DOCTOR IN EDUCATION
IN ORGANIZATIONAL LEADERSHIP

The program requires 66 credit hours beyond the master's degree. There are 3 major components in the program: 30 credit hours in Leadership; 18 credit hours in an area of specialization and 18 credit hours in research/dissertation activity. The program is offered in three 15-week terms (fall, winter, summer) via distance "online" e-learning and at various selected "live" sites. The program is designed for formal course work to be completed within two years.

THE PROGRAM IS COMPRISED OF THREE DOMAINS:

- Leadership Concepts and Practices (30 credit hours)
- Specialization (18 credit hours)
- Research/Dissertation (18 credit hours)

The Leadership Concepts and Practices domain consists of five sequential courses with each course(s) serving as a prerequisite:

- LDR 8510 - Leadership to Shape the Future
- LDR 8520 - Creating and Leading an Intentional Organization
- LDR 8530 - Developing the Organization's Human Capital
- LDR 8540 - Leading and Managing Systems
- LDR 8550 - Leading an Learning Organization

LEADERSHIP CONCEPTS AND PRACTICES: 30 CREDITS

LDR 8510 - Leadership to Shape the Future (6 credits)
Participants will explore the catalytic role of leadership in shaping learning organizations in the 21st century. Leadership is viewed as the capacity of individuals and groups to generate and sustain significant processes of change necessary to shape the future. Leadership is a catalytic role. The major themes of study include "Leadership in Context," the "Self-as-Leader," and the "Leader as Catalyst."

LDR 8520 - Creating and Leading an Intentional Organization (6 credits)
One of the most critical aspects of a leader's role is the ability to design a vision for the organization, to communicate that vision, to establish a mission and goals, and to align the work force behind the vision. Participants will understand the mission, vision and leadership styles involved in creating an intentional organization. Aspects of ethics and professionalism in leadership, managing and valuing diversity, and organizational knowledge and meaning making are topics to be explored.

LDR 8530 - Developing the Organization's Human Capital (6 credits)
In an information/knowledge era, people are the organization's most important asset. To maximize this asset, people must be developed. Participants will identify their own perceptions, motives, attitudes, values and mental models and understand how these develop and influence leadership behavior. Major themes of study include adult learning and life span theories, the learning organization, professional development and training, team building, consulting and professional renewal.

LDR 8540 - Leading and Managing Systems (6 credits)
To be an organizational leader demands an understanding of the basic principles and practices underlying the management of large and diverse organizations. The contrast of management of stability and control with the management of chaos and instability suggests different techniques of leadership and management. Participants will explore various organizational systems such as information and communication, policy, politics and accountability, power and influence, finance, budgets and stewardship, decision-making and

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conflict resolution.

LDR 8550 - Leading a Learning Organization (6 credits)
Developing a learning-based culture is essential for today's organization. There must be a strong, common set of shared values and understandings that tie together the people in diverse partnerships. Research demonstrates that strong adaptive cultures are tied to profitability and sustained success. Participants will examine ways of how learning organizations create learning cultures as well as leadership strategies that foster growth, creativity and risk-taking while managing innovation, change and future planning.

COURSE SCHEDULE OPTIONS

Students may select from two schedules (A & B) of course offerings to complete the 66 credit-doctoral degree. Ideally, students in concert with their mentor will identify the preferred course schedule at the end of the second term of study.

SCHEDULE A

YEAR ONE
First term  
LDR 8510 (6 cr.) & LDR 8561 (2 cr.) = 8 cr.
Second term  
LDR 8520 (6 cr.) & LDR 8562 (2cr.) = 8 cr.
Third term  
LDR 8530 (6cr.) & LDR 8563 (2cr.) & ***one specialization course (6cr.) = 14 cr.

YEAR TWO
Fourth term  
LDR 8540 (6cr.) & LDR 8564 (2cr.) & ***One specialization course (6cr.) = 14 cr.
Fifth term  
LDR 8550 (6cr.) & LDR 8565 (2cr.) & ***One specialization course (6cr.) = 14 cr.
Sixth term  
Dissertation Completion LDR 8566 (2cr.)/LDR 8567 (3cr.)/LDR 8568 (3cr.) = 8 cr.
The remaining 8 dissertation credits (LDR 8566,8567, 8568) will be distributed in terms 5 and 6 depending on student's research and dissertation status (as determined by the student and his/her mentor/chairperson).

YEAR THREE

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**LDR 8569 (Dissertation Research - continuing services) will begin during the third year of the program and will continue until the student graduates (no more than 3 additional years from start of the program). ***Students possessing an earned NSU specialist degree are not required to take specialization courses.

**SCHEDULE B**

**YEAR ONE**

First term  
LDR 8510 (6 cr.) & LDR 8561 (2 cr.) = 8 cr.

Second term  
LDR 8520 (6cr.) & LDR 8562 (2cr.) = 8 cr.

Third term  
LDR 8530 (6cr.) & LDR 8563 (2cr.) = 8 cr.

**YEAR TWO**

Fourth term  
LDR 8540 (6cr.) & LDR 8564 (2cr.) = 8 cr.

Fifth term  
LDR 8550 (6cr. & LDR 8565 (2cr.) = 8 cr.

Sixth term  
one specialization course (6cr.) & LDR 8566 (2cr.) = 8 cr.

The remaining 8 dissertation credits (LDR 8566, 8567, 8568) will be distributed in terms 5 and 6 depending on student's research and dissertation status (as determined by the student and his/her mentor/chairperson).

**YEAR THREE**

Seventh term  
one specialization course (6cr.) & LDR 8567 (3cr.) = 9 cr.

Eighth term  
one specialization course (6cr.) & LDR 8568 (3cr.) = 9 cr.

If students have not completed their dissertation at the end of LDR 8568 and the eighth term of study, they need to register for LDR 8569 - Dissertation Research Continuing Services until the dissertation is completed (no more than 3 additional years from the start of the program.)

In this schedule, students with NSU specialist degree credit would register for LDR 8566 & LDR 8567 in the sixth term and LDR 8568 in the seventh term of study. The student would register for LDR 8569 in subsequent term(s) if the dissertation has not been completed.

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Specialization Areas

In addition to the 30 credit hours of leadership, doctoral students earn 18 credit hours in an area of specialized study. These hours serve as 'in-field' concentration for students aspiring to work in post secondary education as well as students planning to enter the field of consultation and freelance advising.

To Date students may select from the following domains of study:

- Educational Leadership
- Multiculturalism and Diversity
- Instructional Technology
- Human Resource Development
- Third Sector Not for Profit Organization
- Conflict Resolution
- Higher Education Leadership
- Adult Education Leadership

EDUCATIONAL LEADERSHIP

(MAY NOT LEAD TO CERTIFICATION. IT IS THE STUDENT'S RESPONSIBILITY TO DETERMINE IF THIS PROGRAM WILL SATISFY CURRENT COURSE REQUIREMENTS FOR PROFESSIONAL DEVELOPMENT)

LDR 9110 - The Role of Communication in Supervision: Impact on Personnel Selection, Staff Development and Performance Appraisal in the Educational System (6 credits)

Learners will explore their own interpersonal communication and supervisory skills. Since effective leaders work with and through others, the effects of communication behaviors and the ability to diagnose the behavior of others will be important elements of this course. Focus will be on theories and techniques for effective selection, orientation, training, supervision and evaluation of staff. The major themes of study are interpersonal and consultant supervision, data gathering, communication patterns, values clarification, supervisory relationships, personnel selection and performance assessment.

LDR 9120 - Fiscal and Legal Responsibilities of Education Leaders (6 credits)

This course addresses two major components within the educational system: finance and school law. Students will analyze and synthesize historical and current school finance concepts and apply state funding procedures for computation, accounting, auditing and reporting. They will also analyze, plan, develop, implement and evaluate a school budget. Students will explore the relevance of school law and decision-making at the state and federal levels. This will include state and federal statutory and regulatory provisions, tort and contract liability. Students will focus on constitutional rights of students and educators. Cases that impact school policy and structure will be reviewed.

LDR 9130 - Improvement of Organizational Management, Administration and Leadership in the Education System (6 credits)

This course explores basic theories of leadership, change process, group dynamics, and motivation. Learners will demonstrate knowledge of planning techniques, managing change, mission identification, and assessment and goal statements. Learners will internalize the implications of the authority and total responsibility placed on leaders of an organization. The major themes of study are Leadership and Management (an examination of various learning theories); Motivational Theories and Group Dynamics (an exploration of group motivation theories); Decision Making and Power Structures (all aspects of decision making will be explored); and The Change Process (ways to implement change will be explored).

MULTICULTURALISM & DIVERSITY

LDR 9210 - The Management Challenge for Organizational Leaders In Multicultural Diverse Systems (6 credits)

Participants will explore the nature of management and leadership in diverse systems. Various theories, models, and paradigms of multiculturalism and diversity will be examined within the context of ethical and social implications for leadership. The global multicultural environment will actively be investigated from numerous leadership perspectives.

LDR 9220 - Organization and Management of Human Capital in Multicultural Systems (6 credits)

In this course, students will examine the role and responsibilities of leadership in the development of the organizational human capital. Issues of ethics and professionalism, individual and group behavior, teams and systemic work, and conflict resolution will be studied within the context of power and politics within the multicultural system.

LDR 9230 - Advanced Study: Issues and Practices in Leading Multiculturally Diverse Organizations (6 credits)

This seminar course includes a survey of topics and issues in multiculturalism and diversity that students will select for study and investigation, contingent upon faculty approval. The student is expected to synthesize and integrate the learning experiences in previous core courses and to identify and research current challenges relative to establishing multicultural diverse organizations.

INSTRUCTIONAL TECHNOLOGY

LDR 9310 - Technological Literacy for Organizational Leaders (6 credits)

In this course, participants will explore foundational online skills, resources, and issues to develop and demonstrate technology literacy as an organizational leader. Technological literacy is instrumental in leading organizations taking their place in the global, online community. The content represents an included course, "Resources and Technologies for Organizational Leaders," and focuses upon Internet skills, resources and communication strategies within the context of shaping appropriate organizational policies related to instructional technology.

LDR 9320 Professional Productivity for Organizational Leaders (6 Credits)

This course will define roles, expectations, and issues for leaders using technology. Software suites will be explored as they relate to productivity for organizational leaders. The concept of technology as a professional tool will be the rational for development skills using presentation software and Web page development. The course will provide extensive opportunities for hands-on experience to develop meaningful products. The use of templates, databases, and spreadsheets will be the topics of an included course, “Information Management for Organizational Leaders.”

LDR 9330 Technology Planning for Organizational Leaders (6 Credits)

This course will build upon understanding developed in LDR 9310 and LDR 9320 to synthesize and apply assessment and evaluation within the context of instructional technology. Course topics include strategic planning, needs assessment, and grantsmanship. This included course, “Trends and Issues in Leadership with Technology” will focus upon organizational leaders as change agents, effective policy development, and overcoming resistance to change related to the infusion of technology in organizations.

HUMAN RESOURCE DEVELOPMENT

LDR 9410 - Principles and Theories of Organizational Engineering in Human Resource Development (6 credits)

Organizational engineering is a domain of knowledge that deals with understanding, measuring, and predicting and guiding the behavior of groups and individuals that produce positive results and achieve desired goals.

LDR 9420 The Strategic HRD Leader: Developing Global Competence (6 Credit)

The HRD leader is ideally positioned to assume the strategic, operational, and tactical leadership critical for success in the 21st century. This course provides an overview of HRD management concepts and strategies necessary for competence. This includes learning about major trends that will affect our workplaces well into the future, e.g., globalization, developing and retaining knowledge capital, team building, cross-cultural competence, managing change, systems thinking and accountability.

LDR 9430 Advanced Study: Ideas, Issues and Practices in HRD

This is a seminar course that includes a menu of topics and issues in HRD that students will select for further study, contingent upon faculty approval. Students are expected to synthesize and integrate the learning experiences in HRD and to evaluate research and current topics relative to the field. Topics for consideration: cross cultural diversity, on-demand training, creativity and innovation, ethics and values.

THIRD SECTOR NOT FOR PROFIT

LDR 9510 - Resource Allocation in Not for Profit Organizations (6 credits) The evolution of a not for profit sector is paramount to the foundation of services. The leader, CEO, has evolved as the chief fund-raiser, financial planner, and resource overseer as well as operational manager. The concepts of marketing, planned giving, identifying benefactors, and grant writing have become the operational tools of a fiscally responsible leader that stabilizes the balance sheet of a successful not for profit organization.

LDR 9520 - Effective Strategies for Leaders of Not for Profit Organizations. (6 credits) The not for profit leader wears many hats - from being an organizational master, a mentor, a role model, an advocate for services and a team player. The complexity of these roles begins with the chief executive offices working side by side with a board of directors, hired staff, various communities organizations, clients and customers. The leader must be “all things to all people” while moving the organization in the direction of a quality service provider.

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LDR 9530 - The Leader's Role in Building Legally, Ethically, and Financially Responsible Not for Profit Organizations. (6 credits) Leaders in the not for profit sector demonstrate best practices, by being cognizant of legal mandates, as well as ethical and fiscal responsibilities within the strategic organizational framework. Understanding the legal domains and the ethical aspects of the not for profit organization, affords the leader the opportunity to forecast and promote the strategic agenda for the organization.

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CONFLICT RESOLUTION

LDR 9610 - Introduction to Conflict Resolution (6 credits)

This course introduces students to concepts of conflict and conflict resolution. This course is designed to empower emerging leaders in the role of mediator, facilitator, and negotiator. Participants will be introduced to various concepts, such as the causes of conflict, conflict styles, types of conflict, and conflict analysis. The escalation and de-escalation of conflicts will also be explored. Students will learn various conflict resolution strategies, such as mediation, negotiation, and facilitation. Mediation and negotiation strategies are essential skills for success in today's organizations. In this course, participants will learn and practice the various stages of the mediation process. The major themes of study include, an overview of the entire mediation process, activities that occur prior to mediation, the steps of the mediation process, and the various steps involved in reaching a settlement. Negotiation strategies will also be examined. Participants will explore various negotiation tactics focusing on people, interests, opinions, and criteria. Students will also survey negotiation literature dealing with culture and gender.

LDR 9620 - Mediation and Negotiation Strategies

Mediation and negotiation strategies are essential skills for success in today's organizations. In this course, participants will learn and practice the various stages of the mediation process. The major themes of study include, an overview of the entire mediation process, activities that occur prior to mediation, the steps of the mediation process, and the various steps involved in reaching a settlement. Negotiation strategies will be examined. Participants will explore various negotiation tactics focusing on people, interest, options and criteria. Students will also survey negotiation literature dealing with culture, race and gender.

LDR 9630 - Special Topics in Conflict Resolution (6 credits)

This course allows students to explore different aspects of the body of knowledge of conflict resolution where human aggression is the cause of conflict. Students will select the topic they want to examine throughout the course. Some possible topics include; the causes of social violence, violence in the workplace, violence in schools, school mediation, family mediation, and victim-offender mediation.

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HIGHER EDUCATION LEADERSHIP

LDR 9810 - This course examines current issues, challenges and controversies in higher education leadership. Topics include the changing nature of higher education, evolving organizational structures and models of governance, tenure and faculty roles and responsibilities, institutional entrepreneurship and resource allocation, the challenges of diversity among students and faculty, and the challenges and opportunities of distance education.

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ADULT EDUCATION LEADERSHIP

LDR 9010 - This course examines current issues, challenges, and practices influencing leaders in the field of adult education. Topics include leadership perspectives in adult education; the global influencing the practice of adult education; adult development research as basis for practice; current and evolving theories of adult

cognition and learning; the influence of age, gender, and culture on adult learning; creative approaches, techniques, and strategies for teaching adults; and emerging opportunities in the creation and/or re-design of adult learning experiences.

August 2002 report problems

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