



Organizational Development -

Doctor of Philosophy (Ph.D.)

Doctor of Business Administration (DBA)

Doctoral Program Handbook

2016-2019 Cohort (revised 08/08/16)

Table of Contents

Table of Contents	1
Welcome	2
Abstract	2
Mission of Cabrini University	2
Mission Statement of the Organizational Development Doctoral Program	3
Vision of the Organizational Development Doctoral Program	4
Overall Goals of the Organizational Development Doctoral Program	4
Learning Outcomes of the Organizational Development Doctoral Program	4
Doctor of Philosophy versus Doctor of Business Administration	5
Admission Requirements	5
Application Review Process	6
Transfer Credits	6
Orientation	6
Program Advisor	6
Cohort Model (i.e. Full Time Status and Continued Enrollment)	7
Program of Study	7
University and Program Grading Policies	8
Requirements for Graduation	8
Course Descriptions	9
Qualifying Examination #1	12
Qualifying Examination #2	12
Doctoral Dissertation	13
Dissertation Proposal	14
Institutional Review Board	14
Full Dissertation	14
Dissertation Chair and Committee Members	15
Application for Graduation	16
Proquest for Dissertations	16
Academic Integrity	16
Leave of Absence Policy	17
Three Year Completion Policy	17
Financial Information	17
Student Services	17
Appendices	18
A: Contact Information for Program Administrators and Anchor Faculty	18
B: Visiting Scholar and Dissertation Member List	19
C: Benchmarks for OD Doctoral Program Completion	20
D: Student Annual Review Form	23
E: APA Style Guide Resources	25
F: Dissertation Proposal Suggested Template	26
G: Dissertation Suggested Template	31
H: Form Library	33

Welcome

Welcome to the doctoral program in Organizational Development (OD) at Cabrini University. Building on the Cabrini tradition of preparing graduates who are committed to ethical leadership, social justice and making significant contributions to their workplace, local communities and global initiatives, the OD program enrolls mid- and senior-level executives from all sectors of the workplace who are interested in studying and advancing theory, research and practice in the disciplines of organizational development, change management, and leadership.

The OD program has been in existence since 2016, combining state-of-the-art education, visits from world-class scholars, and a blended approach to learning. Two degree options are offered: a research-focused Doctor of Philosophy (Ph.D.) and a practice-oriented Doctor of Business Administration (DBA). The program is housed in the Department of Leadership and Organizational Development in the School of Business, Arts and Media.

Courses are offered in a blended format on weekends with an additional week of residency each year. The program utilizes a cohort model where students engage in coursework with a group of peers. Students come from a variety of backgrounds, including small and large businesses, academia, government and the non-profit sector.

Abstract

This Handbook is designed to provide information to individuals seeking a Doctoral degree in Organizational Development at Cabrini University. It is intended to answer questions regarding admission requirements, the application review process, and explain the requirements and procedures that need to be followed to earn the Ph.D. or DBA. This Handbook serves as a supplement to the Graduate Catalog and provides information that will enable the student to complete coursework and the dissertation process in an organized fashion.

The contents of this Handbook are accurate at the time of publication. Changes may be implemented without prior notice and without obligation to fulfill the University mission. For further information, students are invited to contact the Executive Director of the Doctoral Program or the Chair of the Department of Leadership and Organizational Development.

Mission of Cabrini University

Education of the Heart

Cabrini University is a Catholic institution of higher education dedicated to academic excellence, leadership development, and a commitment to social justice. The University welcomes learners of all faiths, cultures, and backgrounds and prepares them to become engaged citizens of the world.

Education of the Heart is achieved through the core values of:

- Respect
- Vision
- Community
- Dedication to excellence

Respect

We strive for a reverence of self and others manifested in trust and appreciation. Respect calls for care and compassion in regard to:

- diversity
- our environment
- social justice
- civility in resolving conflict

Vision

Inspired by the indomitable spirit of Saint Frances Xavier Cabrini, we strive to promote and foster innovation and creativity. Vision calls for:

- a spiritually based outlook when seeking solutions
- courage
- a proactive stewardship of all present and
- future resources

Community

We strive to strengthen community by uniting diverse individuals and their aspirations in shared endeavor. Community calls for:

- common mission
- ethical responsibility
- a sense of belonging
- dialogue in decision making
- enthusiasm for the enterprise
- participation in the celebration of our values and traditions

Dedication to Excellence

To maximize the potential of the individual and community we strive for the education of the whole person—intellectual, emotional, physical, and spiritual. Dedication to Excellence calls for:

- positive attitude
- commitment to lifelong learning
- personal and professional growth
- pride in accomplishment
- fulfillment of common goals

Mission Statement of the Organizational Development Doctoral Program

The Organizational Development Doctoral Program prepares mid- and senior-level executives committed to ethical behavior and social justice to be able to make significant contributions in their workplaces and communities of practice. Our students will expand their knowledge of, critically evaluate, and advance theory, research and practice in the disciplines of organizational development, change management, and leadership.

Vision of the Organizational Development Doctoral Program

The Organizational Development Doctoral Program at Cabrini University aspires to be recognized as a global leader in the higher education and development of OD professionals committed to engaging in ethical behavior and promoting social justice in their scholarship and practice.

Overall Goals of the Organizational Development Doctoral Program

Goal 1: To achieve a 100% retention and graduation rate for each cohort.

Goal 2: To engage students in research that leads to peer-reviewed publications, either on their own and/or in collaboration with cohort members or faculty.

Goal 3: To serve the field of OD and higher education generally through both faculty engagement and development of leading scholar-practitioners.

Goal 4: To practice ethical leadership in the pursuit of social justice in all endeavors.

Learning Outcomes of the Organizational Development Doctoral Program

Students successfully completing the Cabrini University Doctoral program in Organizational Development (either the Ph.D. or the DBA) will be able to successfully perform the following outcomes:

Outcome One: Analyze, critique and apply classical and contemporary perspectives on the theory and practice of organizational development.

Outcome Two: Analyze, apply, and synthesize strategies to address organizational problems and issues while fully engaging with change management approaches.

Outcome Three: Analyze organizations using social, political, economic, legal, and intercultural frameworks.

Outcome Four: Assess and refine one's own leadership style through intercultural, moral, and ethical development lenses that are informed by the cultural environment and the practice of social justice.

Outcome Five: Develop and utilize advanced research and analysis skills to complete a dissertation that contributes meaningful scholarship to the field of organizational development.

Outcome Six: Apply theoretical, empirical, and experiential learning approaches to consult with organizations to recommend appropriate strategic interventions.

Doctor of Philosophy versus Doctor of Business Administration

The Doctor of Philosophy (Ph.D.) is a research-based doctoral degree designed primarily for those who seek to engage in academic scholarship and teaching. The Doctor of Business Administration (DBA) is a terminal degree designed for those who seek largely to apply the scholarly knowledge they acquire in doctoral study in the practice of business activity. Students in either the Ph.D. or DBA track of the Cabrini University OD doctoral program complete the same course work and qualifying examinations.

Students in either track also complete a dissertation, though the document differs in certain ways depending on whether it is a Ph.D. or DBA dissertation. The Ph.D. dissertation in this program is a scholarly document based upon the completion of an original research study, while the DBA dissertation is an applied document based on the implementation and analysis of an application project. In both formats, students also defend their dissertation proposal and their final dissertation document to an examining committee. Students are encouraged to explore dissertation topics throughout the program, and are expected to make a formal decision about whether they will pursue the Ph.D. or DBA after the completion of their first qualifying examination and before the second year week-long residency in May. This decision should be communicated in writing to the Program Executive Director by the date noted above.

Admission Requirements

Requirements for admission include each of the following:

- Application deadline date for next cohort TBD
- Online Application
- No application fee
- Master's degree required with minimum GPA of 3.0
- Current resume
- Sponsor letter
- Statement of interest (maximum 2 pages)
- List of two additional references with contact info (professional or academic)
- Academic or Professional writing sample optional
- GRE/GMAT test scores optional
- Interview with members of OD Admissions Committee
- \$500 deposit non-refundable after acceptance
- Submission of official graduate transcripts before matriculation into program

Application Review Process

The application review process includes the following steps:

1. Initial inquiry regarding interest in program
2. Submission of applicant's materials, which are initially screened by OD Admissions Committee to ensure minimum requirements are met
3. Interview with the OD Admissions Committee
4. Final determination of decision based upon all information provided by the applicant
5. Notification of decision via acceptance or non-acceptance letter sent to applicant

Transfer Credits

Up to six credits may be accepted for transfer into the OD program, though only in highly unusual circumstances due to the cohort nature of the program. The student must submit the potential credits at the time of application to the Executive Director of the OD program, who will consult with the Chair of the Department of Leadership and Organizational Development on the proposed transfer credits. If approved by the program, these are then submitted to the Registrar for a final decision. These credits must be doctoral-level credits earned previously with a grade no lower than B.

Orientation

An orientation session will be held at the beginning of each new program year in which a cohort is admitted. This orientation will be held the first day of residency in late May, and is designed to welcome in the new cohort and orient them to program requirements and expectations. Information about this orientation will be provided through electronic and/or regular mail following acceptance into the program. It is required that ALL incoming students will attend this session.

Program Advisor

Upon admission to the program, each student will be assigned a program advisor. Initial assignment may be to the Executive Director, but the student will receive a permanent advisor by Orientation. This person holds primary responsibility for advising on all aspects of the student's progress through the program. The secondary advisor for all students is the Executive Director of the program. Students should also consult this document for information, forms, specific policies and procedures in the OD program.

Should you, at any time, wish to change your advisor you may do so in consultation with the Chair of the Department of Leadership and Organizational Development. Once you have entered into the dissertation stage programmatic advisory duties will be performed by your Dissertation Chair, an individual who also serves a vital advisory role in your dissertation process.

Throughout the program, it is expected that the student and the advisor will remain in regular contact. The student is ultimately responsible for making sure he or she is progressing appropriately through the program and that all required paperwork is completed, but the advisor and the Executive Director are there to provide support for the student as needed. The student should reach out to the advisor if there are questions about scheduling and program progression, or if the student seeks professional guidance and/or mentoring. The advisor will reach out to the student if issues emerge that require specific support. This communication is often done by e-mail, thus it is strongly recommended that the student regularly checks their official Cabrini e-mail account and maintains up to date information with the university and the program office regarding changes to e-mail and physical mail addresses and phone numbers.

Cohort Model (Full-Time Status and Continued Enrollment)

The OD Doctoral Program is a year-round, accelerated doctoral program in which students take all classes with the other members of their cohort. Thus it is imperative that students take each course in sequence and complete the qualifying examinations successfully at the end of year one and year two in order to maintain full-time status in the doctoral program.

Program of Study

The Doctoral Program in Organizational Development (Ph.D. and DBA options) is a 70 credit program of study that is expected to be completed within three years of continuous enrollment (Fall, Spring and Summer). The following section lists the sequence of courses, examinations and dissertation work along with the timeline for the completion of each of these program requirements. More detailed information on each will be found in subsequent sections of this Handbook.

Yearly Schedule of Classes

Year 1 (25 credits): Course and credit information, residency dates

- DORG 740: Leadership Lecture Series I – 3 credits **(May 24, 2016)**
- DORG 725: Group Facilitation, Consultation, and Team Development – 3 credits **(May 25-27, 2016)**
- DORG 700: The Evolution of Organizational Development- Understanding System Dynamics - 3 credits **(June 24-26, 2016)**
- DORG 715: Contemporary and Philosophical Perspectives in Organizational Development from a Scientific Approach – 3 credits **(July 22-24, 2016)**
- DORG 710: Theory and Practice of Organizational Leadership – 3 credits **(September 9-11, 2016)**
- DORG 720: Trends in Organizational Research and Theory – 3 credits **(October 14-16, 2016)**
- DORG 735: Sociocultural Dynamics, Morality & Diversity in the Workplace – 3 credits **(December 2-4, 2016)**
- DORG 730: Organizational Assessment, Design and Strategy – 4 credits **(January 20-22 and February 17-19, 2017)**
- Qualifying Examination #1 **(Workshop weekend of March 17-19, 2017; Exam due April 17, 2017)**

Year 2 (24 credits): Course and credit information, residency dates

- DORG 745: Research Design & Methods – Quantitative – 4 credits (**May 23-26, 2017**)
- DORG 746: Research Design & Methods – Qualitative- 4 credits (**June 16-18 and July 14-16, 2017**)
- DORG 750: Corporate Governance, & Business Ethics from a Social Justice Lens – 4 credits (**August 11-13 and September 8-10, 2017**)
- DORG 755: Leading in a Global Environment – 4 credits (**October 6-8 and November 3-5, 2017**)
- DORG 760: Advanced Topic: Negotiation, Conflict & Communication Strategies to Advance Social Causes – 4 credits (**December 8-10, 2017 and January 5-7, 2018**)
- DORG 765: Advanced Topic: Integrative Quantitative & Qualitative Seminar – 4 credits (**February 2-4 and March 2-4, 2018**)
- Qualifying Examination #2 (**Workshop weekend of March 16-18, 2018; Exam due April 15, 2018**)

Year 3 (21 credits): Course and credit information, residency dates

- DORG 741: Leadership Lecture Series II – 3 credits (**date TBD-likely May 22, 2018**)
- DORG 770: Advanced Topic: International Field Experience- 3 credits (**date TBD**)
- DORG 800: Dissertation: Proposal, Development & Defense – 15 credits (**entire year**)

University and Program Grading Policies

University policies for grading of graduate courses can be found in the current edition of the Cabrini University Graduate Handbook.

Program Grading Policies

1. Students must maintain a minimum GPA of 3.0 at all times to remain in good standing.
2. A student who receives a grade of **C-, D+ or D** in any course must repeat that course.
3. After receiving three grades below **B-**, the student will be dismissed from the program.
4. A student who receives a final course grade of **F** at any time will be dismissed from the program.
5. A grade of “I” (Incomplete) is not an option in this program. Students who are unable to complete a course due to a *legitimate emergency* must withdraw and retake the course when it is next offered. See the section on Leaves of Absence below for additional information.

Requirements for Graduation

1. Completion of seventy credits in the prescribed doctoral course of study with a GPA of 3.0 or higher
2. A passing score on Qualifying Examination #1
3. A passing score on Qualifying Examination #2
4. Submission of a completed and approved dissertation
5. Successful oral defense of the dissertation
6. Completion of application for graduation

Course Descriptions

Year 1:

DORG 740: Leadership Lecture Series—I (May 24, 2016)

Through the lecture series, Cabrini will build on the success of its Nerney Leadership Institute Executive in Residence program and will invite the world's top scholars and business leaders to interact personally with our Ph.D./D.B.A. students on leading-edge topics around leadership and organizational development.

DORG 725: Group Facilitation, Consultation, and Team Development (May 25-27, 2016)

This course examines the leadership process using team and group dynamics as a context. Students will investigate and provide consultation around issues related to team building, interpersonal and group relations, and utilizing effective problem-solving and decision-making skills. A special emphasis will be on effectively initiating collaborative approaches with both internal and external stakeholders.

DORG 700: The Evolution of Organizational Development—Understanding System Dynamics (June 24-26, 2016)

This course reviews major global environmental trends and examines the economic, demographic, socio-political, and legislative impact of these trends on organizational effectiveness. The course also explores systems theory and other theories to better understand the daily dynamics at various organizational levels, as well as the contributions of the field to the practice of organizational development.

DORG 720: Trends in Organizational Research and Theory (July 22-24, 2016)

This course provides an overview of different research methodologies employed by organizations, including designs associated with observational, evaluative and systematic approaches. Students will be required to compare and contrast several research-based methodologies and theories that are utilized in organizations to effectively evoke change. A strong emphasis will be placed on change management.

DORG 710: Theory and Practice of Organizational Leadership (September 9-11, 2016)

This course emphasizes leadership development and practice. A review of leadership theories and their applications to business is done via the stories and the experiential learning of each student. This requires students to critically analyze historical approaches to leadership with a strong emphasis placed on contemporary leadership perspectives. Students will be required to connect leadership theories and practices to leadership situations that are relevant to their work experiences.

DORG 715: Contemporary and Philosophical Perspectives in Organizational Development from a Scientific Approach (October 14-16, 2016)

This course explores major contemporary trends in the organizational development field utilizing a philosophical foundation. Students will be required to conduct analysis, gather data, propose intervention processes and techniques, and present diagnoses and final recommended changes using various methodologies such as Appreciative Inquiry, Future Search, and other contemporary approaches.

DORG 735: Socio-Cultural Dynamics, Morality, & Diversity in the Workplace (December 2-4, 2016)

This course requires students to conduct a systematic study of multi-cultural issues in the workplace related to both social and cultural factors, emphasizing the respect for the diversity of employees. A special emphasis of the course will be the importance of morality in the workplace and its place in society. Attention will be given to ethnocentrism and personal tendencies to develop bias within the workplace.

DORG 730: Organizational Assessment, Design, and Strategy (January 20-22, 2017 & February 17-19, 2017)

This class will challenge students to embrace a systems view of leadership and change at the organizational level. Students will compare, contrast, and critique assessment models and designs utilized to effect change in the organization. Students will be required to apply their own models of organizational change, strategy, and organizational capacity building to their work experiences.

Qualification 1 Examination (Workshop weekend of March 17-19, 2017; Exam due April 17, 2017)

See next section for information

Year 2:

DORG 745: Research Design & Methods—Quantitative (May 23-26, 2017)

This course expands student knowledge specific to quantitative methodologies within the social sciences. Students will be required to thoroughly understand the differences between methods and be able to effectively identify the appropriate methodology that fits a given research project. Descriptive statistical concepts will be emphasized and students will be expected to conduct a research project utilizing one of the methodological approaches presented in the course.

DORG 746: Research Design & Methods—Qualitative (June 16-18 and July 14-16, 2017)

This course expands student knowledge specific to qualitative methodologies within the social sciences. Students will come to thoroughly understand the differences between methods and be able to effectively identify the appropriate methodology that fits a given research project. Case study and grounded theory approaches will be emphasized. Students will be expected to conduct a research project utilizing one of the methodological approaches presented in the course.

DORG 750: Corporate Governance and Business Ethics through a Social Justice Lenses (August 11-13 and September 8-10, 2017)

This course challenges students to develop a framework for ethical thinking and reflection with a strong emphasis on ethical challenges frequently encountered when trying to represent social justice issues. Students will be required to investigate current research trends regarding ethical issues in the organizational setting including moral, ethical, and social responsibility. Students will be required to analyze the impact they personally have on their own organizations.

DORG 755: Leading in a Global Environment (October 6-8 and November 3-5, 2017)

This course will focus on international business practices with an emphasis on problem-solving in the global environment. Students will apply GLOBE study concepts and other relevant theories in global studies to address challenges facing organizations in international development. Special focus will be on globalization, barriers to trade and investment, culture and cultural intelligence, country risk assessment, and global leadership practice. The role and potential of organizational development in global environments will also be examined.

DORG 760: Advanced Topic Seminar: Negotiation, Conflict, & Communication Strategies to Advance Social Causes (December 8-10, 2017 and January 5-7, 2018)

These seminars are advanced courses that faculty offer independently or in collaboration with a visiting scholar depending on contemporary research/theory interests. Content topics will include both domestic and international approaches, methodologies, theoretical frameworks, innovations, and strategies to advance social causes. Special effort will be made to include case study research and insights gleaned from the international work of the Missionary Sisters of the Sacred Heart.

DORG 765: Advanced Topic: Integrative Quantitative & Qualitative Seminar (February 2-4 and March 2-4, 2018)

This course will focus on advanced methods for both Quantitative and Qualitative methodological approaches. Special emphasis will be on inferential statistical concepts and special approaches to qualitative research. Topics include hypothesis testing, probability, correlation, multivariate analysis, portraiture, mixed methods, and auto-ethnography.

Qualification 2 Examination (Workshop weekend of March 16-18, 2018; Exam due April 15, 2018)

See next section for information

Year 3:

DORG 741: Leadership Lecture Series—II (date TBD)

Through the lecture series, Cabrini will build on the success of its Nerney Leadership Institute Executive in Residence program and will invite the world's top scholars and business leaders to interact personally with our Ph.D./D.B.A. students on leading-edge topics around leadership and organizational development.

DORG 770: Advanced Topic: International Field Experience (date TBD)

Students in this course participate in a global exchange in which they travel internationally with faculty and fellow students to engage in dynamic learning activities with top scholars and executives from other countries and cultures. This global exchange can be done anytime during the program (year 1, 2, or 3), but credit is given in the third year. Emphasis will be placed on having students submit and present at an international conference in the OD field.

DORG 800: Dissertation: Proposal, Development, & Defense (entire year)

Students in this final course will work independently within a prescribed framework to complete their dissertation. Students will be required to seek out and receive approval of a dissertation committee that will begin to work with the student to draft her or his dissertation proposal. Students will be required to select a topic, draft research questions, construct an appropriate literature review, and conduct/analyze research utilizing research methodologies learned throughout time in the program. Two critical benchmarks must be met in this course: the first entails successfully passing a proposal hearing, while the second necessitates passing the dissertation defense. More details are outlined in the student dissertation handbook.

Qualifying Examination #1

At the end of year 1 coursework, students are required to write a general review paper (typical length 25 – 30 pages, although there is no upper limit) of key journals in the fields of organizational development and management. One major objective of this assignment is to familiarize students with these premier journals. The other major objective of this assignment is to give students early exposure to the kinds of topics that are being researched in the fields of organization development and management, the logic that underlies constructing research questions and developing hypotheses, the various methods being employed to conduct the research, the techniques and approaches utilized to collect, analyze and interpret data, and the art of drawing conclusions from research.

Prior to the dissemination of the examination, there will be a cohort residency workshop to discuss the exam requirements and expectations. Students will have four weeks (28 days) from receipt of the examination to complete and submit the document. The document is considered complete once submitted and may not be revised even if turned in before the due date.

Qualifying Examination #2

At the end of year 2 coursework, students are required to write a topic oriented review paper (typical length 25 – 30 pages, although there is no upper limit) that serves to help the student develop a strong base in the disciplines and literatures relevant to his/her topic of interest. The key aim of this assignment is to help the student learn and gain significant expertise on a topic (or topics) by demonstrating mastery of the theories, findings, and debates that surround that topic. This topic oriented review is also designed to help the student identify gaps, inconsistencies, and conflicts in the literature that may inform their dissertation research questions and their potential contributions to theory and practice in the field. The final aim of this assignment is that this review paper will not

only largely contribute to their dissertation research project, but that it will be a potential publication and/or presentation in a major conference.

Prior to the dissemination of the examination, there will be a cohort residency workshop to discuss the exam requirements and expectations. Students will have four weeks (28 days) from receipt of the examination to complete and submit the document. The document is considered complete once submitted and may not be revised even if turned in before the due date.

Doctoral Dissertation

The doctoral dissertation in the Organizational Development Program is a self-directed, analytical, and comprehensive product of scholarly inquiry and/or practice which will stand as a model within the field of professional literature. This project will be the center piece of the academic experience that will add to the body of knowledge relative to Organizational Development in specific settings and contribute to the human endeavor.

In summary, the dissertation process proceeds as follows:

1. Student selects a dissertation chair, in consultation with program advisor and/or program Executive Director.
2. Student selects other two committee members, in consultation with dissertation chair.
3. Student works on dissertation proposal - once ready for proposal defense, the document is defended and (usually) approved by Chair and committee members.
4. Student works on dissertation – once ready for defense, the document is defended and (usually) approved by Chair and committee members.

The dissertation is the student's work and responsibility. The dissertation proposal and proposal defense, and the dissertation and its defense provide evidence of the student's knowledge and ability as a scholar. As such, the student must adhere to and is responsible for maintaining the highest standards of academic integrity in the proposal and dissertation.

It is the doctoral student's responsibility to submit drafts to the dissertation chair and committee and to make revisions in a timely manner. The student is to provide the dissertation chair and committee members with drafts in electronic and/or hard copy format based on the preference of those individuals. Revisions are to be made by the student based on the recommendations of those reviewing the proposal and dissertation.

Final editing and formatting of the defensible proposal and the defensible dissertation are the student's responsibility under the guidance and advisement of the dissertation chair and the committee. If a student wishes to obtain outside editing support, it is the student's responsibility to find and contract with an editor for those services.

When the dissertation chair and committee members concur that the proposal and the dissertation are ready for defense, the student will then follow the procedures outlined in the sections below. At the time of application to defend the proposal and the dissertation, the student is to have submitted a final, edited, defensible document.

Dissertation Proposal

Dissertation proposals generally follow a similar format and structure, though slight differences are acceptable if they add value to the project. There are certain expectations that all proposals must meet:

1. The proposal must provide a robust discussion of why the proposed study is of value and importance.
2. The proposal must include a discussion of what is already known about the research question(s) to be researched and what this study will add to the literature. If the proposed study is focused on addressing an organizational problem or issue, a shorter general overview of the issue must be included along with a more detailed discussion of the specifics of the organization and the issue/problem at hand.
3. The proposal must include a clear explication of the methods that will be used by the student to address the research question(s) or problem.

See Appendix F for information on formatting the dissertation proposal.

Once the dissertation proposal document has been reviewed and approved by the dissertation chair and committee members, a dissertation proposal meeting will be held in which the student will present an overview of the proposal, and each committee member and the reader will ask questions and offer suggestions for modification.

If upon the conclusion of this meeting the committee approves the proposal, the student will first make any required modifications and will then next seek approval of the research by the Institutional Review Board as appropriate (see section below), before proceeding to any data collection. If upon the conclusion of this meeting the committee asks for additional revisions of the proposal before approval, the student must first make these required revisions and the committee must be given the opportunity to review them before the student moves on to seek approval of the research by the Institutional Review Board. If the committee determines that the proposal meeting was not successful, the student will be required to make any required revisions before re-defending the proposal in another meeting.

Institutional Review Board

Cabrini University has an Institutional Review Board that is designed to protect human subjects from potential harm resulting from research studies. All doctoral dissertations will go need to go through review by the Cabrini IRB. The paperwork that is required should be submitted through the dissertation chair at the same time that the proposal defense is undertaken.

Detailed information on the IRB process, including definitions of exempt research, expedited and full review and links to required forms, is available online at www.cabrini.edu/IRB.

Full Dissertation

Once the dissertation proposal is approved and finalized, with all necessary edits made, and the IRB has approved the study to move forward, students will proceed to collect and analyze data.

See Appendix G for information on formatting the full dissertation document.

Once the dissertation document has been reviewed and approved by the dissertation chair and committee members, a dissertation defense hearing will be held in which the doctoral candidate will present an overview of the study, and each committee member and the reader will ask questions and offer suggestions for modification. This hearing will be open to the full campus community and the broader public, and those individuals will be allowed to ask questions as well.

If upon the conclusion of this hearing the committee approves the dissertation, the student will make any required modifications and then complete all forms necessary for graduation. If upon the conclusion of this hearing the committee asks for additional revisions of the proposal before approval, the student must first make these required revisions and the committee must be given the opportunity to review them before the student moves on to complete all forms necessary for graduation. If the committee determines that the defense of the dissertation was not successful, the student will be required to make any required revisions before re-defending the document in another open hearing.

Dissertation Chair and Committee Members

Dissertation Chair

The dissertation chair is the doctoral student's primary advisor during all phases of the dissertation process. The dissertation chair is the leader of the committee and is the liaison between the student and the department.

Dissertation chairs have the responsibility to be familiar with and to follow all Department and University policies, procedures, and guidelines related to academic integrity, the development of the proposal and the dissertation, and the defense processes. The dissertation chair convenes committee meetings, the proposal defense, and the dissertation defense and serves as an examiner during the defenses.

The student will work with the dissertation chair to determine the specific dissertation, the appropriate research methodology, and that the research study is rigorous and valuable to the field. The dissertation chair is responsible for providing technical and content direction, advisement, and assistance in conjunction with committee members. The dissertation chair has the responsibility to ensure that the research has addressed the requirements for the protection of human subjects in research prior to applying to the Cabrini IRB for approval.

The dissertation chair must hold a relevant doctoral degree and be approved to serve by the appropriate program representatives. It is the doctoral student's responsibility to secure a dissertation chair. The selection of the dissertation chair is made by the doctoral student under the advisement of their doctoral faculty advisor, and must be approved by the program Executive Director before any formal work begins with the chair on the proposal.

The dissertation chair guides the doctoral student in identifying committee members. The dissertation committee is composed of three members: the dissertation chair and two committee

members. The student and the dissertation chair cannot engage committee members in any work prior to completing the necessary approval form and receiving approval.

Dissertation Committee Members

Dissertation committee members should possess a range of expertise pertinent to the topic and the methodology. Committee members advise the student throughout the dissertation process in areas appropriate to their expertise. Members are responsible for reviewing and evaluating the proposal and the dissertation. Committee members are to be present at defenses to serve as examiners.

Committee members must hold a relevant doctoral degree and be approved to serve by the relevant program representatives. Individuals holding doctoral degrees eligible to serve as dissertation committee members can include: full-time Cabrini faculty members, part-time faculty with relevant expertise, experts in the field external to Cabrini, and practitioners in the field.

Dissertation Reader

An external dissertation reader will also be assigned by the program Executive Director or Department Chair to serve the program as a safeguard for academic rigor and integrity. This reader will be asked to read the proposal and dissertation in its final version, once the defense meetings for the proposal and dissertation (respectively) have been scheduled. This person is also expected to attend the proposal and dissertation defense meetings in the role of examiner.

Application for Graduation

Students are required to comply with Cabrini University guidelines, fees and posted due dates regarding application for graduation. Any questions should be directed to the Executive Director of the OD program and/or the University Registrar.

Proquest for Doctoral Students

Doctoral dissertations will be submitted and published electronically via Proquest. Additional information about this service, its costs, and process will be provided to the cohort before dissertation work begins.

Academic Integrity

The Doctoral Program in Organizational Development at Cabrini University expects students and faculty to work together to create a community of academic integrity by upholding the values of honesty, trust, fairness, respect and responsibility in all that we do. Violations of these expectations, such as cheating, plagiarism, information falsification or fabrication, theft or destruction of intellectual property, facilitation of academic dishonesty, or other similar infractions will be treated seriously and could result in punishments ranging from reduction in course grade to expulsion from the University. Depending on the nature of the alleged infraction, students may receive penalties from the course instructor or from the Cabrini Academic Honesty Board.

For additional information, please review the full policy on Academic Honesty and Integrity in the current Cabrini University Graduate Handbook.

Leave of Absence Policy

The Cabrini University Doctoral Program in Organizational Development is a year-round, cohort model program. Thus students who miss classes or must suspend their coursework will likely have to wait two years to make up the missed courses. If a student believes they may need to take a leave of absence, they should communicate with their advisor and/or the Executive Director of the program as quickly as possible to devise a plan of action.

Three Year Completion Policy

Completion of the OD degree program requirements is contingent on successful completion of all coursework, the qualifying examinations, and the dissertation. Unsatisfactory performance on or delays in completion of any requirements of the program and/or leaves of absences all necessarily extend the duration of the student's retention and graduation in the program. Consequently, students in the OD Program may need to commit additional time and resources beyond the minimum time frame and sequence in accordance with the policies, procedures and timelines laid out in this document.

Students who do not complete the program within the three year time period laid out for completion at the base program price will be charged a \$5,000 fee for each additional six month period in which the dissertation (and coursework if relevant) is not completed. This fee will be waived for those who received a formal leave of absence up to the length of time the leave was granted.

Financial Aid Information

Students interested in Financial Aid should contact the Cabrini University Office of Financial Aid, Grace Hall first floor, 610-902-8188 (email: financialaid@cabrini.edu; website: www.cabrini.edu/financialaid).

Student Services

Cabrini University provides a variety of academic and other student services. An up to date listing of these services can be found in the current Cabrini University Graduate Catalog or online at www.cabrini.edu/graduatecatalog.

Disability Resource Center

Cabrini offers support and appropriate accommodations to qualified students with disabilities. These services are intended to help students learn compensatory strategies and be successful in University. A learning disability specialist is available to provide individualized academic support.

Classroom accommodations (e.g., extended time for testing, tape recording lectures) are arranged when appropriate. It is the student's responsibility to contact the Director of the Disability Resource Center each semester to request services and accommodations.

Disclosure of a disability is voluntary and the information is maintained on a confidential basis.

To be eligible for support services, a student must provide a copy of a current, relevant, and comprehensive evaluation performed by a qualified professional. The evaluation must verify the stated disability and the need for accommodation(s).

The complete documents—*Policies for Students with Disabilities* and *Procedures for Students with Disabilities*—are available from the Director of the Disability Resource Center, located in Founder’s Hall, at 610-902-8572 and the ADA coordinator at 610-902-8206.

In addition, both documents are available on the Cabrini website at www.cabrini.edu/DisabilitySupport. Alternate formats of this or any other documents are available upon request.

APPENDIX A: CONTACT INFORMATION FOR PROGRAM ADMINISTRATORS AND ANCHOR FACULTY

Dr. Tim Goodly

Executive Director of Organizational Development Doctoral Program and Adjunct Faculty

Email: timothy.goodly@cabrini.edu

Phone: 610-902-8186

Dr. Mary Van Brunt

Professor and Dean, School of Business, Arts and Media

Email: mvanbrunt@cabrini.edu

Phone: 610-902-8765

Dr. Todd Matthews

Associate Professor and Chair, Department of Leadership and Organizational Development

Email: todd.l.matthews@cabrini.edu

Phone: 610-902-8172

APPENDIX B: VISITING SCHOLAR AND DISSERTATION MEMBER LIST

Visiting Scholars:

- Ella L.J. Edmondson Bell, PhD – Dartmouth University – Tuck Business School
- David Bojie, PhD – New Mexico State University
- James Calvin, PhD – Johns Hopkins University
- David Jamieson, PhD – Jamieson Consulting Group, Inc.
- James Ludema, PhD – Benedictine University
- Matt Minahan, PhD – MM & Associates
- Philip H. Mirvis, PhD – Philip H. Mirvis Associates
- Bill Pasmore, PhD – Center for Creative Leadership/Columbia University
- Grace Ann Rosile, PhD – New Mexico State University
- Peter Sorensen, PhD – Benedictine University
- Nancy Southern – Nancy Southern & Associates
- Ram V. Tenkasi, PhD – Benedictine University
- Therese Yaeger, PhD – Benedictine University
- Frederick A. Miller – The Kaleel Jamieson Consulting Group
- Judith H. Katz, EdD – The Kaleel Jamieson Consulting Group

Dissertation Member List: (currently being developed)

- Todd L. Matthews, PhD – Cabrini University
- Timothy Goodly, PhD – Cabrini University
- Mary Van Brunt, PhD – Cabrini University

APPENDIX C: BENCHMARKS FOR OD DOCTORAL DEGREE PROGRAM COMPLETION

CABRINI UNIVERSITY Department of Leadership and Organizational Development Organizational Development Doctoral Degree Program Benchmarks	
Organizational Development	Entry Benchmarks <ul style="list-style-type: none"> • Master's degree in relevant discipline with minimum 3.0 GPA • Demonstration of sufficient professional expertise (through resume and interview) • Demonstration of appropriate oral and writing proficiency • Relevant and appropriate interest in Cabrini OD Doctorate (through statement of interest and interview) • Support letter from sponsor/employer regarding program expectations and/or financial obligations • Two additional positive references
Course and Program Benchmarks	
Level 1: End of Y1	<ul style="list-style-type: none"> • Complete DORG 740, 725, 700, 715, 710, 720, 735, 730 (25 hours total) with a minimum 3.0 GPA, no grade below C, and no more than 2 grades below B- in the program • Pass Qualifying Examination #1
Level 2: End of Y2	<ul style="list-style-type: none"> • Complete DORG 745, 746, 750, 755, 760, 765, 770 (24 hours total) with a minimum 3.0 GPA, no grade below C, and no more than 2 grades below B- in the program • Complete Dissertation Workshop • Pass Qualifying Examination #2
Level 3: End of Y3 Residency	<ul style="list-style-type: none"> • Complete DORG 741 (3 hours total) w/ A, B, or C, maintaining a minimum 3.0 GPA with no more than 2 grades below B- in the program
Level 4: End of December Y3	<ul style="list-style-type: none"> • Complete DORG 770 (3 hours total) with Satisfactory grade • Complete DORG 800 (Dissertation) (9 hours total – 3 in Summer and 6 in Fall) with Satisfactory grade • Complete and successfully defend dissertation proposal
Level 5: End of April Y3	<ul style="list-style-type: none"> • Complete DORG 800 (Dissertation) (6 hours total) with Satisfactory grade • Complete and successfully defend dissertation • Submit final version of edited dissertation to Executive Director, Chair and Dean
Level 6: End of May Y3	<ul style="list-style-type: none"> • Graduation Audit successfully completed • Graduation
Total Credits to complete Organizational Development: 70	

CABRINI UNIVERSITY Department of Leadership and Organizational Development Organizational Development Doctoral Degree Program Benchmarks	
Knowledge and Skills Benchmarks	
Level 1: End of Y1	<ul style="list-style-type: none"> • (Be able to) communicate your ideas clearly and concisely in both written and oral formats • ... identify, review and critique relevant literature • ... synthesize relevant literature • ... identify gaps in relevant literature • ... propose research projects that fill gaps in literature • ... identify and assess organizations • ... develop a plan to implement change in organizations • ... propose a method of empirical evaluation and assessment of organizational change efforts • ... work effectively in a variety of roles in groups and/or teams • ... articulate your leadership approach and vision in relation to issues of ethics and social justice
Level 2: End of Y2	<ul style="list-style-type: none"> • (Be able to) communicate technical details of methodology clearly and concisely in both written and oral formats • ... execute basic and advanced quantitative techniques of research • ... execute basic and advanced qualitative techniques of research • ... assess, critique and evaluate existing research in OD (both in academic and professional arenas) • ... design, plan and execute quantitative, qualitative and/or mixed methods studies relevant to your research questions or organizational change efforts • ... identify, review and apply appropriate principles of social justice in corporate and organizational environments • ... identify, assess and execute strategies of leadership relevant to working in global and/or intercultural environments • ... identify and implement relevant strategies of negotiation and communication to advance social causes in corporate and organizational environments

APPENDIX D: STUDENT ANNUAL REVIEW FORM

Each year the Cabrini University OD doctoral program assesses the progress of all students. This form provides a means for students to summarize their progress for the current year. The faculty will meet to review the progress of each student and the form will be stored in your program records. ***Please complete this form and email to your advisor by April 30 each year in the program.***

Name _____

Cohort _____

Address _____

Email _____

Work phone _____

Cell/home phone _____

Course(s) taken during previous calendar year and grade(s) received:

Course Prefix and Number	Grade
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Program Requirements completed to date:

Qualifying Examination 1	Completed	_____
All Coursework	Completed	_____
Qualifying Examination 2	Completed	_____
International Experience	Completed	_____
Proposal	Completed	_____
Dissertation Defense	Completed	_____

PLEASE COMPLETE NEXT PAGE REGARDING PROFESSIONAL INVOLVEMENT IN PAST YEAR! THANK YOU!

Papers or presentations delivered at professional meetings (note authorship, date, title and venue)

Papers published or submitted for review (*use APA citation format and note status – published, revise and resubmit, under review*)

Membership in professional organizations or associations

Professional or programmatic service

Honors and awards

Programmatic and professional goals for upcoming year

Signature of Advisor

Date

Signature of Executive Director

Date

APPENDIX E: APA STYLE GUIDE RESOURCES

For any questions referring to APA style, which is required in all courses, both qualifying examinations, and the dissertation, please refer to the reference book provided to each student at orientation: *The Easy Guide to APA Style* (3rd edition) or the *APA Publication Manual of the American Psychological Association* (6th edition).

APPENDIX F: DISSERTATION PROPOSAL SUGGESTED TEMPLATE

TITLE: 10-12 WORDS (*Title should reflect the purpose of your study*)

OD Dissertation Proposal
First Name Last Name
Cabrin University
Organizational Development Doctoral Program
Ph.D. OR DBA (Specify)

DATE

DISSERTATION COMMITTEE:

Dr. Chair, Dissertation Chair, Affiliation

Dr. Member, Affiliation

Dr. Member, Affiliation

Dr. Reader, Affiliation

CHAPTER 1: Introduction *(suggested length of 10-15 pages)*

Background of the Problem:

- Indicate why you are interested in your study and why others should be. Focus especially on what is lacking in the literature. What is the problem you will be addressing? What needs to be improved, or altered in terms of research design or topic? Use citations and related studies to support your arguments. How will your study contribute to the literature?

Trend in the Literature:

- Succinctly discuss the trends and foci of previous research.
- Identify the gap in the literature (What is missing? How does your study fill the gap?)

Statement of the Problem or Purpose of the Study:

- Indicate how your study will address the gap in the literature.
- Provide a brief description of the methodology and theory that will be used.
- Propose the research questions that the study will seek to answer.

Significance of the Study:

- Describe how this research will contribute to the existing body of knowledge in Organizational Development and who will benefit from the results – be specific.
- Scientific Significance **<More developed for Ph.D./less developed for DBA>**
 - Theoretical significance – the contribution the study will make to existing theory
 - Methodological significance – Will this study employ innovative analysis that will enrich the methodological topography?
- Practical Significance **<More developed for DBA/less developed for Ph.D.>**
 - What are the OD implications of your study?
 - How should others in OD utilize your study to address problems/issues?

Scope of the Study:

- The general outline of what the study will cover.
- Define the parameters and boundaries of the study. (Provide appropriate citations to support this section).

Summary and Transition

- Discuss the organization of the study/what will be included in each of the remaining chapters.

CHAPTER 2: Review of the Literature *(suggested length of 20-30 pages)*

Introduction:

- Briefly discuss the chapter and how it will flow

Overview of the Topic:

There is no hard and fast method of writing a literature review. Some key issues to consider:

- The format of the literature review will depend on the purpose or focus of your research. For instance if the focus of the research is to challenge the methodological process then your literature review may focus on the methodological process of previous research. If the focus is a problem with theoretical applications in previous research then the literature review may focus on the strength and weakness of the use of theory in prior research. If the focus of the research is to contribute to the existing body of knowledge then the literature review could be written in a thematic or chronological style or both. Finally, if the focus is on addressing a practical problem then the literature review will probably be written in a more narrative fashion, describing the problem and the organization within which it is embedded (though also referring to the relevant academic literature to provide support).
- However, in all cases the literature review depicts a review of the relevant literature as it relates to the focal content of interest related to your research question (for quantitative studies, it is likely the relationship between key independent variables and the dependent variable(s); for qualitative studies, it may be an exploratory study on a topic that has not been examined or theorized OR it may be structured more like a quantitative study but with narrative content instead of numerical variables).
- Leave extraneous studies out of the review – make it exhaustive but focused!
- At the end of the literature review the researcher should summarize the review making sure to highlight the gaps or weaknesses in the literature OR how the problem will be addressed in the OD process, as this is what YOU intend to contribute to addressing with this study.

Theoretical or Conceptual Framework:

- A discussion regarding the justification of the choice of theory or conceptual model.
- This should entail a brief but focused discussion of the pros and cons of other theories/concepts as more appropriate or applicable.
- Provide a conceptual model (OFTEN IN DIAGRAM FORM) documenting the key relationships you intend to explore, describe and/or examine.

Research Question(s) and Hypotheses (Quantitative) or Research Propositions/Sensitizing Questions (Qualitative):

- Specify the major research question(s) to be answered by this study. In a quantitative study, each research question should be accompanied by a specific set of hypotheses (a specific statement pertaining to the direction of the relationship between the independent and dependent variables referred to in the research question above. The statement is also conditioned by the analysis that will ensue). In a qualitative study, the propositions or sensitizing questions linked to each research question should be provided. In either case, this section should logically flow from the previous sections (i.e. the questions or hypotheses should MAKE SENSE to the reader based upon the literature review).

CHAPTER 3: Research Design and Methodology *(suggested length 15-25 pages)*

Introduction:

- Briefly discuss the chapter and how it will flow

Research Design:

- Research question(s)/propositions – restated briefly
- Methodology
- Methods
- Conceptual design
 - Describe the basic design elements including type of study. Be sure to provide appropriate citations to support your design. You will need to clearly and thoroughly describe your research design.

Data Collection and Measurement:

- Procedures/Instrumentation
 - Provide a step by step explanation on how you plan to collect your data. Discuss instrumentation/surveys by identifying and clearly describing the specific measures that will be used to operationalize the constructs of interest, particularly describing any instruments that will be utilized to collect primary data to answer your research question(s). Describe how the data will be collected; how the instruments will be distributed among research participants; treatment of non-responses; and other relevant issues related to your data collection.
- Population and Sample
 - Describe sample and underlying population; how participants will be recruited; specify sample size and the procedure used to determine sample size; goal for response rate; and any other relevant issues related to your data source.
- Ethical considerations
 - Consent, protection of subjects, other relevant issues.

Data Analysis:

- Procedures
 - Describe how the data will be analyzed (i.e. what statistical techniques or qualitative data analysis approaches will be applied). For quantitative studies, make sure you: Provide formulas where appropriate; ensure that you discuss underlying assumptions of the tests you are planning on using; and discuss how you will account for any violations of these assumptions (if necessary). For qualitative studies, make sure you discuss: Coding schemes, narrative analysis, use of qualitative software, etc.
- Validity

Limitations and Assumptions

Summary and Transition

APPENDICES

Timeline of the Study:

You should include a brief proposed timeline for completion of the remaining sections of the study, including proposal defense, IRB approval, data collection, revisions of first part of the study AND writing up remaining chapters (Analysis and Conclusion), dissertation defense.

Include other appendices as necessary: Copy of instrument/interview frame, etc.

REFERENCES AND CITATIONS *(Provide reference list in APA format)*

APPENDIX G: DISSERTATION SUGGESTED TEMPLATE

TITLE: 10-12 WORDS (*Title should reflect the purpose of your study*)

OD Dissertation
First Name Last Name
Cabrini University
Organizational Development Doctoral Program
Ph.D. OR DBA (Specify)

DATE

DISSERTATION COMMITTEE:

Dr. Chair, Dissertation Chair, Affiliation

Dr. Member, Affiliation

Dr. Member, Affiliation

Dr. Reader, Affiliation

Note – Chapters 1-3 should obviously be brought over from the dissertation proposal, with edits made as recommended by the committee. Any use of future tense (i.e. “the study will do this”...) should be changed to past tense to reflect the completion of research.

CHAPTER 4: Analysis of Data *(suggested length varies depending on type of study, number and type of analyses, etc.)*

Introduction:

- Briefly discuss the chapter and how it will flow

Descriptive Results:

- Provide descriptive overview of data collected (often including tables for ease of reading)

Data Analysis:

- Describe in thorough detail the process of data analysis and the results emerging from this analysis (this may be broken up into subsections along the lines of emergent themes, or in the case of quantitative studies, on the basis of different advanced statistical tests performed related to different hypotheses, etc.)

Summary and Transition

CHAPTER 5: Discussion and Conclusion *(suggested length 15-25 pages)*

Introduction:

- Briefly discuss the chapter and how it will flow, and summarize briefly your key results.

Discussion of Findings:

- This is where you should be creative and draw the connection between your results and the broader literature – i.e. how does what you found change our understanding of X?

Limitations of Study:

- Provide limitations of study but don't destroy your study by pointing out so many holes that it seems worthless.

Recommendations for Future Research

- Pointing back to your limitations or to unexpected findings, how could future researchers continue to study this issue to develop a better understanding of it? If this is an action research project, how could future practitioners utilize what you have found or how you carried out your study to address similar (or other) problems?

Conclusion:

- Concisely wrap up the study by reiterating your main contribution(s)

APPENDICES *(As necessary: copy of instrument/interview frame, etc.)*

REFERENCES AND CITATIONS *(Provide reference list in APA format)*

APPENDIX H: FORM LIBRARY

Official program forms are available for several steps in the doctoral program – these are generated by the program administration and include the following:

- Qualifying Examination Results form
- Dissertation Committee Nominating form
- Dissertation Proposal Results form
- Dissertation Defense Results form
- Dissertation Signature Approval form
- Certification of Completion of Doctoral Degree form

To view copies of these forms, please contact the Department Chair or Executive Director.