

LEADERSHIP AND EDUCATIONAL ADMINISTRATION

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Academic Programs	Credits
K-12 Education Administration	
Non-Degree NAD Certificate Preparation Programs	
Principal Endorsement	18
Supervisor of Instruction Endorsement	18
Superintendent of Schools Endorsement	24
MA	32
EdS	64
EdD	90
PhD	90
Higher Education Administration	
MA	32
EdS	64
EdD	90
PhD	90
Leadership Programs	
MA	36
EdS	64
EdD	90
PhD	90

Mission

The Leadership and Educational Administration Department develops a community of scholar practitioners who transform the power of knowledge into service. Its core values include community, service, integrated life and human dignity.

The department supports two programs: 1) Educational Administration and 2) Leadership.

Educational Administration

Program Mission

The Educational Administration segment of Leadership and Educational Administration Department (LEAD) seeks to prepare effective educational administrators for servant leadership in educational settings.

Program Constituencies

The Educational Administration program serves two constituencies: K–12 and higher education administrators. Both emphases are grounded in nine administrative standards, field-based internships with mentoring, and require a portfolio as part of degree requirements. The first six standards that guide the Educational Administration program are derived from the Interstate School Leaders Licensure Consortium (ISLLC) standards. These standards have been adapted by the Educational Leadership Constituent Council (ELCC). The ELCC has added the requirement of an internship for use in program accreditation under the National Council of Accreditation in Teacher Education (NCATE). In addition to these six standards, three additional standards have been added in consultation with educational leaders in the North American Division of Seventh-day Adventists.

Nine Guiding Standards

A school administrator is an educational leader who promotes the success of all students by:

1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community;
2. advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth;
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment;
4. collaborating with families and responding to diverse community interests and needs, and mobilizing community resources;
5. acting with integrity, fairness, and in an ethical manner;
6. understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context;
7. understanding and comprehensively applying technology to advance student achievement;
8. appreciating the perspectives of others and developing a personal philosophy from which action and service arise; and
9. understanding and comprehensively applying research and evaluation for effective decision making.

The Internship/Mentoring Component

All degree programs require an internship/mentoring component that provides significant learning opportunities to synthesize and apply the knowledge and practice and develop the skills identified in the standards through substantial, sustained, standards-based work in a real setting, planned and guided cooperatively by the institution and school district personnel for graduate credit.

The Portfolio Component

The degree programs also require the completion of a portfolio that documents the candidate's work on the nine standards. For the master's portfolio the candidate must show emerging competency

in each of the standards. For the EdS the candidate must show emerging competency in each of the standards and established competency in five selected standards. For the EdD and PhD the candidate must show established competency in all nine standards. These portfolios require documentation that evidences a level of mastery appropriate to each degree and can be presented in person or via electronic media. These portfolio presentations comprise a portion of the comprehensive examination and must be assessed and approved by a faculty committee. More details on portfolio requirements are provided in the introductory course, EDAL500, required in all administration programs.

Continuous Registration

Educational Administration students comply with continuous registration guidelines by enrolling in a course at least one semester out of three consecutive semesters until their program is complete. If students want to remain active and not register for regular course work they will need to register for EDAL650 Program Continuation at least every third semester. This course has no credit but allows access to faculty advising and access to the Andrews University library. As an alternative to the above, a student may request to go "Inactive." When "Active Status" is desired, the student may request reactivation and pay the \$100 "Reactivation Fee."

Time Limits

An Educational Administration participant must complete the requirements for the EdD and PhD degree within seven calendar years from the beginning of the first semester of class work after acceptance into the doctoral program, irrespective of admission classification.

K–12 Educational Administration Certificates and Degree Programs

There are five levels of study in K–12 educational administration:

Level 1) Certificate/Licensure/Endorsement Programs. This first level is a non-degree option that prepares candidates to fulfill specific state certification or licensure requirements for educational administration and/or Seventh-day Adventist North American Division (NAD) Educational Administration certification and endorsement requirements.

Level 2) Masters (MA)

Level 3) Educational Specialist (EdS)

Level 4) Doctor of Education (EdD), and

Level 5) Doctor of Philosophy (PhD)

Level 1. Educational Administration Certificate Programs, Requirements, and Application Process

Public School Administration Certification or Licensure

Although the certification and licensure requirements for public school administrators vary by state, the programs and courses offered below fulfill many of the requirements of most state certification programs. These courses and programs align with the ISLLC standards that guide educational administration policies throughout the United States and have been adopted by over 30 states. Andrews University School of Education is also accredited by NCATE to offer educational administration programs. NCATE is the leading accrediting body for K–12 educational preparation programs. Andrews University is also accredited by North Central Association to offer graduate degrees. Because state requirements

vary, it is the responsibility of prospective students to check with their own state or local authorities to determine what coursework meets the requirements for public school certification in their state.

NAD Certificate Endorsement

The educational administrator graduate certificate program is designed for post-baccalaureate or post-master's participants who desire to obtain an NAD Educational Administration certificate. Those specifically served by this graduate certificate are the following:

- Teachers interested in transitioning into educational administration
- Principals of K–8, K–10, K–12, and 9–12 schools
- Supervisors of instruction
- Superintendents of schools

The University offers the course work and a graduate certificate that can fulfill the Educational Administration certification requirements of the NAD Office of Education. In consultation with a University advisor, the student is responsible to create and successfully complete a course plan that will fulfill the specific NAD Office of Education requirements. The University does NOT provide the NAD certification or endorsement. Rather, the student applies to the NAD Office of Education through his or her union conference education department for Educational Administration certification.

Certificate/Endorsement Requirements (18–24 credits)

Graduate candidates interested in this certificate should review the recent guidelines of the NAD Office of Education to understand the qualifications for this certificate and its endorsements. Access the link at www.andrews.edu/educ/edadmin. There are non-educational requirements for this certificate, and the candidate, not the University, has the responsibility to ensure compliance with these. NAD certification requires either a minimum of eighteen credits of graduate coursework selected from the areas of curriculum, school administration, supervision, school law, school finance, school plant planning, personnel administration, school public relations, religious education, and field experience, or the completion of a doctorate in school administration.

To be valid, the administrative certificate must be accompanied by an endorsement as principal, supervisor or superintendent. As such, the certificate course requirements have been incorporated into the unique requirements of each endorsement below. The NAD core requirements are shown corresponding to AU course requirements. Electives may need to be added to meet the required credits. Those electives may include the Administrative Internship (EDAL680), foundations courses, or additional graduate coursework in educational administration, curriculum, or supervision.

- A. Principal Endorsement (18 credits minimum; also fulfills certificate requirements):

School Administration

EDAL500 Administration Orientation—1–2

EDAL520 Foundations of Educ. Leadership—2–3

EDAL565 Lead. for Seventh-day Adventist Educ.—1–2

School Law

EDAL560 School Law—2–3

Curriculum

EDCI547 Foundations of Curriculum Development—3

Supervision

EDAL570 Principles of Educational Supervision—2–3

School Finance

EDAL645 Educational Finance—2–3

- B. Supervisor of Instruction Endorsement (18 credits; also fulfills certificate requirements; must complete a minimum of two graduate courses in curriculum, two in supervision and one in school administration as listed below):

School Administration

EDAL500 Administration Orientation—1–2

EDAL520 Foundations of Educ. Leadership—2–3

EDAL565 Lead. for Seventh-day Adventist Educ.—1–2

Curriculum

EDCI547 Foundations of Curriculum Development—3

EDCI565 Improving Instruction—3

Supervision

EDAL570 Principles of Educational Supervision—2–3

EDAL677 Higher Educ. Supervision & Prof. Dev.—1–3

- C. Superintendent of Schools Endorsement (24 credits; also fulfills certificate requirements):

School Administration

EDAL500 Administration Orientation—1–2

EDAL520 Foundations of Educ. Leadership—2–3

EDAL565 Lead. for Seventh-day Adventist Educ.—1–2

School Law

EDAL560 School Law—2–3

Curriculum

EDCI547 Foundations of Curriculum Development—3

Supervision

EDAL570 Principles of Educational Supervision—2–3

School Finance

EDAL645 Educational Finance—2–3

Personnel Administration

EDAL635 Human Resources Administration—2–3

School Plant Planning

EDAL660 Planning & Operating Educ. Facilities—2–3

Application Process

Students may take certification courses on a permission-to-take classes basis (PTC). However, depending on financial aid and employer requirements, the student may need to apply and be accepted into a graduate certificate or degree program. At that point, through the petition process, the student may transfer up to eight PTC credits into a graduate certificate or degree program. To be admitted into the graduate certificate program students need to:

1. Complete a graduate school application, and
2. Check the "graduate certificate" circle on the application.

Note: A Graduate Record Examination (GRE) is **not** required for the graduate certificate programs.

Level 2. MA: K–12 Educational Administration Program, Requirements, and Application Process (32 credits)

The K–12 Educational Administration master's program is designed for post-baccalaureate participants who desire to obtain a degree in educational administration with or without Seventh-day Adventist NAD administrative endorsement. For NAD certification purposes, students need to have an NAD professional teaching certificate which requires graduate work in two of the following areas: learning theory/style, curriculum, improvement of instruction, education of the exceptional student, trends and issues in education, and multicultural education. As such, those completing this master's degree and wanting NAD administrative endorsement will also need to take an additional course from the areas listed if they have not done so.

Those specifically served by this degree are the following:

- Teachers interested in transitioning into educational administration
- Principals of K–8, K–10, K–12, and 9–12 schools

MA: DEGREE REQUIREMENTS (32 credits)

Common Core—minimum 15, with more credits available from variable credit courses

EDAL500 Administration Orientation—1–2

EDAL520 Foundations of Educational Leadership—2–3

EDAL645 Educational Finance—2–3

EDAL670 Technology for Leaders—1–3

EDAL680 Administration Internship and Fieldwork—1–12

EDCI Any EDCI Graduate Course—3

EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 14, with more credits available from variable credit courses

EDAL560 School Law—2–3

EDAL565 Leadership for SDA Education—1–2

EDAL570 Principles of Educational Supervision—2–3

EDAL635 Human Resources Administration—2–3

EDAL660 Planning & Operating Educational Facilities—2–3

EDAL664/665 Elem./Secondary School Leadership—2–3

Educational Research—3

EDRM505 Research Methods in Educ. & Psych.—3

Electives—As Needed

In consultation with your advisor.

TOTAL MA degree credits—32

Application Process

Applicants must meet School of Education admission requirements. Once accepted into this master's program, students must complete the administration orientation course (EDAL500) where they will be introduced to the philosophy of educational leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 32 credits beyond the baccalaureate degree. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and when registering for these courses. The portfolio serves as a component of the master's comprehensive examination. There is no thesis requirement for the master's degree program.

Level 3. EdS: K–12 Educational Administration Program, Requirements, and Application Process (64 credits)

The K-12 Educational Administration Educational Specialist degree program prepares candidates to serve as principals, supervisors, or superintendents in elementary and/or secondary systems. Those specifically served by this degree are the following:

- Teachers with master's degrees interested in transitioning into educational administration and securing an additional degree while completing their NAD administrative certification or endorsement
- Principals of K–8, K–10, K–12, and 9–12 schools
- Supervisors of instruction
- Superintendents of schools

EdS: DEGREE REQUIREMENTS (64 credits)

Common Core—minimum 15, with more credits available from variable credit courses

EDAL500 Administration Orientation—1–2

EDAL520 Foundations of Educational Leadership—2–3

- EDAL645 Educational Finance—2–3
 EDAL670 Technology for Leaders—1–3
 LEAD886 Advanced Internship: (Topic)—1–12
 EDCI Any EDCI Graduate Course—3
 EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 18, with more credits available from variable credit courses

- EDAL560 School Law—2–3
 EDAL565 Leadership for SDA Education—2–3
 EDAL570 Principles of Educational Supervision—2–3
 EDAL635 Human Resources Administration—2–3
 EDAL660 Planning & Operating Educational Facilities—2–3
 EDAL664/665 Elem./Secondary School Leadership—2–3
 LEAD525 Public Relations: Community Partnerships—2–3

Educational Research—11

- EDCI636 Program Evaluation—3
 EDRM505 Research Methods in Educ. & Psych.—3
 EDRM611 Applied Statistics in Educ. & Psych. I—3
 LEAD637 Issues in Research—2

Cognate Area—9

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.

Electives—As Needed

In consultation with your advisor.

TOTAL EdS degree credits—64

Application Process

Applicants must meet School of Education admission requirements for the specialist degree. Applicants may transfer up to 32 credits from previous graduate work into the specialist degree at the discretion of their academic advisors. Candidates must complete EDAL500 Administration Orientation, an introduction to the philosophy of leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 64 credits beyond the baccalaureate degree and requires the completion of both an internship and a portfolio. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and registering for courses. The portfolio serves as a component of the EdS comprehensive examination. There is no thesis requirement for the EdS degree program.

Level 4/5. EdD/PhD: K–12 Educational Administration Programs, Requirements, and Application Process (90 credits)

The doctoral programs in Educational Administration prepare participants for professional careers in education as superintendents or elementary and secondary-school administrators. These programs also prepare leaders for service in many types of agencies and organizations. Both the Doctor of Education (EdD) and the Doctor of Philosophy (PhD) programs require a minimum of 90 credits. However, the PhD degree is more research-oriented and requires more courses in advanced research methodologies.

Those specifically served by this degree are the following:

- Teachers with master's degrees interested in transitioning into educational administration and securing an additional degree while completing their NAD administration certification and endorsement.
- Principals of K–8, K–10, K–12, and 9–12 schools
- Supervisors of instruction
- Superintendents of schools
- Those interested in teaching Educational Administration at the higher education level

EdD: DEGREE REQUIREMENTS (90 credits)

Common Core—minimum 15, with more credits available from variable credit courses

- EDAL500 Administration Orientation—1–2
 EDAL520 Foundations of Educational Leadership—2–3
 EDAL645 Educational Finance—2–3
 EDAL670 Technology for Leaders—1–3
 LEAD886 Advanced Internship: (Topic)—1–12
 EDCI Any EDCI Graduate Course—3
 EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 18, with more credits available from variable credit courses

- EDAL560 School Law—2–3
 EDAL565 Leadership for SDA Education—2–3
 EDAL570 Principles of Educational Supervision—2–3
 EDAL635 Human Resources Administration—2–3
 EDAL660 Planning & Operating Educational Facilities—2–3
 EDAL664/665 Elem./Secondary School Leadership—2–3
 LEAD525 Public Relations: Community Partnerships—2–3

Educational Research—12

- EDCI636 Program Evaluation—3
 EDRM505 Research Methods in Educ. & Psych.—3
 EDRM611 Applied Statistics in Educ. & Psych. I—3
 EDRM612 Applied Statistics in Educ. & Psych. II—1–3
 LEAD637 Issues in Research—2

Cognate Area—12

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.

Dissertation—16

- EDRM880 or LEAD880 Dissertation Proposal Dev.—2
 LEAD899 Doctoral Dissertation—14

Electives—As Needed

In consultation with your advisor.

TOTAL EdD degree credits—90

PhD: DEGREE REQUIREMENTS (90 credits)

Common Core—minimum 15, with more credits available from variable credit courses

- EDAL500 Administration Orientation—1–2
 EDAL520 Foundations of Educational Leadership—2–3
 EDAL645 Educational Finance—2–3
 EDAL670 Technology for Leaders—1–3
 LEAD886 Advanced Internship: (Topic)—1–12
 EDCI Any EDCI Graduate Course—3
 EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 18, with more credits available from variable credit courses.

- EDAL560 School Law—2–3
 EDAL565 Leadership for SDA Education—2–3
 EDAL570 Principles of Educational Supervision—2–3
 EDAL635 Human Resources Administration—2–3
 EDAL660 Planning & Operating Educational Facilities—2–3
 EDAL664/665 Elem./Secondary School Leadership—2–3
 LEAD525 Public Relations: Community Partnerships—2–3

Educational Research—17

- EDCI636 Program Evaluation—3
 EDRM505 Research Methods in Educ. & Psych.—3
 EDRM605 Qual. Research Methods in Educ. & Psych.—3
 EDRM611 Applied Statistics in Educ. & Psych. I—3
 EDRM612 Applied Statistics in Educ. & Psych. II—1–3
 LEAD637 Issues in Research—2

Cognate Area—12

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.

Dissertation—16

EDRM880 or LEAD880 Dissertation Proposal Dev.—2
LEAD899 Doctoral Dissertation—14

Electives—As Needed

In consultation with your advisor.

TOTAL PhD degree credits—90**Application Process**

Applicants must meet School of Education admission requirements for doctoral programs. They may transfer up to 42 credits from previous graduate work into the doctoral program. If they have not previously taken the course, candidates must complete EDAL500 Administration Orientation, an introduction to the philosophy of leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 90 semester credits beyond the baccalaureate degree and requires the completion of a portfolio and a dissertation. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and registering for courses. The portfolio serves as a component of the doctoral comprehensive examination. Both doctorates require the successful completion of a dissertation.

Higher Education Administration Programs

Higher education is one of the fastest growing areas of education in the world. Many faculty and administrators in higher education who do not have advanced degrees in their subject area often seek a degree in educational administration. As such, there is a high demand for higher education administration. This department has four degree options in this area: 1) Master's (MA), 2) Educational Specialist (EdS), 3) Doctor of Education (EdD), and 4) Doctor of Philosophy (PhD). As with the K–12 courses, portfolio requirements apply.

1. MA: Higher Education Administration Program, Requirements, and Application Process (32 credits)

The MA program in Higher Education Administration prepares students for entry-level and mid-management level positions at public and private colleges or universities and community colleges in different areas of student affairs, such as:

- Admissions and Enrollment
- Financial services management
- Residence halls administration
- Religious and social activities coordination
- Athletic and recreation administration
- Health services
- International student services
- Other related areas

MA: DEGREE REQUIREMENTS (32 credits)**Common Core—minimum 15, with more credits available from variable credit courses**

EDAL500 Administration Orientation—1
EDAL520 Foundations of Educational Leadership—2–3
EDAL645 Educational Finance—2–3
EDAL670 Technology for Leaders—1–3
EDAL680 Administration Internship and Fieldwork—1–12
EDCI Any EDCI Graduate course—3
EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 14, with more credits available from variable credit courses.

EDAL640 Higher Education Law—3
EDAL667 Leadership in Higher Education—3
EDAL674 Administration of Student Services—3
EDAL675 College Student Development Theory—3
EDAL677 Higher Educ. Supervision & Prof. Dev.—2–3

Electives—As Needed

In consultation with your advisor.

Educational Research—3

EDRM505 Research Methods in Educ. & Psych.—3

TOTAL MA degree credits—32**Application Process**

Applicants must meet School of Education admission requirements. Once accepted into this master's program, students must complete EDAL500 Administration Orientation, an introduction to the philosophy of leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 32 credits beyond the baccalaureate degree. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and when registering for these courses. The portfolio serves as a component of the master's comprehensive examination. There is no thesis requirement for the master's degree program.

2. EdS: Higher Education Administration Program, Requirements, and Application Process (64 credits)

The Educational Specialist program in Higher Education provides advanced graduate education and training of high quality mid-level administrators for postsecondary institutions. It prepares professionals seeking administrative advancement and service to local institutions of higher education. This degree is appropriate for positions such as:

- Assistant dean
- Assistant to the president
- Director and in-service directors
- Department chairperson in selected areas
- Program manager

EdS: DEGREE REQUIREMENTS (64 credits)**Common Core—minimum 15, with more credits available from variable credit courses**

EDAL500 Administration Orientation—1–2
EDAL520 Foundations of Educational Leadership—2–3
EDAL645 Educational Finance—2–3
EDAL670 Technology for Leaders—1–3
LEAD886 Advanced Internship: (Topic)—1–12
EDCI Any EDCI Graduate course—3
EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—minimum 18, with more credits available from variable credit courses

EDAL640 Higher Education Law—3
EDAL667 Leadership in Higher Education—3
EDAL674 Administration of Student Services—3
EDAL675 College Student Development Theory—3
EDAL676 Administration of Academic Services—3
EDAL677 Higher Educ. Supervision & Prof. Dev.—2–3

Electives—As Needed

In consultation with your advisor.

Cognate Area—9

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.

Educational Research—11

EDCI636 Program Evaluation—3
EDRM505 Research Methods in Educ. & Psych.—3
EDRM611 Applied Statistics in Educ. & Psych. I—3
LEAD637 Issues in Research—2

Research Electives

EDRM604 Design & Analysis of Ed. & Psych. Surveys—3
EDRM605 Qual. Research Methods in Educ. & Psych.—3
EDRM612 Applied Statistics in Educ. & Psych. II—1–3
EDRM613 Applied Statistics in Educ. & Psych. III—3
EDRM648 Workshop—3
EDRM690 Independent Study: (Topic)—3
HIST650 Historical & Social Sci. Research Methods—3

TOTAL EdS degree credits—64**Application Process**

Applicants must meet School of Education admission requirements for the specialist degree. Applicants may transfer up to 32 credits from previous graduate work into the specialist degree at the discretion of their academic advisors. Candidates must complete EDAL500 Administration Orientation, an introduction to the philosophy of leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 64 semester credits beyond the baccalaureate degree and requires the completion of both an internship and a portfolio. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and registering for courses. The portfolio serves as a component of the EdS comprehensive examination. There is no thesis requirement for the EdS.

3/4. EdD/PhD in Higher Educational Administration Programs, Requirements, and Application Process (90 credits)

The doctoral program in Higher Education is designed to prepare experienced practitioners for senior administrative and policy-making positions. The PhD degree is more research oriented and requires more courses in advanced research methodologies. The EdD program primarily serves those seeking administrative and executive positions, while the PhD program serves those who wish to pursue careers in research and teaching. Graduates typically work in the following professional areas:

- Research
- Teaching
- Policy leadership
- College administration at all levels
- Community college leadership and management
- Student personnel administration
- Corporate and post-secondary policy analysis

EdD: DEGREE REQUIREMENTS (90 credits)**Common Core—minimum 16, with more credits available from variable credit courses**

EDAL500 Administration Orientation—1–2
EDAL520 Foundations of Educational Leadership—2–3
EDAL645 Educational Finance—2–3
EDAL670 Technology for Leaders—1–3
LEAD886 Advanced Internship: (Topic)—1–12
EDCI Any EDCI Graduate course—3
EDFN500 Phil. Foundations of Educ. & Psych.—3

Concentration Area—18

EDAL640 Higher Education Law—3
EDAL667 Leadership in Higher Education—3
EDAL674 Administration of Student Services—3
EDAL675 College Student Development Theory—3
EDAL676 Administration of Academic Services—3
EDAL677 Higher Educ. Supervision & Prof. Dev.—2–3

Electives—As Needed

In consultation with your advisor.

Cognate Area—12

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research Electives, or transfer credits.

Educational Research—12

EDCI636 Program Evaluation—3
EDRM505 Research Methods in Educ. & Psych.—3
EDRM611 Applied Statistics in Educ. & Psych. I—3
EDRM612 Applied Statistics in Educ. & Psych. II—1–3
LEAD637 Issues in Research—2

Research Electives

EDRM604 Design & Analysis of Ed. & Psych. Surveys—3
EDRM605 Qual. Research Methods in Educ. & Psych.—3
EDRM613 Applied Statistics in Educ. & Psych. III—3
EDRM648 Workshop
EDRM690 Independent Study: (Topic)—1–3
HIST650 Historical & Soc. Science Research Methods—3

Dissertation—16

EDRM880 or LEAD880 Dissertation Proposal Devel.—2
LEAD899 Doctoral Dissertation—14

TOTAL EdD degree credits—90**PhD: DEGREE REQUIREMENTS (90 credits)****Administrative Core—minimum 16, with more credits available from variable credit courses**

EDAL500 Administration Orientation—1–2
EDAL520 Foundations of Educational Leadership—2–3
EDAL645 Educational Finance—2–3
EDAL670 Technology for Leaders—1–3
EDCI Any EDCI Graduate course—3
EDFN500 Phil. Foundations of Educ. & Psych.—3
LEAD886 Advanced Internship: (Topic)—1–12

Concentration Area—18

EDAL640 Higher Education Law—3
EDAL667 Leadership in Higher Education—3
EDAL674 Administration of Student Services—3
EDAL675 College Student Development Theory—3
EDAL676 Administration of Academic Services—3
EDAL677 Higher Educ. Supervision & Prof. Dev.—2–3

Electives—As Needed

In consultation with your advisor.

Cognate Area—12

Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research Electives, or transfer credits.

Educational Research—17

EDCI636 Program Evaluation—3
EDRM505 Research Methods in Educ. & Psych.—3
EDRM605 Qual. Research Methods in Educ. & Psych.—3
EDRM611 Applied Statistics in Educ. & Psych. I—3
EDRM612 Applied Statistics in Educ. & Psych. II—1–3
LEAD637 Issues in Research—2

Research Electives

EDRM604 Design & Analysis of Ed. & Psych. Surveys—3
EDRM613 Applied Statistics in Educ. & Psych. III—3
EDRM648 Workshop

EDRM690 Independent Study: (Topic)—1–3
 HIST650 Historical & Soc. Science Research Methods—3

Dissertation—16

EDRM880 or LEAD880 Dissertation Proposal Devel.—2
 LEAD899 Doctoral Dissertation—14

TOTAL PhD degree credits—90

Application Process

Applicants must meet School of Education admission requirements for doctoral programs. They may transfer up to 42 credits from previous graduate work into the doctoral program. If they have not previously taken the course, candidates must complete EDAL500 Administration Orientation, an introduction to the philosophy of leadership and review the standards that will guide their educational plan. The curriculum consists of a minimum of 90 semester credits beyond the baccalaureate degree and requires the completion of a portfolio and a dissertation. Many courses are offered as variable credits; therefore, candidates should consider their credit needs when planning their course work and registering for courses. The portfolio serves as a component of the doctoral comprehensive examination. Both doctorates require the successful completion of a dissertation.

Leadership

The Leadership program represents a new concept in graduate education. It is offered by the School of Education as an international and interdisciplinary collaborative graduate program.

It is designed to meet the needs of mid-career leaders and to provide an innovative and highly flexible program allowing self-motivated learners the opportunity to pursue an MA, EdS, EdD or PhD degree in the context of a learning community, without requiring a move of their families or a break in their careers. Participants in this interdisciplinary program come from a variety of professional backgrounds including healthcare, business, education, pastoring, the military and government.

Defining the Program

The Leadership Program:

- Leads to an MA in Education with an emphasis in Leadership or EdS/EdD/PhD degrees in Leadership.
- Is established on the idea of developing and demonstrating competency in several key areas.
- Gives each participant the opportunity to design and carry out an Individual Development Plan (IDP) in order to fulfill competency requirements.
- Allows participants to demonstrate competence through the oral presentation of a portfolio, which includes a written synthesis paper.
- Fosters collaboration and cooperation among its participants.

Characteristics of the Program

The program allows the self-directed learner to participate in a dynamic-action agenda devoted to service. The program's strengths are evident in several ways:

The Leadership Program is learner-driven. The participant works with an advisor and develops a plan of study with course work and directed activities to fit his/her needs. An extraordinary amount of personal ownership by the participant is critical for satisfactory completion of the program.

The Leadership Program is life-embedded. Participants are encouraged to use their work and life experience as the basic context to demonstrate the Leadership competencies.

The Leadership Program is competency-based. Although not listing a prescribed set of courses, the program is designed around a set of competencies, including both skill and knowledge-based areas necessary to demonstrate competence.

The Leadership Program builds a learning community. The participants cooperate in regional study groups and learn through various media.

The Leadership Program is flexible. The flexibility allows the educational needs, career goals, and past experience of the participant to play an important part in the development of an individualized plan of study and development.

The Leadership Program builds important bonds among its participants. The participants become partners in learning, both with faculty members and other participants. This process is enhanced by involvement in orientation activities, seminars, learning groups, and through continued contact and discussion via the Internet, and other forms of telecommunication.

The Leadership Program evaluates achievement.

- Throughout the course of study, individual achievement is evaluated on the basis of demonstrated competencies.
- The program is completed when the participant has demonstrated achievement of at least 15 competencies (see below).
- Demonstration of achievements is documented in a portfolio that is assembled throughout the program. The portfolio is presented for validation to a faculty team at the end of the program.
- For the MA and EdS degrees, a research project is completed and approved.
- For the EdD and PhD degrees, a doctoral dissertation must be completed, defended, and approved.

Applying to the Program

Applicants should read the Graduate Admissions Requirements section of this bulletin.

Potential participants should also communicate directly with the Leadership Program office to indicate how they have met or plan to meet the prerequisites for admission to the program.

Additional recommendations and interviews may be requested prior to formal admission to the program. Only a limited number of participants are admitted each year, so applicants should apply early.

Specific Admission Requirements

- A completed bachelor's or master's degree (an MA degree is recommended for the doctoral programs).
- A sample of your best writing (could be a research paper).
- A successful interview with one or more members of the Leadership faculty.
- A minimum of five years of professional work experience in a leadership setting for the doctorate and three years for the MA.
- Must be currently employed in a leadership position in which competencies can be demonstrated. This environment, which is the participant's place of employment, provides the "laboratory" for developing and demonstrating expertise in the competency areas and for preparing the portfolio.
- Applicants must commit to participate in:
 - 1) The initial Leadership orientation.
 - 2) Regularly scheduled regional group/learning community meetings, preferably on a monthly basis *but at least seven times a year.*
 - 3) The annual Leadership Roundtable Conference.
 - 4) Regular online communication. The participant is responsible for keeping abreast of announcements and program updates presented by faculty and staff via e-mail and the Leadership website.

Maintaining Active Status

To maintain active status in the Leadership program the participant must:

- Make appropriate progress in fulfilling the IDP.
- Meet regularly with a learning group, usually on a monthly basis *but at least seven times* per academic year.
- Maintain contact with the advisor.
- Register every semester.
- Attend the summer Leadership Roundtable Conference.
- Meet financial obligations to the university.
- Maintain employment throughout the program.

Time Limits. A Leadership participant must complete the requirements for the EdD and PhD degree within seven calendar years from the beginning of the first semester of class work irrespective of admission classification.

Basic Degree Requirements for MA, EdS, EdD, and PhD

1. Participate in the on-campus program orientation: LEAD630 Leadership Seminar (4 credits) and in annual Leadership Roundtable conferences.
2. Complete LEAD635 Individual Development Plan (IDP, 4 credits) designed by the participant and approved by the Leadership faculty team.
3. Complete the following web-based learning experiences:
 - LEAD636 Issues in Leadership Foundations—2 credits
 - LEAD637 Issues in Research—2 credits
 - LEAD638 Issues in Leadership Theory—2 credits
4. Participate regularly and actively in a learning group at least seven times a year.
5. Maintain employment throughout the program.
6. Complete the development and a presentation of a portfolio based on the participant's IDP. The portfolio must document the satisfactory completion of the required competencies.
7. Complete the specific number of credits:
 - 36 credits for the MA degree
 - 64 credits for the EdS degree
 - 90 credits for the EdD/PhD degrees
8. Research:
 - MA: Complete a research project.
 - EDRM505 Research Meth. in Educ. & Psych.—3 credits
 - LEAD698 MA Research Project—3 credits
 - EdS: Complete an action research project.
 - EdD/PhD: Complete a dissertation.
 - LEAD880 Proposal Development—2 credits
 - LEAD899 Doctoral Dissertation—14 credits

Competencies of the Leadership Program

Leadership requires theoretical knowledge and practical application in the following core competencies:

1. **Leadership and the Self:** This cluster of competencies focuses on the self awareness and the personal and professional identity required when practicing leadership.
 - a. *Philosophical foundations*—Leadership functions within the context of multiple perspectives and understands how their own worldview influences their practice.
 - b. *Ethics, values, and spirituality*—Leadership functions from a set of principles and standards that guides their work and all their relationships with others.
2. **Leadership with Others:** This cluster of competencies focuses on the interpersonal aspects of leadership. Growth and development of others is an essential function of leadership.
 - a. *Effective communication*—Leadership fosters effective communication in all internal and external interactions, to establish and maintain cooperative relationships.
 - b. *Mentor/coach*—Leadership promotes relationships that are trust-centered, providing the kind of empowerment that results in personal and performance improvement toward satisfying mutual objectives.
 - c. *Social responsibilities*—Leadership is accountable to others and endeavors to see that family, community, and environmental needs are met in local and, as appropriate, in global ways.
3. **Leadership through Organizations:** This cluster of competencies focuses on the organizational aspects of leadership. Leadership sets direction in ways that facilitate achievement of organizational goals.
 - a. *Resource development, human and financial*—Leadership appropriately allocates and manages human and financial resources for healthy and strategic outcomes.
 - b. *Legal and policy issues*—Leadership applies and understands the scope of legal and policy structures appropriate for their field.
 - c. *Organizational behavior, development, and culture*—Leadership understands personal, group, and inter-group behaviors, and how they impact organizational history, needs, and goals.
 - d. *Implementing change*—Leadership involves working with others in order to collaboratively shape the vision and strategy for change, as well as being capable of facilitating the change process.
 - e. *Evaluation and assessment*—Leadership uses appropriate evaluation and assessment tools to make decisions about programs and plans.
4. **Leadership and Research:** This cluster of competencies focuses on the need to use data to communicate, persuade, and make decisions, and to contribute to the knowledge base for leadership. Competence in research needs to include both qualitative and quantitative methods. Research skills are often necessary while engaging in organizational development, assessment, and evaluation, and other leadership projects.
 - a. *Reading and evaluating research*—Leadership critiques the adequacy of research reports, conducts literature reviews using electronic sources, and relates research to the body of knowledge in their professional field.
 - b. *Conducting research*—Leadership understands the logic and processes of scientific inquiry, explains major research methodologies, formulates empirically driven research problems, selects appropriate research designs, explains standards for data collection, and conducts basic data collection and analysis.
 - c. *Reporting and implementing research*—Leadership adequately communicates research findings and implements the findings in the workplace.
5. **Individually Chosen Options:** One required. Additional options may be chosen, if needed.

Basic Competency Requirements for the MA degree.

Completion of the MA in Education is achieved only after the development of a portfolio demonstrating mastery in each of the 15 competencies with one of the “distinguished” level and the rest at least at the “emerging” level (see “Rubric for Portfolio/Competency Evaluation” in Appendix B of the *Leadership Handbook*).

The participants prepare an Individual Development Plan (IDP), which becomes his/her course of study. The course of study translates into at least 36 semester credits. Completion of the program is by submission of an approved research project and by the oral presentation of a portfolio, which includes a written synthesis paper.

Specialist and Doctoral Program Residency Requirements

Specialist and Doctoral Program Residency Requirements. By the end of the sixth semester: (1) Complete degree requirements 1, 2, and 3 above under Basic Degree Requirements for the MA, EdS, EdD and PhD, (2) complete 13 of the minimum 28 required credits for the EdS, or complete 16 of the minimum 32 required credits for the EdD/PhD, and (3) receive regular admission status.

To qualify as enrolled, participants must register for a minimum half-time load of study or be involved in work directly related to fulfilling the IDP requirements (not including dissertation).

Basic Competency Requirements for the EdS degree.

Completion of the EdS in Leadership is achieved only after the development of a portfolio demonstrating mastery in at least 15 competencies, with two at the “distinguished” level and the majority of the rest at the “established” level (see “Rubric for Portfolio/Competency Evaluation” in Appendix B of the *Leadership Handbook*).

The participant prepares an Individual Development Plan (IDP), which becomes his/her course of study. The course of study translates into at least 64 semester credits.

Basic Competency Requirements for the EdD and PhD degrees. Completion of the EdD or PhD in Leadership is achieved only after the development of a portfolio demonstrating mastery in at least 15 competencies, with three at the “distinguished” level and the rest at the “established” level (see “Rubric for Portfolio/Competency Evaluation” in Appendix B of the *Leadership Handbook*).

The participant prepares an Individual Development Plan (IDP), which becomes his/her course of study. The course of study translates into at least 90 semester credits.

Courses (Credits)

See inside front cover for symbol code.

Students in the Leadership and Educational Administration programs, in consultation with their advisors, may choose from the following list of EDAL and LEAD courses.

600-level courses are available for both master's and doctoral programs.

EDAL500 Administration Orientation \$ (1–2)

Introduction to Andrews University's philosophy of leadership and the principles of Christian leadership. Reviews the national standards for educational administration.

EDAL520 D (2–3)**Foundations of Educational Leadership**

A basic orientation to the purposes, organization, and administration of educational programs and institutions; the structure and control of school systems; the nature of administration; and the conceptual foundations of educational administration and leadership.

EDAL560 D (2–3)**School Law**

Emphasizes legal issues affecting teachers and educational administrators, including governmental relations, church state issues, teacher employment, student control, and school board operations and procedures.

EDAL565 D (1–2)**Leadership for Seventh-day Adventist Education**

Explores the spiritual climate and leadership practices of administration in Seventh-day Adventist education. Uses scripture, the writings of Ellen White, and other sources to develop a frame of reference for educational leadership and an understanding of the role of the divine in education.

EDAL570 D (2–3)**Principles of Educational Supervision**

Designed for principals, superintendents, and instructional supervisors concerned with the improvement of teaching and learning by professional supervision; the role, aims, principles, and practices of instructional supervision; introductory study of supervisory techniques.

EDAL635 D (2–3)**Human Resources Administration**

Reviews personnel services; policy for certified and noncertified employees; personnel functions in education; the interpersonal process in educational organizations, communications, and group dynamics for educational administrators.

EDAL 640 D (3)**Higher Education Law**

Legal aspects of the administration of higher education institutions. Policy issues related to student rights, intellectual property, academic freedom, admission, employee relations, and property use.

EDAL645 D (2–3)**Educational Finance**

Focuses on financial and economic issues affecting educational institutions, including school support, costs of education, sources of revenue, budgeting, and the organization and maintenance of the fiscal and physical resources of educational systems.

EDAL650 D (0)**Educational Administration Program Continuation**

A student may register for this title to comply with continuous registration requirements. Requires a semester fee.

EDAL660 D (2–3)**Planning and Operating Educational Facilities**

A survey of the planning, modernization and management of educational facilities including buildings, equipment, and sites. A comprehensive study of educational facilities planning as related to preliminary development plans, long range master planning of educational facilities/campuses, considering educational philosophy and resources.

- EDAL664** **D (2–3)**
Elementary School Leadership
 Explores the role of the principal; leadership in curriculum implementation and reform; organization of schedules, calendar, and catalogue; staff organization and utilization; attendance program; responsibilities such as assemblies, opening and closing of school, supervision of staff, and operation of small schools.
- EDAL665** **D (2–3)**
Secondary School Leadership
 Explores the role of the principal; leadership in curriculum implementation and reform; organization of schedules, calendar, and catalogue; staff organization and utilization; attendance program; responsibilities such as assemblies, opening and closing of school, and supervision of staff. Also includes office management and auxiliary services.
- EDAL667** **D (3)**
Leadership in Higher Education
 Focuses on the study of governance of higher education institutions, stressing administrative roles and leadership in visioning distinctive organizational and environmental features of colleges, universities and community colleges, and how these features affect the management of these organizations.
- EDAL670** **D (1–3)**
Technology for Leaders
 Philosophical basis for technology usage in various leadership settings to enhance organizational effectiveness, survey of contemporary technologies appropriate to most organizational settings and cost benefit analysis of various systems, development of a technology plan for leadership development, ethics of technology usage.
- EDAL674** **D (3)**
Administration of Student Services
 Overview of student services in higher education and its historical and philosophical foundations, guiding theories, and professional practices. Focuses on administrative structures and processes, and the organization of student services programs in the context of contemporary issues and trends.
- EDAL675** **D (3)**
College Student Development Theory
 Explores the characteristics of college students and the theories of growth and development for traditional and non-traditional students. Emphasis is placed on understanding the immediate and long-term impact of a college experience.
- EDAL676** **D (3)**
Administration of Academic Services
 Focuses on the principles academic officers use in dealing with selected administrative functions related to academic departments, degree programs, faculty development, curriculum administration, instructional resources, student development, budget planning, enrollment, and academic personnel.
- EDAL677** **D (1–3)**
Higher Education Supervision and Professional Development
 Overview of approaches for effectively supervising staff and faculty, providing opportunities for personnel to plan and experience professional growth.
- EDAL680** **D (1–12)**
Administration: Internship or Fieldwork
 A planned internship in leadership at a cooperating organization, institution, school district, or agency. Permission of supervisor and plans required in advance of registration. May be graded S/U. Repeatable.
- EDAL888** **\$ D (0)**
Dissertation Continuation
 Registration for this title indicates full-time status and requires a semester fee.
- EDUC560** **\$ (0)**
Degree Reactivation
- LEAD525** **D (2–3)**
Public Relations: Community Partnerships
 Reviews research on public relations and strategies for improving community relationships and strengthening partnerships with community groups.
- LEAD530** **D (1-2)**
Educational Marketing
 Provides the foundation knowledge and skills for understanding, planning, and designing marketing plans for educational institutions. Focuses on elements of marketing such as mission statement, target market, image, position, and the market mix (product, price, place and promotions).
- LEAD620** **D (1-2)**
Development and Fund Raising
 Prepares leaders in educational development through a practical exploration of fund raising research and proposal writing.
- LEAD630** **\$ D (2-6)**
Leadership Seminar
 Intensive orientation to the program. Focus on leadership concepts, effective instruction, principles of research, and skills relating to the completion of the program. Repeatable to 6 credits. Graded S/U.
- LEAD635** **D (4)**
Individual Development Plan
 Preparation and submission of IDP to faculty for approval. Prerequisite: LEAD630.
- LEAD636** **D (2)**
Issues in Leadership Foundations
 Participants review the literature, discuss the findings in study groups and with faculty, and provide scholarly feedback related to assigned topics that address foundations of leadership and worldviews.
- LEAD637** **D (2)**
Issues in Research
 This course serves to develop skills in reading and evaluating qualitative and quantitative research writings.
- LEAD638** **D (2)**
Issues in Leadership Theory
 A seminar in the study of leadership theory. This course is intended to provide a wide coverage of leadership theory based on sound research principles, with implications for informed practice. The seminar includes concept formation in such areas as organizational development, historical and contemporary views of leadership, power and influence, "followership," ethical leadership and diversity, and applications to problem solving in leadership and administrative settings.

LEAD645	D (1–3)	LEAD870	(0)
<i>Ethical Leadership</i>		<i>Comprehensive Exam</i>	
Explores the dynamics of moral leadership, ethical decision-making and the administrative role in institutional integrity in organizations and schools.			
LEAD648	D (1–12)	LEAD880	D (2)
<i>Workshop: (Topic)_____</i>		<i>Dissertation Proposal Development</i>	
Selected learning experiences. Repeatable. Permission of instructor required.		Designing and writing the doctoral dissertation proposal. Graded S/U. <i>Spring only.</i>	
LEAD650	\$ D (0)	LEAD886	D (1–12)
<i>Leadership Program Continuation</i>		<i>Advanced Internship: (Topic)_____</i>	
After the IDP is approved, the participant may register for this title to maintain active status while clearing DGs (deferred grades) with advisor approval only. Registration for this title indicates full-time status. Requires a semester fee.		Under supervision of a faculty member in leadership area. Student interns in responsible positions with specialists/administrators in cooperating institutions, school systems, or agencies. Permission of instructor required. Graded S/U.	
LEAD675	D (1–3)	LEAD888	\$ D (0)
<i>Portfolio Development</i>		<i>Dissertation Continuation</i>	
Development of expertise and documentation in a selected competency area including self reflection that describes personal growth and the theoretical knowledge base supporting the competency. (Repeatable up to 12 credits).		Registration for this title indicates full-time status and requires a semester fee.	
LEAD680	D (1–12)	LEAD899	D (1–14)
<i>Fieldwork: (Topic)_____</i>		<i>Doctoral Dissertation</i>	
Planned field experience in leadership at cooperating institutions, school systems, or agencies. Permission of instructor required.		Graded S/U.	
LEAD685	D (0)		
<i>MA Level Comprehensive Exam Preparation</i>			
LEAD689	D (1–12)		
<i>Seminar: (Topic)_____</i>			
Selected topics offered. Repeatable. Permission of instructor required.			
LEAD690	D (1–12)		
<i>Independent Study: (Topic)_____</i>			
Selected topics. Repeatable with different topics. Permission of advisor and instructor required.			
LEAD698	D (3)		
<i>MA Research Project</i>			
A planned research experience whereby a problem or issue in the workplace relating to leadership is identified by the participant. The process includes the development of a research proposal, implementation of the research plan, and a written paper using the <i>Andrews University Standards for Written Work</i> . S/U grading.			
LEAD756	D (1–12)		
<i>Advanced Studies: (Topic)_____</i>			
Advanced studies in leadership. Repeatable with different topics. Permission of instructor required.			
LEAD775	D (1–3)		
<i>Advanced Portfolio Development: (Topic)_____</i>			
Building upon the knowledge base developed in LEAD675, the participant continues to develop expertise and documentation in a selected competency area. (Repeatable up to 12 credits)			
LEAD789	D (1–12)		
<i>Advanced Seminar: (Topic)_____</i>			
Advanced topics in leadership. Repeatable with different topics. Permission of instructor required			