

## ANTIOCH UNIVERSITY

PhD in Leadership and Change

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## *We Did It!* New Healthcare Concentration Kicks Off

The PhDLC's first specialized concentration began in Summer 2015. This six-month juncture provides a time to reflect on the curriculum, delivery, and cohort.

### Who are the Cohort 1-Healthcare (C1-HC) pioneers?

The first cohort always holds a very special place in a program. No way around it. They are pioneers. They are the beta group. They are co-developers with the faculty. They take the risk of a curriculum still under development and hopefully reap the rewards from being committed to creative experimentation and exploration. It is all new for them ... and for us!

During the concentration's initial design phase, we knew we wanted to bring together change agents in healthcare – we wanted diversity in professional experience and responsibilities and we wanted to situate healthcare broadly defined. The goal was realized as the members of Cohort 1 walked in the door this past July.

Of the eight Cohort 1-HC students, two are Canadian, another lives in the Virgin Islands, the other five are scattered across the U.S. The cohort has six women and two men; two of the group's members are persons of color.

Perhaps it is their professional diversity that is most striking. Our intent was to bring to the table a group of individuals who normally would not have the opportunity to engage in meaningful interchange. We know that inter-professional and intra-professional collaboration is an essential need and its absence makes positive change in healthcare all the more difficult. Bringing together in conversation the diversity of experiences in and perspectives on healthcare creates the opportunity to see beyond one's insulated understanding to the

*We Did It!* continued on page 3



Cohort-1 Healthcare students' night on the town at Sunrise Cafe, Yellow Springs, Ohio.

## Director's Note



I usually focus my “Director’s Column” comments on PhDLC news and events. However, this time I feel compelled to take a different approach. Since our last newsletter, the world and our nation have experienced so much pain. We are in the midst of months of truly heart-wrenching news. Abroad, one of the world’s worst refugee crises since World War II, coupled

with national conflicts and destabilized regional struggles increase a sense of vulnerability at a deep and personal level. While there have always been wars, inequalities of all forms, and religious fanaticism of all stripes, today we seem to face heightened fear and violence not because it is new but perhaps because we are more inter-connected. It feels so close. It seems to occur almost daily. At home, we are beset by gut-wrenching racial injustice, weekly mass shootings, anti-immigrant fervor, and a fear-mongering political discourse that seems to play to the worst rather than the best in our nation.

As I sit here on a late December day in Los Angeles, I pause and think about the role of our program to help our students to be able to make a difference. To have the knowledge and skills to ‘win victories for humanity.’ To inquire into the thorny problems of our time and produce research that illuminates. I’ve seen time and time again in our program the sorts of conversations that need to happen beyond our proverbial walls, the recognition of difference, the modeling of civility, and the commitment to just communities and workplaces, that seems so lacking. I marvel at the capacity of our students to engage in these difficult conversations and the skill of our faculty to hold a space for them to occur. As a lifelong learning community, I believe we must continue to provide the opportunities for study, research and practice about leading change that matters.

In “Looking for Leaders Amid the Grimness,” authors Barbara Bush and Jessica Mack ([Stanford Social Innovation Review](#)) ponder a similar question asking, “How do we remain visionary and effective even while the world seemingly crashes around us?” They assert the first important step to answering that question is to ask it! “There is a huge significance in simply pausing to consider: How is our particular global (and national) context impacting us, informing our leadership and affecting those we lead?” This makes me think how important and essential it is for our program to continue to provide (no, insist) on the space to hold difficult conversations, to improve our emotional/cultural

intelligence as leaders, and to face difference with respect.

Bush and Mack say the second step to answering the question is to realize that we always have a choice. “We can entertain fear, close our doors and squint suspiciously at strangers....Or we can remain open. We can remain open despite every reason not to. We can digest fear, and use it to stoke the embers of compassion and inform our actions accordingly.” I am personally empowered by those thoughts. As I watch so many act out of fear, and as I recognize my own reactions to now walking in a public mall, getting on a plane, carrying on the most normal of daily life activities, I know how difficult it is to acknowledge fear, uncertainty and the feeling of vulnerability. But as scholars and practitioners of leadership and change, we must have the courage to acknowledge.

In other dangerous and destabilized times, powerful voices of courage helped calm instead of stoke the nation’s fears. Listen to the famous quote from FDR’s inaugural address, “Let me assert my firm belief that the only thing we have to fear is ... fear itself — nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance. In every dark hour of our national life a leadership of frankness and of vigor has met with that understanding and support of the people themselves which is essential to victory.”

So, it is time for all of us – our students, faculty, staff and alumni – to ponder the role of our program to educate leaders who can meet fear with hope. Hardening and closing up, building walls and pushing away are not the tools for effective change. Learning and practicing leadership skills based on care, dignity and understanding, spending time inquiring into complexity rather than simplistic solutions, and researching ways to advance social, economic and environmental justice are our program’s calling...and that is what we will continue to do.

Laurien Alexandre  
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Students mingle at the summer residency in Yellow Springs, Ohio.



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broader effects that even a single change can have as it ripples across the systems.

Our first cohort embodies this difference. We have chief clinical officers, executive leadership coaches, a hospital board chair, coordinators of health services, the director

*“The structure of the program was a perfect fit for my learning style.”*

of information management for a large medical system, mental health practitioners, and the associate director of a large urban university’s health sciences library. Fascinating

discussions ensue and the group has become a powerful peer learning community. The diversity of roles and perspectives creates a dialogue that is filled with Ahaas! Eurekas!

Dr. Jon Wergin, one of the faculty members most deeply involved in the design of the healthcare concentration, noted, “A lot of research over the years has shown that practicing professionals learn best and most usefully when in collaboration. Our experience with this first cohort demonstrates that when a group of talented and motivated people with diverse roles in healthcare come together in a nurturing learning space, magic happens.”

### What inspired them to enroll in the program?

There are usually deeply personal reasons that motivate very busy professionals to take on the challenge of a doctoral program. We wondered what inspired the members of Cohort 1-HC to pursue a PhD at this stage of their personal and professional lives.

Some noted that they had wanted to pursue a PhD for many years and had never found a program that really resonated until ours. One significant reason Antioch’s program had appeal was the transdisciplinary thinking and cross-professional experience underlying the broad curricular approach to healthcare. Another was the explicit and intentional combination of theory and practice, in other words, putting theory into real-world action. Finally, a number of the cohort members mentioned the program’s unique design and the underlying values of Antioch University.

The program’s broad approach to healthcare was clearly a big attraction. “My interest areas are not specifically

clinical or research oriented,” noted one student, “but more focused on transformation and systemic (macro) practices.” Another shared her own broad interests, “I want to dive deeply into the material being offered as well as bring forward some of the theories that have inspired and intrigued me such as complexity theory and mindfulness practices.” Still another noted, “I was searching for a program that would allow me to move into specific areas such as the role of women in executive roles in healthcare organizations, access to care for underserved women and families, and generally elevating leadership practice through change in healthcare organizations.”

*“I thought they made a PhD for me.”*

All cohort members are working professionals hoping to improve the ways they lead their organizations and serve their communities. Thus, the program’s seamless interweaving of theory and practice, the ability to study and research the practice of leading change in healthcare while also doing it was another appeal. “The Antioch program emphasizes the actual ‘doing’ of leadership, which allows me to learn and deepen my understanding of the complexities of leadership through my own experience,” commented one student. Another added, “I want to increase my knowledge and effectiveness in my current and future leadership roles.” Complementing this perspective, another noted, “I have wanted to do a PhD since entering into

the healthcare field over 30 years ago. I was inspired to enroll in the Antioch program to further develop my own leadership skills and to assist in the development of transformative leadership teams.”

*“When I turned 50, I realized that it was time to finally realize my dream and get my PhD.”*

Wise counsel and peer companionship along the change agent’s journey was another compelling reason. “In many ways,” noted one cohort member, “my attraction to this program is one of finding support, inspiration and companionship as I struggle with challenges in my current workplace environment.”

Finally, Antioch’s underlying value of “winning victories for humanity” continues to draw students who want the knowledge and skills to contribute to positive social change. One student noted she was drawn to the program’s commitment to examining issues of ethics and equity, “I have become increasingly conscious of the challenges my clients face: stigma, inequities in access, unethical insurance practices, and immunities to change.” Another wrote, “I have always felt like an outsider in the mainstream healthcare field. Many of my values and views run counter to top-down practices that have been commonplace in the organizations where I have worked. It has always been important to me to work from my values for

*“I have a lot of respect for the meaningful and very thoughtful way in which the curriculum has been designed.”*

*We Did It!* continued from page 3

relationship-centered practice.” Finally, the program’s inclusion of the study of global healthcare issues was also compelling. Noted one student, “The opportunity to have an international component to our studies also attracted me to the program.”

**Reflections on the First Six Months**

This six-month juncture seemed like the perfect time to reflect on their experiences to date. We asked about the curriculum, the cohort, the program design, and the faculty.

Students say their expectations have been met and exceeded “at every turn.” One cohort member mused, “I gather that our open access to world-class mentors and professors, together with our small cohort of committed and caring individuals, and our own dedicated research librarian, are rather unusual for other

*“I hope to be stretched as a person and as a healthcare professional.”*

programs, but this is exactly what I love about Antioch’s collaborative learning philosophy. I’m already learning so much about myself as a leader and change agent and I’m filled with

curiosity on this journey: who will I be in three years and what am I going to be capable of? Stay tuned.”

Cohort members applaud the stimulating readings, engaging proseminar discussions and well-planned residencies. “I am amazed at how much I have learned about leadership and change theory already,” reflected one cohort member. “I have allowed myself to explore the theories that resonate deeply with my values and have been excited to find support for these inquiries.” Another noted, “I am studying something that is deeply personal, affecting my leadership self and the organizations that are a significant part of my life.”

The strong bond that has developed among cohort members in just a few short months seems to have astounded and pleased everyone. A sample comment captures it all: “What has impressed me the most is the quality and inspiration of my cohort. They provide a variety of perspectives that allow me to learn from them as much as from the literature and faculty.”

The program’s faculty have made a strong impression on the entering cohort. “Our faculty offers a great deal of wisdom that has enhanced my understanding of both leadership and healthcare. There is a true sense of collegiality among students and faculty,” said one cohort member. Another also said, “The faculty and staff are always available. It is easy to reach them and they make time for us. I feel well supported.” Noted another, “I have been so encouraged by the attention that the faculty has paid to each of us as individuals.” In conclusion, “The faculty is phenomenally

*“The cohesiveness and collegiality of my cohort and the depth of the faculty’s support have exceeded my expectations to date.”*

experienced in their fields of practice and I feel incredibly supported.”

Dr. Elizabeth Holloway, facilitator of the first-year proseminar and a lead faculty voice in the design of the healthcare concentration, reflected, “I experience my work with this pioneering program as a privilege to learn and grow as a professional who has been involved in behavioral health delivery for over 30 years. The opportunity to be a part of the excitement and challenge of innovating change not only in the program itself, but also in healthcare has inspired me professionally and personally.”

*“The entire program is personally transformative.”*

Students and faculty shared excitement about the opportunity to try out new innovations in curriculum and delivery including mobile-responsive resources, weekly WebEx meetings, mini-self-paced courselets, private customizable library pages and so much more. Faculty, staff and guests from the healthcare industry have joined in on the weekly meetings. The many ways of collaborating across distance have strengthened and accelerated the cohesion of the cohort and their capacity to collaboratively tackle real problems in the field. As the program’s educational technology strategist Wendy McGrath notes, “Students are increasingly sophisticated, and continue to press us for more facile, mobile, diverse, and self-directed ways to further their learning goals. One fascinating challenge we face is to assure students can also effectively use the tools and networks most uniquely meaningful to them.”

**What Do You Hope to Gain from this Doctoral Journey?**

Finally, we explored what members of Cohort 1-HC hope to gain from this doctoral journey? Of course, every doctoral student hopes to gain the letters “PhD” after her or his name. That’s a given.

Obviously gaining a deeper understanding of the critical issues facing healthcare and applying that learning to leading change in their respective fields and roles rose to the top of the list. Reflected one student, “I want to know and understand the fields of leadership and change as they apply to healthcare so that I can help my clients design and implement better programs. I am interested in how to measure

leadership in healthcare - a field with so many moving parts.” “This isn’t about gaining knowledge in the abstract. It is a specific lens to one’s own leadership practice to sharpen critical thinking skills to use in my day-to-day experiences as a leader of broad-scale change and reform.”

*We Did It!* continued from page 4

A number of the students shared their hopes to make contributions to their fields through their dissertation research. With “my deeper understanding and ability to use quantitative and qualitative research methods, I would love to do a piece of scholarship that is truly contributory to furthering the field of mental health towards a kinder more compassionate enterprise.” Another noted, “I hope to gain more knowledge in applying scholarly leadership study and research, and to use this knowledge to lead change in workplaces, professional organizations and communities.”

Ultimately, it is about making a difference through research, practice and reflection. And we are here to support them on this journey.

So, thank you Allyson, Ellen, Heather, Jody, Jeff, Lynn, Maria and Troy for being our pioneers.

**Now accepting applications for 2016-17 for both the PhDLc cohort and the PhDLc for Healthcare cohort!**

Application review will begin in early February and continue through mid-May until the cohorts are filled.

For more information contact [admissions.phdlc@antioch.edu](mailto:admissions.phdlc@antioch.edu)

## 2015/16 PhDLc Student Body Profile

### GENDER

Women 67%  
Men 33%

### AGE

20s	3.2%
30s	23.4%
40s	34.2%
50s	24.7%
60s	12%
Unknown	2.5%

### LOCATION

Midwest	24.7%
South	20.2%
West	17.7%
Northeast	15.2%
Northwest	10.1%
International	9.4%*
East	5.1%

### OCCUPATIONAL SECTOR

Higher Education	30.4%
For-Profit	15.8%
Non-Profit	13.9%
Government	11.4%
Consultants	10.8%
Healthcare	10.1%
K-12 Education	7.6%

### RACE/ETHNICITY

Caucasian	53.8%
African American	22.2%
Hispanic/Mexican/Latino	5.1%
Bi-Ethnic/Bi-Racial	4.5%
Unknown	2.5%
Native American	1.9%
Asian	.6%

\* Includes students who reside in Canada, Jamaica, China, Jordan, Nigeria, Afghanistan, Ecuador, Virgin Islands and Australia

The PhD in Leadership and Change program supports the fight against global warming by offsetting the climate impact of all work-related air travel of program faculty and staff through annual donations that support projects involving renewable energy, energy efficiency, and reforestation.

Antioch University is fully accredited by the Higher Learning Commission. The PhD in Leadership and Change program obtained full and permanent approval from the Ohio Board of Regents in the Summer of 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).

## Around Antioch University

**Antioch University Los Angeles** learning community members recently participated in AIDS Walk Los Angeles and raised over \$10,000. Learn more about AULA at [www.antiochla.edu/news-events/aula-news](http://www.antiochla.edu/news-events/aula-news)

**Antioch University Midwest** recently launched a new data analytics certificate program. Learn more about AUM at [www.antiochmidwest.edu/news](http://www.antiochmidwest.edu/news)

**Antioch University New England** announces additional Peace Corps Master's International Programs. Learn more about AUNE at [www.antiochne.edu/news-events](http://www.antiochne.edu/news-events)

**Antioch University Santa Barbara** recently offered courses in nature-based early childhood education. Learn more about AUSB at [www.antiochsb.edu/news](http://www.antiochsb.edu/news)

**Antioch University Seattle** is now offering free humanities classes to veterans. Learn more about AUS at [www.antiochseattle.edu/category/uncategorized](http://www.antiochseattle.edu/category/uncategorized)



# ALUMNI NEWS — *Our Lifelong Learning Community*

## First-Ever Alumni Symposium: Leading Change in Barcelona

Over two dozen PhD learners – alumni, students, spouses and guests – participated in our first-ever alumni symposium and related events on October 17 & 18, 2015 in Barcelona, Spain, following the close of the International Leadership Association Conference. Alumni in attendance represented ten cohorts, from Cohort 2 through Cohort 11! When you add in current students, 13 of the program’s 15 cohorts were represented. Talk about engagement!

Saturday afternoon, October 17, was filled with six alumni presentations about research and practice (page 7). The day concluded with a bit of networking, followed by a lovely cocktail hour in the Hotel Balnes bar – ALL to ourselves. What a treat!



“ Frankly, it exceeded expectations – and I already have grand expectations of anything affiliated with Antioch. ”

“ My experience in Barcelona was awesome! Everything was fantastic. It was PERFECT. ”

Students and alumni mingle in Barcelona, Spain.



Faculty, students, alumni and guests at the Ladkin seminar.

## ALUMNI NEWS — *Our Lifelong Learning Community*

Sunday, October 18, was a full-day workshop with Dr. Donna Ladkin, Professor of Leadership and Ethics, Cranfield School of Management, UK, and author of a number of far-reaching and provocative books, including *Rethinking Leadership: A New Look at Old Leadership Questions* (Edward Elgar, 2010) which was the core reading for the day's workshop. In addition to *Rethinking Leadership*, her other recent publications include: *Authentic Leadership: Clashes, Convergences and Coalescences* (with Chellie Spiller, Edward Elgar, 2013), *The Physicality of Leadership* (with Steven S. Taylor, Elsevier, 2014), and *Mastering the Ethical Dimension of Organizations* (Edward Elgar, 2015).

Donna was simply brilliant. Her thinking is deep and challenging. She was a superb facilitator. Everyone walked away from the day stimulated, fulfilled, challenged and satisfied. Here are some of the comments:

*I LOVED the Donna Ladkin day. She was a great facilitator and had us work together interactively.*

*I thoroughly enjoyed the symposium. I found the process Dr. Ladkin introduced theoretically sound and powerful for practical purposes. I also particularly enjoyed the opportunity to interact with alumni and members of other current cohorts.*

*The facilitator was remarkable. She understood the culture of this program and our alumni, flexing naturally to meet our needs and intrigues.*

We topped off the wonderful day with a fantastic Catalan dinner. What an event. Students, graduates, spouses and partners filled the table – along with wine, delicious food, and an extraordinary city. As one participant noted, “The closing dinner was great. I enjoyed the time after dinner where alumni and current students and staff were able to get to know one another better. Those connections mean a lot and they provide me with additional networks to tap into if needed.”



Celebrating with Dr. Donna Ladkin.

### The six alumni presentations:

Dr. Kathryn Gaines, *Leadership Pragmatics: A Communicative Approach*

Dr. Chris Hickey, *Leadership & Fatherhood: The Making of an Admired Man*

Dr. Cara Meixner, *Leading Change: Accessing Crisis Intervention Services and Creating Innovative Supports for Persons with Brain Injury*

Dr. Laura Santana, *Thinking Differently About Women's Leadership Development*

Dr. Martha Miser, *Approaches to HR Consulting & Adaptive Leadership*

Dr. Jane Alexandre, *The Dancer-Citizen*



Enjoying a dinner in Barcelona after a hard day's work.



## ALUMNI NEWS — *Giving in Many Ways*

### Alumni Turn Out to Celebrate the Second Annual PhDLC Reunion

Alumni turned out *en masse* again this year for the program's annual alumni reunion held after commencement each year in Yellow Springs, Ohio. Mark your calendars and save-the-date for the third annual celebrations, July 30, 2016!



Alumni traveled far and wide to attend the program's 2nd annual reunion in Yellow Springs, Ohio after commencement ceremonies.

### Consider contributing to the scholarship fund!

The PhDLC program is proud to offer the Alan E. Guskin Scholars' Fund, which provides tuition scholarships to incoming and continuing students each year.

*Please consider making  
a tax-deductible donation to the Fund!*

[www.antioch.edu/university-advancement/make-a-gift](http://www.antioch.edu/university-advancement/make-a-gift)



Washington, DC students and alumni get together June 2015.

### Appreciative Dissertation Forum Continues to Inspire

Members of Cohort 13 chose the following program dissertations for deep reading, discussion, and an interview with the author as part of their Appreciative Dissertation Forum this year.

**Dr. Al Barkouli** - *Organizational Leaders' Experience with Fear-Related Emotions: A Critical Incident Study*  
Publication Date: 2014  
Method: Critical Incident Technique

**Dr. Peter Dickens** - *Facilitating Emergence: Complex, Adaptive Systems Theory and the Shape of Change*  
Publication Date: 2012  
Methodology: Quantitative

**Dr. Tim Eklin** - *Command and Control Cultures: A Grounded Theory Study of Michigan Corrections Officers and Their Lived Experiences*  
Publication Date: 2015  
Methodology: Grounded Theory

**Dr. Ashley Lackovich-Van Gorp** - *Positive Deviance and Child Marriage by Abduction in the Sidama Zone of Ethiopia*  
Publication Date: 2014  
Methodology: Action Research

**Dr. Carolyn Love** - *Generations Apart: A Mixed-Methods Study of Black Womens' Attitudes About Race and Leadership of Social Justice Issues*  
Publication Date: 2013  
Multi-Media  
Methodology: Mixed Method

**Dr. David McLean** - *Understanding Relational Agility: Exploring Constructs of Relational Leadership Through Story*  
Publication Date: 2014  
Multi-media  
Methodology: Organizational Storytelling



## ALUMNI NEWS — *Giving in Many Ways*

### Alumni Giving Keeps on Growing

In “A Major Barrier to Alumni Giving: Graduates’ Mistrust” (*The Chronicle of Higher Education*, Nov 20, 2015, p. A11), author Peter Schmidt says the single biggest factor in determining whether an alum will donate or not is how much the graduate “trusts their alma mater with their money.” The level of trust they have that the institution will use their donation as directed trumps other factors such as race, gender, income level and such. While the referenced study refers to undergraduate alma maters, its results give us pause.

If the findings are at all transferable to alumni giving to their graduate school alma mater, then it appears **graduates of the PhDLc trust us to a lot do exactly what we say we will do**, which is use the funds to enable future generations of students to benefit from the doctoral experience. They must believe this is a worthy cause and that we will use their donations appropriately. And, we do.

We’re pleased to report some of the following highlights:

- In 2015-16, 14 new and continuing students were recipients of the scholarships, ranging from \$1,000-\$5,000 per student, for a total of close to \$50,000. We know these current students are deeply appreciative of this support. And, we couldn’t do it without our alumni opening their hearts and pocketbooks.
- In AY 2015-16, we have 24 multiyear pledges from alumni, faculty and administrators, totaling \$162,000.
- We received \$25,000 from one donor in two lump sums!
- Over 30 alumni gave an annual donation this past year. When you add the 19 alumni who have made multiyear pledges, we have approximately 30% of our alumni who are donors and the number keeps growing.

We’d say, **THAT’S A LOT OF TRUST!**

### The 2015 Graduating Class



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

## The PhDLC at the ILA Conference 2015

Approximately 1,100 leadership scholars and practitioners from around the world gathered in Barcelona, Spain at the International Leadership Association's 17th Annual Conference, October 14-17, 2015. They were there to network with others, present new leadership research and practice, share perspectives and experiences, and have a good time in one of the world's great cities! Once again, the PhDLC had a notable presence with 23 students and over a dozen alumni in attendance presenting in 14 sessions (see p 11). As well, two program faculty, Lize Booysen and Jon Wergin, also attended the conference and either presented or facilitated events. Leslee Creighton, our program's associate director of enrollment and alumni engagement was everywhere!

In addition to the presentations and panels, the PhDLC also hosted our special Leadership and Change reception. The complete contingent of our faculty, students and alumni attended serving as ambassadors for the program. A number of program spouses and partners were also in attendance, which made this truly a family affair. Shared one student, "The Antioch ILA reception was great. It was so well attended by Antiochians and others curious about our program." There were also some great recommendations for next year's reception and future program-sponsored events at upcoming ILA conferences.



Students and alumni enjoy time together at the annual International Leadership Association Conference.

As in past years, students could attend the ILA conference and participate in our specially designed "mini-residency," which included networking events during the 3-day conference, as well as a debrief and reflection session following the closing of the ILA gathering. Lize and Jon facilitated the mini-residency debrief session. The room was packed and the discussion was lively. Participants' comments about the mini-residency were incredibly positive. Shared one, "Thank you, Lize, for serving as the champion for ILA. You did an outstanding job of engaging students prior to and during the conference." The mini-residency location, at the Hotel Balmes in the center of beautiful Barcelona, brought participants into the city. "The accommodations for the Saturday mini-residency were really nice," said one participant. While getting into town from the Conference Center was a bit challenging, it was clearly a hit to be able to see the sights and walk around. The mini-residency concluded with a special cocktail hour for PhDLC students and those alumni who were in town for the post-conference alumni symposium (see p 6).



Attending the Barcelona mini-residency. Busy studying.

All in all, the Antioch presence at the ILA was significant and the PhDLC's programming in conjunction with the Conference seems to have been a great experience for all in attendance.

### Deadline for Presentation Submissions for the 18th Annual ILA Conference

**Remember:** Deadline for presentation submissions for the 18th Annual ILA Conference, to be held in Atlanta, GA, is **February 1, 2016!** Email Dr. Lize Booysen with questions, [abooyesen@antioch.edu](mailto:abooyesen@antioch.edu)



## The PhDLC at the ILA Conference 2015

### FACULTY & STUDENT PRESENTATIONS

**Ashley Benson and Colleen Cauty** – Workshop - Vision to Reality: Intergenerational Positive Relational Leadership

**Mario Burton** – Panel discussion - Queering Leadership

**Renee Charney, Lisa Gick, Meridithe Mendelsohn, Diane Warha and, Dr. Jon Wergin (Chair)** – Panel Discussion - Moving from Reductive to Integrative Practices: New Mindsets for Organizational Learning and Leadership

**Lloyd Duman and Eddie Perez** – Symposium – Strategic Social Capital: A Framework to Develop Organizational Resilience in Times of Disruptions.

**Dr. Tami France** – Paper Presentation - Leading and Succeeding Across Cultures: Resilience, Adjustment, and Success - the Professional Female Perspective

**Atim Eneida George, Angela L. Hamilton, Maria Chavez-Haroldson and John M. Haroldson** – Panel Discussion - Disrupting Recidivism: Diverse Global Perspectives on a Restorative Leadership Framework

**Lisa Gick** co-presented a Pre-conference workshop with alumni **Dr. Shana Horman** on Leading in the Face of No Answers

**Lisa Gick** – Paper Presentation - Influencing a Culture of Engagement in the Workplace: Relationally Focused Early Dispute Resolution

**Lisa Gick** co-presented – Workshop - Women Leader Identity Development: An Interactive Theory Building Experience

**Audy Johnston** – Round Table - The Quest of the Female Empty Nester College Student

**Dr. Ashley Lackovich-Van Gorp** – Poster Session - Positive Deviance for Youth Leadership against Child Marriage.

**Dr. Ashley Lackovich-van Gorp** – Paper Presentation - Female Leadership and Implications for a Global Culture of Peace

**Dr. Ashley Lackovich-van Gorp** – Symposium - Women and Leadership Around the World

**Pat Greer** – Symposium - Unique Perspectives on Sustainability Leadership: Gaudi, Presence and Critical Leadership Theory

## Two Proud Faculty Share Their Barcelona ILA Reflections



Dr. Lize Booysen

I feel like a proud MAMA! I am thrilled by our students' participation and the caliber of their presentations at this year's ILA Conference. When I joined the ILA in 2003 my focus was on building my own networks and interacting with new and old colleagues. However, when I became the program's faculty liaison with the ILA in 2010, my focus changed. Now I am trying - with the help of other faculty - to socialize our students into the academy, help them build their "conference-presenting-IQ", bolster their networks and showcase our amazing PhD in Leadership and Change program to the rest of the welcoming ILA community. This year we had a record-breaking presence! I am so very proud.

I hope to continue growing our PhDLC presence for next year's ILA Conference in Atlanta November 2-5, 2016. One amazing piece of news - the Atlanta ILA Conference Organizer is one of our very own alumna – Dr Janet Rechtman! (C 2).



Dr. Jon Wergin

Barcelona is a wonderful city to host an international conference, even if the industrial architecture of the cavernous Convention Center is no match for the beaches, boulevards, the Barrio Gotic, the music, the food, and the friendly people. Each year the ILA gets better at integrating leadership theory with leadership practice, bringing in real leaders with real stories to interact with academics.

For me, though, what is most personally inspiring about attending the ILA is seeing how the presence of Antioch's PhD in Leadership and Change program has grown over the years. Current students and alumni, it seemed, were everywhere, and most had a spot on the formal program! As I mingled with conference attendees, over and over again someone would look at my nametag and say something like, "Oh, you're from Antioch! There are a lot of Antioch people here, aren't there? I've heard so many good things about your program." Our students and alumni impress not just with their numbers but with their diversity, breadth of professional experience, and their ability to stretch and challenge the knowledge base of leadership. Antioch is becoming known for the very kind of bridging between theory and practice that has been the central aspiration of the ILA ever since its founding. Our students and alumni are wonderful ambassadors for our University and our new Graduate School of Leadership and Change, and for that I'm most grateful.

# ALUMNI AND STUDENT UPDATES

## COHORT 1

Cohort 1 members arrived at this year's commencement ceremony to surprise Dr. Al Guskin and to wish him well upon his retirement.



Laurien Alexandre & Al Guskin share a hug!



Cohort 1 honoring Al Guskin at commencement.

Photo Credit: Yellow Spring News

## COHORT 2

**Dr. Sean Joseph Creighton**, President for the Southwestern Ohio Council for Higher Education has joined the Board of Directors for the International Leadership Association. Learn more about Dr. Creighton [here](#).

**Dr. Andy Zavakos** has accepted a full-time faculty position with the School of Business at the University of Dayton. Learn more about Dr. Zavakos [here](#).

## COHORT 3

**Dr. Sarah Hippensteel Hall**, Manager of Watershed Partnerships for the Miami Conservancy District, was selected as a speaker at the TedXDayton 2015 event. Her talk "Water: It's Time to Make it Personal" focused on the ways in which clean water is critical to a healthy life. Dr. Hippensteel Hall stressed that without clean and plentiful water, our health, our environment, and our economy are in jeopardy and educated participants particularly on the ways in which water can be made a priority to ensure the resource is here for future generations. Learn more about Dr. Hippensteel Hall [here](#).



## COHORT 4

**Dr. Chris Hickey**, Executive Director of Each One – Teach One Alliance for Academic Access, Achievement and Success as well as President/CEO of the Admired Man Leadership Institute recently published his first book, *Admired Man—Why? The Making of an Admired Man* (Admired Man Leadership Institute, 2015). Dr. Hickey's leadership of the Admired Man Leadership Institute led to the completion and development of a comprehensive evidenced based 16-20 hour Certificate Train-the-Trainer Curriculum for boys and men, centered on the findings in the book as well as other relevant research. Additionally, Dr. Hickey also was a featured speaker at the Focus on Fathers Conference held in Wroclaw, Poland. Learn more about Dr. Hickey's work [here](#).

**Drs. Kim Nolan**, Director Mindful Studies Program at Lesley University - Graduate School of Arts & Social Sciences and **Robbie Hertneky**, Chair and Associate Professor for the Department of Management at Antioch University New England, recently participated in the The Mind and Life Institute's Academy for Contemplative and Ethical Leadership. The Academy focuses on the role of contemplation in the collective intelligence and cultivation of empathy, compassion and ethics in leadership formation. Learn more [here](#).



Drs. Hertneky and Nolan

## COHORT 4 continued

**Dr. Anthony Scriffignano**, Senior Vice President and Chief Data Scientist at Dun and Bradstreet, was recently named Distinguished Alumni by Montclair State University and was honored as the convocation speaker for the School of Mathematics and Science. Learn more about Dr. Scriffignano and this prestigious award [here](#).

## COHORT 5

**Dr. Chip Espinoza**, Academic Director of Organizational Psychology and Nonprofit Leadership, recently released his newest book, *Millennials Who Manage: How to Overcome Workplace Perceptions and Become a Great Leader* (Pearson Publishing, 2015) which is slated for review in the January/February issue of the *Harvard Business Review*. Learn more about Dr. Espinoza [here](#).



**Dr. Laura Santana**, Senior Faculty for the Center for Creative Leadership (CCL) was Lead Role in the 2015 Syngenta's Global Women's Program design and worldwide delivery, developing women in a multiphase, multi-regional effort in Singapore, Basel, and São Paulo. The program redesign re-imagined women's development work to leverage face-to-face classroom time to maximize the day-to-day work environment for high level executive women. Learn more about Dr. Santana's impactful work [here](#).



## ALUMNI AND STUDENT UPDATES

## COHORT 6

**Dr. Jane Alexandre**, Independent Dance Artist, Director of YDance Academy, and Artistic Director of Evolve Dance, Inc. recently collaborated to launch *The Dancer-Citizen*. This online peer-reviewed, open-access, scholarly journal explores the work of socially engaged dance artists. *The Dancer-Citizen* evolved from the belief in the role of the artist as public intellectual, the curiosity about how dancers observe, explain and comment on the world, and an understanding of the obligation to seek and develop solutions for the challenges facing the communities in which we live and work. Find the first issue [here](#).

**Dr. Gail Cheney** recently accepted the position of Human Resource Director for the University of Alaska Southeast - Juneau. Learn more about Dr. Cheney and her background [here](#).

**Dr. Paul Scheele**, Chief Executive Officer for Scheele Learning Systems, an internationally recognized authority on leadership, learning and change, recently published "Transformative Learning in Higher Education: Praxis in the Field of Leadership and Change" in *Journal of Transformative Learning*. Learn more about Dr. Scheele and his extensive work [here](#).

## COHORT 7

**Dr. Kara Malenfant**, Senior Strategist for Special Initiatives at Association of College and Research Libraries, recently published "Successful External Reviews: Process and Practicalities" in *Reviewing the Academic Library: A Guide to Self-Study and External Review* (Association of College and Research Libraries, 2015). Learn more about Dr. Malenfant [here](#).

**Dr. Cyndi Schaeffer**, Chief of Staff at King County Department of Public Health, recently published *Change Leadership Emotional Intelligence (CLEI): Using Change Strategies that Work!* (changemanagementtrainingandsolutions, 2015). Learn more about Dr. Schaeffer's new book [here](#).

## COHORT 8



Dr. Angel Martinez defends his dissertation with chair, Dr. Philomena Essed, and family and friends on site in New York City.

## COHORT 9

**Dr. Nora Antoine** recently accepted the position of South Dakota's Regional Director for Leadership for Educational Equity, a "nonpartisan, nonprofit organization dedicated to empowering Teach For America corps members and alumni to grow as leaders in their communities and help build the movement for educational equity". Learn more about this impactful organization [here](#).

**Dr. Annie Hernandez**, Executive Director of The Frieda C. Fox Family Foundation, has been elected to the Board of Directors for the Alliance of Nonprofit Management, the leading national knowledge community dedicated to building the capacity of individuals, organizations and communities working to achieve positive social change and cultural enrichment. Dr. Hernandez additionally was a recent co-author of "Improving Practice through Non-Instructional Technology Platforms: a Case for Technology's Role in a Nonprofit Network" in the recently published book entitled, *Cases on Human Performance Improvement Technologies* (IGI Global, 2015). Learn more about Dr. Hernandez and her work [here](#).



Dr. Michael Davis and Roxanne Swogger

## COHORT 9 continued

**Dr. Emmanuel Oluyitan**, Founder of the Association of Nigerians Against Corruption will publish a book based on his dissertation, *Combating Corruption at the Grassroots Level in Nigeria: The Case of Individual Oath Takers*. Learn more about Dr. Oluyitan and access his full dissertation [here](#).



Having fun at the ILA.



Students and alumni with Dr. Laura Morgan Roberts at the International Positive Psychology World Conference.

# ALUMNI AND STUDENT UPDATES

## COHORT 10

**Dr. Froswa' Booker-Drew**, National Community Engagement Director at World Vision US Programs and Founder of Soulstice Consultancy, was featured in *Exceptional People Magazine* and was recently a special guest on the podcast *Today's Leading Women* in regards to her extensive background in nonprofit management, partnership development, training and education and highlight her book, *Rules of Engagement: Making Connections Last* (Austin Brothers Publishing, 2013). Read the article regarding Dr. Booker-Drew's work [here](#).

**Dr. David McLean**, recently accepted the position of Executive Coach in Residence/ Program Facilitator for Loughheed Leadership at The Banff Centre. Additionally, Dr. McLean and cohort member **Dr. Carol Ransone** (C11), Chief Executive Officer for the Ransone Group, LLC, were invited to present "Creating and Sustaining Relational Connection and Positive Culture in a Virtual Work World" at the Tobias Leadership Conference. Dr. McLean's paper entitled, "Leadership: The P's and Q's of X's and Y's" was accepted for presentation at the International Leadership Association's Women in Leadership Conference and he was invited by a national trade journal, *Business Health*, to write an editorial for their Spring edition which highlighted topics on women in leadership.

**Dr. Kiko Suarez**, Vice President of Communications and Innovation at Lumina Foundation, recently presented "The (Not-So-Smooth-But-Darn-Effective) Road to Leading Change, Earning Trust, and Getting Stuff Done" at the EDUCAUSE annual conference. He was featured in the article "Wisdom, Technology and Education: Ideagen Talk by Dr. Kiko Suarez" in *The Huffington Post* and was honored to be the Commencement Speaker for The National Louis University Commencement Ceremony for the College of Arts and Sciences & College of Management and Business. Watch Dr. Suarez's speech [here](#).

## COHORT 11

**Maxinne Leighton** was appointed an Associate Vice President at WSP | Parsons Brinckerhoff, a global transportation planning and infrastructure firm. She is also a new board member of the Consortium for Sustainable Urbanization (CSU), a non-profit organization affiliated with UN Habitat, which advocates for innovative solutions related to cities and their sustainable urbanization.

**Dr. Tom Crawford**, Chief Operating Officer for the University of Florida's Prostate Disease Center received the honor of Teacher of the Year selected by the University of Florida Master of Healthcare Administration Class of 2015 and was awarded the State of the Art Lecturer designation by the Southeastern Section of the American Urological Association.

**Dr. Tami France** was promoted to Leadership and Physician Development Consultant at the Mayo Clinic where she also recently concluded a presentation highlighting the incorporation of her dissertation work regarding the topic of "global mindset and cultural competency". Learn more about Dr. France and her research [here](#).



**Jodi-rae Kortje** was recently appointed Director of Emergency, Critical Care, and Medicine at Richmond Hospital within Vancouver Coastal

Health. In this role, she is responsible for the overall operational oversight of programs and assisting in the development of a patient flow framework that will allow for delivery of best care for patients.

**Roxanne Swogger**, **Heather Mahardy**, and **Dr. Ashley Lackovich-VanGorp**, founders of Enhance Worldwide, the non-governmental organization empowering adolescent girls in Ethiopia through education have implemented three programs and their activities have directly benefited over 150 children and young women. They participated in GlobalGiving's Open Challenge crowdsourcing to support this impactful work. Learn more about initiatives and ways to support [here](#).

## COHORT 11 continued

**Dr. Ashley Lackovich-Van Gorp**, Founding Executive Director of Enhance Worldwide and International Adolescent Girl Consultant and Blogger at Girls' Globe, recently conducted a leadership training for university students in the Democratic Republic of the Congo with International Alert. Additionally, Dr. Lackovich-Van Gorp presented her dissertation research at the International Conference on Family Planning in Nusa Dua, Indonesia. Learn more about her extensive work [here](#).

## COHORT 12

**Katie Larson**, Founder and Transformative Facilitator of Transform U, dedicated to empowering individuals to recognize the transformative potential within themselves, published her first children's book, *Freckles Felt Fine* (Larson, 2014). Larson's work aims to help children develop emotional vocabulary and empathy within a lovable tale. Learn more [here](#).



Philomena Essed, Laurien Alexandre, Cheryl LeMaster and Al Guskin at C12's Santa Barbara residency in May 2015.

## COHORT 13

**Gary Kaczmarek**, Senior Program Manager at Cubic Global Defense at Wright-Patterson Airforce Base, supporting the Human Performance Wing's Human Effectiveness Directorate recently participated in the 4th annual Ohio Unmanned Aircraft Systems Conference where he presented "Manned/Un-Manned Live, Virtual and Constructive". Learn more about Kaczmarek's work [here](#).



Members of Cohort 13 share a special moment in Barcelona.



# ALUMNI AND STUDENT UPDATES

## COHORT 14



Members of C15 and C14 climb every mountain together at the Keene residency in 2015.

**Katie O'Connor**, Service Learning Coordinator and Live Learn Community Coordinator at Florida Gulf Coast University, recently presented a workshop entitled "Encouraging Informed Citizenship: Reimagining and Redesigning Public Speaking to Create Social Change" at the 85th Annual Florida Communication Association Conference. O'Connor was also accepted to the 2015 Florida Campus Compact Professional Development Conference to present "The Leadership Through Service" Living-Learning Community: A Successful Partnership Between Student Affairs and Academic Affairs at FGCU". Learn more about O'Connor and her work [here](#).

## COHORT 14 continued

**Angela Quitadamo**, Director of Retention at Worcester State University, recently presented a session at the National Conference on Student Recruitment, Marketing, and Retention. The title of her session, "Retention Stew: A Cross-Divisional, Data-Driven Recipe That Yields Increased Student Success" highlighted a systems approach to culture change in order to engage the entire campus community in the work of increased student persistence and retention. Learn more about Quitadamo and her work [here](#).

**Esther Sackey** recently co-authored "Use of Facebook: A Comparative Study of U.S. American and Ghanaian College Students" in *Communication Research Reports* (Routledge, 2015). View the article [here](#).

**Chris Taylor**, Managing Director of Apricus Australia, a solar company founded in 2003, recently celebrated receiving the Product Innovation Award for combined hot water and pool heating for 2015 in the Australian Business Awards. Additionally, Taylor has been invited to join the Board of the Australian Solar Council. Learn more about the Council [here](#).

**James Van Auken**, Vice President of Academic Affairs at Atlantic University, and his team have just launched a new Master of Arts degree in Leadership Studies, with concentrations in Mindful Leadership, Organizational Leadership, and Global Leadership. Learn more [here](#).

## COHORT 15

**Cherie Bridges Patrick**, Clinical Supervisor and Team Lead for The Buckeye Ranch, offering specialized mental health programs designed to meet the needs of our youth and their families, was recently selected by the National Association of Social Workers Ohio Chapter as the statewide Outstanding Service awardee of 2015. Bridges Patrick was selected out of eight regional award winners as the state-level awardee by the Chapter's Board of Directors.

**Paula Lowe**, Poet, Founder and Co-Publisher of BIG YES PRESS, recently published "Groningen/Sleeping with Scars" and is a finalist for the 2015 Cape Cod Poetry Award. Additionally her work, "Four Poems for Palestine" was recently published in *Askew Poetry Journal* and Lowe also recently participated at the Inkwell arts and poetry reading. Learn more [here](#).



Cohort 15 members experience their first program commencement.

## COHORT 1 Healthcare

**Jeff Williams**, Associate Director for the New York University Health Sciences Library, recently published two articles and a book chapter. Both articles appear in the *Journal of the Medical Library Association*. One is a case study about a recent initiative titled "An Extensible and Successful Method of Identifying Collaborators for NLM Informationist Projects," and the second an opinion piece about lessons learned in the wake of his library's destruction by Hurricane Sandy titled "It's the End of the World and We Feel Fine". The chapter appears in the new book *Creating Leaders: An Examination of Academic and Research Library Leadership Institutes* (ACRL, 2015), and is titled "Investing in the Future: Examining the NLM/AAHSL Leadership Fellows Program".



Cohort 15 members at their first residency.

## FACULTY UPDATES

**Dr. Lize Booyesen**, Professor of Leadership and Organizational Behavior, recently co-published “An Exploration of the Intersection of Race, Gender, and Generation in African American Women Doing Social Justice Work” in *Gender Work and Organizations. Special Issue: The Theory and Practice of Intersectionality in Work and Organizations* (Wiley and Sons, 2015). Dr. Booyesen co-authored the work with program faculty **Dr. Philomena Essed** and program alumna **Dr. Carolyn Love** (C6). Dr. Booyesen also published “The Two Faces of Ubuntu – An Inclusive Positive or Exclusive Parochial Leadership Perspective?” in *Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity-Building and Inclusion* (Routledge, 2015). Dr. Booyesen co-presented “Alliance Special Session: Building Cross-Cultural Research Teams – Practical Advice from the Experts” at the Society for Industrial and Organizational Psychology Conference and convened and chaired the sub-stream Paradigms and Methods of Diversity Scholarship at the European Group for Organizational Studies gathering in Athens, Greece. Finally, Dr. Booyesen has been appointed as Senior Research Associate at University of Johannesburg where she recently presented a Master Class in Cross-cultural Coaching. Learn more about Dr. Booyesen [here](#).

**Dr. Philomena Essed**, Professor of Critical Race, Gender, and Leadership Studies, was awarded an honorary degree in the Social Sciences on October 17 from Umeå University in Sweden. Her second honorary degree, Dr. Essed was recognized for her work advancing gender studies and education at a formal ceremony attended by the country’s king, Carl XVI Gustaf of Sweden, and 600 attendees.

**Dr. Al Guskin**, Distinguished University Professor of Higher Education, recently published “Cultural Humility” in the *Encyclopedia of Intercultural Competence* (Sage, 2015). Dr. Guskin was also a featured speaker at the 55th Anniversary of the founding of the Peace Corps at the University of Michigan.

**Dr. Mitchell Kusy**, Professor of Organization Learning and Development, recently co-authored “Real-time Culture Change Improves Lean Success: Sequenced Culture Change Gets Failing Grades” in the *Journal of Medical Practice Management*. Additionally, Dr. Kusy and Dr. Elizabeth Holloway recently participated in the podcast entitled *Toxic Behaviors in the Workplace: Why? How? What?* hosted by The Texas Conflict Coach. Listen to the full program [here](#).

**Dr. Laura Morgan Roberts**, Professor of Psychology, Culture and Organization Studies recently co-published “Out of the Box? How Managing a Subordinate’s Multiple Identities Affects the Quality of a Manager-Subordinate Relationship” in *The Academy of Management Review*. Additionally, Dr. Morgan Roberts co-edited *Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity Building and Inclusion* (Routledge, 2015). Learn more about the book [here](#).

**Dr. Jon Wergin** Professor of Education Studies, and **Dr. Laurien Alexandre**, Program Director, have published a chapter, “Differentiation and Integration: Managing the Paradox in Doctoral Education” in *Emerging Directions in Doctoral Education* (Emerald Press, Spring 2016). The chapter focuses on two dominant models of doctoral education, both of which are limited in their effectiveness by excessive differentiation without sufficient integration. Jon and Laurien argue that by intentionally restoring equilibrium through effective integrating devices, doctoral programs can mediate the excesses of extreme differentiation in ways that benefit individual growth, organizational health, student learning, and ultimately society as a whole. They used the PhDLC as a case in point.

**Dr. Wergin** is also co-editing a book with **Dr. Susie Erenrich** (C5), titled *Grassroots Leadership and the Arts for Social Change*, to be published by the International Leadership Association in early 2017.



Intimate retirement dinner for Vickie Nighswander in Yellow Springs.

### Thank You, Vickie!

Vickie Nighswander is retiring after 16 years of dedicated and superb service to the students and faculty of our doctoral program. Vickie was the first staff member hired during the start-up phase of the program’s launch and has continued to be a loved and valuable staff member focusing tirelessly on providing the highest quality student services. We all will miss her and wish her the best in her retirement!