

**EDUCATIONAL
ADMINISTRATION**

EAD

**Department of Educational
Administration
College of Education**

315 Student Leadership Training
Fall, Spring. 3(2-2)

Student leadership role, skills, and technique, consistent with the principles and demands of a democratic multicultural society.

800 Organization Theory in Education
Fall, Spring, Summer. 3(3-0)

Organizational theory and research applied to educational administration. Topics include comparative organization settings, external environments, organizational effectiveness, and ethics.

800A Professional Seminar in Educational Leadership
Fall. 1(1-0)

Fundamentals of school leadership. Enduring problems in educational administration. Program orientation, including organizing perspectives and expectations for students. Technological tools and resources for learning.

801 Leadership and Organizational Development
Spring, Summer. 3(3-0)

Interaction of leadership with organizational culture and development within a variety of educational organizations.

802 Building a Learning Organization
Spring. 3(3-0)

Disciplines and practices for crafting a learning organization. Strategies for increasing professional capacity within organization members, capitalizing on the collaborative contributions of teams, and effectively responding to change and increased complexity in post-secondary education.

803 Planning, Budgeting, and Evaluation
Spring, Summer of even years. 3(3-0)

Planning, budgeting, and evaluation in educational organizations. Topics include needs assessment, funding sources, and processes for estimating costs and revenues.

804 Administration of Human Resources in Education
Fall, Summer. 3(3-0)

Tasks of personnel management in schools, colleges, and other educational organizations, including recruitment, selection, orientation, development, compensation, and evaluations. Focus on attracting and retaining a quality workforce in education.

805 Administration in Higher Education
Fall. 3(3-0)

Theories, systems, structures, and processes of college and universities. Comparison of the organization, leadership, and governance of higher education institutions to other non-profit organizations.

806 Evolving Practice of School Leaders
Fall. 3(3-0) R: Open to graduate students in the K-12 Educational Administration major.

Historical analysis of K-12 school leadership. Comparative analysis of leadership and school improvement. Leadership theory. Ethical leadership. Critical thinking and reflection of ones own leadership.

807 Perspectives on School Organizations
Spring. 3(3-0) P: EAD 806 R: Open to graduate students in the K-12 Educational Administration major.

Theoretical analysis of school organizations as systems. Schools and their environments. Organizational leadership. Case analysis. School effectiveness and school reform.

809 Interpersonal Dimensions of Leadership
Fall, Spring. 1(1-0) P: EAD 806 and EAD 807 RB: EAD 820 and EAD 821 R: Open only to graduate students in K-12 Educational Administration.

Assessment of different approaches to school leadership. School leader as reflective practitioner and effective communicator in school and community contexts.

810 Use of Technology in School Administration
Fall. 3(3-0)

Learning and leading in the knowledge age with special focus on the role of technology in educational management, communication, and curriculum and instruction.

811 Inquiry and Analysis of Teaching and Learning
Fall. 2(2-0) Not open to students with credit in EAD 854.

Inquiry and applied research methods and skills. Data-based decision making for instructional improvement. Computer skills for data analysis. Methods of data use for teachers and leaders. Legal and ethical use of data.

812 Inquiry and Analysis of School Organizations
Spring. 2(2-0) P: EAD 811 Not open to students with credit in EAD 855 or EAD 856.

Inquiry and applied research methods and skills. Data-based decision making for organizational improvement. Analyzing schools as rational, natural, and open systems. Methods of data use for school administration. Legal and ethical concerns of data use.

813 Education, Development and Social Change
Spring of odd years. 3(3-0) Interdepartmental with Teacher Education. Administered by Educational Administration.

Rise of modern systems of education in developed and developing countries. Education, the state, and national development. Colonial heritage, linkages, and globalization of educational development.

820 School Leadership Internship
Fall. 1 to 3 credits. R: Open to graduate students in the K-12 Educational Administration major.

Supervised internship in an educational institution focused on school leadership issues.

821 Internship in Educational Administration II
Spring, Summer. 1 to 3 credits. R: Open only to graduate students in K-12 Educational Administration.

Supervised internship in an educational and/or community organization focused on school-community leadership issues.

822 Engaging Diverse Students and Families
Fall. 3(3-0) Not open to students with credit in EAD 853B.

Comparative and historical analysis of education within the broader social, cultural, and linguistic contexts of schools. Students in contemporary schools. Social problems, social policies, and school practice. School, family, and community relationships.

823 Educational Leadership Capstone
Spring, Summer. 1(1-0) Not open to students with credit in EAD 809.

Assessment of leadership practice. School leader as reflective practitioner and effective communicator. Personal leadership philosophy.

824 Leading Teacher Learning
Spring, Summer. 3(3-0) Not open to students with credit in EAD 853C.

Instructional leadership. Learning environment for teachers and students. Teacher supervision and evaluation. Staff development and teacher collaboration. Improvement of instructional program. Assessing student achievement.

845 Teaching, Learning, and School Restructuring
Spring. 3(3-0)

Relationship between school-wide interventions and improvement in classroom teaching: school restructuring and reculturing, strategies for school improvement, approaches to teaching and learning.

850 Issues and Strategies in Multicultural Education
Spring. 3(3-0)

Historical, pedagogical, and administrative considerations of multicultural education in K-16 educational settings.

852 The School Principalship
Fall, Summer. 3(3-0) Not open to students with credit in EAD 852A or EAD 852B.

Administration of K-12 schools. Alternative organizational arrangements, curricula, and practices. Problems and strategies for improving schools.

852A Elementary and Middle School Administration
Fall, Summer. 3(3-0)

Administration and supervision of elementary and middle schools. Alternative organizational arrangements, curricula, and practices. Problems and strategies for improving K-8 education.

852B Secondary School Administration
Fall, Summer. 3(3-0)

Administration and supervision of secondary schools. Alternative organizational arrangements, curricula, and practices. Problems and strategies for improving secondary schools.

853 Education Finance and Policy
Fall, Summer. 3(3-0) Not open to students with credit in EAD 853A.

Alternative policies to fund public schools. Equity and adequacy in school finance. Cost-effective education practices. Privatization of education service provision.

853A Legal, Fiscal, and Policy Environment of Schools
Fall, Summer. 3(3-0)

External determinants of school policy and practice. Nature of policy-making process. History of school finance. Effect of fiscal policy on education. Equity issues. Impact of constitutional, legislative, and administrative requirements.

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853B Schools, Families, and Communities

Fall, Summer of odd years. 3(3-0)
Comparative and historical analysis of education within the broader social context. Families, communities, and the private sector. Social problems, social policies, and school practice.

853C Instructional Supervision

Spring, Summer. 3(3-0) RB: EAD 800
Supervision and evaluation of teaching and learning, and strategies for improvement of K-12 education.

854 Introduction to Inquiry for Educational Leaders

Fall. 3(3-0) R: Open only to graduate students in K-12 Educational Administration.
Inquiry and applied research methods and skills to inform school-based decision making for school improvement. Constructing, analyzing, and interpreting student and school-level databases. Evaluating, assessing, and creating strategic instructional and organizational development plans.

855 Research in Educational Administration

Fall, Spring, Summer. 3(3-0) P: EAD 854
Applications of research techniques to educational organizations. Developing research proposals, conducting research, and writing formal papers.

856 Applied Inquiry for Educational Leaders

Spring, Summer. 2(2-0) P: EAD 854 RB: EAD 806 and EAD 807 and EAD 808 and EAD 820 R: Open only to graduate students in K-12 Educational Administration.
Research techniques and application to current educational organizations and their associated community issues. Design, implement, and evaluate school-level research projects.

858 Special Education Law

Fall of even years. 3(3-0) Interdepartmental with Counseling, Educational Psychology and Special Education. Administered by Counseling, Educational Psychology and Special Education. R: Open only to seniors or graduate students.
Analysis of State and Federal regulations, guidelines and court decisions related to special education and examination of their impact.

860 Concept of a Learning Society

Fall. 3(3-0)
Learning in the Knowledge Age with special focus on the role of technology as a partner in the learning process and in extending intelligence.

861 Adult Learning

Fall. 3(3-0) SA: EAD 861A
Learning and change in the adult years. Motivation and barriers to participation. Cognitive, emotional, developmental, and socio-cultural processes involved in adult learning. Understanding differences among adults in approaches to learning.

863 Training and Professional Development

Fall. 3(3-0) SA: EAD 862A
Design of training and professional development programs for postsecondary education contexts.

864 Adult Career Development

Spring. 3(3-0) SA: EAD 862B
Psychological, social and institutional elements of careers. Cases and theories of career and adult development in the context of changing conditions of work and learning across the life-span.

865 Policy and Practice in Developmental Education

Spring of odd years. 3(3-0)
Key policy questions and pedagogical issues in the practice of developmental education in postsecondary institutions. Providers of developmental education. Issues of assessment and placement. Literacy as skill versus social practice. Organizational and curricular approaches.

866 Teaching in Postsecondary Education

Spring. 3(3-0) SA: EAD 861B
Philosophies and beliefs undergirding teaching strategies. Effective teaching strategies and formal learning environments. Assessment of teaching and of student learning.

867 Case Studies in Educational Leadership

Summer. 3(3-0)
Case-based learning to examine contemporary K-16 leadership.

868 Pro-Seminar in Higher and Adult Education

Fall. 3(3-0) R: Open to masters students in the Higher, Adult, and Lifelong Education major.
Foundations and development of higher and adult education as a professional discipline. Traditional and contemporary issues in theory, research, and practice.

870 Foundations of Postsecondary Education

Fall. 3(3-0)
Historical, philosophical and social forces that shaped development of colleges and universities. Emphasis on higher education in the United States.

871 Collegiate Contexts for Teaching and Learning

Spring. 3(3-0) SA: EAD 871B
Sociocultural contexts of teaching and learning in collegiate environments. Organizational strategies to improve learning contexts for diverse students.

872 Legal Issues in Higher Education

Spring. 3(3-0)
Legal aspects of administrative practice in institutions of higher education. Governance, academic freedom, due process, and anti-discrimination.

873 College Student Development

Fall. 3(3-0) R: Open to masters students in the Student Affairs Administration major.
Research, theory, and literature related to student development in the college years.

874 Introduction to Student Affairs

Fall. 3(3-0) R: Open to masters students in the Student Affairs Administration major.
History, development, philosophy, organization, and administration of college student personnel as a profession. Needed services, programs and skills.

875 Issues and Strategies in Student Affairs

Fall. 3(3-0) P: EAD 874 R: Open to masters students in the Student Affairs Administration major.
Student affairs work in colleges and universities. Integration of theory with practice.

876 Budgeting and Finance in Higher Education

Spring. 3(3-0) SA: EAD 971C
Fundamentals of higher education budgeting and finance, including external sources of funding, internal resource allocation processes, social and economic principles and values regarding the distribution of resources among competing concerns.

877 Program Planning and Evaluation in Postsecondary Contexts

Fall. 3(3-0) SA: EAD 871A
Planning and evaluating programs for learning in diverse educational contexts.

881 Workshops in Educational Administration

Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 9 credits in all enrollments for this course.
Laboratory experiences focused on common supervisory and administrative problems.

882 Seminars in Educational Administration

Fall, Spring, Summer. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course.
Seminars in various fields in K-12 educational administration and in higher, adult, and lifelong education.

889 Research and Assessment in Student Affairs

Spring. 3(3-0) R: Open to masters students in the Student Affairs Administration major.
Introduction to strategies for research and inquiry in student affairs.

890 Independent Study

Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 9 credits in all enrollments for this course. R: Approval of department.
Individual study in an area of K-12 administration or higher, adult, and lifelong education.

893 Professional Development Seminar in Student Affairs

Fall, Spring, Summer. 1(1-0) A student may earn a maximum of 4 credits in all enrollments for this course. P: EAD 874 R: Open to students in the Student Affairs Administration major. SA: EAD 894A
Supervised work experience in student affairs.

894 Laboratory and Field Experiences

Fall, Spring, Summer. 1 to 6 credits. A student may earn a maximum of 9 credits in all enrollments for this course.
Supervised graduate practica, observations, internships, or externships in K-12 administration and in higher, adult, and lifelong education.

895 Research Ethics

Summer. 1(1-0) Interdepartmental with Counseling, Educational Psychology and Special Education and Kinesiology and Teacher Education. Administered by Kinesiology. R: Open to graduate students. SA: PES 895

Identifying and resolving ethical problems in research. Collegial interactions. Authorship, publication, and reviewing practices. Data management. Ownership of data and intellectual property. Conflicts of interest. Protection of human and animal subjects. Lab safety and compliance.

899 Master's Thesis Research

Fall, Spring, Summer. 1 to 9 credits. A student may earn a maximum of 15 credits in all enrollments for this course.
Master's thesis research.

925 Policy and Practice in Education

Fall of odd years. 3(3-0) SA: EAD 944
Multiple conceptions of the relationship between policy and practice in K-12 education.

- 928 Proseminar in Educational Policy**
Fall. 3(3-0) Interdepartmental with Teacher Education. Administered by Educational Administration.
Disciplinary perspectives on policy issues. Influence of research on policy process. Politics and educational practice as determinants of policy choice.
- 931 Introduction to Qualitative Methods in Educational Research**
Fall, Spring, Summer. 3(3-0) Interdepartmental with Counseling, Educational Psychology and Special Education and Teacher Education. Administered by Teacher Education. P: CEP 930
Concepts and assumptions underlying multiple traditions of qualitative research methods in education. Relationship between research questions and qualitative research design. Epistemology, methods, and ethical issues of ethnography, case study research, grounded theory, oral history and discourse analysis. Criteria for appraising and critiquing qualitative research designs, claims, and evidence.
- 940 Organizational Analysis of Education**
Fall, Summer. 3(3-0) RB: EAD 800
Theoretical perspectives on schools and universities as organizations. Relationship of organization theory to administrative practices.
- 941 Administrative Behavior in Educational Organizations**
Spring. 3(3-0) RB: EAD 800
Concepts and models of leadership, management, and organization as they apply to the administration of educational institutions.
- 942 Economic Analysis in Educational Policy Making**
Spring of even years. 3(3-0) Interdepartmental with Teacher Education. Administered by Educational Administration.
Economic effects of education. Economic analysis of policy issues in education. Alternative theoretical perspectives. Applications to the United States and other countries.
- 943 Politics of Education**
Fall of odd years. 3(3-0)
Education as a political enterprise. Interplay of federal relations, democratic principles, and contending sources of authority in shaping educational policy and practice.
- 950A Proseminar I in K-12 Educational Administration**
Fall. 1(1-0)
Disciplinary perspectives of K-12 educational leadership and management. Influence of research on leadership practice.
- 950B Proseminar II in K-12 Educational Administration**
Spring. 1(1-0) P: EAD 950A
Synthesis and analysis of disciplinary perspectives of K-12 educational leadership and management. Influence of research on leadership practice.
- 951A Educational Finance**
Spring, Summer of odd years. 3(3-0)
Political and economic contexts of educational finance. Role of government and policy criteria. Acquisition and distribution of public resources. Emerging issues in elementary and secondary education. Comparative and international analyses.
- 951B Planning Change in K-12 Education**
Fall, Summer of even years. 3(3-0)
Behavioral change processes in educational institutions. Concepts and methods that have been tested by laboratory and field experiences.
- 951C Educational Law**
Spring, Summer. 3(3-0)
Legal aspects of school administration. Governance, compulsory attendance, student discipline, due process, search, free speech rights of students and teachers, church and state, and discrimination law.
- 952A Externship in Educational Administration**
Fall, Spring. 3(3-0) A student may earn a maximum of 21 credits in all enrollments for this course.
Current administrative problems and solution strategies in education.
- 953 Organizational Change in Postsecondary Education**
Spring of even years. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Theories of organizational change as they apply to postsecondary organizations. Strategies for facilitating organizational change in universities and colleges.
- 955B Field Research Methods in Educational Administration**
Spring. 3(3-0)
Methods used in conducting field studies in educational organizations, with emphasis on interviews, observation, and participant observation.
- 960 Proseminar in Postsecondary Education**
Fall. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Questions, trends, issues and resources in higher, adult, and lifelong education. Development of skills in problem identification, literature analysis, and scholarly writing.
- 963 Leadership in Postsecondary Education**
Spring. 3(3-0)
Leadership as a complex social phenomenon in higher, adult, and lifelong educational settings. Interdisciplinary theories of leadership as applied to postsecondary education.
- 965 Diversity and Equity in Postsecondary Education**
Fall. 3(3-0)
Promise, challenge, and management of diversity and equity in higher education. Analysis of data and policy. Management responses and strategies.
- 966 Students in Postsecondary Education**
Spring. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Research and theoretical foundations concerning traditional and non-traditional college students. Literature from diverse fields such as higher education, adult learning, and multicultural education. Psychosocial and cognitive development of college students, learning and development across the lifespan, experiences of diverse populations, impact of collegiate environments and structures on students.
- 967 Policy Development and Analysis in Postsecondary Education**
Fall. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Higher education policy issues, policy-related research and development approaches.
- 968 Teaching, Learning, and Curriculum in Postsecondary Education**
Spring. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Theories and current issues about teaching, learning, and curriculum in postsecondary education. Topics include learning contexts, learners, teachers, the learning process, curriculum.
- 969 Pedagogical Issues in Postsecondary Education**
Fall. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major.
Theories of learning for teaching adults in postsecondary contexts. Transformative pedagogy, sociocultural dimensions of teaching and learning, teacher formation and development, learning within technologically mediated environments. Authentic approaches to assessing teaching and learning.
- 970 Organization and Administration in Postsecondary Education**
Fall. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major. SA: EAD 970A
Principles and patterns of organization and governance characteristic of colleges and universities. Administrative, trustee, faculty, and student roles.
- 971 Planning, Evaluation, and Decision Making in Postsecondary Education**
Spring of odd years. 3(3-0) R: Open only to doctoral students in the Higher, Adult, and Lifelong Education major. SA: EAD 971B
Concepts, theories and models of planning, evaluation, and decision making in the leadership and management of postsecondary institutions. Application to and usefulness for addressing complex problems facing institutions of postsecondary education.
- 972 International and Comparative Issues in Higher and Adult Education**
Summer. 3(3-0) RB: Prior or current study of higher & adult education or a practitioner in the field.
Higher and adult education in international contexts. Policy, organizational structures and behavior, curriculum, pedagogy, and student affairs.
- 990 Independent Study**
Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 15 credits in all enrollments for this course.
Advanced individual study in an area of K-12 administration or higher, adult, and lifelong education.
- 991A Special Topics in K-12 Administration**
Fall, Spring, Summer. 3(3-0) A student may earn a maximum of 9 credits in all enrollments for this course.
Special topics in K-12 administration.
- 991B Special Topics in Higher, Adult, and Lifelong Education**
Fall, Spring, Summer. 3(3-0) A student may earn a maximum of 15 credits in all enrollments for this course.
Special topics in the field of higher, adult and lifelong education.

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994 Laboratory and Field Experience in Educational Administration

Fall, Spring, Summer. 1 to 6 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to doctoral students.

Supervised advanced graduate practica, observations, internships, or externships in K-12 administration and in higher, adult, and lifelong education.

995 Research Practicum in Educational Administration

Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 3 credits in all enrollments for this course. R: Open only to doctoral students in the College of Education. Approval of department.

Supervised research practicum. Design, execution, analysis, presentation, critique, and revision of research projects.

999 Doctoral Dissertation Research

Fall, Spring, Summer. 1 to 24 credits. A student may earn a maximum of 100 credits in all enrollments for this course. R: Open only to doctoral students in the Department of Educational Administration.

Doctoral dissertation research.