

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

**Student Handbook and
Program Manual**

Summer 2026

This student handbook and program manual provides details about the Ph.D. program. It is designed to present information and update 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 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 not required. Additionally for international students, a TOEFL score is required.

The Program Director will review applications and make 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 admission by one year and have approval from the Program Director. After that time, the student must reapply to the program through Graduate Admissions.

The Ph.D. Program offers online, in-person courses with Full or Part Time options. Students must complete the program within 7 years. While enrolling in the program, students must also 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 follow 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 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 contain 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 completion of the program are **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

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 the 9 credits of coursework and the 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. Students who lack research courses in their prior doctoral programs must complete these courses at our program, including qualitative, quantitative, advanced quantitative research, and statistical analysis.

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)

D2D

Students who already hold a doctoral degree from an accredited institution can enroll in our D2D program and complete only 27 credits. These credits include 6 Research courses (18 credits) and 9 Dissertation credits.

Program of Study of the D2D Pathway:

SLAS 6008: Qualitative Research Design (3 credits)
SLAS 6009: Quantitative Research Design (3 credits)
SLAS 6010: Advanced Quantitative Research (3 credits)
SLAS 6011: Statistical Analysis (3 credits)
SLAS 6012: Pre-Dissertation Seminar (3 credits)
SLAS 6013: Qualifying Seminar (3 credits)
SLAS 7000: Dissertation (min of 9 credits)

International Track (AASTMT)

SLAS Courses to Be Taught at Marywood by MU Faculty (9 credits)
SLAS 6001: Administrative and Leadership Theories
SLAS 6002: Ethical Leadership
SLAS 6003: Policy Analysis and Organizational Dynamics

AASTMT Courses to be Transferred to MU (9 credits)
AASTMT: Advanced Studies in Operations Management
AASTMT: Advanced Studies in Marketing

AASTMT: Corporate Governance

SLAS Courses to be Taught by AASTMT Faculty and then Delivered to MU (3 credits)

SLAS 6005: Organizational Budget and Finance

SLAS Courses to be Taught at Marywood by MU Faculty (6 credits)

SLAS 6008: Qualitative Research Design

SLAS 6013: Qualifying Seminar

AASTMT Courses to be Transferred to MU (12 credits)

AASTMT: Applied Statistics in Management

AASTMT: Econometrics

SLAS Courses Taught by AASTMT Faculty and then Delivered to MU (6 credits)

SLAS 6009: Quantitative Research Design

SLAS 6012: Pre-Dissertation Seminar

Electives (12 credits): All 12 credits are transferred from AASTMT

Marketing Track	Human Resources Management Track	Finance and Investment Track	Entrepreneurship & Small Business Management Track
AASTMT: Strategic Marketing	AASTMT: Strategic Human Resource Management	AASTMT: Portfolio Theory and Assets Pricing Models	AASTMT: Entrepreneurship and Small Business Management
AASTMT: Marketing Research	AASTMT: Compensation and Benefits	AASTMT: Capital Structure and Companies Valuation	AASTMT: Planning and Management for New Business Venture
AASTMT: New Trends in Marketing	AASTMT: New Trends in Human Resources	AASTMT: New Trends in Finance and Investment	AASTMT: Marketing Strategies for Entrepreneurs and Small Business
AASTMT: Customer Relationship Management (CRM)	AASTMT: Employees and Labor Relations	AASTMT: Global Banking and Capital Marketing	AASTMT: Leadership and Strategic Thinking for Entrepreneurs

Education Tracks

Students are required to complete the following five (5) EDUC courses:

Superintendent Letter of Eligibility Track	Curriculum & Instruction Supervisor Track	PK-12 Principal Track	Special Education Supervisor Track
EDUC 604: School, Community, Public Relations	EDUC 552: Personnel Leadership in Schools	EDUC 545: Administrative Theory for School Leaders	SPED 500: Law & Special Education
EDUC 605: Communication Theory and Organizational Dynamics	EDUC 604: School, Community, Public Relations	EDUC 547: Curriculum Planning	SPED 507: Characteristics of Exceptional Learners
EDUC 606: Labor and Negotiation	EDUC 605: Communication Theory and Organizational Dynamics	EDUC 548: Supervision & Evaluation of Faculty and Staff	SPED 511: Curriculum Adaptations for Special Learners
EDUC 607: Business and Facilities Management	EDUC 611: Instructional Design	EDUC 549: Law and the School	SPED 539: Behavior Management Approaches
EDUC 617: School Leadership & Special Education	EDUC 613: Data and Analytics for School Leaders	EDUC 551: School Finances	SPED 540: Administration & Supervision of Special Education Programs

SLAS Courses

SLAS 6002	Ethical Leadership
SLAS 6004	Program Assessment and Evaluation
SLAS 6005	Organizational Budget and Finance
SLAS 6007	Equity and Inclusion
SLAS 6008	Qualitative Research Design
SLAS 6009	Quantitative Research Design
SLAS 6010	Advanced Quantitative Research
SLAS 6011	Statistical Analysis
SLAS 6012	Pre-Dissertation Seminar
SLAS 6013	Qualifying Seminar
SLAS 7000	Doctoral Dissertation (<i>minimum of 9 credits</i>)

Total Required Credits for the Program

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

Course Registration and Withdrawal

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 up 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.

Students must also follow the prerequisites requirements.

To withdraw from a course during the fall and spring semesters, students must complete the Change of Schedule Form (available on the Registrar's website) and submit the completed form to the Program Director. Students must also be aware of the last day for withdrawal from a course as well as the amount of refunds expected to be expected when withdrawing during a particular date within the window of withdrawal as such an amount will vary based on the date (read more about withdrawal and refunds at <https://www.marywood.edu/affordability/tuition/refunds>).

- If a student withdraws or takes leave of absence on or before the 9th day of the start of class, 100% of the tuition and fee charges will be cancelled.
- If a student withdraws or takes a leave of absence between the 10th and the 16th calendar day after the start of the class, the student will be responsible for 25% of the tuition and fee charges, and 75% of tuition and fee charges will be cancelled.
- If a student withdraws or takes a leave of absence between the 17th and the 23rd calendar day after the start of the class, the student will be responsible for 50% of tuition and fee charges and 50% of tuition and fee charges will be cancelled.
- If a student withdraws or takes a leave of absence between the 24th and the 30th calendar day after the start of the class, the student will be responsible for 75% of the tuition and fee charges, and 25% of tuition and fee charges will be cancelled.
- If a student withdraws or takes a leave of absence after the 30th calendar day after the start of the class, the student is responsible for 100% of tuition and fee charges. No tuition or fee charges may be cancelled after the 30th day of the start of the class.

Financial aid received by students who withdraw may also be adjusted. Students who receive federal financial aid and who withdraw during the first 60% of a semester will have their federal financial aid adjusted based on the percentage of the semester completed prior to withdrawal. That is, Title IV funds earned are defined as the same percentage of the federal financial aid received as the percent of the semester completed. This percentage is calculated by dividing the number of days in the semester (excluding breaks of five days or longer) into the number of days completed (excluding breaks of five days or longer) prior to the withdrawal. Unearned Title IV funds must be returned to the corresponding programs. According to the current federal regulations, earned Title IV funds are used to pay institutional charges first.

The date of withdrawal used for calculating the return of Title IV funds is determined by the date the student completes the withdrawal process at the Office of Academic Records, unless there is evidence documented by the course instructor of class attendance beyond that date. According to current Federal regulations, there will be no adjustment to Federal financial aid after the completion of at least 60% of the semester. Students who do not follow the official withdrawal procedure, but who stop attending classes for all their courses, will be considered to have withdrawn at the 50% point of the semester, unless attendance is otherwise documented by the course instructor.

Marywood will refund credit balances resulting from federal Title IV aid no later than 14 days after the first day of classes or the date the funds were applied to the student's account, whichever comes last. All other refunds will be held on the student's account unless a refund is requested. To request a refund, click on the [Request Refunds Form](#).

For summer semesters only:

- Refer to [Student Accounts Important Dates](#) for specific dates which are dependent on the summer terms.
- Students may appeal their tuition refund decision by completing the [Appeal Requests Form](#). The form will be reviewed by a group of campus representatives who will review the students' submission and verify facts impacting your refund. The student will be notified via email of the group's decision within 30 days.

- The Office of Student Accounts suggests that students concerned about potentially withdrawing or taking a leave of absence in the middle of a term should consider [Tuition Insurance](#) to avoid the risk of not being fully refunded.

Tuition and Fees: See the cost of tuition and fees by clicking on the following link: <https://www.marywood.edu/affordability/tuition/cost>

Student Health Insurance: Fully online programs do not need to have health insurance and will not be covered under the University's health insurance policy. No exceptions.

Master Course Schedule

Fall	SLAS 6001: Administrative and Leadership Theories
	SLAS 6002: Ethical Leadership
	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 (<i>prerequisite: SLAS 6009</i>)
	SLAS 6011: Statistical Analysis (<i>prerequisites: SLAS 6009 and 6010</i>)
	SLAS 6012: Pre-Dissertation Seminar (<i>prerequisites: SLAS 6008, 6009, 6010, and 6011</i>)
	SLAS 6013: Qualifying Seminar (prerequisites: completing all research courses and the bulk of Foundation courses)
Spring	SLAS 6002: Ethical Leadership
	SLAS 6004: Program Assessment and Evaluation
	SLAS 6005: Organizational Budget and Finance
	SLAS 6008: Qualitative Research Design
	SLAS 6010: Advanced Quantitative Research (<i>prerequisite: SLAS 6009</i>)
	SLAS 6011: Statistical Analysis (<i>prerequisites: SLAS 6009 and 6010</i>)
	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. 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 chooses the topic of the qualifying paper autonomously and writes 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 reference.
- Minimum of 30 pages.
- Typed on an 8 ½ by 11-page size.
- Double spaced, Times New Roman and 12 fonts 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 (is 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 fails to the qualifying seminar 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 or 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 fails during the third repeat seminar, then he/she will be expelled from the program.

If a student was unable to submit the qualifying paper by the due date, he/she must submit it (with the seminar's coordinator's approval) for the second round of review. This, however, will not allow the student to revise the paper, if needed. The reviewers can only recommend "Acceptance" or "Rejection" when papers are submitted during the second round of review.

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

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 always expected.

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 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 after completing SLAS 6013 (Qualifying Seminar). A Dissertation Chair must be a full or part-time Marywood University faculty member with a terminal degree. A faculty cannot chair more than 3 to 5 active dissertation committees.

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 members, 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 or part-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. ABD and D2D students may select

two members on their dissertation committees from elsewhere (if they hold terminal degrees). The chair, however, must be from Marywood.

The committee members' primary responsibility is to ensure that a scholarly product is the 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 inform the Program Director of the full dissertation committee before registering for dissertation credits. Just having a dissertation committee chair is not sufficient to register for dissertation credits.

Students are required to complete a minimum of 9 credits of doctoral dissertation once they select their committees. These 9 credits cannot be taken at once in just one semester. Students may not register for more than 6 dissertation credits per semester.

A proposal must be first completed **with an IRB approval** during the first semester of the dissertation process before moving to data collection, description and presentation, analysis, recommendations, and defense. 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 full committee along with the notified Program Director via email of the committee. This process should be done in advance of the required registration during the semester preceding the start of the dissertation, typically after the completion of the Qualifying Seminar (SLAS 6013).

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

All dissertations must be based on empirical data analysis. The use of a single survey as the sole measure of data outcomes is not acceptable. If a survey is being conducted to collect data, then some other objective measure to correlate with the survey is required. A dissertation (with the approval of the dissertation committee) may use existing secondary data and literature to form new arguments, requiring strong textual analysis and logical structure. These may involve theoretical frameworks in applying or extending established theories to new subjects or problems, comprehensive reviews and analyses of existing research to identify gaps or new connections, or conceptual development in building new conceptual understandings or interpretations of a topic. However, while using secondary data in a dissertation is permitted, all dissertations MUST use “primary” data collected by the student through measures approved by IRB. No exceptions.

An objective measure can further validate the empirical data collection. During the period of data collection, students should meet with their full dissertation committees as frequently as needed. Students must also meet with their 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

Students cannot take all 9 dissertation credits in one session. The maximum dissertation credits a student can take per session is 6 credits. As such students are not permitted to defend their dissertations during their first dissertation session.

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 at least Six (6) weeks prior to the defense date, students are to email the Program Director with their intent to defend and supply the Program Director with the Dissertation title.

Students are advised to be alert to the defense date deadlines within a particular academic session..

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 select **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. Dissertation defenses can be conducted in-person or 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 supervises 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 for the final dissertation (including a copy of the IRB approval letter). 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 must 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.

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 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.



College of Professional Studies

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's 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 to 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 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 ensure 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 is 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 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 convince 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, which it is considered necessary to make 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 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 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.