years of experience in Organizational Development, Change Management, and Learning and Development, she played a variety of roles in Puerto Rico, Europe, and North America for Glaxo Smith-Kline.

An active researcher, and a professional member of the Academy of Management, she holds an M.B.A. from Brunel University in England, a post-graduate Marketing Diploma from the Chartered Institute of Marketing in London, a Professional Certificate in Human Resource Management from Villanova, and a Ph.D. in Organizational Development and Change from Benedictine University.

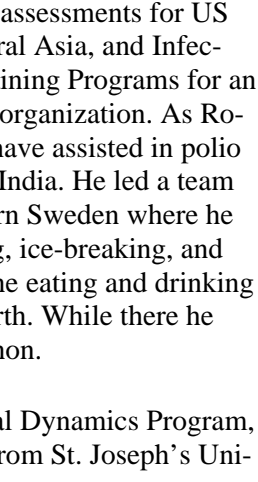
Tuesday, April 1, 2008
Paul Osimo, Jr.
"Nanotechnology for Energy and Environment - Applications and Implications"

Paul Osimo is Vice President of Nantech, LLC, a company which is commercializing the production of nano particles for environmental clean-up. He has more than 30 years of industrial management and technical experience in pharmaceutical research and manufacturing, chemical production, industrial equipment manufacturing and mining. He participated in one of the first U.S. environmental missions to the site of the Chernobyl nuclear accident in 1989 and assessed the environmental conditions across the Soviet Union.

He established a consulting practice specializing in international environmental policy and regulations, environmental assessments, and training programs. Projects included environmental assessments for US AID in Eastern Europe and Central Asia, and Infectious Medical Waste Control Training Programs for an international, non-governmental organization. As Rotary volunteers, he and his wife have assisted in polio eradication efforts in Africa and India. He led a team of Rotary ambassadors to northern Sweden where he studied forestry practices, fishing, ice-breaking, and underground mining, as well as the eating and drinking habits of the people in the far north. While there he completed the Stockholm Marathon.

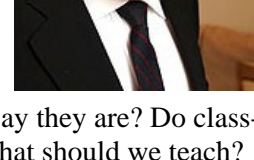
An alumnus of the Organizational Dynamics Program, he earned his bachelor's degree from St. Joseph's University.

For a list of Paul's publications/presentations, please see his [website bio](#).



Practical Scholars On the Move

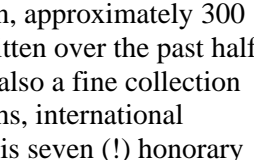
Russell Ackoff, Faculty, who celebrated his 80th birthday February 2008, has completed a new book with Daniel Greenberg, *Turning Learning Right Side Up*. The book looks at the current state of educational systems, examining "the very deepest questions about education: What should be its true purpose? What should be the way they are? Do classrooms make sense anymore? What should we teach? What should individuals contribute to their own education? What if students did the teaching and teachers did the learning? Is it possible to eliminate old-fashioned distinctions between subjects and between the arts and sciences? What would the ideal lifelong education look like: at the K-12 level, at universities and colleges, in the workplace, and beyond? How do you educate for a world that doesn't yet exist? And how do you pay for tomorrow's 'ideal schools'?" For more information about the book and its release date, go to <http://www.pearsoned.co.uk/Bookshop/detail.asp?item=10000000259660>.



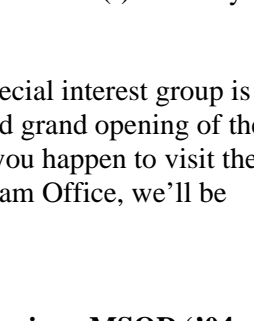
Dr. Ackoff recently honored Organizational Dynamics by presenting his professional library to the Program. Now housed in the O.D. Program Office suite at 3401 Walnut Street, the Library contains approximately 500 volumes, many of them written by colleagues and former students of Dr. Ackoff, who have cited his scholarship and acknowledged the importance of his contributions both to the field of systems thinking and to their particular work. In addition, approximately 300 of Dr. Ackoff's own papers, written over the past half century, can be found. There is also a fine collection of plaques, citations, photographs, international awards, and honors, including his seven (!) honorary doctorates.

The ODEEN systems thinking special interest group is planning a formal dedication and grand opening of the Ackoff Library. Meanwhile, if you happen to visit the Organizational Dynamics Program Office, we'll be happy to show you around!

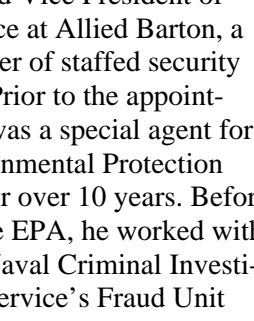
Tom Browning, MSOD '04, has been named Chief Security Officer and Vice President of Compliance at Allied Barton, a top provider of staffed security services. Prior to the appointment, he was a special agent for the Environmental Protection Agency for over 10 years. Before joining the EPA, he worked with the U.S. Naval Criminal Investigative Service's Fraud Unit and Foreign Counterintelligence and as a criminal investigator for the Montgomery County District Attorney's office. He has also taught at Villanova University as adjunct professor in criminal justice.



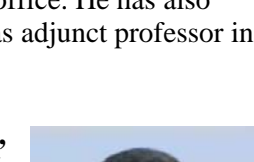
Darren J. DeRosa, MSOD '99, joined Wyeth Pharmaceuticals in Collegeville, Pennsylvania as the Director of Compensation Operations for Corporate Compensation. Darren is a Certified Employee Benefits Specialist (CEBS), Senior Professional in Human Resources (SPHR), and Certified Compensation Professional. Prior to joining Wyeth, he served as Vice President, Compensation for Sovereign Bank.



Marlayne Dandovich, Participant, has taken the position of Deputy Director of the project Management Office (PMO) in the Mayor's Office of Information Services (MOIS) in Philadelphia. Marlayne says her courses in Dynamics' Projects, Programs, and Portfolios preparation were instrumental in preparing her for this career change. She writes, "MOIS assists departments and agencies of the City in the implementation of significant technology projects and undertakes the project management of enterprise or departmental IT initiatives. In my new role, I will communicate and coordinate activities with MOIS Communications and Computer Operations Divisions and supervise the efforts of the PMO team of Program Managers, Project Managers and Business Analysts. PMO is in the process of planning a P3 management strategy... [and] Penn's Organizational Dynamics is exactly what I needed to help re-invent myself and re-acquire a position in IT central."



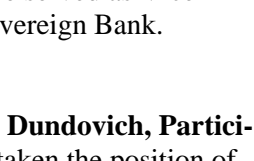
Katy Fox, Participant, had no trouble deciding on her Capstone topic! Her paper will be based on her current involvement in the making of a documentary film, *Voices of Uganda*, about the everyday lives of young people living in a country that has been at war for 20 years. The film follows Los Angeles-based "Voices in Harmony" as they take their unique theater program to northern Uganda where they spent the summer of 2007 at an internally displaced persons camp in Kitgum. There they collaborated with a group of fourteen teenagers to turn their personal stories into plays about HIV/AIDS, peace building, and reconciliation. In November 2007, The World Affairs Council of Philadelphia presented a special evening of live drama (featuring Allison Janney and Melissa Fitzgerald of *West Wing*), panel discussion on the political circumstances of the country, and, of course, a clip from the remarkable film. For information about the film, its purpose, its production, and a chance to help bring it to the big screen, take a look at the website at <http://www.voicesofuganda.org/>.



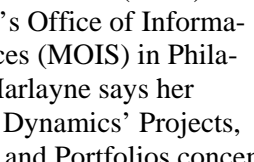
Virginia Jurika, MSOD '06, has been joined in Naryn, Kyrgyzstan for the past 18 months. She says joining the Peace Corps is the worst and best decision she has ever made. To find out what she means and to get a glimpse of life in a totally other part of the world, please take a look at this [special feature article on Virginia](#).



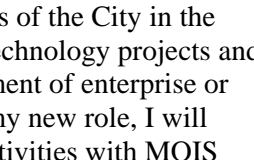
Mary Kononenko MSOD '06, has won an award in the 2007 School of Arts and Sciences Incentive Bonus Program. Dr. Rebecca Bushnell, Dean of Arts and Sciences, and Ramin Sedehi, Vice Dean, made the announcement in late November 2007. The selection committee chose winners by exercising five separate criteria which included successful completion of special projects; actions resulting in cost savings; outstanding customer service; initiative and innovation; and other accomplishments of positive impact.



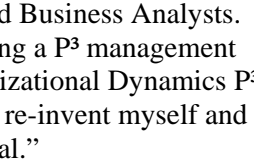
Walter Licht, Faculty, has been named the Walter Annenberg Professor of History in the School of Arts and Sciences. He is currently undergraduate Chair of the Department and served as Associate Dean in the School of Arts and Sciences for ten years. He has received the SAS Ira Abrams Prize for Distinguished Teaching, the Merle Curti Prize of the Organization of American Historians, and the Philip S. Klein Prize of the Pennsylvania Historical Association. His forthcoming book is *American Capitalism: The U.S. Economy in World Historic and Shifting Perspective*.



Joseph Lynch, MSOD '07, pictured here discussing his Capstone paper with Philadelphia Police Commissioner Ramsey, has been interviewed by WHY? Learning Labs for inclusion in a documentary on "the relationship between the citizens and police in Philadelphia." WHY? staff became interested in Joe as a result of their discovering his thesis on Penn's *Scholarly Commons* website while conducting research for the documentary. Still working for Independence Blue Cross, Joe is also teaching Criminal Justice at the University of Phoenix. We will send an announcement to the Organizational Dynamics community via email when the documentary airs on WHY?.



John Pourdendad, Faculty, has won a Fulbright Scholarship. As a Fulbright Senior Specialist, Dr. Pourdendad will complete a project at the New Bulgarian University in Bulgaria, helping to create the "Design Institute" for the practice of design thinking using transdisciplinary teams to cope with complex and intractable problems. He will also give a series of lectures, mostly on systems thinking, in various educational, corporate and government institutions. The Fulbright Scholarship Board, established in 1946 by the United States government, is the largest U.S. international exchange program offering opportunities for students, scholars, and professionals to undertake international graduate study, advanced research, university teaching, and teaching in elementary and secondary schools worldwide.



Martin Stankard, Faculty, has published a paper, co-authored with Todd M. Snell, "Designing a Baldrige-Based Service to Improve Business Health," in *Total Quality Management and Business Excellence* ("An Official Journal of the European Society for Organizational Excellence"), November/December 2007. Dr. Stankard explains the focus of the paper: "The paper describes an idealized design of a new Baldrige-based assessment and organizational improvement service for state quality awards. Organizations attracted to state quality award Baldrige assessments subsequently lacked the know-how to act on their feedback. A small team of managers and improvement professionals used Ackoff's idealized design approach to design a new state quality award service which addresses this lack of improvement capability."



ODEN to Sponsor Networking Event

Be watching your email boxes for news of the annual Networking Event sponsored by the Organizational Dynamics Exchange Network (ODEN) at Penn. And tentatively scheduled for Wednesday, April 23.

ODEN is the all-important branch of Organizational Dynamics that offers programs and information of interest to the entire O.D. community—alumni, students, and faculty—and the broader community of organizations and their personnel in the Delaware Valley.

ODEN networking events offer the opportunity to meet representatives from these organizations as well as to meet and greet old friends in O.D. A good—and often profitable—time is always had by all who at-

Calendar

NOTES: Dinner Lectures, unless otherwise noted, are given from 5:15-6:15 p.m. in the Hourglass Room at the rear of the University Club, second floor, Inn at Penn, 328A Walnut Street between 36th and 37th. Registration is 215-898-6967. Students and faculty who are in class the evening of the lecture need not register.

Writing Workshops, unless otherwise noted, are held in the Program Office, Suite 328A, 3401 Walnut Street. Workshops are free, but a \$50.00 deposit for each workshop must be paid. The deposit is returned to participants when they report to class; the check will be cashed only if the student fails to attend. Call 215-898-6967 to register.

Information Sessions for prospective students, unless otherwise noted, are held in the Program Office, Suite 328A, 3401 Walnut Street. Call 215-898-6967 to register.

February 28 Dinner Lecture with **Claudia Byram and Frances Carter**—See item above.

March 3 Open Registration for Summer 2008 Courses begins

March 5 **Special Writing Workshop** with **Dr. Steven Freeman**, at the Van Pelt Library—check with Program Office, 215-898-6967, in Advance to be sure session is being held

March 7 **Writing Workshop**/Academic Writing 4:30-7:30 p.m., **Dr. Janet Greco**

March 7-15 Spring Break—disclosure of individual faculty

March 12 **Writing Workshop** / Academic Writing with **Dr. Steven Freeman**, 6:30-8:30 p.m.

March 17 Dinner Lecture with **Dr. Rosa Colon**—See item above.

March 19 **Information Session** for prospective students, 6:00-8:00 p.m., Dr. Larry Starr

March 29 **Information Session** for prospective P3 students, 10:00 a.m.—2:00 p.m. (includes luncheon), Dr. Joel Adler

April 1 Dinner Lecture with **Paul Osimo, Jr.**—See item above.

April 2 **Writing Workshop** / Academic Writing with **Dr. Steven Freeman**, 6:30-8:30 p.m.

Information Session for prospective P3 students, 6:00-8:30 p.m., Dr. Joel Adler

April 23 After-work ODEEN Networking Event—Details will be sent by email.

April 15 Deadline to apply for Summer 2008 (May) Admission

April 16 **Information Session** for prospective students, 6:00-8:00 p.m., Dr. Larry Starr

ODEN Advisory Board Meeting, 5:45-7:30 p.m.

April 25 Open Registration for Summer 2008 classes ends

Spring 2008 term ends

April 26 Late Registration for Summer 2008 classes begins

Information Session for prospective P3 students, 10:00 a.m.—2:00 p.m. (includes luncheon), Dr. Joel Adler

May 12 Late Registration for Summer 2008 classes ends

May 14 **Information Session** for prospective students, 6:00-8:00 p.m., Dr. Alan Barstow

May 17 **Information Session** for prospective P3 students, 10:00 a.m.—1:00 p.m., Dr. Joel Adler

May 19 Commencement 2008

May 26 Memorial Day—Program Office Closed

May 27 Summer 2008 term begins

June 18 **Information Session** for prospective students, 6:00-8:00 p.m., Dr. Larry Starr

ODEN Advisory Board meeting, 5:45-7:30 p.m.

July 4 Independence Day—Program Office closed

July 16 **Information Session** for prospective students, 6:00-8:00 p.m., Dr. Alan Barstow

Newsletter Changes Coming in Summer 2008

Beginning in 2008, The Practical Scholar will be published quarterly. This Winter edition is the last to be produced in the electronic, one-page, scroll-down format. In response to suggestions from readers, we'll be moving to a multi-page style, allowing for printability and portability. As always, we welcome your comments and your news! Send your updates to me at collins@sas.upenn.edu.

—Becky Collins