I. Center Accomplishments

CLS vision is to advance understanding and application of leadership using interdisciplinary approaches to theory and research and innovative methodologies. CLS mission is to generate, conduct, and disseminate basic and applied research for the advancement of leadership effectiveness of individuals, groups and teams, organizations, communities, and various collectives. To realize our mission and vision, CLS primary goals and objectives are: 1. Research and Science – To discover and verify new knowledge about leadership. 2. Application and Practice – To develop and apply leadership “best practices” through assessment, education, and training and development. 3. Knowledge and Learning – To conserve and disseminate leadership knowledge and practice for scholars and professionals. Overall, we strive to be a preeminent center for leadership studies, with particular emphasis on multi-level theory and methods, new models and methods of leadership, and promotion and evaluation of leadership development.

CLS promotes cross-disciplinary and inter-disciplinary research through its collaborative relationships with other departments and universities that include scholars from numerous fields. Within CLS, there are faculty from organizational behavior, strategy, entrepreneurship, information systems, and bioengineering. Externally, we have partnerships with researchers in psychology departments, business schools, and independent research institutes. CLS is committed to exploring leadership across all cultural and relevant disciplinary contexts. CLS supports a broad range of basic and applied research agendas by providing staff support for the development of research grant proposals, contacts with organizational field research sites, development of collaborative relationships with other leadership researchers and practitioners, software applications for analysis of qualitative and quantitative data, technology support for research, and resources for transcribing and coding data. Visiting scholars from around the world have been housed in CLS and provide a resource to both faculty and students to develop research ideas and projects. CLS supervises research assistants on projects both at BU and with other universities. CLS research and the development of instructional applications provide the basis for a three-course graduate sequence in School of Management (SOM) called the Leadership Certificate Program which also is a concentration in the MBA program. CLS also offers a similar three-course sequence at the undergrad level which serves as a core component of a major in the SOM in the BS program.

CLS has been continuously funded since its inauguration in 1987, with funds (grants, funded projects, royalties, donations) now totaling nearly $6 million and averaging about $250,000 per year. CLS initiated the Leadership Quarterly, an interdisciplinary scholarly journal ranked number one in the leadership field and in the top 10 of all management and applied psychology journals, and continues to have multiple faculty and an associate editor on the journal’s editorial review board. CLS faculty are sought
for keynote presentations around the globe and to participate in government, industry, and military initiatives focusing on enhancing leadership practices. Through its broad reaching publications, CLS is one of the preeminent centers for excellence in leadership research, promoting the reputation of BU throughout the world.

II. Future Directions
The following activities and initiatives are currently in process:

• A 3-year $1,500,000 NASA grant proposal on leadership and team dynamics for the Mars Mission is in preparation.
• A 2-year $550,000 NSF grant proposal on enhancing performance at multiple levels using dynamic state space and network modeling is in preparation.
• The 8th Annual Bass Distinguished Leadership Speaker will be in September 2015.
• Several years ago, CLS was one of the first ORCs to have a thorough external review, resulting in a new vision, mission, goals, structure, etc. We anticipate another review in the next several years.
ATTACHMENTS

1. **Center Personnel**
   Francis Yammarino, Director
   Shelley Dionne, Associate Director

**Advisory Board**
Ruth Bass, St. Petersburg, FL
Upinder Dhillon, School of Management
Jeffrey Saltzman, Org Vitality Inc.
Andy Stefanovich, Prophet Inc.

**Fellows**
Vishal Gupta, Strategy
Kimberly Jaussi, Organizational Behavior/Leadership
Surinder Kahai, Management Information Systems
Angelo Mastrangelo, Entrepreneurship
Hiroki Sayama, Bioengineering and Systems Science & Industrial Engineering
Seth Spain, Organizational Behavior/Leadership
William (Don) Spangler, Organizational Behavior/Leadership
Ali Yayla, Management Information Systems

**Staff**
Patty Gabriel, Administrative Assistant
Patty Albaugh, Project Associate
Susan Kerr, Project Associate
Bryanna Merrill, Special Projects Coordinator

**PhD Students**
Minyoung Cheong, Organizational Behavior/Leadership
Jiangang (Kenny) Huang, Organizational Behavior/Leadership
Jayoung Kim, Organizational Behavior/Leadership
Alexander Knights, Organizational Behavior/Leadership
Kristin Sotak, Organizational Behavior/Leadership
Chou-Yu (Joey) Tsai, Organizational Behavior/Leadership
2. Center Productivity During Reporting Period

Francis Yammarino (Director)

Journal Articles


Technical Reports

**Presentations**


**Shelley Dionne (Associate Director)**

**Journal Articles**


**Presentation**


**Vishal Gupta (Fellow)**

**Journal Articles**


**Conference Presentations**


**Kimberly Jaussi (Fellow)**

**Journal Article**

**Edited Book Chapter**

**Presentations**


**Surinder Kahai (Fellow)**

**Journal Article**

**Presentations**


**Angelo Mastrangelo (Fellow)**

**Journal Article**

**Book**

**Hiroki Sayama (Fellow)**

**Journal Article**

**Book**

**Conference Proceedings Paper**

**Presentations**


Sayama, H., Modeling dynamics of and on networks simultaneously: Theory-driven and

Minyoung Cheong (Student)

Presentations


Jiangang (Kenny) Huang

Presentations


Kristin Lee Sotak (Student)

Journal Articles


Presentations
Sotak, K. L. The influence of leadership on discrete emotion and state motivation. PDW


**Chou-Yu (Joey) Tsai (Student)**

**Journal Article**

**Presentations**

3. Current Sources of Support/Space

- In conjunction with the University of Oklahoma, we received a $70,000 NASA research grant to identify factors that influence effective leadership and followership for long-duration space exploration missions.
- We also received $22,200 funding for the BULDP (Binghamton University Leadership Development Program). Prophet and Manley's ($8,000) are supporting other CLS research efforts. Annual earnings from the Bernard and Ruth Bass BU Foundation endowment account ($8000) and an in-kind match from the School of Management support various CLS research and knowledge dissemination efforts. Annual royalties (about $1500) from research compendia also support the CLS.
- Current annual operating budget of CLS is about $250,000.
- CLS occupies and shares space with the SOM on the 3rd floor of Academic A.

4. New Budget Request and Justification

The current budget funded by the Division of Research is $3,000. We ask that these funds be continued for 2015 to cover expenses not tied directly to specific funded projects. No additional funding, support, or space is needed.