

# EDUCATIONAL ADMINISTRATION

## EAD

### Department of Educational Administration College of Education

- 201 Current Issues in Education**  
Fall, Spring. 3(3-0) Interdepartmental with Counseling, Educational Psychology and Special Education and Teacher Education. Administered by Teacher Education.  
Contemporary and perennial issues in elementary, secondary, and higher 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.
- 361 Educational Reform and Policy Analysis**  
Fall. 3(3-0) Interdepartmental with Teacher Education. Administered by Educational Administration.  
Analysis of prominent current K-12 and higher educational reforms and policies in the United States.
- 362 Student Culture and Higher Education**  
Spring of odd years. 3(3-0)  
Historical and contemporary college student cultures in U.S. and global contexts.
- 363 Diversity and Higher Education**  
Fall of even years. 3(3-0)  
Historical and contemporary aspects of diversity and multiculturalism in higher education.
- 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. 3(3-0) 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. 3(3-0) 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.

## EAD—Educational Administration

- 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.
- 825 Shared Leadership in Schools**  
Fall. 3(3-0)  
School leadership teams. Continuous improvement and instructional quality.
- 830 Issues in Urban Education: Racial Achievement Gap**  
Spring. 3(3-0)  
Institutional, class, race systemic factors that contribute to the racial achievement gap. Strategies for improving urban schools; uncover areas of study for future research.
- 840 Inquiry in Postsecondary Education**  
Spring. 3(3-0)  
Inquiry concepts and methods related to postsecondary education; problems of theory and practice in teaching and learning, administration, and leadership.
- 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.

## Educational Administration—EAD

- 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.
- 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. 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. RB: 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.
- 944 Improving Schools in Complex Environments**  
Summer. 3(3-0)  
Analysis of schools as open systems in complex environments; focus on federal, state, proprietary and knowledge environments.
- 945 The Logic and Consequences of Accountability in Education**  
Spring. 3(3-0)  
Logic and challenges of implementing accountability programs in education.
- 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.
- 964 Comparative Higher Education**  
Spring. 3(3-0)  
National systems of higher education, policy challenges, international and comparative research.
- 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.

## Educational Administration—EAD

**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, socio-cultural 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.

**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.