



# **JANNETIDES COLLEGE OF BUSINESS, COMMUNICATION & LEADERSHIP**

## **PhD in Organizational Leadership (PhD) and Doctorate in Strategic Leadership (DSL)**

### **Program Overview**

#### **Welcome**

The faculty and staff of the Jannetides College of Business, Communication, and Leadership (JCBCL) welcome you as emerging doctors! We are excited to partner with you as you further your education at the highest levels. This document gives an overview of entry into, conduct of, and graduation from the PhD and DSL programs. The PhD in Organizational Leadership and Doctorate in Strategic Leadership (PhD/DSL) are linked programs with separate outcomes. Students will take core courses together in their first two years. In the third year and beyond, PhD students will focus more on research methods in preparation for their dissertation. DSL students will complete more courses in preparation for their capstone project.

#### **Doctor of Philosophy in Organizational Leadership (PhD)**

A research-based, multidisciplinary program for individuals called to serve others in the advancement of Organizational Leadership scholarship through conducting original research and potentially serving as a researcher for business, nonprofit organizations, educational institutions, college/university professors, government agencies, or think tank consultants.

#### **Doctor of Strategic Leadership (DSL)**

A praxis-based, multidisciplinary program for individuals advancing strategic leadership by potentially serving others as an organizational consultant, college/university professor, executive coach, or executive leader in business,

nonprofit organizations, educational institutions, government agencies, military, and ministry.

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## **Mission**

Students will use their Divine Design, God-given talents and passions, as Organizational and Strategic Leadership scholar-practitioners to serve Christ and the world in their lives, careers and ministry, learning, and leadership. They will exemplify leader traits (Be), leadership studies (Know), and work for the betterment of others and organizations (Do).

The PhD in Organizational Leadership and Doctorate in Strategic Leadership (PhD/DSL) are two programs with separate outcomes. All students will take common courses in their first two years. In the third year and beyond, students will complete PhD or DSL requisites accordingly. Courses contain face-to-face (F2F) residencies on the SEU campus in Lakeland, Florida, and virtual asynchronous and synchronous components online.

## **Program Learning Outcomes (PLO)**

Upon completion of the program, students will be able to do the following:

- Core 1: Demonstrate an in-depth knowledge of leadership theory by analyzing and evaluating organizational trends.
- Core 2: Apply qualitative, quantitative, and mixed methods research to study and advise organizations.
- PhD 1: Advance organizational leadership scholarship toward current and future applications.
- PhD 2: Conduct organizational leadership scholarship through regular publication, collaboration, and education.
- DSL 1: Conduct an organizational consulting assessment in order to inform clients of their vulnerabilities, mitigate them, and optimize organizational performance.

- DSL 2: Disseminate strategic leadership ideas via collaboration, advocacy, and literature.

## Potential Careers

PhD:

- Researcher for businesses, nonprofit organizations, educational institutions, and government agencies
- College/University Professor – teaching and research
- Organizational Consultant for businesses, nonprofit organizations, educational institutions, government agencies, military, and ministry

DSL:

- Organizational Consultant for businesses, nonprofit organizations, educational institutions, government agencies, military, and ministry
- Executive Coach for businesses, nonprofit organizations, educational institutions, government agencies, military, and ministry
- Executive Leadership for businesses, nonprofit organizations, educational institutions, government agencies, military, and ministry
- College/University Professor – teaching

## Admission Requirements

Prospective students must provide evidence of character, excellence in scholarship, experience with leadership, and potential to conduct scholarly research and present results at the doctoral level. Requirements:

- Master’s degree from a regionally accredited college or university with a minimum GPA of 3.0. Official transcripts are required.
- Resume or Curriculum Vita. We will holistically evaluate this to determine how the person’s past education and work experience have established a basis for the continued development of higher-level academic skills in the study of leadership.
- Two professional letters of recommendation that address a person's character, experience with leadership, and ability to complete the doctoral program.
- Admission Essay (see Appendix A) that addresses why you chose SEU for your doctoral studies, your goals for the program, talents and experiences that can lead to success, and how you will contribute to others.

- Doctoral Writing Sample (see Appendix B) that demonstrates your research, writing, analytical, and problem-solving skills.

## **PhD Graduation Requirements**

- Complete 60 credit hours, including courses and dissertation.
- 3.0 cumulative GPA for all courses
- Pass two comprehensive examinations, a theoretical exam and a scenario-based exam
- Complete dissertation.

## **DSL Graduation Requirements**

- Complete 54 credit hours, including courses and capstone project..
- 3.0 cumulative GPA for all courses
- Successful oral defense of capstone project proposal
- Complete capstone project.

## **Program Format**

The PhD in Organizational Leadership consists of 16 courses (48 credit hours) plus a minimum of 12 credit hours of dissertation work. The DSL consists of 16 courses (48 credit hours) plus a minimum of 6 credit hours of capstone project work. Our delivery model is hybrid. Students are required to attend two residencies during the program. Residencies will be held in May unless otherwise communicated. Courses are offered in 8-week sessions. Some courses contain face-to-face classroom time during residencies. Others are completely online. These will contain asynchronous and synchronous sessions, like webinars and virtual lectures. See Appendix C for the course descriptions.

Students can expect to spend 15-25 hours a week reading, researching, and writing. Courses run in 8-week sessions year-round, with a 4-week break over Christmas and New Year's. We encourage students to put God first, significant relationships next, work, and then the PhD-DSL program. Take time as you complete one course and get ready to begin another to rest and take a Sabbath. Becoming a doctor is a long and challenging yet rewarding process.

Therefore, having been justified by faith, we have peace with God through our Lord Jesus Christ, through whom also we have access by faith into this grace in which we stand, and rejoice in hope of the glory of God. And not only *that*, but we also glory in tribulations, knowing that tribulation produces perseverance; and perseverance, character; and character, hope. Now hope does not disappoint, because the love of God has been poured out in our hearts by the Holy Spirit who was given to us (*New King James Version*, 1983, Romans 5:1-5).

## **Course Delivery**

The PhD-DSL program includes face-to-face and online asynchronous and synchronous components. Course activities include numerous opportunities for students to interact with faculty and other students through face-to-face class time, videoconferencing, discussion forums, webinars, chats, video tutorials, phone conferencing, and other means currently used in our graduate online programs at SEU. All synchronous instruction in online courses (webinars and video or audio conferencing) will begin at the stated time in Eastern Time (EST/EDT), and students should plan accordingly.

## **PhD Comprehensive Exams**

As a part of the final core course, LDRS 7593 Leadership Prospectus, Ph.D. students will take two comprehensive exams to demonstrate their knowledge of leadership theory and ability to conduct research methods to study and advise organizations concerning leadership and related theories. The Ph.D. in Organizational Leadership and Doctorate of Strategic Leadership Comprehensive Examinations will be administered as take-home exams. This eliminates the need for students to travel to campus and provides students with the opportunity to take their comprehensive exams at an off-campus location of their choosing. On-campus accommodations for the exams will not be offered. Comprehensive Exams are divided into two portfolios: (1) a theoretical portfolio and (2) a scenario-based portfolio. Students will be assigned prompts for each portfolio. Each portfolio (no matter the number of prompts) will be assessed in its entirety as one submission. Each prompt will contain multiple elements that will require students to conduct extensive research and practically apply the research.

- The examination dates will be set by the PhD/DSL Program Director.



- Students will have ten days to complete each Comprehensive Examination portfolio with the exact deadline to be determined in advance by the PhD/DSL Program Director.
- Students who are eligible to take the Comprehensive Exams when all core courses are completed and then should register for LDRS 7593 Leadership Prospectus. The Comprehensive Exam prompts will be emailed to students at the time of the examination using their school email address.
- Students will be assigned randomly selected prompts. The doctoral faculty will continuously update the Comprehensive Exam prompts, further adding to the diversity of the prompt pool.
- While there is a low probability that students will get the same prompt, students are not to contact any other students (previous or current), professors, or outside persons with regard to their assigned Comprehensive Exam prompts. Any collaboration with outside persons in an attempt to successfully pass the Comprehensive Exams is a violation of Southeastern University policy on Academic Integrity and will result in an immediate “No Pass”.

Students are required to follow all of the instructions in the provided template and to submit their Comprehensive Exam responses as instructed by the deadline. Any responses submitted after the deadline will result in an automatic “No Pass”.

Students will receive results in three weeks. If they fail an exam, they must retake it with a similar prompt the next semester. Students will coordinate with the Program Director to retake additional questions. One more attempt is allowed. If the student fails again, they may not continue in the program. Upon successfully passing both comprehensive exams, students are eligible to begin work on their dissertation/capstone project course.

## **PhD Dissertation**

PhD students will complete a dissertation that contributes to Organizational Leadership scholarship by creating new or advancing current leadership or related theories. Students will work with their dissertation chair on approving an area of research. Chairs will assist students in finding two other dissertation committee members. Students will follow the dissertation course progression as outlined in the

four courses, LPHD 9013 to 9043. A minimum of 12 credit hours are required for the dissertation. Completion of the required benchmarks in each course is required to progress to the next course. Appendix D outlines the dissertation process.

### **DSL Capstone Project Proposal Defense**

In the semester before beginning the DSL Capstone project, DSL students must prepare and orally defend their Capstone project proposal before the PhD-DSL faculty. While DSL students are not required to pass comprehensive exams, the oral proposal defense is the DSL equivalent. By passing the proposal defense, DSL students demonstrate they are prepared to begin the Capstone project.

The Capstone project proposal defense will be completed virtually at a time scheduled by the student's DSL Capstone chair. Students will be required to present the overview of the project, the significance of the project, the project method, and the timeframe of the project. The proposal must be grounded in the literature and demonstrate a student's ability to serve as a scholar-practitioner.

### **DSL Project**

DSL students will complete a capstone project that conveys leadership or related principles to a particular audience. We encourage students to be entrepreneurial in their proposals. Projects may take many forms, including a book manuscript, new business development, curriculum development, organizational consulting projects, and organizational design or change plans. Other ideas are welcome. Students will work with their project chair on the details and deliverables of the project. Chairs will assist students in finding a second reader who will serve as the other committee member. Students will conduct the capstone project in the LDSL 9013 and 9023 courses. Completion of the required benchmarks in each course is required to progress to the next course. Appendix E outlines the capstone project process.

### **Program Policies, Procedures, and Resources**

Our goal is to ensure that you have an enriching and rewarding graduate experience at SEU. Your Academic Advisor and the PhD/DSL Program Director, the JCBCL Dean,

faculty, and staff are all committed to this goal and are available to support you as necessary. However, as a graduate student, it is your responsibility to become thoroughly familiar with relevant policies and procedures governing doctoral study at Southeastern. You are expected to take responsibility for your education and personal development, to know and abide by the cultural, academic, and disciplinary policies of the department, college, and university, and to be familiar with and meet the requirements of your degree program. You are also expected to make orderly and timely progress and proactively seek advice about degree requirements when necessary. Doctoral programs generally require 4 years of full-time study. Part-time and full-time students must complete the PhD-DSL program within 7 years from the start date of the first course to the date of successful defense of the dissertation or completion of the capstone project. The degree requirements that are in effect for the academic year you begin the program are the requirements that pertain to you.

## **Grading System and Related Policies**

Doctoral students are expected to earn outstanding grades as a result of their quality work and thinking. Our professors work hard to develop curricula and grading procedures that are objective and fair. Projects in each course include a rubric for determining grades. When questioning grades, speak first to the professor. He or she will be happy to explain the rationale behind the grading of the assignment. Students and professors who cannot agree on the grade/grading process may request an appeal to the PhD-DSL Program Director.

## **Transfer of Credits**

Doctoral coursework from regionally accredited universities may be transferrable to your doctoral program in accordance with the transfer policies in the SEU Graduate Catalog.

## **Appendix A – Admission Essay**

Please complete these essay questions to assist in evaluating your fit with our doctoral program. This is an opportunity to articulate your goals for the program, talents and experiences that can lead to success, and how you will contribute to others. Answer the following questions in approximately 1000 words:

1. Describe your personal and professional goals and how a doctoral degree from the Jannetides College of Business, Communications, and Leadership (JCBCL) will help. Program descriptions to assist you in your response:

Doctor of Philosophy in Organizational Leadership (PhD)

A research-based, multidisciplinary program for individuals called to serve others in the advancement of Organizational Leadership scholarship through college/university teaching and conducting research, or being a researcher for business, nonprofit organizations, educational institutions, government agencies, or think tanks consultants.

Doctor of Strategic Leadership (DSL)

An applied, multidisciplinary program for individuals called to serve others as an organizational consultant, executive coach, or executive leader in business, nonprofit organizations, educational institutions, government agencies, military, and ministry.

2. Why have you selected Southeastern University to help you achieve your goals?
3. Doctoral programs in the JCBCL are rigorous and rewarding. Comment on personal attributes and experiences that demonstrate your ability to successfully complete a doctorate-level program. Include previous academic and professional experiences that document your capacity for learning.
4. Servant leadership is important to the Southeastern University community. Comment on how your personal characteristics and faith inform your concept of servant leadership and how you will contribute to the program, faculty, and fellow students.

Your essay should be e-mailed directly to the Admission Office at [admission@seu.edu](mailto:admission@seu.edu).

## Appendix B – Doctoral Writing Sample

Writing samples play an important role in helping the Admission Committee evaluate a doctoral applicant's research, writing, analytical, and problem-solving skills. Please provide a 600-word essay addressing the topic:

What is the most pressing leadership issue of today?

We will evaluate it with the following criteria:

1. **Thesis Development and Critical Thinking.** The thesis expresses the main idea of the paper in one sentence and informs the reader of the paper's focus. Critical thinking is the act of examining, analyzing, and evaluating information followed by drawing accurate conclusions.
2. **Paper is a professional product.** It is separated into clear sections. It includes a clear transition from one section to the next. The paper is free of capitalization, format, grammar, punctuation, and spelling errors.
3. **Correct writing style.** Professional publications require specific writing styles in order to get published. Compose the writing sample in APA, MLA, or other acceptable style. Please state the style you use. Ensure you use the styles paper format, in-text citations, and reference/works cited/bibliography section.
4. **Use one leadership book, one scholarly journal article, and one online news article in your essay.**

E-mail your doctoral writing sample to the Admission Office at [admission@seu.edu](mailto:admission@seu.edu).

## **Appendix C – Course Descriptions**

### **Leadership Core Courses**

- **LDRS 7413 Leadership Theory**

This course provides an in-depth exploration of leadership theory. Areas of emphasis include leader traits, skills, and styles; implicit, contingency, and situational leadership; transactional, charismatic, transformational, authentic, spiritual, and servant leadership.

- **LDRS 7423 Organizational Systems and Management**

This course addresses the structure and design of organizations. Key concepts include management (fundamentals, culture, ethics, environment, decision-making, learning, conflict, communication), planning (strategic management, systems thinking), organizing (theory, structure, design, technologies, and change) and monitoring (performance management, measurement, and effectiveness).

- **LDRS 7433 Situational and Transformational Leadership**

This course critiques theories and definitions of situational and transformational leadership. The course emphasizes the importance of self-discipline, humility, and the art of being contemplative as an effective leader.

- **LDRS 7443 Organizational Change and Strategies**

This course prepares learners to apply behavioral science to the hyper-turbulent environment of the 21st century. Students will be introduced to techniques and methodologies to produce high-performing organizations systematically. The course helps leaders contrast management versus leadership styles of stability to minimize management chaos and instability within organizations.

- **LDRS 7453 Servant and Authentic Leadership**

This course critiques theories and definitions of servant leadership and authentic leadership. The course emphasizes the importance of self-discipline, humility, and the art of being contemplative as an effective leader.

- **LDRS 7523 Followership**

This course explores current theories and concepts of the follower role in various contexts, including follower behaviors and expectations of leaders by followers. Emphasis is placed on synthesizing these traits and concepts into follower behavior at the individual, group, and organizational levels.

- **LDRS 7533 Motivation and Influence**

This course explores the intersection of influence, persuasion, and motivation between leaders, followers, and other organizational stakeholders.

- **LDRS 7543 Cultural Intelligence**

This course provides an in-depth exploration of societal cultures around the world. It prepares students to conduct research and consultation across cultures by exploring the nuances of leadership through major cultural dimension models.

- **LDRS 7553 Teamwork Dynamics**

This course provides an in-depth exploration of teamwork theory. Areas of emphasis include distinguishing between groups and teams, group dynamics, characteristics of effective teams, and developing teamwork in organizations.

### **Research Core Courses**

- **LDRS 7123 Foundations of Research**

This course prepares doctoral students to become proficient in analyzing and evaluating qualitative and quantitative research. Students will examine the impact of research design and analysis on decision-making that informs professional practice.

- **LDRS 7213 Quantitative Research Methods**

This course introduces doctoral students to quantitative research methods. Students will utilize descriptive and inferential statistics, experimental vs. non-experimental designs, reliability, and validity. Students will learn to conduct various statistical analyses, including correlations, z-tests, t-tests, ANOVAs, linear regressions, and multiple regressions. Students will utilize various tools to conduct quantitative research, write and display results, and provide analysis and implications to improve organizational culture and contexts.

- **LDRS 7223 Qualitative Research Methods**



This course introduces doctoral students to qualitative research methods. Students will utilize grounded theory, narrative, phenomenology, ethnography, and case study design approaches. Students will learn how to analyze existing studies by examining research designs. Students will gain experience in designing and conducting qualitative research by writing and displaying results, providing analysis and implications to improve organizational culture and contexts.

- **LDRS 7313 Advanced Quantitative Methods (required for PhD students)**

This course allows students to study in-depth and employ quantitative research methods, including Z-tests, t-tests, regression analysis, analysis of variance, factorial analysis of variance, post hoc comparisons, multivariate analysis of variance, analysis of covariance, multiple regression, logistic regression, factor analysis, and path analysis.

- **LDRS 7323 Advanced Qualitative Methods (required for PhD students)**

This course allows students to study and become proficient in conducting advanced qualitative research methods. Students will become familiar with the variety of advanced qualitative data collection and data analysis. The primary focus of this course is to design a qualitative research study by demonstrating the ability to conceptualize, design, and execute quality research associated with being a doctoral scholar.

## **Elective Courses**

- **LDRS 8113 Coaching, Consulting, Teaching, Course Design, and Publishing**

This course provides an introduction to best practices in professional coaching and consulting. Students will examine theoretical and conceptual models that inform coaching and consulting techniques.

- **LDRS 8123 Creativity, Critical Thinking, and Design Thinking**

This course is designed to help students lead their organizations in developing creativity, critical thinking, design thinking, and problem-solving skills and processes. It explores factors that affect creativity and debunks creativity myths. The course explores a variety of design-based methodologies and tools.

- **LDRS 8133 Negotiation and Conflict Resolution**

This course investigates the origins of conflict and provides techniques for resolution. It considers different means to resolve conflict. Emphasis is placed on empathy and clearly considering the other's point of view.

- **LDRS 8143 Organizational Culture and Design**

This course utilizes the Competing Values Framework to diagnose a real-world organization: exploring the various types of organizational culture, constructing current and preferred organizational profiles, and considering the role of organizational culture in organizational design and change strategies.

- **LDRS 8153 Planning and Forecasting**

This course overviews numerous planning and forecasting models. It uses strategic foresight as a means for leaders to make decisions. It explores scenario planning and modeling, analysis, and decision support matrices.

- **LDRS 8163 Entrepreneurship**

This course provides an in-depth exploration of entrepreneurship. Areas of emphasis include social entrepreneurship and marketplace ministry. Students will study creating business plans, sourcing investment capital, marketing ideas, and creating products and services.

### **Dissertation/Capstone Project Courses**

- **LPHD 9013 Dissertation I**

The dissertation is the capstone research and writing project designed to demonstrate program mastery and to make an original contribution to the professional field. Students will enroll in the dissertation sequence while they study for and take the comprehensive exam.

- **LPHD 9023 Dissertation II**

Continuation of dissertation.

- **LPHD 9033 Dissertation III**

Continuation of dissertation.

- **LPHD 9043 Dissertation IV**

Continuation of dissertation.

- **LPHD 9051 Dissertation Continuation (as required)**

Continuation of dissertation.

- **LDSL 9013 Capstone Project I**

This course is the capstone project designed to demonstrate program mastery and to make an original contribution to the professional field. Students will enroll in the project sequence while they study for and take the comprehensive exam.

- **LDSL 9023 Capstone Project II**

Continuation of capstone project.

- **LDSL 9051 Capstone Project Continuation (as required)**

Continuation of capstone project.

## **Appendix D – Dissertation Process (PhD)**

### **Overview of the Dissertation Process**

Once you have passed your comprehensive exams, you must continuously register for dissertation credits. The dissertation is the capstone research and writing project designed to demonstrate program mastery and to make an original contribution to the leadership literature.

The dissertation is required and all doctoral candidates must enroll in a minimum of three dissertation credits each semester while working on the dissertation. A minimum of 12 dissertation credits must be earned before students can graduate. Students will be actively involved in selecting their dissertation chair and committee members and will be expected to collaborate and communicate with their chair and committee members on a regular basis throughout the entire dissertation process. The dissertation consists of seven phases.

Proposal & Chapter 1 Introduction. The first phase of the dissertation process is designed to prepare doctoral students to develop and defend a research proposal.

Chapter 2 Literature Review. Second, students will conduct and write a review of literature related to their dissertation research.

Chapter 3 Methodology. Third, students will write the research methods section of the dissertation and begin the data collection phase of the dissertation.

Proposal Defense and IRB Approval. Fourth, students will defend their research proposal consisting of Chapters 1 - 3. Students must apply for approval from SEU's IRB committee prior to collecting data.

Chapter 4 Results/Findings. Fifth, students will analyze their research data and write the results section of the dissertation.

Chapter 5 Discussion. Sixth, students will write the discussion section of the dissertation.

Final Defense. This is the final phase of the dissertation. Students will defend the research study and prepare the dissertation for dissemination to the public.

### **Selecting the Dissertation Committee**

As you begin the program, you will be assigned an advisor who is also your general topic mentor as you move through the course work. This person may become your dissertation chair or you may request another. Under the guidance of the dissertation chair, you will request your other dissertation committee members (see Appendix F for the committee members' roles) during your first dissertation course. The dissertation committee consists of a minimum of three members: 1) the chair of the dissertation committee, who must be a JCBCL faculty member with a PhD; 2) a second reader with appropriate credentials and approved by the PhD/DSL Program Director who will function as the research methodologist; 3) a third reader (typically a topic/content expert) with appropriate credentials approved by the dissertation chair.

You are responsible to consult with your dissertation chair in the selection of both committee members. The third reader must have 1) a doctoral degree and 2) verifiable graduate faculty status at the institution where he/she serves and/or outstanding professional experience that warrants inclusion on the committee. Documentation of the external reader's credentials should be submitted to the PhD/DSL Program Director for approval prior to making a commitment to the third reader. In general, you should request committee members who have specialized expertise in your specific area of research interest.

## **Sequence and Time Frame for Writing the Dissertation**

The dissertation process is divided into four courses representing six phases designed to help you complete the dissertation in a timely fashion. These dissertation stages as laid out in the individual courses are guidelines for progress throughout the development of the dissertation. Some students will take longer, while some will take less time. There is also a one-credit continuing course that students can enroll each semester beyond the 12 credits until the dissertation is complete. In addition, you should be aware and consider holidays; semester breaks; summer; and committee members' travel, research, and teaching commitments all impact the timing and completion of the dissertation process.

- LPHD 9013 Dissertation I
- LPHD 9023 Dissertation II

- LPHD 9033 Dissertation III
- LPHD 9043 Dissertation IV
- LPHD 9051 Dissertation Continuing Credit

## **Dissertation Process**

Candidates will conduct the dissertation project during the four required PhD Dissertation courses. A one-credit continuation course, LPHD 9051, is available per semester for candidates who have not completed their project after the four-course sequence.

### **PhD Dissertation Pre-Proposal Approval Form**

In the semester prior to LPHD 9013, students must submit the PhD Dissertation Pre-Proposal Approval Form (see Appendix A) to the dissertation chair. The Pre-Proposal Approval Form must be approved before work on the dissertation can officially begin. The PhD Dissertation Pre-Proposal Approval Form consists of the following information.

**Topic:** Students will provide a proposed title for the dissertation project.

**Rationale:** Students will provide a rationale for the dissertation project. This should include a brief overview of why the topic was chosen.

**Research Question(s):** Students will provide potential research questions for their dissertation project.

**Tentative Timeline:** Students will provide a proposed timeline for how they plan to complete the project in a timely manner. Please note that the dissertation chair will adjust this timeline as needed.

**Research Design:** Students will identify the proposed research design including potential samples and measures.

## **Comprehensive Examinations**

Students are not eligible to begin work on the PhD dissertation project until they have received official written confirmation that they have successfully passed Comprehensive Examinations. See “Prerequisites”.

### **Chapter One Approval**

Candidates will work with their dissertation chairs to finalize Chapter One. Once Chapter One is completed, the dissertation chair will submit the completed Chapter One to the other dissertation committee members. The committee members will thoroughly review the manuscript providing feedback and suggestions to improve the project. This is an informal process between the candidate and the committee. Under the direction of the dissertation chair, the candidate should incorporate committee feedback prior to moving forward.

### **Chapter Two and Chapter Three**

Every dissertation chair will have their own process for draft submissions. With that said, candidates should expect multiple revisions of each chapter. Candidates are not permitted to move forward to Chapter Three until the chair has approved Chapter Two. Once Chapters 1-3 have been approved by the dissertation chair, the chair will coordinate a dissertation proposal defense on behalf of the candidate and the committee.

### **PhD Dissertation Proposal Defense**

With the approval of the dissertation chair, the candidate will defend the proposal verbally to the entire dissertation committee. There are three potential outcomes:

Approved with no changes: This outcome is highly unlikely. Almost all proposal defenses will require some degree of revision. In this case, candidates are approved to move forward in the dissertation process under the direction of the dissertation chair without any revisions to Chapters 1-3.

Approved with revisions: This is the most likely outcome. Candidates are approved to move forward in the dissertation process under the direction of the dissertation chair with minor revisions to Chapters 1-3. Candidates are not required to re-defend their proposals. With the approval of the committee, the candidate can make the required revisions and submit the revised proposal to

the chair. Depending on the required changes, dissertation chairs may or may not submit the revised proposal to the committee. In many cases, revisions requested following the proposal defense may simply be incorporated into the final dissertation.

Re-Defend: The proposal is not approved. Candidates are required to re-defend their proposals. The candidate must make the required revisions and then reschedule a proposal defense. In the highly unlikely case that the candidate must rewrite the entire proposal, the candidate must work with their dissertation chair to identify a new topic, research problem, and/or research design.

The dissertation chair records and emails the student with the revisions that were agreed upon by the committee members at the time of the proposal. The dissertation chair will complete the PhD Dissertation Proposal Approval Form (See Appendix B) and will email it to the Program Director. The Program Director will ensure that all required signatures are acquired.

### **IRB Approval**

Students are required to follow Southeastern University Institutional Review Board policies.

### **Chapter Four and Chapter Five**

Every dissertation chair will have their own process for draft submissions. With that said, candidates should expect multiple revisions of each chapter. Candidates are not permitted to move forward to Chapter Five until the chair has approved Chapter Four. Once Chapters 4 – 5 have been approved by the dissertation chair, the chair will coordinate a final dissertation defense on behalf of the candidate and the committee.

### **PhD Dissertation Final Defense**

With the approval of the dissertation chair, the candidate will conduct a final dissertation defense verbally to the entire dissertation committee. There are three potential outcomes:



- Approved with no changes: This outcome is highly unlikely. Almost all final defenses will require some degree of revision. In this case, candidates are approved to move forward with the editing process without any revisions.
- Approved with revisions: This is the most likely outcome. Candidates are approved to move forward to the editing process under the direction of the dissertation chair with minor revisions to the dissertation manuscript. Candidates are not required to re-defend their dissertation project. With the approval of the committee, the candidate can make the required revisions and submit the revised manuscript to the chair. Depending on the required changes, dissertation chairs may or may not submit the revised manuscript to the committee. In many cases, revisions requested following the final defense may simply be incorporated into the manuscript prior to the editing process.
- Re-Defend: The final defense is not approved. Candidates are required to re-defend their dissertations. The candidate must make the required revisions and then reschedule a final defense. In the highly unlikely case that the candidate must conduct a new research study, the candidate must work with their dissertation chair to resubmit to IRB, conduct the research, and re-write Chapters Four and Five.

The dissertation chair records and emails the student with the revisions that were agreed upon by the committee members at the time of the defense. The dissertation chair will complete the PhD Dissertation Final Defense Approval Form (see Appendix C) and will email it to the Program Director. The Program Director will ensure that all required signatures are acquired.

### **Dissertation Editing**

Once the student has made all required changes to their dissertation and the committee has acknowledged said changes as evidenced by the PhD Dissertation Final Defense Approval Form, the chair will submit the dissertation manuscript to the Program Director to initiate the editing process. Candidates will be required to hire an editor from a list of approved editors. Candidates must pay all proofreading fees related to their dissertation. Payment arrangements will be made individually between the candidate and the editor. It is recommended that the dissertation manuscript be as

“clean” as possible when submitted for editing as to reduce the cost of editing the manuscript.

### **Submitting to ProQuest and SEU Fire Scholars**

Publishing your Dissertation in ProQuest and FireScholars is a necessary final step in the production of your dissertation. Follow these guidelines:

1. Create an account at ProQuest ETD <http://www.etsadmin.com/seu>. Use a permanent email address, not your SEU email address account.
2. Follow the submission steps. You can always save and return to the submission process later. You will need the following items on hand:
  1. Dissertation title, keywords, abstract, chair, and committee members.
  2. 1–3 Subject Categories (See [ProQuest Subject Categories](#)).
  3. PDF of your dissertation for uploading.
3. Students have the option to purchase bound copies of their dissertation.
4. ProQuest offers other copyright options for a fee; however, we recommend choosing the cheapest option as the dissertation will be published on Fire Scholars. <https://firescholars.seu.edu>
5. ProQuest takes about 8–12 weeks to publish.

Your dissertation in FireScholars is part of the Digital Commons Open Access collection and can be found in the library catalog (<https://firescholars.seu.edu/>), Digital Commons (<https://network.bepress.com/>), and Google Scholar.

If you want help with the ProQuest ETD process contact [mmgilmore@seu.edu](mailto:mmgilmore@seu.edu) or [agraves@seu.edu](mailto:agraves@seu.edu).

### **Graduation and Beyond**

Students who have successfully completed their dissertation defense are eligible to participate in the University’s commencement for that semester as defined by the program’s timelines published that semester. Students must apply for graduation and complete all required materials for the University’s Office of the Registrar to participate in Commencement as well as purchase the required regalia as defined by the University. The doctoral degree will be officially posted after the student has successfully completed the dissertation defense, completed all required edits and

revisions, been approved by the University's APA editor/reviewer, and submitted the dissertation to the University's library for publication.

## Appendix E – Capstone Project Process (DSL)

The capstone project is the culminating activity for DSL students. It is an application of leadership theories, principles, and concepts throughout the program, for a particular audience. We encourage students to be entrepreneurial in their proposals. Students will work with their project chair on the details and deliverables of the project. The capstone project is more flexible than a formal dissertation but no less of a considerable undertaking. Chairs will assist students in finding the reader for the capstone project.

Students will conduct the capstone project in the LDSL 9013 and 9023 courses. A one-credit continuation course, LDSL 9051, is available per semester for students who have not completed their project after the two-course sequence. Capstone Projects should cover topical areas such as leadership, followership, teamwork, motivation, organizational culture, strategy, management, and structure. Project ideas include but are not limited to the following:

- **Write a book.** Complete a book manuscript and submit it to a publisher on one or more topics studied in the program.
- **Develop curriculum.** Create extensive content, a) learning outcomes, learning resources, and assessments; (b) submit the curriculum to the organization/institution; (c) gather feedback from the institution and submit feedback as part of the final project; and (d) modifying curriculum based on the feedback.
- **Conduct a workshop or seminar.** Develop and test a seminar, webinar, conference, or workshop (identified hereafter as a seminar) on leadership and/or organizational development. The seminar should be an organizational diagnostic and intervention, including some form of assessment such as a pre-test/post-test or survey of attendees.
- **Consult with an organization.** This could be for an external organization or internally with a student's current organization. It can include diagnosing a problem or challenge through surveys and interviews and conducting quantitative, qualitative, or mixed methods analysis to recommend solutions.
- **Lead organizational change.** Design, communicate, implement, and evaluate a major change initiative with an existing organization or department.

- **Plan a new business venture.** Design a new organization and business plan or major change initiative in an existing organization, incorporating concepts studied in the program.

## **Appendix F – Dissertation/Project Committee Member Roles**

### **Dissertation Chair**

- Assist students in selecting a topic, developing the project proposal, and creating an appropriately balanced timeline for the completion of the project.
- Mentor and encourage the doctoral student as he or she conducts all phases of the dissertation project.
- Ensure the quality of the project at each phase of the process.
- Ensure that professional standards of conduct are followed by students throughout the dissertation process.
- Demonstrate ethical and professional behavior throughout the dissertation and the mentoring process.
- Facilitate the participation of dissertation committee members to assist in the integration of ideas, suggestions, and recommendations for strengthening the dissertation project.
- Coordinate communication of important information and document submissions between the candidate, fellow committee members, and university departments.
- Arrange and conduct proposal and final defense meetings in conjunction with the doctoral candidate.
- Submit feedback to candidates and grades in each dissertation course in a timely manner.
- Ensure that committee recommendations and modifications are carried out by the candidate.

### **Dissertation Committee Selection:**

The PhD dissertation chair will work in conjunction with the doctoral candidate in the selection of their dissertation committee. Typically, the committee will consist of the PhD dissertation chair, the methodologist, and a third reader with subject matter or methodological expertise.

Methodologist: The methodologist must meet all expectations of the dissertation committee. The methodologist must complete the IRB training

through NIH or CITI. The methodologist is specifically responsible for advising the doctoral candidate and the dissertation chair on the research study's design, methods, and analyses as well as interpretations of the results of the study. The methodologist must review and approve the research study's design, methods, and analyses.

- **Third Reader:** The third reader must meet all expectations of the dissertation committee. The third reader must complete the IRB training through NIH or CITI. The third reader makes recommendations related to the scope of the research study and methods for completing the research process, and reviews chapters of the dissertation/project after they have been thoroughly vetted by the chair.

### **Expectations for Dissertation Committee:**

- Work under the direction of the dissertation chair to mentor and encourage the doctoral student as he or she conducts all phases of the dissertation.
- Ensure the quality of the project at each phase of the process.
- Ensure that professional standards of conduct are followed by students throughout the dissertation process.
- Participate in proposal and project defense meetings under the direction of the dissertation chair.
- Submit feedback to the dissertation chair in a timely manner.

The Program Director will provide a list of faculty approved to serve as dissertation chair. At the direction of the Program Director, non-Southeastern University faculty may serve on the dissertation committee. Readers must have an earned doctorate and expertise in the method or content areas of the study proposed by the candidate. All non-Southeastern committee members must be approved by the Program Director in accordance with Southeastern University policies.

### **Capstone Chair:**

DSL Capstone Project Chairs will:

- Assist students in selecting a topic, developing the project proposal, and creating an appropriately balanced timeline for the completion of the project.

- Mentor and encourage the doctoral student as he or she conducts all phases of the Capstone Project.
- Ensure the quality of the project at each phase of the process.
- Ensure that professional standards of conduct are followed by students throughout the Capstone process.
- Demonstrate ethical and professional behavior throughout the capstone and the mentoring process.
- Facilitate the participation of capstone committee members to assist in the integration of ideas, suggestions, and recommendations for strengthening the capstone project.
- Coordinate communication of important information and document submissions between the candidate, fellow committee members, and university departments.
- Arrange and conduct proposal and project defense meetings in conjunction with the doctoral candidate.
- Submit feedback to candidates and grades in each Capstone Project course in a timely manner.
- Ensure that committee recommendations and modifications are carried out by the candidate.

### **Capstone Committee Selection:**

The capstone chair will work in conjunction with the doctoral candidate in the selection of their committee. Typically, the committee will consist of the capstone chair and one additional member is chosen based on professional/academic expertise. If additional members are required due to the scope of the capstone project, the chair will work with the Program Director to consider additional committee members. Please note that there is no need to finalize the second reader for the committee prior to the beginning of the capstone project unless the capstone chair deems it necessary.

### **Expectations for Capstone Committee:**

- Work under the direction of the capstone chair to mentor and encourage the doctoral student as he or she conducts all phases of the capstone project. Ensure the quality of the project at each phase of the process.



- Ensure that professional standards of conduct are followed by students throughout the capstone process.
- Participate in proposal and project defense meetings under the direction of the capstone chair.
- Submit feedback to the capstone chair in a timely manner.

The Program Director will provide a list of faculty approved to serve as capstone chair. At the direction of the Program Director, non-Southeastern University faculty may serve on the capstone committee. Readers must have an earned doctorate and expertise in the method or content areas of the study proposed by the candidate. All non-Southeastern committee members must be approved by the Program Director in accordance with Southeastern University policies.

There are cases in which either the doctoral candidate or the capstone chair, for the benefit of the doctoral project, feels that a new chair may be necessary. In this case, the candidate and/or the chair must send a request via email to the Program Director. The Program Director will review the request, and select a new chair on behalf of the candidate.