



NEWSLETTER

Pi Gamma Mu

International Honor Society in Social Sciences

The mission of Pi Gamma Mu is to encourage and promote excellence in the social sciences and to uphold the ideals of scholarship and service.

Number 194

September 2013

WELCOME, NEW CHAPTERS!

We would like to welcome five chapters into the Pi Gamma Mu family! During the 2012-13 school year, we have added these new chapters: the Kansas Lambda Chapter at **Wichita State University**, the South Dakota Zeta Chapter at **Presentation College**, the Utah Gamma Chapter at the **University of Utah**, the North Carolina Omega Chapter at **Livingstone College**, and the Florida Mu Chapter at **Bethune-Cookman University**.

NEWSLETTER E-MAIL LISTSERV SUBSCRIPTIONS

Members who receive the *Pi Gamma Mu Newsletter* by E-mail are subscribed to the PIGAMMAMU-L listserv based at the University of Georgia.

Visit <http://www.listserv.uga.edu/cgi-bin/wa?SUBED1=pigammamu-l&A=1> to subscribe or unsubscribe to the Pi Gamma Mu listserv, and follow the instructions to leave or join the list. A confirmation will be sent to the e-mail address you enter, and you must respond to the confirmation within 48 hours.

CHANGE OF ADDRESS

Anytime you move, such as **after graduation**, please notify the Pi Gamma Mu office immediately. This will prevent your mailings from being interrupted or discontinued. The *International Social Science Review* is returned to us by the post office, which is an additional expense for the international office to absorb. Just mail a change-of-address card, post card, or letter to Pi Gamma Mu, 1001 Millington St., Suite B, Winfield, KS 67156. If you prefer, you can send an E-mail message (executivedirector@pigammamu.org), or go to our Web site (www.pigammamu.org) to change your address information. We need your name, as well as your old and new address. Thank you very much for taking a few minutes to keep your information current.

Mailing address: Pi Gamma Mu, 1001 Millington St., Suite B, Winfield, KS 67156.

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PERSONNEL COMMITTEE *Search for an Executive Director – 2013*

Description of Qualifications and Expectations and Solicitation of Applications

Pi Gamma Mu, an international honor society affiliated with the Association of College Honor Societies, recognizes honor students who are studying social science fields of study. The society currently has chapters at 150 colleges and universities in the United States, the Philippine Islands, and Kuwait. Founded in 1924 at Southwestern College in Winfield, Kans., Pi Gamma Mu is headquartered in Winfield.

Pi Gamma Mu now seeks a professional nonprofit manager to fill the vacant position of executive director. The executive director reports to the president and the Board of Trustees. Within the framework of the society's bylaws and policies established by the board, the executive director supervises two employees and is responsible for performing a wide range of challenging administrative activities related to finance and accounting, marketing and promotion of services, human resources, and discretionary activities that serve to support effective business operations. Under general direction from the board, he/she carries out decisions that influence operations; directs and participates in the development and implementation of goals, objectives, policies, and procedures; and directs and ensures proper coordination of all administrative affairs. The executive director advises and assists the board, prepares agendas and documents, attends and participates in Board of Trustees meetings, and provides staff support to all committees of the board. This position requires a commitment to the mission and goals of Pi Gamma Mu and programs dedicated to recognition of honor students.

The Board of Trustees hopes to make an appointment by late October 2013. The Personnel Committee specifies the following qualifications and expectations associated with the vacant position.

A. Qualifications

1. EDUCATION

The committee requires that a candidate hold a master's degree in nonprofit management or a closely related field or, alternatively, a bachelor's degree in such a field and a minimum of four years of experience as a professional nonprofit manager.

2. SKILLS

a. Written and oral communication. A candidate must have outstanding written and oral communication skills. He/she must be able to write for Pi Gamma Mu publications, notably the *Pi Gamma Mu Newsletter*, for which he/she will be the chief editor and writer, and to compose correspondence. He/she must be able to speak to audiences about Pi Gamma Mu and topics of interest to members of the society. He/she must have the ability to facilitate all aspects of the operations of the society's peer-reviewed journal, the *International Social Science Review*. The executive director must have the ability to "articulate[e] and promot[e] the vision and mission that guide the organization."¹

b. Convention and meeting planning. A candidate must be able to organize conventions and meetings, including negotiation of hotel contracts and arrangement of travel and programs.

c. Growth. A candidate must be able to foster the growth of an organization, including the retention and creation of new chapters and increasing the number of members (initiates).

d. Technology. A candidate must have proficiency with technology, such as Microsoft Office software, Web-based software, and financial/bookkeeping software.

e. Budgeting and finance. A candidate must have the ability to handle significant fiscal responsibility in a complex organization and manage budgets, which include multiple sources of funds.

f. Volunteer management. A candidate must have the ability to create and sustain broad relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

B. Expectations

1. "POWER-WITH" LEADERSHIP

The Board of Trustees requires the executive director to conduct himself/herself in accordance with the philosophy of "power-with" leadership. The executive director's orientation must be directed toward effective service for chapter volunteers and members, frank communication with and productive support for the board, and mutually productive relationships with employees. The executive director must model constructive leadership by practicing "power-with" leadership rather than "power-over" leadership.

The executive director shall work cooperatively with the board to plan, develop strategy, and implement policies. The executive director will demonstrate initiative and imagination in the design of plans and strategies. He/she will keep his/her skills up to date, such as pursuit of continuing education as circumstances warrant.

2. ENLIGHTENED PERSONNEL MANAGEMENT

The Board of Trustees requires the executive director to relate to subordinates in a professional, respectful manner and to be a role model. He/she shall cultivate a professional, productive, respectful work environment in the international office. The executive director shall inspire

and motivate employees to provide their best productive efforts to deliver valuable service to the society's stakeholders and counsel employees about ways in which to improve performance when necessary. He/she shall discuss employees' performance with them and develop annual written evaluations of their work, which the Board of Trustees shall review. He/she shall recognize employees' accomplishments. He/she shall not attempt to suppress communication between subordinates and volunteers, including the members of the board. The executive director shall *not* regard the society's human and other resources as existing to promote his/her personal interests. The fundamental standard for the evaluation of recognizing *all* employees' work shall be its contribution to accomplishing the society's mission. In managing subordinates, the executive director shall employ the principles of nourishment, justice, respect, confidence, transparency, and accountability.²

3. VOLUNTEER MANAGEMENT

The executive director shall enlist the assistance of volunteers, including board members, regional and state officers, and chapter officers. He/she is both obligated to provide staff support to volunteers and entitled to receive volunteer support from volunteers. He/she shall provide feedback to volunteers concerning the quality of their volunteer service and shall keep records about their service and the resulting feedback.

4. CHAPTER/CUSTOMER SERVICE

A fundamental responsibility of the international office is the delivery of support and resources to the society's chapter volunteers and members. The executive director must ensure that volunteers and members receive prompt, considerate, and effective service.

5. COORDINATION, RECORD-KEEPING, AND RESPONSIBLE FINANCIAL MANAGEMENT

The executive director shall coordinate the essential operations of the society. He/she shall ensure that all aspects of the organization operate in accordance with government laws and regulations, Pi Gamma Mu's constitution, and decisions of the Board of Trustees. The executive director shall keep thorough, well-organized records to support long-range operations and to preserve the organization's history. He/she shall manage the organization's financial resources responsibly, with the objectives of increasing revenue; controlling costs; monitoring investments; and keeping meticulous, accurate financial records.

6. INTEGRITY

The Board of Trustees expects the executive director to conduct himself/herself in a manner that reflects favorably on the reputation of the organization. He/she shall manage the organization's resources, supervise other employees, and interact with volunteers in an ethical, principled manner that reflects honesty, reliability, and commendable values. In assessing the work of the executive director, the board will be mindful of his/her demonstration of character.

C. Benefits of Service as Executive Director

The Board of Trustees will provide a fair salary to the executive director. The board will also offer participation in a health-insurance plan.

D. Hiring Process

1. HOW TO APPLY

An applicant may submit a letter, which expresses interest in the position and specifically addresses qualifications, and a résumé by regular mail or E-mail to the chairman of the Personnel Committee. She is Amanda M. Wolcott, 3367 Mission Bay Blvd., Apt. 236, Orlando, Fla. 32817, am.wolcott@gmail.com. Questions may also be directed to international president Barry D. Friedman, bfriedman@UNG.edu. Initial review of applications will begin on August 23, 2013, and continue until the position is filled.

2. SCREENING

The Personnel Committee will screen applications. Certain applicants selected by the committee for further consideration will be asked to submit names of references, letters of recommendation, and transcripts from all colleges and universities attended.

3. INTERVIEWS

The Personnel Committee anticipates that interviews will occur in mid- to late October, most likely in Springfield, Mo. The society will reimburse reasonable travel expenses.

ENDNOTES

¹ BoardSource, *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*, 2d ed. (San Francisco: Jossey-Bass, 2007), p. 268.

² Mimi Carlson and Margaret Donohoe, *The Executive Director's Guide to Thriving as a Nonprofit Leader*, 2d ed. (San Francisco: Jossey-Bass, 2010), p. 178.

PI GAMMA MU SEEKS A JOURNAL EDITOR FOR *ISSR*

The Pi Gamma Mu international honor society in social sciences is seeking a journal editor for the *International Social Science Review*, which is published twice a year (spring and fall). The new editor would serve from October 2013 to October 2014, and, assuming satisfactory performance, would be eligible for a full 3-year term beginning in October 2014. The position pays a stipend of \$6000 a year and involves reviewing and obtaining social-science manuscripts for publication. Electronic skills are important as the *International Social Science Review* is about to become an electronic, open-access publication. The candidate must work closely with the book-review editor, chair of the Communications Committee, and executive director. This position requires solicitation of articles through Pi Gamma Mu-approved avenues; receipt of submitted articles; assurance that all articles, prior to publishing, have been reviewed by at least two approved referees; determination of order of said articles; and maintenance of records of all submissions, their current status, and the final determination. The candidate must be willing to attend the annual Board of Trustees meeting, for which Pi Gamma Mu will reimburse travel expenses, and to complete and present an annual report at the meeting.

Send a letter of application along with a description of qualifications to the chair of the Communications Committee: Dr. Susan Kinsella, Saint Leo University, 7426 Hodgson Memorial Drive, Savannah, GA 31411, or electronically at susan.kinsella@saintleo.edu.

VIEW FROM THE PODIUM

Amanda M. Wolcott graduated from my university--the University of North Georgia--with a B.S. degree in psychology in 2011. While at UNG, Amanda was president of the Georgia Kappa Chapter of Pi Gamma Mu. She is now a Ph.D. student in industrial psychology at the University of Central Florida. At the 2011 triennial international convention, Amanda was elected to Pi Gamma Mu's international Board of Trustees for the 2011-2014 triennial period. Her education and insight about organizational behavior have been very useful to us as she serves as the chairman of the board's Personnel Committee.

I am turning this column over to Amanda this month, so that she may share some thought-provoking reflections about motivation.

Barry D. Friedman
International President

Motivation

As a student in industrial and organizational psychology, I am very curious about the matter of motivation. Most commonly, students like me study the factors that motivate employees to work. As I approach the end of the second year of my three-year term of office as a student trustee, I have developed a curiosity about what motivates Pi Gamma Mu's students and volunteers. Pi Gamma Mu's student initiates qualify for membership by having earned a grade-point average that is substantially higher than the minimum GPA to graduate. Pi Gamma Mu's student officers take on their volunteer positions as a matter of considerateness, because they will not get paid for their service to the chapter. Pi Gamma Mu's faculty volunteers, notably chapter sponsors, may get credit for service to the college or university, but I speculate that it has minimal effect on their salaries.

Many people assume that the biggest motivating force in their lives is extrinsic rewards such as monetary compensation. Is this not why we go to school and learn and work hard--so that we can achieve a high paying position in our careers? Do we not go above and beyond at the office, hoping that our efforts will be recognized by management and result in a raise or promotion? It seems obvious that the answer would be yes, considering that this is the model that our society has built to characterize success, and the one that is used by the majority of organizations in this country. However, let us compare our intuitions with scientific discovery.

In 1962, psychologist Sam Glucksberg performed a study utilizing the candle problem to examine the effects of extrinsic reward on motivation. The candle problem consists of a candle, a box of matches, and a thumb tack. It challenges individuals to attach the candle to a wall and light it using only the aforementioned materials. In this study, individuals were told either that the study wanted to find a baseline for the time it took to solve, or that the top 25 percent of speeds would receive \$5 and the best time would receive \$25. If that wasn't enough, to create another dimension Glucksberg created two additional categories: Half of the participants were given the matches in the box and half were given the box and the matches separately. This change is significant because the solution to the problem is to tack the matchbox to the wall using the thumb tack and place the candle in the box. When the matches are in the box, functional fixedness takes over and participants can see only the box as a repository for the matches that will light the candle, but when the matches are removed, the solution becomes more readily apparent. So, which group do you think performed better?

Surprisingly enough, the group that had the matches *in* the box with *no* reward outperformed the group that was being rewarded. How can this be? you ask. Scientific observation has proven repeatedly that extrinsic rewards suppress the effect of intrinsic motivation. Since intrinsic motivation is what allows for innovations and creativity, providing a monetary reward had a stifling effect on the creativity needed to solve this problem and complete the task.



Amanda Woolcott
International Student Trustee

Another interesting facet to motivation is the beneficiary of the effort. Again, conventional wisdom tells us that individuals will be more motivated to complete a task that benefits themselves rather than one that benefits others. And again, science disproves conventional wisdom. A study performed by Adam Grant and David Hofmann attempted to solve the problem of physicians and nurses not washing their hands often enough in hospital settings. Grant and Hofmann placed signs above sinks around the hospital. Some signs read, "Hand hygiene prevents you from catching diseases," while other signs read, "Hand hygiene prevents patients from catching diseases." To measure usage and test the effectiveness of the signs, Grant and Hoffman placed hidden scales on all the soap and antibacterial-gel dispensers that had a sign. When all was said and done, the signs that touted the benefits of hand-washing to the patients were hands-down more effective, increasing soap and gel use by 33 percent and resulting in healthcare professionals being 10-percent more likely to wash their hands.

As you can see by these results, it is not the money or the rewards that motivate us. Instead, it is truly the intrinsic drive borne of an enjoyment of the challenge of what we do and the concern for others that keep us going.

I challenge you today to ask yourself what motivates you, and to divine what you are passionate about. This can be your most valuable asset in your life and your career. The social sciences provide an excellent venue for pursuing professional service to others. Once you discover what motivates you intrinsically, you will develop the edge needed for success in life.

Amanda M. Wolcott
International Student Trustee

GET READY FOR THE 2014 TRIENNIAL INTERNATIONAL CONVENTION

"An Ocean View of a Global Future"

October 16-18, 2014

Plans are coming together for our next triennial international convention. Our hotel is the Crowne Plaza Charleston Airport-Convention Center in North Charleston, S. C.

Paper Proposals – Pi Gamma Mu student members may propose to present papers or posters of their research at the convention. Pi Gamma Mu will pay for one night's lodging at the hotel for each student member whose proposal is accepted and who presents his or her research paper or poster paper at the international convention. Proposals for this convention must be submitted in the form of a completed research paper or, at a minimum, a complete draft of a paper. Students may present their research paper as a poster paper or make a formal presentation.



The Crowne Plaza Charleston

For more information please visit our website at www.pigammamu.org (click on the "Conventions" drop-down menu) or contact the chairman of the Convention Committee, Dr. Janice Monti, chancellor of the North/Northwest Region. Her E-mail address is janicemb@dom.edu.

Look for more information in future newsletters.

WAR AND ECONOMIC CRISIS IN OBAMA'S PRESIDENCY

President Barack Obama's handling of the Syrian Civil War leads to questions about his leadership and decision-making ability. The president's indecisiveness and back pedaling on the decision to use military force against Syria's Assad regime once again gives his critics ammunition when it comes to questioning his strength as a leader. After much tough talk of no tolerance for the use of chemical weapons in the Syrian civil war, Obama curbed his threats and acquiesced to Russia's proposal to have the Assad regime surrender all of its chemical weapons to the International Community. Some observers think that Mr. Obama was politically outmaneuvered by Russian President Vladimir Putin, who used the opportunity to strengthen Russia's diplomatic arm by standing up to the United States at a time when Russia is in recession and Mr. Putin's popularity was waning. Mr. Putin is now looked at as someone who stood up to the only nation Russia fears, and was able to get it to change its course relative to military strategy and action. President Obama's indecision allowed Russia to avoid what it did not want and that was regime change in Syria.

Chinese political analysts believe that Mr. Obama has weakened his stance as a leader and America's position in the world. Furthermore, the Chinese think that Washington has lost a sense of direction in the Middle East. Britain, France, and Germany are all in favor of the resolution crafted by Russian President Putin. Arab leaders in the Gulf States are incensed at what they described as a "failure to act," yet the broader Arab community is very much divided on Syria and the course of action needed to deal with the civil war. A predominant view of President

Obama in the Arab world centers on him delivering nice words, yet there is no action behind his words. Turkey, which has had to contend with an influx of Syrian refugees at its borders, was in favor of a U. S. military strike.

Syria's government has alluded to the fact that it could raise an issue with Israel's suspected nuclear arsenal and other weapons of mass destruction in lieu of being made to destroy what United States officials estimate to be 1000 tons of chemical weapons. Vladimir Putin has defended the Syrian stockpile as a deterrent to Israel. There is already talk in the Arab world that Israel has chemical weapons in addition to its nuclear weapons, on which the United States has never publicly commented. Iran could possibly begin to make problems over its enforced nuclear compliance if Israel is not confronted on the issue of nuclear weapons. On September 13, President Obama sent Secretary of State John Kerry to meet with Russian Foreign Minister Sergei Lavrov and UN special envoy Lakhdar Brahimi for extended talks in Geneva, Switzerland, about how to handle the crisis. Talks are said to be continuing in the upcoming weeks beyond the Geneva meetings with no definitive timetable or timeline.

New polls reveal that a large proportion of the American public gives Mr. Obama negative ratings. From August 23 through 28, a national telephone survey (Wenzel Strategies) with a margin of error of 3.67 percentage points was administered. The poll reveals that the president has an approval rating of 41 percent, while 57 percent give him negative ratings. Twenty-one percent of people considered "very liberal" gave Mr. Obama negative ratings. Among whites, 19 percent evaluated the president positively compared to 57 percent of blacks, whereas 55 percent of whites gave him negative ratings compared to just 12 percent of blacks.

Fiscal problems and budget battles have been at the center of President Obama's presidency, it seems, since 2009. In August, Mr. Obama went through parts of Illinois, Tennessee, and Arizona, telling the American people that he has made strides in revitalizing the economy, but the progress that could be made is being blunted by Republicans in the House of Representatives. Mr. Obama's message has been that, by opposing his proposals, Republicans are negatively impacting vulnerable children, immigrants, potential home buyers, the military, and businesses seeking to hire immigrants. Some have pointed to the president's attacks on the Republicans as being part of a strategy to influence the midterm elections that loom in November 2014. President Obama characterizes the House Republicans' opposition to his proposals as behavior exhibiting their willingness to damage the nation's economy for political gain. The possibility of a government shutdown still exists. The economy continues to grow at a slow pace while unemployment is not dwindling fast enough. Military conflict in the Middle East remains a concern. The aforementioned issues are sure to take up a big part of Mr. Obama's agenda going forward.

Dr. Matthew Anderson
Shadow President

"JUST DO IT"

"The best way to waste your life is by taking notes. The easiest way to avoid living is to just watch. Look for the details. Report. Don't participate." – Chuck Palahniuk

College provides a unique opportunity: the chance to dive deeper into the topics most relevant to our lives, to gain knowledge that took centuries to amass, to broaden horizons, and to achieve a clearer understanding of the issues close to one's heart.

I doubt that anyone, least of all myself, would ever denigrate the value of an education. But after the textbooks and the courses, then what?

You study, you learn, and you go to bed every night comfortable in the knowledge that you know more today than you did yesterday. And that's good.

However, why stop at good? Why not go for *great*?

As social scientists, each and every one of us has chosen a field that concerns itself with the well-being of society. Your membership in Pi Gamma Mu provides you with an exclusive opportunity to participate, to put the notes and knowledge to good use and make an impact on society, and to create something larger than yourself.

I'm not naive enough to deny that there are many members of our honor society who view their membership as a résumé booster--a way to show others that you have a pat on the back for a job well done. However, let me run this by you: We have all met someone who has felt the need to share with us how wonderful he is. We have also all met someone who has done something for us, perhaps as small as letting us into traffic when we're running late, or as large as being there when we need her. Whom do you remember? Whom would you recommend? Why? It's because he went beyond, and he chose to participate. *Be that difference in someone's life.*

To reap the benefits of your membership, you don't have to change the world overnight. Start small. Find a cause in your community that you believe in and volunteer. Use your hard-earned knowledge to create something. You are in this honor society because you are at the top of your peers, and because you have proven that you can.

Now it is your chance to go beyond taking notes, beyond watching, beyond reporting, and to move into participating and into living.

For ideas on how to participate, please visit the Web page at <http://www.pigammamu.org/project-ideas.html> .

Amanda M. Wolcott
International Student Trustee

DONOR RECOGNITION


While Pi Gamma Mu is not the largest or wealthiest of the 68 national and international honor societies affiliated with the national Association of College Honor Societies (ACHS), arguably our international officers and trustees and our chapter sponsors are the hardest-working volunteers who can be found in any of the societies.

Please, would you consider being one of our tenacious partners? We gratefully accept donations of any size. Donations of \$25 or more are acknowledged both on our Web site and in the *Pi Gamma Mu Newsletter*. If you are willing to help us maintain our array of outstanding programs, projects, and publications, send a check payable to "Pi Gamma Mu" along with a note identifying your name, your mailing address, and the name of the college or university whose chapter initiated you. This is our address:

Pi Gamma Mu
1001 Millington Street, Suite B
Winfield, Kansas 67156

If you would like to discuss the possibility of establishing a scholarship fund, call our executive director at (620) 221-3128, or send an E-mail message (executivedirector@pigammamu.org). We will happily assist you to establish a scholarship in your name, or in the name of someone whom you would like to honor or memorialize.

For more information, visit the Web page at <http://www.pigammamu.org/donate.html>.

 The [Print donation coupon](#) is available at <http://www.pigammamu.org/newsletter/common/donate.pdf>

IDEALS OF PI GAMMA MU

There are seven ideals of Pi Gamma Mu. Do you know them?

1. **Scholarship** – it is basic to all the rest. With knowledge, we can build society and better understand humanity and what has been thought and said and tried in all generations.
2. **Science** – we need and admire the spirit of science – the firm belief that the problems that confront humanity can be solved if we will search out the facts and think clearly on the basis of those facts.
3. **Social Science** – we shall never understand or solve the problems of human association until we examine the souls of people, the passions, prejudices, hopes and fears.
4. **Social Idealism** – we believe in a human society fit for human life that humans themselves can build. "Where there is no vision the people perish." We will not give up our vision.
5. **Sociability** – specialization makes us narrow. Our social problems are complex. They will never be solved without the cooperation of all the social sciences and of those who study them.
6. **Social Service** – the primary purpose of science is to know and to enable us to do. What we know we want to put to work for the benefit of humanity.
7. **Sacrifice** – we are engaged in the greatest and finest of all the arts, the building of human society. Without giving freely, fully, and sacrificially of means, time, talent, energy and passion, all our other ideals will fall short and the contributions we hope to bring will never come.

Thank you!

We gratefully acknowledge those who donated to Pi Gamma Mu during the 2012-2013 fiscal year, which concluded on August 31, 2013.

Arkansas State University
Dr. Charles Hartwig

Dominican University
Dr. Janice Monti

Francis Marion University
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Ohio University
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