Doctor of Education in Leadership in Innovation and Continuous Improvement
LICI

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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.

Who should experience this program?

Growth-Minded Individuals: Those interested in increasing their knowledge and capacity for leadership, innovation, and continuous improvement would benefit significantly from LICI.

Health Professions: Those interested in teaching in higher education or in learning innovative ways to improve health, lower costs, and improve care of patients.

Business: Those who want to bring new skills, dispositions, and improvement science to their practice and vocations, or are not seeking a DBA.

Education: Those who are interested in teaching in higher education, administrative positions in technical colleges, prospective superintendents, heads of school, admissions officers, development and advancement leaders, other administrative positions, curriculum instructors, and activities and athletic directors, or are not seeking a PhD.
The LICI degree encompasses three core areas of concentrated study that you can customize to your needs.

**Program Design**

As a LICI student, you can build on the program core by selecting a business emphasis, an education emphasis or a combination of the two.

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**Business Emphasis Electives**

- Operations and Supply Chain Management
- Applications of Management Science and Analytics
- Special Topics: Business and Industry
- Leading Non-Profit Organizations
- Special Topics in Healthcare: The Business of Healthcare
- Business Informatics
- The Business and Sustainability of Social Entrepreneurship

**Education Emphasis Electives**

- Media, Marketing, and Branding in Education
- Diversity and Culturally Responsive Leadership
- Educating the Adult Learner
- Futures Thinking in the World of Education
- Evaluation and Testing in Higher Education
- Professional Practice to Higher Education
- Instructional Design for Higher Education
- The Superintendency
- Professional Ethics in Leadership
- Organizational and Policy Development
- School Improvement and Data Analysis
- Public Relations
- Facility Planning

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**The Leadership Core**

- Advanced Leadership Theory and Practice
- Exemplary Leadership Case Studies
- Innovative and Entrepreneurial Leadership
- Servant and Ethical Leadership

**The Innovation and Improvement Science Core**

- Organizational Learning, Performance, and Change
- Innovation and Design Thinking
- Six Sigma Applications
- Lean Systems Analysis

**The Research Core**

- Intro to Doctoral Program and Research Methods
- Quantitative Research Seminar
- Qualitative Research Seminar
- Advanced Research and Statistics
- Research Seminars
- Dissertation

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“Principles of Lean and Continuous Improvement have revolutionized business, spanning manufacturing (e.g., Toyota) and technology (e.g., GE). But, increasingly they are also being applied in a wide range of other fields, including education and healthcare, as other practitioners look to innovate how they deliver services more efficiently and with higher quality. The new LICI program is truly unique, in how it will apply these principles in a wide range of fields, and in a very practical and applied way.”

– Dr. Daniel Sem, Dean, Batterman School of Business
**PROGRAM Information**

- Courses are eight weeks, online, and in a cohort model
- Two, four-day residencies required
- Cohort launches will begin in Fall (August) and Spring (January) semesters
- If the market dictates, CUW could offer a face-to-face cohort in the future

**Special Journey & Experience:**

Graduates of LICI will experience a stimulating, rigorous, life-changing interprofessional doctoral program.

**Indispensable Leaders and Change Agents:**

This program will create and develop innovators who will use their knowledge of teamwork, continuous improvement, and leadership skills to make a significant impact in different vocations as well as in the lives of those whom they serve.

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“Healthcare organizations are focusing on the Triple Aim to improve health outcomes. The LICI program will provide health practitioners with knowledge and working experience as part of a cross-disciplinary team that will promote leadership and influence innovation to improve patient experiences, reduce cost and improve the health of populations. Graduates will be able to influence change within their organizations to clearly define measures needed for improvement before implementing improvement initiatives.”

- Dr. Carrie Scheel, Chair and Professor, CUW Occupational Therapy Department

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“The LICI program is designed to nurture and develop true leaders, innovators, and difference-makers in the world. Students who join this learning community will be stretched, challenged, equipped, and empowered to use the best research and thinking to be mission-minded innovators and difference-makers in the world. This is not a program intended to produce people who devote their lives to abstract research. Graduates of this program will leave with the honor and expectation to use what they’ve learned and who they’ve become to bring about real and needed change, to be problem-solvers, to be thought leaders, to be co-creators of better communities, churches, schools, businesses, healthcare systems, and more.”

- Dr. Bernard Bull, Vice Provost of Curriculum and Academic Innovation