

# DOCTOR OF PHILOSOPHY IN EDUCATION, LEADERSHIP, AND ORGANIZATION

Become a leader prepared for any setting. Earn your Ph.D. in Education, Leadership, and Organization (ELO) to become an effective leader in public education, higher education, or a nonprofit organization or business.

There are three Ph.D. tracks purposefully created for students to develop a depth of knowledge and understanding in a specific focal area of leadership.

- *Track 1 - Superintendency:* Become a school superintendent. This track provides a pathway to superintendent certification for those with Texas Principal Certification. It aligns with the Texas Superintendent Standards and Competencies.
- *Track 2 – Higher Education:* Students with backgrounds in leadership, diversity, student affairs, and current issues and trends in higher education will learn more about the education, structure, and expectations of a university or college.
- *Track 3 – Interdisciplinary Nonprofit:* Centers around leading organizations and ensuring successful and healthy progress toward organizational goals.

The Ph.D. in ELO core courses focus on leadership and organizational health so that students learn leadership skills, styles, and attributes while also learning how to build a successful and healthy culture and organization. Core courses provide a leadership foundation and develop a depth of knowledge in a specific focus of leadership as students pursue their chosen track.

## Marketable Skills

Defined by the Texas Higher Education Coordinating Board's 60x30 Strategic Plan (<https://reportcenter.highered.texas.gov/agency-publication/miscellaneous/the60x30-strategic-plan/>) as, "Those skills valued by employers that can be applied in a variety of work settings, including interpersonal, cognitive, and applied skills areas. These skills can be either primary or complementary to a major and are acquired by students through education, including curricular, co-curricular, and extracurricular activities."

1. Apply philosophical, ethical, and theoretical foundations to guide the generation of knowledge in education, leadership, and organization.
2. Ensure the rigor of expectations for an organization are assessed and aligned with organizational goals and are effective and data-driven.
3. Assess, evaluate, and retain human capital to ensure that high-quality staff and faculty are coached and provided with targeted professional development, and evaluated with multiple data sources.
4. Develop the skills necessary to provide resilient executive leadership through change and continuously seek to improve and reflect on personal goals. Additionally, graduates will learn to communicate with diverse audiences and ensure positive relationships, with good moral character while following the Code of Ethics and Standard Practices for Texas Educators.

5. Establish, implement, and promote a shared vision and productive culture that ensures high expectations for all, promotes social and emotional support for all, and ensures a safe environment that promotes civility.
6. Lead and collaborate to create and promote clear goals that align with school, district, and/or university vision that allows for continuous improvement of all within an organization.

## Admissions

All students must meet the University requirements as outlined in the Admission to the TWU Graduate School (<http://catalog.twu.edu/graduate/graduate-school/admission-graduate-school/>) section of the catalog.

This academic program may have additional admission criteria that must also be completed as outlined on the program's website.

## Degree Requirements

### Total Semester Credit Hours Required

A minimum of 75 semester credit hours (SCH). Up to 37 SCH of masters coursework may be transferred in with committee approval.

| Code  | Title  | SCHs |
|---|--|------|
| <b>Required Courses</b>                                   |  |      |
| EDSP 6003   | Single Subject Research  | 3    |
| ELDR 6013   | Leading with Diversity, Equity, and Inclusion                            | 3    |
| ELDR 6603   | Politics, Policy, and Ethics   | 3    |
| ELDR 6913   | Independent Study (Special Problems in Leadership and Organizations)     | 3    |
| HDFS 6693   | Advanced Quantitative Research Methods In Family Sciences                | 3    |
| MGT 5263  | Organizational Behavior in Business Administration                       | 3    |
| ELDR 6433   | Seminar in Leadership Theory   | 3    |
| READ 6483   | Qualitative Research   | 3    |
| <b>Track Option</b>                                       |  |      |
| Select a track from the options below.                    |  | 15   |
| <b>Elective Options</b>                                   |  |      |
| Choose 30 SCH from the following with committee approval. |  | 30   |
| EDUC 5173   | Diversity in the Classroom   |      |
| EDUC 5343   | Models and Theories of Learning and Teaching                             |      |
| EDUC 5353   | Adult Models of Learning and Teaching                                    |      |
| EDUC 5423   | Curriculum Studies   |      |
| EDUC 5463   | Assessment in the Classroom  |      |
| EDUC 5563   | Foundations of Higher Education  |      |
| EDUC 5573   | Social, Academic, and Demographic Characteristics of University Students |      |
| EDUC 5583   | Higher Education: Research to Practice                                   |      |
| ELDR 5123   | Educational Foundations and Administrative Implications: AEL             |      |
| ELDR 5203   | Research in Education  |      |
| ELDR 5223   | Professional Development and Supervision in Education                    |      |

|                     |   |    |
|---------------------|---|----|
| ELDR 5243           | Leadership and Communication: Crucial Conversations |    |
| ELDR 5323           | Administrative Processes in Schools                 |    |
| ELDR 5333           | Curriculum Development, Assessment, and Evaluation  |    |
| ELDR 5353           | Leadership and Special Programs                     |    |
| ELDR 6113           | Education Law                                       |    |
| ELDR 6333           | Seminar in Education and Communities                |    |
| ELDR 6913           | Independent Study                                   |    |
| HDFS 6303           | Academic Life and Scholarship                       |    |
| HDFS 6433           | Grants Writing in Family Sciences                   |    |
| MATH 5573           | Statistical Methods I                               |    |
| MATH 5583           | Statistical Methods II                              |    |
| READ 6493           | Advanced Qualitative Research Design and Analysis   |    |
| <b>Dissertation</b> |   |    |
| ELDR 6983           | Dissertation  | 3  |
| ELDR 6993           | Dissertation  | 3  |
| Total SCHs          |   | 75 |

### Superintendent/EC-12 Leadership Track

Become a school superintendent. This track provides a pathway to superintendent certification for those with Texas Principal Certification. It aligns with the Texas Superintendent Standards and Competencies.

| Code                    | Title  | SCHs |
|-------------------------|--|------|
| <b>Required Courses</b> |  |      |
| ELDR 6233               | The Superintendency and School District Leadership | 3    |
| ELDR 6303               | Administration of Teacher and Student Personnel    | 3    |
| ELDR 6403               | Seminar in School Administration                   | 3    |
| ELDR 6503               | School Finance                                     | 3    |
| ELDR 6663               | Internship in School Administration                | 3    |
| Total SCHs              |  | 15   |

### Higher Education Track

Students with backgrounds in leadership, diversity, student affairs, and current issues and trends in higher education will learn more about education, structure, and expectations of a university or college.

| Code       | Title  | SCHs |
|------------|--|------|
| ELDR 6443  | Student Affairs in Higher Education                  | 3    |
| ELDR 6453  | Diversity, Equity, and Inclusion in Higher Education | 3    |
| ELDR 6463  | Resource Management in Higher Education              | 3    |
| ELDR 6473  | Organization and Administration in Higher Education  | 3    |
| ELDR 6483  | Community Colleges: Issues and Trends                | 3    |
| Total SCHs |  | 15   |

### Interdisciplinary Nonprofit Track

Centers around leading organizations and ensuring successful and healthy progress toward organizational goals.

| Code       | Title                              | SCHs |
|------------|------------------------------------|------|
| BUS 5393   | Leading High Performing Teams      | 3    |
| HDFS 6343  | Effective College Teaching Methods | 3    |
| HDFS 6433  | Grants Writing in Family Sciences  | 3    |
| MGT 5553   | Conflict Resolution                | 3    |
| MGT 5633   | Principles of Talent Development   | 3    |
| Total SCHs |                                    | 15   |

### Major/Emphasis

Requirements will depend upon individual student's needs. Transfer of coursework from a student's master's degree is not automatic; please see the Graduate School guidelines for credit by transfer (<http://catalog.twu.edu/graduate/graduate-school/general-requirement-regulations-doctoral-degrees/credit-by-transfer/>). Courses from a master's degree are only transferred with advisor approval.

### Research Tools

Students must take EDSP 6003, HDFS 6693, READ 6483, or equivalent courses in other colleges, along with two sequential statistics classes, and/or three or four additional research courses at the 5000 or 6000 level as determined by their advisor. The research courses taken should support the student's proposed research methodology.

### Qualifying Examination

A comprehensive portfolio examination that demonstrates a student's depth and breadth of knowledge related to leadership and organization determines a student's eligibility for candidacy. The student's advisory committee and other Education, Leadership, and Organization faculty will grade the portfolio on a rubric. Sections deemed unsatisfactory may be presented by the student to the committee again one additional time after six months.

### Final Examination

Students must successfully complete a research project, write the dissertation according to the advisory committee, and TWU Graduate School guidelines, and defend the dissertation in an open meeting, which requires answering questions effectively and demonstrating competence and fluency with content.