Important Note re. Copyright & Licensure – The Scholar's Copy:

The copies that you download yourself from Library Resources, including the We Deliver service, are yours to use and archive as an individual scholar, under either licensure agreement or fair use.

Your scholar's copy may not be posted online or distributed to others, in print or electronically.

**Federal Regulations** require us to include ISBN and price, though ISBN will change by binding and format and prices vary. In addition, many books are available in eBook format. While the format [paperback, hardcover, eBook] is not important, the edition should be the one named in this list.

Contact Steve Shaw: sshaw@antioch.edu right away, if you have any questions.

---

**Strategic Change in Social Systems**

Kusy

Leaders have the opportunity to make a significant difference in their social systems through enduring, robust change that connects in clear ways to a social system’s mission and vision. This session will provide an opportunity for you to draw a key link between strategy and change. You are encouraged to consider the many lenses of strategic change, based on both the readings and your own professional experiences. To be prepared for this session, please reflect on the processes you have used to bring about strategic change in your social system(s).
To jumpstart this reflection process, consider the following questions that you should be prepared to discuss:

• How would you define strategic change, based your own experiences and the readings for this session? Differences? Why? Similarities?

• What are some obstacles to successful strategic change? How would you address these obstacles, with consideration of the readings?

**Readings:**


You will need to use We Deliver to obtain this **Introduction to Mixed Methods**

**Holloway and Johnson**

Mixed methods research design has become increasingly important across the social and behavioral sciences, and health systems. Although emerging from different epistemological views, quantitative and qualitative methods can effectively be used together to increase understanding of social systems. For example, qualitative approaches contextualize findings and may be used to help in the interpretation of quantitative results or in identifying important issues to include in the design of a survey questionnaire. Alternatively, quantitative approaches can test hypotheses that emerge from qualitative findings with large sample sizes of specific populations. In this seminar students will be introduced to the language of mixed method design to identify different timing, weighting, and integration of the two methods.
Required readings:
**ISBN-13:** 9781452226101 **Price:** 66.66 [A Foundational Book for this program.]
You will need to use We Deliver or purchase.


**ISBN-13:** 9780761900719 **Price:** 71.00 [many on used market]
You will need to use We Deliver or purchase.
Chapter 3: Research design issues for mixed method and mixed model studies pp. 40-58

Videos:
Available from Sage Research Methodology Online SRMO: http://dx.doi.org/antioch.idm.oclc.org/10.4135/9781412993722

**Qualitative Designs: Criteria for Quality Appraisal**
Holloway and Johnson

An important part of becoming a scholar-practitioner is the skill to critique research articles that are relevant to your practice. Oftentimes it is challenging to determine the quality of a qualitative research article because there is a wide continuum of post-positivist methodologies and often the details of the research design are not included in the journal report.

The purpose of this session is to review the criteria for qualitative designs and their application to different qualitative methodologies. Your readings include several articles of different methodologies that will be critiqued in class as a review of the qualitative approaches that you have studied this year.
Please read the articles listed in your area of professional affiliation or the closest match that interests you. We will organize teams around these 4 areas for hands-on critique.

**Readings:**

**Healthcare Focus:**


**International Faith-based Readings:**


**Education Focus:**


**Organization Focus:**

**Responsible, Inclusive Leadership and Followership**

Ladkin and Booysen

Maak and Pless (2006, p. 103) defined Responsible Leadership as ‘a relational and ethical phenomenon, which occurs in social processes of interaction with those who affect or are affected by leadership and have a stake in the purpose and vision of the leadership relationship.’ Responsible leadership focuses on a broad-based view of social responsibility, corporate social responsibility, and stakeholder inclusion.

Responsible leaders need to engage in dialogue courageously about how to have a positive impact with regard to the moral dilemmas we are facing today locally and globally context, such as:

- How do organisations maximise profits and at the same time contribute meaningfully to addressing societal problems?
- Can inclusive, equitable workplaces and societies be created within a capitalist economic system?
- How do we view our fellow (local) and global citizens and peacefully integrate opposing beliefs and value systems?
- How do we ensure that people are treated as humanely as possible, with inalienable rights, rather than as instruments towards profit?
- What kind of world do we want both to live in and leave for the better? In addition to dwelling with these questions, during the session we will also consider the construct of ‘responsible leadership’ itself.

**Expect to discuss:**

- Why has this perspective on leading arisen? How does it differ from notions of ‘ethical’ leadership?
- How has the construct been empirically tested?
- What do you learn about the academic process of theory development by considering the case of responsible leadership?
**Reading List Year 2 Cohort 17 Cross-Sector**
Los Angeles Residency, March 2019

**Page | 6**

**Required Readings:**


**Recommended Readings:**

**Critical Ways to Assess Change Effectiveness**
Kusy and Lingham

One of the hallmarks of any effort to influence organizational change is an intentional plan to assess change effectiveness: How will you assess whether the action(s) you propose will be effective? Determining whether a change initiative "works" or not is trickier than it may seem, as much depends on the standards and criteria that one chooses to use. For example, is success to be measured by goal accomplishment? What about unintended outcomes, side effects, or catalytic effects?

In this session we'll take a look at ways of putting together a structured, systematic, critical assessment of organizational change, and explore how to build an evaluation plan for either your upcoming change project or any change you are anticipating in your organization or community.
**Readings:**


**ISBN: 9781412958615** **Price:** 68.89

Available through the library as an eBook (might be finicky to get in, but be patient)
https://antioch.on.worldcat.org/oclc/946820086

Read:
Chapter 10: Conceptualizing the intervention: Alternatives for Evaluating Theories of Change


**ISBN: 9781562862480** **Price:** 24.95

Purchase in print or ebook version at ASTD Store

---

**Quantitative Designs: Criteria for Quality Appraisal**

Wergin and Lingham

Within the standard quality criteria for all research - rigor and relevance - are criteria that are appropriate only for specific designs. In this session we will first discuss and then practice employing the criteria important for appraising quantitative studies.

**Readings:**

There are no required readings, but please review the Decision Tree videos for each of the quantitative designs.

https://phdleadership.antioch.edu/decision-tree/

**Recommended Reading:**


**ISBN: 9781483373348** **Price:** 73.88 / 29.55 rental (Amazon) / 40.00 SAGE
Emerging Innovations and the Common Good
Tirmizi

Traditional boundaries across sectors are blurring as individuals, organizations and institutions committed to common good embrace innovative approaches to address social issues. These developments include new financing mechanisms, organizational forms, partnerships and innovations in products and services. Promising examples of these advances are evident in a variety of areas including healthcare, poverty alleviation, gender-based violence, education and socially responsible businesses.

The purpose of this session is to review and discuss these developments and consider the lessons they offer for practice and future knowledge generation. The session will draw on selected readings representing these emerging organizational and societal innovations using multiple lenses. Some of the specific topics will include fundamentals of defining common good, typology of social innovation, impact investing, and the potential of alternative economic arrangements.

Readings:


This session will cap the year-long focus on research appraisal. We will revisit the concepts of connoisseurship and criticism and do some further practice in appraising a variety of research designs. Special attention will be given to the sort of appraisal expected for the Research Redesign learning achievement.

**Readings:**
None

Please read and heed copyright notice:

**Warning concerning copyright restrictions**

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material.

Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

This institution reserves the right to refuse to accept a copying order if, in its judgment, fulfillment of the order would involve violation of Copyright Law.

Once you create your RefWorks account, you can use these links to transfer the citations from this list to your own account.

The Shared RefWorks Folder holding the citations for this list is HERE:


How to transfer records from a shared Refworks folder to your own Refworks Folder:

[http://libguides.phd.antioch.edu/refworksharedfoldertransfer](http://libguides.phd.antioch.edu/refworksharedfoldertransfer)