

Department of Leadership, Foundations,  
and Human Resource Education Development

College of Education and Human  
University of Louisville  
Louisville, Kentucky 40292  
(502) 852-6475

# UNIVERSITY of LOUISVILLE

Dear Applicant:

We are pleased to learn of your interest in our Doctor of Philosophy program with an emphasis in Educational Leadership and Organizational Development.

It is required that you visit with the ELFH Doctoral Program Coordinator to get additional information **before** starting the application process. Your application materials will not be processed until the form at the bottom of this letter is signed by the Program Coordinator. This step can be done over the phone by contacting me at the number shown below.

The admissions procedure is summarized as follows: After you have completed the steps listed in the "Applicant Directions," the departmental Admissions Committee will review the materials, interview selected applicants, and make a recommendation to the Dean of the Graduate School for consideration for admission. Upon admission to the program, an advisor will be appointed to work with you in designing an official program.

Feel free to contact me at any time during the process.

Namok Choi  
ELFH Doctoral Coordinator (502-852-4014; namok@louisville.edu)

(rev. 6-18-2010)

**The applicant must include the signed form below with application materials. If the visit occurred by phone, attach an e-mail confirmation from Dr. Choi to the form.**

*Professor Use Only*

I visited with \_\_\_\_\_ and we reviewed:

(student name)

The application process	Y	N
The program, various concentrations, and my career goals	Y	N

\_\_\_\_\_  
Professor

\_\_\_\_\_  
Date

## APPLICANT DIRECTIONS

The following **must be completed** before your application will be considered. **First**, speak with the Program Coordinator **before** applying either by phone or in person, whichever is mutually convenient.

1. **Graduate Application** (even if currently enrolled in a University of Louisville program). The application should be done on-line. Go to the university Web-site: <http://www.louisville.edu/index.html>. Go to "Future Students" and then to "Admissions, Graduate". There you will find an "Online Application" link. When prompted by the on-line application for "degree", indicate PhD. When prompted for "major", indicate ELOD. **Pay the application fee online as instructed**. All other application materials, **except GRE Scores** (see below) should be sent to the address at the bottom of this page.
2. **Resume or Curriculum Vita\*\*\*** It is the expectation of the Admissions Committee that applicants will have prior academic and/or professional experience in the field of education, training and development. The PhD program is intended for experienced professionals in the field, holding relevant academic degrees, who are qualified to undertake advanced study at the doctoral level.
3. Using the **Recommendation for Graduate School** provided in the hard copy Application Packet, have three individuals familiar with your background as a graduate student or professional fill out one each and return it directly to the ELFH Doctoral Coordinator. Provide each of these individuals a copy of "Attachment A."
4. **Test scores\*\*\***-- Graduate Record Examination (Verbal & Quantitative [and Writing, if taken since September 2002]). The GRE is on computer at Sylvan Learning Centers. If you have taken the GRE, have Educational Testing Service forward scores to UofL (UofL's code for sending GRE scores is 1838). If you are a former UofL student and believe your scores are here already, attach a note so indicating with your Graduate Application. Applicants are expected to have a total GRE score (i.e., quantitative + verbal scores) of at least 1,000. The TOEFL Examination is required of foreign students from countries where English is not the native language. It is the expectation of the Admissions Committee that applicants would have a minimum computer-based TOEFL score of 220 or a paper-based score of 560.
5. **Transcripts -- undergraduate and graduate\*\*\*** (All official, non-UofL). Send original transcripts for all previous undergraduate and graduate coursework to the address indicated below. Do not provide UofL transcripts and transcripts previously submitted to the College of Education and Human Development. If you have records at UofL, but outside the CEHD, attach a note so indicating and we will secure them. It is expected that applicants would have GPAs of at least 3.5 for prior undergraduate and graduate degrees. Applicants submitting **foreign transcripts** must submit such transcript to analysis by either of the following two agencies and have the agency submit their report to the address below for inclusion in the application packet: **World Education Evaluation Service:** [www.wes.org](http://www.wes.org) or **Educational Credential Evaluators:** [www.ece.org](http://www.ece.org). The applicant must send the official transcript to the transcript evaluation agency. The agency

**Please continue to next page**

will do an evaluation according to US guidelines and mail an official copy of the evaluation to UofL. We do not need the transcript if we have the official evaluation from ECE or WES. The agency also validates that the transcript is official and legitimate. In some cases the applicant may only have one official copy of the transcript. In that situation, WES or ECE will mail the official transcript back to the student after the evaluation has been completed.

6. **Formal Statement of Goals\*\*\*** In the Statement of Goals, state explicitly which track of the doctoral (e.g., P-12 Administration, Post-Secondary, Human Resources, and so forth) you are applying for so the Admissions Committee is aware of this important factor.

\*\*\*Additional details about the above items are provided on the following page.

The above materials help members of the Admission Committee answer these questions:

1. Is the applicant likely to succeed in doctoral study? Is there evidence the applicant possesses professional expertise and promise?
2. Does this doctoral program (and chosen concentration) appear to be a viable match for the applicant's goals?

Send ALL materials to:  
University of Louisville  
Office of Graduate Admissions  
105 Houchens  
Louisville, KY 40292

## DETAILS RELATED TO APPLICATION MATERIALS

### Resume or Curriculum Vita

In addition to the regular information in a resume or curriculum vita, include: home and office e-mail addresses; scholarly/professional writings and creative activities; active involvement and leadership in professional and community activities; and professional and academic honors and recognitions. It is important that the academic and professional experience of applicants match the educational focus of the program curriculum and the educational and professional orientation of the program faculty.

### Formal Statement of Goals

Prepare a formal statement that describes (1) your detailed rationale for pursuing doctoral study and (2) your research interest(s). State which track of the PhD program you are applying for. Discuss your interest in doctoral study, indicating how your personal and professional goals, professional experiences, and commitment to education, learning, and research are congruent with a doctoral program in educational leadership and organizational development. More specifically, relate your goals to a particular concentration(s). Include a clear statement about your research interest(s) and goals, and how this doctoral program will help you achieve those goals. Members will expect a statement of at least 1,500 words. Please keep in mind that **the statement of goals also serves as a sample of your writing ability** and the Admissions Committee will review it in this light.

### **What Happens Next:**

There are three (3) review cycles each year. The specific dates are stated in a document included in the application packet. Given the submission of all required materials, Admission Committee members review the materials during these cycles.

The Admission Committee decides either to recommend or reject the applicant for admission and advises applicants in writing of this decision. The ELFH Doctoral Program Coordinator contacts accepted applicants and informs them of their appointed academic adviser with whom they will discuss the next steps to start the program.

**NOTE TO P-12 APPLICANTS: Admission to a certification program or to a Rank I program requires separate paperwork. Ask for the proper forms from your advisor. As a general rule, doing the paperwork after the doctoral application process will be most sensible and efficient.**

## **ATTACHMENT A**

(Rev: 2/27/2004)

**(To the applicant: Make three copies and attach one copy of this page to each one of the three "Recommendations for Graduate School" forms. Such a narrative must accompany each recommendation for it to be considered complete.)**

### **Information to those completing professional recommendations:**

The information (the "check marks") you provide on the pre-printed "Recommendation for Graduate School" is helpful. However, the members of the Admission Committee and this applicant need more of your valuable insight.

We consider your recommendation a crucial factor in our decision to recommend admission. We need your explanations to understand all the information about this applicant with suggests the very strong likelihood of success in doctoral study in education administration. Therefore, please use additional pages to offer specific examples or evidence supporting each of the ratings you have made. What you say in your additional comments may well be the decisive factor in our decision!

### **Example #1 (not "the" only, but a valuable example):**

"Applicant has applied for acceptance in the doctoral program at the University of Louisville. I support his/her application without reservation and urge your careful consideration. My observation of the Applicant's qualifications is drawn from the 12-month period of our working relationship when he/she reported to me as [position].

Applicant demonstrated a keen intelligence and tenacity in his/her performance, fulfilling and enlarging his/her role in a position, which had only recently been established. He/she developed fruitful working relationships of great credibility with both the print and broadcast media and quickly become regarded as an authority of his/her field. He/she earned the respect of the Board of Directors as he/she guided their public presentations on behalf of the agency. He/she demonstrated outstanding planning skills by undertaking two new ventures: the development of a new government affairs committee to enhance legislative efforts, and the start-up of a profit-generating unit within the agency. He/she used considerable organizational skills in planning and implementing [the agency's new department] and has utilized his/her skills to coordinate volunteer groups, keep them on tasks, and reach quick achievement of objectives.

Applicant's career goals demand the attainment of the doctorate. Because his/her background is far different from that which many candidates will bring to the program, his/her participation will prove to be stimulating to peers and professors alike. He/she will be a splendid student and colleague."

### **Example #2 (just another possibility):**

"I believe the Applicant can be successful in the doctoral program because he/she is highly motivated and once he/she sets out to accomplish something it gets done. He/she completed his/her master's degree while working full-time. His/her writing is good enough at this point, but it will improve the more he/she writes. He/she is creative in his/her verbal and written expression and "thinks" about what he/she reads and hears. Applicant will assert his/herself appropriately but only after receiving all the necessary information to make a sound suggestion or comment. I think he/she can bring something to the program. He/she is a mature individual who will persevere and be a splendid student and colleague."

# **ADMISSION REVIEW DATES**

(rev. 5-18-2009)

**PhD in Educational Leadership and Organization Development**

(Belknap Campus)

**ALL PAPERWORK DUE:**

- Oct. 15
- Feb. 15
- July 15

# **Program of Study Information for the Doctor of Philosophy Program in Educational Leadership and Organizational Development**

**Planning of Program.** The advisor and members of the Program Committee help the individual design a program of study. Normally this should be done almost immediately after admission. The student has no "official contract" until the program is signed by the three members of the Program Committee.

The program requires a minimum of 90 semester hours beyond the baccalaureate degree. Courses from previous graduate work may be counted toward the 90 hours. At least 45 of the 90 hours must be earned at U of L. These 45 hours will include the 18 hours fulfilling residency and the 12 hours required for dissertation credit.

Professional Specialty (30 hours). Each student will have a specialty in one of five concentrations: P-12 administration, postsecondary administration, sport administration, human resource development, and evaluation. The particular coursework in any student's program will vary according to specific concentration requirements, Program Committee decisions, and individual background and interests.

These 12 hours are required for all students in all concentrations:

- ELFH 710 Introductory Doctoral Seminar -- 3
- internship (specific course dependent on concentration) -- 3
- ELFH 780 Problem Analysis I -- 3
- ELFH 781 Problem Analysis II -- 3

Knowledge Development and Utilization (27 hours). Each student will carry out a substantial, creative project of scholarly quality. In developing dissertation topics, students are required to select topics that enable them to demonstrate the ability to conduct inquiry into processes and problems of educational institutions or community organizations. This component includes:

- Development of research competencies (15 hours). These courses develop basic understanding of research design and methodology and demonstrate competence in the critical analysis of research. All students must take ELFH 601 Applied Statistics (3) and it is a prerequisite for most research and statistics courses. Other courses may include:
  - ELFH 602 Survey Research & Attitude Measurement
  - ELFH 606 Evaluation of Educational Processes
  - ELFH 701 Intermediate Statistics
  - ELFH 703 Multivariate Analysis
  - ELFH 704 Qualitative Field Research Methods
  - ELFH 705 Qualitative Data Analysis and Representation
- Dissertation research (ELFH 795 Dissertation Research –12 hours). The student completes an independent study with the dissertation chair.

Electives (21 hours). This component allows considerable flexibility in planning a program.

Urban and Social Sciences (12 hours). This component includes courses with an urban or social sciences focus taken inside or outside the CEHD. These are courses that further understanding the contextual aspects of organizations.

All doctoral students complete a Program of Study planned with the advisor and approved formally by the Program Committee. All the committee members, as well as the student, must sign it. The completed Program of Study form must be filed with the Education Advising Center. Typical revisions to the program must be approved in writing by the advisor and forwarded to the Education Advising Center.

**Meeting Course and Program Requirements and Residency.** Students should meet with their advisor to plan the scheduling of courses for several semesters at a time. Students must be enrolled (= registered) at the University of Louisville for a minimum of 18 hours within a 12-month period to meet the residency requirement. These hours must be completed during or after formal admission to the doctoral program.

There are two time limits for completion of the doctoral program: (1) Within five (5) years after admission into the doctoral program students must complete all coursework and pass the comprehensive exams; and (2) the student must complete all other requirements for the degree within four (4) years after passing the comprehensive examination and being admitted to candidacy. A doctoral degree student must have been admitted to candidacy not later than the end of the ninth month prior to the awarding of the degree, that is:

August graduation: November 30 of preceding year

December graduation: March 31 of same year

May graduation: August 31 of preceding year

The PhD in Educational Leadership and Organizational Development has five specialties as described below.

### ***Specialties (TOTAL = 90 hours minimum)***

#### **P-12 Administration**

<b>I.</b>	<b>Professional Specialty -- 30 hrs. (minimum)</b>	
1.	ELFH 710 Introductory Doctoral Seminar	3
2.	ELFH 720 Adv. Internship in Educational Leadership	3
3.	ELFH 780 Problem Analysis I	3
4.	ELFH 781 Problem Analysis II	3
5.	ELFH 607 Principles of Educational Leadership	3
6.	Choose courses approved by advisor (certification considered)	15
<b>II.</b>	<b>Knowledge Development and Utilization -- 27 hrs. (minimum)</b>	
1.	ELFH 601 Applied Statistics	3
2.	Choose research/statistics courses approved by advisor	12
3.	ELFH 795 Dissertation Research	12
<b>III.</b>	<b>Electives -- 21 hrs. (minimum)</b>	21
<b>IV.</b>	<b>Urban and Social Sciences -- 12 hrs. (minimum)</b>	
1.	ELFH 715 Advanced Organizational Theory	3
2.	Choose courses approved by advisor	9
<b>TOTAL</b>		<b>90</b>



## **Postsecondary Administration**

<b>I. Professional Specialty -- 30 hrs. (minimum)</b>	
1. ELFH 710 Introductory Doctoral Seminar	3
2. ELFH 690 Internship in Postsecondary Education	3
3. ELFH 780 Problem Analysis I	3
4. ELFH 781 Problem Analysis II	3
5. ELFH 607 Principles of Educational Leadership	3
6. ELFH 680 Legal Issues in Postsecondary Education	3
7. ELFH 682 Organization & Admin. of Higher Educ. Institutions	3
8. ELFH 684 Educational Resource Management in Postsec. Ed.	3
9. ELFH 686 Two-Year Community College	3
10. Choose courses approved by advisor	3
<b>II. Knowledge Development and Utilization -- 27 hrs. (minimum)</b>	
1. ELFH 601 Applied Statistics	3
2. Choose research/statistics courses approved by advisor	12
3. ELFH 795 Dissertation Research	12
<b>III. Electives -- 21 hrs. (minimum)</b>	21
<b>IV. Urban and Social Sciences -- 12 hrs. (minimum)</b>	
1. ELFH 715 Advanced Organizational Theory	3
2. Choose courses approved by advisor	9
<b>TOTAL</b>	<b>90</b>

## **Sport Administration**

<b>I. Professional Specialty -- 30 hrs. (minimum)</b>	
1. ELFH 710 Introductory Doctoral Seminar	3
2. ELFH 690 Internship in Postsecondary Education OR SPAD 692 Internship in Sport Administration	3
3. ELFH 780 Problem Analysis I	3
4. ELFH 781 Problem Analysis II	3
5. ELFH 682 Organization & Admin. of Higher Ed. Institutions OR SPAD 625 Sport Administration	3
6. SPAD 689 Legal Aspects in the Sport Industry	3
7. ELFH 684 Educational Resource Management in Postsec. Ed. OR SPAD 683 Sport Marketing	3
8. Choose ELFH, SPAD, or PED courses approved by advisor	9
<b>II. Knowledge Development and Utilization -- 27 hrs. (minimum)</b>	
1. ELFH 601 Applied Statistics	3
2. Choose research/statistics courses approved by advisor	12
3. ELFH 795 Dissertation Research	12
<b>III. Electives -- 21 hrs. (minimum)</b>	21
<b>IV. Urban and Social Sciences -- 12 hrs. (minimum)</b>	
1. ELFH 715 Advanced Organizational Theory	3
2. Choose courses approved by advisor	9
<b>TOTAL</b>	<b>90</b>

## **Human Resource Development**

<b>I. Professional Specialty -- 30 hrs. (minimum)</b>	
1. ELFH 710 Introductory Doctoral Seminar	3
2. ELFH 740 Adv. Internship in Training & HR Development	3
3. ELFH 780 Problem Analysis I	3
4. ELFH 781 Problem Analysis II	3
5. Choose courses approved by advisor	18
<b>II. Knowledge Development and Utilization -- 27 hrs. (minimum)</b>	
1. ELFH 601 Applied Statistics	3
2. Choose research/statistics courses approved by advisor	12
3. ELFH 795 Dissertation Research	12
<b>III. Electives -- 21 hrs. (minimum)</b>	21
<b>IV. Urban and Social Sciences -- 12 hrs. (minimum)</b>	12
<b>TOTAL</b>	<b>90</b>

## **Evaluation**

<b>I. Professional Specialty -- 30 hrs. (minimum)</b>	
1. ELFH 710 Introductory Doctoral Seminar	3
2. ELFH 760 Doctoral Internship in Educational Evaluation	3
3. ELFH 780 Problem Analysis I	3
4. ELFH 781 Problem Analysis II	3
5. ELFH 606 Evaluation of Educational Processes & Products	3
6. ELFH 750 Seminar in Evaluation	3
7. Choose courses approved by advisor from the following:	12
PADM 603/UPA 621 Policy Analysis and Program Evaluation	
PADM 606 Public Policy	
SOC 617/UPA 621 Program Evaluation and Impact Analysis	
UPA 621 Decision Models	
ECPY 540 Evaluation and Measurement in Education	
ECPY 761 Program Development & Evaluation in Student Affairs	
or any Knowledge Development & Utilization courses	
<b>II. Knowledge Development and Utilization -- 27 hrs. (minimum)</b>	
1. ELFH 601 Applied Statistics	3
2. Choose research/statistics courses approved by advisor	12
3. ELFH 795 Dissertation Research	12
<b>III. Electives -- 21 hrs. (minimum)</b>	21
<b>IV. Urban and Social Sciences -- 12 hrs. (minimum)</b>	
1. ELFH 715 Advanced Organizational Theory	3
2. Choose courses approved by advisor	9
<b>TOTAL</b>	<b>90</b>