

“Be ashamed to die until you have won some victory for humanity.” – Horace Mann

# The Antiochian Leader

Winter 2008

PhD in Leadership and Change

## PhD Program Makes a Splash at the International Leadership Association Conference Once Again!

Antioch's PhD in Leadership and Change Program was well-represented at the 9th annual International Leadership Association's (ILA) conference, held in Vancouver during November 2007. Antioch faculty and student presenters and participants made up the largest single block of attendees, once again. According to faculty organizer, Dr. Richard Couto, “It was delightful to see so many of our people immersed in areas of interest, discussing their interests with authors in those areas, and acquiring validation of their knowledge and training by the questions they asked

and the information they could provide others.”

The ILA offers a wonderful forum for scholar-practitioners – a place of reflection for the practitioner as well as application and relevance for the academic. Our faculty and students' participation at the ILA conference serves well to remind us that “pracademics” (a term coined by Dr. Couto to refer to those rare individuals who combine practice and research but have few natural habitats) don't have to separate into groups and the incredible valuable insights that this rare but important type of person provides. ●



Pictured: Wayne Hartz (Cohort 6), Kathleen Roberts (Cohort 5), Rick Warm (Cohort 6), Dr. Mitch Kusy, Core Faculty

We want to take this opportunity to highlight some of the panels and presentations offered by our students and faculty at this year's ILA Conference.

### *Reshaping Modern Leadership with Ancient Wisdoms*

This roundtable explored leadership in new ways using inspiration from past leadership beliefs.

### **The Tao of Value Leadership and the Power of Interdependence: The Tao and Interdependence**

- Caroline Fu (Cohort 2)

### **The Circular Evolution of Leadership: Post-Materialist to Bridge Builder to Transpersonal**

- Kathleen Roberts (Cohort 5)

### **Addressing the Crisis of Leadership with Spiritual Intelligence**

- Laura Santana (Cohort 5)
- Commentator: Nicole Bossard (Cohort 4)

### *Leadership Through the Lens of Gender and Race: Breaking the Silence: A Conversation with Leadership Authors Ella J. Edmondson Bell and Stella M. Nkomo*

This session featured a discussion led by Karen A. Geiger (Cohort 6) with the two noted authors of *Our Separate Ways: Black and White Women and the Struggle for Professional Identity*. The

*continued on page 3*

## Director's Notes

As we welcome in 2008, I want to take this opportunity to wish all of our students, graduates, faculty, staff and friends of the PhD in Leadership and Change Program a very wonderful new year. I hope it brings health, happiness, and increased commitments to "leading change for victories for humanity" (to quote from Horace Mann, Antioch's 1st president).

Of course, victories aren't only on the grand scale of making peace, ending poverty, and eliminating all forms of discrimination – they can be making better neighborhoods, helping friends in need, improving our organizations, and engaging in rigorous research that contributes to more just communities, schools and workplaces. So, happy 2008!

One of our program victories is doing everything we can to help every one of our students graduate! We are very proud of our completion and retention rates. As our first cohorts approach their 5th, 6th and now 7th years, we are able to begin to see our trends over time. By the 5th year, close to 40% of these first cohorts have graduated, and we project that by year 7, approximately 75% of these cohorts will complete their doctoral studies. This is truly remarkable! The Council of Graduate Schools (CGS) has recently released the first results from a major longitudinal report on graduate school retention and attrition in the United States. Focusing on completion rates from 30 universities (public and private) with data from a 10-year period in disciplines ranging from social sciences and humanities (SSH) to the science, engineering and math (SEM) fields, the results are rather dismal, with only 45% of doctoral students who started their programs in 1992-3, completing within seven years. There is some variation by discipline, with SEM fields closer to 60%, noticeably higher than SSH fields, and some minor improvements with students entering later. On the whole, the completion rates are wholly unacceptable. Our graduation rates are indeed a victory for the many committed, disciplined, non-traditional doctoral students who have put their trust in us.

On other program news, two of our founding faculty, Drs. Richard Couto and Peter Vaill will be retiring from their full-time core faculty positions at the end of this year. Both will continue to be part of our doctoral learning community as Visiting Scholars and students will continue to have the opportunity to engage with these wonderful educators in many meaningful ways. At the same time, we are in the process of conducting a national search for our next core faculty member and we are extremely pleased with the response to our announcement. We hope to welcome new faculty to our Program in Summer 2008.

I look forward to the many successes of our students and faculty during this coming year. I welcome hearing from any you about my comments above.

*Laurien Alexandre*  
lalexandre@phd.antioch.edu

## Announcements

### Residency Visit!

Feel free to encourage your friends, family and/or colleagues to join us at our next upcoming residency visit day at Antioch University Los Angeles, March 29, 2008.

For details email:  
admission@phd.antioch.edu

### Dates of Upcoming Residencies

March 27 – 30

Antioch University Los Angeles  
(Cohorts 6 and 7)

May 17 – 20

Antioch University Santa Barbara  
(Cohort 5)

### We are excited to be accepting applications for Cohort 8!!!

- We begin reviewing applications in mid-February.
- May 1, 2008 is our Final Application Deadline or until cohort is filled.

Contact the admissions office  
for more information:  
admission@phd.antioch.edu

### The PhD in Leadership and Change Program supports the fight against global warming

by offsetting the climate impact of all work-related air travel by the Program's faculty and staff. Beginning in 2008, the Program's annual donations will support projects involving renewable energy, energy efficiency, and reforestation.

## Panels and Presentations Highlights

*continued from page 1*

authors discussed their research around leadership and organizational issues facing women of color and white women, and how intersections and differences can be managed.

### *Teaching and Learning: Indigenous Perspectives on How to Survive and Thrive (Panel Presentation)*

International indigenous scholar/practitioners used storytelling and narrative to describe their community-based work in both indigenous and non-indigenous contexts. Panel members addressed issues of language, art, health, governance, land and organizational trauma. They also reframed conceptual notions of leadership through indigenous perspectives.

- Gail Cheney (Cohort 6)
- Raquel Gutierrez (Cohort 3)
- Dr. Shana Hormann (Cohort 2, Class of 2007)
- Chair: Dr. Carolyn Kenny (Core Faculty), Professor of Human Development & Indigenous Studies



Dr. M. E. Steele-Pierce (Cohort 2) pictured with Dr. Shana Hormann (Cohort 2)

### *Connective Leadership – Using the 2010 Winter Games for Sustainable Community Development*

Canada's 2010 Winter Olympics are the first to include a social sustainability objective. This panel highlighted three sustainability initiatives in process – Volunteers Now, Literacy Now, and Inclusion – and focused on the delicate leadership involved in bringing diverse stakeholders together and supporting meaningful evaluation.

- Michael Shoop (Cohort 3)

### *How Leaders Mitigate the Effects of Toxic Personalities at Work: A Research Study with a Call to Action (Workshop)*

This workshop shared the results from a national research study of toxic personalities from the leadership side of the equation and pinpointed the core dimensions leaders and leadership development professionals should consider to work effectively with these individuals.

- Dr. Elizabeth Holloway (Core Faculty), Professor of Psychology
- Dr. Mitchell Kusy (Core Faculty), Professor of Organizational Learning & Development

### *Leadership Vision, Strategic Implementation, and Web-Based Tracking of Follow-through in a Public Sector Setting*

This presentation recounted the experience of using a web-based follow-through tracking system to track strategic implementation in a public setting. It included a description of the bridge from leader intent to strategic vision to implementation, the role of technology in facilitating the implementation stage, challenges and opportunities inherent in selling and operationalizing online follow-through

tracking in a public setting, and a reflection on lessons learned.

- Janet Rechtman (Cohort 2)

### *Sustaining Leadership Development with Online Follow-through Management*

This mixed-method case study revealed the experience of 2,084 upper-middle and executive level managers from three North American Center for Creative Leadership campuses as they utilized an online follow-through management system integrated into the flagship five-day leadership development program.

- Laura Santana (Cohort 5)

### *The Power of Narrative: Self-Reflection, Autobiography, and Biography in the Study of Leadership*

Self-reflection in the form of reconstructed life-stories and the study of (auto) biographies can serve as eye-openers and incentives for change. There were two overarching questions in this session; What lessons can one learn from reflections on leadership as it has unfolded in one's own life and from reading about the lives of great leaders, and, Can leadership lessons emerging from different cultural and life experiences be transferred to another context?

### **Passion and Hope**

- Harry Alston, Jr. (Cohort 2)

### **Learning from Self-Reflections**

- Martha Miser (Cohort 6)
- Rick Warm (Cohort 6)
- Cheryl Jordan (Cohort 6)
- Chair: Dr. Philomena Essed (Core Faculty), Professor of Critical Race, Gender & Leadership Studies

### Global Poverty and the “So What?” of Leadership Theory (Panel Presentation)

This panel continued and furthered the dialogue of practitioners and scholars about the relevance of leadership theory to practice. Specifically it dealt with creating a culture of leadership as part of the effort to alleviate conditions of poverty.

- Dr. Richard Couto (Core Faculty), Professor of Leadership Studies

### Crossing Organizational Boundaries: Developing Higher Education Leadership in Place

This roundtable session offered insights into the fundamentals of leadership and leadership development within a higher education context. Topics ranged from leading through structural changes, empowering faculty and administrators to take risks, building trust through transparency, and developing leadership skills across organizational strata.

### Creative Redesign for Change

- Dr. Shana Hormann (Cohort 2, Class of 2007)
- Mark Hower (Cohort 3)

### Reflections on Leadership in Place

- Dr. Jon Wergin (Core Faculty), Professor of Educational Studies



Picture: Susan McKeivitt (Cohort 5), Dorothy Milligan (Cohort 7), Ruth Novodor (Cohort 7), Peggy Mark (Cohort 7), Chuck Powell (Cohort 7)

### Competent Public Leadership: A Competency-Based Leadership Development Curriculum for the Federal Government (Panel Presentation)

This session detailed the partnership between The Academy of Leadership and the Federal Office of Personnel Administration, working together to collect the reflections of federal agency executives about the leadership competencies required for their success.

- Dr. Richard Couto (Core Faculty), Professor of Leadership Studies

### Integrating Leadership Theory and Practice for Sustaining Organizational Change (Workshop)

This session encouraged leaders, managers, coaches, consultants and/or trainers who struggle with the application of leadership theory in daily work to explore the practical approaches for integrating theory and practice all together.

- Dr. Scott Allen (Cohort 2, Class of 2006) ●

## Student Updates

### Cohort 1

#### Dr. Karen L. Gilliam

was re-elected to her second 4-year term of office as council-woman, Ward 4, Bedford Heights, Ohio in November



Dr. Karen Gilliam pictured with Dr. Jon Wergin, Core Faculty

2007. One local newspaper endorsement described her record of service as follows: “She is a working model of how a politician should be able to listen, as well as speak. She works behind the scenes to broker compromises between council and the mayor’s office, and understands the importance of each branch of government in a democracy.”

### Cohort 2

**Dr. Scott Allen** has co-authored two books in press, *Emotionally Intelligent Leadership: A Guide for College Students* (with M. Shankman) San Francisco: Jossey-Bass, and, *The Little Book of Leadership: 50 Tips to Accelerate Leader Potential in Others* (with M. Kusy) Denver, CO Moonlight Publishing.

#### Dr. Sean Creighton

was recently elected to a four-year term on the Board of Education for the Yellow Springs, Ohio, School District. Sean was also recognized by



Dr. Sean Creighton

the Adult Higher Education Alliance (AHEA) for his service on their Board of Trustees. The ceremony took place at AHEA's 27th national conference which was held in Dayton thanks to a partnership with the Southwestern Ohio Council for Higher Education (SOCHE); where Sean is the executive director.

### Cohort 3

**Dr. Kathryn Gaines** is currently coaching leaders in the U.S. Food and Drug Administration, Center for Drug Evaluation and Research, as they implement an improved drug review process that is more collaborative, cross-disciplinary and transparent. She is facilitating strategic planning with



Dr. Kathryn Gaines

the U.S. Department of Justice, Criminal Division and Civil Rights Division and is beginning a coaching project within the U.S. intelligence community. Kathryn is also working with Adventist HealthCare as they develop and implement Impact Planning based on the results of the Gallup Q12 Engagement Survey.

**Rhoda Weiss**, National Chair & CEO of the 32,000-member Public Relations Society of America, hosted an international conference in October that drew more than 3,500 attendees from around the world to Philadelphia where she introduced keynoters such as Mia Farrow, Donna Brazile, Karen Hughes and Tim Russert. In December, she led a half-day session on communications, ethics, and reputation management for the Federal Emergency Management Association



Rhoda Weiss joins Mia Farrow at an International Conference she hosted to draw attention and support to stop the genocide in Darfur.

and other media outlets on such topics as crisis communications, ethics, reputation management, employee relations, new media, branding and other topics.

### Cohort 4

**Dr. Heather Forest** was featured this past December during The PEACE Program broadcast on NPR's *The Infinite Mind Show*. Heather is the founder of the cultural arts organization Story Arts and broadcasts a story about Africa called "The Red and Blue Coat." For further details visit: <http://www.lcmedia.com/mindprgm.htm>

**Jill Jacoby** recently received an Environmental Stewardship Award presented by the Lake Superior Binational Program. The award is given for "outstanding contributions to protect and restore Lake Superior." Specifically, it was awarded to Jill for her work with art/environmental



Jill Jacoby

(FEMA), following its widely-publicized faux news conference. She was also named the 2007 UCLA Extension Distinguished Faculty. Also this fall, she was interviewed by many magazines and newspapers

projects including her attempt to build an educational storm-water garden on Duluth, Minnesota's waterfront.

**Lynn Johnson Langer** has written a chapter "Moving Ideas from the Laboratory to the Marketplace: How Scientists and Business Leaders Engage to Take Action," in *The Business of Healthcare*, edited by Kenneth H. Cohn and Douglas E. Hough, Praeger Publishers, Westport, CT 2007.

**Axel Meierhofer** has become certified as a Targeted Performance Coach and delivers assessments and active targeted coaching using the PerformanceIQ® System. He has been asked to co-author



Axel Meierhofer

two books, one for the 'Wake-up & Live the Life you Love' Series coming out in the spring/summer 2008 (Little Seed Publishing), the other currently titled

"*The Wisdom of the Mountain Series*," earmarked for publishing in the first half of 2008.

**Anthony Scriffignano** is the principal inventor in the patent application by Dun & Bradstreet (D&B) entitled "System and Method For Searching and Matching Data Having Ideogrammatic Content." The second in a series of two patents, this addresses the problem of "semantically disambiguating ideogrammatic content," primarily Asian languages such as Chinese



Anthony Scriffignano

and Japanese for the purposes of coming to the conclusion that two differently-represented pieces of business information are referencing the same business entity. Using this approach, the problem of searching and matching ideogrammatic data can be solved in a powerful way, and the resulting technology can make repeatable, easily-measured decisions in sub-second time-frames. Anthony has been working for nearly three years with a team of colleagues from five continents and seven languages.

### Cohort 5

**Harriet Schwartz** has now joined the faculty in the Master's of Professional Leadership Program at Carlow University, in Pittsburgh, after 14 years in student affairs at Carnegie Mellon University.

### Cohort 6

**Janet Dewart Bell** was cited in "Getting Through a Hard Time" by Rabbi Jennifer Krause in *O Magazine* (November 2007). Janet recounted her bout with cancer 14 years ago and the faith that brought her



Jane Alexandre (Cohort 6) pictured with Janet Dewart Bell

through. Also in November was the 12th Annual Derrick Bell Lecture on Race in American Society at the New York University School of Law. Janet raised the initial money to found the series in honor of her husband, the noted legal scholar and activist. The series was established to provide a platform for legal scholars whose voices should be heard by a larger community, but who might not otherwise have the opportunity.



Naomi Nightingale

**Naomi Nightingale** learned that a local community agency that serves the homeless was running drastically low on food supplies, so she coordinated efforts with the General Manager and staff of SunLine Transit Agency, where she is Director of Administration & Human Resources, to launch the "Fill-A-Bus" Food Drive for the Coachella Valley Rescue Mission. The general public gave generously of non-perishable food items. The food items filled two large cargo containers when it was unloaded at the Rescue Mission – just in time for the 2,200 dinners they served on Thanksgiving Day.

### Cohort 7

**Tokunbo Awoshakin** published *Lost and Found in America: A Reflective Story of New African Immigrants in The United States*.

(Xlibris, 2007). The book tells the story of an African immigrant who was involved in socio-political as well as personal circumstances after September 11, 2001 which changed his awareness about the United States. The book provides insight on the ways in which new African immigrants see life in an unfamiliar culture and a different country.



Tokunbo Awoshakin published *Lost and Found in America: A Reflective Story of New African Immigrants in The United States*.

**Kim Northup** was asked to serve a two-year term on the board for the Ophelia Project of Tampa. Ophelia's mission is "To inspire an emotionally, physically and socially safe culture for all girls by promoting gender-specific best practices in youth programs, community education and professional training, and through the coordination of community resources." Ophelia was founded on the principle that caring people can build a safer community by creating awareness, developing programs, providing education, and engaging individuals, schools and organizations in a cooperative, collective effort. ●

# Faculty Updates

**Dr. Laurien Alexandre** and **Henrik Reh binder** (her husband) co-authored a chapter “Watching the 2000 Presidential Campaign on Univisión and Telemundo”, which has just been published in Federico Subervi’s *The Mass Media and Latino Politics: Studies of Media Content, Campaign Strategies and Survey Research* (Routledge: 2008). Also, Laurien has been involved with the International Working Group of University Educators for Community Change, supported by a \$200,000 multi-year grant she secured from the Ford Foundation with colleague, Andy Mott.

**Dr. Philomena Essed** visited Durban, South Africa this past September. Every year she co-teaches with a South African colleague an interdisciplinary course on Discourse Analysis for PhD Students from a range of South African universities. Preceding the course she participated in a panel on ‘New Leadership Challenges: Diversity and Discrimination’ at the University of Cape Town Graduate School of Business. In addition, one of her successful articles “Multi-Identifications and Transformations: Reaching Beyond Racial and Ethnic Reductionisms” was re-published in *Race, Racialization, and Antiracism*, Randy Enomoto & Genevieve Fuji Johnson (Eds.) 2007. Toronto: University of Toronto Press. Pp 233-252.

**Dr. Carolyn Kenny** was a recent keynote speaker for the Japanese Music Therapy Association Conference in Sapporo, Hokkaido, Japan. The title of her keynote speech



Dr. Carolyn Kenny

was “Music Therapy Phenomenological and Theoretical Research and Clinical Practice.” In addition, her well-attended workshop at the conference was titled “Music Psychotherapy in Private Practice.” Carolyn is also a current co-editor and chief of a free online international journal, *Voices: A World Forum for Music Therapy* ([www.voices.no](http://www.voices.no)), which creates worldwide access to the uses of music for individual and societal changes.

**Dr. Mitch Kusy’s** latest book, *Manager’s Desktop Consultant: Just-in-time Solutions to The Top People Problems That Keep You Up at Night* (Davies-Black, 2007), has just been released. Mitch has been on a book tour and has been interviewed by MS-NBC, *Fortune*, and radio stations across the country.

**Dr. Elizabeth Holloway (with Dr. Mitch Kusy)**

presented at ILA-Vancouver the results of their national study of over 500 leaders on the effects of toxic personalities at work and the strategies needed to mitigate their effects. The results – from both profit and non-profit organizations – pinpoint the core dimensions that leaders need to understand in order to work effectively with toxic individuals. The results debunk nine core myths associated with how to work with toxic personalities and establish both second- and first-order change dimensions that can truly make a difference in organizational and leadership effectiveness.

**Dr. Peter Vaill** produced three major publications this past year. The first, “Interpersonal Relations in Organizations and the Emergence of Wisdom.” (Ch. 15 in

Kessler, E.H. and Bailey, J.R. (Eds.), *The Handbook of Organizational and Managerial Wisdom*. Thousand Oaks, CA: Sage Publications, pp. 327-355.)

explored the emphasis placed on effective communication and listening in order to result in wiser decision making. The second, “Fritz Roethlisberger and the Elusive Phenomena of Organizational Behavior.” (*Journal of Management Education*. 31:3, June, 2007, pp.321-338.) paid tribute the contributions of Roethlisberger to the understanding of relations theory and practices. Lastly, the article “Process Wisdom: the Heart of Organization Development.” (Ch. 13 in Cummings, T.G. (Ed.) *The Handbook of Organization Development*, Thousand Oaks, CA: Sage Publications, pp. 219-235.) dealt with the sensitivity to the social processes of change and the contribution organizational development makes to these processes.

**Dr. Jon Wergin** has co-authored an article entitled “Inside-out Leadership,” to be published in the journal *Liberal Education* in February. Program alumnus Dr. Scott Allen (Cohort 2) and Jon are working on an article discussing what leadership studies have to learn from adult development theory. Additionally, alumna Dr. Shelley Chapman (Cohort 3) and Jon are currently collaborating on a book stemming from her dissertation work on deliberative inquiry in the professions. Finally, Jon serves as consulting staff auditor for the Teacher Education Accreditation Council and will be giving two keynote addresses in the next two months at: The National Conference of Professors of Accounting (February), and The American Veterinary Medicine Association (March). ●



Dr. Peter Vaill



Dr. Elizabeth Holloway

# Recent Dissertations

August – December 2007

## **Dr. Elaine Jane Cole (Cohort 3)**

***A Community-Based Social Marketing Campaign to Green the Offices at Pacific University: Recycling, Paper Reduction, and Environmentally Preferable Purchasing***

Chair: Dr. Jon Wergin

This study described the use of a community-based social marketing effort to foster knowledge and behavior change to green the offices at a small liberal arts university in the Pacific Northwest. Components of the multiple methods research study were pre-post electronic surveys, purchasing reports, a six-month recycling, and a waste audit. The results provided insights into the effectiveness of specific community-based social marketing tools and interventions that helped foster environmental behavior change.

## **Dr. Amrit Daryanani (Cohort 3)**

***Poetic Leadership, A Territory of Aesthetic Consciousness and Change***

Chair: Dr. Carolyn Kenny

This study is a new theoretical exploration that considers leadership as an activity uniting lyrical intellect with keenly felt emotion for the purpose of producing changes in the consciousness of self and others.

## **Dr. Heather Forest (Cohort 4)**

***The Inside Story: An Arts-Based Exploration of the Creative Process of the Storyteller as Leader***

Chair: Dr. Carolyn Kenny

This phenomenological arts-based study explores the essence of the creative process of a storyteller composing and performing a tale on issues of peace, justice, and social change. As a professional storyteller, Heather reflects on the teller as leader and identifies a palette of arts-based skills for change leaders. It speculates on the benefits of experiential, arts-based leadership training in storytelling to enhance creative thinking and communication skills as core competencies in artfully leading change.

## **Dr. Mark Light (Cohort 2)**

***Finding George Bailey: Wonderful Leaders, Wonderful Lives***

Chair: Dr. Jon Wergin

Through a mixed-methods study with two concurrent but independent phases – instrumental case study and Delphi – this study searched for real-life individuals to test whether “Leadership for Good” extended beyond the silver screen, to see whether life imitates art.

## **Dr. Steven Austin Stovall (Cohort 3)**

***Gathering Around the Organizational Campfire: Storytelling as a Way of***

***Maintaining and Changing For-Profit Organizational Cultures***

Chair: Dr. Carolyn Kenny

This study examines storytelling among for-profit organizations to demonstrate how stories are selected, and related to employees for the purposes of either changing the organizational culture or helping to maintain the existing one. Four companies were chosen to capture the nature of storytelling as it relates to the sharing of cultural information within these firms. The purpose of this study was to deepen our understanding about how and why stories function in for-profit cultures.

## **Dr. Scott Wallace (Cohort 1)**

***Portraits: Discovering Art as a Transformative Learning Process at Mid-Life***

Chair: Dr. Carolyn Kenny

This dissertation used the art and science of portraiture in discovering meaning through co-constructive narrative interviews with participants. These completed narratives are “word portraits” that serve to illuminate the participants in the same way as a painting might. Three artists, who engaged in the arts at mid-life, were interviewed, and their narrative stories were evaluated in the context of meaning making from transformative learning, a deep learning process that changes one’s life. ●



2007 Graduating Class: (left to right) Dr. Shana Hormann (Cohort 2), Dr. M.E. Steele-Pierce (Cohort 2), Dr. Michael Duffin (Cohort 2), Dr. Lisa Kreeger (Cohort 2), Dr. Shelley Chapman (Cohort 3), Dr. Kathryn Gaines (Cohort 3), Dr. Heather Forest (Cohort 4), Dr. Amrit Daryanani (Cohort 3), Dr. Mark Light (Cohort 2), Dr. Steven Austin Stovall (Cohort 3)