University of San Diego
SCHOOL OF LEADERSHIP AND EDUCATION SCIENCES
Leadership Studies

HANDBOOK FOR
Doctor of Philosophy
in Leadership Studies
2013-2014

Mother Rosalie Hill Hall, West Terrace Entrance & Fountain

GREETINGS

Welcome to the University of San Diego. We are pleased that you have decided to join the University of San Diego's Leadership Studies Doctoral Program. Our PhD is a unique multidisciplinary approach that integrates the theory and practice of leadership to prepare you to lead in different sectors and settings. We work closely with our students to guide, support and empower them in their career goals and in their personal leadership journey to address the challenges and needs of a global society. As a member of the oldest doctoral program in leadership offered in the United States, you will join a long list of successful graduates who are changing their organizations and communities worldwide through the scholarship, teaching, and practice of leadership. The faculty, administration and staff wish you success and look forward to working with you!

Afsaneh Nahavandi, Chair, Department of Leadership Studies

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IMPORTANT NOTICE

This handbook serves as a supplement to the University of San Diego 2013 - 2015 *Graduate Bulletin* and the *SOLES Graduate Student Policies*. Policies and procedures outlined in the *Graduate Bulletin*, the *SOLES Graduate Student Policies* and in this handbook are applicable to all doctoral students who enter the program in 2013. The policies in this handbook are subject to change. Students will be informed of revisions via your USD email address.

Forms discussed in this handbook are available on line via our website. Completed forms should be returned to the Leadership Studies office. On occasion, forms may be updated.

Questions about doctoral procedures, forms, or other administrative matters should be addressed to the Leadership Studies office: 619-260-4637 or leadershipstudies@sandiego.edu.

FREQUENTLY ASKED QUESTIONS

1. What is the main campus telephone number for USD?
(619) 260-4600. All USD phone numbers begin with 260, although some fax numbers begin with 849.

2. How do I contact the Department Assistant?
Email Heather Gibb at heatherg@sandiego.edu or by calling (619) 260-4637.

3. How do I find out what classes are being offered each semester?
Go to http://my.sandiego.edu and, (1) Select the One Stop Services tab, (2) Click on the "Course Schedule" link, (3) Select the Term and hit "Submit", (4) Search for classes *(hint: to find all the courses our department offers in that term, use* LEAD *as the "Subject Code")*

4. How do I get in touch with the faculty?
Each faculty member's e-mail address is located on both the USD website (find people) and the SOLES website (http://www.sandiego.edu/soles/directory/).

5. What is the policy on dropping or adding a class?
Please refer to the graduate bulletin and SOLES Graduate Student Policies, which can be found on our website at http://www.sandiego.edu/soles/gateways/current-students/handbooks-forms-policies/, on this policy and other important procedures.

6. How do I find where my classroom is located?
This information is listed on the Class Schedule. See Question #3 above.

7. Do I need a USD email account?
Yes, all students should obtain a USD email account upon initial registration. This user account will also allow you access to view your grades, class schedules and pay your student bill on line through http://my.sandiego.edu. It is very important to check your USD email account frequently because it is often the only way you will receive important program and university information and updates.

8. How do I get questions answered about Financial Aid?
If you are receiving Financial Aid directly from SOLES (i.e.: SOLES Loan or SOLES scholarship) contact the Dean's office at (619) 260-7475.

Questions about federal or other Financial Aid should be directed to the One Stop Student Center at (619) 260-2700 or via their website: http://www.sandiego.edu/financial_aid/

9. How do I get billing questions answered?
All Graduate students can obtain student account information by logging into their http://my.sandiego.edu account. Questions about your student account should be directed to the One Stop Student Center. The One Stop is located on the bottom level of the Hahn University Center, room 126. Metered parking is available adjacent to the center.

IMPORTANT PHONE NUMBERS, EMAILS & WEBSITES

For appointments, students need to call their advisors directly. For an appointment with the Leadership Studies Department Chair students may contact the departmental Executive Assistant by emailing leadershipstudies@sandiego.edu or at 619-260-4637.

Leadership Studies Faculty and Administration

Paula Cordeiro, Ed.D., Dean	260-4540	cordeiro@sandiego.edu
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Cheryl Getz, Ed.D., Ed.D.	260-4289	cgetz@sandiego.edu
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School of Leadership and Education Sciences

Receptionist	260-4538
Dean's Office	260-4540

USD Frequently Visited Departments

Bookstore	260-4551	http://www.usdbookstore.com/
Campus Information/Operator	260-4600	
Copley Library (Reference Desk)	260-4675	http://marian.sandiego.edu/
One Stop Student Center	260-2700	onestop@sandiego.edu or
(Financial Aid, Registrar, Student Accounts)		http://www.sandiego.edu/onestop
Writing Center	260-4581	

http://www.sandiego.edu/cas/english/writing_center/

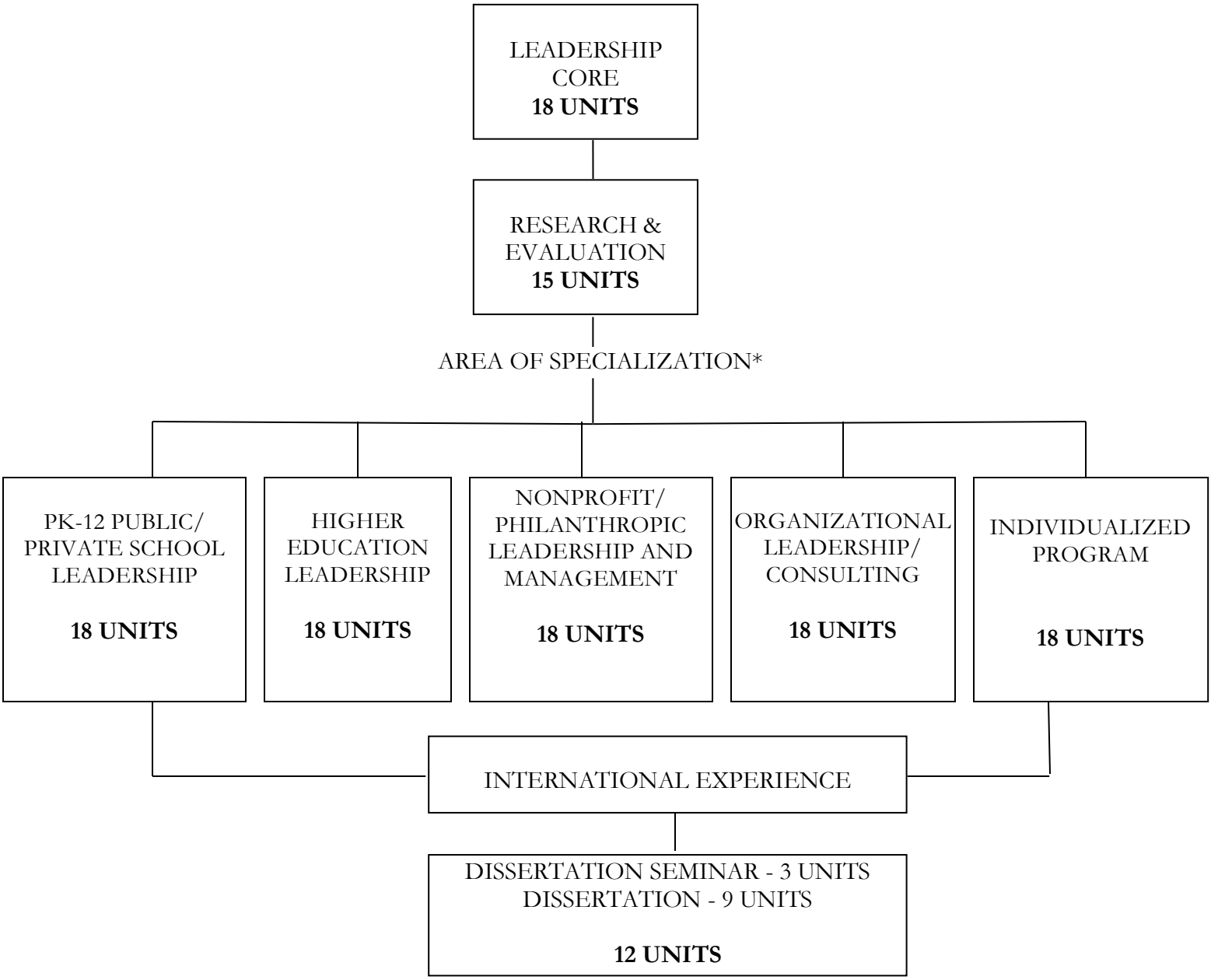
Department Website http://www.sandiego.edu/soles/departments/leadership-studies/

SOLES Current Students Web http://www.sandiego.edu/soles/gateways/current-students/

PART I

PROGRAM COMPONENTS

LEADERSHIP STUDIES
DOCTORAL PROGRAM COMPONENTS



TOTAL UNITS - 63 UNITS**

*Note: Specific Courses are chosen in consultation with the student's advisor. An International Leadership Experience is also required. (See page 13)

**Note: The doctoral program of some students may exceed the 63-unit minimum requirement.

PROGRAM COMPONENTS

The University of San Diego's doctoral program in Leadership Studies consists of five components:

1. *Leadership Component (18 units)*
   LEAD 600: Leadership Theory and Practice (3)
   LEAD 601: Organizational Theory and Change (3)
   LEAD 602: Leadership, Inquiry and Research I (3)
   LEAD 603: Ethics and Leadership (3)
   LEAD 604: The Policy-Making Process (3)
   LEAD 605: Adult Development (3)

2. *Research and Evaluation Component (15 units)*
   Required courses:
   LEAD 606: Leadership, Inquiry and Research II (3)
   LEAD 607: Applied Statistics & Quantitative Research Methods (3)
   LEAD 608: Qualitative Research Methods (3)
   Select one of the following:
   LEAD 612: Advanced Qualitative Research Methods (3)
   LEAD 613: Advanced Quantitative Research Methods (3)
   Electives* **(3 units):**
   LEAD 582: Survey Research Methods (3)
   LEAD XXX: Action Research (3) **
   LEAD XXX: Special Topics in Research (3) **

** Other research courses may qualify when approved by the department.*
*** Permanent course numbers may be assigned in the future. Will run under experimental number (LEAD 579) for up to 2 offerings.*

3. *Area of Specialization (18 units)*
   With the assistance and approval of their advisors, students select electives to acquire an area of specialization. Students are encouraged to take an Internship (LEAD 698) as part of this component. An International Leadership Experience is required and may also count towards one's area of specialization.
   Specializations:
   - Higher Education Leadership
   - Pk-12 Public/Private School Leadership
   - Nonprofit/Philanthropic Leadership and Management
   - Organizational Leadership/Consulting
   - Individualized Program

4. *International Experience*

5. *Dissertation Component (12 units)*
   LEAD 610: Dissertation Seminar (3)
   LEAD 695: Dissertation (9)

Further details regarding components 3, 4 and 5 will follow.

TOTAL DOCTORAL PROGRAM REQUIREMENTS: 63 SEMESTER UNITS
Students may use the **Program Checklist** to keep track of their progress.

LEADERSHIP COMPONENT - 18 UNITS

This component offers an interdisciplinary and multicultural opportunity to study leadership. The six courses (18 units) are designed to enable the doctoral student to explore, understand, and critique theories, concepts, competencies, and values/ethics related to leadership. In the process, students are encouraged to develop and to critically explore specific strategies for implementing these philosophies. Generally, students take LEAD 602 and LEAD 600 at the outset of the program.

LEAD 600 Leadership Theory and Practice (3)
LEAD 601 Organizational Theory and Change (3)
LEAD 602 Leadership, Inquiry & Research I (3)
LEAD 603 Ethics and Leadership (3)
LEAD 604 The Policy-Making Process (3)
LEAD 605 Adult Development (3)

RESEARCH AND EVALUATION COMPONENT-15 UNITS

The purpose of the research and evaluation component is to enable the student to develop research knowledge and skills and apply these to a successful completion of a doctoral dissertation.

Required courses:

LEAD 606 Leadership, Inquiry & Research II (3)
Prerequisite: LEAD 602: Leadership, Inquiry and Research I
LEAD 607 Applied Statistics and Quantitative Research Methods (3)
LEAD 608 Qualitative Research Methods (3)

Advanced Research (3 units):

Students must take one of the below advanced research courses as part of their research component.

LEAD 612 Advanced Qualitative Research Methods (3)
Prerequisite: LEAD 608

LEAD 613 Advanced Quantitative Research Methods (3)
Prerequisite: LEAD 607

Research Elective* (3 units):
Students may choose one of the below courses or the other advanced research course from above to complete their research requirement.

LEAD 582 Survey Research Methods (3)
LEAD XXX Action Research (3)
LEAD XXX Special Topics in Research (3)

* Other research courses may be approved by the department

AREA OF SPECIALIZATION - 18 UNITS

PURPOSE:

An important aspect of the doctorate in Leadership Studies is the Area of Specialization which enables each student to design an 18-unit sequence of courses that will help the student develop knowledge and skills in a specific area of interest. Students are encouraged to take an Internship (LEAD 698) as part of their Area of Specialization. Examples of courses in four existing areas of specialization are listed below; if one of the existing specializations is not appropriate, the student, in consultation with his/her advisor may design an individualized specialization. Students may select courses from the Graduate Schools of Business, Law, Nursing, Peace Studies, and graduate courses in the College of Arts and Sciences and SOLES with the approval of their advisor.

AREAS OF SPECIALIZATION:

Note: Specialization areas may be added. Specific courses will be selected in consultation with the student's advisor. Courses which require permission from the respective program director/coordinator or the instructor are marked with an asterisk (*). All students should consider a SOLES Global course offering by the department as part of their area of specialization, if an appropriate course is offered during their program.

(A) Examples of courses relevant to PK-12 Public/Private School Leadership
LEAD 552: School Law (or LWFC 530 Education Law in the Sch. of Law)
LEAD 573: The Economics of Education
LEAD 620: Seminar on the Law and Politics of Educational Policy Dev.
LEAD 698: Leadership Internship
EDUC 511: Educational Reform
EDUC 581: Multicultural and Philosophical Foundations of Education
LWVL 520: Child Rights and Remedies (School of Law)*

(B) Examples of courses relevant to Higher Education Leadership

LEAD 530: Creative Leadership
LEAD 535: Models of Participatory Leadership
LEAD 565: Dynamics of Race, Gender, and Culture in H.E.
LEAD 569: Making Meaning of the Collegiate Experience
LEAD 571: History and Philosophy of Higher Education
LEAD 573: Economics of Education
LEAD 575: The Community College
LEAD 576: Community College Leadership
LEAD 577: Higher Education Policy
LEAD 578: Higher Education Administration
LEAD 581: Special Topics in Leadership Studies
(e.g., Com. Coll. Leadership Academy)
LEAD 585: Leadership for Change
LEAD 698: Leadership Internship
COUN 515: Multicultural Counseling
COUN 525: Group Dynamics

(C) Examples of courses relevant to Nonprofit/Philanthropic Leadership & Management
LEAD 520: The Nonprofit/Philanthropic Studies Research Base
LEAD XXX*: Contemporary Issues in the Nonprofit/Nongovernmental Sector
LEAD 501: Nonprofit Sector and Management Fundamentals
LEAD 613: Advanced Quantitative Research
LEAD 612: Advanced Qualitative Research
LEAD 500: Research, Design and Evaluation (4 units)
LEAD 582: Survey Research
LEAD 609: Evaluation Theory and Methods
LEAD XXX:* Special Topics in Research

(D) Examples of courses relevant to Organizational Leadership Consulting
LEAD 530: Creative Leadership (1 unit)
LEAD 535I: Models of Participatory Leadership
LEAD 580: Consulting to Groups
LEAD 581: Special Topics in Leadership Studies
(e.g. Letting go to Lead, etc)
LEAD 585: Leadership for Change
LEAD 586: Leading Dialogue
LEAD 698: Leadership Internship
LEAD XXX: Purpose-Based Consulting (Modules I, II, and III)
LEAD XXX: Situational Leadership (1 unit)
LEAD XXX: Foundations of Executive Coaching
Additional courses are being developed by faculty in this area.

Note: Courses with XXX are in the new or experimental phase. A permanent number will be assigned in the future but will run as LEAD 579 for up to two offerings.

INTERNSHIP AND INDEPENDENT STUDY:

LEAD 698 Leadership Internship-Doc (3 units)

The purpose of the leadership internship is to provide doctoral students with the opportunity to engage in professional situations in which they will explore leadership processes. Students are strongly encouraged to enroll in LEAD 698 as part of their Area of Specialization. Please visit the Internship section of the Leadership Studies website for details about selecting an internship site and completing internship requirements. http://www.sandiego.edu/soles/gateways/current-students/

LEAD 699 Independent Study (1-6 units)

The purpose of the independent study is to explore in-depth a topic of interest and importance to a student. Independent study activities include, but are not limited to, conducting library research, implementing a pilot study or an individual action research study, conducting a program evaluation or policy analysis, preparing and/or implementing a staff development project.

Any full-time faculty member may advise independent study students each semester, including summer session. The student may register for 1 to 6 units of independent study per semester, but may only apply a maximum of **nine units** of independent study to his/her doctoral program.

Students must complete the **Application for Independent Study or Research** form and obtain the signatures of the faculty supervisor, Department Chair, and the Associate Dean prior to registering for the course. See the Registration Procedures section in this handbook for step-by-step directions.

INTERNATIONAL EXPERIENCE

All students enrolled in the Department of Leadership Studies (DLS) are expected to participate in an International experience as part of their studies. This requirement can be met through either credit or non-credit bearing experiences.

GOALS AND OBJECTIVES:

An international experience is defined as an opportunity for students to interact with a culture other than their own in a manner that fosters their personal and professional growth,

promotes cultural understanding, and prepares them for working more effectively with diverse communities.

Through this experience it is hoped that students will:

- develop a deeper understanding of another culture
- appreciate its differences and similarities
- consider its gifts and challenges, and
- understand the educational and practical implications of cultural diversity and globalization issues.

PARTICIPATION CRITERIA:

All students enrolled in the DLS are expected to participate in a multi-cultural experience as part of their studies. In rare circumstances, where students are able to demonstrate a deep understanding of how their previous work with other cultures influences the way they lead and manage, they may petition their advisor for an exemption to the requirement.

OPTIONS FOR FULFILLING THE REQUIREMENT:

The Leadership Studies faculty recommend that students take an "I" designated course from the department.

"I" Designated Courses:
These courses have a significant international component embedded within it – i.e., specific curricula, reading and assignment. They have components that reflect the stated goals of the international experience as agreed upon by the Leadership Studies faculty. Current approved "I" courses offered by the Department of Leadership Studies include:

- LEAD 535I Models of Participatory Leadership (Mondragon)
- LEAD 518I Nonprofits in Civil Society in Guatemala
- LEAD 519I Understanding Bi-National Nonprofits In the US-Mexican Border Region
- LEAD 579I Social Entrepreneurship and Human Development
- other offerings by the SOLES Global Center

The department recognizes that other SOLES and USD departments offer study abroad or "I" designated courses. These and other options for fulfilling the international requirement will be considered in consultation with the student's advisor.

Additional Options include:
1. Students may carry out an applied project within an international organization as long as the project includes a multi-cultural experience. By a multi-cultural experience we mean working closely with people from another culture.
2. Students may have completed an extensive study or living abroad experience before entry in to the program. These students should complete and submit an additional project/paper

demonstrating applications of this experience to the Leadership Studies program.
3. Students may participate in an international internship including being placed in international schools, universities and community organizations.
4. Students may choose to engage in a sustained period of systematic language study.
5. Students may participate in international speaker events held at USD. Students should document the results of their experience and its relationship to Leadership Studies through a written comparative or reflective essay.
6. Occasionally with permission from the advisor, students may take, for either credit or not for credit, an international course that we approve from another university. (Courses taken for credit to fulfill USD degree requirements must also have the approval from the program director/department chair and associate dean on the Transfer of Credit form).
7. Students may participate in a research abroad project that focuses on enhancing the students' cultural understanding of the population being studied.

ASSESSMENT:

- All DLS degree candidates will be required to provide an analysis of the learning that results from participation in international experiences. Reflection is a key component of this analysis, and can be demonstrated in one of the following manners:
  • International experience paper (for example, a comparative essay on how specific issues are handled abroad and how they might relate to policies and their implementation in the US),
- electronic presentation,
- oral presentation tied to degree-culminating portfolio or capstone project,
- international experience paper submitted to a specially designated course,
- participation in department- or school-wide symposia on international experiences,
- one-to-one conference between student and faculty or class discussion.

IMPLEMENTATION:

Students who meet the international requirement by taking an "I" designated course do not have to complete the International Experience form. Students who have chosen one of the alternative options to meet their requirement must receive a sign-off on the SOLES International Experience form from their advisor prior to engaging in the experience. Once the student has completed their experience, they must receive a final sign-off on the form and submit it to the Department for graduation clearance.

DISSERTATION COMPONENT

LEAD 610 Dissertation Seminar (3)

Prerequisites: All leadership and research courses, at least 12 specialization elective units, selection of a dissertation chair and at least one committee member, and completion of Part A of the Advancement to Candidacy process.

LEAD 695 Dissertation (9)

The candidate is required to sign up for at least one unit of LEAD 695 each fall and spring in order to maintain continuous enrollment. The candidate has flexibility with respect to the amount of 695 units he/she wishes to register for each semester, depending on the candidate's progress with regard to the completion of the dissertation and the seven-year time limit for completion of the doctoral program.

To register for 695 units, the doctoral candidate should follow normal registration procedures to register for the desired number of units with his/her dissertation chair. If the number of units for which the candidate wishes to register with his/her chair is not listed, he/she needs to contact the Leadership Studies Executive Assistant to have a section of LEAD 695 with the appropriate number of units added to the schedule.

Failure to register for 695 units with the candidate's chair will result in improper processing of the candidate's grade report at the end of the semester and may result in the candidate receiving an administrative F for the semester.

After completing 9 units of LEAD 695, the candidate must continuously register during the Fall and Spring semester* for at least one unit of 695 each semester to maintain candidacy until the dissertation has been approved by the committee. These extra units are not counted toward the 63 units required for degree completion. Leaves of absence are not permitted once the student has advanced to candidacy.

If a candidate's chair reports "no progress" or has not heard from the candidate, i.e., has not received the product that the chair and the candidate had mapped out for that particular semester, the candidate will receive a grade of F. If this occurs, the candidate will not receive any credit for the LEAD 695 unit(s) for which he or she is registered that semester, and he or she may be dropped from the doctoral program. If the candidate's chair reports that the candidate has made progress, the candidate will receive a grade of P (passing).

*Students defending their dissertation and graduating in summer must be enrolled in the summer.

PART II

GENERAL POLICIES AND PROCEDURES

POLICES AND PROCEDURES

ACADEMIC ADVISORS:

Upon admission, new students are assigned a major advisor from among the Department of Leadership Studies faculty. Assignments are made based upon a variety of criteria such as student requests, faculty load, and faculty interest in the student's area of research. Normally the major advisor serves as the student's advisor throughout the student's program. Students, however, may change their advisors at any point in the program as their areas of interest develop or change. Such requests are normally honored without hesitation. Students must complete a **Change of Advisor** form, which includes the new advisor's signature before the change becomes official. Although it is not required, students are encouraged to notify their previous advisor prior to processing and submission of the **Change of Advisor** form.

The advisor helps the student plan a program which is both (1) responsive to the student's needs and interests and (2) consistent with the policies described in this handbook.

NOTE: Most faculty members are employed on nine-month contracts. Consequently, advisors may not be available for advisement during summer semesters. At the onset of your program – you may receive advising for initial course registration from the Associate Director of Leadership Programming, Beth Garofalo, who is employed year round. Ms. Garofalo is also available to review student's program planning forms throughout their program to ensure all course requirements are being met. Continuing students should consult with their advisors about off-duty periods and plan programs accordingly, especially when at the dissertation stage.

LISTSERV:

Upon initial registration, students should obtain a USD email address and have this address added to the listserv by contacting the Leadership Studies office. This listserv is used to communicate with students about a variety of programmatic issues. Students are responsible for any information that is sent to them via the listserv.

PROGRAM PLANNING:

Throughout the doctoral program, students, in consultation with their advisors, outline a course of study using the **Doctoral Program Planning** form. This form will be kept in the student's file in the Leadership Studies office in the School of Leadership and Education Sciences.

STUDENT FORMS:

Forms discussed in this handbook are available online via the SOLES Current Students website, or at the Graduate Records' or Registrar's websites.

Please note that it is the student's responsibility to obtain all of the required signatures on any form to be processed. However, our Executive Assistant (in MRH 275) is available to help in this matter. Students may submit their form to the Executive Assistant after

obtaining their advisor's signature. The Executive Assistant will then route for department chair and/or dean's approvals. The form will then be processed or forwarded to appropriate office, except in the case of registration forms, which the student will need to pick up and take to the One Stop Center to complete registration. If you choose to rely on the Executive Assistant's help in this matter, please allow for a minimum turnaround of five to ten working days and plan the processing of your form accordingly. The Leadership Studies office does not assume responsibility for forms submitted late, incomplete, or any other way incongruent with the existing policies.

The Leadership Studies Executive Assistant will be glad to assist you with any matters related to your doctoral studies here at the University of San Diego. However, we would like to remind you that there are specific issues that need to be handled directly by the respective campus offices. For example, questions or concerns in relation to financial aid, tuition remission, tuition payment, and visa matters, can answered by expert personnel on campus, who are at the One Stop Student Center, located on the bottom level of the Hahn University Center, room 126. Metered parking is available adjacent to the center.

REGISTRATION PROCEDURES:

Students will register online via the Banner system (or walk-in register according to the guidelines specified for Independent Study, Internships, and other restricted courses). The Banner system is accessible through the MySanDiego portal (http://my.sandiego.edu). FAQs about this process can be found on the One Stop Services tab.

Prior to registering, students should first consult with their academic advisor.

Internship Registration:

1. Visit the Leadership Studies Internship Website to review requirements.
2. Begin site selection. Students are encouraged to contact sites of interest to them on their own. However, if you need assistance, please contact Teresa VanHorn.
3. Meet with Teresa VanHorn to get pre-approval of your selected internship site.
4. After your site is approved, complete the **Leadership Studies Program Internship Application** form from the Leadership Studies internship website
5. After receipt and approval of the internship application, students will be able to register for LEAD 698 in one of the following ways:
   a) online after the instructor completes the override
   b) via email with the OneStop (approval email from the department or instructor will be required).

Independent Study Registration:

1. Obtain an **Application for Independent Study or Research** form. Fill out this form in consultation with the faculty member with whom you are doing the Independent Study, and secure his/her signature.
2. Then, turn the form into the Leadership Studies office (275), where the form will be routed for the approval of the Program Director/Department Chair and the Associate Dean.
3. After all signatures have been obtained, the student will be notified when he or she can register online for the Independent Study. If an Independent Study form is submitted after the deadline for adding courses online, the department executive

assistant will facilitate the registration for the course with the One Stop Center. However, it is the student's responsibility to follow up and verify on their course schedule that this course has been added.

4. Students must allow at least one week for the approval process of an independent study. Students are responsible for any late registration fees associated with registering for an Independent Study after the university deadlines.

CHANGE OF ADDRESS:

A student has the option to update her or his address via the MySanDiego portal One Stop Services tab or in person by completing a **Change of Address** form. Failure to submit the updated information to the Registrar's office will result in the student missing important deadlines and other extremely significant academic and administrative correspondence or announcements.

If you wish to be included on the mailing lists after your graduation from the program, please do not forget to contact both the Leadership Studies office and the Alumni Relations office at 619-260-4819 or enroll on their website: http://www.sandiego.edu/alumni/. Please make sure to always keep these offices updated about your current mailing address, phone number and e-mail address.

CHANGE OF NAME:

A student may download the **Change of Name** form from the registrar's website. To change your name, you must inform the Registrar's Office in writing. No e-mail will be accepted. You must include a copy of a marriage license, divorce decree, or other official document. Whenever you file a change of name with the registrar, please also inform the department office by emailing leadershipstudies@sandiego.edu.

CREDIT AND GRADING SYSTEM:

A grade of less than "B-" is not acceptable for credit in the School of Leadership and Education Sciences Doctoral Program in Leadership Studies, and the courses in which the grade was earned will not count toward the doctoral degree (see Repetition of Courses).

REPETITION OF COURSES:

A student who has earned a grade of less than "B-" in a course can repeat the course only one time. **If the course is LEAD 602 or LEAD 606, the student must repeat the course the next time it is offered. Students, who do not enroll at the next offering, will be restricted from taking any other coursework towards their doctoral degree until the course is repeated satisfactorily.** Students are allowed to repeat only one course during their enrollment in the doctoral program.

ACADEMIC REVIEW:

Doctoral students are required to maintain a high level of scholarship, commitment to doctoral studies and at least a 3.0 USD GPA throughout the doctoral program. Failure to meet any of these standards at any point in the program will be cause for academic review. Students placed on academic review will be evaluated by their Advisor, the Department Chair and the Associate Dean. If a student's progress is judged to be unsatisfactory, the student may: (1) be required to meet specific conditions to continue in the program, or (2)

be disqualified from the Doctoral program.

MAXIMUM LOAD:

Six or more units per semester constitute full-time doctoral work. Doctoral students who are employed full time may not take more than six units per semester. No student may take more than 12 units per semester. Exceptions to this policy require written approval of the student's advisor and the Department Chair.

LOAD DURING DISSERATION STAGE:

Students enrolled in at least ONE UNIT of LEAD 695 (Dissertation) are considered half time for financial aid purposes.

TIME LIMIT:

The entire doctoral program must be completed within seven years from the date the student was officially admitted into the program or first begins program coursework. Students are advanced to candidacy once they successfully complete Parts A and B of the Advancement to Candidacy Process.

If a candidate does not make substantial progress each semester, he/she cannot meet the time limits. Exactly how progress is demonstrated is a matter to be decided between the candidate and his/her major advisor. Failure to complete the program within **seven years** will result in revocation of candidacy and dismissal from the doctoral program.

Only under unusual circumstances can a student request an extension of the time limit. This must be done in writing and approved by the advisor and the Department Chair.

NOTE: Time spent on leave of absence does not extend the seven-year time limit for completion of the doctoral program.

SUBSTITUTION/WAIVER OF GRADUATION REQUIREMENTS:

Leadership Studies core courses and research methods and evaluation courses must be taken in the Leadership Studies program at the University of San Diego. On rare occasions, students can substitute or waive a course requirement. Students must complete a **Request for Substitution/Waiver of Graduation Requirements** form and review it with their advisor. Students must provide a detailed rationale why the substitution/waiver is being made, indicating how the course objectives (of the course being substituted/waived) have been or will be met. Exemptions are rarely granted. The form should be submitted to the Leadership Studies office for review by the Department Chair.

NOTE: Please refer to the Graduate Student Policies distributed by SOLES for further details regarding waivers.

RESERVATION OF MEDIA EQUIPMENT:

Students have the opportunity to use USD-owned media equipment for Dissertation Proposal Defenses, Dissertation Defenses, or any other academic or course-related presentation on campus.

To reserve any media equipment such as a data projector, slide projector, video, computer, camera, extension cords, computer cables, etc., the student needs to notify the Leadership Studies Executive Assistant (MRH 275) no later than one week prior to the scheduled event. The Assistant will make the necessary reservations for SOLES Equipment or via USD Media Services using his/her personal USD Identification card.

STUDENT TITLES / SIGNATURES/ DEGREES

Upon matriculation into the PhD program, a person is considered a Student. After completing the necessary coursework and passing Part A & B of the advancement to candidacy process, a student officially becomes a Candidate. Students are notified via the department when they are advanced to candidacy. Please keep these titles in mind when creating email signatures, business cards, etc.
Examples:
Correct:
John J. Doe, Student, PhD in Leadership Studies
Jane Doe, Candidate, PhD in Leadership Studies ***(only AFTER advancing to candidacy)***
Incorrect:
John J. Doe, PhD ' 16 (candidate) – DO NOT USE DEGREE and DEGREE YEAR until the degree is conferred.

Upon successful completion and approval of the Dissertation Defense, a Candidate becomes a PhD While degrees are only conferred in May, August and January of each year, it is common to refer to oneself as PhD upon the approval of the dissertation.

BUSINESS CARDS

SOLES Students may purchase business cards through USD. Student titlesThe cost of a box of business cards is approximately$40.00 (price subject to change) and students are responsible for paying for them. To order business cards please email leadershipstudies@sandiego.edu for next steps. Department Chair approval is required for all business card orders through USD.

GRADUATE ACADEMIC CALENDAR:

The academic calendar is available to view at:
http://www.sandiego.edu/academics/academic_calendars/

The academic calendar contains registration periods, fee payment and petition deadlines, start/end dates to the semesters, holidays and other pertinent calendar information. All graduate students are responsible to abide by the dates and deadlines set forth in the Graduate Academic Calendar.

SOLES GRADUATE STUDENT POLICIES:

In addition to General Policies and Procedures in this handbook, students are required to adhere to the **School of Leadership and Education Sciences Graduate Student Policies**, which can be found on our website at http://www.sandiego.edu/soles/documents/Graduate_Student_Policies.pdf

PART III

ADVANCEMENT TO CANDIDACY STEPS

Students should consult the department's manual on Advancement to Candidacy and Dissertation Procedures. Below is a brief outline of the requirements.

SELECTING A DISSERTATION TOPIC

Ideally, doctoral students should try to focus their research interests after taking 2-4 semesters of coursework. Choosing a dissertation topic can be difficult if a student waits until the completion of coursework to begin this process. In an effort to help promote dissertation research, the faculty has listed the following suggestions for "finding" a topic:

1. Begin by selecting one or more broad, general areas of interest.

2. Develop a systematic reading program for these areas as follows:

    a. Sign up for course work in these areas.
    b. Read textbooks and journals in these areas.
    c. Use paper assignments and bibliography assignments in current classes to begin a review of the literature related to topics of interest.
    d. Read research journals to learn of topics currently of interest to researchers and to study the techniques of doing and reporting research.

3. Begin an idea notebook. Jot down ideas discussed in class, book titles and journal articles mentioned as important in the area of interest.

4. Discuss dissertation ideas with fellow students and faculty members. Input and support from others keeps an idea alive.

5. Attend professional conferences and seminars related to possible topics.

6. Be attuned to the problems and concerns of personnel in one's work setting. Sometimes, the best research ideas come from an expressed need.

7. Become knowledgeable about a particular methodology appropriate for investigating the identified area of interest.

LINKING DISSERTATION WORK WITH CAREER GOALS

In addition to following the guidelines on the previous page, the faculty encourages students to try to align dissertation work with their career goals and to do the sorts of dissertations, which will develop the substantive and methodological expertise, which will be useful "on the job." Students preparing for leadership positions, for instance, should consider doing a more application-oriented dissertation focused on problem solving in a particular organizational or policy context. This sort of dissertation would likely take the form of an action research project, a program evaluation, or a

policy analysis. By contrast, students planning careers as researchers should plan on doing a more or less conventional dissertation.

The distinction here is one of focus rather than rigor. Both traditional and application-oriented dissertations must be done carefully and thoughtfully and both must exhibit excellence in conducting inquiry. Our students, however, will play different sorts of roles when they complete our program, and these different roles will require somewhat different approaches to inquiry. Consequently, the faculty expects these differences to be reflected in the dissertation focus and the type of topic selected.

REQUIREMENTS FOR INITIATING THE ADVANCEMENT TO CANDIDACY PROCESS

To advance to candidacy, students must complete a two-part process: Part A: Qualifying Paper and Part B: Oral Defense of the Dissertation Proposal. The following are prerequisites for initiating the advancement to candidacy process:

1. Completion of all required core courses and research and evaluation courses of the doctoral program.

2. Completion of at least 12 specialization elective units.

3. Selection of the Dissertation Committee Chair and one committee member.

THE DISSERTATION COMMITTEE

The dissertation committee assesses the Qualifying Paper (Part A of the Advancement to Candidacy Process), guides the work of the doctoral student during the process of developing an acceptable proposal and dissertation, and formally approves both the proposal and the dissertation after successful defenses of each.

After students develop the Part A - Qualifying Paper, changes to the committee may be made to better reflect either the substantive or the methodological components of the student's project that have emerged during Part A of the process. The committee initially selected, however, will serve through Part A of the Advancement to Candidacy Process. Changes in committee membership can be made only after a student has successfully completed Part A of the Advancement to Candidacy Process. Changes in committee membership should be noted on the original form in most cases.

PART A - QUALIFYING PAPER:

The Qualifying Paper, usually written on a topic closely associated with the student's intended dissertation topic, is a scholarly analysis of a particular problem or idea. The paper may be a report

on a pilot project, a critical review of the literature, or an exploration of some idea or concept. A student should review both the intended content and the planned form of the paper with his or her dissertation chair before undertaking Part A of the Qualifying Examination. It is recommended that what is agreed to, be written down and signed by both the student and the chair.

Once agreement about the form and content of the Qualifying Paper is reached, the student will work **independently** on the project. The Qual A paper is treated as an exam and therefore the student will receive minimal support from the professors who read the final paper. This support could include offering some advice as to literature to consult and possible suggestions for organization. The project, which should be no less than 20 and no more than 40 pages, is an opportunity to assess a student's ability to think critically, conceptualize significant issues, follow standard APA guidelines (or the guidelines in another style manual that has been approved by the chair), and write an understandable, well-organized, and grammatically correct text. All of these skills are necessary to successfully complete a dissertation, and students must clearly demonstrate that they possess the above skills before they can move on to the dissertation phase of their programs.

Submission Deadline

Part A is a prerequisite for LEAD 610. Please consult the department regarding course scheduling of this class and for submission dates for Part A the semester BEFORE you plan to enroll in LEAD 610. Typically, Part A is due 21 business days prior to the start of the semester in which you plan to enroll in LEAD 610-Dissertaion Seminar.

PART B - ORAL DEFENSE OF DISSERTATION PROPOSAL:

The purpose of the proposal defense is to assess the merits of the proposed research and the ability of the doctoral candidate to conduct the proposed research. The proposal must be defended in a formal meeting, attended by all members of the student's committee.

PROPOSAL DEFENSE

The Dissertation Proposal Defense meeting is facilitated by the dissertation chair and open to current faculty members and current USD graduate students only. The Dissertation Proposal Defense will follow these guidelines:

1. The dissertation chair introduces the candidate and committee members to the guests.
2. The chair states the procedures to be followed during the meeting.
3. The candidate gives a personal background statement and tells why he/she is interested in the topic.
4. The chair asks the candidate to summarize the proposal (objectives and design) in an approximately 20 minute statement.
5. The chair invites the committee members to question the candidate.
    a. Committee members may be requested to take turns.
    b. Committee members may address particular sections of the proposal.

c. Committee members may follow up on their original questions.

6. Either during the committee question-answer period or at the end of the committee questions, the chair invites questions from the faculty. After the opportunity for asking questions is extended to other faculty present, questions from others are solicited.
7. At a prearranged time or when the questioning is finished, the chair closes the meeting. The committee then meets privately to decide whether to approve the proposal at this point in the existing form, approve it with specified modifications, or require the student to radically rewrite the proposal and/or defend the rewritten proposal at a second public meeting. The candidate is then informed of the committee's decision. Note: If a candidate should fail to have his or her proposal accepted at a second proposal approval meeting, the candidate will have failed the candidacy exam and be dropped from the program.

Upon successful completion of Part B of the Advancement to Candidacy Process, the student needs to secure the Institutional Review Board's approval of the proposal by following the procedures outlined by the Provost Office.

If a student does not successfully defend his or her dissertation proposal, the student is entitled to repeat Part B of the Advancement to Candidacy Process once. Although the student is encouraged to repeat his or her second and last attempt to pass Part B of the Advancement to Candidacy Process within 60 days of having failed the first defense, he or she, in consultation with the dissertation committee, may schedule his or her second defense within an agreed upon time frame.

INSTITUTIONAL REVIEW BOARD (IRB):

Students whose research involves human subjects must obtain approval from the USD Institutional Review Board. **Approval must be obtained before any research is done.** Students must file the required documents and follow the established guidelines set forth by the Institutional Review Board.

It is recommended for the student to begin the process of obtaining the IRB approval *at least one month prior to the expected start date of data collection*. Keep in mind that the IRB meets only once per month, excepting August, to review proposals requiring **full review**. Submissions for full review (after approval of the SOLES IRB representative and Associate Dean) must be made two weeks prior to the IRB meeting that month.

.The IRB full review meeting schedule is listed on the provost's website along with a list of IRB committee members. Doctoral students and/or principal investigators (PIs) should note that both **exempt review** and **expedited review** proposals are handled on an on-going basis *without submission deadlines* by the IRB Administrator.

All Instructions for submitting IRB proposals are on the provost's website:
http://www.sandiego.edu/irb/

ADVANCEMENT TO CANDIDACY:

The Department Chair will notify students of advancement to candidacy when they have successfully completed Part A and Part B and all required coursework, including the 18 units in the area of specialization. A copy of this letter is placed in the student's file.

NOTE: Students who have advanced to candidacy must enroll for dissertation credit (LEAD 695) each Spring and Fall semester and are not eligible for a leave of absence during this time.

Students must consult the department's manual on Advancement to Candidacy and Dissertation Procedures for additional details.

PART IV

DISSERTATION

WRITING THE DISSERTATION

After a student has successfully completed Part B of the Requirements for Advancement to Candidacy and has received approval from the IRB (if appropriate), he/she can begin the research process. Students are advised to work closely with their chair during the research process and the writing of the dissertation. Committee members with specialized expertise --e.g. in the area of research methodology-- also should be consulted during the research process when appropriate. Depending on the type of research conducted, completing a dissertation can take anywhere from one to two years. As the time of completion gets closer, students often revisit the doctoral handbook, the department's manual on Advancement to Candidacy and Dissertation Procedures, the Graduate Bulletin and the Leadership Studies website to ensure timelines are followed in executing the proper paperwork and accuracy in following established procedures. At this point, it is also important that students closely follow the deadlines for submitting the Petition for Graduation (as outlined in the SOLES Graduate Student Policies).

As students begin preparing their dissertation document, they should download and review the USD School of Leadership and Education Sciences Doctoral Dissertation Format Manual from the SOLES Website. After the defense and prior to binding, students must have the format approved by the Leadership Studies office (using the checklist from the above listed manual).

DISSERTATION DEFENSE

When the dissertation chair and committee members determine that the dissertation is ready to be defended, the candidate will orally defend the dissertation. Please consult the Advancement to Candidacy Manual for more details.

PREPARING FOR GRADUATION:

Degree completion is posted on the transcript and a diploma is issued based on the date of completion (May, August or January). A commencement ceremony is held in May at the end of the spring semester for all candidates who completed degree requirements since the previous summer semester.

Commencement Eligibility

Candidates who do not submit the dissertation and the fees and forms in regards to the dissertation-related issues to the Graduate Records office by the date posted in the Graduate Bulletin for May graduation, will not be eligible to complete the degree in spring nor participate in the May commencement. They may participate in the commencement ceremony held in May of the following year. August and January graduates may participate in the following May's commencement ceremony.

Candidates should visit the USD commencement website and stay informed of specifics related to the commencement ceremony itself. http://www.sandiego.edu/commencement

Program Checklist

This form is for illustration. You may download an electronic form online..

- ☐ LEAD 600 – Leadership Theory and Practice
- ☐ LEAD 601 – Organizational Theory and Change
- ☐ LEAD 602 – Leadership, Inquiry and Research I
- ☐ LEAD 603 – Ethics and Leadership
- ☐ LEAD 604 – The Policy-Making Process
- ☐ LEAD 605 – Adult Development
- ☐ LEAD 606 – Leadership, Inquiry and Research II
- ☐ LEAD 607 – Applied Statistics and Quantitative Research Methods
- ☐ LEAD 608 – Qualitative Research Methods
- ☐ Advanced Research Course (_____)
- ☐ Research Elective (Course _____)

Specialization Courses

Course	Units
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- ☐ 18 units complete

(At this time, students should begin checking the graduate bulletin for petition to graduate deadlines, which are about 9 months prior the January, May and August degree conferment dates.)

- ☐ Dissertation Chair and Committee formed (at least the first 2 members).
- ☐ Outside member form included if needed (this step may occur somewhat later).
- ☐ Part A turned in on:_____
- ☐ Dissertation Committee/Part A form completed and filed in Leadership Studies office
- ☐ Enrolled in 610 – Dissertation Seminar (Pre-requisite: Part A complete)
- ☐ Final committee signatures (if not done before Part A) on form in Leadership Studies office
- ☐ Request for Dissertation Proposal form filed 2 weeks prior to date of defense
- ☐ Proposal Abstract received in Leadership Studies office 1 week prior to defense
- ☐ Proposal Announcement received in Leadership Studies office 1 week prior to defense
- ☐ Part B form filed in Leadership Studies office
- ☐ IRB Project Action Summary form filed with USD IRB office

695 units

☐1	☐4	☐7
☐2	☐5	☐8
☐3	☐6	☐9

- ☐ Petition for Defense of Dissertation form filed 2 weeks prior to date of defense.
- ☐ Dissertation Abstract received in Leadership Studies office 1 week prior to defense
- ☐ Dissertation Announcement received in Leadership Studies office 1 week prior to defense
- ☐ IRB Summary Form completed and submitted to Leadership Studies office
- ☐ Final Check completed by Chair and the Leadership Studies office

DOCTORAL PROGRAM PLANNING FORM

Original copy of this form is held in students file in the SOLES Doctoral Programs Office

Download usable electronic form online.

Name: _____ Email: _____

Telephone (home): _____ Telephone (work): _____ Fax: _____

Address: _____ City, State, & Zip: _____

Advisor: _____ Date: _____

Concentration (check one): ☐PK-12 Public/ Private School Leadership ☐Higher Education Leadership ☐Nonprofit Leadership and Management ☐ Individualized Program

Any changes in program **must** be approved by advisor and adjusted in writing on this form.

Leadership Component (18 units)

Course Number	Course Name	Semester/Year	Grade	Advisor's Initials	Comments
LEAD 600	Leadership Theory (3)				
LEAD 601	Organizational Theory and Change (3)				
LEAD 602	Leadership, Inquiry & Research I (3)				
LEAD 603	Ethics and Leadership (3)				
LEAD 604	Policy Making Processes (3)				
LEAD 605	Adult Development (3)				

Research Component (15 units)

Course Number	Course Name	Semester/Year	Grade	Advisor's Initials	Comments
LEAD 606	Leadership, Inquiry & Research II (3)				
LEAD 607	Stat Analysis/Quant Research (3)				
LEAD 608	Qual Research Design (3)				
Select one of the following: LEAD 612, 613					
LEAD 612	Advanced Qualitative Research (3)				
LEAD 613	Advanced Quantitative Research (3)				
Select 3 units of additional research units from the following: LEAD 612, LEAD 613, LEAD 582, LEAD 579 - Special Topics in Research, LEAD 579 – Action Research, or other as approved by the department.					

Specialization[1] (18 units)

Course Number	Course Name	Semester/Year	Grade	Advisor's Initials	Comments

[1]May include up to 12 units transferred in from another institution.

Dissertation Component[2] (12 units minimum)

Course Number	Course Name	Semester/Year	Grade	Advisor's Initials	Comments
LEAD 610[3]	Dissertation Seminar (3)				
LEAD 695	Dissertation ( )				
LEAD 695	Dissertation ( )				
LEAD 695	Dissertation ( )				
LEAD 695	Dissertation ( )				

[2] All candidates are required to register for at least 1 unit of LEAD 695 per semester in order to maintain continuous enrollment. After completing 9 units of LEAD 695, the student is required to register for one unit of LEAD 695 every semester until the dissertation has been defended and approved by the dissertation committee.

[3]Must pass part A of qualifying exam prior to enrolling in LEAD 610

International Experience Completed	Part A: Date completed	Part B: Date complete	Advanced to Candidacy

STUDENT FORMS

All forms are found on the Department of Leadership Studies Website:
https://www.sandiego.edu/soles/gateways/current-students/handbooks-forms-policies/

If you are not able to find the form you are looking for please contact the Leadership Studies Executive Assistant at 619-260-4637.

GENERAL FORMS

Form Title	Originating Office
• Doctoral Program Planning Form	Leadership Studies
• Add / Drop	Registrar
• Change of Name	Registrar
• Change of Address	Registrar
• Change of Advisor	Leadership Studies
• Request for Transcript	Registrar
• Independent Study	Graduate Records
• Transfer of Credit	Graduate Records
• Petition for Graduation	Graduate Records
• Substitution / Waiver of Graduate Requirement	Graduate Records
• Withdrawal / Leave of Absence	Graduate Records
• SOLES Student Assistance Plan	SOLES Dean's office
• International Requirement Form	SOLES Dean's office

CANDIDACY / DISSERTATION FORMS

Download forms online: http://www.sandiego.edu/soles/programs/leadership_studies
(Click on ***Forms & Resources***, then ***Students,*** *scroll to* ***Doctoral Candidacy and Dissertation Forms***)

- Dissertation Committee / Part A
- Outside Member - Dissertation Committee
- Request for Date of Dissertation Proposal Defense
- Request to Defend via Distance
- Template - Announcement of Dissertation Proposal Defense
- Sample - Dissertation Proposal Title Page
- Part B - Qualifying Exam Approval
- IRB Application for New Proposals
- IRB Proposal Cover Sheet
- Dissertation Format Manual
- IRB Project Research Report (Continuation or Summary)
- Petition for Defense of Dissertation
- Template - Announcement of Dissertation Defense
- Sample - Dissertation Abstract
- Template - Dissertation Approval Page
- Editors and Transcriptionists List
- Procedures for Submission of the Doctoral Dissertation – Instructions to Candidates (available from Graduate Records)
- Dissertation Action Form (available from Graduate Records)
- Sign-Off Sheet for Distribution of Doctoral Dissertation (available from Graduate Records)

FINANCIAL AID OPPORTUNITIES

University of San Diego
School of Leadership and Education Sciences

Overview of Financial Aid Opportunities

Although there are many ways to finance a doctoral study, all students are first encouraged to apply for federal financial assistance by completing the Free Application for Federal Student Assistance (FAFSA), available in the Financial Aid office (located in the Hughes Center) or you can apply online by visiting **www.fafsa.ed.gov.** After completing and then submitting the FAFSA, students will be notified of their eligibility for federal financial aid, which includes **loans and grants**. In addition to these funding opportunities, this document also describes the **Graduate Tuition Assistance Program** and **Graduate Assistantships** offered within the School of Leadership and Education Sciences, as well as various external sources of support. There are a few limited **SOLES Scholarship** opportunities, and information about these is available at:
http://www.sandiego.edu/soles/admission-and-aid/scholarships/leadership-studies.php

Financial Aid Opportunities

Within the School of Leadership and Education Sciences

All applications and updated information can be accessed via:

http://www.sandiego.edu/soles/admission-and-aid/scholarships/leadership-studies.php

School of Leadership and Education Sciences Doctoral Assistantships:

Each year a variety of positions may be available. Below is a general guideline for compensation and requirements. Students should visit the SOLES financial aid page regularly to check for new positions and deadlines for applying.

Award: Tuition scholarship: varies depending on position (12-18 units per year). Please note that the scholarship funds are taxable, and that the funds do not provide for the cost of books. Health benefits are also provided in some cases.

Salary: **9-month assistantship** (equals approximately 750 hours worked):
doctoral student - approximately $14,000
12 - month assistantship (equals approximately 1040 hours worked):
doctoral student -approximately $20,000

Criteria: Applicants should be currently enrolled SOLES doctoral students in good standing, carrying a full course load (6 units) per semester.

Deadlines: Varies per position, typically early each spring semester.

Notes: Open positions will be posted via the doctoral listserv and the SOLES Financial Aid page as they become available.

External Financial Aid Opportunities

Fellowships, Dissertation and Research awards are listed on the above referenced website and updated regularly. Students are encouraged to request faculty to nominate when necessary for the award.