DOCTOR OF EDUCATION IN LEADERSHIP IN INNOVATION AND CONTINUOUS IMPROVEMENT

The LICI Mission

Inspired by a Christian worldview, stewardship, and service, the mission of the LICI program is to prepare and equip individuals to be lifelong learners and exceptional leaders who will make a positive impact and add value to various vocations and communities of interest.

The LICI Program

The LICI program has an intellectually stimulating cross-disciplinary approach (e.g. business, nursing, occupational therapy, health services, nonprofit, and education) in student makeup and collaborative projects. The 60 credit, three-year program is made up of three core areas (leadership, research, improvement science and innovation) with a fourth area being an elective or customized choice (the education track, the business track, or a blend of the two tracks). While students will be exposed to many different viewpoints throughout their journey in the program, LICI instructors and curriculum will also present issues, topics, and best practices from a Christian worldview perspective.

Program Policies

All Program policies for the LICI program are located in the Doctoral of Education in Leadership and Continuous Improvement Handbook.

Program Learning Outcomes

When you complete this doctoral program, our promise is that you will know and be able to do the following (University Global Learning Outcomes will be marked GLO#):

Leadership Program Outcomes

- **L1: Overall Leadership**: Graduates will demonstrate the knowledge, skills, attitudes, competencies, and habits of mind in innovative, entrepreneurial, vocational, servant, and exemplary leadership theory and practice. (GLO3, GLO4, GLO5, GLO6)
- **L2: Christian Servant Leadership**: Graduates will demonstrate and apply Christian servant leadership to professional and vocational settings. (GLO1, GLO2)
- **L3: Application of Leadership Best Practices**: Graduates will embody and apply leadership best practices within their chosen field(s). (GLO4, GLO6)
- **L4: Leading Transformational Change**: Graduates will demonstrate leadership skills with diverse constituencies in transformational change. (GLO4)

Research Program Outcomes

- **R1: Methodology**: Graduates will apply qualitative, quantitative, action, and other research methodology and strategies in professional experiences and vocational contexts. (GLO4, GLO5, GLO6)
- **R2: Service:** Graduates will apply their God-given gifts and abilities for impactful service to Christ in the Church and in the world. (GLO1, GLO2, GLO4, GLO5)

Innovation and Improvement Science Program Outcomes

- **I1. Application of Improvement Science and Innovation**: Graduates will apply data-driven research, improvement science, and innovation to a broad spectrum of cross-disciplinary issues, challenges, or opportunities in communities and causes of interest. (GLO2, GLO3, GLO4, GLO5, GLO6)
- **I2: Leading Change with Improvement Science and Innovation**: Graduates will manage change forces and lead the change process. (GLO3, GLO4)
- **I3: Biblical View of Innovation and Improvement Science**: Graduates will defend a vision for innovation and improvement science that that is rooted in the biblical understanding of the love for truth, love for neighbor, and an eternal perspective of life. (GLO1, GLO4, GLO5)

Elective Emphasis Program Outcomes

- Graduates will choose, solve, produce, or construct sustainable or breakthrough solutions, innovations, projects, or ventures that will directly affect and benefit communities of interest or causes of concern. (GLO1, GLO2, GLO3, GLO4, GLO5, GLO6)
- Graduates will lead or facilitate positive, sustainable change to an identified community, profession, or organizational need. (GLO1, GLO2, GLO3, GLO4, GLO5, GLO6)
- Graduates will formulate and integrate innovative theory and practice to produce rapid, sustainable, breakthrough change. (GLO1, GLO2, GLO3, GLO4, GLO5, GLO6).

Curriculum

Code	Title	Hours
Required Leadership Core Courses		12
Required Research Core Courses		12
Required Improvement Science and Innovation Core Courses		12
Required Dissertation Research & Dissertation Core Courses		12
Emphasis Elective Courses		12
Business		
Education		
Total Hours		**60**

Code	Title	Hours
Required Leadership Core Courses		**12**
EDG 9000	Advanced Leadership Theory and Practice	
EDG 9010	Exemplary Leadership Case Studies	
EDG 9020	Innovative and Entrepreneurial Leadership	
EDG 9030	Servant and Ethical Leadership	
Required Research Core Courses		**12**
EDG 9040	Intro to Doctoral Program and Research Methods	
EDG 9050	Quantitative Research Seminar	
EDG 9060	Qualitative Research Seminar	
EDG 9070	Advanced Research and Statistics	
Required Improvement Science and Innovation Core Courses		**12**
EDG 9180	Organizational Learning, Performance, and Change	
EDG 9190	Innovation and Design Thinking	
EDG 9200	Six Sigma Applications	
EDG 9210	Lean Systems Analysis	
Required Dissertation Research & Dissertation Core Courses		**12**
EDG 9080	Research Seminar 1	

EDG 9345	Dissertation Research Seminars (Research Seminars 2 - 9)	
EDG 9350	Dissertation	
Elective Courses (custom choice of business and/or education courses)		**12**
Business Electives		
EDG 9220	Operations and Supply Chain Management	
EDG 9225	"Other Duties as Assigned" – Innovative and Essential Business Practices in School Leadership	
EDG 9230	Applications of Management Science and Analytics	
EDG 9240	Special Topics: Business and Industry	
EDG 9250	Leading Non-Profit Organizations	
EDG 9260	Special Topics in Healthcare: The Business of Healthcare	
EDG 9280	The Business and Sustainability of Social Entrepreneurship	
Education Electives		
EDG 9170	Branding Strategy in Education	
EDG 9185	Futures Thinking and Change in Education	
EDG 9225	"Other Duties as Assigned" – Innovative and Essential Business Practices in School Leadership	
EDG 9290	Diversity, Belonging, and Culturally Responsive Leadership	
EDG 9300	Educating the Adult Learner	
EDG 9310	Developing Meaningful Assessments for Effective Learning	
EDG 9320	Professional Practice to Higher Education	
EDG 9330	Instructional Design for Higher Education	
EDG 6150	The Superintendency	
EDG 6155	Professional Ethics in Leadership	
EDG 6160	Organizational and Policy Development	
EDG 6165	School Improvement and Data Analysis	
EDG 6170	Public Relations	
EDG 6175	Facility Planning	
Total Hours		**60**

Ed.D. Admission Process

- Online application; see the Concordia University application web page for more information.
- Official transcripts from a regionally accredited institution or institutions that awarded the your master's degree and any post-master's credits
- Letter of Intent (no more than two pages) providing evidence for consideration to be admitted to the LICI program. The Letter of Intent should focus on leadership, innovation and continuous improvement as well as reasons for choosing CU and one's commitment to degree completion.
- Example of scholarly writing from graduate-level courses or other work
- Resume or curriculum vitae
- Two letters of recommendation from professional sources.
- Students may be asked to schedule an interview with the LICI admissions sub-committee.