



ANTIOCH UNIVERSITY

GRADUATE SCHOOL OF
LEADERSHIP AND CHANGE

ENGAGING SCHOLAR-PRACTITIONERS
in the **STUDY, RESEARCH & PRACTICE**
of **LEADING POSITIVE CHANGE**

Welcome to the PhD in Leadership and Change

LAURIEN ALEXANDRE



The PhD in Leadership and Change program celebrates its 20th Anniversary with a record of success in terms of student learning and achievement, faculty satisfaction and productivity, and external recognition. Considered a paradigm-shifting innovation in doctoral study, the program combines faculty-mentored individualized learning in a student's professional area of interest with a challenging interdisciplinary core curriculum that focuses on leading positive, inclusive and equitable change and the development of research and inquiry skills to explore the thorny problems of our time. At the heart of study is the student's own practice in professional life. Our goal is to educate professionals from a wide range of fields to be effective and principled leaders and change agents, reflective practitioners, and socially engaged scholars.

The program's distinctive curriculum and delivery model are designed with the busy adult learner in mind, offering a unique mix of structured requirements and flexible pathways, cohort and individualized learning, one-stop virtual support services, personalized writing and library attention, and high-quality faculty mentoring. This mix has produced successful results. Admission into our highly diverse learning community is increasingly competitive and robust. Our graduation rate well exceeds the national average both in terms of rate of completion and time to degree. But statistics only tell part of the story. Students' deep satisfaction is evidenced by the fact that over 95 percent of our graduates have recommended the program to a colleague or friend. Six of our dissertations have won international awards and many more have turned into publications and presentations. Our graduates have been recognized with local, state, national and international awards.

Our program is inspired by the mission of Antioch University, "To empower students with the knowledge and skills to lead meaningful lives and advance social, economic and environmental justice." We are so proud that our students and graduates lead change in workplaces and communities around the world. During this period of tremendous challenge and change, the opportunity to rebuild systems and structures that are more equitable and fair is critically important. I believe the public voices of the members of our scholar-practitioner doctoral program are more important than ever. I invite you to join us—to study, research and practice leadership and change that can build a better world!

Sincerely,
Laurien Alexandre, PhD
Dean, Graduate School of Leadership and Change
lalexandre@antioch.edu

HISTORY About Antioch University

Antioch University traces its roots to the founding of Antioch College in 1852 by prominent abolitionist and educator, Horace Mann. His powerful words to the first graduating class, “Be ashamed to die until you have won some victory for humanity,” have been spoken at every graduation at the institution since that time. Over these many decades, Antioch has been a source of bold and enduring innovation in higher education continuing to this day.

Today, Antioch University is a national university that includes locations in Yellow Springs, OH; Keene, NH; Los Angeles; Santa Barbara; and Seattle as well as low-residency or online programs including the Graduate School of Leadership and Change. Academic departments include Undergraduate Studies; Psychology, Counseling and Therapy; Education; Environmental Studies; Leadership; Management; and Creative Writing.

Re-Envisioning the PhD

The PhD in Leadership and Change program began in 2002 after several years of planning. The program designers wanted to draw the best from the traditional doctoral program model as well as incorporate nontraditional approaches. The vision that emerged was to create a doctoral experience that focused on supporting working adults to achieve their life’s dream of obtaining a PhD and to do so within a learner-centered environment that supported student success through personalized faculty mentoring, real-world applicability, and a strong peer learning community. We set out to do something different, and we have succeeded.

A 2011 external review of the PhD in Leadership and Change program concludes that we have met our goals:



The reviewers believe that the PhD in Leadership and Change is an excellent program that should serve as a model for Antioch University and for many doctoral programs at traditional universities...The PhD program is serving as a national model to inform the continuing discussion of the nature of doctoral education in the United States and around the world. It is once again placing Antioch University at the forefront of innovation, leadership and change.



A Culture of Deep Learning

The program puts student learning and success center stage. We believe that students learn best when their individual interests are stimulated within learning communities composed of diverse experiences and perspectives. We know that students excel when they are held to high standards by caring faculty and share mutual accountability with peer learners.

Deep learning in the research, theory and practice of leading change is coupled with the development of research skills in order to engage in rigorous inquiry in the students' areas of professional passion. The outcome is that as students practice the art of leading change, the application of research and theory guides their actions.

Rather than standardized tests and discrete courses that may have little relation to what is learned, the program's curricular pathways are marked by demonstrations of student learning coupled with face-to-face residencies and virtual learning activities between the gatherings. As students make progress, their individualized paths within the larger interdisciplinary study of leadership and change become clearer.

A Culture of INQUIRY

Engaging in change processes in workplaces and communities provides each of us with a range of experiences and challenges. These perplexing dilemmas and thorny questions become the basis for rigorous inquiry as scholar-practitioners. Familiarity with a wide range of research methods—qualitative, quantitative or mixed—enables students to identify and develop competence in many varied modes of inquiry into the perplexing issues of their professional fields. The process of real-world application of original research empowers graduates to enhance their professional practice and have the potential for generative impacts to improve their workplaces and communities.

A Culture of MENTORING

The program provides a culture of mentoring among our learning community. Students are guided and supported by all program faculty, not just one or two. Individualized advising is complemented by students' personalized interaction with faculty as they evaluate assignments with iterative and challenging feedback.

A Culture of **COLLABORATION**

The program nurtures a culture of collaboration among the members of the learning community. Despite being geographically dispersed, students and faculty collaborate in learning that focuses on students' success and achievement of individual and peer learning goals.

Building a community of collaboration requires trust and intentionality. Adult learners bring a wealth of experiences and diversity of perspectives to share with each other. The program believes in the power of peer learning and hosts venues that support peer dialogue including residencies and annual faculty-facilitated virtual proseminars.

The program incorporates technology to do what it does best—help people stay connected, access resources, and engage in learning—when they are not co-located. The program has a custom-designed virtual platform that enables students to work with faculty, interact with peers, track their learning as they move through the program, find and use resources, access the library, writing support, residency preparations and inter-residency workshops, and so much more. Time and place become factors that enrich our geographically dispersed learning community rather than inhibit it.





An Innovative Interdisciplinary Curriculum

Antioch University's PhD in Leadership and Change is a distinctive doctoral program that combines faculty-mentored, individualized learning with a challenging interdisciplinary core curriculum. The focus of the program is on studying, researching and leading change. At the heart of study is the student's own practice in professional life.

The program is decidedly multidisciplinary. We believe that to understand and engage in the art and research of leading change from both practice-based and theory-based perspectives requires knowledge and skills drawn from many disciplines, including the social sciences, liberal arts, the humanities, and professional studies.

Program Goals

- To model an academically courageous and exemplary learner-centered PhD in leadership and change;
- To educate scholar-practitioners with the knowledge, skills, and dispositions to be reflective change agents committed to furthering social, economic and environmental justice;
- To prepare members of our learning community to be bold voices for the common good by actively contributing to public debate and discourse as leaders in their professions and communities.

Learning Outcomes

The Program is able to assure that every graduate upon completing the program will have demonstrated both the ability and capability to:

- 1 Conduct an informed critique of theories, concepts and debates related to leading change in their profession, communities, and/or society at large;
- 2 Engage in and create positive change in an organization, community, and/or the larger society;
- 3 Reflect critically and responsibly on self and society as learners, leaders and scholars in the global context;
- 4 Pursue self-directed and lifelong learning;
- 5 Consider that knowledge is socially constructed and has historically privileged dominant groups and marginalized others;
- 6 Engage in the critical appraisal of research and other forms of scholarly communication in their fields of leading change;
- 7 Design and execute research that meets scholarly and professional criteria of the candidate's chosen field or sector and prepares them with the scholar-practitioner potential to inform and improve practice.





The Leadership and Change Program

HIGHLIGHTS

- The core curriculum reflects an interdisciplinary approach to the study of leading change that integrates research, theory, practice, and reflection, and that is committed to bringing the most diverse voices from around the world to present perspectives that address equity, inclusion and community.
- An educational model attuned to the needs of adult learners that emphasizes short-term intensive residencies, cohort and individualized learning and ongoing technologically enabled interaction between faculty and students.
- The assessment of student progress through the demonstration of doctoral-level learning as opposed to seat time in courses.
- The integration of theory and practice, as exemplified by the design and implementation of a change project that includes an in-depth reflection on the student's own leadership intervention.
- A research-based dissertation that contributes knowledge to leading change in one's field of practice.
- Opportunities for reflection on the convergence of values, professional practice and critical theoretical orientations with the purpose of fostering personal and professional development as principled leaders and engaged scholar-practitioners.

THE FACULTY

Our dedicated and diverse faculty are world-class scholars and practitioners. They bring years of experience and interdisciplinary knowledge to our students' learning. The program's faculty contribute to local, national and international efforts to explore the art and research of leading change through their scholarship and practice. They represent a range of disciplinary backgrounds including psychology, organizational development, education, critical studies, management and communications. Affiliate faculty who serve as mentors for students' individualized learning and as guests at residencies bring field expertise in specific sectors, such as healthcare.

RESIDENCIES

There are three residencies held annually for the first three years of the program, with two residencies held face-to-face in Summer and Spring rotating to Antioch campuses, and one residency held virtually in Fall each year. The residencies combine cohort-based and program-wide seminars, skills workshops in writing and statistics, advising sessions and orientations, guest speakers, peer discussions and engaging presentations.

In 2020-21, residencies were held virtually to ensure the continued progress of our students while protecting the health and safety of faculty, staff and students and their communities. The PhDLC is a highly flexible and adaptable program and we will be able to continue to modify the schedule as required by the uncertain conditions of the foreseeable future.

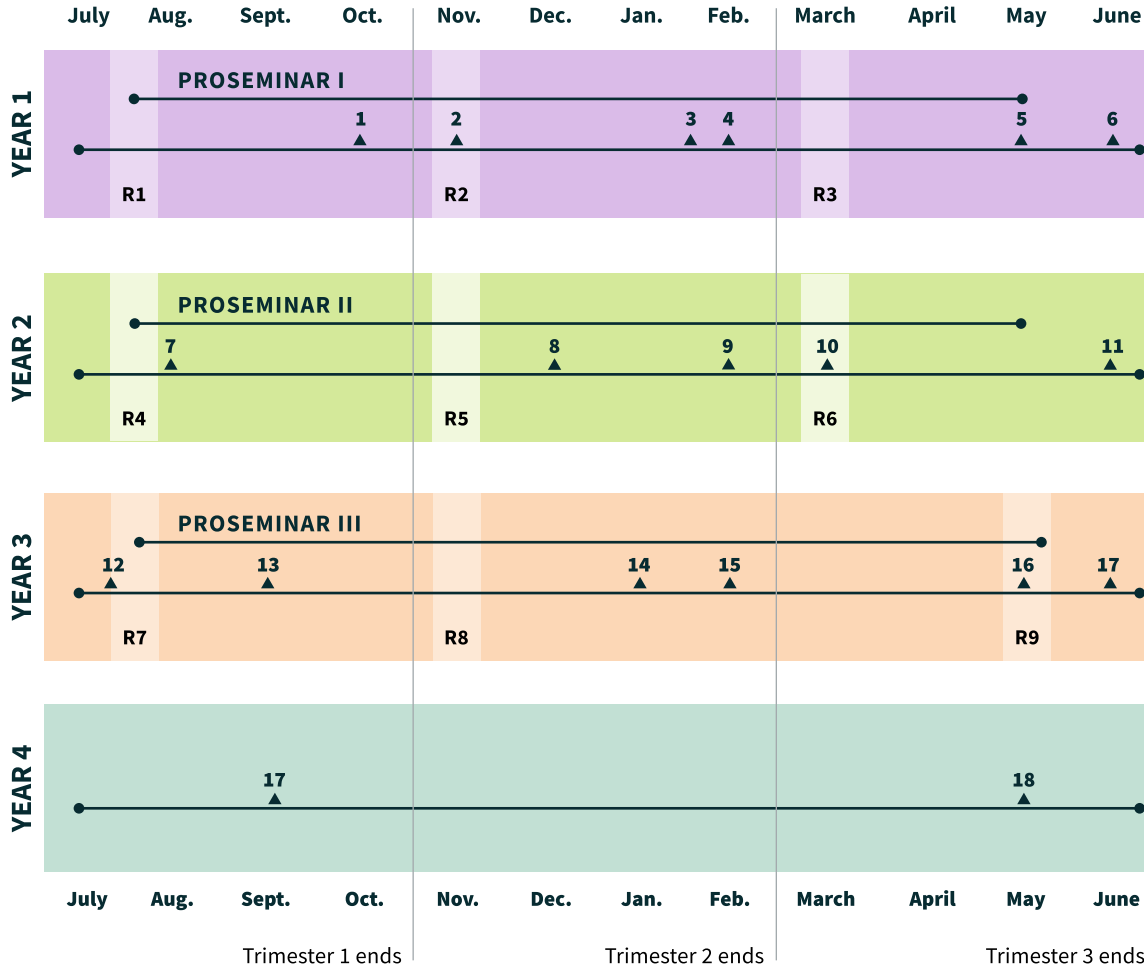
TIMELINE

While the pacing of students' progress through the program's requirements varies, many advance to candidacy by the end of the third year and complete their dissertation in the fourth year. However, the maximum time allowed is five years to candidacy, and graduation within seven years of entering the program. The program's distinctive design and sequenced demonstrations of student learning means the path from admission to graduation is different than a traditionally designed doctoral program. Students should expect to devote 15-20 hours per week to their studies.

INTER-RESIDENCY LEARNING

Between residencies, the program offers a wide range of virtual election and optional workshops, drop-in sessions, and so forth. As well, specific cohorts may have required sessions based on their peer learning needs but those will never be more than once a week.

3-Year to Candidacy Learning Achievement Timeline



LEGEND

Year One

- 1 Reflective Leadership Essay
- 2 Professional Ethics Essay/ Citi Modules
- 3 Case Study
- 4 Nature of Leadership Outline
- 5 First Year Learning Plan
- 6 Nature of Leadership Essay

Year Two

- 7 Change Project Proposal
- 8 Change Project Final
- 9 Global/Cultural Dimensions of Leading
- 10 Critical Review of Research Proposal
- 11 Critical Review of Research Final

Year Three

- 12 Research Redesign
- 13 Individualized Learning-Content A
- 14 Individualized Learning-Content B
- 15 Individualized Learning-Research A
- 16 Individualized Learning-Research B

Year Four

- 17 Dissertation Proposal
- 18 Dissertation Defense

R = Residency

Program Alumni



"I'm so grateful for Antioch, and the knowledge, critical thinking skills, and unique relationships it brought me. I deepened my professional practice and accelerated the ability to achieve my professional goals many times over because of the valuable education I received at Antioch that I was able to get while working full-time. In my current role as Director of Diversity, Equity, and Inclusion, I consistently draw on not just the readings and my dissertation research, but conversations with cohort mates and interactions with faculty to be effective and work towards justice. Though I'm just graduating, I'm already getting interest in my work from publications that matter to me and my field. My cohort mates are some of the most interesting, inspiring, and capable people I know. It was an incredible, deeply challenging, and unforgettable experience."

DR. KIM WALKER (Director, Diversity, Equity, & Inclusion, Arabella Advisors)



"I didn't pursue a PhD as a means to an end, however, it began paying dividends nearly from the start. As a principal in an EdTech firm focused solely in higher education, being a PhD student endeared me to my customers and potential customers as most of them hold PhDs. As a college trustee, my work was immediately relevant and my influence on the college became better informed and made much more of an impact. These tangible payoffs from my investment pale in comparison to the intangible benefits of my experience at Antioch, which was personally transformational. My consciousness has been raised in so many ways, and I've become a better leader, citizen, husband, father, and friend. How do you put a price on becoming a better person?"

DR. MIKE BILLS (President, ConexED)



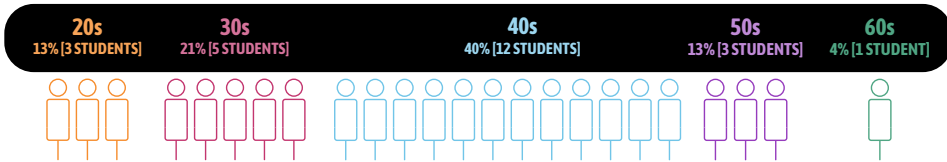
"The backbone of the Antioch Leadership and Change PhD program, the scholar/practitioner, is what drew me to this distinctive doctoral program. That and how the interaction of a diverse learning community of unique individuals was integral to fostering scholarship and critical thinking not just with the faculty but almost more importantly with each other. This integrated approach to learning became the fertile ground from which the voice and vision I came to explore and develop on this doctoral journey, was realized."

DR. MAXINNE RHEA LEIGHTON (Director of Marketing, Communications, and Business Development at Jaros, Baum, and Bolles)

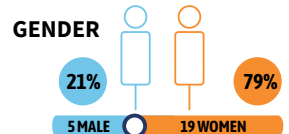
Our Students

First and foremost, the program's learners care deeply about the study and practice of leading change that improves workplaces and communities. They may be formal leaders engaging in change from the top or informal leaders affecting change from the side. They hail from every state in the nation and around the globe.

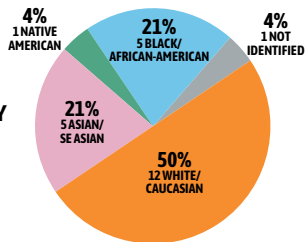
AGE



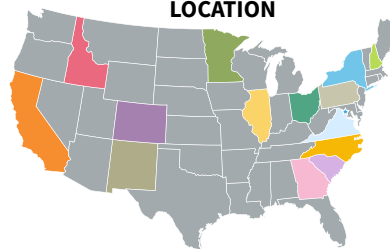
GENDER



RACE/ETHNICITY



LOCATION



5 in California	1 in Idaho
3 in NY	1 in Illinois
2 in Ohio	1 in Colorado
2 in New Hampshire	1 in Minnesota
1 in N Carolina	1 in Pennsylvania
1 in S Carolina	1 in Georgia
1 in New Mexico	1 in DC
1 in Virginia	1 internationally located

Student body figures as of 2021



Our Faculty



Laurien Alexandre, PhD
Dean



Carol Baron, PhD
Research Affiliate



Froswa' Booker-Drew, PhD
Research Affiliate



Lize Booyesen, DBL
Professor of Leadership and
Organizational Behavior



Dani Chesson, PhD
Research Affiliate



Philomena Essed, PhD
Professor of Critical Race, Gender,
and Leadership Studies



Dee Giffin Flaherty, PhD
Research Affiliate



Elizabeth Holloway, PhD ABPP
Professor Emeritus



Julie Johnson, PhD
Research Affiliate



Holly King, PhD
Research Affiliate



Lisa Kreeger, PhD
Research Affiliate



Mitch Kusy, PhD
Professor of Organization
Learning and Development



Donna Ladkin, PhD
Professor of
Leadership and Ethics



Beth Mabry, PhD
Professor of
Leadership and Change



Fayth Parks, PhD
Professor of
Leadership and Psychology



Harriet L. Schwartz, PhD
Professor of Relational
Practice and Higher Education



Steve Shaw, MLS, PhD
Faculty Research Librarian



Aqeel Tirmizi, PhD
Professor of Leadership,
Management and Service



Michael Valentine, PhD
Research Affiliate



Lemuel Watson, EdD
Professor of Inclusive
Leadership and Change



Jon Wergin, PhD
Professor Emeritus



Financial Aid

Students in the PhD in Leadership and Change program are eligible for federal financial aid and we have experienced financial aid counselors who can speak with you and assist you in the process. Financial aid for the PhD program is dispersed on a trimester basis.

In addition to federal financial aid, many students in the PhD program secure reimbursement from their employer. We will be happy to speak with your employer and complete all paperwork to assist you in securing this employee benefit.

Fellowships and Grants

A number of fellowships and grants are available to graduate students through outside sources. The program suggests searching www.finaid.org, www.wiredscholar.com, or www.fastweb.com for information on scholarships, fellowships, grants and loans.

We also encourage students to contact state education foundations, civic groups, employers or other organizations with which they or their family are affiliated. Local and university libraries may be a good resource for more information.

The PhD program is also proud to announce several scholarships to assist new and continuing students.

TUITION SCHOLARSHIPS

- ➔ **Bruce and Arlene Crandall Scholarship**
- ➔ **The Eula Johnson & Fitzgerald Cumberbatch Tuition Scholarship**
- ➔ **Founders' Scholarship Fund**
- ➔ **Matt Magrath Scholarship**
- ➔ **The Ruth Weisman and Mayneal Wayland Scholarship**
- ➔ **Joanne E. McLean Scholarship for Leadership**

FELLOWSHIPS

- ➔ **Peace Corps Coverdell Fellows Program**

RESEARCH & ENGAGEMENT FUNDS

- ➔ **The Ethical Leadership for Social Justice Dissertation Research Fund**
- ➔ **The Valentine Action Research Fund**
- ➔ **The Student Engagement Fund**
- ➔ **Home Stretch Fund**
- ➔ **The Elizabeth Holloway Grounded Theory/Situational Analysis Research Fund**



For information and application materials, please contact:

PhD in Leadership and Change

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TOLL-FREE 877-800-9466

FAX 937-769-1362

E-MAIL admissions.gslc@antioch.edu

WEBSITE antioch.edu/gslc

Antioch University is accredited by the Higher Learning Commission.
The program obtained full and permanent approval from the Ohio Board of Regents in summer 2005.

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 Antioch University's multi-campus system visit **antioch.edu**.

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1852