

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

# The Antiochian Leader

Winter/Spring 2009

PhD in Leadership and Change

## Welcome, Dr. Booyesen!

Antioch University's PhD in Leadership and Change Program is very pleased to announce the appointment of Dr. Lize Booyesen as Professor of Leadership and Organizational Behavior.

Dr. Booyesen's expertise is in cross-cultural and cross-national leadership, transformation and diversity management, leadership skills development, and organizational development. She is an internationally recognized scholar in the field of diversity, race, gender, and leadership. Additionally, she is a management consultant internationally with corporate, non-profit and international organizations. She is a clinical psychologist with extensive clinical practice experience. Dr. Booyesen holds a doctorate in Business Leadership (1999) as well as master's degrees in Clinical Psychology, Research Psychology and Criminology, all with distinction.

Dr. Booyesen was notably part of the international research team that conducted the 65-nation Global Leadership Organizational Effectiveness Study (GLOBE; 1993-2007). She was also one of the co-researchers on *Culture, Leadership and Organizations: The Globe Study of 62 Societies*, edited by House, R.J.; Hanges, P.J.; Javidan, M.; Dorfman, P.W. and Gupta, V. (2004, London: Sage Publications), which was awarded the 2005 M. Scott Myers Award for Applied Research in the Workplace, conferred by The Society for Industrial Organizational Psychology (SIOP). She is co-author of the chapter, "Culture and Leadership in South Africa" in the *GLOBE Anthology Book: Culture and leadership across the world: The GLOBE Book of in-depth studies of 25 societies*, edited by Chhokar, J., Brodbeck, F. C., & House, R. (2007). Mahwah, NJ: Lawrence Erlbaum Associates.

Dr. Booyesen also works with the Center for Creative Leadership, Greensboro, North Carolina, and has been involved in the 12-nation Leadership Across Differences (LAD) research project directed by the CCL, since 2003. She is one of the co-editors of the *Case Book and Instructional Guide on Leadership Across Difference* by Pfeiffer, forthcoming in 2009.

Prior to coming to Antioch, Dr. Booyesen was full professor of Organisational Behaviour and Leadership at the Graduate School of Business Leadership, University of South Africa since 1992. She was also the editor of the *South African Journal*



Dr. Lize Booyesen

*continued on page 6*

## 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!

For details email: [admission@phd.antioch.edu](mailto:admission@phd.antioch.edu)

March 26 – 29, 2009  
Los Angeles, California

August 2 – 8, 2009  
Yellow Springs, Ohio

## We are excited to be accepting applications for Cohort 9!

- May 1, 2009  
Final Application Deadline

Contact the admissions office for more information: [admission@phd.antioch.edu](mailto: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. The Program's annual donations support projects involving renewable energy, energy efficiency, and reforestation.

Antioch University is fully accredited by the Higher Learning Commission of the North Central Association of College and Schools.

The program obtained full and permanent approval from the Ohio Board of Regents in Summer 2005. To learn more about Antioch University's multi-campus system visit [www.antioch.edu](http://www.antioch.edu)

## Director's Notes



As I write this column, news of the crumbling financial system continues unabated. Experts tell us this is no ordinary recession.

And, we know it. And,

as educators, we need to support students so that they can achieve their goals and prepare themselves most fully to navigate the whitewater.

Whether as students studying leadership and change or as citizens engaged in leading change, the challenges we face are enormous and our responsibilities great. In our positional roles of authority in workplaces, we need to ensure survivability and make decisions that sustain our organizations through these difficult times. As leaders, we need the skills to manage our own anxieties so that they do not cloud our ability to serve others. And, as educators, we need to support students so that they can achieve their goals and prepare themselves most fully for their lives of meaning and purpose.

Of course, how to do all of this is the challenge. There are no quick fixes. In *Leadership Without Easy Answers*, Ron Heifetz warns us not to look for the wrong kind of leadership in times of crisis, not to seek out the supposed savior who suggests he has all the answers and can map out the future with precision. Rather, Heifetz tells us we should be “calling on leadership

that will challenge us to face problems for which there are no simple, painless solutions – problems that require us to learn new ways,” and to lead in new ways.

It is this unnerving realization – that crises are opportunities for new approaches – that confirms the importance and relevance of a program like ours! It is precisely by improving our ability to reflect, to tolerate ambiguity, to face complex problems with an *adaptive* capacity for change based on sound study and rigorous inquiry, that leaders can help those we serve find ways to build healthy, just and compassionate futures. In particular, as a PhD in leadership and change, we can bring the resources of our learning community to bear on the confounding problems of our day.

I am especially proud of our students' commitment to their studies during these times. I never forget that they carry with them to each residency and every hour devoted to their studies, the responsibilities for their families, organizations and communities. I know this is not easy and we – the program faculty and staff – are aware of our responsibility to support our students in a range of ways.

One of the ways we are demonstrating our responsibility is by placing these perplexing issues at the core of our curriculum. In fact, the recent Winter residency (held in Seattle, January 15-18, 2009) was entirely framed around ‘leading in times of crisis.’ Noted evolutionary economist and futurist, Dr. Hazel Henderson, provided a

provocative keynote focusing on how the economic crisis is an opportunity for true monetary system reform founded on building a new green economy. Residency panels, readings and discussions focused on leading self, leading organizations and leading society through times of crisis. It was an inspiring three days.

Another way we are demonstrating our responsibility is by monitoring the costs and expenses of our program. We must be responsible stewards of our students' hard-earned tuition dollars. I am pleased to announce that the PhD Program will not be increasing tuition for 2009-10. Holding tuition steady puts constraints on insuring we do not have increased expenses, but we feel this was the right thing to do for next year. We have also made more scholarship dollars available, and while individual awards may not be larger than in previous years, more students will likely receive some support.

In his February State of the Union speech, our new president said that “In a global economy, where the most valuable skill you can sell is your knowledge, a good education is no longer just a pathway to opportunity. It is a prerequisite.” I couldn't agree more. I am confident that we are providing an excellent education and we are committed to supporting our students in all the ways possible through this challenging time.

Laurien Alexandre  
lalexandre@antioch.edu

# Student and Alumni Updates

## Cohort 1

**Dr. Howard Kea** is currently working with the University of West Indies, in Kingston, Jamaica to develop and design the practicum for their Ph.D. in Organizational Behavior. Dr. Kea will also serve as visiting faculty for the University. In addition, Dr. Kea was recently appointed to a four-year term with the Human and Societal Dynamics Panel sponsored by the NATO Committee for Peace and Security. The panel will review international grants in the areas of public diplomacy, humanities, social sciences, history and strategic studies, cross-border issues and economics and security.



Dr. Jon Wergin and Dr. Howard Kea

## Cohort 2

**Dr. Scott Allen** recently accepted a position at John Carroll University in Ohio. In August 2009, Dr. Allen begins his role as Assistant Professor of Management in the Boler School of Business. In addition, Dr. Allen published an article entitled, "Leader Development: An Exploration of Sources of Learning", appearing in this past Summer 2008 issue of *Organization Development Journal*.

For further information regarding Dr. Allen's work please visit: <http://www.centerforleaderdevelopment.com/blog/>



Dr. Scott Allen

**Dr. Sean Creighton** participated in the "Miami Valley Regional Summit on Higher Education for Senator Sherrod Brown", this past December. The summit focused on the role of education on developing and retaining talent in the region. This past October, Dr. Creighton



Dr. Sean Creighton

presented, "The Emergence of Dayton-CREATE", for the University of Dayton Lifelong Learning Institute (to learn more about DaytonCREATE, visit [www.dayton-create.org](http://www.dayton-create.org)).

Additionally, Dr. Creighton presented on "Community Impact: The Role of Consortia" at the Association for Consortium Leadership Conference and "Consortium, University and Program Impact on Regional Economy and Community" for the Coalition of Urban and Metropolitan Universities Conference.



Dr. Gary Ballou and Harry Alston (Cohort 2)

**Dr. Gary Ballou** presented his dissertation research at the 2nd Annual Phi Delta Kappa Washington State Research Conference for Teachers and Educators this past October. Dr. Ballou's presentation entitled, "Program Accountability in Teacher Education", spoke to his research



### Cohort 1 members at Commencement 2008.

Top Row:

Dr. Beth Birmingham

Dr. Karen Gilliam

Dr. Peggy Marshall

Bottom Row:

Dr. Bill Blizzard

Dr. Scott Wallace

Dr. Mia Cole

Dr. Howard Kea

regarding perceptions of accountability in teacher education programs in the State of Washington across three different stakeholder groups: university deans and/or program directors, legislators, and executive staff members. Dr. Ballou was also appointed by the Washington State Superintendent of Public Instruction to serve on the state Site Visit Team that accredits teacher education programs in the State of Washington.

**Dr. Caroline Fu** recently accepted a position as Assistant Professor at Gonzaga University in Spokane, Washington. Dr. Fu will join the faculty in the Doctoral Program of Leadership Studies this coming September.



Dr. Caroline Fu



Dr. Janet Rechtman (Cohort 2) and Dr. Richard Couto

### Cohort 3

**Laura Santana** (Cohort 5), **Dr. Kathryn Gaines** (Cohort 3), **Jan Byars** (Cohort 4) and **Dr. Cara Meixner** (Cohort 4) participated in a panel discussion entitled, *Leadership Development: Emerging Possibilities from Rich Traditions*, at the recent 2008 International Leadership Conference in Los Angeles, California. This interactive panel discussion examined leadership development through four theoretical



Dr. Kathryn Gaines, Dr. Raquel Gutierrez (Cohort 3) and Cami Vignoe (Cohort 6)

lenses – communicative practice, quantum holographic theory, participatory action, and integral theory. The application of emerging concepts and tools grounded in theory and research from each tradition is presented, followed by dialogue between panelists and participants.

### Cohort 4

**Lucy Barbera** has published, “Leadership for Social Justice: An Arts-Based Inquiry-Professional Development Research Project” as part of the conference entitled, *Aesthetic Education: Expanding Notions of Excellence in K-18 Learning Communities*, sponsored by the Lincoln Center Institute for Teaching and Learning and The Equity Studies Research Center at Queens College/CUNY.

For further information regarding Lucy Barbera’s presentation and published work please visit: <http://qcpages.qc.cuny.edu/Education/AE%20Conference%20Proceedings/articles/Leadership%20for%20Social%20Justice.pdf>  
<http://qcpages.qc.cuny.edu/Education/AE%20Conference%20Proceedings/articlesind.html>



Lucy Barbera

**Dr. Heather Forest** was selected to present a workshop entitled “Storytelling, Metaphor and Social Change” at the 2008 National Storytelling Conference in Gatlinburg, Tennessee this past August.

In addition, Dr. Forest was selected to be one of the keynote speakers at the 2008 Storytelling in Organizations Conference at the Copenhagen Business School this past October.

For further information visit: <http://www.storyatwork.dk/>



Chancellor Toni Murdock and Dr. Lynn Johnson Langer

**Dr. Lynn Johnson Langer** was recently elected President-elect of Women in Bio. Women in Bio is an organization of professionals committed to fostering and encouraging entrepreneurship and career development of women active in the life science industry. To learn more about the organization visit: [www.womeninbio.org](http://www.womeninbio.org)

In addition, Dr. Langer’s newest article entitled, “The Implementation of a Proseminar Course to Lead Change in the MS/MBA Biotechnology Program at Johns Hopkins University: A Case Study”, will be published in a special edition of the *Journal of Commercializing Biotechnology*, focusing on bio-business education.



Dr. Cara Meixner and Dr. Alan Guskin

**Dr. Cara Meixner** joined her alma mater, James Madison University, as an assistant professor of Graduate Psychology in August 2008. Cara is also currently serving as consultant with the Center for Faculty Innovation at JMU, an interdisciplinary collective of faculty who work toward the enhancement of teaching, learning, engagement and scholarship across the colleges.

### Cohort 5



Marti Goetz (Cohort 5) and Dr. Diana Cooley (Cohort 4)

**Guylaine Vaillancourt** recently accepted the position of Assistant Professor in music therapy in the Creative Arts Therapies Graduate Program at Concordia University in Montreal, Canada. To learn more about Concordia, visit: <http://www.concordia.ca/>

### Cohort 6

**Wayne Curtis** was recently asked to be a guest lecturer at the Georgetown Business School on Community Economic Development. In addition, Wayne accepted a position as adjunct professor at Southern New Hampshire University teaching 'Financing Community Economic Development' for the Masters in Community and Economic Development Program.



Wayne Curtis

### Karen Geiger,

President of Karen Geiger & Associates, Inc. and a faculty member at the McColl School of Business, has been invited to be a Thought Leader panelist at the North Carolina Women's Conference, presented by Wachovia. This session will focus on *Women Building Trust Across Race and Culture: The Power, the Path, the Promise* and is sponsored by the Women's Inter-cultural Exchange. To learn more about the conference, please visit <http://www.ncwomensconference.com>



Karen Geiger

**Paul Gregory** will present, "Facilitating Ethical Change: An Autoethnography Case Study", during the upcoming Multi-Sector Leadership Forum at Indiana University's Tobias Center for Leadership Excellence in March 2009. The Tobias Center focuses on research and programs related to the study of leadership across all

sectors – including corporate, public service, education, religion, medicine, and non-profit organizations.

To learn more about Paul's presentation please visit: <http://www.tobiascenter.iu.edu>

### Martha Miser

recently co-authored a chapter in the newly published *Routledge Companion to International Business Coaching*, entitled; "Couples Coaching for Expatriate Couples: A Sound Investment for International Business".



Martha Miser

### Cohort 7

**Tavia LaFollette** will be presenting a paper, "Firefly Insight: Metaphorical and Aesthetic Meaning and How They Help Us in the Evolution of Communication" and a one woman show entitled, "Recycled Souls" at the 25<sup>th</sup> European Group for Organizational Studies Colloquium in Barcelona later this year. For further information regarding the colloquium visit: <http://www.egosnet.org/jart/prj3/egosnet/main.jart:rel=en&content-id=1227178922337&reserve-mode=active>



Tavia LaFollette

### Cohort 8

**Sylvia Asante**, Associate Dean of Intercultural Resources at Gettysburg College, has been awarded the 2009 Martin Luther King, Jr "Living the Dream Award". The award honors the spirit of the



Sylvia Asante

Reverend Dr. Martin Luther King, Jr. and the dream he had of social justice for all men and women. To learn more about Sylvia's work in her community

and the award in general please visit:

[http://www.eveningsun.com/ci\\_11419366?IADID=Search-www.eveningsun.com-www.eveningsun.com](http://www.eveningsun.com/ci_11419366?IADID=Search-www.eveningsun.com-www.eveningsun.com)



Iris Cumberbatch

**Iris Cumberbatch** was recently promoted to Senior Vice President in Corporate Communications at Wachovia Corporation. In this role, Iris leads

a team of communications managers who are responsible for strategic internal and external communications and media relations for Wachovia's General Bank, which includes Retail & Small Business Banking, Commercial Banking, Community Banking, Business Banking, Card & Payment Services, Deposit Products, Mortgage & Retail Credit Services and Distribution/Call Centers. Iris has been with Wachovia 3 1/2 years and has held senior marketing and communications roles with leading firms including Bank of America, Citibank, E.F. Hutton and Morgan Guaranty Trust Co.

**Janice Y. Ferguson** presented a workshop on Leadership at the Western New York American Baptist Women Annual Retreat held in Buffalo, New York this past January. The workshop was entitled, "Christian Women as Servant Leaders". ●

## Faculty Updates

**Dr. Philomena Essed** recently gave a keynote address on 'Everyday Racism, Gendered Racism' at a conference on Education and the Black Population of Brazil. In addition, this past November, she visited Mid Sweden University, Department of Social Work, Östersund, Sweden where she was invited to speak on 'Conformity Culture in Corporate Academia'. Lastly, The National Association of Japanese Canadians celebrated the 20th Anniversary of Japanese Canadian Redress Settlement with a conference. Dr. Essed gave a keynote on "Leadership Beyond Antiracism: Against Humiliations and for the Dignity of Being", Burnaby, in British Columbia, Canada.

**Drs. Elizabeth Holloway and Mitch Kusy** were the keynote speakers for the Midwest Regional Conference of the American Society of Training & Development (ASTD). Entitled "Toxic Personalities and Their Systems of Power", this keynote address was based on their two-



Dr. Mitch Kusy and Dr. Elizabeth Holloway

year national study of the most effective strategies to mitigate the effects of toxic personalities at work. In the presentation, they identified a three-tiered systems approach – their Toxic Organization Change System (TOCS) model – which they developed as a result of their research study. Their practice-based system will be the feature of their latest book, *Toxic Workplace! Managing Toxic Personalities and Their Systems of Power* (April, 2009).

**Drs. Jon Wergin and Scott Allen** have published a new article, "Leadership and Adult Development Theories: Overviews and Overlaps", in the Winter 2009 issue of *Leadership Review*. For further information visit: [www.leadershipreview.org](http://www.leadershipreview.org) ●

### Welcome, Dr. Booyesen!

*continued from page 1*

of *Labour Relations* from 2006 – 2008. She is currently on an extended leave of absence from this position.

Some of Dr. Booyesen's many awards include the GLOBE Research Award (1997); Best Academic Achievement, University of South Africa (2004), and Excellent Teamwork Award, conferred by Society for Industrial Organizational Psychology (2005). She is also included as

one of 50 role models for South African women and as leadership expert in the book *Inspirational Women @ Work*, (2003).

Dr. Booyesen is mother of a 13-year-old daughter who makes sure she risks her neck on many of the weird and wonderful things America has to offer and a mischievous partner who conspires with their daughter in keeping her nose out of the books. ●

# Recent Dissertations

August – December 2008 (Listed in order of defense)

**Dr. William Blizzard (Cohort 1)**  
*Shenyang Jianzhu University;*  
*A Case Study*

This case study is focused on leading change in Chinese higher education. This dissertation explores how Shenyang Jianzhu University was created and evolved. It is especially focused on the role of the university's leader, in the building of a new campus and how the ending of the Cultural Revolution facilitated the development of the university.

**Dr. Mia Cole (Cohort 1)**  
*A Critical Assessment of Professional Skills and Knowledge in Supplier Diversity: A Delphi Study*

This quantitative dissertation addresses the required professional skills and knowledge for Supplier Diversity Professionals. This study aims to assist in shaping the future of supplier diversity, to recognize this field as a sustainable professional practice, to confer professionalism on supplier diversity practitioners, and to identify specialized professional skills and knowledge required for success in supplier diversity.

**Dr. Jonathan Tyler Clark, (Cohort 4)**  
*Developing Collaborative Leadership: A Study of Organizational Change Toward Greater Collaboration and Shared Leadership*

This dissertation is a case study of one organization's efforts to change from autocratic organizational leadership to a more collaborative working environment.

Taking the form of a literary portrait, the study analyzes an example of action learning about collaborative leadership.

**Dr. Diana M. Cooley (Cohort 4)**  
*Inner Voice of Women's Self-Leadership*

This research is aimed at more fully understanding how women leaders lead themselves. This work improves our understanding of women's experiences listening to their inner voices and how this listening allows them to become leaders of themselves and move beyond challenges in order to transform their lives and potentially the lives of those around them.

**Dr. Howard Eric Kea (Cohort 1)**  
*How are NASA Engineers Motivated? An Analysis of Factors that Influence NASA Goddard Engineers' Level of Motivation*

NASA is an organization known for pushing the envelope of engineering and scientific achievement. It can be argued that engineers working for NASA are intrinsically highly motivated due to the nature of the work and the mission of NASA. This quantitative study explores how supervisor behaviors, both intrinsic and extrinsic and demographic factors influence motivation of NASA Goddard engineers in their current environment.

**Dr. Laura Lynn (Cohort 2)**  
*Dialogue as Performance, Performance as Dialogue*

This dissertation is an arts-based qualitative study in leadership and change that describes the qualities of dialogue revealed through the experience of Native and non-Native American music composers engaged in a dialogue through music composition.

**Dr. Kim H. McNamara (Cohort 4)**  
*Fostering Sustainability in Higher Education: A Mixed-Methods Study of Transformative Leadership and Change Strategies*

Institutions of higher education are being looked to for leadership in the effort to educate students about environmental concerns and support the development of sustainable innovations. Reflecting upon the sustainability efforts of these institutions, this research study explores the following questions: What factors are essential for initiating and leading a successful change effort to foster sustainability in higher education? What processes guide higher education institutions in efforts to deeply and comprehensively implement sustainable changes?



*Drs. Al Guskin, Robbie Hertneky and Laurien Alexandre*

**Dr. Robbie Palmer Hertneky (Cohort 4)**  
*The Leadership Self-Identity of Women College Presidents*

This research study explores the concept of leadership self-identity in a particular population of formal leaders – women college presidents. Using narrative inquiry, the research examines the following: how these women describe and define themselves as leaders, what personal attributes they believe allow them to be leaders, their past and future career intentions,

how their relationships with others influence their leadership self-identity, and the stories they tell about themselves and leadership.

**Dr. Cara Meixner (Cohort 4)**  
*Evolving Learning: Educators' Inner Experiences of Engaging in Service-Learning with Undergraduates*

This research is an exploratory, qualitative study of faculty members' learning, growth, and development in service-learning contexts.

**Janet Byars (Cohort 4)**  
*Holographic Leadership: Leading as a Way of Being*

This dissertation develops a holographic leadership model, which integrates values-based leadership into the holographic world. This hybrid dissertation marries theoretical suppositions with a model of practice, based on the author's heuristic knowledge from the business world.

**Dr. Raquel Dolores Gutierrez (Cohort 3)**

*Life-Affirming Leadership: An Inquiry into the Culture of Social Justice*

A new paradigm for leading social change is emerging; a worldview acknowledging the importance of leadership that is life-affirming and lasts over time. The current inquiry explored the ways in which the social reality of life-affirming leadership is created and the implications those realities have for the current and future generations of social justice workers, their organizations, and the communities in which they work. ●

For further information on alumni dissertations, visit: <http://www.ohiolink.edu/etd/search.cgi?q=instcode:antioch&field=&pagesize=30&deptfacet=Leadership%20and%20Change&sort=author>



**The Program's 2008 Class!** Those alumni pictured left to right: Drs. Charis Sharp, Carole Bergeron, Kim McNamara, Diana Cooley, Howard Kea, Lynn Langer, Scott Wallace, Laura Lynn, Janet Rechtman, Caroline Fu, Judy Ragsdale, Gary Ballou, Joc Clark, Mia Cole, Bill Blizzard, Raquel Gutierrez