

Indiana University of Pennsylvania

Administration and Leadership Studies



Ph.D. in Administration and Leadership Studies Nonprofit and Public Sectors Program Overview



The Ph.D. program in Administration and Leadership Studies, Nonprofit and Public Sectors, is designed to educate leaders and administrators in human services, health care, state and local government agencies, higher education, and other public and nonprofit organizations. It is offered by the IUP Department of Sociology in collaboration with the Department of Economics.

The ALS program's goals are to develop leadership scholars who excel in conceptual, theoretical, and applied knowledge about leadership and organizations in the nonprofit and public sectors, as well as analytic and research skills needed for planning, decision-making, evaluation and other aspects of leadership. Student learning is constituted by the following objectives:

- Knowledge of the scholarship and research on leadership, and the ability to utilize this knowledge in an applied, professional context.



- Knowledge and skills in non-profit and public sector program planning and administration that reflect perspectives from the social sciences.
- The capacity to locate and critique research and evaluation studies, and to successfully design, conduct and defend an original research study.

As the majority of ALS doctoral students are mid-career professionals with full time positions, required courses are offered in the evenings,

two courses per semester. Courses are offered in fall, spring, and during an 11 week summer session.

Students are admitted in cohorts of 15 to 20 students, and begin with a 1-credit Professional Seminar in the summer of their admission year, before beginning their core course work in the fall. New cohorts begin in even years at the Indiana campus, and odd years at the Harrisburg Dixon University Center site.

The admissions process involves a review of an application which includes, transcripts, GRE test scores, three letters of recommendation from academic or professional references, a work experience statement (either an academic curriculum vita or professional résumé) listing relevant education, professional work and/or volunteer experience in chronological order, a goal statement in which the applicant explains why she/he wishes to be admitted to the program, and a major writing sample such as a Master's thesis, course paper, policy document, or program report. A personal interview may be required by the Admissions Committee. A Masters degree is required.

The ALS Ph.D. is a social science program, with most courses taught by professors of Sociology or Economics. Some background in the social sciences is helpful, but not required.

Students admitted to the ALS Ph.D. program achieve doctoral degree candidacy after passing Core and Research Methods comprehensive examinations, typically in the 3rd year of study, with a GPA of 3.0. To be eligible for graduation, students must complete the 61 credit hours specified in the curriculum, successfully pass the comprehensive examinations, and successfully defend a dissertation proposal and completed dissertation.



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Want to know the professional background of our students?



Our program draws from a wide variety of fields and professions such as...

- **Government**
- **Non-Profit**
- **Education**
- **Health Industry**
- **Military**
- **Criminal Justice**
- **Academia**
- **Religious Institutions**

Government

We have students that work in federal and state level government agencies and related organizations.

Non-Profit

Our students are also program directors and executives within organizations that typically specialize in human services, the arts, and philanthropic ventures. From very large to very small non-profit organizations, our non-profit leaders and administrators have found our program to be invaluable in equipping them for what the future holds.

Education

Whether you are interested in furthering your abilities in K-12 Administration, or in higher education, our program can be fine-tuned to meet your needs.

Health

We have hospital administrators, nurses and health directors who find great educational and professional benefits from our program.

Military

We currently enjoy students from the National Guard, retired military, and instructors from the Army War College.

Academia

Our program draws administrators and educators from a wide range of excellent universities and colleges.

Criminal Justice

Our program is equipping leaders across a variety of organizations within the criminal justice system to lead and administrate with excellence.

And many, many more!

The Ph.D. in Administration and Leadership Studies is created with a wide variety of leadership needs in mind. Our professors, materials, and curriculum combine to provide an excellent next step for administration and leadership excellence.



Course Descriptions

Core Courses

LDRS 800 Proseminar

Proseminar develops doctoral-level academic skills. It includes skills-building in scholarly reading and writing, orientation to academic technologies and resources, professional development in the academic culture and planning strategically for dissertation research from the first semester.

LDRS 801 Leadership Theories

This course examines social scientific leadership theories and establishes the relevance of leadership concepts and theoretical principles through applications to public and nonprofit organizations. This course surveys the scholarly literature on leadership theory from a variety of disciplines, considers distinctions between management and leadership, and examines issues of leader accountability and leadership effectiveness.

LDRS 802 Leadership Applications

This course builds on LDRS 801 and other ALS courses, synthesizing major ideas about leadership, organizations, resource constraints, organizational goals, and other germane topics. In addition, the course will emphasize the development of critical thinking skills, and the ability to synthesize materials from various sources into coherent arguments. It also stresses the importance of applying concepts from sociology and economics to better help us understand how organizations function, and how individuals within organizations function.

LDRS 810 Nonprofit Management

This course examines the administration and management of nonprofit organizations, including concrete aspects of program creation and operations such as boards, bylaws, 501(c) tax exempt status, mission statements, program development, personnel policies, budgeting, marketing, strategic planning, volunteers, fundraising, public relations, lobbying, program monitoring and evaluation.

LDRS 811 Public Sector Administration

This course is designed to introduce students to the study of public administration. It focuses primarily on the administrative structures and practices of American national government. The course is structured around four broad aims:

1. Introducing students to theoretical perspectives on public bureaucracy, including an examination of several major schools of thought regarding organizational structures and behavior.
2. Exploring the role of bureaucracy in a constitutional democracy.
3. Analyzing the institutional environment in which bureaucracy must function in specified and relationships between bureaucracy and other government institutions.
4. Considering the internal operation of bureaucracies and their specific functions and methods.

SOC 804 Social Policy

This course focuses on the development of social policy, particularly American social policy as an area of analysis, and understanding the concepts used to discuss and explain social welfare institutions' policies and programs; the mechanisms and structures to deliver services stemming from policies; and the factors that tend to constrain or facilitate the attainment of social justice. Students trace the development of social welfare policy within the context of the social and political economy of the period to gain an understanding of how political, economic, and social ideologies have shaped attitudes about social policy.

SOC 803 Contemporary Social & Organizational Theory

This course examines the use of contemporary theories for understanding social phenomenon. The primary focus is on developing an understanding of the theories and their use, and developing skills in accessing, critiquing, synthesizing, and applying theory. Students study primary sources of contemporary social and organizational theories to understand their contributions and limitations and critically analyze these perspectives.

ECON 820 Managerial Economics for Decision Making & Leadership

The course introduces students to the application of microeconomics to decision-making. Students explore analytical tools for measuring and defining optimal policy decisions. Optimal policies are managerial decisions that maximize, minimize, or satisfy specified objectives of the organization. The course includes building quantitative models to apply to plausible situations and using appropriate computer-assisted decision techniques.

Course Descriptions

Research Methods Courses

SOC 862 Analysis of Social Data

This course introduces students to statistics and the use of statistics in analyzing and understanding social phenomena and social data. In particular, this course helps students develop the skills and knowledge needed to conduct their own quantitative research, both as a graduate student and as a professional, and to better understand and critique research which students come across in their work. By the end of the course, students will have an understanding of the concepts underlying the use of statistics, the ability to critique and question statistics they encounter in daily life, the ability to use professional statistical software (such as SPSS) comfortably, and the ability to use many different statistical techniques in their own research. It will also provide a foundation for learning more advanced statistics.

SOC 863 Quantitative Research Methods I

Examination of diverse research designs in the social sciences, with a particular emphasis on quantitative research designs. The course will focus on understanding and critiquing quantitative research designs. Special attention will be given to the integration of theory and research. Specific content includes concepts such as causality, internal validity, external validity, reliability of measurement, operational validity, sampling, and specific research designs.

SOC 864 Quantitative Research Methods II

This course emphasizes advanced social science quantitative methods relevant to students in sociology, human services, and administration and leadership studies. Specific topics include multiple regression, reliability analysis, factor analysis, and logistic regression.

SOC 865 Qualitative Research Methods

Qualitative research represents one main branch of social inquiry into the human experience. This course will provide students with a solid understanding of the key principles associated with qualitative research, as well as a framework for understanding how this

approach compares with quantitative research. Particular emphasis will be placed on the philosophical, social and ethical dimensions of assuring quality and credibility in social inquiry, and the resulting methodological implications. The course also offers an overview of the various types of qualitative research, such as case study, ethnography, phenomenological study, and grounded theory. Against this background, students develop skills in the specific methods associated with qualitative research design, including sampling, data-gathering, data analysis, representation, and assurance of quality. Students practice a range of skills by actually designing, conducting, and reporting on a small qualitative study.

LDRS 861 Program Evaluation

This course is designed to cover major theoretical, methodological, and practical issues in program evaluation. An emphasis will be given to key elements for the study of evaluation including the history and modern concepts of evaluation; theoretical notions aligned with evaluation; design elements in evaluation studies; the setting and implementation of intervention programs; and the development, presentation, and use of evaluation results. This course will draw on previous course work in social theory, leadership, and methods. Students will use their collective knowledge to develop a synthesis of applied research geared toward assessing program processes, outcomes, impacts, and formulating actions for intervention improvements.



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ALS CURRICULUM

| <u>Course#</u> | <u>Course Title</u> | <u>No. Credits</u> |
|----------------|---------------------|--------------------|
|----------------|---------------------|--------------------|

Core Courses – 22 credits

| | | |
|----------|---|---|
| LDRS 800 | ProSeminar (offered in the summer of the year of admission) | 1 |
| LDRS 801 | Leadership Theories | 3 |
| LDRS 802 | Leadership Applications | 3 |
| LDRS 810 | Nonprofit Management | 3 |
| LDRS 811 | Administration in the Public Sector | 3 |
| SOC 802 | Classical Social & Organizational Theory | 3 |
| SOC 803 | Contemporary Social & Organizational Theory | 3 |
| SOC 804 | Social Policy | 3 |
| ECON 820 | Managerial Economics for Decision Making & Leadership | 3 |

Research Courses – 24 credits

| | | |
|----------|--|---|
| SOC 862 | Analysis of Social Data (Statistics) | 3 |
| SOC 863 | Quantitative Research Methods I | 3 |
| SOC 864 | Quantitative Research Methods II | 3 |
| SOC 865 | Qualitative Research Methods for the Social Sciences | 3 |
| LDRS 861 | Program Evaluation | 3 |
| LDRS 900 | Dissertation Seminar | 3 |
| LDRS 995 | Dissertation | 9 |

Electives - 9 credits

Nine credits from any other graduate-level courses that are relevant to the student's dissertation research interests and approved by the Coordinator.

Transfer credits

- *Students can transfer up to six credits from graduate coursework taken at another university within the past five years if the Graduate School approves equivalency with IUP courses.*
- *Students may transfer up to 9 graduate credits taken at IUP within the past five years to apply toward electives if they are appropriate to the student's program of study. And an additional 3 if a previous IUP course duplicates or substitutes for one of the required courses.*

Discuss these options with the ALS Program Coordinator.



ALS Ph.D. Program Sequencing Sample Time Line through Dissertation

The time line below reflects expected progress through the program for students enrolled on a part-time basis.
For students attending full-time, the timeline may be about 2 semesters shorter.

Year 1

Summer

LDRS 800 Proseminar

Fall

LDRS 810 Nonprofit Management

SOC 802 Classical Social & Organizational Theory

Spring

SOC 803 Contemporary Social & Organizational Theory

SOC 862 Analysis of Social Data (Statistics)

Year 2

Summer

LDRS 811 Administration in the Public Sector

SOC 865 Qualitative Research Methods

Fall

LDRS 801 Leadership Theories

SOC 863 Quantitative Research Methods I

Spring

SOC 864 Quantitative Research Methods II

SOC 804 Social Policy

Year 3

Summer

ECON 820 Managerial Economics

LDRS 802 Leadership Applications

[Core Comprehensive Exam recommended for August]

Fall

LDRS 861 Program Evaluation

Elective

[Research Methods Comprehensive Exam recommended for January]

Spring

LDRS 900 Dissertation Seminar

Elective

Year 4

Summer

Elective [*complete electives*]

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Ph.D. Program in Administration and Leadership Studies

The mission of the Administration and Leadership Studies Ph.D. program is to develop leader-scholars who excel in conceptual and applied knowledge about the nonprofit and public sectors, as well as analytic and research skills needed for planning, decision-making, and evaluation. Graduates apply their education in careers as leaders, faculty members, and/or researchers, thereby contributing to the civic, economic, social, and cultural well-being of the Commonwealth, the nation, and the world.

Required Admissions Application Materials

All students must submit the following materials:

1. GRE scores (general test – either written or computerized version) no more than 5 years old.
No exceptions or substitutions.
*Please don't let the GRE requirement deter you from applying! Many applicants have some anxiety about taking GREs, feeling that they're "not good test-takers" or "rusty" because they've been out of the classroom for some time. Often, a brief preparation period using a GRE prep-book/disc is all that's needed. GRE scores are only one factor among many that we look at in making admission decisions. We look closely at the **whole application**, not just GRE scores and there is no specific cut-off score at which we will not consider an application.*
2. Three letters of recommendation from academic and/or professional references.
3. Undergraduate and graduate academic transcripts. (All applicants are expected to have completed both a Bachelor's and a Master's degree.)
4. A written goal statement by the applicant explaining why he/she wishes to be admitted to the ALS Ph.D. program.
5. At least one additional, original writing sample, preferably from a Master's thesis, major course paper, professional report, or policy document.
6. Work experience statement (either an academic curriculum vita or a professional résumé listing relevant education, professional work and/or volunteer experience in chronological order).
7. Completed IUP Graduate School application form and other requirements.

The Admissions Committee may also request a personal interview with an applicant.

The **deadline** for receipt of these materials is **February 15th** of the year for which admission is sought.



Please submit all admissions materials to:

School of Graduate Studies and Research
Indiana University of Pennsylvania
101 Stright Hall
210 South Tenth Street
Indiana, PA 15705-1048
Phone: 724-357-2222
Fax: 724-357-4862
graduate-admissions@iup.edu



GRE® – Graduate Record Examinations®

Colleges and universities across US use the GRE to evaluate potential graduate students. The **GRE** is a multiple choice test which tests students' verbal, mathematical and writing abilities. The GRE is a computer-based examination and is administered worldwide by Educational Testing Service (ETS).

The **GRE** consists of the following 3 sections:

- GRE Verbal
- GRE Math
- GRE Essay

The **GRE** was revised in **October 2007**. The verbal section in new revised Graduate record examination is **modified** with less emphasis on vocabulary and more emphasis on real life logical problems in English.

Preparation for **graduate record examination GRE** requires a great deal of planning and precise execution as per the plan. The GRE Guide provides a variety of resources to assist candidates in preparing for the GRE. Visit the website at www.greguide.com and review the following pages:

- [GRE Test Prep](#)
- [GRE Practice Tests](#)
- [GRE Prep Course](#)
- [GRE Books](#)
- [GRE Links](#)
- Downloadable free [GRE Study Material](#)

GRE Testing

There are 3 ways to register for **graduate record examination GRE**.

- Online [GRE registration](#)
- Phone/FAX [GRE Registration](#)
- Mail [GRE registration](#).

GRE Testing centers are available in almost every place in the world. The candidate aspiring to Take GRE can contact the appropriate GRE testing center register for GRE Test and take GRE Test in the appropriate GRE Test center of his choice. Use the below link to obtain a List of **GRE Testing centers** from the ETS official web site for GRE. Here you can search the available GRE Test center in your County, City, State or Town.

http://etsis4.ets.org/center/cbt_dm.cfm

You can register for the GRE online, via phone or fax, or through standard mail. **Register for GRE** as soon as possible because always popular or desired **GRE Testing centers** fill up very quickly. By delayed GRE Test registration you may end up in taking GRE at a distant, non desiring GRE Test center.

Fees for the GRE (general test) are as follows:

Registration fee - \$115

Reschedule fee - \$40

Refund on cancellation - \$60 only if the cancellation is made at least 7 days before the chosen test date.

GRE Resources

[GreGuide.com](http://www.greguide.com) as the name suggests guides thousands of students who are preparing for **Graduate record examination GRE**. Here in greguide.com you will find all the information about the Graduate record examination absolutely free. GreGuide provides free Graduate record examination prep resources, GRE practice tests, Tips tutorials and strategies to ace the **Graduate record examination**.

www.greguide.com

Educational Testing Service (EST) The Graduate Record Examination Board, a non-profit association of graduate business schools, directs the Educational Testing Service (ETS) to administer the GRE test. The questions are set and overseen by the ETS. The [GRE score](#) is sent to the candidate directly by the GRE.
www.ETS.org