PHASE I CORE COURSES

EDDC 605  Transformational Learning  3 credits
Based on the view that an individual’s beliefs influence his or her actions in powerful ways, this course encourages candidates to reframe their world-view to move away from knowledge transmission towards transformational learning. Candidates will deconstruct conformity to social and cultural canons which have permeated U.S. public schools to a negative effect. They will examine theories that are meant to catalyze social transformation and individual change, and develop their own theory and practice of transformative learning for social change.

EDDC 608  Quantitative Research Methods  3 credits
This course helps beginning educational researchers balance the competing demands of formal experimental and survey design principles with the ever-present practical constraints of the real world so that they can conduct sound quantitative research. Emphasis will be placed on formulating research questions, identifying relevant target populations, selecting respondents for study, refining definitions of the effects of interest, identifying relevant comparisons, selecting appropriate measures, including descriptive, inferential, and probability statistics, determining how many subjects to study, taking advantage of the results of previous research and pilot studies, and anticipating the unanticipated. The quantitative research designs of survey, correlation, causal-comparative, and comparative will be examined.

EDDC 611  Qualitative Research Methods  3 credits
The goal of this course is to examine inquiry from a relativistic, but systematic, way of knowing. Candidates will apply qualitative research principles through coherent study of the established methodological designs of narrative, phenomenology, grounded theory, ethnography, and case study. The issues of alternative knowledge claims, validity or trustworthiness, in-depth field work, and data collection and analysis will be examined through these six strategies of inquiry.

EDDC 615  The Ethical Educator  3 credits
This course is grounded in the belief that it is the responsibility of educators to employ ethical practice in the daily activities of their personal and professional lives. Educators must also ensure that the institutional policies and practices of their school or organization adhere to the application of ethical practice throughout the workplace. The course will emphasize human subject research issues of harm and deception. This study of the use of ethical principles in an educational context will include an examination of the underlying assumptions and implicit or explicit policies that can support or erode ethical practice. As a result of the activities and discussions completed in this course, students will have the opportunity to transform their personal and professional ethical lives and priorities.
EDDC 618  Leading Organizational Change  
This course focuses on helping learners internalize the knowledge, attitudes, skills, and values necessary for facilitating organizational improvement in schools and colleges. In particular, it zeros in on the theory and technology of Organizational Development (OD), and the "what, why, and how" of planned change in diverse educational settings from pre-school to graduate school. Additionally, the course content is undergirded by person-centered values, democratic leadership skills, as well as the ideology of service-management, and is aimed at facilitating excellence in student-centered teaching and learning.

EDDC 620  Creativity, Inquiry, and Innovation  
This course emphasizes the need for organizations to foster an environment where creativity, inventiveness, and entrepreneurship are expectations in the culture. Topics are investigated through popular literature and case studies of individuals who have made significant break-through contributions in the areas of science, music, art, and business. The course will address such questions as "What is the essence of creative work? Can creativity be learned? How critical is it for organizations and leaders to innovate? What conditions are necessary in the workplace to foster an environment where creativity, experimentation, and innovation are welcomed? Who determines what is creative and what is not? Why is innovation more likely found in the commercial and nonprofit sector rather than schools?" Lastly, the course hopes to tap the creative potential within all of us and illustrate its value for our own growth as well as the health of the organization.

Phase I Core and Residency

EDDC 600  The Nine Lives of Scholarly Writing I  
EDDC 602  The Nine Lives of Scholarly Writing II  
EDDC 603  The Nine Lives of Scholarly Writing III  
These are core courses that also meet residency requirements because they meet monthly throughout Phase I. They provide opportunities for doctoral students to develop and refine their scholarly writing during the first year of the education doctorate in order to become more successful writers during and beyond their academic career. Writing craft development occurs through peer writing groups, close study of published texts, and interaction with faculty writers. Course topics include writing article abstracts and analyses, critiques, and literature surveys. Strategies for reading critically, organizing and developing thoughts, choosing appropriate vocabulary, and revising one’s own writing are also covered. Students write and revise various genre of scholarly writing throughout the year-long series, culminating in a revised draft of the Comprehensive Connection paper.
TEACHER LEADERSHIP SPECIALIZATION: The specialization in Teacher Leadership develops the knowledge and capacity to positively impact practice, programs, and policy. Through professional development, systemic innovation, or program facilitation, candidates who plan on leadership roles in classrooms, grade level, or building positions such as department chairs, instructional coaches, staff developers, teachers on special assignment, data teams, and so on, will want to enroll in this specialization.

EDDL 613  Leading Without Authority  3 credits
Leaders influence change and re-shape an organization’s culture most effectively when empowering others, tapping into the talents of colleagues, and leading by example. Those who understand the art of leading without authority – also known as servant leadership – will inspire commitment and leadership development in others. This course examines and provides resources to apply the powerful but often misunderstood approach of leading through the principles of servant-leadership, principles that emphasize leading by serving, leading by example, and recognizing that the more organizational power and influence one has, the more he or she is responsible for the growth and well-being of others.

EDDL 614  Creating a Greater Community  3 credits
This course focuses on the structure and impact of successful and effective family, school, and community partnerships, and introduces candidates to a study of the knowledge, dispositions, and skills needed by school administrators to understand and respond to diverse community systems, interests, and needs. Also examined are relations with K-12 education stakeholders, including boards, learners, parents, faculty, staff, and the community at large. Candidates will discover additional techniques to collaborate effectively with families and community members and to mobilize community resources to benefit students and families. Additionally, this course facilitates and guides the analysis and development of instructional approaches and programs that foster relationship building, communication, student achievement, and families’ knowledge of the curriculum and educational system.

EDDL 625  Good Teaching is Not Enough  3 credits
This course explores the research and work of David Conley’s four key dimensions (cognitive strategies, content knowledge, academic behaviors, and admission requirements) in college and career readiness, their relationship to the Common Core standards, institutional efforts to implement them, and examines factors that appear to lead to an opportunity gap for students of color, fragile status, and disadvantage.

EDDL 626  Reimagining The Educational Enterprise  3 credits
This course focuses on fostering teamwork among leaders in education who want to create alternatives to traditional schools. Participants will use a comprehensive process to collaboratively create a description of a new and innovative school using research-based conceptual frameworks encompassing school standards, elements of effective schools, educational leadership, and program evaluation. These frameworks contain the building blocks of development of any new school needs, but innovative thinking is achieved through interaction with local students, parents, and communities. Candidates will develop techniques to effectively facilitate new school planning in their own learning community. Additionally, this course will guide leaders in education through a step-by-step process to create “blueprints” for new schools of the future. The school design process bridges the gap between local student needs and new school implementation. Candidates participating in this course will become leaders in the improvement of the current educational system.

EDDL 636  Assessing Learning for Student Achievement  3 credits
The goal of this course is to help candidates develop the understandings and skills needed to validly and reliably assess student learning. Understandings and skills include: Developing and using classroom assessments; basic psychometric statistics; grading; communicating assessment information; testing ethics; locating and evaluating measures; and assessments used for educational policy decisions. The emphasis in the course, however, is implementation, data collection, analysis, and reporting of results on classroom assessment projects. This course presents a rationale for learning-centered assessment and an overview of the tools, techniques, and issues that educators should consider as they design and use assessments focused on learner needs.

EDDL 637  The International Challenge  3 credits
The content of this course focuses on looking outside of the American schooling paradigm to discover what we can learn from educational systems worldwide, and will review the complex issues defining the concepts of schooling and education. As the rapid and interdependent changes of the 21st century present new challenges for education, opportunities to critically examine our current models of education emerge. Candidates will grapple with broader societal issues through the lens of a global environment. As the international community seeks to strengthen its collective efforts, it is crucial to look ahead and chart new paradigms to help guide education forward.
EDUCATIONAL ADMINISTRATION SPECIALIZATION: The Educational Administration specialization is designed for chief executives, superintendents, high level non-school managers and organizational officers, and certainly experienced and certificated principals, with at least three years Administrative experience and current licensure. The coursework is based at a high organizational functioning capacity, encompassing visionary leadership, instructional improvement, effective management, inclusive practice, ethical leadership, and socio-economic context at the school district or head organizational level.

EDDA 615  Issues in Policy, Planning, and Leadership  3 credits
This course focuses on learning and its connections to the organizations, institutions, and policy settings in which it occurs. It focuses on the role that leaders play in constructing, guiding, and improving learning in educational organizations through planning and policy decisions. The intent is to develop researchers and practitioners whose main interest is the development of knowledge useful to the improvement of learning in educational organizations through the systematic application of research and theory to practice.

EDDA 619  Navigating Permanent Whitewater  3 credits
Permanent white water consists of organizational events that are surprising, novel, messy, costly, and often unpreventable. Educational leaders are concerned with the subjective feel of these events as much as their objective existence. Experienced executives and others in organizations perceive that what they are trying to do is becoming more complex, problematic, and contingent. In permanent whitewater, leadership is usually exploration and discovery. Organizational members are constantly on process frontiers, where they must find ways of doing something they have never done before yet where there is little precedent to guide them. The feeling of ‘playing a whole new ball game’ thoroughly pervades organizational life. This means that beyond all of the other new skills and attitudes that permanent white water requires, people have to be extremely effective learners.

EDDA 628  Leading Across Cultures and Communities  3 credits
Leading across cultures and communities involves a range of increasingly complex issues – the shifts in cultural practices and racial, ethnic, and linguistic diversity and the implications of these shifts for fostering learning in educational learning communities. Consideration of the factors that put children at a disadvantage, as well as investigating specific family, community, and cultural assets that support high levels of academic, social, and moral development in effective schools are examined. The course prepares candidates to investigate these issues from the individual, school, neighborhood, and community levels in which schools live and operate, as well as the national and international levels where cross-cultural concerns, globalization, immigration, multiculturalism, and citizenship play an increasingly important role.

EDDA 629  Pursuing Teacher Quality: Policy and Practice  3 credits
Pursuing Teacher Quality explores the political and social calls for accountability in public schools that have led policymakers at all levels to seek ways to improve the quality of teaching. Teacher effectiveness has become a prominent component of many school reform efforts including the highly qualified teacher requirement of NCLB, the Common Core Standards, and the renewed interest in merit pay. This course will examine the research base and seminal authors and reports, defining policy, evidence of implementation, and evaluative practices of current efforts meant to improve teacher quality.

EDDA 638  Taking on the System: People, Power, and Politics  3 credits
Education is inherently political. The experience of schooling is aimed at educational achievement as a key to the economic success of individuals and groups. This course examines the politics of education. It considers how institutions such as school boards, legislators, and political leaders interact and react to constituents such as parents, advocates, the media, and the general public, shaping schooling and the consequences for students. Past conflicts over education governance, ongoing policy debates, and the forces shaping current reform efforts will be topics of the course, examined through the twin lenses of political science and educational policy.

EDDA 644  Mentoring, Sustaining, and Leaving a Legacy  3 credits
Great leaders – whether they lead entire organizations or groups within them – leave a legacy that transcends them and cements their contribution to the growth and transformation of their organization. As leaders, whether we realize it or not, we are leaving a legacy with the decisions we make and the actions we take. Our legacy is revealed in how others who work with us, for us, and beside us feel and think about us as a result of having been in our presence. A culture has been created where visible and accountability systems drive clarity, connectivity, and consistency throughout the organization. There are expectations of engagement, production, and satisfaction. Others are inspired to grow, to develop, and to excel. Cultivate qualities that live on in sustainable performance systems because legacy matters.
HIGHER EDUCATION SPECIALIZATION: This program includes an emphasis on both Higher Education Administration and Higher Education Teaching and is designed to prepare servant-leaders for leadership, teaching, and service positions in colleges, universities, community colleges, governmental agencies, educational associations, and other public and private post-secondary educational settings. It is anticipated that graduates of this terminal degree will pursue careers in teaching, admissions, student services, student records, intercollegiate athletics administration, campus facilities, university business offices, institutional advancement, institutional research, and other administrative and support services in higher education.

EDDH 621  Critical Issues in Higher Education  3 credits
This course will explore the challenges and opportunities that exist in America’s system of higher education. Students will develop leadership skills in analyzing higher education issues and making informed decisions, based on this analysis, relative to higher education practice. Included in this course will be a study of the impact that state and federal policies have on higher education and the significant role that higher education leadership has in examining and influencing these policies. A particular emphasis will be placed on utilizing appropriate resources to be well-informed on issues facing higher education and developing skills essential to presenting one’s perspective through debate and advocacy in order to be an effective leader in higher education.

EDDH 623  Higher Education: Curriculum and Leadership  3 credits
This course addresses the need for administrators and teacher leaders to both understand innovative curriculum, instruction, and assessment for college and university education and to develop the leadership skills to implement them effectively. Students will explore a wide variety of curricula and instructional and assessment applications, including curriculum theory, instructional theory and practice, curriculum designed for the gifted and talented, curriculum designed for special needs populations, and educational technology. The aim of the course is to prepare higher education leaders to effect transformational change as well as to meet the curriculum, instruction, and assessment challenges that face higher education today and in the future.

EDDH 630  Higher Education: Finance and Facilities Management  3 credits
This course will provide a contextual framework for students to understand factors affecting the financial wellbeing of higher education institutions and how these factors affect an institution’s long term viability, sustainability and ability to deliver on their mission.

EDDH 633  Higher Education: Human Issues, Accountability, and Administrative Behavior  3 credits
This course examines the character and structure of the American Postsecondary Education system. Students will explore the history, major participants, and forces that have shaped the American postsecondary enterprise through a study of six components: (1) History of American Higher Education; (2) Diversity of institutions within higher education; (3) Benefits of higher education; (4) Diversity of Students within American higher education; (5) Issues of Autonomy, Accreditation, Accountability, Academic Freedom and Federal and State Coordination of higher education institutions; and (6) Future Trends in American higher education.

EDDH 638  Higher Education Law  3 credits
Leadership in American higher education demands an understanding of the legal context of that service, and its policy implications. This course will provide students with an overview of the laws and legal precedent most relevant to higher education and will introduce students to methods of legal analysis and decision-making so that they can anticipate, recognize and appropriately address legal issues as higher education leaders. Additionally, students will learn how to incorporate legal advice from attorneys into decision-making. Students will also learn to access court cases, regulations, statutes, and understand the legal relationships among these various sources of law. The primary format for this course will be reflection and discussion, based on articulating deep analytical thinking, both orally and in writing.

EDDH 640  Technology and Revolutions in Higher Education  3 credits
Higher education is in the midst of a revolution. Technology has already changed the way we organize and live our lives, and higher education is scurrying to adapt to the rapidity of the digital age. This course investigates the current forces accelerating change in traditional higher education, conducts research to determine what a transformed learning environment could be, and promotes the need for higher education to take the lead in realizing a new vision for teaching and learning.
TRANSFORMATIONAL LEADERSHIP SPECIALIZATION: Transformational Leadership is a leadership and administrative specialization. It was designed for diverse fields of leadership and administration outside of K-12 that may not fit into Teacher Leadership or Educational Administration. For example, people wanting to advance in business, organization, and church leadership and management will want this specialization. Leaders in community organizations, non-profits, professional development, consulting, and seminar and conference leaders would choose this specialization.

EDDT 620  Voices of Leadership  3 credits
This course provides a review of leadership styles and attributes through the lens of historic and current examples of leadership. Students will engage in applying leadership concepts and lessons learned from selected leaders to their own leadership style and practice. Selected current and historic individuals represent diverse aspects of society, including politics, sports, entertainment, business, and religion; potential selections include presidents of the United States, Phil Jackson, Nelson Mandela, Harriet Tubman, Margaret Thatcher, Oprah Winfrey, Adolf Hitler, and Steve Jobs. The course emphasizes a close examination of how and what contributed to the success of these individuals by studying their leadership techniques and their careers. The course challenges students to evaluate how these individuals developed as leaders and how they develop others around them. Students will engage in developing their own leadership voice through analysis, assessment, and reflection as well as increasing the potential and capabilities of those they lead.

EDDT 624  How Programs Really Work  3 credits
The goal of this course is to help candidates develop understandings and skills needed to make decisions that lead to improved program performance. Program evaluation is derived from the idea that social programs should have demonstrable effects and those effects should in some way outweigh the costs of the programming. This course is an examination of evaluation theory and approaches and is designed to provide students an introduction to program evaluation practice including theoretical perspectives on the purpose of program evaluation, phases of program evaluation, ethics and standard elements, and practical experience in evaluation proposal development. Application assignments will be focused on the most important and perhaps most difficult question: How to measure the impact of a program?

EDDT 631  Transforming the Mission-driven Organization  3 credits
Although the missions may vary-educational, environmental, spiritual, economic, health, children and youth-mission-driven organizations (MDOs) are distinct entities that focus more on achieving the organizational vision than making a profit margin. This course introduces and examines the concept of mission-driven organizations (typically called non-profit or social sector organizations) and how to lead them. The course establishes a foundation for understanding the rationales for these types of organizations and the methods of leadership utilized in social sectors. The course conducts an analysis of the various aspects of MDO leadership including vision, strategy, governance, funding, and metrics as well as analyzes the current practices of MDO leaders and the different issues and unique challenges faced by these leaders. The course employs case study analysis and strategic plan development to assist students in developing a capacity for change and to increase the effectiveness of their own organizations. Students will examine various types of MDOs while following one organization of their choosing throughout the course that will serve as the unit of analysis in the final comprehensive paper.

EDDT 634  Moving Organizational Knowledge  3 credits
A survey of principles and practices of sociological knowledge management applied to the movement of organizational knowledge. This course identifies organizational knowledge limitations and provides strategies aimed at increasing organizational knowledge/involvement strategies to better meet organizational objectives. The focus is how to identify and execute needs assessments by way of strategically involving stakeholders within the organization/school. Organizational communication methodologies will be studied within the process.

EDDT 641  Leading the Learning Organization  3 credits
In this course learners will be introduced to the importance of a learning organization as a system. Students will focus study on creating a sustained organizational learning environment that enhances the learning capability and intellectual capacity that will result in individuals and organizations with a strategic advantage. The appropriate use of knowledge will allow the scholar practitioner to explore practices and behaviors which promote individual and organizational learning and growth, as well as identify barriers which may prevent effective knowledge growth.

EDDT 645  Communication, Collaboration, and Culture  3 credits
Given the diverse nature of an organization in people, resources, and location, how can we design effective, transformative communication and collaboration to accomplish organizational goals? All professionals must share responsibility for problem solving because successful quality improvement is driven by effective multidisciplinary teamwork. The principal elements that support transformative change in developmental and group cultures are teamwork and collaboration-working together in a cooperative and coordinated way in the interest of a common cause. In order to produce effective change, a supportive organizational culture has to be present. That culture must support and value change and quality improvement. Research findings support that any outcome could be improved if people work well together as a team. This course will examine the development of better practices for creating and sustaining a culture of collaboration.
Phase III Research Course

EDDR 610  Scholars Before Researchers I  2 credits
EDDR 619  Scholars Before Researchers II  2 credits

Scholars Before Researchers I and II are courses taken back-to-back in the first semester of Phase III. The classes are devoted to researching and drafting Chapter Two of the dissertation proposal. Course topics include an overview of the literature review process, advanced library research techniques, and methods of organizing and managing the literature. Students will leave the course with a completed draft of their dissertation literature review. A Research Librarian advises these courses and is involved in the process from topic formulation to proposal defense.

Phase III Residency

The writing of the dissertation proposal started in EDDR 610 and EDDR 619 Scholars Before Researchers continues throughout Phase III as part of the residency under the direction and guidance of the dissertation chair, culminating with a defense of the proposal at the end of Phase III. The dissertation proposal contains the first three chapters of the actual dissertation. The proposal foreshadows the actual research indicating what the candidate will study, why, and how.

Phase III Religion Courses

EDDT 622  Religion and Dense Meaning: Parables  3 credits

This course explores the nature of sacred texts used by practitioners of religion. Because most sacred texts were developed prior to widespread literacy and printing technologies, they require specific reading skills, particularly in extracting practical meaning from densely written texts. Focusing on the Parables of Christ, this course both explores the content of these parables and appropriate reading/interpretation of these foundational texts.

EDDT 651  Religion and Extremism  3 credits

Throughout history, religion has motivated self-sacrifice on behalf of a greater cause. In this course, candidates will study the scriptures, doctrines, and historical contexts that have inspired such movements and actions of extremism and gain an understanding of the power of religion. They will also develop skills in helping students recognize and deal with these influences in their lives and communities.

Phase III Intense Research Modules

Intense Research Modules concentrate on the specific methodology and data-gathering tools necessary to carry out dissertation research. There are quantitative, qualitative, and mixed-method Intense Research Modules. The dissertation proposal is taught during the module classes, although it may be completed independently with the chair and committee.

Students will choose two of the following seven Intense Research Module Options

EDDR 639  Intense Research Module Descriptive or Survey  2 credits

Descriptive or survey research involves collecting data to describe conditions, test hypotheses, or to answer questions about people's opinions on some topic or issue. It is particularly useful to quantify dispositions and as a quantifying complement in a mixed-method design.
EDDR 649  Intense Research Module Experimental Research 2 credits

“When well conducted, experimental students produce the soundest evidence concerning cause-effect relations” [Gay, et al. 2013, p. 251]. The focus of this course is on Quantitative Methods of Experimental Research. The goal of the course is for students to understand and demonstrate the value of Experimental Research in Education and the Social Sciences. Students will propose an Experimental Design, conduct a pilot study, and evaluate the outcome of the study.

EDDR 650  Intense Research Module Correlational, Causal-comparative, including Ex Post Facto 2 credits

This course covers two non-experimental quantitative research designs: correlational and causal-comparative, including ex post facto. Correlational research involves collecting data to determine whether, and to what degree, a relationship exists between two or more quantifiable variables. In causal-comparative research the researcher attempts to determine the cause or reason for existing or past differences in the behavior or status of groups or individuals.

EDDR 661  Intense Research Module Policy 2 credits

Policy research determines which of the various alternative policies will best achieve a given set of goals. It may be descriptive, analytical, or focus on causal processes and explanations, evaluating existing or new policy, describe best practice, measure social change, or develop projections.

EDDR 692  Intense Research Module Program Evaluation 2 credits

Program evaluation is a systematic method for collecting, analyzing, and using information to answer questions about projects, policies, and programs. Questions may focus on effectiveness, improvement, or alternatives and usually examine the relationship between current practice and a set criteria, desired outcomes, or aspirations.

EDDR 663  Intense Research Module Qualitative Case Study, Narrative, and Action Research 2 credits

This course is designed to provide educational leaders with an in-depth study of the practical and applied research designs of case study, narrative, and action research, focusing on single or multiple case bounded systems, context sensitivity, multiple triangulated data sources, and data analysis. Candidates will begin writing the methodology section of the dissertation proposal.

EDDR 670  Intense Research Module Phenomenological, Ethnographic 2 credits

The focus of this course is on two specific methods of qualitative research: Phenomenology and Ethnography. The goal of the course is for students to understand and distinguish between each of these methods and then conduct a preliminary study choosing either Phenomenological or Ethnographic research methods.
PHASE IV

Phase IV Research and Dissertation 6 Credits

EDDR 698  Dissertation  1.5 credits per course
6 credits total*

Chapters Four, Data Analysis and Results, Five Conclusions and Discussion, coupled with any updates and revisions of the proposal, complete the full dissertation and are written under the guidance of the Dissertation Chair during EDDR 698. The dissertation is a scholarly document intended to demonstrate the research competence of the author and to produce greater understanding. It is written in the formal language and style of its discipline or field of study, and it results from a comprehensive, logical, and ethical investigation. The dissertation is an expression of the highest level of critical thought and is expected to be a substantive contribution to the theory or practice of its discipline or field of study.

* Students are required to complete a minimum of 6 credits of dissertation.