
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:

American Psychological Association (2009). *Publication Manual of the American Psychological Association*. 6th ed. American Psychological Association.

Farkas, D. (2009). *The Smart Way to Do Your PhD: 200 Secrets from 100 Graduates*. Your PhD Consulting.

Machi, L. & McAvoy, B. (2016). *The Literature Review: 6 Steps to Success*. 3d ed. Corwin.

Peters, R. (1997). *Getting What You Came For: The Smart Students Guide to Earning an M.A. or a Ph.D.* Rev Sub ed. Farrar, Strauss, and Giroux.

Silvia, P. (2007). *How to Write a Lot: A Practical Guide to Productive Academic Writing*. American Psychological Association.

Singh, A. & Lukkarlia, L. (2017) *Successful Academic Writing: A Complete Guide for Social and Behavioral Scientists*. Guilford Press.

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PROGRAM COMPARISON

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

	Ph.D. in Organizational Leadership	Ed.D. in Organizational Leadership
Program Overview	<ul style="list-style-type: none"> • 4 years to complete • Choose one of four concentrations: Business Leadership, Higher Education Leadership, Leading Ministry Organizations, and School and District Leadership • Total of 72 credits • Core courses (36 credits) • Concentration courses (18 credits) • Research seminars (6 credits) • Dissertation courses (12 credits) • Comprehensive exams 	<ul style="list-style-type: none"> • 3 years to complete • Choose one of four concentrations: Business Leadership, Higher Education Leadership, Leading Ministry Organizations, and School and District Leadership • Total of 60 credits • Core courses (30 credits) • Concentration courses (18 credits) • Dissertation courses (12 credits) • Comprehensive exams
Goals and Competencies	<ul style="list-style-type: none"> • Evaluate the strengths and weaknesses of competing leadership theories as applied to current organizational challenges. • Conduct high-quality original research that expands organizational leadership theory. • Demonstrate professional oral and written presentation skills. • Cultivate positive interpersonal skills that promote healthy organizations. • Articulate a compelling Christian perspective for addressing ethical challenges. • Apply leadership theory to the challenge and opportunity of diverse perspectives in organizational settings. 	<ul style="list-style-type: none"> • Evaluate the strengths and weaknesses of competing leadership theories as applied to current organizational challenges. • Apply relevant organizational leadership research in organizational settings. • Demonstrate professional oral and presentation skills. • Cultivate positive interpersonal skills that promote healthy organizations. • Articulate a compelling Christian perspective for addressing ethical challenges. • Apply leadership theory to the challenge and opportunity of diverse perspectives in organizational settings.
Dissertation	<ul style="list-style-type: none"> • Exposure to dissertation classes in first term. • Dissertations produce original research resulting in theory extension and/or generation. • 12 credits of dissertation-specific courses • Six credits of Research Seminar. 	<ul style="list-style-type: none"> • Exposure to dissertation classes in first term • Dissertations center on application of existing theory to a current problem resulting in knowledge generation. • 12 credits of dissertation-specific courses

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COHORT 4 DEGREE PLAN

EdD in Organizational Leadership

Welcome Reception: July 5, 2020 – 7:30 – 8:00PM

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

Session A (July 6 - Sep 18, 11 weeks)

Residency: July 6-10: (Hybrid)	8:00-12:00	LDRS 7053 Advanced Leadership Theory	3
(Hybrid)	1:00-5:00	LDRS 7453 Critical Inquiry	3

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

(Hybrid)	8:00-12:00	LDRS 7103	Organizational Theory	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>		3
• Ministry:		CHIS 7043	Hist. Models of Min. Ldrs.	
• Business:		BUSM 7073	Strat Think & Plan	
• Higher Education:		EDMA 7143	History of Higher Ed	

Year One – 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 7473	Quant. Research & Statistics	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>		3
• Ministry:		INCS 7163	Current Issues in Missiology	
• Business:		BUSM 7113	Financial Management	
• Higher Ed:		EDMA 7123	Higher Ed. Leadership	

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

(Online)		LDRS 7483	Qualitative Research	3
(Online)		LDRS 7153	Organizational Change	3

COHORT 4 DEGREE PLAN

EdD in Organizational Leadership

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

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

Residency: July 5-9: (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)		<i>Concentration Course:</i>	3
• Ministry:		PMIN 7263 Trans Min. Org.	
• Business:		BUSM 7223 Data-driven Decisions	
• Higher Education:		EDMA 7243 Innov. & Current Issues	

Year Two – 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 7323 Organizational Communication	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>	3
• Ministry:		PMIN 7403 Self-Leadrshp. in Org. Life	
• Business:		BUSM 7353 Conflict Management	
• Higher Education:		EDMA 7393 Higher Ed. Admin. & Law	

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

(Online)		LDRS 7343 Leadership and Ethics	3
(Online)		<i>Concentration Course:</i>	3
• Ministry:		PMIN 7433 Perf. Eval. in Min. Orgs.	
• Business:		BUSM 7523 Managing Innovation	
• Higher Education:		EDMA 7443 Post-Secondary Assmt.	

COHORT 4 DEGREE PLAN

EdD in Organizational Leadership

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

Session A (July 11 – September 23, 11 weeks)

LDRS 8923 Dissertation Proposal 0

LDRS 8943 Dissertation Research, 12 weeks 3

Session B (October 3 – December 16, 11 weeks)

LDRS 8943 Dissertation Research, 12 weeks 3

(Online) *Concentration Course:* 3

- Ministry: THEO 7563 Theol. of Chr. Orgs.
- Business: BUSM 7603 Organizational Consulting
- Higher Education: EDMA 7513 Student Dev. Theory & Res.

Year Three – Semester Two (January 9 – June 16, 2023)

LDRS 8963 Dissertation Writing, 24 weeks 3

TOTAL CREDITS: 60

COHORT 4 DEGREE PLAN

PhD in Organizational Leadership

Welcome Reception: July 5, 2020 – 7:30 – 8:00PM

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

Session A (July 6 - Sep 18, 11 weeks)

Residency: July 6-10: (Hybrid)	8:00-12:00	LDRS 7053 Advanced Leadership Theory	3
(Hybrid)	1:00-5:00	LDRS 7453 Critical Inquiry	3

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

(Hybrid)	8:00-12:00	LDRS 7103	Organizational Theory	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>		3
• Ministry:		CHIS 7043	Hist. Models of Min. Ldrs.	
• Business:		BUSM 7073	Strat Think & Plan	
• Higher Education:		EDMA 7143	History of Higher Ed	

Year One – 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 7473	Quant. Research & Statistics	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>		3
• Ministry:		INCS 7163	Current Issues in Missiology	
• Business:		BUSM 7113	Financial Management	
• Higher Ed:		EDMA 7123	Higher Ed. Leadership	

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

(Online)		LDRS 7483	Qualitative Research	3
(Online)		LDRS 7153	Organizational Change	3

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COHORT 4 DEGREE PLAN

PhD in Organizational Leadership

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

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

Residency: July 5-9: (Hybrid)	8:00-12:00	LDRS 7573 Advanced Research Meth.	3
(Hybrid)	1:00-5:00	LDRS 7213 Leadership and Diversity	3

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

(Online)		LDRS 7323 Organizational Comm.	3
(Online)		<i>Concentration Course:</i>	3
• Ministry:		PMIN 7263 Trans Min. Org.	
• Business:		BUSM 7223 Data-driven Decisions	
• Higher Education:		EDMA 7243 Innov. & Current Issues	

Year Two – 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 7253 Organizational Culture	3
(Hybrid)	1:00-5:00	<i>Concentration Course:</i>	3
• Ministry:		PMIN 7403 Self-Leadrshp. in Org. Life	
• Business:		BUSM 7353 Conflict Management	
• Higher Education:		EDMA 7393 Higher Ed. Admin. & Law	

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

(Online)		LDRS 7343 Leadership and Ethics	3
(Online)		<i>Concentration Course:</i>	3
• Ministry:		PMIN 7433 Perf. Eval. in Min. Orgs.	
• Business:		BUSM 7523 Managing Innovation	
• Higher Education:		EDMA 7443 Post-Secondary Assmt.	

COHORT 4 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	<i>Concentration Course:</i>	3
• Ministry:		THEO 7563 Theol. of Chr. Orgs.	
• Business:		BUSM 7603 Organizational Consulting	
• Higher Education:		EDMA 7513 Student Dev. Theory & Res.	

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
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COHORT 4 DEGREE PLAN

PhD in Organizational Leadership

Year Four – Semester One (July 10, 2021 – December 15, 2023)

LDRS 8963	Dissertation Writing	3
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Year Four – Semester Two (January 8 – June 14, 2024)

LDRS 8963	Dissertation Writing	3
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TOTAL CREDITS:	<u>72</u>
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*Location TBD. Replaces January residency.

APPLICATION CHECKLIST

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

- 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 a 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:

Program	Tuition	Fees*	Credits
E.D. in Organizational Leadership	\$795 /Credit	\$200 /Semester	60
Ph.D. in Organizational Leadership	\$795 /Credit	\$200 /Semester	72

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

Net Cost

There is a significant difference between the “sticker price” of our doctoral degrees in organizational leadership and the “net cost.” Here is how that works:

The total cost of our 72 hour Ph.D. program is stretched over 4 years. Students pay by the semester so there are no lump sum or up-front fees.

A credit hour of Ph.D. tuition costs \$795. So...72 hours x \$795 per credit = \$57,240 sticker price.

This figure can be significantly reduced by:

- A First Year grant of around \$1,000 just for being enrolled with us.
- A 10% matching tuition discount for non-profit employees. If the employer will commit to covering 10%, NU matches that, saving \$11,400 over the life of the program.
- Every class you transfer in saves 3 credits of tuition up to a maximum of 12 credit hours. If you can transfer in the max, that comes to a \$9,500 savings.

Subtracting these savings, the sticker price drops to: \$35,340 over 4 years.

All of the savings are identical for our 60 hour Ed.D. degree, but the sticker price starts at: \$47,700.

Subtracting all available discounts, the net cost becomes: \$25,800 over three years.

You can check out our [webpage](#) for scholarship details, and for financial aid information.

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PROGRAM COSTS, SCHOLARSHIPS & FINANCIAL AID

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

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.

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PROGRAM COSTS, SCHOLARSHIPS & FINANCIAL AID

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

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.