Ph.D./D.B.A. Program in Values-Driven Leadership
for senior executives

Program Booklet

Benedictine University
A Letter from the Director

“As the director of Benedictine University’s Ph.D./D.B.A. program in values-driven leadership, these two quotes from current students stand out to me. The first comes from Francisco Vazquez, the founder of a Mexico-based technology company. He arrived at class one Friday night pondering a challenge in his company. The course weekend sparked fresh insights for facing the challenge. “I’m going to use this on Monday,” he told the class.

The second quote comes from Salwa Rahim-Dillard, senior manager for diversity and inclusion strategies at US Cellular Corporation. Salwa is passionate about doing leading-edge research on diversity and inclusion, applying it in her organization, and helping others to do the same. “This program is helping me do more of what I love,” she told us.

Applications for Cohort 6 will be accepted from March 30, 2020 to Nov. 2, 2020. Late applications will be considered until the cohort is full.

The program begins April 8, 2021.

Learn more about Jim and our other faculty members on page 17.

As faculty at the Center for Values-Driven Leadership, we hear things like this frequently. Our program combines rigorous academics with practical insights you can put to work on Monday morning.

We’ve created an unparalleled program designed to equip senior executives to become global thought leaders: scholar-practitioners who have a transformative impact on business and society.

Are you ready for rigorous learning so you can rise above business as usual? If the answer is yes, then we look forward to meeting you.

Sincerely,

JAMES D. LUDEMA, Ph.D.
Director & Co-Founder
Center for Values-Driven Leadership
Benedictine University’s Ph.D./D.B.A. Program in Values-Driven Leadership was created for leaders who rise above “business as usual.” Our program is the first of its kind, specifically designed for senior executives committed to using the creativity and discipline of business to:

- Create short-term and long-term stakeholder value
- Enrich people’s lives and help them thrive
- Produce products and services that benefit society
- Contribute to the health, sustainability, and flourishing of the planet

The program offers a unique combination of research, theory, practice, and action-based learning to equip students with the knowledge and skills needed to lead strategically at the intersection of business and society.

Program at a Glance

**Ideal Student**
Ideal students are senior business leaders with a track record of success who are ready for the next phase of their career.

**Degree Options**
Your choice of degree, Ph.D. or D.B.A. (See page 12 for details.)

**Curriculum Focus**
Our curriculum integrates the fields of global leadership, strategic change, and corporate sustainability. We explore each of these fields through four levels of leadership: self, others, organization, and society.

**Format**
Cohort and classroom-based, with a flexible schedule designed for working executives who commute from across the country and around the globe.

**Length**
Three years: two years of course work followed by a year of dissertation research and writing.

**Class schedule**
For the first two years of the program, classes are held once a month on weekends plus an annual 8-day intensive. In the third year, you do not need to come to campus; instead, you work with your dissertation committee to complete your dissertation.

**Total credit hours and courses**
66 semester credit hours, 16 courses

**Total cost**
$40,000/year
Includes books and other materials

**Timeline**
Applications are accepted from March 30, 2020 to November 2, 2020. The program begins April 8, 2021.
Our program in Values-Driven Leadership is a rigorous, fully-accredited doctoral program for senior executives that allows them to earn their Ph.D. or D.B.A. degree in three years while continuing to work full time.

Our face-to-face learning environment allows students to engage in deep, personal interaction, rich dialogue, and generative learning with Benedictine University’s world-class faculty, distinguished visiting scholars from top global universities, and a cohort of accomplished peers. On-campus classes are held during the first two years of the program one weekend a month plus an annual 8-day intensive, so leaders can conveniently commute from across the country and around the world. During the third year of the program, students work with their dissertation committee to research and write their dissertation on a topic of their choice.

Core content of the curriculum includes an integration of three fields of study (global leadership, strategic change, and corporate sustainability) along with research methods. Our values-driven approach is woven throughout the program, inviting students to explore their own leadership at four levels of influence: personal, interpersonal, organizational, and global.

Distinctive features include:

**World-Class Faculty:** Benedictine University’s award-winning faculty teach side-by-side with distinguished visiting scholars from leading universities, exposing students to the latest theories and bold ideas with marketplace impact.

**Cutting-Edge Research:** Benedictine faculty and a global network of scholars work with students on research ideas that explore the exemplary practices of sustainable, responsible companies and leaders.

**Action-Based Learning:** Students integrate theory and practice by designing local and global application projects that have a direct and immediate impact on their organizations and communities.

**Global Exchange:** Students travel internationally and engage in dynamic learning exchanges with top scholars and executives from other countries and cultures, such as Belgium, China, Dubai, France, Ghana, India, Ireland, Saudi Arabia, Scandinavia, South Africa, Spain, and the U.K.
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What do people do with a Ph.D. or D.B.A. in leadership?

Executives who pursue a doctorate in values-driven leadership have a variety of career goals. Three common post-degree career paths are highlighted below:

Moving into or Growing Within Executive Roles
In fields where many people have masters degrees, earning a doctorate helps our students distinguish themselves while learning tools and methodologies for success at work. Many students also focus their dissertation on a topic of relevance to their work, becoming a leading expert on the topic. One year after completing the program, Dr. Shelly Major was recruited to a new role as Chief Nursing Officer within a large teaching hospital system. Dr. Joe Ricciardi moved into a vice president role after completing the program, and was also promoted to Brigadier General in the US Army Reserves, in 2019. Dr. John Heiser became CEO of a global software firm shortly after completing his doctorate.

Business & Societal Change Agent
Want to make your mark on the world? The courses and research in our program can help you pursue your passions and advance your business or social agenda. Lead change strategies in your own company or start a new organization to make a global impact. Dr. Lee Murphy used his dissertation research to re-frame the business model for his healthcare company, launching it with a new social mission. Current student Dawn Harris Jeффries leads a non-profit, Girls Light Our Way, which prepares girls from disadvantaged backgrounds for successful futures. Read more here. Dr. Lee DeRemer’s dissertation research prompted him to start a non-profit that uses the sport of cycling to mentor teenage boys for success in life and leadership.

Transition to A New Career in Higher Education, Consulting, or the Private Sector
This program helps you earn the credentials and experience needed for a second career in higher education or consulting; for leaders transitioning out of military service, the program becomes a springboard into private sector roles. After earning his degree, Dr. Mike Chikeleze is now a tenure-track professor of leadership studies at Xavier University. Dr. Kasey Short was an innovation expert at McDonald’s Corporation, but wanted to make the transition to higher ed. She is now teaching full time at Ferris State University. Dr. Dave Smith retired from the US Air Force as a Lieutenant Colonel; the doctoral program helped him prepare for his second career as a consultant and adjunct professor.
Five Things You Won’t Find in Any Other Program

The Values-Driven Leadership Model
Our values-driven leadership model has been taught in corporations and organizations around the world, and helps executives drive performance and integrate their values into every aspect of their work.

A Global, Social Community
Our cohort-based model means you’re in class with peers from across the country and around the world, giving you an opportunity to learn from the different cultures, industries, and roles in the classroom. But the fun doesn’t stop when class ends. Our students form personal friendships that translate into support when you need it, extra fun on class weekends, and a strong network of senior executive colleagues that lasts a lifetime.

Our Distinguished Visiting Scholars
Much of the teaching in our program is done by distinguished visiting scholars (DVS) who come to Benedictine from Harvard, Columbia, University of Michigan, Norwegian School of Economics, and more. Learn firsthand from the scholars who write the books and articles you are reading. Many DVS go on to serve as dissertation committee members and publish and present at conferences with our students. Benedictine University’s core faculty teach alongside our DVS to give students an integrated learning experience. See page 19.

Pursue what You’re Passionate About
In many doctoral programs, your research must conform to that of the faculty. At Benedictine, you research what you’re passionate about, so you can become a leading expert on the topic. See page 26 for examples of dissertation topics.

#1 Program in Leadership by HR.com
Our program was named the #1 doctoral program in leadership, by HR.com, two years in a row, in 2017 and 2018. The award was discontinued in 2019.

Above: Alumni gather at our 10th Anniversary Celebration to toast the accomplishments of the Center’s first decade.
Curriculum Overview

Courses in the doctoral program will challenge you to expand your capacity in the fields of global leadership, strategic change, and corporate sustainability, while also learning the research methods that will allow you to complete doctoral-level research and writing. Our courses focus on four levels of leadership, plus research methods and special topics.

- **Personal**: Grow as a values-driven leader.
- **Interpersonal**: Develop great people and teams.
- **Organizational**: Build flourishing companies.
- **Global**: Transform business and society.
- **Research**: Learn the methods for research and writing that you need to succeed.
- **Special Topics**: Consider contemporary issues in leadership studies.

The curriculum chart on the pages that follow provides a color-coded guide for these six topic areas of leadership and learning.

The Ph.D./D.B.A. curriculum integrates psychological, sociological, organizational and economic perspectives on responsible leadership in today's global context. Classroom interaction draws from student experience, action-learning initiatives, the latest research, and spirited dialogue with faculty, Distinguished Visiting Scholars, and fellow executive students.

The following offers an overview of the curriculum by year.

**Year 1**

Emphasis in the first year is placed on leadership theory, leading self, leading teams, moral and ethical foundations of leadership, organizational theory and behavior, and leading change and developing organizations. Students are also introduced to their first research methods course for an understanding of the unique requirements of applied and scholar-practitioner approaches to research and writing.

**Orientation**

Students admitted to the Ph.D./D.B.A. in Values-Driven Leadership program are required to attend this 0 credit course at the beginning of their program. This course provides an overview of the curriculum, an explanation of the doctoral process, and an introduction to Benedictine University services, policies, and procedures. New cohort students also attend a Senior Executive Roundtable along with current students, faculty, alumni, and business leaders.

**Leadership Theory, Research, and Practice (3 credits)**

This course focuses on understanding the major streams of thought in leadership theory, research, and practice. Emphasis is placed on comparing and contrasting historical trends such as trait, behavioral, contingency, and charismatic theories of leadership and also exploring contemporary approaches such as transformational leadership, servant leadership, authentic leadership, positive leadership, and adaptive leadership. Personal assessment instruments and practical application projects allow students to develop and apply their personal leadership theory.

**Research Methods I: Scholar-Practitioner Strategies (3 credits)**

This is the first of three research methods courses including (1) scholar-practitioner strategies, (2) qualitative
research methods, and (3) quantitative research methods. This course is designed to help students develop an initial familiarity with statistics and quantitative, qualitative, and mixed-methods approaches to research. Attention is also given to understanding the unique requirements of applied and scholar-practitioner approaches to research and writing. The remaining research courses are held in year two.

**Leading Self: Your Career Leadership Legacy (2 credits)**
This course has three primary objectives: (1) reinforce the initial introduction to leadership theory and research, (2) allow each cohort member to strengthen their leadership vision and capacity by identifying and leveraging their unique strengths as a leader; and (3) build strong working relationships among cohort members. Students complete a series of assessments and personal development activities to help clarify their leadership point-of-view, strengthen their leadership capacity, and engage in activities to create cohesion in the cohort group.

**Leading Teams (3 credits)**
Although most of us have been on various kinds of teams throughout our lives, we seldom take time to systematically observe and analyze how teams function and consider how they could be shaped and structured to function better. Yet observation and analysis are the first steps in understanding teams, shaping their dynamics, and ultimately improving their performance. In this course, students have the opportunity to analyze their own team processes and explore the dynamics of leading diverse teams while learning from and applying the best of the team process and development literature.

**Moral and Ethical Foundations of Leadership (3 credits)**
This course explores social, moral, and ethical philosophy as it relates to leadership in the corporate arena. Specific attention is paid to comparing and contrasting theories on the purpose of business, human nature and relationships, ethical decision making, and the meaning of sustainability and relational accountability on an organizational, societal, and global level. Students relate these theoretical perspectives to their own purpose, values, and commitments as leaders, their approach to leading and enriching the lives of others, and the role they play in shaping the vision, mission, priorities, and strategies of their organizations.

**Leadership Lecture Series Seminar I (2 credits)**
Through the lecture series, we invite the world’s top scholars to Benedictine to present to the broader business community and interact personally with our Ph.D./D.B.A. students. Additionally, as part of this course, our students attend premier conferences within the field of study to present and engage with scholars and practitioners from around the world.

**Organizational Theory and Behavior (3 credits)**
This course focuses on identifying theory and research that frames the current study of organizations from the macro and micro perspectives. The first weekend examines competing schools of organizational theory that facilitate our attempts to understand organizations and key issues/topics. The second weekend focuses on micro issues of organizational behavior, including topics such as human needs and
motivation, emotions, conflict, work stress, trust, and cross-cultural issues; as well as recent topics in positive organizational scholarship that capitalize on human strengths and capacities (peak performance; thriving and human flourishing; resilience; positive identity, meaning, emotions, and relationships; creativity; compassion).

Leading Change and Developing Organizations (3 credits)
This course examines the theories and research regarding organizational culture, design, and change. Attention is devoted to understanding the structural and cultural leverage points that allow leaders to create sustainable value and build highly-ethical, highly-reliable, high-performing organizations. Attention is also paid to the processes and dynamics of leading successful large-scale organizational change from a senior executive position. Case studies, simulations, and application projects are used to translate theory into practice.

Year 2 Curriculum
The second year focuses on the origins, evolution, and leading thinking around leadership development, socially responsible business, corporate sustainability, social entrepreneurship, and the strategic and market challenges of leading in today's global context. It also includes seminars on quantitative and qualitative research methods to prepare students for the completion of their dissertations.

Leading Corporate Sustainability (3 credits)
This course focuses specifically on turning sustainable business practices into a competitive advantage. It is designed to cover a range of issues on the topic of sustainability that are central to leaders in today's economy, including how to maximize business and environmental objectives while managing complex stakeholder relationships and how to gain competitive advantage through environmentally sustainable practices such as strategic alignment, product and process innovation, and sustainable supply chain management. It also explores best practices of executive sustainability and personal flourishing, including the areas of meaning, high-quality relationships, and physical and emotional health.

When are classes held?
Standard class weekends are on the following schedule:
- Friday, 6:30 pm to 9:30 pm
- Saturday, 9 am to 4 pm
- Sunday, 9 am to 4 pm

There are three annual exceptions to this schedule. First, one time a year, we hold a Leadership Lecture on campus; on that weekend, students attend from 1 pm Friday afternoon through noon on Sunday. Second, once a year, students attend a premier conference in the field. (See page 16 for details.) Finally, an 8-day intensive is held each June, and during these dates classes are held 8 am to 4 pm. Find a draft calendar for Cohort 6 on page 29.
Leadership and Corporate Social Responsibility (3 credits)
This course provides an overview of the origins, evolution, and leading thinking around the theory and practice of socially responsible business and social entrepreneurship. Students explore current trends, leading literature, theory, and case studies while participating in experiential exercises and interactive projects in order to gain practical insights into how society’s increasing expectations are driving innovation and impacting the firm’s social license to operate. The goal of this course is for students to better understand how business relates to society and the ways in which corporate social responsibility can be integrated into all facets of organizational life to drive the creation of shared value.

Leading and Developing Others (2 credits)
This course provides an in-depth exploration of the theory and practice of leadership development. It focuses on three primary areas: (1) human development theory, particularly from the perspective of the new and emerging field of positive psychology and strength-based leadership, (2) leadership capacity building, and (3) the dynamics of executive coaching. Students put theory into practice via application projects both in class and in their organizations and strengthen their capacity to build cultures of inclusive leadership.

Strategic Leadership (3 credits)
This course focuses on the role of senior leadership in developing and executing corporate strategy. It examines historical and contemporary approaches and the underlying theories that support them. It addresses governance, market, organizational, and process issues that affect successful strategy formation and implementation. Particular emphasis is placed on the unique challenges and opportunities of developing corporate strategy for sustainable value creation.

Leading in the Global Economy (3 credits)
This course explores the application of economic, legal, and political theory to the task of leadership in today’s global context. Included are discussions of historical and current economic and political trends and their relationship to corporate sustainability, corporate strategy, and leadership decision-making. Specific emphasis is placed on the future of global business, approaches to successful economic development of organizations, risk assessment and management, issues relating to governmental regulations, and leading in diverse cross-cultural settings. Case studies of successful and unsuccessful global leadership are analyzed.

Leadership Lecture Series Seminar II (2 credits)
Building on year one, through the lecture series, we invite the world’s top scholars to Benedictine to present to the broader business community and interact personally with our Ph.D./D.B.A. students. Additionally, as part of this course, our students attend premier conferences within the field of study to present and engage with scholars and practitioners from around the world.
Research Methods II: Quantitative Methods (3 credits)

Research

A companion to Scholar-Practitioner Strategies and Qualitative Research Methods, this course is designed to help students develop proficiency in quantitative analysis for interpreting social and organizational data. It includes experimental, quasi-experimental, and several multivariate designs as well as analysis of quantitative studies and an examination of the ethics involved in research. Appropriate statistical techniques are discussed, critiqued, and applied.

Research Methods III: Qualitative Methods (3 credits)

Research

A companion to Scholar-Practitioner Strategies and Quantitative Research Methods, this course is designed to develop proficiency in collecting, analyzing, and reporting qualitative data, using a variety of qualitative tools. It includes phenomenology, ethnography, narrative, case studies, grounded theory, and generative theory. Attention is given to their history, traditions, conceptual bases, and applications. In addition, students conduct a mini-qualitative research project from start to finish equipping them with the tools they need to use qualitative methods in their dissertation research.

Year 3

The third year is dedicated to working with your dissertation committee to research and write your dissertation, and to the completion of final requirements for the degree, including the international trip.

Global

Global Exchange/International Trip (4 credits)

Students are required to participate in a global exchange in which they travel internationally with faculty and fellow students to engage in dynamic learning activities with top scholars and executives from other countries and cultures. This global exchange can be done anytime during the program (year 1, 2, or 3), but credit is given in the third year.

Research

Dissertation (18 credits)

Students in the Ph.D. track earn their degree by completing a scholarly dissertation based on original research, while students in the D.B.A. track earn their degree by completing an applied dissertation based on the implementation and analysis of an application project. While the program is a three-year initiative, the dissertation is designed to be integrated throughout all years of study. Students are encouraged to begin reviewing dissertation possibilities upon acceptance into the program and to continue to explore and develop dissertation topics throughout their coursework. Students are encouraged to select topics consistent with the major research themes within the program. In addition, throughout the program students are expected to contribute to the field and gain feedback on their work by presenting at conferences and publishing in journals.

What is the difference between a Ph.D. and a D.B.A.?

Students in the Ph.D. (doctor of philosophy) track and the D.B.A. (doctor of business administration) track follow the same curriculum during the first two years of the program.

In the third year, students working toward the research-focused Ph.D. degree complete a scholarly dissertation based on original research. Those working toward the practice-oriented D.B.A. degree complete an applied dissertation based on the design and implementation of a major project or change initiative.

“It’s the ‘A-ha!’ experience.”

Through the doctoral program, I’m reading books and talking with leaders and scholars about ideas that are materializing in the moment. It’s the “Ah-ha!” experience for me.

Literally – I learn something on the weekend and apply it on Monday morning.

All of sudden you hear something in class and it fills a gap or answers a question you’ve had. It resonates. You can immediately start using it as a way to help your organization and yourself.

– Brett Hinds, Chief Engineer, Ford Motor Company; Cohort 4
Leaders At Home and Around the World

Meet some of our Cohort 5 students

Cheryl Harris
Chief Procurement Officer
Allstate

“I made the mistake once of telling a former leader that I’d do my job for free,” recalls Cheryl Harris, Chief Procurement Officer for global insurance firm Allstate. “That’s how much I enjoy my job. I live out my purpose each and every day.”

Cheryl credits her career at Allstate and other global firms, including AmEx and Accenture, to guidance she received from important mentors in her life. As her own career began to accelerate, she also looked for ways to mentor younger leaders.

Now, as a doctoral student, Cheryl is taking what she’s learned through a distinguished career, combining it with what she is learning in the classroom, and using it to help college students and young leaders find their paths forward.

“The doctoral program matters to me because, as employees and leaders, we need to think about culture, we need to do things with ethics at the core. You can go fast. You can grow big. But if you don’t do it in a responsible way, that’s not a good thing for anyone,” she says. The program’s curriculum helps leaders explore ideas that help both businesses and people grow and develop.

“That’s the attraction to this program,” she says.

Dave Schreiner
CEO
KSB Hospital

Rural healthcare is facing a crisis. Since 2010, 107 U.S. hospitals have closed, most of them rural. Yet in many cases, no other healthcare options exist for miles. As CEO of KSB Hospital in Dixon, Illinois (90 minutes west of Chicago), Dave Schreiner understands the importance of local healthcare. Thankfully, KSB Hospital is thriving. But he’s concerned about other rural healthcare systems that are not.

As a doctoral student, Dave wants to focus his dissertation research on understanding what makes rural healthcare systems successful.

“What are successful systems doing?” he asks.

A friend told Dave about the doctoral program. “When I saw the curriculum, that just landed me,” he says. “I thought, ‘Wow. That’s exactly what I need, and I wasn’t even looking for it.’”

Now, a year into his studies, Dave is learning to use his time more efficiently than ever in order to balance the academic workload with his duties as head of the hospital system. He’s also applying what he’s learned at work.

“I have a 1000-person petri dish,” Dave says. “Every day I take what I learn in the Ph.D. program and bring it back here to KSB.”
Laura Sanchez-Greenberg
Managing Partner
Verde Associates

Laura Sanchez-Greenberg had an MBA and a background in helping companies grow when the company she was leading was sold; she lined up an executive position at an e-commerce firm, but consulting requests kept coming her way. To her surprise, she found she had a full slate of clients.

Seven years later, Laura’s firm Verde Associates is a leading Chicago consultancy serving fast-growing, entrepreneurial firms and their CEOs. In the last year, eight of her clients made Inc’s fastest growing companies list, and a third of the founders she and her team coach are on the Forbes 30 Under 30 list.

It was a desire to extend her impact and further elevate her work with her clients that led Laura to consider earning her Ph.D. She wanted to have access to the latest research into effective leadership and wanted to do her own research too.

“I did not expect the focus to be on my own leadership, as much as I expected it to be a program about leadership in general,” she says. “But you can’t really learn about leadership without being a good leader yourself.”

Balancing company leadership, a young family, and a doctoral program isn’t easy. “I tend to pick the difficult path,” she says. In her work, she often helps busy CEOs balance demanding schedules, redefine success, and learn to interact with others more mindfully. Now, she’s turning that lesson on herself. “It’s rigorous but I’m savoring the learning.”

Gamini Hewawasam
CEO
INT Terminal, Fine Finishing Engineering

As a child growing up in Sri Lanka, Gamini Hewawasam dreamed of being an airline pilot. As an adult, he began to work for a national airline; this brought him to the U.S., where he worked at the world’s busiest airport at the time: O’Hare.

Through hard work, education, and industry connections, Gamini went on to earn leadership roles in other companies before starting his own, INT Terminal, which is based in Chicago and manages travel contracts for clients with major airlines. He also owns Fine Finish Engineering, a Sri Lankan manufacturer of custom machine parts. “I manage two totally different companies in two different countries,” he says with a smile on his face. “The time difference is 11.5 hours between these two countries. I’m 24/7.”

Gamini earned a bachelor’s degree and master’s degree before starting his companies. “My motivation was always to get a better job,” he says. When he decided to earn his Ph.D., however, his motivation was different. “Now this program, it is to learn things I can apply to my own organization,” he says. However, a few months into his studies, Gamini realized he was getting an unexpected result. “It became about reinventing myself.”

“The more materials I read, the more lectures I listened to, the more interactions with my fellow students, I realize there are new things I can learn about myself, apply to myself, and provide to others.”

Though he was already the owner and CEO of two companies when he joined the program, Gamini says his doctoral studies are making him a better leader every day. “I’m a different person, in a really good way, as I have newfound energy to help others in a way I wasn’t able to before.”
Teresa Johnson
Chief Operations Officer & Co-Founder
Phoenix Boats

Teresa Johnson was a single mom and the director of HR and marketing for a boat company when she learned the company was headed in a direction inconsistent with her values. “I just couldn’t do it,” says Johnson. “It came down to integrity.”

Then a trusted colleague and accomplished angler, Gary Clouse, pitched her a crazy idea: let’s start our own boat company. A year later, they launched Phoenix Boats, which has since become known as an industry leader in quality and innovation.

While she’d not planned on being a business owner, Teresa had always intended to return to school, but business and parenthood slowed her plans. The dream was still on her mind when she found the doctoral program in Values-Driven Leadership on the internet. “I saw the title of the program, values-driven leadership, and I knew that was it.”

Now a student, Teresa loves the opportunity to learn from the program’s visiting scholars, the top researchers and academics for each course in the curriculum. “I don’t want just one perspective,” she says. “The faculty and visiting scholars have truly been the best part of the program.”

She also enjoys being in the classroom with a cohort of experienced leaders, in an environment that allows the executive students to learn from each other as well as from the visiting scholars and Benedictine faculty.

“I’d gotten to the point that I wasn’t going to meet anyone who was going to challenge me from an intellectual perspective. With the program, that has changed in my life.”

William Walker
Commanding General
District of Columbia National Guard

As a kid growing up Chicago’s south side, William Walker knew what he wanted: to see the world and serve his country. Forty years later, after a lifetime of adventure and service, Walker returned to Leo High School to receive their Man of the Year Award. The next morning, he began a new adventure as a doctoral student at Benedictine University.

“I just knew I wasn’t done learning yet,” he says.

Walker’s decision to pursue doctoral studies is a capstone to an accomplished career with the Drug Enforcement Administration (DEA), where he served in a joint duty assignment as a senior executive in the Office of the Director of National Intelligence. At the same time, after first enlisting as a platoon leader in 1985, William advanced through the ranks of the National Guard, serving in many leadership posts including in Afghanistan at the Kabul Embassy and with the International Security Assistance Force.

After more than 30 years, William retired from the DEA; but he wasn’t done serving. He was appointed by the White House to the role of Commanding General of the District of Columbia National Guard, a leadership position that includes responsibility for some of the Guard’s global work under the Department of Defense, State Partnership Program.

Now after two distinguished careers and three master’s degrees, William has a new goal.

“My goal is to inspire and develop values-driven leaders of high character, competence, commitment, courage, compassion, and conscience,” he says; his own advanced education is an opportunity to elevate his leadership, for service to others.
Bringing the World into the Classroom

The Center for Values-Driven Leadership’s global reach, combined with the once-a-month format of our classes, means that our students are able to come from around the world to participate in the doctoral program. We also travel to premier international conferences, giving our students the opportunity to connect with leaders from other cultures and countries.

The educational experience is enriched by the global diversity, especially in the classroom where our executive students share their unique experiences. The map above illustrates where our students come from, the global conferences our students and faculty attend, and the home countries of our distinguished visiting scholars.

Below, some of our international students & graduates: Basil Chen, Canada; Remi Vespa, France; Tina Huesing, Germany; Francisco Vazquez, Mexico.
Our Core Faculty & Staff

Meet the world-class scholars who anchor our program.

Jim Ludema, Ph.D.
Co-founder, Center for Values-Driven Leadership; Professor of Global Leadership

Dr. James D. Ludema is the Co-founder and Director of the Center for Values-Driven Leadership and a Professor of Global Leadership at Benedictine University. He is Past Chair of the Academy of Management’s Organization Development and Change Division and is the author of two books and dozens of articles on leadership, strategy and organizational change. His book The Appreciative Inquiry Summit: A Practitioner’s Guide for Leading Large-Scale Change is widely considered a classic in the field.

Dr. Ludema has lived and worked in Asia, Africa, Europe, Latin America, and North America and has served as a consultant to a variety of organizations including GlaxoSmihKline, Merck, BP, McDonald’s, John Deere, USG, U.S. Cellular, the U.S. Navy, World Vision, and many local and international NGOs. Dr. Ludema received his Ph.D. in Organizational Behavior from Case Western Reserve University.

Research interests: Values-driven leadership at the individual, organizational, and societal levels; Appreciative Inquiry and positive organizational scholarship; global leadership; the link between culture and profit in small and mid-size businesses; strategic organizational change.

Mike Manning, Ph.D.
Director of Research; Professor of Leadership, Strategy & Change

Dr. Michael Manning joined the faculty in 2013 as Professor of Leadership, Strategy & Change. He has held faculty appointments at New Mexico State University, Case Western Reserve University, Fielding Graduate University, and SUNY-Binghamton. Dr. Manning currently serves as an associate editor of the Journal of Applied Behavioral Science and is active in the Academy of Management, where he is a former Chair of the Organization Development and Change Division.

Dr. Manning has dedicated his professional career to educating and developing executives, designing effective organizations, and creating applied action research processes and intervention techniques. He teaches and consults throughout the U.S. and internationally in Mexico, Europe and the Baltic States, the Middle East, and the Far East.

Research interests: Multiple topics related to the management of change (whole systems change using large group interventions, the role of affect and emotion in change, identifying change moments); leading and collective action; occupational stress and well-being.
Amber Johnson, A.B.D.
Executive Recruiter & Chief Communications Officer; Senior Research Associate

Amber Johnson oversees doctoral program recruitment and other public-facing initiatives of the Center, including our thought leadership and consulting efforts. With Jim, Amber writes a regular column at Forbes.com. Previously, Amber held leadership positions with World Vision, a humanitarian organization, and was a Peace Corps volunteer. She has an M.A. from Ball State University and a B.A. from Malone University in Ohio, and is nearing the completion of her Ph.D., with a dissertation focused on success factors in leading global change projects.

Staff

Marie Di Virgilio, Ph.D.
Core Faculty, Organizational Change & Corporate Responsibility

Dr. Marie Di Virgilio joined the Center in 2008 as Administrative Director. She brings over 30 years of business experience, much of it with Allstate Insurance Company, holding key leadership positions in sales, human resources, accounting, corporate education, and information technology. She earned a Ph.D. in Organization Development from Benedictine University in 2005.

Dr. Di Virgilio is a core faculty member specializing in Organizational Change and Corporate Social Responsibility at the Center and has held faculty appointments at other universities, the International School of Management and the U.S. State Department Middle East Partnership Initiative. She teaches internationally in Poland, the Czech Republic, and France. Dr. Di Virgilio uses her scholar-practitioner skills to help organizations improve their effectiveness.

Research interests: Developing values-driven leaders; employee engagement; change leadership; work group transformation; social enterprise and responsibility.

Gus Gustafson, Ph.D.
Leadership Scholar-in-Residence; Core Faculty, Leadership Development

Dr. Gustafson was a founding Advisory Council member of the Center and formally joined the Center as the Leadership Scholar-in-Residence in 2009. Previously, he was Director of Strategic Leadership Research and Development and Organizational Transformation at U.S. Cellular. Gus also served as Chief Transformation Officer at Lutheran Church of Hope in Iowa (the largest Lutheran church in the world). Currently, in addition to working with the Center, Gus is also the Chief Learning Officer for Tuthill Corporation.

Gus has over 30 years experience in public, private and non-profit organizations. Gus currently serves on the Editorial Boards of the Journal of Leadership Studies and the International Journal of Servant-Leadership, and holds leadership positions with the International Leadership Association.

Research interests: Servant leadership; authenticity; legacy-driven leadership; culture transformation; high-performing teams; human flourishing.
Distinguished Visiting Scholars

Distinguished visiting scholars from leading institutions around the globe present side-by-side with the program’s core faculty. This exposes students to the latest research and theories in global leadership, strategic change, and corporate sustainability from the people who write them. Past & present visiting scholars include:

Dr. Bruce Avolio
University of Washington

Dr. Robert Audi
University of Notre Dame

Dr. Bernie Banks
Northwestern University, former West Point Dean

Dr. Richard Boyatzis
Case Western Reserve University

Dr. Kim Cameron
University of Michigan

Dr. Anjan Chakravartty
University of Notre Dame

Dr. Yochi Cohen-Charash
Graduate Center of CUNY

Dr. Amy Edmondson
Harvard University

Dr. John Ehrenfeld
Int’l Society for Industrial Ecology

Dr. Barbara Fredrickson
University of North Carolina, Chapel Hill

Dr. Ron Fry
Case Western Reserve University

Dr. Mary Gentile
University of Virginia

Dr. Leigh Hafrey
MIT Sloan School of Management

Dr. Stuart L. Hart
Cornell University

Dr. Mary Jo Hatch
University of Virginia

Dr. Bob Johansen
Institute for the Future

Dr. Mikko Ketokivi
Instituto de Empresa Business School

Dr. Chris Laszlo
Case Western Reserve University

Dr. Rodney Ludema
Georgetown University; Former Chief Economist, US State Department; former Senior Economist, President’s Council of Economic Advisors

Dr. Cynthia McCauley
Center for Creative Leadership

Dr. Carlos Mora
University of Michigan

Dr. Peter Northouse
Western Michigan University

Dr. Joyce Osland
San Jose State University

Dr. Bill Pasmore
Columbia University

Dr. Bob Quinn
University of Michigan

Dr. Ron Riggio
Claremont McKenna College

Dr. Abraham “Rami” Shani
California Polytechnic State University

Dr. Raj Sisodia
Babson College

Dr. Inger Stensaker
NHH Norwegian School of Economics

“The concept of using visiting scholars to teach many of our courses is a valued component of the CVDL program. As respected leaders in the field and authors of many of the renowned leadership texts, we are clearly learning from the very best.”

Al Zucco
Sr. Director, Energy & Sustainability | USG Corporation (Cohort 3)

Find the full list of distinguished visiting scholars, along with a list of visiting executives, on our website at http://cvdl.ben.edu/doctorate.
New Features

Earn Your Masters on Your Way to Your PhD

Students enrolling in 2021 have the option of earning a Master’s of Science in Values-Driven Leadership en route to their doctorate. The degree can be earned with no additional coursework near the completion of the second year of study; see the graduate catalog for additional details.

Learn Better & Faster by Attending Leading Academic Conferences

Students are required to attend two premier US-based conferences during their first two years of the program: The Academy of Management Annual Meeting in the first year, and the International Leadership Association Annual Conference in the second year. These conferences help you learn better, faster, and more comprehensively by enabling you to connect with the world’s top scholars in our fields of study, dive deeply into leading-edge research from around the world, and advance your own ideas and research by presenting them and receiving constructive feedback from a wide variety of perspectives.

How Has the Program Made a Tangible Difference in Your Life?

We recently asked our graduates to share examples of tangible ways their life has changed after completing the doctoral program. Select answers are below.

The CVDL experience was a valuable challenge to me in the second half of a highly successful career. - Lee DeRemer, Ph.D. (Cohort 1), Former Colonel, U.S. Air Force; VP for People & Culture, Lancaster Bible College; Director, Lifecycles

I was somewhat burned out in what I was doing and needed a change to flourish. The program created the opportunity for this change—AND I am in the same role in the same company. What shifted was my perspective on what was possible and how to engage differently; I am now engaged and excited about the future. - Lee Murphy, Ph.D. (Cohort 1), CEO, Inspera Health

You know those conversations you have with friends where you solve all the world’s problems over a coffee or a beer but you know nothing will ever come of it? This program is what happens when the conversation doesn’t end after 30 minutes and you find yourself thinking, “You know, this really could change the world…” - Brad Davis, Ph.D. (Cohort 3), Senior Analyst, Engility Corporation

Getting an outside perspective of myself using the literature and class discussions was a constant series of epiphanies. - Colleen Lyons, A.B.D. (Cohort 4), Senior Ethics Advisor, Boeing
Cohort 5 Students

Aleen Bayard
Principal
Aleen Bayard Inc.
Chicago, IL

Joseph Bird
Lieutenant, Chicago Police Department
Chicago, IL

Theresa Christian
Director, National Accounts, Bioventus
Lake Zurich, IL

Fiona Cummings
CEO, Girl Scouts of Northern Illinois
Naperville, IL

Tenia Davis
Chief Talent & Admin Officer, HBR Consulting
Flossmoor, IL

Lisa Finucane
Regional Sales Mgr, WAHL Clipper
Elmhurst, IL

Danielle Galbraith
Co-Founder, The Blue Spark Group
Portland, OR

Andrew Gordon
Sr. Program Manager, Instructure
Seattle, WA

Laura Guilliam
Leadership Excellence Manager, Progressive Insurance
Akron, OH

Cheryl Harris
Chief Procurement Officer, Allstate Insurance Company
Long Grove, IL

Gamini Hewawasam
CEO, INT Terminal
Naperville, IL

Bob Hughes
Functional Analyst, Scientific Research Corp.
O’Fallon, IL
Teresa Johnson
Chief Operating Officer
Phoenix Boats
Murfreesboro, TN

Sean Jordan
Amazon
Hopkins, MN

Sean Joyce
Commander, Chicago Police Department
Chicago, IL

Patty Lindstrom
CEO, Living the Brand® Academy
Naperville, IL

Gena Lovett
Former VP, Manufacturing Operations, Quality & Safety, Boeing
Great Falls, VA

Jeanie Lucy
Assistant Professor
Midwestern University
Willowbrook, IL

Dan O’Connor
Program Manager
C5T Corporation
Shiloh, IL

Laura Sanchez-Greenberg
Managing Partner
Verde Associates, LLC
Northbrook, IL

David Schreiner
CEO, Katherine Shaw Bethea Hospital
Dixon, IL

Gloria Shealey
President & CEO
The Daniele Company
Durham, NC

Kellie Vander Veur
Franchisee, Double V Restaurants, Inc.
Milton, GA

William Walker
Commanding General,
DC National Guard
Upper Marlboro, MD
Cohort 4 Students

David Barnett
Owner,
Grand Arbor Advisors
Richland Hills, TX

Tim Courtney
COO,
Little Star Center
Carmel, IN

Tasha Davis
Manager, Field Mktg
T-Mobile
Aurora, IL

James Garrett
Owner, Express Employment Professionals
Kansas City, MO

Dawn Harris Jeffries
Financial Advisor,
Merrill Lynch
Peoria, IL

Brett Hinds
Chief Engineer,
Ford Motor Company
Clarkston, MI

Amber Johnson
Chief of Comm.,
CVDL
Chicago, IL

Angela Karesh
Sr Manager, IT,
Exelon
North Aurora, IL

Chris Lauritzen, DDS
Dental Team Leader,
Community Health Svcs.
Brigham City, UT

Colleen Lyons
Sr. Ethics Advisor,
Boeing
Frisco, TX

Daniel McClellan
Captain,
US Coast Guard (Ret.)
New York, NY

Michael McKillip
CFO,
Sea Sucker
Bradenton, FL
Find bios on these students, and members and graduates of our other cohorts, at http://cvdl.ben.edu/doctorate.

Ted McKinney
COO, Hawthorne Animal Clinic
Edwardsville, IL

Salwa Rahim-Dillard
Diversity & Inclusion Leader, US Cellular
Frankfort, IL

Lucie Tran
Enterprise Project Mgr, New Belgium Brewing
Westminster, CO

Francisco Vázquez, Jr.
Co-Founder, Testing House de Mexico
Guadalajara, Mexico

Anna Amato, Ph.D.
CEO, edtec central
Ferndale, MI

Walter Baehrend, Ph.D.
(Former) Senior Mgr, Alcatel-Lucent, Naperville, IL

Sherri Black, Ph.D.
Senior Manager, Visteon Corp., Dearborn, MI

Dan Blood, Ph.D.
Training Director, Liberty Mutual, Aurora, IL

Denise Brown, Ph.D.
Director of Urgent Care, The Christ Hospital Network, Cincinnati, OH

Shannon Brown, Ph.D.
Assistant Professor, University of St. Francis Joliet, IL

Kerrie Aman Carfagno, Ph.D.
Lecturer of Communications, University of Virginia
Charlottesville, VA

Steve Carter, Ph.D.
President, The Carter Group, Chicago, IL

Basil Chen, Ph.D.
Professor, Centennial College, Toronto, Ontario, Canada

Mike Chikeleze, Ph.D.
Associate Professor, Xavier University, Cincinnati, IL

Allison Dake, Ph.D.
Regis University
Erie, CO

Donna Darr, Ph.D.
Visiting Professor, DeVry University, Chicago, IL

Brad Davis, Ph.D.
Independent Consultant, Good Society Games, Freeburg, IL

Lee DeRemer, Ph.D.
Director, Lifecycles Inc.
York, PA

Barbara Fahey, Ph.D.
President, Fahey Associates, Glen Ellyn, IL

Patrick Farran, Ph.D.
Assoc. Director, Graduate Business Career Services, University of Notre Dame, Goshen, IN

Founded in 2011, our doctoral program has graduated three cohorts of students. A fourth will graduate in 2020:

Not pictured:
Tom Tomaiko
Science & Tech Directorate, Dept. of Homeland Security
Oak Hill, VA
Nicholas Gadri, Ph.D.
Director of Public Affairs, Ghana Ministry of Land & Forest Washington, DC

Jean Gould, Ph.D.
Business Development Executive, Paycepays.com, Cincinnati, OH

Kathy Hannan, Ph.D.
National Board Chair, Girl Scouts USA Southampton, NY

E. John Heiser, Ph.D.
CEO, LabVantage, Newark, NJ

Trevor Heller, Ph.D.
Assistant GM, Lineage Logistics Naperville, IL

Tina Huesing, Ph.D.
Chief Consultant, Wyrmwood Consulting, Munich, Germany

Chantel Ishola, Ph.D.
Manager, American Osteopathic Assoc., Aurora, IL

Marcia Kent, Ph.D.
Talent Development Consultant, Children’s Hospital, Lone Tree, CO

Michael Kupinger, Ph.D.
Executive Transformation Leader, Steiner Electric, Chicago, IL

Shelly Major, Ph.D.
Chief Nursing Officer, University of Illinois Hospitals & Clinics Chicago, IL

Carolyn Maraist, Ph.D., Ed.D.
Director, AAP South Lee, MA

Premalatha Mony, Ph.D.
Director, Wellness Center, Advocate Health Care Downers Grove, IL

Lee Murphy, Ph.D.
CEO, Inspera Health Naperville, IL

Melissa Norcross, Ph.D.
Strategy Director, USAA, San Antonio, TX

Shaun Passley, Ph.D.
CEO, Epazz Chicago, IL

America, AbbVie McHenry, IL

Clarke Sabandal
Regional VP, MEDNAX, Dallas, TX

Nancy Sayer, Ph.D.
Director, SamaraCare Consulting, Naperville, IL

Matt Schatteman, Ph.D.
Senior Director, Marketing, Kaman Group Sugar Grove, IL

Kimberly Sebastian, Ph.D.
Manager, Program Faculty; Western Governor’s State University Tulsa, OK

Kasey Short, Ph.D.
Associate Professor, Ferris State University Big Rapids, Michigan

Dave Smith, Ph.D.
Senior Analyst, Booz Allen Hamilton Panama City, FL

Indigo Johnson Triplett, Ph.D.
CEO, Careers in Transition, Atlanta, GA

Joanna Beth Tweedy, Ph.D.
Course Mentor, Western Governors State University Springfield, IL

Remi Vespa, Ph.D.
Founder, BlueTrail Software Holding San Francisco, CA

Benny White, D.B.A.
Consultant, Global Resource Solutions Naperville, IL

Carla Worthey, Ph.D.
AVP Strategic Analytics, HCA, Inc. Nashville, TN
Dissertations & Research

At the Center for Values-Driven Leadership, students are encouraged to choose a dissertation topic that inspires their passion and advances their career goals. You’ll have the freedom to explore what matters most to you, from very early in the program. (See how at this link.)

Faculty members work with students in the first year to identify research interests and direct students toward resources, conferences, and scholars. In the second year of the program, with the support of faculty, students complete a literature review on the topic of their choice. Additionally, assignments throughout the program offer opportunities to advance the student’s research and dissertation interests. The third year of the program focuses solely on the dissertation, giving students a chance to work with faculty on their research and writing.

Award-Winning Research

The following graduates were awarded our Outstanding Dissertation Award, as selected by the faculty of the Center for Values-Driven Leadership.

Cohort 1
Basil Chen, Ph.D.
Conducting Positive Organization Identity with Virtuous Positive Practices (link)

Cohort 2
Mike Kuppinger, Ph.D.
Teams: The Fundamental Unit of Twenty-First Century Organizational Performance (link)

Cohort 3
Nancy Sayer, Ph.D.
“Benevolent Leadership and Upward Spirals of Positive Change: A Mixed Methods Study” (link)
Students in the Ph.D./D.B.A. program in values-driven leadership select dissertation topics that inspire their passion and advance their career goals. This diversity of interests is reflected in the dissertation titles, below. To read these dissertations, visit this link.

Dr. Anna Marie Amato “Searching for the Links between Culture and Performance: The Role of Values Work as Emergent Values Practices in One Company’s Journey from Imagined to Transformational”

Dr. Dan Blood “Development of the Team Virtuality Index (VTI)”


Dr. Kerrie Aman Carfagno “Digital Coaction: The Role of Social Media in Crisis Management”

Dr. Basil Chen “Constructing Positive Organization Identity with Virtuous Positive Practices”

Dr. Michael Chikeleze “Validation of the Ethical Leadership Style Questionnaire (ELSQ)”

Dr. Allison Dake “Thriving Beyond Surviving: A Regenerative Framework to Co-Create Significant Economic, Social, and Environmental Values in the World”

Dr. Brad Davis “Game Based Learning for Values-Driven Leadership Education”

Dr. Lee DeRemer “The Nature of Mid-Life Introspection”

Dr. Barbara Fahey “Resolution of Paradoxical Tensions: Linking Founder/CEO Values to the Viability of their Company”

Dr. Patrick Farran “Cultivating Work Meaningfulness with Appreciative Inquiry”

Dr. Nicholas Gadri “How Global Leadership and Servant Leadership Influence U.S. Foreign Service Career Satisfaction”

Dr. E. John Heiser “The Role of CEO Leadership in Driving Strategic CSR: An Enhanced Stakeholder Collaboration Model”

Dr. Trevor Heller “Micro-Moments of Truth: How Servant Leaders Influence Follower Wellbeing”

Dr. Kathy Hopinkah Hannan “Diversity and Inclusion Leadership: A Correlative Study of Authentic and Transformational Leadership Styles of CEOs and their Relationship to Gender Diversity and Organizational Inclusiveness in Fortune 100 Companies”

Dr. Bettina Huesing “The Nature of Global Leaders’ Work”

Dr. Marcia Kent “Positive Disruption: The Art and Science of Transformational Thinking”

Dr. Michael Kupping “Teams: The Fundamental Unit of Twenty-First Century Organizational Performance”

Dr. Denise Lackey “Self-Regulation and Heart Rate Variability: Promoting Psychological Resilience in Healthcare Leaders”

Dr. Michele Major “The Effect of Emotionally Intelligent Relationships on Patient Satisfaction with Nursing Care”

Dr. Carolyn Maraist “A Cross-Cultural Narrative Exploration of the Life Stories of Chinese and American Peacebuilders”

Dr. Lee Murphy “Influencing Organizational Change by Improving Individual and Organizational Dimensions of Health”

Dr. Melissa Norcross “Developing a Measure for Humble Team Culture and Exploring its Impact on Performance”

Dr. Shaun Passley “General Growth Process: Concept to Living Enterprise”

Dr. Stephanie Quirk “What Matters Most: Study Abroad for Global Leadership Development”

Dr. Joseph Ricciardi “To Lead is To Love: An Exploration into the Role of Love in Leadership”

Dr. Lisa Ruiz “A Design for the Future: Leadership and Culture Change in the Framework of Design Thinking”

Dr. Nancy Sayer “Benevolent Leadership and Upward Spirals of Positive Change: A Mixed Methods Study”

Dr. Kimberly Sebastian “Lifting the VEIL of Virtual Leadership”

Dr. David Smith “How do Leaders Influence Organizational Culture, Especially as it Relates to Virtuous Aspects of those Cultures?”

Dr. Joanna Beth Tweedy “Sustainability and Flourishing: What’s Love Got to Do with It?”

Dr. Remi Vespa “Companies as Places of Empowerment: Growing High-Performing Companies Centered on the Empowerment of Their Stakeholders”
Frequently Asked Questions

When you say values-driven leadership, what do you mean?
Values-driven leaders are people who lead with integrity and a focus on performance to benefit business and society by building profitable, sustainable, and responsible organizations in today’s global economy. They exist for a purpose beyond financial gain and personal ambition. They invest in others to build flourishing relationships and teams, and take a long-term view on success. Values-driven leaders are known for their strong character, competence, and contribution to society through business.

How are Catholic, Benedictine values reflected in the Ph.D./D.B.A program?
The Catholic, Benedictine intellectual tradition emphasizes reverence for God; wonder of the universe; academic excellence; commitment to faith, reason, wisdom, and understanding; respect for the dignity of all people and human community; honoring the worthiness of work; pursuing inclusion, love, justice, and peace; caring for the natural environment; and affirming the responsibility of all institutions – business, politics, law and policy – to promote the common good and the wellbeing of all.
These values inspire the work we do in the Ph.D./D.B.A. Program in Values-Driven Leadership, and we invite senior executives of all backgrounds, faith traditions, experiences, and perspectives to join us in deep inquiry into how ideals like these can be put into practice to help people, organizations, and communities everywhere to be successful and to flourish.

Can I get involved in research?
Yes. Students are encouraged to work on research projects with Benedictine faculty and other scholars associated with the Ph.D./D.B.A. program. Through the Center for Values-Driven Leadership we are involved in a variety of research initiatives focused on the exemplary practices of sustainable and socially-responsible companies and leaders.

Is there an international component?
Yes, our faculty members lead up to two trips per year to participate in international conferences and learning exchanges with scholars and business leaders around the globe. To date, trips have been taken to Belgium, China, France, Ghana, India, Ireland, Italy, Mexico, Saudi Arabia, Spain, the U.K, and the United Arab Emirates. Students are required to participate in at least one global exchange during their time in the program and are welcome to participate in as many as they like. They may do so anytime during the program.
**Frequently Asked Questions**

but receive credit for it in the third year of the program.

**I’m an international student. May I apply?**
Yes. Each cohort of our program has had at least one international student, coming from Canada, Mexico, Europe, Asia, or Africa. Because of our program’s unique weekend-based structure, students can live in their home countries and commute in for class weekends. Others already live in the United States or relocate to the Chicago area for the two years of coursework, and then return to their home countries.

Completing an international application does have a few extra requirements. Contact us early, at cvdl@ben.edu, to begin the process.

**Are students expected to present papers and symposia at conferences?**
Yes. As thought leaders in the field, students are invited and expected to submit proposals for presentation at academic and professional conferences. Costs associated with attending conferences are at the student’s expense. See page 20 for more details.

**Is a master’s degree required for admission into the program?**
Yes, a master’s degree is required. On rare occasions, exceptions have been made for applicants with extensive senior leadership experience and non-master’s-degree education who demonstrate the capacity to undertake the academic rigors of a doctoral program.

**When is the application deadline?**
We will begin accepting applications on March 30, 2020 for Cohort 6. The deadline for applications is November 2, 2020; applications received by this date will be given full consideration. Applications received after November 2, 2020 will be considered on a space-available basis. Classes begin April 8, 2020. Please email cvdl@ben.edu for more information or to request an application packet.

**When will interviews take place and when will selection decisions be made?**
Applicants will be considered for an interview with Ph.D./D.B.A. program faculty once they have submitted all required application documents. If they are invited for an interview, they must come to Benedictine University’s Lisle, IL campus for a face-to-face interview. Most interviews will take place between September 2020 and January 2021. Applicants will be notified of the faculty’s decision within a month of completing their interview. Because of our competitive process, some applicants may be placed on a wait list. If that occurs, applicants will be notified of their wait list status within a month of completing their interview, and will be updated as their status changes.

**How often do you start a new cohort?**
Cohorts begin every two years (i.e., 2021, 2023, 2025).
Frequently Asked Questions

Can this program be done online?
No, this is not an online program. Much of the teaching is done by our distinguished visiting scholars. Our students benefit from the rich dialogue and robust interaction that occurs in the classroom with these researchers, who are writing the books and articles read for class. This face-to-face learning environment is one of the program’s greatest strengths, as cohort members meet with one another, the Center’s core faculty, and top scholars, to exchange experiences and ideas at the forefront of leadership theory and practice.

What is the time commitment for the program?
We survey our students each year to assess how much time they spend on the program each week. Though estimates vary based on each individual, most students estimate between 15 and 20 hours a week is spent on work related to the program. This work includes course reading, assignments, research, and occasional group projects. Because there are no scheduled meeting times outside of class weekend, students may fit these hours into their schedules when it is most convenient for them.

What is the cost of the program?
For Cohort 6, tuition is $40,000 per year for three years. The program is designed to be completed in three years. Students who do not complete in the three-year time frame continue to enroll in a dissertation continuation course at ½-tuition until the dissertation is complete or for a maximum of three additional years. Books are included in the tuition. Additional costs include:

- Transportation, accommodations, and meals for each class weekend and the annual 8-day intensives.
- Transportation, accommodations, meals, and registration for the Academy of Management Annual Meeting (year 1) and the International Leadership Association Conference (year 2).
- Transportation, accommodations, meals, and registration for the global exchange/international trip.
- In many cases, professional interview transcription, quantitative data analysis, and/or copy editing during the dissertation process.

Is financial aid available?
At this time, the program does not offer scholarships, but Benedictine University’s financial aid office can assist you to determine your eligibility for student loans or Veteran Affairs benefits. Benedictine participates in many programs offered to eligible veterans and has been named to Military Friendly’s 2020 list of designated universities. Be sure to check with your employer for tuition assistance as well.
Our new Daniel L. Goodwin Hall of Business opened in October 2015, with the top floor dedicated to the College of Business’s doctoral programs. The spacious new facility includes a 600-seat auditorium, 200-seat ballroom, an outdoor terrace area, a doctoral student lounge, and many comfortable meeting areas and conference rooms.

Classes and Leadership Lecture Series events for the doctoral program in values-driven leadership are held in this building. The doctoral classroom, pictured at the right, is comfortably appointed for adult learners and includes education technology, executive chairs, and electrical outlets at each seat.

Above: The Goodwin Hall of Business. Right: Students in the executive classroom; the on-campus coffee shop, located on the second floor of the business building.
Cohort 6 Draft Calendar

**Year 1**

**Orientation**  
April 8-10, 2021  
Th: 8:30a-9pm; F: 8:30a-9p; S: 9a-4p

**Leadership Theory**  
April 23-25, 2021  
May 14-16, 2021  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Leading Self**  
June 11-14, 2021  
F-M: 8a-5p

**Research Methods**  
June 15-18, 2021  
T-Th: 8a-5p; F: 8a-3p

**Leading Teams**  
July 16-18, 2021  
September 17-19, 2021  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Lecture Series at Academy of Management**  
July 30-Aug. 3, 2021 (Boston)  
Specific days/times TBD

**Moral & Ethical Foundations**  
October 15-17, 2021  
November 12-14, 2021  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Org Theory & Behavior**  
December 10-12, 2021  
January 14-16, 2022  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Leading Change & Developing Orgs**  
February 11-13, 2022  
March 11-13, 2022  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Lecture Series on Campus**  
April 1-3, 2022  
F: 1p-9:30p; S: 9a-4p; Sn: 9a-12p

**Strategic Leadership**  
September 16-18, 2022  
November 18-20, 2022  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Lecture Series at International Leadership Association**  
October 26-29, 2022 (Washington, DC)  
Specific days/times TBD

**Qualitative Methods**  
December 9-11, 2022  
January 13-15, 2023  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Quantitative Methods**  
February 10-12, 2023  
March 10-12, 2023  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Lecture Series on Campus**  
March 31-April 2, 2023  
F: 1p-9:30p; S: 9a-4p; Sn: 9a-12p

**Year 2**

**Leadership & CSR**  
April 23-24, 2022  
May 20-22, 2022  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Developing Others**  
June 14-17, 2022  
F-M: 8a-5p

**Leading Sustainability**  
June 15-17, 2022  
T-Th: 8a-5p; F: 8a-3p

**Global Leadership**  
July 15-17, 2022  
August 19-21, 2022  
F: 6:30p-9:30 pm; S/Sn: 9a-4p

**Year 3**

Class attendance is not required during the third year of the program.

Current as of July 2020. All dates subject to change. Email cvdl@ben.edu for the updated calendar.
What is a Scholar-Practitioner?

Social psychologist Kurt Lewin once wrote, “there is nothing so practical as a good theory.” We agree.

At the Center for Values-Driven Leadership, we believe that good theory and evidence-based research are absolutely vital for great leadership and building great companies that do great things.

At the same time, academic theory can be out of touch if not rigorously tested and refined by the realities of daily practice.

We stand boldly in the gap between the academic and business communities. We hold to the conviction that these communities need one another and are enriched by their interaction and integration.

In our doctoral program, we achieve this integration by equipping senior executives to become scholar-practitioners. We do this by:

• Providing a curriculum deeply grounded in the latest theory and research.
• Inviting top executives and distinguished visiting scholars into the classroom to share their knowledge and road test their ideas.
• Incorporating action-learning into course assignments and inviting students to experiment with existing models and create new ones for immediate application.
• Encouraging spirited dialogue among students to debate course readings and view theories through the lens of their diverse experiences as executives.
• Training students to do rigorous applied research, publish for scholarly and practitioner audiences, and present at academic and professional conferences.
• Arranging global exchanges to enrich our research, theorizing, and practice by engaging with top scholars, executives, and students from other countries and cultures.
• Helping students design and complete their dissertation research on significant topics of enduring practical impact.

Outside of the doctoral program, we integrate scholar-practitioner approaches through our research initiatives, through our Senior Executive Roundtables and Leadership Lecture Series, through our publications, presentations, and online content, and through our consulting services.

As professionals and leaders in the field, students in the Ph.D./D.B.A. Program in Values-Driven Leadership are invited and expected to engage with both the academic and practitioner communities during their time in the program. We believe this grounding in a positive, values-driven approach to business, combined with good, practical theory and research, equips our students to become global thought leaders who have a transformative impact on business and society.
Resources that Help You Succeed as a Scholar-Practitioner

Returning to the classroom, and to academic reading and writing, takes courage for accomplished executives. To make the transition easier, our faculty have instituted the following practices.

Grow as a Scholar-Practitioner at Conferences

To advance your growth as a scholar-practitioner, our cohorts attend the leading academic conferences in our field, the Academy of Management (year 1), and the International Leadership Association (year 2). Conferences replace one class weekend in each year of the program.

Both conferences are phenomenal opportunities to meet with leading thinkers in the field, explore the cutting-edge research on topics about which you’re passionate, and present your own research and case studies. Attending the conferences helps our students advance in understanding of the field faster, so you can return to class energized to pursue your studies in new ways.

Coaching Edit Reviews

As a doctoral student, you’ll be a creator of new knowledge. Sharing these insights takes strong writing skills. Students in our program receive personalized coaching throughout the program to help them strengthen their academic and popular-audience writing abilities.

Regular Check-Ins with Faculty

As an additional strategy for ensuring your success in the program, core faculty will host regular, personal check-ins throughout the program. These check-ins will help you feel confident in your progress toward becoming a scholar-practitioner, and can also serve as a regular forum for discussing your personal research interests and questions.

Read more about our scholar-practitioner approach on page 33.
About the Center for Values-Driven Leadership

The Center helps values-driven leaders develop themselves and others, so they can build flourishing companies and transform business and society.

We accomplish this mission through our integrated education, research, and consulting initiatives.

How We Work:

Education: In addition to our award-winning doctoral program, the Center offers non-degree programming such as our Senior Executive Roundtables, executive education workshops, and customized leadership training for companies.

Research: Our faculty and students engage in a variety of research that explores the practice and influence of values-driven leadership.

Practice: The Center works with companies to create high-impact learning, development, and change initiatives tailored to the needs of each client. Our custom solutions provide an immediate return on investment by integrating a values-driven approach to business with the development of leaders and the achievement of your company's strategic goals. Additionally, our website and Forbes.com column provides fresh insights for leaders taking a values-driven approach to business.

Overview Video:

This video provides a fast introduction to the Center for Values-Driven Leadership, from its founder, Jim Ludema.
I’m interested in the program. What do I do now?

Thanks for your interest in the Ph.D./D.B.A. program in Values-Driven Leadership. Here’s what you should do next:

• **Learn More:** Visit our website for links to videos about the doctoral program, and information about our next Online or Campus Open House.

• **Apply:** We anticipate strong interest in Cohort 6 of the Ph.D./D.B.A. program in Values-Driven Leadership. If you hope to be one of the 25 executives admitted into the program, we encourage you to begin your application process today. If you have not already received an application, email cvdl@ben.edu or visit cvdl.ben.edu/application.

**Note:** An application checklist is provided on the following page.

• **Connect:** Reach out with questions. We look forward to hearing from you. cvdl@ben.edu • 630.829.2173
Submitting your application for Benedictine’s doctoral program for senior executives in Values-Driven Leadership requires the timely completion of several tasks. This handy checklist will help you complete your application and provide you a record of your progress.

All materials should be submitted to:
Amber Johnson – GN488
Benedictine University
5700 College Rd.
Lisle, IL  60532
cvdl@ben.edu
630.829.2173

**Submitting the Application Package** – The deadline for receipt of completed applications and all related materials is **November 2, 2020**.

Completed applications received before this date are guaranteed a full consideration. After this date, applications will be considered as space is available.

- **Complete the doctoral degree application form. Choose one of the following processes:**
  - **For paper applications:**
    - Go to this link and click Print an Application > Doctoral Programs.
    - Download the doctoral application PDF.
    - Complete the form as required and return to Amber Johnson (contact information above) by mail, or as a PDF in email.
  - **For electronic applications (preferred):**
    - Go to this link and select Apply Online > Doctoral Programs.
    - Follow the on-screen instructions to create an online account. Then proceed by filling out the online application for doctoral students. If you have questions about creating an account or getting started, click Account Directions & Information.
    - Complete and submit the application as prompted.

- **Submit a current resume (including employment history with details of leadership responsibilities, skill sets, and results; school, community and other leadership positions; service activities; pertinent publications, presentations and involvement in professional organizations).**

- **Submit your admissions essay. Instructions below:**
  - Describe your personal and professional goals and how a Ph.D./D.B.A. will help you achieve your goals.
  - Describe why you are interested in a degree in Values-Driven Leadership.
  - Describe potential topics of interest for your dissertation.
  - Doctoral programs are rigorous but rewarding. Please comment on personal attributes as well as previous experiences that are reflective of your ability to successfully complete a doctorate-level program.

You are encouraged to be creative in your answer but here are some suggestions of information you may want to consider when crafting your response:
What happens after my application packet is complete?

After careful consideration, candidates with complete applications may be invited to interview on campus with program faculty and staff. Most interviews will take place between September 2020 and January 2021.

- Previous academic and professional experiences that document your capacity for learning
- Personal characteristics you will contribute to the program
- What makes you a good candidate for this program

Submit non-refundable application fee of $50.00.

Submit two letters of recommendation, sent directly from the reference to Amber Johnson. Include one professional and one academic reference that speak to your character, capacity, performance, and ability to do doctoral level work with excellence.

Date #1 submitted: ________________
Date #2 submitted: ________________

Request your official transcripts for all post-high school academic programs and have them sent directly from each institution. Direct them to Amber Johnson, address on the previous page.

Academic institution #1; date requested: ________________
Academic institution #2; date requested: ________________
Academic institution #3; date requested: ________________
Academic institution #4; date requested: ________________
Academic institution #5; date requested: ________________

International Students

If you are accepted, the following materials will be needed:

- A photocopy of your passport and its visa pages (must not be expired)
- Official Educational Perspectives Detailed or ECE Course by Course Evaluation (see Amber Johnson for more details)
- Evidence of English Proficiency – Please see the Benedictine graduate course catalog for details, and discuss your circumstances with Amber Johnson.
- Official bank statement showing liquid and available funds before the start of the term; sent by the financial institution. Please see Amber Johnson for additional details.

Should you have any questions throughout the application and admission process, please contact Amber Johnson directly or reach out to the Benedictine University international student office, at ips@ben.edu, or call 630.829.6342.