



# INSPIRATION *for change*

Doctor of Education in Organization Change

PEPPERDINE UNIVERSITY  
Graduate School of Education and Psychology

Kay Davis, Lecturer, Education

"Pepperdine University and more specifically the Organization Change program, is a wonderful environment for providing top-quality education to working professionals. As the Organization Change Doctoral Program Director, I can say I am most proud of the work we have done to create a high-quality, innovative doctoral program which is making considerable contributions in how our leaders embrace change in extremely diverse communities and organizations."



## Doctor of Education in Organization Change

The Organization Change (EDOC) doctoral program prepares executives to ethically lead and facilitate change in a wide-range of settings by developing competence in practice, scholarship, and research.

Change is a constant and unavoidable force sparking innovation, creativity and growth. Today's organizations face unprecedented change through the continuous introduction of new technologies, the emergence of multiculturalism and the flattening of the global market place. Subsequently, institutions are becoming more complex and finding that a new perspective and more diverse skill-set are needed by industry leaders to successfully adapt and sustain profitable growth.

To maintain a balance of organizational strategy and social responsibility, the EDOC program integrates interpersonal awareness of the self as an instrument for change. This combination provides skills necessary to facilitate change, while remaining mindful of the affects of change on the collective consciousness of the institution.

The EDOC program is designed for seasoned professionals with eight to 10 years of career experience working at strategic levels within organizations who are interested in learning new skills to solve real-world challenges. A master's degree is required for consideration into the program.

## Courses/Curriculum

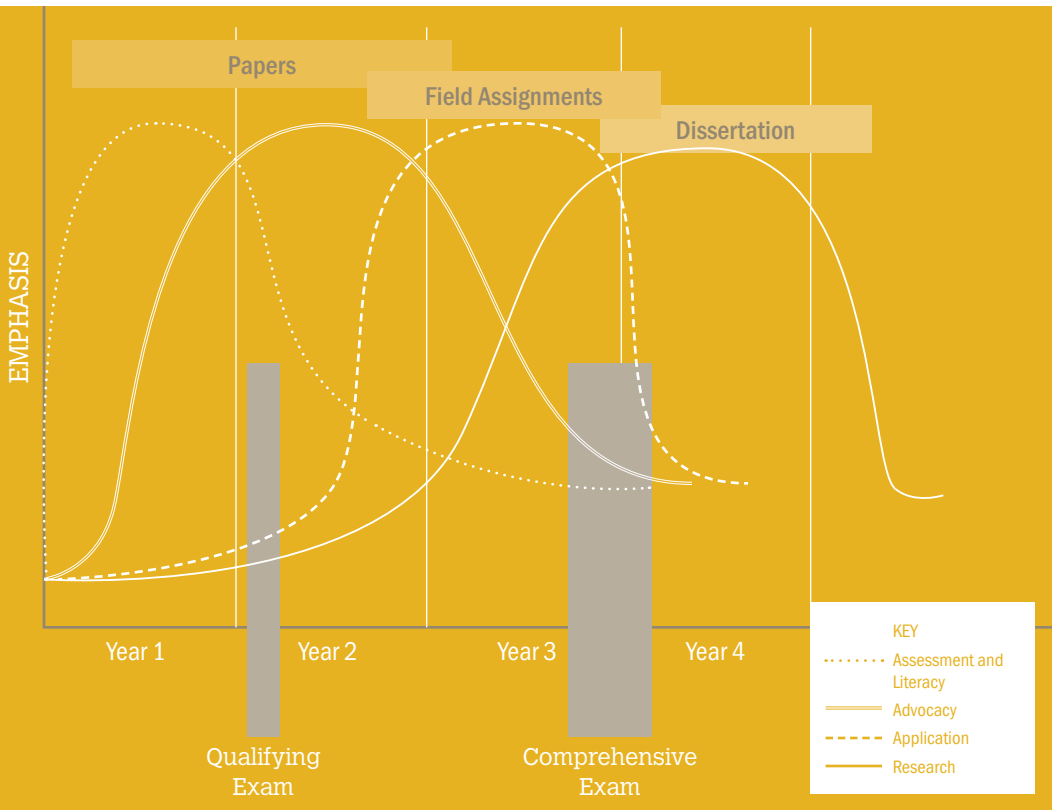
The Organization Change program takes a multidisciplinary approach to create a unique blend of contemporary perspectives on the growing complexities of organizations. The curriculum explores the global marketplace, international competition, diversity in the workforce, and rapidly evolving communication and information technologies. Theory, research, and practice are interwoven in these themes along with contemporary perspectives on change, leadership, ethics, globalization, policy, organizational theory and strategy.

In addition, emphasis on understanding self (Self as Instrument) is key to being successful as a leader for change. The curriculum is focused on understanding all types of organization change phenomena and their affect on and the effect of external environments, organization systems and people.

The coursework is built on a foundation of doctoral level courses covering five dimensions that are integrated throughout the program of study.

1. Leadership Effectiveness
2. Global Context & Cross-Cultural Skills
3. Research
4. Organization Effectiveness
5. Applied Behavioral Sciences

Students participate with 12 intensive face-to-face sessions (offered quarterly) as well as with web-based instructional strategies over three years. First year competencies focus on development of literacy in OC; second year competencies shift to focus on advocating positions for OC; and the third year competencies focus on the practice of OC. Most doctoral students complete their dissertation during their 4th or 5th year of study.



## Field Experience

Since organization change is more than an intellectual pursuit, students participate in two distinct field experiences. First, a Cultural Experience (ED768) which focuses on learning within another culture and second an OC Practice project (ED769) which involves engaging with an organization to accomplish organizational change.

Students must successfully complete a comprehensive exam process as well as dissertation research in order to meet doctoral degree requirements. The field experiences, comprehensive exam and dissertation process provide not only integrative experiences, but also an opportunity to conduct applied research that contributes to the body of knowledge and provides practical value for the field of organization change.



## Faculty

GSEP is committed to maintaining the highest standards of academic quality and excellence with faculty members who are accomplished scholar-practitioners in the field. Most classes are structured with an open-forum format to promote faculty-student collaboration, and to provide a challenging and competitive learning environment. In addition, the course curriculum is regularly evaluated to comprise the leading perspectives in the field.

Unique relationships are cultivated at Pepperdine through faculty mentorship. Professors do more than instruct, lecture, and refine skill sets; they take a vested interest in your progress and success. Faculty members guide, advise, and strengthen your leadership skills. Upon completion of the program, you will be ready to lead and be an agent of change in a wide-range of settings.

The OC core faculty includes individuals with academic credentials in business education, who are affiliated with numerous universities and organizations. Guest faculty are internationally recognized experts, writers, and consultants who have extensive practical experience with organizational change.

## Core Faculty

Robert Canady, D.B.A

Kay Davis, Ed.D., Institutional Management

Daphne DePorres, Ed.D., Organization Change

Ed Kur, Ph.D., Management

Rogelio Martinez, Ed.D., Organization Change

Ken Murrell, D.B.A

Susan Nero, Ph.D., Management

Kent Rhodes, Ed.D., Institutional Management

## Program Benefits

The ability for students to continue full-time work while engaged in doctoral study.

Unique balance of face-to-face learning in four – eight day seminar sessions per academic year for three years, as well as internet supported instructional strategies enabling students and faculty to reside in various states and countries.

At least three of the 12 seminar sessions are held in international locations providing intensive learning experiences and cultural immersion.

A faculty drawn from organizations, universities, and private practice throughout the world.

A student body of experienced professionals who are committed to learning and scholarship, personal development, ethical leadership and practice of organization change.

Diversity and pluralism in the types of organizations and change methods studied; in the demographic composition of student cohorts and faculty; and in research and learning methods.

A global perspective and appreciation for the dynamics of intercultural and cross-cultural forces in organizations.

## Recent Graduates and their Dissertation Topics

Fonda Na'Desh (2008)

Grown Up Digital: The Implications for Organizations

Janet McCollum (2008)

Co-Creating a Change-Adept Organizational Culture

Mark Lieberman (2007)

An Electronic-Based Learning Tool for Strategy and Strategic Thinking

Joaquin Sainz (2007)

Identifying the Current Orientation of the Human Function in Small and Medium Sized Companies

Enrique H. Garza (2006)

Establishing a High-Quality Relationship Between a Leader and a Collaborator Over Time



## Financial Aid

Current information and all forms necessary to apply for financial aid are available online at: <http://gsep.pepperdine.edu/financial-aid>

Financial Aid Scholarships, grants, loans, assistantships, and payment plans are available for qualified students.

## Admission Criteria

1. Complete the application for admission and submit it with a nonrefundable check or money order for \$55 payable to Pepperdine University.
2. Request official transcripts in a registrar's sealed and stamped envelope from the accredited colleges and universities that awarded your baccalaureate degree and master's degree.
3. Request that three recommendations be submitted that attest to the applicant's academic abilities, character, and professional ability.
4. Submit scores from the Miller's Analogy Test (MAT), Graduate Record Examination (GRE), OR the Graduate Management Admission Test (GMAT). Tests must have been taken within the last five years to be considered for admission. Information regarding test schedules and registration may be obtained by calling (310) 568-5723.
5. Submit a 1500-to 2000-word Statement of Educational Purpose.
6. Complete and submit the Work History Form and the Self-Evaluation Inventory Form of the application.
7. Selected applicants will be contacted for an interview.
8. Accepted applicants to the Organization Change program will be required to submit a nonrefundable \$500 deposit, which will be applied to the first term's tuition.
9. Accepted applicants are required to attend a pre-program workshop during the summer before starting the program. Workshop fee applies.

For more information on the Doctor of Education in Organization Change program including admission requirements and deadlines, please call, e-mail or visit us at:

(866) 503-5467

[organization-change@pepperdine.edu](mailto:organization-change@pepperdine.edu)

<http://gsep.pepperdine.edu/doctorate-organization-change>

## GSEP Mission

The Graduate School of Education and Psychology at Pepperdine University (GSEP) is an innovative learning community where faculty, staff, and students of diverse cultures and perspectives work collaboratively to foster academic excellence, social purpose, meaningful service, and personal fulfillment.

As a graduate school within a Christian University, GSEP endeavors to educate and motivate students to assume leadership roles in professions that improve and enrich the lives of individuals, families, and communities.

To this end, GSEP is dedicated to exemplifying and providing inspiration for change.

**Pepperdine University is accredited through the Western Association of Schools and Colleges (WASC).**



"I looked at other doctoral programs around the country and found that none of them compared to Pepperdine's unique faculty expertise and the emphasis on the real-life application of OC for the organizations we represent. Theory and research is important grounding, but purposeful application of the theory changes organizations. That is what Pepperdine is about!"

Steve Swafford, Co-founder,  
Leadership Outfitters, Inc.  
2008 EDOC Student

