

Kelly Brooks, Registrar



Student Name: Nathan Washington
Student ID: 1082330
Date of Birth: XXXX-09-25
Student Address:
6372 Torrence Street
Burke, VA 22015

Capella University
225 South 6th Street 9th Floor
Minneapolis, MN 55402
Tel: 8882273552

Degrees Awarded
Degree: Doctor of Philosophy
Confer Date: 2015-06-30
Degree GPA: 3.526
Specialization: Specialization in Leadership
Dissertation Title: Servant Leadership Characteristics Among Senior Executive
Service Leaders in the U.S. Federal Government: A Phenomenological Study

Transfer Credits
Transfer credit from: Troy University
Applied Toward PhD in Business Management
Transfer Totals CrAtt: 15.00
Transfer Totals CrE: 20.00
Transfer Totals QPts: 0.000

Crs ID	Course Title	Competency	CrAtt	CrE	Grade/Performance	QPs
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Beginning of Graduate Record

Fall Quarter 2004

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 8004	Managing and Organizing People		4.00	4.00	B	12.000
OM 8005	Doctoral Learner Success Lab		0.00	0.00	S	0.000
OM 8102	Leading at the Top - The Upper Echelon		4.00	4.00	A	16.000
Term GPA:		3.500	Term Totals:	8.00	8.00	28.000
Cum GPA:		3.500	Cum Totals:	8.00	8.00	28.000

Spring Quarter 2005

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 8021	Management Theory Creation		4.00	4.00	A	16.000
OM 8101	Theories of Leadership		4.00	4.00	A	16.000
Term GPA:		4.000	Term Totals:	8.00	8.00	32.000
Cum GPA:		3.750	Cum Totals:	16.00	16.00	60.000

Summer Quarter 2005

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 7080	Statistical Research Techniques		4.00	4.00	B	12.000
OM 8010	Principles of Organization Theory and Practice		4.00	4.00	A	16.000
OM 8103	Global Executive/Manager Development		4.00	4.00	A	16.000
Term GPA:		3.667	Term Totals:	12.00	12.00	44.000
Cum GPA:		3.714	Cum Totals:	28.00	28.00	104.000

Fall Quarter 2005

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 7020	Marketing Strategy and Practice		4.00	0.00	F	0.000
Repeated: Repeat - Excluded from GPA						
OM 8012	Strategic Planning		4.00	4.00	A	16.000
Term GPA:		4.000	Term Totals:	8.00	4.00	16.000
Cum GPA:		3.750	Cum Totals:	36.00	32.00	120.000

Winter Quarter 2006

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 7040	Accounting and Financial Management		4.00	4.00	B	12.000
OM 7050	Ethics and Social Responsibility		4.00	0.00	W	0.000

Crs ID	Course Title	Competency	CrAtt	CrE	Grade/Performance	QPs
Term GPA:		3.000	Term Totals:	8.00	4.00	12.000
Cum GPA:		3.667	Cum Totals:	44.00	36.00	132.000

Spring Quarter 2006

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 7020	Marketing Strategy and Practice		4.00	4.00	A	16.000
Repeated: Repeat - Included in GPA						
COL-F 8921	PhD Colloquium Track I		0.00	0.00	S	0.000
Repeated: Repeat - Excluded from GPA						
Term GPA:		4.000	Term Totals:	4.00	4.00	16.000
Cum GPA:		3.700	Cum Totals:	48.00	40.00	148.000

Summer Quarter 2006

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 7050	Ethics and Social Responsibility		4.00	4.00	B	12.000
Term GPA:		3.000	Term Totals:	4.00	4.00	12.000
Cum GPA:		3.636	Cum Totals:	52.00	44.00	160.000

Fall Quarter 2006

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 8022	Survey of Applied Research Methods		4.00	4.00	A	16.000
OM 8920	Leadership Practice Seminar		4.00	4.00	A	16.000
Term GPA:		4.000	Term Totals:	8.00	8.00	32.000
Cum GPA:		3.692	Cum Totals:	60.00	52.00	192.000

Winter Quarter 2007

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 8104	Leadership: The Dark Side		4.00	4.00	A	16.000
OM 8105	Issues on the Frontier of the Global Economy		4.00	4.00	A	16.000
COL-R 8922	PhD Colloquium Track II		0.00	0.00	S	0.000
Repeated: Repeat - Excluded from GPA						
Term GPA:		4.000	Term Totals:	8.00	8.00	32.000
Cum GPA:		3.733	Cum Totals:	68.00	60.00	224.000

Spring Quarter 2007

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 8025	Advanced Qualitative Research		4.00	4.00	A	16.000
Term GPA:		4.000	Term Totals:	4.00	4.00	16.000
Cum GPA:		3.750	Cum Totals:	72.00	64.00	240.000

Summer Quarter 2007

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

OM 9984	Doctoral Comprehensive Examination I		4.00	4.00	S	0.000
OM 9985	Doctoral Comprehensive Examination II		4.00	4.00	S	0.000
Term GPA:		0.000	Term Totals:	8.00	8.00	0.000
Cum GPA:		3.750	Cum Totals:	80.00	72.00	240.000

Fall Quarter 2007

Program: PhD in Organization and Mgmt
Plan: Specialization in Leadership

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Prepared for: Nathan Washington on 08/24/2015
 DID#: TGQZ7XP
 Parchment Student ID: 3247693
 Student SSN: 5050
 Page 3 of 7

Kelly Brooks, Registrar



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Student ID: 1082330

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Burke, VA 22015

Capella University

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Minneapolis, MN 55402

Tel: 8882273552

Crs ID	Course Title	Competency	CrAtt	CrE	Grade/Performance	QPts	Crs ID	Course Title	Competency	CrAtt	CrE	Grade/Performance	QPts
OM 9996	Dissertation Research I		4.00	0.00	NG	0.000	OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000
	Term GPA: 0.000	Term Totals: 4.00 0.00				0.000	OM 9927	Dissertation Research 7		5.00	5.00	R	0.000
	Cum GPA: 3.750	Cum Totals: 84.00 72.00				240.000		Term GPA: 0.000	Term Totals: 5.00 5.00				0.000
								Cum GPA: 3.706	Cum Totals: 118.00 106.00				252.000
Summer Quarter 2008							Spring Quarter 2010						
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership							Program: PhD in Organization and Mgmt Plan: Specialization in Leadership						
OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000	OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000
OM 9923	Dissertation Research 3		5.00	5.00	R	0.000	OM 9928	Dissertation Research 8		5.00	5.00	R	0.000
	Term GPA: 0.000	Term Totals: 5.00 5.00				0.000		Term GPA: 0.000	Term Totals: 5.00 5.00				0.000
	Cum GPA: 3.750	Cum Totals: 89.00 77.00				240.000		Cum GPA: 3.706	Cum Totals: 123.00 111.00				252.000
Fall Quarter 2008							Summer Quarter 2010						
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership							Program: PhD in Organization and Mgmt Plan: Specialization in Leadership						
OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000	OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000
OM 9921	Dissertation Research 1		5.00	5.00	R	0.000	OM 9929	Dissertation Research 9		5.00	5.00	R	0.000
	Term GPA: 0.000	Term Totals: 5.00 5.00				0.000		Term GPA: 0.000	Term Totals: 5.00 5.00				0.000
	Cum GPA: 3.750	Cum Totals: 94.00 82.00				240.000		Cum GPA: 3.706	Cum Totals: 128.00 116.00				252.000
Winter Quarter 2009							Spring Quarter 2013						
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership							Program: PhD in Business Management Plan: Specialization in Leadership						
OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000	BMGT 8010	Economics in Global Environments		4.00	4.00	C	8.000
OM 9924	Dissertation Research 4		5.00	5.00	R	0.000	BMGT 8018	The 21st-Century Organization		4.00	4.00	C	8.000
	Term GPA: 0.000	Term Totals: 5.00 5.00				0.000		Term GPA: 2.000	Term Totals: 8.00 8.00				16.000
	Cum GPA: 3.750	Cum Totals: 99.00 87.00				240.000		Cum GPA: 3.526	Cum Totals: 136.00 144.00				268.000
Spring Quarter 2009							Summer Quarter 2013						
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership							Program: PhD in Business Management Plan: Specialization in Leadership						
COL-R 8923	PhD Colloquium Track III Repeated: Repeat - Excluded from GPA		0.00	0.00	S	0.000	BMGT-R 8921	PhD Colloquium Track 1 Repeated: Repeat - Included in GPA		0.00	0.00	S	0.000
OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000	BMGT-R 8922	PhD Colloquium Track 2 Repeated: Repeat - Included in GPA		0.00	0.00	S	0.000
OM 9925	Dissertation Research 5		5.00	5.00	R	0.000		Term GPA: 0.000	Term Totals: 0.00 0.00				0.000
	Term GPA: 0.000	Term Totals: 5.00 5.00				0.000		Cum GPA: 3.526	Cum Totals: 136.00 144.00				268.000
	Cum GPA: 3.750	Cum Totals: 104.00 92.00				240.000	Fall Quarter 2013						
Summer Quarter 2009							Program: PhD in Business Management Plan: Specialization in Leadership						
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership							BMGT-R 8923	PhD Colloquium Track 3 Repeated: Repeat - Included in GPA		0.00	0.00	S	0.000
OM 9920	Dissertation Courseroom		0.00	0.00	R	0.000		Term GPA: 0.000	Term Totals: 0.00 0.00				0.000
OM 9926	Dissertation Research 6		5.00	5.00	R	0.000		Cum GPA: 3.526	Cum Totals: 136.00 144.00				268.000
	Term GPA: 0.000	Term Totals: 5.00 5.00				0.000	Spring Quarter 2014						
	Cum GPA: 3.750	Cum Totals: 109.00 97.00				240.000	Program: PhD in Business Management Plan: Specialization in Leadership						
Fall Quarter 2009							BMGT 9960	Dissertation Courseroom		5.00	5.00	S	0.000
Program: PhD in Organization and Mgmt Plan: Specialization in Leadership								Term GPA: 0.000	Term Totals: 5.00 5.00				0.000
OM 7006	Research and Writing for Graduate Learners		4.00	4.00	B	12.000		Cum GPA: 3.526	Cum Totals: 141.00 149.00				268.000
	Term GPA: 3.000	Term Totals: 4.00 4.00				12.000	Winter Quarter 2010						
	Cum GPA: 3.706	Cum Totals: 113.00 101.00				252.000	Program: PhD in Organization and Mgmt Plan: Specialization in Leadership						

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Kelly Brooks



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Tel: 8882273552

Crs ID	Course Title	Competency	CrAtt	CrE	Grade/Performance	QPts
Summer Quarter 2014						
Program:		PhD in Business Management				
Plan:		Specialization in Leadership				
BMGT 9960	Dissertation Courseroom		5.00	5.00	S	0.000
Term GPA:		0.000	Term Totals:		5.00	5.00
Cum GPA:		3.526	Cum Totals:		146.00	154.00
						268.000
Fall Quarter 2014						
Program:		PhD in Business Management				
Plan:		Specialization in Leadership				
BMGT 9960	Dissertation Courseroom		5.00	5.00	S	0.000
Term GPA:		0.000	Term Totals:		5.00	5.00
Cum GPA:		3.526	Cum Totals:		151.00	159.00
						268.000
Winter Quarter 2015						
Program:		PhD in Business Management				
Plan:		Specialization in Leadership				
BMGT 9960	Dissertation Courseroom		5.00	5.00	S	0.000
Term GPA:		0.000	Term Totals:		5.00	5.00
Cum GPA:		3.526	Cum Totals:		156.00	164.00
						268.000
Spring Quarter 2015						
Program:		PhD in Business Management				
Plan:		Specialization in Leadership				
BMGT 9960	Dissertation Courseroom		5.00	5.00	S	0.000
Term GPA:		0.000	Term Totals:		5.00	5.00
Cum GPA:		3.526	Cum Totals:		161.00	169.00
						268.000

Academic Program Summary

		GPA	CrAtt	CrE	QPts
Level:	Graduate Transcript - All	3.526	161.0	169.0	268.000

End of Transcript

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Capella University
225 South Sixth Street, Ninth Floor
Minneapolis, MN 55402
1.888.CAPELLA (227.3552)
www.capella.edu FICE = 032673

Name Change

This institution was formerly known as The Graduate School of America. On June 1, 1999 the name of the institution was changed to Capella University.

Accreditation

Capella University is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools (NCA), www.ncahlc.org. Capella University, 225 South Sixth Street, Ninth Street, Minneapolis, MN 55402, 1.888.CAPELLA (227.3552), www.capella.edu.

Academic Calendar and Credits

Capella University operates on a quarterly academic calendar. The Carnegie standard of 25 hours per credit is used to determine the number of quarter credits assigned to each course. Thus, a 4-credit course is approximately 100 hours of didactic instruction, reading, writing, projects and associated preparation. Prior to November 12, 2001, all courses taken at Capella were listed under the quarter in which the course ended. Effective November 12, 2001, all courses taken at Capella are listed under the quarter in which the course began.

FlexPath

This direct assessment delivery model assesses performance to established competencies. A competency is the knowledge, skills, abilities, and professional attributes required to successfully perform a task in a given context. At Capella University, courses are designed based on the competencies necessary to demonstrate a program's learning outcomes. No credits, grades or quality points are assigned in FlexPath programs. Learners enrolled in FlexPath programs receive competency evaluations in lieu of traditional letter grades. Degree progress is measured through a program points system and minimum level of performance achievement.

FlexPath Performance Scale

- Distinguished** Earned for course work that demonstrates mastery of the published competencies at a level exceeding course expectations as defined in the course syllabus or course learning plan.
- Proficient** Earned for course work that demonstrates mastery of the published competencies at a level meeting course expectations as defined in the course syllabus or course learning plan.
- Basic** Earned for course work that demonstrates published competencies at a level of performance minimally meeting course expectations as defined in the course syllabus or course learning plan.
- Non-performance** Earned for course work that demonstrates published competencies at a level which does not meet course expectations as described in the course syllabus or course learning plan.

Grading System

Grades are provided for courses taken at Capella University. Capella University uses a four-point grading system. As of January 28, 2008, grade point average is reported separately for graduate and undergraduate Capella course work. Prior to January 28, 2008, one cumulative grade point average was reported for all Capella course work.

Grades	Quality Points
A High involvement, substantive participation, exceeded expectations.	4
B Active and knowledgeable participation, met expectations.	3
C Adequate and competent participation, minimally met expectations.	2
D Undergraduate only: limited participation, marginally met expectations.	1
F Limited, minimal or no participation, did not meet expectations; also used when an I grade was assigned and course requirements were not met by the end of the next quarter.	0

Grades Not Affecting Grade Point Average

- CC (Credential Credit)** Assigned to credit awarded based on documentation of successful attainment of a specific credential.
- HD (Disaster Hold)** Assigned to courses for learners who must discontinue a course due to a nationally recognized disaster.
- HM (Military Hold)** Assigned to courses during which learners have been called to active duty; serves as a placeholder until they return to the course.
- I (Incomplete)** Indicates that the course requirements have not yet been fulfilled.
- IP (In Progress)** Assigned to comprehensive examination or dissertation courses for which learners require additional quarters to complete the components of the course. Also assigned to some internship and practicum courses.
- IS (Incomplete)** Indicates that the course requirements have not yet been fulfilled for a satisfactory/not satisfactory course.
- MW (Military Withdrawal)** Assigned to courses from which the learner has been withdrawn due to active duty. Prior to June 2009, these are reflected as grades of W.
- NC (No Credit)** Assigned to courses prior to April 1, 2003.
- NG (No Grade)** Assigned to comprehensive examination or dissertation courses for all course registrations subsequent to the initial registration, or to course registrations for which the registrar has determined that due to university curricular changes "NG" is the appropriate final grade. Also assigned to some internship and practicum courses.
- NP (Non-participation)** Assigned to courses prior to April 1, 2003.
- NR (No record)** Assigned to courses awaiting official grade from instructor.

NS (Not Satisfactory) Limited, minimal, or no course participation and/or materials did not meet expectations. Also used when an IS grade has been assigned and course requirements were not met by the end of the following quarter.

PC (Petition for Credit) Assigned to courses for which learners successfully petitioned for credit of previous educational or work experience.

R (Required) Assigned to doctoral dissertation courses at the successful conclusion of each quarter's course.

S (Satisfactory) Active and knowledgeable course participation; materials met expectations. Equivalent to a grade of B or better.

VR (Verified Residency) Assigned to a completed residency requirement.

W (Withdrawal) Assigned to a course dropped by the learner within the authorized time period.

Honors

Learners at the undergraduate and graduate levels (excluding FlexPath learners) may be eligible to graduate with honors upon meeting various stipulations including earning the following grade point averages:

Undergraduate Level

- Graduation with Honor (Cum Laude): 3.500 – 3.749
Graduation with High Honor (Magna Cum Laude): 3.750 – 3.849
Graduation with Highest Honor (Summa Cum Laude): 3.850 or above

Graduate Level

- Graduation with Distinction: 3.850 or above

Withdrawal and Incompletes

A learner may drop a course during the first twelve calendar days of the course without transcript notation. If a learner drops a course on or after the thirteenth calendar day of the course through the last day to withdraw from the course, a grade of W will be assigned. Learners who discontinue a course after the last day to withdraw will be assigned a grade of F or NS, or a performance rating Non-Performance for direct assessment programs. If a learner receives an incomplete and the final papers/projects are not completed prior to the end of the following quarter, the learner will be assigned a grade of F or NS.

Transfer

Previous college-level work submitted by applicants will be evaluated for transfer credit. Undergraduate programs require grades of C- or better for transfer. Graduate programs require grades of B- or better for transfer. Course work should be from regionally accredited institutions; however, Capella may consider transfer credit from international institutions and some non-regionally accredited institutions based on alternate accreditations. As of January 28, 2008, transfer credits reflect only those applied to current program.

Course Numbering System

Course levels determined by prefix:

- 9 Graduate course
8 Graduate course
7 Graduate course
6 Graduate course (Prior to January 28, 2008, course numbers beginning with a 6 were professional development courses.)
5 Graduate course
4 Upper-division undergraduate course
3 Upper-division undergraduate course
2 Lower-division undergraduate course
1 Lower-division undergraduate course
FS Residency (course prefix)
Any course with the prefix "-R" includes a face-to-face component.
Any course with the prefix "-FP" was taken within a direct assessment program.

Harold Abel School of Psychology course numbering system prior to Jan. 28, 2008:

- 5500 – 5999 Graduate course
6000 – 6999 Non-credit residency and colloquium
7000 – 9999 Graduate course
PSY-R Psychology residency and colloquium (course prefix)
FS Residency (course prefix) prior to September 2003

Release of Information

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Transcript key revised December 2013

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