



## Program of Study:

# Doctor of Education in Organizational Leadership with an Emphasis in Instructional Leadership

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### Program Description

The Doctor of Education in Organizational Leadership program develops leaders capable of generating new knowledge and responsibly applying knowledge to achieve organizational outcomes. Students will study the major bodies of literature in leadership, will reflect critically on existing theory, and will identify appropriate applications of theory in educational, business, and other organizational environments. Students will develop academic and organizational research expertise through the study of statistics and research methodology. The program of study is consistent with Grand Canyon University's mission to develop students who are global citizens, critical thinkers, effective communicators, and responsible leaders.

The Doctor of Education in Organizational Leadership with an Emphasis in Instructional Leadership program is designed for students interested in the Pre-K-12 arena. This program is focused on addressing real-world challenges and opportunities facing school leaders in the 21st century and is designed to develop the skills required to translate theory into effective, innovative leadership practices and to sustain continuous school improvement measures. The program is aligned with the standards of the Interstate School Leaders Licensure Consortium (ISLLC). Students who choose this specialization include those pursuing leadership positions such as principal, director, or superintendent at the district level. The course work covers such topics as finance, human resources, operations, change management, decision making, curriculum and instruction improvement processes, cultural competency, and advocacy. The specialization is designed to be completed within three years, with all courses taken in sequence, allowing students to learn and build professional relationships with the same cohort of colleagues. Students also have the opportunity to develop an applied research project (dissertation) that contributes to the solution of a recognized problem in the field.

Course Number	Course Title	Course Description	Credits
RES 811	Introduction to Advanced Graduate Studies and Scholarship	This course introduces students to the principal elements of research and scholarly writing. Learners will explore approaches to synthesizing literature and the application of the major components of APA form and style, and will learn to coordinate literature searches. Furthermore, they will learn how to discern principal arguments, analyze research questions, and clearly identify the key scholarly attributes to journal articles and other sources of scholarly data. This course will also introduce learners to the University's overarching values and beliefs regarding research and the responsibility scholars have in continuing a tradition of contributing to an ever-growing body of knowledge.	2
LDR 802	Progressions in Leadership Thought	This course provides an overview of seminal leadership theories and models. Students will focus on understanding the development and evolution of leadership theories and the range and emphasis of leadership research.	3

LDR	800	Ethical Dilemmas and Stewardship	This course examines multiple ethical frameworks, principles, and theories as they apply to the study and practice of leadership. Corporate social responsibility will be addressed from the perspective of ethical decision making.	3
EDL	805	Training and Collaboration for Learning	Clearly, instructional leadership today is driven to a great extent by the capacity to lead teaming and collaboration. This course will explore the leadership required to support teaming at all levels. For example, horizontal teams are required in schools today in order to be thoughtful about the instructional leadership decisions that must be made on a consistent basis. This requires strategic grade-level collaboration that helps to ensure horizontal alignment of the curriculum and consistency in instructional practice. Furthermore, vertical collaboration includes teachers and administrators from different levels—perhaps from central office, etc.—all working together toward instituting a more comprehensive implementation of the instructional plan. This exploration will include an examination of Professional Learning Communities and the mechanisms used to make this reform model successful.	3
EDL	810	Staff Development and Deep Organizational Learning	Leaders today must be comprehensively cognizant of the steps they can take to lead deep organizational learning. Specifically, the evolution of brain research, adult learning theory, and the exploration of contemporary conventions on leading learning organizations have given us new insights into the tools we need to help adult learners make their learning organization as thoughtful and forward-thinking as possible. This course will, therefore, explore contemporary leadership strategies associated with adult learning theory and talk about the steps leaders can take to ensure that their school is leading the learning in the most effective way possible.	3
RES	861	Analysis of Existing Research	A deep knowledge base of scholarly work is required for any student interested in making a meaningful contribution to his/her field. This course emphasizes the approaches used in comprehensively evaluating previously conducted research, learning how to weigh the merits of certain seminal works, and finding patterns in the research over time that have led the discipline to its current state. The learner will be prepared after taking this course to coordinate a comprehensive and cogent literature view that demonstrates deep content knowledge and helps to identify gaps and tensions that exist in the current body of research. This exploration will also help the learner see the trends in methodology and approaches to research that have been conducted in the past as a means of informing future research initiatives. In a dissertation, this work is done in chapter 2 and learners will leave the class ready to write this chapter.	3
RSD	801	Residency I: Identifying the Topic and Process	This residency orients students to the academic community. The nature of scholarly inquiry is discussed. Sessions address topics such as scholarly discourse, scholarly engagement, and membership in the scholarly community. Major streams of literature in leadership are discussed and areas of opportunity for future research are identified.	2
LDR	809	Servant Leadership	This course examines the essence of what makes servant leadership distinct from other styles of leading. The focus on the needs of others rather than self, leading without ego, and creating interdependence rather than dependency are examples of topics that will be examined. The pathway to becoming a servant leader will also be explored, including the concept that one chooses to serve first and then is compelled to lead in order to fulfill that service.	3
LDR	825	Strategic Planning and Change	This course provides an overview of the impact of leadership and the effects of behaviors on the formulation and execution of strategy within an organization. Topics include the increasing importance of resilience and change in today's global and turbulent economy.	3

EDL 815	Systematic Structures for Innovation and Change	This course will specifically examine the change process from a systemic standpoint. Clearly, there are a number of sources for innovation, change, and growth in any school. Included in this exploration will be topics related to teacher leadership, the use of collaboration in Professional Learning Communities, and the connection between district-level strategic planning processes and the steps schools can take to lead innovation and change from the building level. Examining the points wherein these systems connect and ultimately emerge represents a major focal point of the course.	3
EDL 820	The Systematic Use of Data for Innovation and Change	Data today clearly drives how we think about school improvement and change. The strategic and appropriate use of data allows us to be much more thoughtful about where we have been, our current levels of progress, and the steps we should take moving forward to continue to influence these most essential results. This course will focus on the leader's role in identifying the appropriate data sets and the mechanisms that can be put into place to consistently evaluate data streams and be thoughtful about their exploration and deep-level analysis.	3
EDL 825	Prevention and Intervention Strategies	Throughout the instructional leadership program, learners will examine the steps leaders can take to be thoughtful about their instructional planning processes and the influencers on that process. This course focuses on what leaders must do when they identify learning challenges in the system and the steps they must take from an instructional planning standpoint to both prevent learning failure and, at times, intervene in response to failure that is happening within the delivery of the instructional plan. This is an often neglected step in the instructional process, in that schools may develop change initiatives without being thoughtful as to what they will do when a cadre of students are not successful in the process. Preventing learning failure and intervening when those failures emerge is an essential aspect of instructional leadership and will be explored in this course.	3
RES 862	Understanding Research and Methodology	In order to explore research findings, scholars must be clear in their explanation of the steps that were taken to gather the data. This course will examine the choices a scholar must make when choosing a methodology and the impact those approaches will have on the study and the results. The course will also review research methods and will discuss criteria to be considered in the choice of data collection methods, including the consideration of interactive methods for the collection of qualitative data (interview and focus groups), quantitative data (survey, experiment), and mixed methods. This course will provide exposure to the basic concepts and tools that leadership students and practitioners need in order to understand and analyze data and to utilize research findings in decision making and problem solving. Prerequisite: RES 861.	3
RSD 851	Residency II: Dissertation	This residency allows students to begin developing their skills as academic researchers. Residency sessions address topics such as research question development, design, item generation, subscale development and analysis, and basic hypothesis testing. Students will have hands-on experience with quantitative and qualitative analysis software. Prerequisite: RES 801.	3
RES 871	Developing the Prospectus and Formal Proposal	The best researchers know how to strategically define their research agenda with the necessary clarity to inform the scholarly community and to establish a blueprint for analysis and replication. In this course, learners focus on these issues by exploring development of chapter 1 of their dissertation proposal. Learners are asked to create a problem statement; identify research questions and/or hypotheses; identify the data required to answer those questions; summarize the methodology they will use to investigate the problem; and provide a discussion of significance of the study, purpose of the study, limitations/delimitations and assumptions, operational definitions, and an introduction to the problem as well as a summary of the chapter in order to demonstrate their understanding of effective research application. The development of this knowledge will result in the formation of the learner's dissertation proposal. Prerequisite: RES 862.	3

LDR	804	Leading Across Cultures	This course explores the opportunities and challenges facing leaders in the global environment. The course topics focus on aspects of leading global and diverse workforces, and on theories of leadership and leadership development in diverse and global cultures.	3
LDR	805	Innovation: The Last Frontier of Competitive Advantage	In the face of rapidly changing customer needs, the importance of innovation to the survival of businesses cannot be overemphasized. Innovation has become the fundamental source of competitive advantage and new value for companies facing the threat of extinction. The purpose of this course is to develop an understanding of the leadership skills and capabilities required to foster, lead, and sustain innovation in organizations operating under either the 'steady state' or change environment. The fundamental role of leadership in the innovation process will be explored by evaluating the relationship between key leadership and innovation theories.	3
DIS	955	Dissertation I	One of the most essential aspects of bringing research findings to the scholarly community is mastering the discipline of approaching this task in an unbiased, benign manner. This course emphasizes the steps scholars must take in taking their findings and establishing a reporting mechanism that presents the outcomes of the research in a way that clearly articulates the fruits of the researcher's labors without distracting or misinforming the audience. This work is typically done in chapter 4 of a dissertation. Also included in this content will be the organization of data sets and the application of tables, charts, and graphs.	3
DIS	960	Dissertation II	While chapter 4 focuses on the benign presentation of results, chapter 5 of the dissertation seeks to make sense of these findings in relationship to the overarching body of work that currently exists. Reflections include the synthesis of findings, comparing those findings to previous work done in the area; consideration of issues related to the research process used and the potential challenges and advantages of the approaches used; and thoughts on implications of these findings on the current body of work. In addition to this aforementioned course content, students will learn to present the opportunities for further research that might have emerged as a result of this work and the potential that lies ahead for others to follow. Prerequisite: DIS 955.	3
DIS	965	Dissertation III	This course emphasizes the finalization of the dissertation and provides learners guidance for finding the appropriate venues and approaches in publishing their research findings. This will include the final steps necessary in pulling together what might have been earlier versions of chapters 1, 2, and 3, as well as the proofing and dissertation editing strategies that are required and the steps scholars can take to make sure their results are, in fact, shared with other scholars. This will include an exploration of writing research articles, preparing to present scholarly papers, as well as other publication venues. Prerequisite: DIS 960.	3
RSD	881	Residency III: Presentation of Progress or Results	This residency will prepare students to present their scholarly work and to thoughtfully critique the work of others. Students will orally present papers developed in their own classes and respond to questions from colleagues. Students will be further prepared to become active members in academic communities by learning how to review papers and provide comments. Prerequisite: RES 851.	3

*Total Doctor of Education in Organizational Leadership with an Emphasis in Instructional Leadership Credits: 61*