

## ANTIOCH UNIVERSITY

### PhD in Leadership and Change

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## Leadership and Change *for* Healthcare: A Great Idea Whose Time Has Come!

We are very excited to initiate the program's first-ever concentration, leadership and change specifically for healthcare practitioners. We look forward to welcoming the first cohort in Summer 2015! Over the past several years, we've pondered how to grow in a sustainable way that expands our capacity but does not undermine our quality. The possibility of creating sector-specific or theme-focused cohorts has always intrigued us. We are now ready to tackle this challenge.

Imagine the program, the PhD in Leadership and Change, with two distinct pathways toward the degree: one is our foundation program, the highly successful interdisciplinary study of the theory, research and practice of leading change with cross-professional cohorts; then, imagine a new pathway, specifically designed for those leading change in one sector—healthcare.

Over the past 12 years, we have had dozens of students/graduates from the healthcare sector who say they benefited tremendously from the opportunity to study with peers from many other sectors. At the same time, we also know that some healthcare practitioners would prefer the opportunity to study leadership and change among peers, all of whom are struggling with the challenges of their shared field. As we know, learners have different styles, interests and desires. The new concentration opens up an additional opportunity for those in healthcare to choose their pathway, identifying the one that best suits their style as a learner and their interest as a practitioner.

#### ***Why was healthcare our first venture into a sector-specific concentration?***

We had two major reasons. First, we believe it is mission-aligned. Healthcare systems in the United States, as well as globally, are in the midst of cataclysmic changes. Current approaches to financing, delivery, service,



capacity and organization are facing innumerable challenges and far too many people are left on the margins of quality healthcare. Professionals trying to make care affordable, equitable and high-quality are daunted by the tasks ahead, while millions face the stark reality of lack of access and/or insufficient care. We believe healthcare is a right not a privilege, and is thus, aligned with the mission of Antioch University. Given that, students in our healthcare concentration will immerse themselves in the program's interdisciplinary breadth in the research and practice of leading change and apply the skills and theories learned to address current healthcare concerns and those they may expect to face in the years to come.

The second major reason for starting with healthcare is that this is a field that recognizes and honors education and expects its professionals to obtain advanced credentials, from MDs to the current push for nurse leaders to secure doctorates, to a wide range of master's-level professional degrees in the field. Thus, our PhD in Leadership and Change makes sense to healthcare practitioners of all stripes.

#### ***Who will be the concentration's students?***

We imagine great diversity among the learners in terms of their professions within healthcare, bringing their breadth of perspectives and experiences to bear on their study. Our hope is

*continued on next page*

#### **Apply to the PhD in Leadership and Change**

#### **Priority Application Deadline:**

February 1, 2015

(We continue to accept application to May 1 or until the cohort is full)

#### **For details contact:**

**admissions.phdlc@antioch.edu  
or 877-800-9466**

# Leadership and Change for Healthcare: A Great Idea Whose Time Has Come!

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that over time the program will draw physician leaders, nurse leaders, hospital administrators, directors of educational programs, healthcare advocates, and those who work with issues of health and wellness in diverse communities. The healthcare system demands this diversity of vision and responsibility to solve its most pressing challenges.

### **How does the concentration differ from the foundation program?**

In terms of the curriculum, first and foremost, this is still the PhD in Leadership and Change—it is not a PhD in Healthcare Administration. This means the curriculum highlights the theory, research and practice of leading change, rather than the management of human and financial resources prevalent within traditional doctorates in healthcare administration. Our distinctive interdisciplinary study of leading change will remain. The biggest difference is that peer discussions will have added depth in and from the field because all cohort members will come from the healthcare sector. In applying our interdisciplinary study to the healthcare field, students will address such topics as relationship-centered care, community access, education and advocacy, socially responsible and ethical decision making, and values-based change strategies in environments of high complexity.

In addition to the nature of the sector-specific cohort, there are a few other variations from the current foundation pathway. Given the well-recognized importance of inter-professional collaboration in the healthcare field, an emphasis will be placed on ‘team’ learning, including cohort-based learning achievements. Extensive virtual learning activities between residencies will also occur within a redesigned proseminar. In order to do this, movement through the program will be more cohort-paced than individually paced, as is the case in the foundation program. This opens up yet another consideration for learners in terms of which pathway best suits their style and interests, one for those more interested in more individual freedom of pacing and one for those more desirous of collective study.

Another variation is the nature and location of the residencies. Because of the small cohort size, there will be three residencies a year for the first three years. All residencies will be held at the campus of Antioch University Midwest with two exceptions: the final

third-year residency will be held at Antioch University Santa Barbara, and the second year will include a week-long residency held internationally. This provides the opportunity for students to meet with peer professionals working in another country’s healthcare system, learn similarities and differences, and explore lessons that may inform one’s practice in the U.S. The week-long residency will be the venue for the cohort’s international case study, which represents another variation from the foundation program’s individual case studies.

Among the other variations, not all core faculty will be present at every residency, as is the case with the foundation program. The small healthcare residencies provide better opportunities to bring in field experts, virtually or face-to-face, to explore sector-specific challenges.

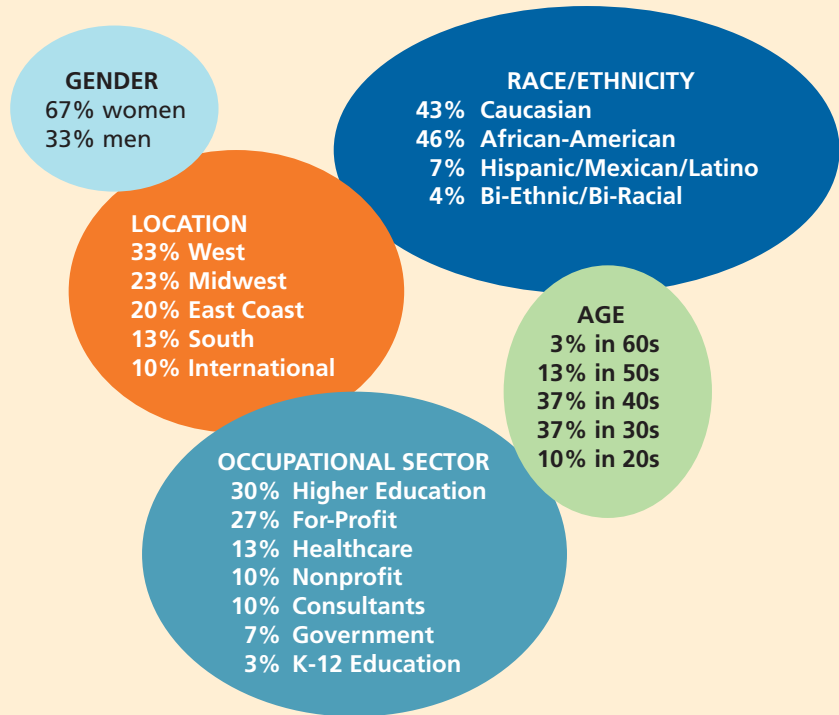
We are excited about this new adventure. We hope you are too!

More information regarding the program can be found [here](#).



*The program proudly welcomes Cohort 14!!!*

## Cohort 14 Demographic Profile



## Director's Note



Looking back at the year's start, the Yellow Springs residency was busy, positive and productive. Thirty new students entered with Cohort 14 (p. 2), and they quickly bonded as the newest members of

our learning community. This bonding only increased at the Keene residency in October.

The Yellow Springs residency was capped by our first-ever annual alumni renewal day, held right after commencement, which was quite a success. Cohorts 1 to 11 were represented and we had a thoughtful conversation about alumni engagement in our lifelong learning community! Some of the ideas that we discussed include more webinars and workshops for alumni. We are also planning an international residency for alumni on leading change (p. 5) featuring current thinking in leadership and change scholarship, faculty presentations, alumni presentations, professional networking and lots of fun. Our alumni also told us they want to have access to current program dissertations, and much more so stay tuned.

Related to alumni engagement, I also want to recognize the incredible culture of giving that is developing among our graduates. As you will see in this newsletter (p. 5), over 35% of our alumni are now donors to the program's scholarship fund, and several have made multi-year pledges. I thank each and every one of you for your generous contributions.

We're not resting on our laurels. After several years of discussion, as noted in the centerpiece article of this issue, we're extremely excited to announce the start of the very first PhD in Leadership and Change concentration, for those leading change in healthcare. The first healthcare cohort is scheduled to join in Summer 2015. Inquiries are already coming in and we're planning the first year's residencies with great anticipation!

We have also begun the search for the program's next core faculty members. There seems to be lots of interest and we received well over 360 applications already. I am pleased that two alumni, Drs. Froswa Booker-Drew (national community engagement director at World Vision, US Programs) and Kiko Suarez (vice president of communications and innovations at Lumina Foundation), both accepted our invitation to join the search committee and ensure that the student voice is represented in our deliberations.

Finally, with all these new beginnings we also have had some endings. Dr. Carolyn Kenny, professor of Human Development and Indigenous Studies, retired from the program this past year and we were able to celebrate her departure at the Yellow Springs residency in wonderful ways. Our beloved Jane Garrison, residency coordinator, also retired this year after three decades at Antioch University. Her caring approach to serving students and faculty was so special. We will miss her even as we welcome Margaret Morgan to her new role in this position!

It is with mixed emotions that I want to let you know that distinguished university professor of higher education, Dr. Al Guskin, will be retiring at the end of this current academic year. Dr. Guskin has been at Antioch for 30 years, and has been a creative visionary as president, as chancellor, and as core faculty. There will be lots of ways to connect and celebrate his contributions this year, starting with the "Retirement, Reflection, Receptions" tour as we travel the country to all the residencies this year (p. 7). Here, too, stay tuned....much more to come.

With that, I hope you enjoy the newsletter and stay in touch.

Laurien Alexandre  
lalexandre@antioch.edu



*Program staff honor Jane Garrison's 30-year tenure at Antioch University!*

### Connect in an informational webinar for prospective students!

December 2, 2014 (Full)  
December 11, 2014 (Full)  
January 16, 2015  
February 4, 2015  
February 19, 2015  
March 3, 2015  
March 30, 2015  
April 8, 2015  
April 17, 2015  
April 23, 2015

For details and to confirm your attendance contact:  
**admissions.phdlc@antioch.edu**  
or 877-800-9466

### Visit and engage with our learning community!

RSVP to  
**admissions.phdlc@antioch.edu**  
for details and to reserve your attendance!

Seattle, Washington  
January 24, 2015

San Francisco, California  
February 10, 2015

Los Angeles, California  
March 21, 2015

Santa Barbara, California  
May 16, 2015



## Recruitment and Outreach Tour

Our 2014 outreach/engagement tour was a huge success! We have made wonderful connections in Atlanta, Denver, Boston, and Houston! Each stop included an inquiry recruitment session for individuals interested in the program as well as separate student/alumni events in each city to connect and have some fun. Plans are in the works for our 2015 outreach tour and suggestions for stops along the way are welcome! Email [admissions.phdlc@antioch.edu](mailto:admissions.phdlc@antioch.edu) with ideas!



*Celebrating Denver-based students and alumni in October.*



*Reconnecting with our vibrant learning community members in Atlanta in September!*

## Around Antioch University

The **Antioch University Los Angeles** Bridge program, which offers free college courses in the humanities to adult students living on a low income, is now offering classes at a third location in Long Beach, California. Learn more about AULA [here](#).

**Antioch University Midwest** students launched a Toastmasters Chapter in Yellow Springs with the acknowledgement that effective communication is essential to success in the classroom and their careers. Learn more about AUM [here](#).

**Antioch University New England** turns 50 this year and is planning a celebration that will recognize its past, embrace its mission, reconnect old friends, and leave a new legacy through a community service project. Learn more about AUNE [here](#).

**Antioch University Santa Barbara** is proud to announce its participation in the **Yellow Ribbon GI Bill Education Enhancement Program**, also known as the Yellow Ribbon Program, an initiative established by the Post-9/11 Veterans Educational Assistance Act of 2008. Learn more about AUSB [here](#).

**Antioch University Seattle** faculty, staff, students and alumni recently gathered for a convocation celebration and service to the community. Learn more about AUS [here](#).

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 program faculty and staff through annual donations that support projects involving renewable energy, energy efficiency, and reforestation.

Antioch University is fully accredited by the North Central Association of Colleges and Schools (NCA). The PhD in Leadership and Change program obtained full and permanent approval from the Ohio Board of Regents in Summer 2005.

### Antioch University's Mission

Antioch University provides learner-centered education to empower students with the knowledge and skills to lead meaningful lives and to advance social, economic, and environmental justice.

*To learn more about our multi-campus system visit: [www.antioch.edu](http://www.antioch.edu)*

## Alumni Engagement in Wonderful Ways

We now have 151 alumni and for the first time we have reached the tipping point where we have more alumni than current students. Wow! With this still small but growing group we have the opportunity to imagine and build a lifelong learning community in which alumni are fully engaged members of the program. We are beginning to get glimpses of what this engagement looks like, highlighted on this page. Recognizing such engagement will become a regular feature of all future newsletters!

### Engagement Through Giving

One important way for alumni to engage with the program is to help make it sustainable for years to come. Our alumni recognize the importance of supporting future students who will follow in their footsteps as change agents making an impact in their organizations and communities. The response from alumni has been overwhelming. We are proud, we are grateful, and we are humbled once again by our vibrant and generous learning community! Thank you!!!

#### Multi-year Pledges

Annette Cohen  
Wayne Curtis  
Cheryl Jordan  
Lisa Kreeger  
Mark Light  
Mark Moir  
Anthony Scriffignano

#### Annual Gifts in 2013–14

Tokz Awoshakin  
Carole Bergeron  
Beth Birmingham  
Stephen Bauman  
Shelley Chapman  
Mia Cole  
Sean Creighton  
Leslie Etienne  
Deborah Fredericks  
Roger Fuller  
Karen Geiger  
Karen Gilliam  
Luane Haggerty  
Robbie Hertneky  
Joye Jepson  
Julie Johnson  
Susan McKeivitt  
Kara Malenfant  
Martha Miser  
Charlotte Moats-Gallagher  
Dorothy Milligan  
Naomi Nightingale  
J.R. Ransom  
Janet Rechtman  
Nicole Roades  
Randy Roberts  
Marilyn Shea  
M.E. Steele-Pierce  
Harriet Schwartz  
Beth Valicenti  
Wayne Walters  
Debi Witte

### Engagement Through Networking

Our alumni represent an extraordinary group of change agents, activists and leaders who are well connected with organizations and communities nationally and internationally. It is through these connections that alumni can facilitate opportunities for program consulting and partnerships. Following are two such efforts we would like to highlight, give thanks for, and encourage others to consider if they have similar opportunities.

Through Dr. Cyndi Schaeffer (Cohort 7), interim chief of staff for the Department of Public Health at King County, a connection was made for the PhD in Leadership and Change program, specifically for Drs. Elizabeth Holloway and Mitch Kusy, to offer an all-day workshop regarding toxic workplaces for over 100 King County, Washington, employees.

We also had the amazing opportunity to hold a similar workshop in Texas, thanks Dr. Ronnie Haggerty (Cohort 5), who is associate vice president of community relations at the United Way of Greater Houston.

These are wonderful opportunities to bring our message to wider audiences, to partner with organizations that are leading change, and to hopefully get our name in front of individuals who might be interested in securing their doctorates or seeking consultation for workshops for their organization!



*Drs. Holloway and Kusy share expertise in navigating toxic workplaces for the King County employees.*

### Consider making a tax-deductible donation of the PhDLC Scholarship Fund

The PhDLC Program is proud to offer the Guskin Scholarship Fund, which provides tuition scholarship to 10 incoming students and 10 continuing students each year.

Please consider making a gift to the Fund at [Antioch.edu/phd](http://Antioch.edu/phd) or contact Laurien directly.

### Save the Date! Barcelona October 2015

The PhDLC will be holding a special 2-day symposium designed for alumni (and their families) in Barcelona immediately following the annual conference of the International Leadership Association. The symposium will include special guest speakers, faculty and alumni presentations, and networking opportunities. Plan to rejoin your doctoral learning community in a stimulating set of discussions, readings, conversations, reflections...and of course, plan to have fun!

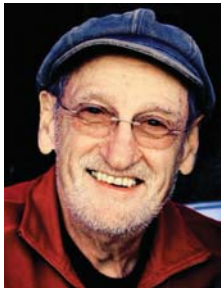
#### More information coming!

Please email Laurien if interested and for more details;

[lalexandre@antioch.edu](mailto:lalexandre@antioch.edu)







## Al Guskin Retires: 30 years at Antioch University

Dr. Alan Guskin will be retiring from the PhD in Leadership and Change program at the end of this academic year. Dr. Guskin's contributions to the program are immeasurable; his impact on students is profound. For all who have had the opportunity to work and serve, teach and learn with Al, his decision to retire brings many thoughts, many smiles and some tears, too. The program and university as a whole will have a number of activities over the course of this year to recognize his many years of service. Please see the information regarding the series of *Reflection Receptions* that the PhDLC program will host at various campuses as we tour the country this year. If you are in the area, please join us!

\*The following interview was conducted with Dr. Guskin in late August 2014.

***You have seen the PhDLc grow from a kernel of an idea originally when you were University Chancellor to the current successful program with you as a core faculty member for the past 14 years. What do you consider the top four reasons for the program's success and why?***

First, we've always kept a clear focus on the vision we had and have for the program. While we've evolved considerably as we've learned from student feedback and new faculty perspectives, adopted new technologies, adjusted staff support, and continually assessed our needs and mistakes, we've always remembered to stay focused on student learning within a hybrid delivery model to nurture the development of a powerful learning community that supports reflection, professional practice, and social change. We have always been very open and clear about our values.

The quality of our faculty and the commitment to hiring faculty who are committed to the vision and values is another major reason for the program's success. Most academic innovations fail or regress over time as the founding faculty leave and new faculty enter who have little experience in dealing with the founding vision. We have taken the time to support new faculty as they adjust to this experience and the result, with few exceptions, has been extraordinary. The fact that faculty work from home offices has enabled us to recruit from any geographical area and allowed us to hire a superb group of faculty who would have otherwise been unwilling to move to a new location. We were also wise to hire all of our faculty at the senior level, at the same rank and salary. By doing this, the faculty did not have to make judgments about promotion and there was no salary disparity—thereby avoiding two major issues that tend to create conflict and/or unhappiness among colleagues in a small group.

Another reason for our success was that early on we made the decision to create the PhD program as a "virtual campus" without any bricks and mortar and with a strong boundary around it so that other parts of the University could not balkanize the different

integrated parts of the program. At the same time, we paid for all the direct services we used from campuses (e.g., financial aid, technology, electronic library). We were able to do this because funds needed to plan and start the program came from external grants. Also, the program's founding leaders knew how to navigate the University and the University's leadership supported the program's innovation.

Our decision-making process and the program's leadership is another reason for our success. Laurien has provided strong sustained leadership while believing in faculty, so that all key decisions were made after considerable faculty discussion and were almost always reached by a consensus. This has created a faculty who respect and like each other and even enjoy faculty meetings! Laurien's commitment to the vision and her ability to lead the faculty in continually revising the manner in which the vision has been implemented have created the PhD program as a real learning organization; much has changed over these last 14 years but the underlying foundation, the dream, has remained. In this regard, one of my favorite quotes is from Thomas Masaryk, pre-WW II president of Czechoslovakia: "You see how it is: the method must be absolutely practical, reasonable, realistic, but the aim, the whole, the conception is an eternal poem." This sums up Laurien's leadership and the evolution of the PhD program over these last 14 years.

***What has surprised you the most about the program's trajectory?***

The biggest surprise has been the quality and motivation of our students. It continues to surprise me that we have been able to attract and graduate students who are successful leaders in their professions. When we started, we hoped that the students would be there, that there would be enough of them to sustain the program, and that the program would be meaningful to people in their 40s, 50s and even 60s. It was...and is.

Another surprise is the extent to which students form deep personal bonds with each other almost from the outset. People who

have successful careers, families to sustain and networks to connect with, nevertheless create lasting relationships with fellow students and continue to support each other, even after graduating. I always knew the power of cohort-based education for adults but this power seemed really enhanced in our program.

Finally, I always hoped that our faculty would be a quality one but I never imagined that we would be able to recruit such a stellar group as the faculty who have joined the program. Truly impressive and gratifying.

***You always talk about the difficulties of keeping innovations innovative and resisting the temptation to regress to the norm. If you were looking ahead, what would be your advice to the PhDLc about what is important to hold on to so we don't fall complacent and rest on our laurels? In essence, what is your advice for the next 15 years?***

The simple advice would be that nobody retire. However, since I am finally retiring that is not fair to say. I guess my best advice is that we be intensely focused on the Masaryk quote above: first we must be vigilant in hiring new faculty who believe in the program and that their decisions and actions remain committed to the "eternal poem," the vision of the program, while always understanding that as we learn more about how to implement the vision and deal with external realities, that we always do so self-consciously within the context of the vision.

Second, size really does matter yet there will be a need for modest growth to deal with increasing expenses. We need to maintain the size that enhances a sense of community and at a cost that is reasonable. In order to do this, I believe that the program should evolve into a series of programs built on the same basic educational model and values with variations dependent on the content, as we have just created with the new concentration for healthcare. As we create these new concentrations and they begin to grow, I would envision shared academic and non-academic services that would reduce the per-student expense. I am very much in favor of growing educational programs horizontally (keeping the size of each small enough for

meaningful community) and providing a network of such programs, rather than growing vertically and increasing the size of a single entity.

Third, I think we should develop a system of faculty moving from full time to half time, as they move toward retirement so as not to lose their wisdom. I believe the wisdom that is gained from senior faculty over time far outweighs the modest costs incurred. Senior faculty will always be critical for maintaining “the whole, the aim, the conception, the eternal poem.” And their presence will sometimes be more critical than the hours they work.

***You have been recognized as a thought leader in higher education. So, if you were talking about lessons higher education could learn from this program, what would be three major takeaways and why did you select them?***

First and foremost is focusing top priority on the student learner and not giving in to focusing on faculty interests. Quality must be maintained and learning requirements upheld, but the focus on the student learner means that we are concerned with mastery of material, not being controlled by the time it takes to learn something. Focusing on mastery also is more efficient and effective—since students can learn in many ways using many resources beyond those only conceived and delivered by faculty.

Secondly, a hybrid model works in terms of student learning, efficient use of faculty time and maintaining costs. These factors will all be enhanced as technology continues to develop and we learn how to balance faculty expertise and time with effective use of technology. Human interaction is essential

for deep learning but technology can give us a great assist in figuring out where that human interaction is necessary and most effective, and where we can contain our costs.

Third, bricks and mortar look nice but are not essential; developing a strong learning community where faculty, staff and students are all committed to serving the learners is what makes the difference. There is no better example than the PhD program library services, which are superb, and we have an embedded senior library faculty inside the program. Our students rarely have the need to visit a brick and mortar library building.

Finally, underpinning all three of these takeaways is the program’s emphasis on careful listening to feedback and new ideas and making adjustments where they make sense and are consistent with the overall educational philosophy and values. Being a learning organization is a major hallmark of our program. Put simply, we have continued to learn and avoided getting stuck in our innovation, something that is all too common in higher education.

***You are approaching retirement after 30 years at Antioch University, and 50 years in higher education. Your career has been marked by many highs...and I’m sure many lows. I know you consider being in the PhDLc one of the highs. Why is that? Clearly it has much less influence, power and authority than being a national figure, a chancellor or president. So, what has been personally so fulfilling for you?***

Fascinating question but true. In many ways the PhDLc has been a high point in my professional fulfillment. As a chancellor or president one is always creating an academic and institutional environment so that faculty and students can flourish. In doing this

wonderful work you rarely are a person; you are primarily seen as representing your institutional role. People react to you less as a person who has some ideas, who is committed to their well-being and that of the institution, and more as a person acting in a role as chief executive. Therefore, they react to you based on a whole set of perceptions and personal issues dealing with their own interests and political perspectives regarding authority and their place in the institution. You are the president or chancellor 24/7 and their relationship to you is based on that reality. This is true even if you teach while being the “leader,” which I did almost every one of the 23 years I served as institutional leader.

I very much enjoyed being the chief executive of two universities and it was fun writing and traveling the country sharing my ideas. But being a faculty member in the PhDLc program really allowed me to be myself. I didn’t represent the institution, I was treated as a person, I was able to relate to students without the weight of my institutional leadership role and they were able to relate to me, for the most part, as just another faculty member who was trying to facilitate their work. I found my experience with students and my faculty colleagues to be very rewarding. I was able to be myself and that has been very fulfilling. There was no presumed distance with me having authority over them or having special influence that could have a huge impact on their lives.

I have always maintained that the two best jobs in higher education are being president and being a faculty member. I had both and both have been fun and very fulfilling but in very different ways.

## Al Guskin’s Retirement Year: A Series of Conversations Across the Country *Reflections on 30 Years at Antioch: Lessons and Considerations*

### “The Evolution of Modern Antioch The Bright and Shadow Side”

October 22, 2014, Antioch University New England

### “Innovation and Change at Antioch: Dealing with Creative Tension in a Values-based Institution”

January 21, 2015, Antioch University Seattle

### “The Bright and Shadow Side of Leading: A Practitioner’s Reflections”

March 18, 2015, Antioch University Los Angeles

### “Looking Back to Go Forward: Creating the Next Big Idea at Antioch—The Rationale for the Creation of the PhD Program”

July 28, 2015, Antioch University Midwest

### Recognition at PhDLc Commencement

August 1, 2015, Kuss Auditorium, Springfield, Ohio

# Alumni and Student Updates

## COHORT 1



*Drs. Scott Wallace, Karen Gilliam, and Howard Kea reunite at the program's inaugural reunion, August 2014.*

## COHORT 2

**Dr. Harry Alston**, associate vice president of model development, of the Safer Foundation, was substantially responsible for crafting proposal strategies for the Department of Labor for which Safer Foundation was awarded several large grants for workforce development. Safer Foundation's mission has focused on supporting, through a full spectrum of services, the efforts of people with criminal records to become employed, law-abiding members of the community and as a result, reduce recidivism. For more information, visit [www.saferfoundation.org](http://www.saferfoundation.org).

**Dr. Shana Hormann**, vice president for student affairs and associate academic dean at Antioch University Seattle, was recently featured in an interview in the April 2014 issue of the *Unfolding Leadership* newsletter. Learn more about Dr. Hormann's work and read the full interview [here](#).

## COHORT 3

**Dr. Raquel Gutierrez** has accepted the position of associate director at St. Luke's Health Initiatives and was awarded a certificate of completion for the National Hispana Leadership Institute Fellow Program at the John F. Kennedy School of Government, Executive Education. Additionally, she is the inaugural recipient of the Latina Leadership Award for Valle del Sol. Learn more about Dr. Gutierrez's recent accomplishments [here](#).

**Dr. Judy Ragsdale**, director of education and research in pastoral care at Cincinnati Children's Hospital Medical Center, recently co-published a research article entitled "Characterizing the Adequacy, Effectiveness, and Barriers Related to Research Mentorship Among Junior Pediatric Hospitalists and General Pediatricians at a Large Academic Institution" in *Hospital Pediatrics*. Read more [here](#).

**Dr. Wendy Stack** has been named associate vice president for access, innovation and research, and executive director of the newly named Center for College Access and Success at Northeastern Illinois University. Dr. Stack is also currently director for Chicago GEAR UP Alliance, striving to improve student academic performance and increase the postsecondary awareness. Learn more about her work [here](#).

**Dr. Rhoda Weiss** was recently included in the prestigious group of "Leading Women in Healthcare List" as noted by *Becker's Hospital Review*. Dr. Weiss is president and founder of Rhoda Weiss and Associates consulting group specializing in strategy, business development, marketing, public relations, branding and communications. Learn more about Dr. Weiss [here](#).

## COHORT 4

**Dr. Lucy Barbera**, adjunct professor at State University of New York, New Paltz, recently launched a new Creative Art Therapy Certificate program. Additionally, Dr. Barbera recently contributed an excerpt of a larger work entitled, *Disaster, Illness, and Metamorphosis* regarding events constellated by Hurricane Sandy and its aftermath for the independent cyber-collective, The Centre for Imaginative Ethnography. Read the piece [here](#).

**Dr. Lynn Langer**, director of the Enterprise & Regulatory Science programs at the Johns Hopkins Center for Biotechnology Education, recently contributed a chapter entitled "Characteristics of Successful Biotechnology Leaders" to *Biotechnology Entrepreneurship: Starting, Managing, and Leading Biotech Companies*. Learn more about Dr. Langer's work [here](#).

**Dr. Anthony Scriffignano**, senior vice president leader, Worldwide Data and Insight at Dun and Bradstreet, recently delivered a keynote address at the Big Data Innovation Summit in Santa Clara, California. Additionally, Dr. Scriffignano published a piece on thought leadership selected as part of a series by *CIO Review* magazine's *BigData 100 Special Edition* entitled "The Future Belongs to the Informed." The full article can be found [here](#).



*Janet Bell (C6) and Dr. Laurien Alexandre share residency cheer!*



# Alumni and Student Updates

## COHORT 5

**Renee Ahern** recently accepted the position as a clinical therapist at Nationwide Children's Hospital in the Center for Healthy Eating working with families and children with eating disorders. She continues to teach in the master's degree program at the Columbus campus of the University of Dayton's program in Community Counseling.

**Dr. Susie Erenrich**, recently published "Performing Arts for Everyone: A Portrait of The Kennedy Center's Millennium Stage" in the *American Journal of Arts Management*. For further information click [here](#).

**Dr. Chip Espinoza**, author, speaker, consultant and academic director of Organizational Psychology for Concordia University, recently presented "Mentoring Millennials" at the University of New Mexico's Mentoring Institute Conference and his most recent book, *Millennials@Work: The 7 Skills Every Twenty-Something Needs to Overcome Roadblocks and Achieve Greatness at Work* (Franklin Covey, 2014), has been widely received. Click [here](#) to learn more about Dr. Espinoza's work.

**Dr. Harriet Schwartz**, associate professor at Carlow University, in conjunction with PhD in Leadership and Change faculty Dr. Elizabeth Holloway, co-authored "Critical Incident Technique: Exploring Meaningful Interactions between Students and Professors" in *SAGE Research Methods Cases* (SAGE Publications, 2014). Learn more about Dr. Schwartz and her work [here](#).

**Dr. Darlene Zangara** has been charged by the State of Minnesota to lead the state's Olmstead Plan Implementation Office. As director, Dr. Zangara will implement the plan and improve the ways in which Minnesota provides services and support to individuals with disabilities.

## COHORT 6

**Dr. Karen Geiger**, president of Karen Geiger and Associates Inc., and Dr. Cheryl Jordan, founder of U. Magine Performance Consulting, recently co-published "The Role of Societal Privilege in the Definitions and Practices of Inclusion," in *Equality, Diversity and Inclusion: An International Journal* (Emerald Insight, 2014). Read more regarding this collaboration [here](#).

**Dr. Martha Miser**, president of Aduro Consulting, LLC, was elected to the Board of Trustees for Antioch University New England and joined the Globally Responsible Leadership Initiative, attending their recent annual conference in Finland. In addition, Dr. Miser launched her new consulting [website](#).

**Dr. Naomi Nightingale**, owner of Nightingale and Associates, was recently elected as commissioner to the County Civil Service Commission of Los Angeles County. The Civil Service Commission is a Charter-mandated body charged with acting as the appellate body for major disciplinary actions, discharges, reductions, suspensions in excess of five days, and discrimination complaints filed by county employees within the Civil Service System. Learn more about the commission [here](#).

In Memory of  
**Paul Gregory**  
Cohort 6  
1952-2014

## COHORT 7

**Dr. Tavia LaFollette**, artist-in-residence at Carnegie Mellon University Center for the Arts in Society, and founder and director of ArtUP, recently became involved with the Community Robotics, Education and Technology Empowerment Lab (CREATE Lab) which explores socially meaningful innovation and deployment of technologies to empower everyday citizens to improve evidence-based decision making, public discourse, and action. Learn more about the lab [here](#).

**Dr. Kara Malenfant**, scholarly communications and government relations specialist at the Association of College and Research Libraries, a division of the American Library Association, was recently highlighted for her case study, "Leading Change in the System of Scholarly Communication: A Case Study of Engaging Liaison Librarians for Outreach to Faculty," (originally published in the top scholarly journal in the field, *College and Research Libraries*, 2010). The article has now been selected as one of seven "landmark" articles over the 75-year history of *College and Research Libraries*. It will be reprinted, along with a companion essay about its significance, in a special issue of the journal in March 2015 and discussed at the Association of College and Research Libraries 2015 conference. Read the full article [here](#).

**Dr. Jan Ware Russell**, teacher at Amy Roberts Primary School, participated in a one-week Bahamas Reef Environmental Education Foundation (BREEF) Teacher's Wetland Conservation workshop. Learn more about the workshop [here](#).

# Alumni and Student Updates

## COHORT 8

**Dr. Jennifer Carlo** was recently promoted to vice president for student engagement and dean of students at Carlow University in Pittsburgh, Pennsylvania.

**Dr. Brent French**, full-time industry consultant and part-time public servant and scholarly practitioner, recently became certified to administer the Subject Object Interview. Subject Object Interviews help determine adult developmental levels as discussed in Kegan and Lahey's *Immunity to Change*. If your research steers you toward the SOI and you'd like a hand, please contact Dr. French at [befrench@wpi.edu](mailto:befrench@wpi.edu).

**Leah Hanes** was recently appointed to the position of executive director of Trash for Teaching, a nonprofit that collects manufacturers' clean waste and turns it into project-based learning opportunities in schools and afterschool programs. For more information, please click [here](#).

**Alpha Woodward** has accepted a temporary appointment as acting course director for music therapy at the University of Limerick in Ireland.

**Dr. Kimberly Yost**, leadership studies scholar and instructor, will be presenting her paper, "Leadership and the Zombie Apocalypse: Images of Leaders in *The Walking Dead*," at the San Diego International Leadership Association conference in October.

## COHORT 9

**Dr. Nora Antoine**, faculty and department chair of Business Management and Conflict Studies at Sinte Gleska University published "Culture and Connection: The Power of TCU Relationships" in *Rikkyo American Studies* (The Institute of American Studies, 2014). Access the full piece [here](#).

**Dr. Cathy Calvert**, educator advocate, recently presented "The Portraits of Women's Leadership After Participation in a Culturally Based University Tribal College Partnership" at the Muckleshoot Tribal dinner, an annual event to honor all the graduates of the Tribal college programs. The focus of the talk highlighted graduates and their persistence and successful completion while encouraging other Tribal members to consider using the generous scholarship programs of the Muckleshoot Tribe.

## COHORT 9 continued

**Dr. Annie Hernandez** recently accepted the role of full-time executive director for the Frieda C. Fox Family Foundation based in Studio City, California.

**Dr. Tera McIntosh**, city field manager at Nextdoor Inc., recently published "My Macro State of Mind: Shifting the Paradigm" via the *White Paper Series* for the Interdependence Network. The piece touches on new ideas in creating better relationships, which was taken from Dr. McIntosh's research done in Pittsburgh's Hill District and has been used with communities and law enforcement. Access the full piece [here](#).

## COHORT 10

**Kirk Adams**, president and CEO of Lighthouse for the Blind Inc., was recently elected to the Board of Directors for National Industries for the Blind based in Alexandria, Virginia, and is currently serving on the following boards: Connect Supply Chain, Seattle; Aerospace Futures Alliance Olympia, Washington; Association of Washington Business, Olympia; American Foundation for the Blind, New York; National Industries for the Blind, Alexandria. Kirk is also serving on Washington state governor Jay Inslee's Disability Employment Task Force.

**Dr. Froswa Booker-Drew**, national community engagement director at World Vision, US Programs, recently published *Rules of Engagement: Making Connections Last* (Austin Brothers Publishers, 2013), and will be a featured speaker at the Movement Day Greater Dallas conference. Additionally, Dr. Booker-Drew was recently interviewed for her work both by *Today's Leading Women* and *Black Gives Back*.

**Dr. Armenta Hinton** has recently been appointed associate dean and director of the Center for Intercultural Advancement and Student Success at Allegheny College in Meadville, Pennsylvania.

## COHORT 10 continued

**Amy Lethbridge**, deputy executive officer at Mountains Recreation and Conservation Authority, recently presented "Trails and Interpretation - Sense of Place and Meaning Making Using Interpretation" at the California Trails Conference and "Creating Connections for Visitors to Natural and Cultural Heritage—Shining the Light on Successful Models" at the International Conference on Heritage Interpretation in Suncheon Bay, South Korea.

**Dr. David McLean**, partner at Soulzatwork, a division of T.S.C. Inc., was an invited speaker at the Tobias Leadership Conference and was also selected to speak on organizational wellness at the National Wellness Conference in Minneapolis, Minnesota.

**Dr. Kim Nolan** recently assumed a leadership role within The Mind and Life Institute as program officer. Dr. Nolan's focus is on the creation and oversight of the Institute's Academy for Contemplative and Ethical Leadership (ACEL). ACEL will operate as an annual program for early- to mid-career leaders in business, government, and civil society. The academy is being designed and led by a faculty of leadership visionaries who seek to advance contemplative and ethical aspects of leadership by developing new curricula and pedagogy and nurturing a new community of emerging leaders. This program is part of Mind and Life's larger research initiative in ethics, education and human development. ACEL will launch in summer 2015. Learn more [here](#).

**Dr. Juan "Kiko" Suarez**, vice president of communications and innovation at Lumina Foundation, presented "Flourishing Adaptive Systems" at the 8th International Conference of Augmented Cognition. He also presented "Wise-by-Design Innovation" at the World Future Society and was a presenter at TEDx Indianapolis. Read Dr. Suarez's bio [here](#).

## Dissertations

Access full PhD in Leadership and Change program dissertations produced by alumni to date [here](#).



# Alumni and Student Updates

## COHORT 11

**Abigail Abrash Walton** is the new director of the Advocacy for Social Justice and Sustainability Concentration at Antioch University New England. In addition, she recently participated in Antioch University's Local Solutions Northeast Climate Change Preparedness Conference and commitment as part of the **White House Climate Data Initiative**. Learn more about her work [here](#).

**Dr. Thomas Crawford**, chief operating officer of the Florida Prostate Disease Center, was a recent guest lecturer at the University of Florida College of Public Health presenting "Margin Versus Mission: The Consequences of Managing a Payer Mix." Additionally, Dr. Crawford recently authored, "The Hospitalist Physician: Contracting for Success" for the *New England Journal of Medicine/Mass. Medical Society* and presented "Physician Contract Negotiation for Employment or Ownership" at the American Urologic Association national meeting.

**Dr. Moudy Elbayadi** was promoted to chief information officer (CIO) at ID Analytics, a LifeLock Company. In this new role, Dr. Elbayadi will be responsible for the Internet technology strategy, infrastructure, information security and operations.

**Jodi-Rae Kortje**, program manager, emergency services, at Fraser Health Authority in Canada, was recently awarded the Peace Arch Hospital and Community Health Foundation's Friends of the Foundation Award in the medical category. This award was established to honor those individuals and businesses in the White Rock/South Surrey community who best exemplify the spirit and the vision of the foundation. This award embodies a leadership role in nurturing a culture of philanthropy throughout the community.

**Dr. Ashley Lackovich Van-Gorp**, founding executive director at Enhance Worldwide and independent consultant for Girl Child Protection, and Lisa Berkley, independent international affairs professional, recently co-published the chapter entitled, "Female Leadership for Peace and Human Security: A Case Study, of Israel/Palestine" in the book series, *Volume III: Women as Global Leaders* (International Leadership Association, 2014).



*Congratulations to Cohort 11 in celebration of their last group residency together with program faculty and staff at Antioch University Santa Barbara!*



*Congratulations to the Class of 2014!*



# Alumni and Student Updates

## COHORT 12

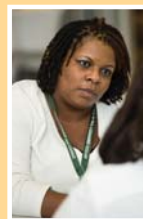
**Lisa Gick**, keynote speaker and strategist, recently founded The Curious Agency, focused on helping organizations transform internal culture to influence business strategy growth, leadership coaching, and human resource strategy and practice. Learn more [here](#).

## COHORT 13

**Maria Haroldson-Chavez**, director for the Office of Inclusion and Intercultural Relations at Oregon Youth Authority, was recently honored at a gathering of the Oregon Governor's Diversity and Inclusion state leadership meeting. During the meeting, leaders were recognized by the governor with a Taking the Lead certificate. Maria received a certificate and was recognized for implementing a cross-cultural communication component for all new Oregon Youth Authority (OYA) employees during their week-long orientation, and for introducing the use of a Collective Impact Model to the Governor's Disproportionate Minority Contact Summit.

**Greer Stanford-Randle**, president of the Association for the Study of African American Life and History/Paul Laurence Dunbar BRANCH, recently reviewed *Saved and Sanctified: The Rise of a Storefront Church in Great Migration Philadelphia* (University Press of Florida, 2012) by Deidre Helen Crumbley, published in the *Journal of African American History*, a peer-reviewed journal.

## PhdLC Students and Faculty Gather at the October 2014 Residency at Antioch New England



## COHORT 14

**Shandell Maxwell**, institutional and community advocacy consultant, recently created the film, *Black Behind the Orange Curtain*. The film aims to help in raising social injustice awareness among Orange County, California, black and non-black communities through shared stories. Learn more about the film [here](#).

## Faculty Updates

**Dr. Lize Booysen**, professor of Leadership and Organizational Behavior, co-authored "New Developments in Employment Equity and Diversity Management in South Africa" in the *International Handbook on Diversity Management at Work: Country Perspectives on Diversity and Equal Treatment* (Elgar Original Publication, 2014) in which she also was a contributing editor. Learn more about the work [here](#).

**Dr. Philomena Essed**, professor of Critical Race, Gender, and Leadership Studies, recently published *Dutch Racism* (Rodopi, 2014), the first comprehensive study of its

kind which unravels the legacy of racism in the Netherlands. Learn more about the piece [here](#).

**Dr. Elizabeth Holloway**, professor of Psychology, recently published "Supervisory Roles Within Systems of Practice" in *The International Handbook of Clinical Supervision* (Wiley Blackwellm 2014) and co-authored along with Dr. Mitch Kusy, professor of Organization Learning and Development, "A Field Guide to Real-Time Culture Change: Just 'Rolling Out' a Training Program

"Won't Cut It" in the *Journal of Medical Practice Management*.

**Dr. Laura Morgan Roberts**, professor of Psychology, Culture and Organization Studies, recently participated in part of an All Academy Theme and Showcase Symposium regarding narrative approaches to learning at the Academy of Management, and published "Develop a Strategy for Branding Your Own Best Self" in *The Economic Times*. Access the full article [here](#).