PREPARING FOR YOUR DOCTORAL PROGRAM
At Northwest University

Prospective students often ask, “What can I do now to prepare for my Ph.D. program?” Here are some practical questions and some background resources that will help you to get ready:

Planning Questions:

1. Why am I contemplating doctoral education? Can I articulate a specific, sensible and compelling answer?

2. Has my family reached a consensus in support of enrolling in the doctoral program?

3. Have I revised my family budget based on the total real cost of the Program, including travel, housing, food, books, lost work time, etc.? Have I put that revised budget in writing?

4. Have I revised my personal and family schedule to accommodate the time for travel, classwork, study, research, writing, and dissertation completion the doctoral program requires? Have I put that revised schedule in writing?

5. What other activities will I give up in order to complete a doctoral program? Have I committed these trade-offs to writing. (Think of your doctoral program as a part-time job that will require an average of 20 hours per week.)

6. Am I experienced in academic writing in the APA format required by the program? If not, see “APA Formatting: Helpful Links” here.

Recommended Readings:


Phone: 425.285.2426
E-mail: cfls@northwestu.edu
Website: www.northwestu.edu/cfls/
## PROGRAM COMPARISON
### Ph.D./Ed.D. in Organizational Leadership

<table>
<thead>
<tr>
<th><strong>Ph.D. in Organizational Leadership</strong></th>
<th><strong>Ed.D. in Organizational Leadership</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Overview</strong></td>
<td><strong>Program Overview</strong></td>
</tr>
<tr>
<td>4 years to complete</td>
<td>3 years to complete</td>
</tr>
<tr>
<td>Choose one of three concentrations: Business Leadership, Higher Education Leadership, Leading Ministry Organizations</td>
<td>Choose one of three concentrations: Business Leadership, Higher Education Leadership, Leading Ministry Organizations</td>
</tr>
<tr>
<td>Total of 72 credits</td>
<td>Total of 60 credits</td>
</tr>
<tr>
<td>Core courses (36 credits)</td>
<td>Core courses (30 credits)</td>
</tr>
<tr>
<td>Concentration courses (18 credits)</td>
<td>Concentration courses (18 credits)</td>
</tr>
<tr>
<td>Research seminars (6 credits)</td>
<td>Dissertation courses (12 credits)</td>
</tr>
<tr>
<td>Dissertation courses (12 credits)</td>
<td>Comprehensive exams</td>
</tr>
<tr>
<td>Comprehensive exams</td>
<td>Comprehensive exams</td>
</tr>
<tr>
<td><strong>Goals and Competencies</strong></td>
<td><strong>Goals and Competencies</strong></td>
</tr>
<tr>
<td>Evaluate the strengths and weaknesses of competing leadership theories as applied to current organizational challenges.</td>
<td>Evaluate the strengths and weaknesses of competing leadership theories as applied to current organizational challenges.</td>
</tr>
<tr>
<td>Conduct high-quality original research that expands organizational leadership theory.</td>
<td>Apply relevant organizational leadership research in organizational settings.</td>
</tr>
<tr>
<td>Demonstrate professional oral and written presentation skills.</td>
<td>Demonstrate professional oral and presentation skills.</td>
</tr>
<tr>
<td>Cultivate positive interpersonal skills that promote healthy organizations.</td>
<td>Cultivate positive interpersonal skills that promote healthy organizations.</td>
</tr>
<tr>
<td>Articulate a compelling Christian perspective for addressing ethical challenges.</td>
<td>Articulate a compelling Christian perspective for addressing ethical challenges.</td>
</tr>
<tr>
<td>Apply leadership theory to the challenge and opportunity of diverse perspectives in organizational settings.</td>
<td>Apply leadership theory to the challenge and opportunity of diverse perspectives in organizational settings.</td>
</tr>
<tr>
<td><strong>Dissertation</strong></td>
<td><strong>Dissertation</strong></td>
</tr>
<tr>
<td>Exposure to dissertation classes in first term.</td>
<td>Exposure to dissertation classes in first term</td>
</tr>
<tr>
<td>Dissertations produce original research resulting in theory extension and/or generation.</td>
<td>Dissertations center on application of existing theory to a current problem resulting in knowledge generation.</td>
</tr>
<tr>
<td>12 credits of dissertation-specific courses</td>
<td>12 credits of dissertation-specific courses</td>
</tr>
<tr>
<td>Six credits of Research Seminar.</td>
<td></td>
</tr>
</tbody>
</table>

Phone: 425.285.2426  
E-mail: cfls@northwestu.edu  
Website: www.northwestu.edu/cfls/
Welcome Banquet: July 7, 2019 – 6:00 – 8:00PM

Year One – Semester One (July 8, 2019 – December 13, 2019)

Session A (July 8 – September 20, 11 weeks)

Residency: January 8-12:
(Hybrid) 8:00-12:00 LDRS 7053 Advanced Leadership Theory 3
(Hybrid) 1:00-5:00 LDRS 7453 Critical Inquiry 3

Session B (September 30 – December 13, 11 weeks)

(Hybrid) 8:00-12:00 LDRS 7103 Organizational Theory 3
(Hybrid) 1:00-5:00 Concentration Course: 3
- Ministry: PMIN 7433 Performance Evaluation in Min Organizations
- Business: BUSM 7523 Managing Innovation
- Higher Education: EDMA 7443 Post-Secondary Assessment

Year One – Semester Two (January 6, 2020 – June 12, 2020)

Session A (January 6 – March 20, 11 weeks)

Residency: January 6 - 10:
(Hybrid) 8:00-12:00 LDRS 7473 Quant. Research & Statistics 3
(Hybrid) 1:00-5:00 LDRS 7153 Organizational Change 3

Session B (March 30 – June 12, 11 weeks)

(Online) LDRS 7483 Qualitative Research 3
(Online) Concentration Course: 3
- Ministry: THEO 7563 A Theology of Christian Organizations
- Business: BUSM 7603 Organizational Consulting
- Higher Education: EDMA 7513 Student Development Theory & Research

Phone: 425.285.2426
E-mail: cfls@northwestu.edu
Website: www.northwestu.edu/cfls/
COHORT 3 DEGREE PLAN
EdD in Organizational Leadership

Year Two – Semester One (July 6, 2020 – December 11, 2020)

Session A (July 6 – September 18, 11 weeks)

Residency: January 6-10:
( Hybrid) 8:00-12:00 LDRS 7213 Leadership and Diversity  3
( Hybrid) 1:00-5:00 LDRS 8903 Guided Reading  3

Session B (September 28 – December 11, 11 weeks)

(Online) LDRS 7253 Organizational Culture  3

(Online) Concentration Course:
• Ministry: CHIS 7043 Historical Models of Min Leadership
• Business: BUSM 7073 Strategic Thinking & Planning
• Higher Education: EDMA 7143 History of Higher Education

Year Two – Semester Two (January 11-June 18, 2021)

Session A (January 11-March 26, 11 weeks)

Residency: January 11-15:
( Hybrid) 8:00-12:00 LDRS 7323 Organizational Communication  3
( Hybrid) 1:00-5:00 Concentration Course:
• Ministry: INCS 7163 Current Issues in Missiology
• Business: BUSM 7113 Financial Management
• Higher Education: EDMA 7123 Higher Education Leadership

Session B (April 5 – June 18, 11 weeks)

(Online) LDRS 7343 Leadership and Ethics  3

(Online) Concentration Course:
• Ministry: PMIN 7403 Self-Leadership in Organizational Life
• Business: BUSM 7353 Conflict Management
• Higher Education: EDMA 7393 Higher Education Administration & Law
# COHORT 3 DEGREE PLAN

EdD in Organizational Leadership

---

## Year Three – Semester One (July 5 – December 10, 2021)

**Session A (July 5 – September 17, 11 weeks)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDRS 8923</td>
<td>Dissertation Proposal</td>
<td>0</td>
</tr>
<tr>
<td>LDRS 8943</td>
<td>Dissertation Research, 12 weeks</td>
<td>3</td>
</tr>
</tbody>
</table>

**Session B (September 27 – December 10, 11 weeks)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDRS 8943</td>
<td>Dissertation Research, 12 weeks</td>
<td>3</td>
</tr>
</tbody>
</table>

*(Online)*  

<table>
<thead>
<tr>
<th>Concentration Course:</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry:</td>
<td>PMIN 7263 Transforming Ministry Organizations</td>
</tr>
<tr>
<td>Business:</td>
<td>BUSM 7223 Data-driven Decisions</td>
</tr>
<tr>
<td>Higher Education:</td>
<td>EDMA 7243 Innovation &amp; Current Issues in Higher Ed.</td>
</tr>
</tbody>
</table>

## Year Three – Semester Two (January 10 – June 17, 2022)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>LDRS 8963</td>
<td>Dissertation Writing, 24 weeks</td>
<td>3</td>
</tr>
</tbody>
</table>

---

**TOTAL CREDITS:** 60
Welcome Banquet: July 7, 2019 – 6:00 – 8:00PM - 6710 Building

**Year One – Semester One (July 8, 2019 – December 20, 2019)**

Session A (July 8 – September 20, 11 weeks)

Residency: July 8-12:
(Hybrid) 8:00-12:00 LDRS 7053 Advanced Leadership Theory 3

(Hybrid) 1:00-5:00 LDRS 7453 Critical Inquiry 3

Session B (September 30 – December 13, 11 weeks)

Residency: September 30-October 4:
(Hybrid 8:00-12:00 LDRS 7103 Organizational Theory 3

(Online) 1:00-5:00 *Concentration Course*: 3
- **Ministry:** PMIN 7433 Performance Evaluation in Min Organizations
- **Business:** BUSM 7523 Managing Innovation
- **Higher Education:** EDMA 7513 Student Development Theory and Research

**Year One – Semester Two (January 6, 2020 – June 19, 2020)**

Session A (January 6 – March 20, 11 weeks)

Residency: January 6-10:
(Hybrid) 8:00-12:00 LDRS 7473 Quant. Research & Statistics 3

(Hybrid) 1:00-5:00 LDRS 7153 Organizational Change 3

Session B (March 30 – June 12, 11 weeks)

(Online) LDRS 7483 Qualitative Research 3

(Online) *Concentration Course*: 3
- **Ministry:** THEO 7563 A Theology of Christian Organizations
- **Business:** BUSM 7603 Organizational Consulting
- **Higher Education:** EDMA 7443 Post-Secondary Assessment
COHORT 3 DEGREE PLAN

PhD in Organizational Leadership

Year Two – Semester One (July 6, 2020 – December 18, 2020)

Session A (July 6 – September 18, 11 weeks)

Residency: July 6-10:
(Hybrid) 8:00-12:00 LDRS 7573 Advanced Research Methods 3
(Hybrid) 1:00-5:00 LDRS 7253 Organizational Culture 3

Session B (September 28 – December 11, 11 weeks)

(Online) LDRS 7213 Leadership and Diversity 3

(Online) Concentration Course:
• Ministry: CHIS 7043 Historical Models of Ministry Leadership
• Business: BUSM 7073 Strategic Thinking & Planning
• Higher Education: EDMA 7143 History of Higher Education

Year Two – Semester Two (January 11-June 18, 2021)

Session A (January 11-March 26, 11 weeks)

Residency: January 11-15:
(Hybrid) 8:00-12:00 LDRS 7323 Organizational Communication 3
(Hybrid) 1:00-5:00 Concentration Course: 3
• Ministry: INCS 7163 Current Issues in Missiology
• Business: BUSM 7113 Financial Management
• Higher Education: EDMA 7123 Higher Education Leadership

Session B (April 5 – June 18, 11 weeks)

Residency: April 5 – 9:
(Online) LDRS 7343 Leadership and Ethics 3

(Online) Concentration Course: 3
• Ministry: PMIN 7403 Self-Leadership in Organizational Life
• Business: BUSM 7353 Conflict Management
• Higher Education: EDMA 7393 Higher Education Administration & Law
COHORT 3 DEGREE PLAN
PhD in Organizational Leadership

Year Three – Semester One (July 5 – December 10, 2021)

Session A (July 5 – September 17, 11 weeks)

(Conference-based class)*  LDRS 7373 Contemporary Issues in Organizational Leadership Research  3
LDRS 8923 Dissertation Proposal  0

Session B (September 27 – December 10, 11 weeks)

Residency: September 27 - October 1:
(Hybrid)  1:00-5:00  LDRS 8903 Guided Reading  3
(Hybrid)  8:00-12:00  Concentration Course:
- Ministry:  PMIN 7263 Transforming Ministry Organizations
- Business:  BUSM 7223 Data-driven Decisions

Year Three – Semester Two (January 10 – June 17, 2022)

Session A (January 10 - March 25, 11 weeks):

Residency: January 10-14:
(Hybrid)  8:00-12:00  LDRS 8731 Research/Teaching Seminar  3
(Hybrid)  1:00-5:00  LDRS 8943 Dissertation Research  3

Session B (April 4 –June 17, 11 weeks)

LDRS 8943  Dissertation Research  3
COHORT 3 DEGREE PLAN
PhD in Organizational Leadership

Year Four – Semester One (July 11, 2021 – December 16, 2022)

LDRS 8963  Dissertation Writing  3

Year Four – Semester Two (January 9 – June 23, 2023)

LDRS 8963  Dissertation Writing  3

TOTAL CREDITS:  72

*Location TBD. Replaces January residency.
Essays. Applicants are required to submit two essays with their application. These are completed as part of the online application process. Please provide a typed response to each of the following essay prompts:

- **Personal** – Why do you want to pursue doctoral studies at this time? Your answer should include, but need not be limited to, the following elements:
  - How have your leadership experiences shaped your motivation to earn a doctorate?
  - What aspects of leadership studies are of most interest and how did those interests develop?
  - What are your long-term goals as a student and practitioner of leadership? Why is the Northwest doctoral program the best way to accomplish these goals?
  - Why do you want to pursue a doctorate at this time in your life?
  - How do you believe you can contribute to the life and learning of a doctoral cohort?

- **Professional** – Read the article provided in the online application and respond to it. Your answer should include, but need not be limited to, the following elements:
  - Summarize the author’s core argument and the evidence developed to support it.
  - Critique the author’s argument, reasoning, and evidence noting both strengths and weaknesses.
  - Apply the author’s argument to a real-world leadership scenario and assess its practical value.

Resume or Curriculum Vitae (CV). Please provide an accurate and detailed description of your past work experience.

Degree and Official Transcript.
- A Master of Arts or Science degree from a regionally accredited college or university is required to qualify for admission to the program. It is preferred, but not essential, that this degree be in a leadership-related field.
- Send official transcripts from all colleges and universities attended directly to the Center for Leadership Studies at Northwest University. Colleges may charge a transcript request fee.

Send electronic transcripts to: cfls@northwestu.edu.

Mail paper transcripts to:
Attn: Jamie Meeks
Center for Leadership Studies
Northwest University
P.O. Box 579
Kirkland, WA 98083-0579
APPLICATION CHECKLIST
Ph.D./Ed.D. in Organizational Leadership

☐ References. Please provide Reference Forms from three persons qualified to judge your professional expertise, character, and capacity for graduate-level study in each of the following areas:
  - Personally
  - Professionally
  - Academically

☐ Test Scores. Applicants to the Ph.D. in Organizational Leadership program are required to submit GRE scores. The test must have been taken within the last five years. You may send test scores to Northwest University using school code 4541.

☐ Interview. When all of the above materials are received, your application will be reviewed and qualified applicants will participate in an individual and/or group interview either in person or online. Following the application deadline and interview process, qualified applications will be considered for admission and the results will be mailed to the applicants shortly thereafter.

Applicants who meet or exceed the above criteria must also exhibit qualities consistent with the ethos of the Center for Leadership Studies. The cohort model places great responsibility on faculty and students to work together to create a positive, supportive, and collaborative learning environment. Students must be committed to personal responsibility, time management, professional ethics, interpersonal integrity, and social justice to be successful in the program. The admissions committee seeks to ascertain each student’s degree of readiness for this type of learning environment. It is the responsibility and authority of the admissions review board to determine an applicant’s degree of compatibility with the ethos of this program.

If you have any questions regarding the application process please contact:

Center for Leadership Studies
Phone: 425-285-2426
Email: cfls@northwestu.edu
**PROGRAM COSTS, SCHOLARSHIPS & FINANCIAL AID**

Ph.D./Ed.D. in Organizational Leadership

Center for Leadership Studies Program Costs, 2018–2019 Academic Year:

<table>
<thead>
<tr>
<th>Program</th>
<th>Tuition</th>
<th>Fees*</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>E.D. in Organizational Leadership</td>
<td>$795 /Credit</td>
<td>$200 /Semester</td>
<td>60</td>
</tr>
<tr>
<td>Ph.D. in Organizational Leadership</td>
<td>$795 /Credit</td>
<td>$200 /Semester</td>
<td>72</td>
</tr>
</tbody>
</table>

* Fees may vary per Semester. The figures stated here are averages. Additional fees may apply. Consult the Graduate Catalog for more information.

**Credit Transfer:**

Students may be allowed to transfer a maximum of 12 graduate credits from other regionally accredited colleges and universities provided the CFLS can determine the credit equivalency of the coursework, and the transfer credits are awarded prior to registering for NU courses. There is no charge for transferred courses and transferred credits do not apply towards financial aid awards. Students must initiate credit transfer by contacting the CFLS office.

**Scholarships:**

The Center for Leadership Studies offers four levels of scholarship support for students in the Ph.D. and Ed.D. programs:

1. **First Year Fund Scholarship:** $500-$3,000 in funding, all incoming students qualify for at least the minimum scholarship amount.
2. **Non-Profit Leaders Fund Scholarship:** 10% tuition scholarship to students whose non-profit employer contributes at least 10% of the cost of their tuition.
3. **Dissertation Support Grant:** Up to $500 in reimbursement for documented, qualified expenses related to completing a Ph.D. or Ed.D. dissertation.
4. **Emerging Scholars Grant:** One time funding of up to $500 in reimbursement for documented, qualified expenses related to student travel for research presentations at approved professional conferences.

Please visit the [CFLS Scholarships](#) page to learn more about these scholarship opportunities.
Apply for Financial Aid:

To receive financial aid, you must complete your Free Application for Federal Student Aid (FAFSA) through their web site (www.fafsa.ed.gov). To ensure that Northwest University receives a copy of this application, please remember to include our Title IV Code: 003783.

Payment Plans:

The monthly payment plan allows you to pay your education expenses in smaller, more manageable monthly installments, and can be used in addition to Financial Aid.

Enrollment is done through a 3rd party, Tuition Management Systems (TMS). The TMS payment plan is available for all terms, fall, spring, and summer, with 4 monthly payments and a $75 sign-up fee for each term. Plan enrollment for fall is in July, for spring in November, and for summer in March.

To find out if you are eligible and a payment plan is the best option for you, please check with Nonna Polevoy in Student Financial Services at nonna.polevoy@northwestu.edu or 425-889-5341.

*TMS cannot be used if you are taking prerequisites.

Please visit the CFLS Program Costs page for more information on Financial Aid and payment plans.