



# Graduate Programs

## SCHOOL OF GRADUATE STUDIES

### Ph.D. in Creative Leadership For Innovation And Change

#### Mission

The Ph.D. in Creative Leadership for Innovation and Change is intended to prepare executives, middle/senior managers and other institutional leaders in higher education and related human services agencies to respond effectively to the challenges posed by rural, urban and metropolitan communities in a pluralistic society undergoing sustained social, economic and political challenges. It will do so by providing its leaders/students with a doctoral experience that is: (1) multi-disciplinary in format; (2) cohort-based, (3) problem-centered, (4) time-bound, (5) fully engaged and immersed and (6) integrative in nature.

#### Description

The thematic term “creativity” venue is unique to this program. Creative Leaders look at problems from a variety of perspectives, including framing the problem differently than it is normally presented. Within the broad category of UVI outreach communities, recent trends show a higher concentration of poverty and people of color. The Program will train junior scholars and administrators to be creative leaders to try to solve problems of ordinary people.

The Ph.D. degree aims to:

1. Offer the doctorate in an executive format that will enable institutional leaders and managers to complete their degrees without significant career interruption.
2. Provide a trans-disciplinary curriculum and related studies focused on advanced topics in higher education leadership, business, public policy, and administration.
3. Focus attention on core creative leadership competencies and applied research methodologies that address existing rural, urban and metropolitan community concerns.
4. Require students to conceptualize and develop dissertation strategies at the onset of their doctoral careers, thereby enabling them to complete their doctoral studies in 24 months.
5. Create an intellectual context within an ongoing professional development, research and service to assume a normative dimension in the lives of educational leaders in our rural, urban and metropolitan communities.

#### The Ph.D. Cohort Model

This program is designed on the cohort model, which requires all admitted students to complete the same courses from beginning to end over a 36-month period. Although culminating dissertation development is finalized in the latter stages of doctoral studies, the preparation, planning, and refining of the dissertation is interwoven throughout the 36 months. Students will be required to develop a two-year plan, which identifies a balance between their coursework and professional work duties at their home/host institution or agency. It is imperative that this plan is developed to facilitate high performance and sustainable productivity in the student's life during enrollment in this program.

The Ph.D. cohort model represents a cadre of committed colleagues who enroll in, and graduate from, an accelerated research-based doctoral program collectively-- matriculating in a rigorously planned and intensely prescribed academic program of study according to a signed agreement and a related pledge agreed upon by each student in the cohort.

The Ph.D. cohort model requires students to carefully and diligently plan ahead. The model promotes collegiality, interdependence, networking, and camaraderie among students for a lifetime. The cohort model has a “transdisciplinary” curriculum, allowing students to apply theories and practices in daily work situations in various settings. The model provides a setting in which faculty in the fields of creative leadership; education, public policy and administration, and business are brought together as colleagues and experts from the field. The cohort model is designed for adult learners who are working professionals and can persevere as well as endure the rigors of the program toward personal and professional growth.

The Ph.D. cohort model informs students of expected outcomes and the academic program of study in advance and upon enrollment. Students receive personalized guidance from faculty to ensure completion of the academic program on time and on task. Toward this end, students will have access to the support of faculty resource coaches who are designated to help with dissertation preparation, comprehensive examination preparation, written and oral communication and other areas related to personal and professional guidance. Students learn academic theories as well as real-world experiences from each other and the faculty who are either trained academicians, practitioners in the field or visiting scholars and leaders.

## **Program Admission Requirements**

Scholars applying for admission to the Ph.D. Program must first obtain general admission letter from the program director; however, this admission does not mean automatic admission to the Program. Applications are accepted year-round for admission each fall. Admission will be limited to a cohort of typically 30 participants from business, sciences, education faculty, and mid/entry level executive personnel in higher education and other related sectors.

Admission to the Ph.D. Program will be guided by the following criteria:

1. A master's degree from an accredited university.
2. A completed Ph.D. program application
3. Transcripts for all post-secondary work attempted before submitting a program application.
4. Recommendations from three (3) professional persons who are knowledgeable of the applicant's professional academic ability, job experiences, leadership potential, and availability to participate in the program. A letter of reference from the President or Chief Executive Officer will strengthen the application.
5. A clear statement on how previous graduate work relates to Creative Leadership for Innovation and Change, and the proposed dissertation topic.
6. A successful interview with the program director or Ph.D. program faculty if needed.

As part of the admissions process for the Ph.D. program, students are required to complete a dissertation framework for their anticipated research, which covers the following:

1. The proposed research topic and problem statement
2. The preliminary results from a review of related literature
3. The proposed research design and methodology

## **Residence Requirements**

Students admitted to the Ph.D. program will be required to spend approximately one week, FIVE-DAYS, at the beginning of every semester, to actively participate in all required program classes, two courses, and capstone/dissertation during that semester, activities, modules, and other related field work.

There are occasions when the Ph.D program holds residency weeks globally. In this case, students are expected to attend the residency in another country. Prior notice is given when this occurs.

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## Degree Requirements

This program requires approximately 36 months or three years of coursework and related activities, resulting in a minimum of 60 hours, including a minimum of 15 hours toward the dissertation. Additional requirements of this program include (1) completion of the Ph.D. agreement, (2) satisfactory performance and completion of the qualifying/comprehensive examinations, following the completion of required coursework and (3) successful preparation and defense of the dissertation.

The final basis for granting this degree shall be the candidate's evidence of gained knowledge, skills, and dispositions from the collective coursework, mastery of theoretical, conceptual and research perspectives and completion of the dissertation.

<b>Core Requirements</b>		Credits
CLIC 800	Creative Practice and Leadership Theories	3
CLIC 801	Creativity, Innovation and Sensemaking in Leadership	3
CLIC 802	Creativity and Innovative Organizational Theories and Analysis	3
CLIC 803	Ethics and Social Justice in Leadership	3
CLIC 804	Innovation by Design	3
CLIC 805	Communicative Leadership, and Phenomenology for Change	3
CLIC 806	Qualitative Research Methods	3
CLIC 807	Quantitative Research Methods	3
CLIC 808	Participatory Action Research	3
CLIC 809	Dissertation	15

<b>Core Requirements: Creative Leadership for Change (CLC) Track</b>		Credits
CLIC 813 CRP 599	Principles in Creative Problem Solving	3
CLIC 812 CRP 560	Foundations of Creative Learning	3
CLIC 815 CRP 610	Facilitation of Group Problem Solving	3
CLIC 814 CRP 620	Creative Assessment – Methods and Resources	3
CLIC 816 CRP 635	Creative and Change Leadership	3
CLIC 817 CRP 625	Current Issues in Creative Studies	3

<b>Core Requirements: Educational Leadership for Change (ELC) Track</b>		Credits
CLIC 823	Administration and Supervision of Literacy Programs	3
CLIC 824	Organizational Behavior in Educational Leadership: Theory and Research	3
CLIC 825	Globalization and Education	3
CLIC 826	Creative Educational Leadership for a Changing World	3
CLIC 827	Policy Studies in Educational Leadership	3
CLIC 828	Ethics in Educational Leadership	3

<b>Core Requirements: Organizational Development and Leadership (ODL) Track</b>		Credits
CLIC 818	Online Learning Orientation	None
CLIC 819	Organizational Development: Origins, Evolution, and Current Practices	4
CLIC 820	Leadership: Theory and Practice	2
CLIC 821	Leading by Design: Theory and Practice	4
CLIC 822	Group Dynamics; Effective Teams and Group Development	4

The Ph.D. program requires students to complete a dissertation as part of the requirement for earning the degree. Specific procedures and guidelines for completing the dissertation

are provided in the CLIC Ph.D. program. Students should consult with the program director relative to specifics of the process.