The Ph.D. Program in Strategic Leadership and Administrative Studies

Student Handbook and Program Manual

May 2025

This student handbook and program manual provides details about the Ph.D. program. It is designed to present information and updated changes to assist both students and faculty in understanding program requirements. Students should also be familiar with the policies and procedures of Marywood University and information contained in the Graduate Catalog and the annual Calendar/ Student Handbook.

The Ph.D. program reserves the right to make any changes to its curricula, standards, policies, and requirements at any time in order to provide the highest academic and professional standards.

Admissions

Admissions to the PhD program in Strategic Leadership and Administrative Studies (SLAS) at Marywood University is based on open enrollment throughout the academic year. To be considered for priority admissions, completed applications that include a master's degree from an accredited college or university, an official transcript from each college, university, and/or professional school attended, two letters of recommendation, a reflective essay, and a resume must be submitted to the Office of Graduate Admissions. GRE or MAT scores are <u>not required</u>. Additionally for international students, a TOEFL score is required.

The Program Director will review applications and makes recommendations to accept or decline an applicant's request for admission. Students may apply for scholarship and/or assistantship awards by contacting the Director of Financial Aid in the Financial Aid Office LAC #85. Students may elect to defer an offer of admissions by one year and have approval by the Program Director. After that time, the student must reapply to the program through the Graduate Admissions.

The Ph.D. Program is an online program. A student may complete the program in 2 to 3 years. While enrolled in the program, students must register during Fall, and Spring semesters.

Program Mission, Philosophy, and Goals

Mission Statement

Consistent with the mission of Marywood University, the Ph.D. program in Strategic Leadership and Administrative Studies (SLAS) has as its primary goal the mastery of the administrative and leadership skills necessary for professionals working in business, education, health care, and social services. This mission aspires to engender professionals who pursue their leadership careers with a commitment to expertise, ethics, and empathy in an interconnected world.

Philosophy

With an emphasis on applied and evidence-based research, the PhD program in Strategic Leadership and Administrative Studies (SLAS) challenges students to further develop their administrative and leadership roles in the public, non-profit, or corporate organizations, as well as scholarly opportunities for those seeking employment in higher education. Through a focus approach students are prepared to meet the challenges of the 21st century by providing unifying administration and leadership in an increasingly interdependent world.

Goals

Marywood's Ph.D. Program in Strategic Leadership and Administrative Studies (SLAS) helps students to:

1. Develop an understanding of administrative & leadership roles that reflect the complexity of today's business, education, health care, and social services organizations.
2. Examine ethical issues related to administrative and leadership.
3. Engage in interdisciplinary scientific inquiry to address the complex problems of today's organizations.
4. Develop in-depth knowledge of administrative and leadership roles.
5. Demonstrate competence as a leader and a desire to provoke social change.

Advising

All student forms must be processed by the Program Director to ensure that they are completed and are in compliance with the program guidelines for graduation. The Program Director will serve as the academic advisor to all doctoral students.

Most of the doctoral faculty members are located in various departments and colleges across the campus. Students can contact faculty using the Marywood University Staff Directory through Marywood University's home page. Faculty members participating in any graduate group are subject to change as members join, resign, or retire.

Keep informed during your graduate career: seek out opportunities to discuss your career goals and plans for attaining them with the Ph.D. Program Director. Be aware of opportunities for social and intellectual interactions in your program and take advantage of them.

Take time to read the various publications designed to inform graduate students, e.g., the Graduate Student Handbook, Class Schedule and Registration Guide. There are also several bulletin boards across campus that contains general information about employment opportunities, fellowships, and scholarships. The Ph.D. Program web page is also a good resource for information.

Curriculum

The Ph.D. in Strategic Leadership and Administrative Studies (SLAS) is a post master's **60-credits** program. However, with the waiving of the 12 elective credits, the total required credits for the competition of the program is 48 credits.

Foundation Course (21 credits): *Students are required to complete the following seven Foundation courses:*

SLAS 6001 Administrative and Leadership Theories
SLAS 6002 Ethical Leadership
SLAS 6003 Policy Analysis and Organizational Dynamics
SLAS 6004 Program Assessment and Evaluation
SLAS 6005 Organizational Budget and Finance
SLAS 6006 Administrative Law
SLAS 6007 Equity and Inclusion

Research Courses (18 credits): *Students are required to complete the following six Research courses:*

SLAS 6008 Qualitative Research Design
SLAS 6009 Quantitative Research Design
SLAS 6010 Advanced Quantitative Research (*prerequisite: SLAS 6009*)
SLAS 6011 Statistical Analysis (*prerequisites: SLAS 6009 and 6010*)
SLAS 6012 Pre-Dissertation Seminar (*prerequisites: SLAS 6008, 6009, 6010, and 6011*)
SLAS 6013 Qualifying Seminar (*prerequisites: completing all research courses and the bulk of Foundation courses*)

Electives (12 credits): *Waived through Advanced Placement.*

Dissertation (minimum of 9 credit hours):

All students are required to write and successfully defend a dissertation in order to graduate. Pre-requisites: The successful completion of all coursework.

SLAS 7000 Doctoral Dissertation

Total Required Credits for the Program

Item	Required Credit
7 Foundation Courses	21 Credits
6 Research Courses	18 Credits
4 Elective Courses	*Waived through Advanced Placement.*
Dissertation	09 Credits *(minimum)*
Total	**48 Credits**

Course Registration

Students currently enrolled in any given semester are expected to register in advance for the following semester by the deadline set by the Registrar's Office. Students who need consultation regarding their program needs should arrange for an appointment with the Program Director. The dates provided for advance registration are listed in the University Calendar. The date a form is received or an on-line registration is completed at the Academic Records Office is the official date of receipt.

All registration forms must be reviewed and signed by the Program Director, or, if the student is registering online, then the Program Director must clear the student for registration (after a discussion of the student's plans for the upcoming semester). All course choices must be approved by the Program Director. According to University policy, places in class cannot be reserved for students who submit payment after a prescribed date.

Master Course Schedule

Fall	SLAS **6001**: Administrative and Leadership Theories
	SLAS **6003**: Policy Analysis and Organizational Dynamics
	SLAS **6006**: Administrative Law
	SLAS **6007**: Equity and Diversity
	SLAS **6009**: Quantitative Research Design
	SLAS **6010**: Advanced Quantitative Research (*prerequisite: SLAS 6009*)
	SLAS **6011**: Statistical Analysis (*prerequisites: SLAS 6009 and 6010*)
	SLAS **6012**: Pre-Dissertation Seminar (*prerequisites: SLAS 6008, 6009, 6010, and 6011*)
	SLAS **6013**: Qualifying Seminar (prerequisites: completing all research courses and the bulk of Foundation courses)

Spring	SLAS **6002**: Ethical Leadership
	SLAS **6005**: Program Assessment and Evaluation
	SLAS **6005**: Organizational Budget and Finance
	SLAS **6008**: Qualitative Research Design
	SLAS **6010**: Advanced Quantitative Research (*prerequisite: SLAS 6009*)
	SLAS **6011**: Statistical Analysis (*prerequisites: SLAS 6009 and 6010*)
	SLAS **6012**: Pre-Dissertation Seminar (prerequisites: SLAS 6008, 6009, 6010, and 6011)
	SLAS **6013**: Qualifying Seminar (prerequisites: completing all research courses and the bulk of Foundation courses)

Selected Foundation courses will also be offered during the summer session per the Program Director's approval. No Research courses will be offered in the summer sessions.

The Qualifying Process

The Qualifying Experience required by the PhD Program in Strategic Leadership and Administrative Studies is based on the same concept adapted by many doctoral programs at other universities. It is intended to measure the students' competency and mastery of concepts in their field of studies and applied as a prerequisite for starting the doctoral candidacy and dissertation process. In order to qualify for the doctoral candidacy and participating in the dissertation process students must engage and successfully complete the Qualifying Experience after fulfilling all required courses. To do so, students must register for SLAS 6013: Qualifying Seminar which is offered each fall or spring semesters, and successfully complete the course.

Students are NOT permitted to enter the candidacy phase of writing their dissertation until they have successfully passed the Qualifying Seminar. Also, a student cannot simultaneously take a dissertation credit while engaged in the Qualifying Seminar. Only upon the successful completion of the Qualifying Process when a student candidate is permitted to enter the Dissertation Phase and start registering for dissertation credits.

The Qualifying Seminar requires the student to write a quality paper equivalent to manuscripts submitted to reputable peer-review journals. A student to choose the topic of the qualifying paper autonomously and write the entire paper as an independent study. The qualifying paper must have a clearly stated thesis statement and conduct a thorough literature review by presenting a detailed background of the issue and explaining its scopes and dimensions from three distinct perspectives as well as an ethical implication. A final set of policy and procedural recommendations is required as a conclusion of the paper. As such, the paper must have:

- A clearly stated **Thesis Statement**.
- Conduct a thorough **Literature Review** by presenting a detailed background of the issue. • Explain the issue's scope and dimensions from **Three Distinct Perspectives** as well as an **Ethical Implication**.
- Identify and elaborate on major emerging themes from the literature review. Analyze the themes based on at least **Four Theories**.
- A final set of **Policy Recommendations** is required as a conclusion of the paper.

Use a problem statement to write a sole-authored, publishable-quality qualifying research paper based on answering questions related to the Problem Statement, which includes an integrated review of the current literature, analysis, and policy/ programing recommendations.

Submit the paper as a Word document attachment in an email to the seminar facilitator. Do not include any reference to yourself during the entire paper and delete your name from the file's electronic property.

The Qualifying Paper must follow the following guidelines:

- APA style in referencing.
- Minimum of 30 pages.
- Typed on an 8 ½ by 11-page size.
- Double spaced, Times New Roman and 12 font throughout the paper (except for 14 font for the title).
- Page numbering must be placed in the lower center part of the paper.
- Start with a Title Page, followed by a page for an Abstract, and a page for a Table of Contents.
- The paper's body must be organized as:

  - Cover Page.
  - **Abstract:** Single-spaced, no more than three paragraphs that illustrate the focus and themes of the paper. Add at least four to five keywords at the end of the abstract.
  - Table of Contents.
  - **Introduction** (at least one page): It must include a problem statement and background of the problem. Make sure the problem statement addresses the following:

    What (is the issue/problem)?
    Where (it took place)?
    When (it happened)?
    Who (was involved?)?
    How (your paper is going to go about examining its cause)?

  - **Literature Review** (at least 10 pages).

  - **Analysis** (at least 6 pages): Identify and elaborate on major emerging themes from the literature review. Explain and analyze the themes from **Three Distinct Perspectives** while based on at least **Four Theories**.

  - **Ethical Implications** (at least 2 pages): Explain the ethical implications of the problem if remains unresolved.

  - **Policy Recommendations** (at least 2 pages): Indicate specific policy recommendations to address the problem that you had discussed and analyzed in the paper.

  - **Summary**: Summarize the entire paper in at least three pages.

  - **References** (separate page; at least 30 references composed of journal articles, books and online resources).

Important: APA style in referencing and a bibliography of at least 30 sources must be properly cited. Paper organization, formatting and writing style must be of high quality suitable for advanced graduate studies and peer-review journal submission criteria. Accordingly, and after successfully passing the Qualifying Experience students must submit their completed Qualifying Papers to the program's flagship scholarly peer-review journal, *The Journal of Applied*

Professional Studies (JAPS) and follow the submission guidelines of the journal. All Qualifying Papers that had passed the review process are eligible for publication in the journal.

Qualifying Papers Submission Process

On October 15th of the fall semester or March 15th of the spring semester students must submit their Qualifying Papers as a Word document to the Program Director while omitting any personal references to themselves. The Program Director will then submit the papers for review.

Qualifying Papers Evaluation Process

On November 1st of the fall semester or April 1st of the spring semester the review results will be communicated to the students by the Program Director via emails. If the paper is accepted, then the student will pass the Qualifying experience and be eligible as a PhD Candidate to form a dissertation committee during the following spring semester and start the dissertation process. If the paper is rejected, then the student must repeat the seminar. Students can repeat the seminar twice. If a student failed the qualifying experience during the third repeated seminar then he/she will be dismissed from the program. If the review recommended the paper to be revised and resubmitted, then the student must do so no later than November 15th in the fall semester or April 15th in the Spring semester.

The second review of the revised Qualifying Paper will then conclude no later than December 3rd in the fall semester of April 30th in the spring semester. If the revised paper has passed the second review, then the student can move forward toward as a PhD Candidate, form the dissertation committee during the following spring semester and start the dissertation process. If the revised paper failed the second review, then the student must retake the seminar. Again, if the student failed during the third repeated seminar, then he/she will be expelled from the program.

As stated earlier, the review is anonymous. To maintain fairness and objectivity, the reviewing faculty do not know the students, nor the students will know the reviewing faculty. As such, any request for direct contact with the reviewing faculty before, during, or after the review will not be accepted.

ABD Pathway

If a student had achieved all but the Dissertation (ABD) either at Marywood or elsewhere, the Ph.D. Program in Strategic Leadership and Administrative Studies at Marywood University offers such a student a path to complete the program without retaking or repeating the courses.

The Program offers the ABD students the opportunity (upon acceptance) to only complete 9 credits of coursework and 9 dissertation credits (a total of 18 credits). This pathway is specifically designed for career professionals who are seeking to complete their doctoral studies and earn their Ph.D. without taking time off from their careers.

Program of Study of the ABD Pathway:

SLAS 6002: Ethical Leadership (3 credits)
SLAS 6012: Pre-Dissertation Seminar (3 credits)
SLAS 6013: Qualifying Seminar (3 credits)

SLAS 7000: Dissertation (min of 9 credits)

Scholarships, Graduate Assistantships, Other Financial Support

Students may apply for the Miller Endowment scholarships and graduate assistantships each academic year. Students also are encouraged to pursue other assistantship opportunities which may be available in other departments on campus.

Student Evaluation

After each semester, student academic progress is monitored by the Program Director. Formal student reviews may occur, with an informal review when warranted.

Program Course Evaluation

Each semester students complete the University's course evaluations. Students are encouraged to be candid and to provide constructive feedback to their course instructors.

Standards for Continuation

A cumulative QPA of 3.00 is the minimum for continuation in the program. Students who fail to maintain a 3.00 average in their coursework will be required to meet with the Ph.D. Program Director and a corrective action plan will be enforced. Typically, one or two semesters will be allowed for the student to establish the required 3.00 average otherwise the student will be dismissed from the program. **A minimum letter grade of "B-" is also required for all coursework.**

Continuous registration is required during the fall and spring semesters. Students must successfully complete their Qualifying Seminar after the completion of their course work. Professional conduct is expected at all times.

Electronic Communication

Email is a major source of communication between the program, instructors, and students. All students are assigned a Marywood University e-mail account. Students should check their Marywood e-mail accounts on a regular basis so as to not miss out on important notifications about program information.

Doctoral Candidacy

Students are admitted to candidacy following successful completion of the Qualifying Seminar and may use either the terms "doctoral candidate" or "ABD" after their name in professional settings. Only upon successful defense of a student's dissertation can the term "Ph.D." be used.

Dissertation Procedures

Mandatory Training in Human Subjects Protection

All student researchers must complete the online Collaborative Institutional Training Initiative (CITI) that includes two course modules: Social and Behavioral Responsible Conduct of Research and Social Behavioral Research Researcher. Further information and a link to the training site are available on the University's IRB webpage: http://cwis.marywood.edu/irb/.

Institutional Review Board

All dissertation proposals must be reviewed by the University's Institutional Review Board.

Necessary forms are available on the University's IRB website: http://cwis.marywood.edu/irb/.

A student may submit their dissertation proposal to the IRB once their committee has approved the proposal and a proposal can be submitted to the IRB at any time during the calendar year.

Student and Faculty Roles and Responsibilities in Research

Responsibility for the selection, development, implementation, and analysis of the dissertation research belongs to the student. A student may decide, with the written approval of their Dissertation committee, to consult with an outside statistician to assist in the analysis of research data. It is expected, however, that the student be able to respond effectively to committee questions during the dissertation defense about the interpretation and understanding of the research data.

Dissertation Committee Chairperson

It is the responsibility of the faculty Dissertation chair to guide the student as needed in the research endeavor, in consultation with the dissertation committee members, during the proposal meeting and thereafter until a successful defense is achieved.

Students are encouraged to find a faculty Dissertation Chair while registered in SLAS 6012 (Pre-Dissertation Seminar). A Dissertation Chair must be a full-time Marywood University faculty member with a terminal degree.

A student who is an employee of Marywood University may not have their immediate supervisor serve as the chair of their Dissertation committee.

In addition to the responsibilities listed below under Role of Dissertation Committee member, the Chair's primary responsibility is to guide the candidate through the dissertation process. Specific responsibilities include the following:

1. Helping the candidate with the selection of other committee members.
2. Determine when meetings of the Committee should be held.
3. Direct the defense of the candidate's research proposal for feedback and approval.

4. Determine when each section of the candidate's work is ready to be reviewed by all committee members.
5. Assess the progress of the candidate at the close of each semester by assigning a letter grade of satisfactory or unsatisfactory progress, in accordance with the University's academic calendar due date for final grades.
6. Determine when a pre-defense meeting of the Committee and candidate will be held.
7. Determine with the other committee members when the candidate's dissertation is ready to be defended.
8. Advise candidates to register for Degree Candidacy in the semester expected for graduation.
9. Direct the defense of the dissertation.

Dissertation Committee

A Dissertation Committee is composed of the Dissertation Committee Chair and two other full-time Marywood University faculty members, or one university faculty member and an outside expert. Committee members are to be invited based on consultation with the dissertation chair.

A committee member must hold a terminal degree (Ph.D. or equivalent) and can hold an academic or professional appointment. When an outside expert is invited to be a committee member, then the curriculum vitae of the outside expert must first be submitted to the Dissertation Committee Chair for approval. Outside members who are appointed to the committee are not compensated for their service and serve on the committee voluntarily.

Retired or former Marywood faculty may continue to serve on the committee either as a member or as chair, if approved by the Dissertation Committee Chair.

The committee members' primary responsibility is to ensure that a scholarly product is the final result of the dissertation process. Other responsibilities include, but are not limited to the following:

1. Evaluate the candidate's research proposal.
2. Provide written and/or oral feedback on various drafts of the candidate's dissertation chapters.
3. Attend all meetings of the full dissertation committee.
4. Attend the candidate's dissertation defense.

Prior to registering for dissertation credits, the **Dissertation Committee Appointment Form** must be completed and submitted to the Ph.D. Program Director.

Dissertation Credits

Students are not eligible to register for dissertation credits until the Qualifying Seminar and all required coursework (including SLAS 6012: Pre-Dissertation Seminar) have been successfully completed. The student must also have a signed "**Dissertation Committee Appointment Form**" on file with the Ph.D. Program Office.

Students are required to complete a minimum of 9 credits of doctoral dissertation. The typical registration is for credits in each of two adjacent academic semesters. However, the number of credits taken each semester is flexible. Students are cautioned against registering for credits without completing the requisite level of work on the project to warrant a "Satisfactory" grade.

Initial consultation with the Dissertation Committee Chair should include clarification of the expectations of progress on the project necessary to obtain a satisfactory grade. If the dissertation has not yet been defended after satisfactory completion of 9 dissertation credits, then a continuous registration of 1 dissertation credit per academic semester is required until successful defense.

Registration for Dissertation Credits

Registration for dissertation credits cannot occur until the student has secured a Marywood Faculty Dissertation Chair and committee along with the notified the Program director via email of the full committee. This process should be done in advance of the required registration during the semester preceding the start of the dissertation, typically during the Pre-Dissertation Seminar (SLAS 6012).

When approaching a potential Dissertation chairperson, students should have a clear idea of their desired research topic. Faculty with similar interests should be contacted first. Students may consult with their course instructors and/or Program Director for assistance in seeking a dissertation mentor and committee membership.

Dissertation Committee Meetings during Data Collection

The use of a single survey as the sole measure of data outcomes is not acceptable. If a survey is being used to collect data, then some other objective measure to correlate with the survey is required.

Another objective measure will further validate the survey data collection. During the period of data collection, the student should meet with the full dissertation committee as frequently as needed. The student must also meet with the committee at least once between the time the research proposal was accepted and the dissertation defense.

Dissertation Format

1. APA Style as described in the most current Publication Manual of the American Psychological Association is to be followed.
2. The Copyright Act of 1976 provides for statutory copyright protection for any work fixed in a tangible medium. Following the Dissertation title page, the following copyright notice should be affixed on a separate page: "© year - Author's Name All rights reserved."
3. The left margin must be 1 1/2", the right, bottom and top margins must be 1". These margins must be respected for graphs, charts, illustrations, etc. Use font size 10-12 using the same style of font or typeface throughout.
4. Front matter may include acknowledgements, list of illustrations or tables, glossary of terms.

Dissertation Defense

Once the Dissertation Committee Chair has approved the final draft of the dissertation, a defense date and time is set by the student in consultation with all committee members, and then inform the Program Director.

Students are advised to be alert to the defense date deadlines within a particular academic session. Six (6) weeks prior to the defense date, students are to email the Program Director with their intent to defend.

The student is to provide an electronic format (in "Word" document) of their dissertation *3 weeks prior to the scheduled defense* to the Program Director and committee members.

The Candidate and Dissertation Committee selects **two Readers** at least three weeks prior to the scheduled dissertation defense date. Readers are to ask questions and present their feedback to the Dissertation Committee. A Reader must hold a terminal degree from an accredited university and to be selected either from the faculty pool at Marywood University or from outside of the university.

A dissertation defense should be no longer than 90 minutes. All dissertation defenses are to be conducted online through Zoom or Google Meet.

A majority vote of the Dissertation Committee members and at least one Reader is required to pass the defense. It is not unusual for students to be passed with the provision that the research mentor supervise the corrections or additions to the final draft of the dissertation.

Final Dissertation Submission

The student has two (2) weeks to provide the Ph.D. Program Director with an electronic Word document of the <u>final</u> dissertation. A student who does not complete this process in a timely manner will not be eligible for graduation.

Conference Presentation and Publication of Student Research

Students are strongly encouraged to present their research to regional, national, or international professional audiences. Research mentors typically are also willing to assist in the development of the student's dissertation into a manuscript for publication. In these cases, the student has to have first authorship. If after two years the doctoral student does not publish his/her data, then the Dissertation Committee Chair gains ownership of the data and may publish the results as first author.

Graduation

It is necessary to register for graduation during the regular registration period for the academic term (Fall, Spring, Summer II) in which all doctoral degree requirements will be completed. Students must also be registered for at least 1 credit of dissertation in the semester they plan to defend. Students must also enroll for the following:

Time Limitation Policy

All degree requirements must be completed within 7 years of program entry. A one year extension of the terminal date is considered only when there is substantial evidence that the student has made regular and consistent progress toward completion of degree requirements. Requests for extensions must be made in writing to the Program Director; full documentation of serious causes must be included. If in support of the request, then the Program Director will notify the student, the Dissertation Committee Chair, and Registrar's office of the decision. This period of time is rarely extended and is granted only under dire circumstances.

Leave of Absence

Students who cannot actively pursue their degree studies for more than two consecutive semesters are well advised to seek a program-approved leave of absence. Without any documented and approved leave of absence recorded, students will be held strictly accountable to the 7-year time limit for degree completion.

The time limit applies to all degree requirements including a degree candidate's dissertation and any other degree closure experiences/requirements. Failure to return to graduate studies by the specified date from an approved leave of absence may result in the administrative withdrawal of the student from Marywood.

Requests for a leave of absence must be made in writing to the Program Director; full documentation of serious cause must be included. If in support of the request, then the Program Director will notify the student, Dissertation chair (if appropriate), and Registrar's office.

No leave of absence will be granted without the prior approval of the Program Director. The maximum additional time permitted through any combination of leaves of absence is two calendar years. Leave of absence petitions must generally be filed with the Program Director at least two months prior to the semester they are proposed to take effect.

Marywood
UNIVERSITY

The PhD Program in Strategic Leadership and Administrative Studies

(Title of Dissertation)

By

(Name of Student)

Submitted in Partial Fulfillment of the Requirements for the Degree of
Ph.D. in Strategic Leadership and Administrative Studies

Position	Name	Signature
Chair, Dissertation Committee		
Committee Member		
Committee Member		
Reader		
Reader		

Approval Date: _____

Program Policies

Professional Conduct

The Ph.D. program requires students and doctoral faculty to conduct themselves as professionals. As such, students and faculty are expected to act in a manner that displays the highest regard for

human dignity. This professional behavior is expected both in the classroom and other relevant professional settings (e.g., when conducting research, during *practice*, on student *listservs*, during dissertation defense, etc.). Evaluation of professional conduct includes formal written evaluations by practicum supervisors and the completion of a Dissertation Rubric by the Dissertation Committee members.

Any student found lacking in professional conduct may be placed on probation or dismissed from the program. Students placed on probation are given one semester to rectify the problems identified in a written Corrective Action Plan. If the Program Director, in consultation with the College Dean, believes the situation has been rectified during a probationary period, then the student will be allowed to continue in the program.

If the situation is not rectified, then the student will either be recommended for dismissal or the probationary period may be extended if sufficient progress is being made to rectify the problems identified in the Corrective Action Plan and a revised Corrective Action Plan will be implemented. Additionally, in the event a conflict of interest arises between a student and a faculty member serving on a dissertation committee, the committee member should consult with the dissertation chair or in the circumstance where the conflict is with the dissertation chair, then the student should consult with the Program Director.

Students are required to adhere to their relevant professional code of ethics, as well as the University's conduct policies. Students may appeal any program decisions following the grievance procedures of the University (see Grievance Policies below).

Plagiarism Policy

The following is the University's statement on plagiarism:

> Plagiarism is defined as the offering as one's own work the words, ideas, existing imagery, or arguments of another person. Using the work of others requires appropriate attribution by quotation, reference, or footnote. Use of information without attribution from any source, including The Internet, is considered plagiarism.

Other academic penalties of plagiarism for a specific course will be outlined in the course syllabus.

Plagiarism constitutes both an academic violation and a code of conduct violation. Students who have plagiarized are placed automatically placed on academic probationary status. The occurrence of a second incident of plagiarism will result in the recommendation to the College Dean for a suspension of the student from the program.
Plagiarism which occurs on Qualifying Papers will result in recommendation for dismissal from the program. Plagiarism which occurs as part of the dissertation process will result in recommendation for dismissal from the program, following the University's Research Misconduct Policy. Students are expected to have a thorough understanding of what constitutes plagiarism, whether it be verbatim copying of information or improper paraphrasing. Several links to Internet sites that describe plagiarism issues can be found through the University Library website. These

sites offer strategies to avoid plagiarism, as well as examples of proper and improper paraphrasing. Although there may be instances where plagiarism occurs innocently, ignorance is no excuse.

The penalties discussed above are applied regardless of student intent; it is the professional responsibility of the student to be aware of issues related to plagiarism and to insure that she/he does not engage in plagiarism. Students also are advised to utilize web resources to self-check their papers for proper paraphrasing. All qualifying papers will be checked using TurnItIn.com by the Ph.D. Program Office before forwarding the paper to Faculty Reviewers.

Grading Errors

A student who believes that an error has been made in assignment of a grade must initiate immediate contact with the instructor of the course; any changes made by the faculty member must be made within 90 days of the end of the semester for which the grade was assigned, or in case of the resolution of an "I" ("Incomplete") grade, within 90 days of the filing of that grade.

The student is responsible for reporting to the Office of Academic Records any other error on the academic record within 30 days after a grade or other academic record report is issued to the student. Marywood University will not be liable for unreported errors on student records.

Grievance Procedure

Before deciding to initiate a formal academic grievance, the student should have:

- Approached the instructor directly involved with the alleged problem, Track Coordinator, or Program Director to determine if you can resolve the matter informally.
- Review the formal academic grievance procedure.
- Seek advice from appropriate parties to ensure the grievance is not properly addressed by the University's Civil Rights Policy or Grade Appeal Policy.

The process for filing a formal academic grievance are listed below, however a student may request that the grievance be discontinued at any step in the process.

Phase One – Initial Filing

1. The formal academic grievance must be filed on **Form A: Student Information** within 30 working days from the date when the alleged incident occurred or the problem began. Failure to act within this time period will rule out any future consideration of the matter. A copy of the form must be filed with the supervisor of the person you are grieving (the Program Director if the grievance is against program faculty; the College Dean if the grievance is against the Program Director).

2. The Program Director will immediately acknowledge receipt of the grievance in writing and provide the student with a copy of this acknowledgement. After consultation with appropriate parties, the student will receive, within 20 working days of the receipt of the grievance, a written decision from the supervisor.

Phase Two – The University Academic Grievance Committee

If the grievance has not been resolved to the student's satisfaction, then the student may request a formal review by a University Academic Grievance Committee. The process is outlined below:

1. The student must submit, within 10 working days after receiving the written decision of the supervisor, a copy of **Form A and Form B**, to appear before the University Academic Grievance Committee. **Form B** is used to once again state the nature of the grievance and the reason(s) why the supervisor's response was unsatisfactory. A copy of the supervisor's response to **Form B** is required.

2. The College Dean will then convene a University Academic Grievance Committee that will include the following membership:

   • Four students from the program are not within same specialization track as the student who is petitioning.
   • Four faculty members outside of the student's college and specialization track.
   • One professional staff representative who deals with student affairs issues

The Ph.D. Program Director (or Dean) will serve in an ex officio capacity without a vote and has the responsibility for seeing that the grievance process proceeds as outlined in this guide. The Program Director is to provide assistance to the University, the student grievant, the employee, the supervisor or the student grieving against and to the Student Grievance Committee. The College Dean or Ph.D. Program Director may be present at all hearings held by the Student Grievance Committee, if required.

Grievance Committee Procedures

1. The chairperson of the Committee shall be elected by the members of the University Academic Grievance Committee.

2. A quorum shall consist of two student members, two College representatives, plus the professional staff representative.

3. The College Dean convening the University Academic Grievance Committee will determine which, if any, faculty and students have a vested interest in a particular hearing and declare them ineligible.

4. The Chair of the Committee will secure from the student all pertinent information (**Form A, Form B, attachment letter from supervisor, and other supporting materials**). Likewise, expect the Chair of the Committee to secure also from the employee against whom the grievance was filed a response to the grievance and additional pertinent information.

5. The College Dean shall convene the committee to provide (as appropriate) a hearing with the students. The hearing and related processes should be completed within sixty (60) days of the filing of the formal request for a hearing. The Committee will schedule separate

inquiries with the student, the employee, and the supervisor. Everyone must provide the pertinent facts that the Committee needs to determine the merits of the complaint. The committee may conduct additional hearings it considers necessary to render a fair decision. The student may request and be granted an opportunity to appear before the Committee in the presence of the other party.

6. The committee shall decide by majority vote the solution of the grievance. Upon deliberation of the information presented, the committee will either:

   • Uphold the original action.
   • Dismiss/censure the action.
   • Grant your request for a solution.
   • Determine a mutually acceptable compromise between the student and the person who is being grieved against.

7. The student will receive from the Program Director a copy of the committee's final recommendation and a copy of the recommendation will be sent to the College Dean.

8. The final decision on the matter rests with the Provost or President, as appropriate to the grievance.

Rights of the Parties Involved in a Grievance

When a grievance hearing is scheduled, the parties involved are entitled to:

1. A written notice of the complaint.
2. A written notice of the time and place of the hearing.
3. Review of all submitted evidence, documents or exhibits that each party may present at the hearing.
4. Access to the names of the witnesses who may testify.
5. Appear in person and present information on his/her behalf, call witnesses and ask questions of any person present at the hearing.
   • If either the student or the party involved fails to appear before a scheduled committee hearing, then each party will have three (3) working days to submit acceptable evidence for the absence. If not submitted, then a decision will be made on the available evidence.
   • Appeals on alleged violations of the process described herein may be made to the next supervisory level.