

DOCTOR OF PHILOSOPHY IN EDUCATION, LEADERSHIP, AND ORGANIZATION

The Ph.D. in Education, Leadership, and Organization (ELO) prepares students to become effective leaders in public education, higher education, or a nonprofit organization or business.

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.

Three Ph.D. tracks have been purposefully created for students to develop a depth of knowledge and understanding in a specific focal area of leadership.

- *Track 1 - Superintendency:* 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:* This track centers around leading organizations and ensuring successful and healthy progress toward organizational goals.

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."

- Apply philosophical, ethical, and theoretical foundations to guide the generation of knowledge in education, leadership, and organization.
- Ensure the rigor of expectations for an organization are assessed and aligned with organizational goals and are effective and data-driven.
- 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.
- 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.
- 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.

- 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
Required Courses		
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
Track Option		
Select a track from the options below.		15
Elective Options		
Choose 30 SCH at the 5000 or 6000 level. Any courses may be taken as an elective as long as the courses align with the Ph.D. in ELO and the faculty advisor approves.		30
Dissertation		
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
Required Courses		
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.