

K-12 Educational Administration Handbook

2008-2009

Leadership & Educational Administration Department

School of Education

Andrews University

Table of Contents

Table of Contents	1
Welcome	7
About Andrews University	7
Our History	7
Our Faith	8
Our Sponsoring Church	9
Our Mission	9
About Our School of Education (SED)	10
Our Conceptual Framework.....	10
Our Mission	10
Our Elements	10
Element I: Worldview.....	10
Element II: Human Growth & Change.....	11
Element III: Groups, Leadership, and Change.....	11
Element IV: Communication and Technology	11
Element V: Research and Evaluation	11
Element VI: Personal and Professional Growth	11
About the Leadership and Educational Administration Department (LEAD).....	12
Our Core Values	12
Value: Community.....	12
Value: Service.....	12
Value: Integrated Life.....	12
Value: Human Dignity.....	13
LEAD Department Personnel	13
LEAD Department Programs.....	14
Guiding Philosophy, Unique Characteristics, and Program Standards.....	17
Program Philosophy/Worldview.....	17
Specific Characteristics of the Program.....	18
Nine Standards and Internship.....	19
Overview of K-12 Educational Administration Programs.....	23
K-12 Educational Administration Certificates and Degree Programs	24
<i>Level 1.</i> Educational Administration Certificate Programs and Requirements	24
Public School Administration Certification/Licensure Program	24
NAD Certificate/Endorsement Preparation Program.....	24
<i>Level 2.</i> MA: K-12 Educational Administration Program and Requirements	26
The Program.....	26
MA: Degree Requirements	27
<i>Level 3.</i> EdS: K-12 Educational Administration Program and Requirements.....	27
The Program.....	27
EdS: Degree Requirements (64 credits).....	28

<i>Level 4/5. EdD/PhD: K-12 Educational Administration Program and Requirements..</i>	29
The Programs	29
EdD: Degree Requirements (90 credits).....	29
PhD: Degree Requirements (90 credits).....	30
Status Categories.....	31
Regular Status	31
Provisional Status.....	31
Permission to Take Classes (PTC) Status.....	32
Maintaining Active (Regular) Status	32
Register for a Course	32
Register for Program Continuation.....	32
Register for Dissertation Continuation	32
Inactive Status.....	32
Reactivation	32
Academic Probation.....	33
Conditions for Withdrawal	33
Academic Advisement.....	33
Advisor.....	33
Course Plans.....	34
Dissertation Chair	34
Academic Integrity.....	34
Mentored Internship.....	35
Portfolio and Comprehensive Evaluation	35
Portfolio	35
Introduction.....	36
A Christian Worldview for Evaluation and the Portfolio	37
Scholarly Support for Portfolios.....	38
Educational Administration Programming Alignment to Portfolio.....	40
The Portfolio Development Specifics.....	41
Evaluation of Portfolios	48
Comprehensive Examination	48
Doctoral Dissertation	50
Dissertation Purpose and Credits.....	50
Stage 1: Topic and Committee Approval.....	53
Stage 2: Proposal.....	54
Format and Content for the Proposal	54
Types of Proposals.....	56
Proposal Procedures and Roles.....	56
Stage 3: Data Collection	57
Stage 4: Dissertation	58
Writing Completion Process.....	58
Stage 5: Defense	58
Pre-Defense Meeting of the Dissertation Committee	58
Oral Defense Process.....	59
Dissertation Documents	60
Other Program Issues.....	60

Desire2Learn (D2L) Online Course Software	60
System Requirements.....	60
LiveText Online Course Software for Portfolio Creation and Assessment.....	61
LiveText Membership.....	61
LiveText System Requirements	62
Time Limits.....	62
Finances	62
Loan Deferment	62
Fees	63
Sponsorship.....	64
Residency Requirements for the EdS, EdD, and PhD	64
Advancement to Degree Candidacy.....	64
Standards of Scholarship.....	65
Course Plan and Portfolio	65
APA Standards.....	65
Grade-Point Average	65
Annual Evaluation	65
Transfer of Credits	65
Transfer Credits to an MA	65
Transfer Credits to an EdS.....	65
Transfer Credits to an EdD or PhD.....	65
Transfer of Degree Programs.....	66
From One Doctoral Degree to Another within a Given Program.....	66
Between Programs	66
Bulletin Requirements and Responsibility.....	66
Services for Students with Disabilities	67
Student Appeal Process.....	67
Conflict with Policy in General	67
Conflict with Policy in Particular	68
Conflict with a Faculty Member over a Practice	68
Graduation.....	69
Applications for Graduation	69
Completion of Program Requirements	69
Graduation Gown.....	69
Announcements/Name Cards.....	70
Graduation Lodging.....	70
Graduation Schedule.....	70
Conferral of Degree	70
Graduation in Absentia	70
Appendices.....	71
Appendix A: K-12 Self-Assessment Instrument.....	73
Appendix B: K-12 Educational Administration Candidate 360° Assessment.....	75
Appendix C: Educational Administration Assessment Grids.....	77
Appendix D: Course Plans.....	87
Appendix E: Course Descriptions.....	107
Appendix F: Four-Year Course Schedules	115

Appendix G: Dissertation and Portfolio Timeline	119
Appendix H: General Portfolio Timeline and Program Processes	121
Appendix I: Graduate Forms	123
Appendix J: Frequently Asked Questions.....	129
Appendix K: Portfolio Content Creation Guidelines.....	131
Appendix L: Evaluation of Research.....	133
Appendix M: Educational Administration Faculty and Staff.....	141
References.....	143

The K-12 Educational Administration Handbook

The *K-12 Educational Administration Handbook* is designed to help participants and faculty in the planning and execution of certification programs and graduate degrees in K-12 Educational Administration. The *K-12 Educational Administration Handbook* complements but does not supercede either the *Andrews University Bulletin* or the *School of Education Handbook*. The *Andrews University Bulletin* and related policies on graduate programs are available at <http://www.andrews.edu/grad/>. Policies related to the *School of Education* are available at <http://www.andrews.edu/sed/>. Updated information on the K-12 Educational Administration Programs is available at http://www.andrews.edu/sed/lead_ed_admin/k-12_ed_admin/.

CONTACT POINTS:

K-12 Educational Administration Programs

Gary Gifford, EdD, Coordinator

Kevin Wiley, Administrative Assistant

Email: edadmin@andrews.edu

Phone: 269-471-3487

Toll Free: 800-471-6210, option 5

FAX: 269-471-6560

Welcome . . .

to the K-12 Educational Administration Programs from Andrews University. We are honored that you are seeking this information about us and anticipate that this Handbook will be useful to you as you pursue your educational plans.

Not wanting to presume anything about your knowledge of us, please allow us to share a bit about our University, our School of Education, and our Leadership and Educational Administration Department, so that you will better understand the context of our K-12 Educational Administration Programs.

About Andrews University

Our History

The roots of Andrews University date back to a little 19th-century school of 12 students, one of which was the breakfast-cereal-genius-to-be John Harvey Kellogg. Through the leadership of a teacher, Goodloe Harper Bell, the Battle Creek, Michigan-based school expanded quickly and, in 1874, took the name Battle Creek College. By 1901, the school's administrators had decided to experiment with a non-classical concept for education that fused traditional academia with a practical approach to learning. For this experiment, school leaders felt that a new location was needed, away from the moral and ecological pollution of the city. Eighteen thousand dollars bought a 272-acre piece of land in Berrien Springs, Michigan. The "experiment" packed into 16 box cars and traveled from Battle Creek to a new home nestled in gentle hills and farming fields.

With a new location came a new name, Emmanuel Missionary College (EMC). There was much work to be done as the new school had no buildings. For the 1901-1902 school year, the college rented a barn, the former Berrien County courthouse, an office building, a jail, and a sheriff's residence to serve as temporary school buildings. Construction of the new school started almost immediately. All buildings were built from wood, as brick was perceived to be too permanent for those expecting the imminent return of Jesus. Early buildings were built almost entirely by students.

Faculty also got involved with helping to get things under way in Berrien Springs. EMC's first president, E. A. Sutherland, felt inspired to plant a long row of Norway spruce trees to help landscape the new school. The tall row of trees stands proud today, over a hundred years later, as a testimony to the hands-on attitude of our school's pioneers.

As EMC began to establish itself in the community, students and faculty developed a deep interest in overseas missionary work. By the 1920s, mission fervor had become one of the defining features of the Andrews experience. Despite the Depression of the 1930s, the Andrews leadership was successful as they worked to arrange accreditation for the institution. Amazingly, during the difficult war years of the 1940s, the college was able to

obtain the materials for and the permission to build a new administration building, Nethery Hall, now home to the College of Arts and Sciences.

Momentum was growing and in 1959, Washington, D.C.-based Potomac University moved to Berrien Springs and merged with EMC, bringing with it a School of Graduate Studies and the Seventh-day Adventist Theological Seminary. The combined institutions were chartered as Andrews University the very next year. Andrews University was named after John Nevins Andrews (1829-1883), a pioneer in the 19th-century Adventist Church. He was also the first sponsored missionary that the Church sent overseas. J. N. Andrews' example of careful thought and compassionate action in Christian life is something that we have taken to heart.

In 1974, the undergraduate division of Andrews was organized into two colleges—the College of Arts and Sciences and the College of Technology. The School of Business was established in 1980. The School of Education was organized in 1983. In 1993 the Department of Architecture became the Division of Architecture. The present organizational structure of the School of Graduate Studies was adopted in 1987.

Students from across the United States and the globe are attracted to Andrews because of what we stand for and what we offer. *U.S. News and World Report* says that Andrews is one of the most culturally diverse universities in the nation. We are a thinking, faith-focused, and dynamic international community. More than 3000 students study here, representing most U.S. states and nearly 100 countries. Another 1700 students study at affiliate campuses around the world. We offer approximately 180 undergraduate degrees and just under 50 postgraduate programs.

At Andrews we are serious about giving you choices. We offer options in undergraduate, graduate, and doctoral studies. If you feel like spending a year abroad, you can choose from an impressive range of opportunities at Andrews' affiliate schools or service posts around the globe. We are real people at Andrews. Whatever it is you choose to do here, we aim to make sure that you achieve that balance between theory and practice, and that you experience growth on your personal spiritual journey.

Our Faith

Andrews University is a Seventh-day Adventist institution. As a Christian school, we encourage strong moral principles and a close relationship with God. We celebrate the diversity of faiths represented at Andrews and respect the differences of persuasion that are present. We believe in a holistic approach to life that balances mind, body, and spirit in such a way that students are fully prepared to serve the world when they finish their studies.

Adventists hold most beliefs in common with other Protestants: the Trinity, the divinity of Jesus, and salvation through faith in Jesus. Adventists believe that true spirituality impacts every area of our lives. Physical health, a sound mind, and strong relationships with God and other people are all seen as important. Each Saturday, Adventists celebrate a 24-hour Sabbath rest from work and school. The day is about taking a break from the

daily grind, spending quality time in worship, and nurturing relationships with family and friends.

Our Sponsoring Church

Seventh-day Adventists trace their roots back to the Millerite movement of the 1840s, when thousands of Christians were searching for a better understanding of Bible prophecy. A small group of these searchers, based in New England, felt impressed to start a church with the knowledge they had gained. The name they chose reflects two distinctive ideas they discovered: “Seventh-day” refers to the biblical Sabbath, Saturday. The fourth commandment of God’s unchangeable law requires the observance of this seventh-day Sabbath as the day of rest, worship and ministry in harmony with the teaching and practice of Jesus, the Lord of the Sabbath. “Adventist” refers to the second coming of Jesus—something they believed was happening soon. In 1863, pioneers organized the new denomination with 3,500 members worshiping in 125 churches. The church grew quickly and today there are over 13 million members in more than 200 countries around the world. Adventists operate the largest Protestant hospital and educational system in the world, as well as several publishing houses and humanitarian organizations.

Our Mission

Andrews University, a distinctive Seventh-day Adventist Christian institution, transforms its students by educating them to seek knowledge and affirm faith in order to change the world.

Andrews University students will:

SEEK KNOWLEDGE as they

- Commit to a mindset of intellectual discovery
- Demonstrate the ability to think clearly and critically
- Communicate effectively utilizing multiple media
- Understand the arts, letters, and sciences from a Christian point of view
- Become competent to serve humanity in their chosen disciplines and professions
- Prepare for meaningful work in a complex, technological and global society

AFFIRM FAITH as they

- Nurture life in the Spirit
- Deepen their faith commitment and practice
- Demonstrate personal and moral integrity
- Embrace a wholesome way of life
- Respect ethnic and cultural diversity

CHANGE THE WORLD as they go forth to

- Cultivate the capacity for creative problem-solving and innovation
- Commit to generous service through civic engagement
- Create a caring culture of global leadership
- Carry out the world-wide mission of the Seventh-day Adventist church

About Our School of Education (SED)

Our Conceptual Framework

One of the founders of Andrews University, Ellen Gould White (1903), presented a compelling vision for education.

True education means more than the pursuit of a certain course of study. It means more than a preparation for the life that now is. It has to do with the whole being, and the whole period of existence possible to man. It is the harmonious development of the physical, mental, and spiritual powers. It prepares the student for the joy of service in this world and the higher joy of wider service in the world to come. In the highest sense the work of education and the work of redemption are one. (pp. 13, 30)

Andrews University’s School of Education embraces this vision as the organizing theme for its conceptual framework and the inspiration for its mission.

Our Mission

The School of Education’s mission is to provide programs based on a redemptive Christian worldview to prepare professionals for global service.

The mission is succinctly captured in the phrase “To educate is to redeem” through the harmonious development of students for service. The mission is expressed through six elements that reflect the ideal development for all graduates of the School of Education.

Our Elements

Element I: Worldview

This Element addresses appreciation of the perspectives of others and development of a personal philosophy from which action and service arise. Graduates will be able to

- Explain worldviews and trace their historical development
- Critique worldviews from a Christian perspective
- Integrate principles of a Christian worldview into their chosen fields of study

Element II: Human Growth & Change

This Element addresses principles of growth behavior and the use of these principles to effect positive change for individuals and organizations. Graduates will be able to

- Describe human development
- Apply current theories of learning

Element III: Groups, Leadership, and Change

This Element addresses principles of group behavior and the use of these principles to effect positive change for individuals and organizations. Graduates will be able to

- Facilitate change in groups and organizations
- Relate effectively with various cultural, racial, and special interest groups
- Identify political and legal issues
- Manage human, financial, and material resources
- Demonstrate servant leadership

Element IV: Communication and Technology

This Element addresses oral, written, intrapersonal, and interpersonal communication as the essence of human behavior and technology as it enables, supports, and enhances human interaction and learning. Graduates will be able to

- Communicate effectively in written, verbal, and non-verbal forms
- Use electronic tools effectively for professional communication, teaching, and research

Element V: Research and Evaluation

This Element addresses valuing and conducting disciplined inquiry for decision-making. Graduates will be able to

- Read and evaluate research
- Conduct research
- Report research findings

Element VI: Personal and Professional Growth

This Element addresses commitment to holistic personal and professional growth. Graduates will be able to

- Demonstrate continuing professional development
- Demonstrate ethical behavior in all professional activities
- Demonstrate balanced physical, mental, spiritual, and social aspects of their lives

About the Leadership and Educational Administration Department (LEAD)

Our Core Values

Our understanding is that as we live our lives these core values are connected to one another. The behaviors are an effort to capture the way the core values are lived out by participants in the Leadership and Educational Administration Department Programs.

Value: Community

Ethical Principle: Leader administrators recognize that community is foundational to learning and change.

Leader administrators understand that human beings need to be in relationship with others. Therefore, they encourage collaboration, cooperation, and dialogue so that groups may accomplish common goals.

Behaviors: Leader administrator/participants who accept this value will

- facilitate transformative group activities (processes)
- engage in active dialogue and learn from other people
- share their knowledge, skills, and attitudes with other people
- participate in regional groups and the annual conference

Value: Service

Ethical Principle: Leader administrators help other people realize their unique purpose in life and help unleash their capacity to serve and lead.

Leader administrators meet the needs of others. They give time, knowledge, and skills to help other people.

Behaviors: Leader administrators/participants who accept this value will

- give individual attention through multiple media: e-mail, telephone, video conference, etc.
- facilitate mentor/mentee relationships
- encourage individualized (unique) portrayals of the course plan, portfolio, synthesis paper, and final presentation

Value: Integrated Life

Ethical Principle: Leader administrators recognize the importance of integrating life into a balanced whole.

Leader administrators pursue the harmonious development of the mental, physical, social, and spiritual faculties in order to maximize human potential.

Behaviors: Leader administrators/participants who accept this value will

- demonstrate growth in mental capacities of motivation, concentration, critical thinking skills, analysis, and evaluation
- set personal goals that promote healthy choices in nutrition, exercise, rest, and sustainable workloads
- build meaningful social (interpersonal) relationships in order to establish a collaborative and supportive community (home, profession, etc.)
- reflect on the spiritual life

Value: Human Dignity

Ethical Principle: Leader administrators respect human dignity and safeguard the conditions for moral well-being.

Leader administrators recognize the universal conditions of moral well-being: privacy, autonomy, community, and identity. Privacy is represented by the need for confidentiality and time for reflection. Autonomy is the need to make choices that impact one's life. Community is the need to be a member of a group with a shared vision. Identity is the need to be unique and different from others. Leaders often make judgments and take actions whereby one or more aspects outweigh another, but they will acknowledge and explain the reasons for their choices.

Behaviors: Leader administrators/participants who accept this value will

- interact with integrity
- hold confidences
- act only after discussion with those who are impacted by the decision
- avoid discrimination, affirm diversity
- include all participants
- remain flexible
- provide nurture and support
- avoid dismissive comments
- provide safe feeling, openness, and acceptance
- call on another when behaviors are violated

LEAD Department Personnel

To familiarize yourself with how to reach our friendly department personnel, see our contact points in Appendix M.

LEAD Department Programs

As the accompanying Venn diagram demonstrates, there are three major program areas in the Leadership and Educational Administration Department. The first program is K-12 Educational Administration, the second is Higher Education Administration, and the third is Leadership. All program areas require a week-long orientation, usually in July, which introduces participants to values of community, service, integrated life, and human dignity, which permeate all departmental programming; Leadership has an additional three-day conference. All three have MA, EdS, EdD, and PhD degree options (with Educational Administration also having graduate certificates). They have the same tuition for similar degrees. All provide strong distance education options so that participants do not have to move to campus to complete their graduate education. All three utilize the same excellent Andrews University online resources which allow the delivery of D2L web-based courses, excellent online library resources, and effective technology-enabled communication. All programs share the same excellent faculty and staff who provide effective distance education and communication. All three programs are competency-based, with the K-12 Educational Administration program guided by 9 standards, the Higher Education Administration program guided by 16 outcomes, and the Leadership program focused on at least 15 competencies. All programs necessitate participants completing and passing a portfolio assessment to demonstrate that they meet standards, outcomes, or competencies. All programs also have doctoral options which require an extensive research competency and a dissertation.

There are also some differences between these three programs. The K-12 Educational Administration program is designed around online course work that prepares administrators to serve in educational institutions. Educational Administration programs cover traditional topics like leadership and vision, curriculum and educational programming, finance, human resources and staff development, facilities, community and public relations, ethics, law and policy, technology, research, and philosophy. While the department is very eager to help participants transfer credits into their programs, transfer credits to the K-12 Educational Administration program must align with the required standards.

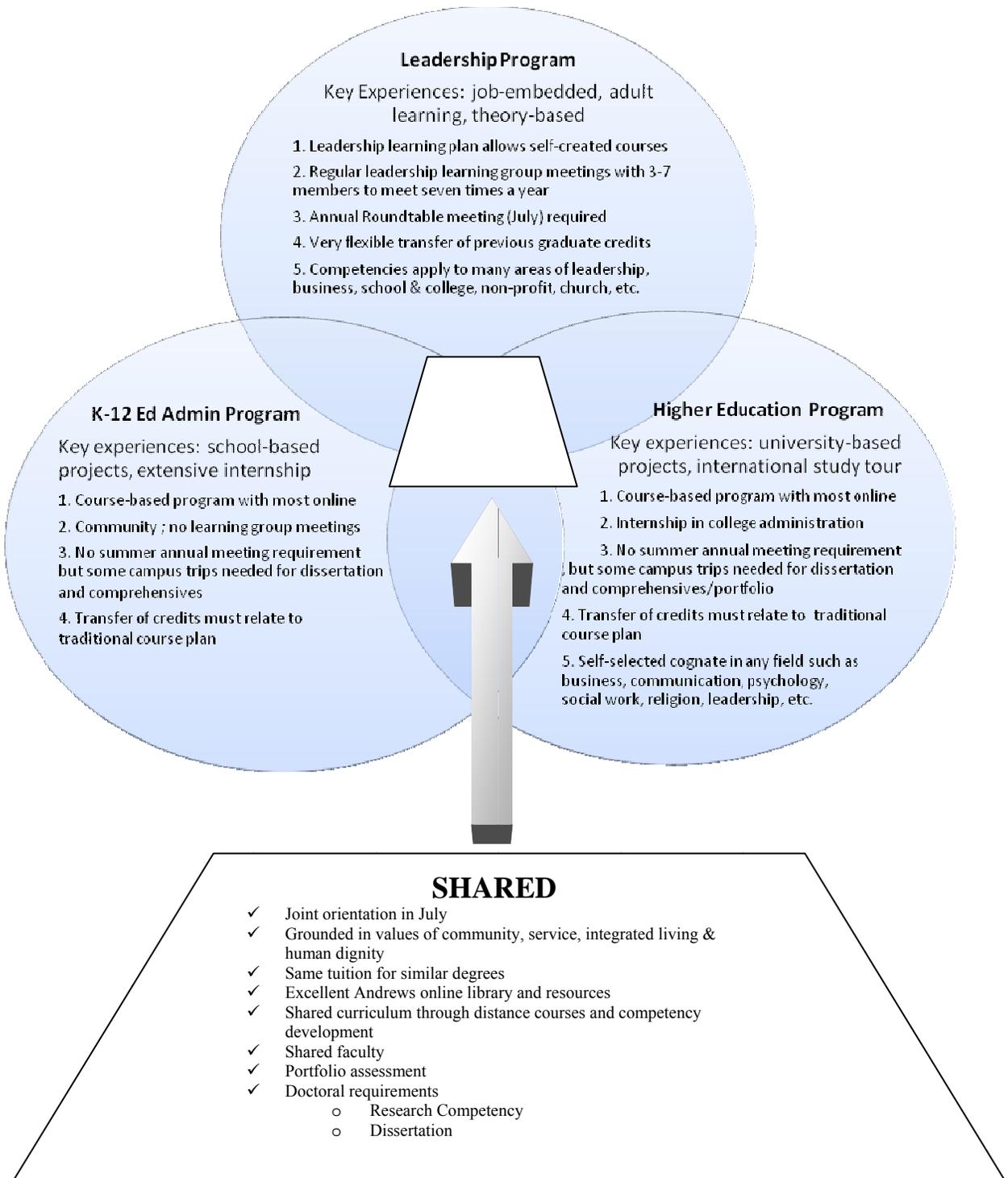
While the Higher Education Administration programs are also based on the traditional topics listed above, the program is directed towards training high quality mid-level administrators for postsecondary institutions. Assistant deans, assistant to the president, director and in-service directors, department chairpersons in selected areas, and program managers are thoroughly prepared for advancement and service to higher education entities. While the department is very eager to help participants transfer credits into their programs, transfer credits to the Higher Education program must align with the required outcomes.

The Leadership programs are less traditional, based on individualized program development, and serve a wider variety of leaders, such as hospital administrators, business administrators, entrepreneurs, and church and civic leaders. MA, EdS, EdD, and PhD degrees are available in Leadership. Throughout their education, participants in

Leadership must have regular meetings with a leadership and learning group that typically consists of 3-7 participants at different stages of graduate work. These leadership and learning groups provide guidance, education, encouragement, and peer-evaluation and accountability. While in the program, participants must attend the annual Roundtable conferences (which are typically held in Berrien Springs, Michigan).

While participants can only transfer in graduate credits from accredited institutions, there is greater flexibility in Leadership programs to accept courses outside the areas of education, administration, and leadership. The competencies in Leadership can also be learned, applied, and demonstrated in a variety of situations in education, community service, business, church and civic work, and many other areas.

Despite these differences, all programs are designed to prepare leaders for creative and ethical service to others. They also share common faculty resources, topical areas of study, and School of Education and School of Graduate Studies policies, procedures, and protocols.



K-12 Educational Administration

Guiding Philosophy, Unique Characteristics, and Program Standards

The first part of this section reviews the unifying philosophy that guides all K-12 educational administration programs. The second part reviews specific worldview content and program characteristics of learning that flow from this philosophy or worldview. The final section reviews the 9 program standards that make up the focus of all K-12 educational administration programs.

Program Philosophy/Worldview

Philosophy/worldviews are not just topics for aimless discussion. Worldviews create a frame of reference, a context from which our decisions emerge and by which our actions are guided. Three issues are especially important in a worldview. Those are (a) origin, (b) purpose, and (c) destiny as it relates to administration and our educational administration programs. If we accept that our existence is real, that earth is, and that the heavens are; then we seek to understand the origins of all these things. The study of beginnings is not just an esoteric study. It leads to crucial understanding about our dependence and interdependence, our accountability, and our voluntary surrender to God's authority and submission "one to another." Administrators who wrestle with their own personal origin as well as the origin of the world and universe develop beliefs that guide their understanding of their responsibility, purpose, and destiny. For example, those who believe in a fiat creation by a loving Creator, will foster a different understanding of themselves, their purpose, and their destiny than those who believe in evolutionary sources of origin. This latter evolutionary view leaves man in the sad condition of self-dependence, self-accountability, and self-governance. The former view motivates a voluntary dependence on the Creator-God, a personal accountability to God, and a submissive acceptance of His guidance and expectations and call to serve others.

As one experiences and reflects on one's existence and origin, one begins to question the purpose of one's existence. *Why* am I here? What is *my* purpose? This leads to continual exploration, which is never completely exhausted. However, one works on a continuum. If I am here only as an accident or by-product of evolutionary forces, my purpose at best is based on only personal ability and at worst limited, vague, and relatively insignificant and inconsequential. If, on the other hand, I originated and exist at the hand of a loving Creator, my purpose is discernable and important. Through communion with my Creator I come to understand that my purpose is relationship with Him. Though this relationship has been severed and the understanding of our purpose has been badly distorted, it has not be completely lost. God is seeking to redeem us and restore our relationship with Him and that our purpose is realized in relationship to Him and in service to others.

As one hammers out an understanding of one's existence, origin, and purpose, one is brought to deeper questions about destiny. What is my future and where should my plans and efforts be focused? As God becomes a part of the discovery of our origin, and

purpose, He also becomes part of our understanding of the future. As one hymn notes, we “ponder anew what the Almighty can do when with His love He befriends us.” Destiny becomes our joy to discover that we have a personal relationship with God that will sustain us regardless of the life situations that we will face. This worldview helps us understand our destiny includes our purpose in this life and in eternity.

Specific Characteristics of the Program

One of the underlying purposes of the K-12 Educational Administration program is to help participants work on these issues of origin, purpose, and destiny and to create their own worldview. We believe such a worldview will consciously and unconsciously guide their work of educational administration. While each participant must make his or her own decisions and discoveries related to their worldview, the K-12 Educational Administration program is guided by a Seventh-day Adventist Christian worldview.

In addition to the source of content and development of a knowledge base in the program, the program’s philosophy has also led us to develop six unique characteristics of the program:

First, the belief that origin, purpose, and destiny are found in God leads us to a belief that all individuals have a *life calling* that gives them specific direction. We believe program participants should seek to apprehend and fulfill this life calling. As they grow in understanding their calling, it will give them direction in planning their work and in selecting careers and vocations, and in planning their graduate school education. Growing in understanding a life calling empowers individuals to be active learners in working with God as they envision Him working on in and with them. Thus, an important first step in this program is to help participants clarify their calling in order to plan their course work. Participants work on that calling in their Administration Self-Assessment completed in the EDAL500, the Educational Administration orientation.

Second, as life callings vary, so will *course plans*. As participants work out their calling they also work out their course plan. The educational administration programs allow flexibility, especially at the doctoral level. This allows school leaders to focus on specific areas of development that they believe match their callings.

Third, because learning is never completely private and teaching is never one way, this program seeks to build a community of learning. *Participants learn from each other*. The educational administration program creates a community of learning through discussion and postings via online courses in D2L, independent studies that require self-teaching, and through varied mentored internship opportunities that allow students to take advantage of “teachers” outside the program’s traditional faculty. Such a dynamic experience of learning liberates participants from a top-down learning environment and makes them full participants in their own development. They become responsible in facilitating others—including faculty—to learn.

Fourth, we believe learning is holistic and must show 1) knowledge, 2) application and skill development, and 3) development and refinement of attitudes. The best way to focus

on holistic learning is to foster holistic assessment. Educational administration requires the development of a *portfolio demonstration of holistic development*. Portfolio-driven development fosters a *competency-based attainment of program standards*. Such competency focus is crucial for educational administration because this profession is a calling that requires intensive skill development backed by sound educational research that is driven by deep philosophical and attitudinal commitments and beliefs about learning, people, schools, children, and youth.

Fifth, because competency development is central in the program and learning is holistic, each of our courses requires *engaged activity in a school or educational situation*. Job-embedded or school or educationally-embedded learning is then extended as our degree programs also require a *mentored internship experience*. This helps to ensure that administrators are not just reading and thinking about educational administration, but actually doing it.

Sixth, we are committed to servant leadership. We believe that an educational administrator is not one who sits behind a desk telling others what to do; rather, an administrator leads by seeking to meet the needs of those in the organization. An administrator works with and for those he or she is leading.

Nine Standards and Internship

Nine standards plus an internship are the focus of all our K-12 Educational Administration degree programs. These standards not only guide participant performance but also direct program planning and expectations. As such the belief and goal is that a successful educational leader is one who promotes the success of all students by (a) knowledge, (b) dispositions (attitudes and beliefs), and (c) performances (skills and abilities) in:

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.

These nine standards have been developed in alignment with U.S. national standards (ELCC), State of Michigan expectations, and discussion with leaders of the North American Division of Seventh-day Adventists and the faculty of the School of Education at Andrews University (see Table 1). Andrews University Educational Administration standards 1-6 are the ELCC standards.

Table 1

Alignment of Program Standards to National, State, and Denominational Standards

K-12 Ed Admin 9 Standards	ISLLC-1996 6 Standards	ELCC-2002 7 Standards	Michigan 7 Standards	NAD SDA School of Ed Added
1-Vision	1	1	1	
2-Culture/Program	2	2	2	
3-Management/Admin	3	3	3	
4-Schl/Com Relations	4	4	4	
5-Ethics	5	5	5	
6-Law, Politics	6	6	6	
7-Technology			7	
8-Worldview				8
9-Research				9
x-Internship		7		

The State of Michigan adopted these six standards (ELCC) as guidelines for voluntary approval of educational administration programs. However, they added the **Technology Standard, which is now our Standard 7**. This was in keeping with a national movement of many technology leaders who felt this area was neglected. Many technology leaders noted how technology issues skyrocketed since the 1990s and that administrators now needed training and knowledge in this area.

During this same time, the Educational Leadership Constituent Council (ELCC) in 2002 also felt an internship needed to be added as a factor in the evaluation of Educational

Administration preparation programs. It is not a standard in our program, but a component all participants must experience.

Although there have been changes to these standards over the last decade, they are now being used in most states to evaluate educational administrators and educational administration programs. They are used to evaluate our programs with the State of Michigan and with our national accreditation group, the National Council on Accreditation of Teacher Education (NCATE).

The Andrews University K-12 Educational Administration program supports candidates' development in these nine standards through online and face-to-face course work and a sustained internship program. All degree candidates must participate in significant internship experiences that provide learning opportunities to synthesize and apply knowledge and practice.

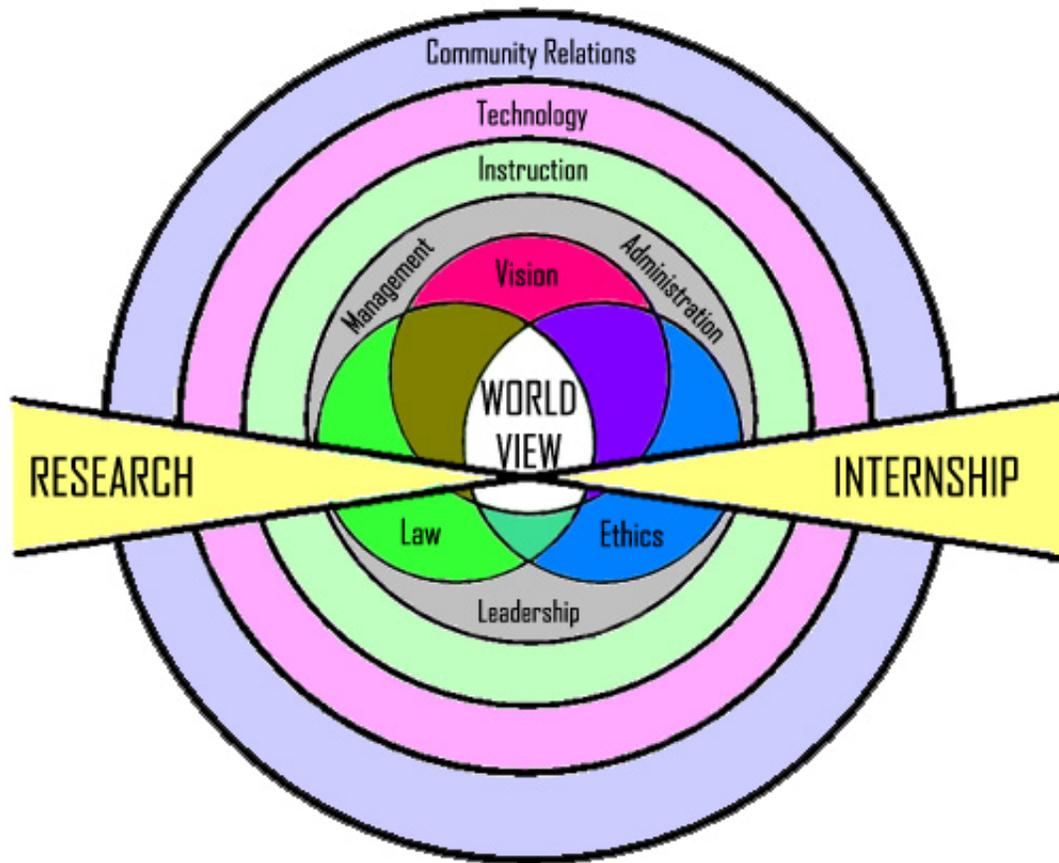
Our programs are flexible, and are designed to provide a learning community for administrators who want to earn a certificate or graduate degree while continuing to be employed. However, employment is not required, and full-time students are welcomed into the program.

These nine standards are further divided into elements that are used both to assess participants and to assess and guide program planning. In Part 3 of the Portfolio in LiveText and in this Handbook, (Appendices A and B), we provide assessments which will be used to (a) guide individuals in their self-assessment at the beginning of the program in EDAL500 Administration Orientation, (b) help them identify areas of need for their internship/mentoring experiences, and (c) guide them in the development and reflection on these standards in their final portfolio. For your convenience, the LiveText version of the self-assessment will automatically calculate scores on standard and elements. We believe these instruments are very useful in helping participants to understand and report their progress on each element.

These standards, elements, and their indicators (explanatory statements) come from reflections and a reworking of the original ELCC standards, and also from our NCATE national accreditations guidelines for program evaluation (National Policy Board for Educational Administration, 2002). Appendix C provides grids that help individuals relate their development in the standards to coursework and portfolio artifacts.

The following graphic shows the integration of the nine standards:

K-12 Educational Administration Standards



Central Core: World View (frame of reference, values, beliefs)

Common Core: Vision, Ethics, Law

Core Link to Application: Management, Administration, Leadership

Application: Instruction, Technology, Community Relations

Note: Research and the Internship are an integral part that influence and are influenced by each circle.

Overview of K-12 Educational Administration Programs

The K-12 Educational Administration program:

- requires a week-long orientation, usually in July, which introduces participants to values of community, service, integrated life, and human dignity, which permeate all department programming
- offers North American Division of SDA K-12 Educational Administration certification with endorsements as principal, supervisor of instruction, and superintendent of schools
- offers MA, EdS, EdD, and PhD degree options
- has some variation in tuition costs based on degree taken
- provides strong distance education options so that participants do not have to move to campus to complete their graduate education
- utilizes excellent Andrews University online resources which allow the delivery of D2L web-based courses, excellent online library resources, and effective technology-enabled communication
- shares excellent faculty and staff who provide effective advising, quality distance education, and communication
- evaluates participants on the basis of 9 standards, and requires them to evidence that they meet the standards by writing a comprehensive examination and/or creating a portfolio that is orally presented and successfully defended
- has doctoral options which require extensive research competency and a dissertation
- is designed around online course work that prepares administrators to serve in K-12 educational institutions
- covers traditional topics like educational administration, vision, supervision, finance, human resources and staff development, facilities, community and public relations, ethics, law and policy, technology, research, and philosophy
- builds its community around extensive online courses and a mentored internship which require interaction and regular communication
- requires some visitation to campus
- is designed to prepare leaders for creative and ethical service to others

- operates under the School of Education and School of Graduate Studies policies, procedures, and protocols

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(s) requirements.

Level 2) Masters (MA)

Level 3) Educational Specialist (EdS)

Level 4) Doctor of Education (EdD)

Level 5) Doctor of Philosophy (PhD)

Level 1. Educational Administration Certificate Programs and Requirements

Public School Administration Certification/Licensure Program

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 ELCC 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 Preparation Program

The K-12 educational administrator graduate certificate/endorsements preparation program is designed for post-baccalaureate or post-master's participants who desire to obtain a North American Division Educational Administration certificate. Those specifically served by this certificate are the following:

- a. Teachers interested in becoming educational administrators, supervisors of instruction, or superintendents.

- b. Principals of K-8, K-10, K-12, and 9-12 schools interested in becoming or required to become certified educational administrators, supervisors of instruction, or superintendent of schools.

The University offers the course work required for Educational Administration certification by the North American Division Education Department. In consultation with a University advisor, the student is responsible to create and successfully complete a course plan that will fulfill the specific North American Division Education Department requirements. The University does NOT provide the certification or endorsement. Rather, the student applies to the North American Division Education Department 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 Education Department of the North American Division of the Seventh-day Adventist Church to understand the qualifications for this certificate and its endorsements. See the link at our website at www.andrews.edu/sed/lead_ed_admin/k-12_ed_admin/resources. 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 listed above 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 may include the Administrative Internship (EDAL680 and LEAD886), 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 Educational Law—2-3

Curriculum

- EDCI547 Foundations of Curriculum Development—3

Supervision

- EDAL570 Principles of Educational Supervision—2-3

School Finance

- EDAL645 K-12 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 K-12 Educational Finance—2-3

Personnel Administration

- EDAL635 Human Resources Administration—2-3

School Plant Planning

- EDAL660 Planning & Operating Educ. Facilities—2-3

Level 2. MA: K-12 Educational Administration Program and Requirements

The Program

The K-12 Educational Administration master's program (32 credits) 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 a 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:

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

MA: Degree Requirements

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	K-12 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

Level 3. EdS: K-12 Educational Administration Program and Requirements

The Program

The K-12 Educational Administration Educational Specialist degree program (64 credits) prepares candidates to serve as principals, supervisors, or superintendents in elementary and/or secondary systems.

Those specifically served by this degree are the following:

- a. Teachers with master’s degrees interested in transitioning into educational administration and securing an additional degree while completing their NAD administration certification or endorsement.
- b. Principals of K-8, K-10, K-12, and 9-12 schools
- c. Supervisors of instruction
- d. 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	K-12 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

Level 4/5. EdD/PhD: K-12 Educational Administration Program and Requirements

The Programs

The doctoral programs in Educational Administration (90 credits) prepare participants for professional careers in education as superintendents or elementary and secondary-school administrators or for leadership 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

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	K-12 Educational Finance—2–3
EDAL670	Technology for Leaders—1–3
LEAD886	Advanced Internship: (Topic)—1–12
EDC	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 K-12 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 Qualitative 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

Status Categories

The K-12 Educational Administration faculty recommends acceptance into the program based on several criteria including, but not limited to, the minimum standards required by the School of Graduate Studies and the additional K-12 Educational Administration admission requirements. The decision of the Graduate Education Programs Committee is final.

Regular Status

An applicant who meets all of the admission requirements of the University and the K-12 Educational Administration Program may be eligible for regular admission status. However, the decision to recommend regular status admission is based on the vote of the Educational Administration faculty. In order to maintain regular status, a K-12 Educational Administration participant must register at least one semester out of every year.

Provisional Status

The K-12 Educational Administration faculty may, at its discretion, recommend acceptance for participants who do not meet all of the requirements for regular admission if, in its judgment, the applicant demonstrates the ability to be successful in the program. Such individuals may be admitted on a provisional basis under specific provisions voted by the faculty, i.e., requirement to take LEAD535 Graduate Writing Seminar, EDRM505 or EDRM611 Statistics within their 2nd semester, maintain a 3.5 GPA for first 12 graded credits, etc. These provisions must be met and regular status must be granted by the time specified by the faculty or, at the latest, when the participant completes 50% of the program's coursework. **In the event a participant on provisional status fails to meet the specifications of his or her acceptance, he or she may be released from the program.** It is vital that you take your provision(s) very seriously and endeavor to comply and be recategorized to regular status as soon as possible.

Permission to Take Classes (PTC) Status

Occasionally an unusual situation merits allowing a participant to take Educational Administration credits before official acceptance. When this occurs, the faculty must grant permission to take classes (PTC). However, PTC does not guarantee regular or provisional admission. Only eight credits taken on PTC status may apply toward a degree. To transfer PTC courses, submit a PTC Transfer Petition Form for approval by advisor, program coordinator, and Director of Graduate Programs. The Educational Administration Program office will automatically fill out this form. Check with the Educational Administration Program office to confirm that all intended transfer credits are included.

Maintaining Active (Regular) Status

Register for a Course

To maintain active status in the K-12 Educational Administration Program the participant must register for one or more courses at least one semester out of three consecutive semesters. Participants are expected to stay in touch with their advisor, fully participate in their course(s), and meet financial obligations to the University.

Register for Program Continuation

Participants 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 participants want to remain active and not register for regular course work they will need to register for EDAL650 Educational Administration Program Continuation at least every third semester. This course has no credit but allows continued advising from the faculty and access to the Andrews University library.

Register for Dissertation Continuation

Participants who have previously registered for all 16 dissertation credits and are still working on their dissertation must register for EDAL888 Dissertation Continuation for 0 credits. Participants who have not registered for all 16 dissertation credits may not register for EDAL888. (Dissertation Continuation requires a semester fee.)

Inactive Status

At any time, a participant may choose to go “inactive,” or K-12 Educational Administration faculty may place a participant on inactive status when, in its judgment, the participant has failed to make appropriate progress in the program.

Reactivation

When “Active Status” is desired, the participant may request Degree Reactivation by registering for EDUC560 and paying the \$100 Reactivation Fee.

Academic Probation

There are two ways to be put on academic probation:

1. For any participant who accumulates four or more deferred grades (DGs), the advisor can recommend probationary status.
2. If the participant's cumulative grade-point average (GPA) in doctoral work at Andrews University drops below 3.3 in any given semester after the completion of 12 credits, he or she may be placed on academic probation. The participant and the advisor must develop a plan to raise the GPA above 3.3 within the subsequent semester. The Director of Graduate Programs must approve this plan. When the cumulative GPA reaches 3.3, the Director of Graduate Programs reinstates the participant to regular status. However, if the participant has not reached the minimum GPA within the time limit stated in the approved plan, he or she may be dropped from the program.
3. At the annual review, participants may be put on probation, based on the recommendation of their advisor, if it appears that they have met with their leadership and learning group fewer than 7 times over the past year (including the Roundtable).

A participant on academic probation may not register for dissertation, independent study, or workshop credits, and may not advance to degree candidacy or present his or her portfolio for comprehensive evaluation. However, while on probation, the participant will be expected to continue registering for Educational Administration Continuation (EDAL650) a minimum of one semester out of three semesters.

Conditions for Withdrawal

A participant may choose to withdraw from the program. Withdrawal from the K-12 Educational Administration Program is appropriate if the participant does not plan to reactivate or has determined that the program does not serve his or her needs. In order to withdraw from the K-12 Educational Administration Program, the participant must submit a written notice of intent to the Program office.

Academic Advisement

Advisor

Upon acceptance into the program, the participant is assigned an advisor who may or may not remain as the participant's main advisor. After the Orientation, participant and advisor are more closely matched by mutual interests and expertise and/or by the participant's request for a change of advisor. The faculty team reserves the right to make the final decision in regard to advisement.

Course Plans

A course plan is a formal agreement between the participant and the University of their requirements for degree completion. Participants and faculty create a course plan to meet individual student needs using the four-year schedule of Leadership and Educational Administration Department courses and the four-year service course schedule (of other School of Education courses). This process is completed during Orientation. (See Appendix D for course plan templates, Appendix E for a list of courses and descriptions, and Appendix F for course schedules.)

Dissertation Chair

When ready to begin the development of a dissertation proposal, the participant will seek an Educational Administration faculty member to chair the dissertation committee. The dissertation chair is chosen based on his/her research competence and/or familiarity with the subject matter of the research and must be approved by the School of Graduate Studies. This chair may or may not be the participant's academic advisor. The participant and the chair will confer on the selection of at least two other faculty members to serve on the dissertation committee. Such persons are chosen based on their research or subject matter competence and also must be approved by the School of Graduate Studies for membership on dissertation committees. All travel for non-resident dissertation committee members will be the responsibility of the participant. See the dissertation section for more details.

Academic Integrity

In harmony with the mission statement, Andrews University expects that students will demonstrate the ability to think clearly for themselves and exhibit personal and moral integrity in every sphere of life. Thus, students are expected to display honesty in all academic matters.

Academic dishonesty includes (but is not limited to) the following acts:

- Falsifying official documents
- Plagiarizing, which includes copying others' published work, and/or failing to give credit properly to other authors and creators
- Misusing copyrighted material and/or violating licensing agreements (actions that may result in legal action in addition to disciplinary action taken by the university)
- Using media from any source of medium, including the Internet (e.g., print, visual images, music) with the intent to mislead, deceive, or defraud
- Presenting another's work as one's own (e.g., homework assignments)
- Using materials during a quiz or examination other than those specifically allowed by the teacher or program
- Stealing, accepting, or studying from stolen quizzes or examination materials
- Copying from another student during a regular or take-home test quiz

- Assisting another in acts of academic dishonesty (e.g., falsifying attendance records, providing unauthorized course materials)

The Andrews University policy on academic dishonesty includes incremental discipline for multiple offenses and severe penalties for some offenses. Consequences may include denial of admission, revocation of admission, warning from a teacher with or without formal documentation, warning from a chair or academic dean with formal documentation, receipt of a reduced or failing grade with or without notation of the reason on the transcript, suspension or dismissal from the course, suspension or dismissal from the program, expulsion from the university, or degree cancellation. Disciplinary action may be retroactive if academic dishonesty becomes apparent after the student leaves the course, program, or university.

Full details of the academic integrity policy and the procedures for implementation and due process are published in the Student Handbook. Students may ask for copies in academic or student services offices. Departments and faculty members may publish additional, perhaps more stringent, penalties for academic dishonesty in specific programs or courses.

Mentored Internship

Mentored internships are embedded in the program. These are opportunities to develop skills to meet specific standards guided by a mentor. [See the syllabi for EDAL680 Administration Internship or Fieldwork (for MA participants) or LEAD886 Advanced Internship (for EdS, EdD, and PhD participants).]

Portfolio and Comprehensive Evaluation

Portfolio

The development of competencies is essential for effective K-12 Educational Administration. The evidence of competency is best presented in a portfolio. This section of the Handbook reviews the definition, purpose, rationale, supporting research, process, and content of the portfolio.

The portfolio is an assessment process that results in a collection of carefully chosen artifacts to describe and document the development of the K-12 Educational Administration competencies. It is *developmental* (it documents competency-development activities and growth as an administrator over time), *reflective* (it makes connections between personal, professional, and scholarly dimensions of competency and interprets their meaning to the participant), *scholarly* (it contains evidence of an appropriate knowledge base for each of the competencies), and *representational* (it shows how the items in the portfolio represent the fulfillment of the goals outlined in the program). The portfolio . . .

- gives substantive, meaningful, and appropriate documentation for each competency element.
- identifies level of mastery for each competency developed by the participant, in alignment with program requirements.
- is reviewed by the appointed portfolio development faculty members.
- is submitted for formal and final approval in the portfolio presentation.

Introduction

Many educators have been developing a variety of holistic assessment tools to better guide and evaluate learning development and professional performance. Portfolio evaluations have emerged as one such holistic assessment tool. They have been widely used by teachers and students and have gained popularity among educational leaders as a way to document learning and plan for further development. Portfolios make up the primary vehicle for participant and program evaluation in educational administration programs.

The portfolio is a systematic and purposive collection of select artifacts that show a person's overall ability and accomplishments in an area of learning. Often, portfolios include substantive commentary and reflections on how artifacts shows competency and support overall holistic learning. These reflections include value statements about past, present, and future learning. These reflections may also be linked to special individualized meaning—one's sense of identity and calling—and used to create a story about one's personal and professional goals.

In educational administration, the portfolio functions as both a **formative** and a **summative** instrument for development of educational administration abilities. It serves as a formative evaluation instrument because it provides a means by which participants can *organize* their learning and *track* their development in meeting program standards. It serves as a summative evaluation instrument because it constitutes the comprehensive exam (for MA participants) or the largest portion of the *comprehensive examination* (for EdS and doctoral participants), which evaluates participants' readiness for graduation and/or the dissertation stage of their doctoral work.

Because the portfolio plays a central role in the educational administration programs, rationale for its use is described in the following sections. In the first section, the Christian philosophy of evaluation that guides the program and portfolio process is explored. In the second section, the use of the portfolio in educational evaluation is documented using scholarship from select researchers. The third section will specifically show how the portfolio aligns with Andrews University educational administration programming and course work. The fourth section will outline the structure and typical content of the portfolio and give some guidance for creating the portfolio. Supporting documents are provided in the Appendix. Finally, the fifth section, the portfolio's component of the comprehensive examination is reviewed.

A Christian Worldview for Evaluation and the Portfolio

As a program embedded in Christian practices and purposes, the goal of all the educational experiences at Andrews University is to cooperate with God—Father, Son, and Holy Spirit—as the center of all learning. This vital connection is especially crucial in the delicate and difficult process of evaluation, in its many phases as self-evaluation, peer-evaluation, faculty-evaluation, and program-related evaluation. Within healthy relationships the portfolio process is a restorative and developmental experience. However, without a constant emphasis on “education as redemption,” the portfolio can quickly take on several possible negative experiences. It can become a superficial task that lapses into mere busy work. It can degenerate into a process of faculty abuse that leads to unnecessary criticism or embarrassment. It can become an instrument of unnecessary comparison between others. It can become a tool for self-aggrandizement. All of these miss the crucial role of personal development as the central purpose of the portfolio.

We believe the best safeguard against these potential negativity experiences is to view the portfolio as a way of keeping track of God’s guidance and direction in the participant’s development. Within such a frame of reference, the participant is more inclined to view all the difficult work and discipline that he or she experiences as education necessary to be a better and more joyful servant-leader. Fostering such a spirit is essential for participants to have the success they need in the program.

With such a perspective that views God’s grace as received “without merit,” the participant is simultaneously inspired by his or her personal worth and energized toward development. Belief in God generates a source of help in all things. Work on the portfolio is a labor of love and a way to keep focused on one’s calling to educational administration and on the equipping one is experiencing for ever-increasing wider service and leadership. Through the creation of clear expectations and directions, the portfolio becomes an instrument of harmonious development and preparation to serve others competently, courageously, and compassionately.

In addition to organizing personal developmental, there is also a public aspect of the portfolio process. In Psalm 26, King David acknowledges that such testing allows us to “publish with a voice of thanksgiving and tell of all Thy wondrous works” (Ps 26:7, Modern Language Bible). This public component makes the portfolio the central document for create a learning community by which we inspire each other to development. Thus, a redemptive perspective on the portfolio includes public presentation of one’s portfolio. This takes place *throughout* the program as participants share their portfolio with others. This helps to create a community of learners. This public sharing also takes place at the end of the program as part of the comprehensive examination. This continual public sharing of portfolio work allows participants to learn from each other and get specific advice and validation of their work.

In summary, using an “education as redemption” model frames the portfolio as a healthy and holistic tool for educational leaders to grow in their callings as educational

administrators. It provides a place for learning and a way to showcase that learning to peers, teachers, and future employers.

Scholarly Support for Portfolios

We believe that the use of portfolios in education is defensible. Since ability in a standard is demonstrated by (a) practical experience, (b) reflective observation, (c) abstract conceptualization, and (d) active experimentation leading to the implementation of new insights (Kolb, 1984), the demonstration and evaluation of competency in a standard must also include dialogue about appropriate knowledge bases and experiments of learning. Optimal learning should include an appropriate assessment process compatible with the broader goal of personal and professional development. Angelo (1995) captures the essence of these dynamics well:

Assessment is an ongoing process aimed at understanding and improving student learning. It involves making our expectations explicit and public; setting appropriate criteria and high standards for learning quality; systematically gathering, analyzing, and interpreting evidence to determine how well performance matches those expectations and standards; and using the resulting information to document, explain, and improve performance. When it is embedded effectively within larger institutional systems, assessment can help us focus our collective attention, examine our assumptions, and create a shared academic culture dedicated to assuring and improving the quality of higher education. (p. 8)

Notice the emphasis on the dialogical dimension of assessment that not only furthers the developing leader's growth, but also enhances the institution's openness to learning. Unlike closed-end tests, the portfolio and its emphasis on job-embedded learning support this emerging understanding of learning. Because of the portfolio's public nature, all participants, including faculty and instructors, are engaged as partners in helping others in the community of learning. The portfolio shines as very effective in such a context of learning.

Because the portfolio includes statements about what one believes he or she has learned and how documents evidence that learning, the portfolio also creates a reflective learning process deemed essential in current literature on learning. By encouraging commentary on past learning and presenting struggles as well as statements about future development, the portfolio may lead to a "written plan for future actions based on assessment and analysis" (Brown & Irby, 2001, p. 2). The portfolio "represents who you are, what you do, where you have been, where you are, where you want to go, and how you plan on getting there" (Norton, 2004, p. 223, citing Evans, 1995, p. 11).

Given this robust nature of portfolios, it is understandable why Brown and Irby (2001), in reviewing the literature on portfolios, found "students" who use portfolios to have "increased interest in learning, heightened motivation to achieve, a stronger sense of self-responsibility for learning, metacognitive growth, and improved organizational skills" (p. 3). Portfolios move evaluation from just being that of what "teachers do to students" to being an artifact *created within a community of learners*. We cannot stress enough how this matches work on learning theory and practice.

This explains why the leading educational accreditation organization (NCATE) has over the past decade encouraged educational training facilities to “use authentic performance activities as assessments rather than traditional tests” (Stader & Hill-Winstead, 2002). Educational administration programs have increased their use of such artifacts, and the portfolio has become a means for collecting those artifacts to create a more holistic understanding of the individual’s development. Likewise, practicing educational leaders have begun using portfolios in their own administrative work.

This broadened concept of assessment has expanded to become not only an assessment tool but also a crucial document to guide the learning process. The introduction of a portfolio process has helped participants better understand their professional expectations and to plan their own development of administration knowledge, skills, and dispositions. As such “the portfolio provides, not only method for assessment, but also is a catalyst for learning” (Brown, 2002, p. 2).

Another emerging beneficial characteristic of portfolios is that they can also be adapted to multiple media. This e-process promises to allow more systematic use of data generated from portfolios (such as web-based databases) for both personal, organizational, and university work. Thus, the portfolio’s flexibility and electronic adaptability promise to help in both personal and group assessment, and the continuous improvement of not only individuals, teams, and organizations but also university professional training.

Finally, portfolios have become essential tools as students of educational administration seek and secure administrative roles and develop in them. Many studies have pointed to the effectiveness of portfolio assessment as a way for administrators to keep track of the many aspects of successful educational administration that will support healthy schools and effective student learning (Brown, 2002; Lashway, 2003).

In summary, portfolios serve the following purposes:

1. Portfolios serve as guides for participants to organize their educational administration development.
2. They provide opportunities to encourage holistic reflection on strengths, weaknesses, and learning outcomes.
3. They become the catalyst for creating learning communities and a focal point by which members of those communities communicate with each other.
4. They provide a platform for effective assessments to evaluate participants’ overall attainment of program objectives.
5. As an evaluation format, portfolios are adaptable to a variety of media and therefore useful for multiple subject areas and domains. Their adaptability to electronic media (including web-based databases) is particularly beneficial for personal, team, organizational, and programmatic assessment and improvement.

6. Portfolios are sources of data for continuous improvement.
7. Finally, portfolios serve as effective documentation to help participants to secure professional employment and continue their professional development once they are employed.

Educational Administration Programming Alignment to Portfolio

The objectives of each education administration program are the nine standards, which are considered essential areas of development by national accreditation groups and leaders in the North American Division of Seventh-day Adventists. The portfolio is formed in constant reference to those standards. This section shows how Leadership and Educational Administration Department coursework, advising, academic and work experiences, internships, and other resources provide support for participants in these nine areas. Although specific outcomes vary across the programs (MA, EdS, EdD, and PhD), there is a strong link between program experiences, coursework, and portfolio construction. The courses that participants take in our programs will assist them in the development of their portfolios. There are several tables that align standards to courses and course assessments, which can be found in the Appendix.

The responsibility of the program is to provide courses, advising, and resources useful for participants' development. However, this is a collaborative relationship with participants. **It remains the responsibility of participants to develop in these educational administration areas.** Regardless of programming, each participant takes ownership of the documentation of his or her own development. That is the beauty of the portfolio. It gives each participant ultimate ownership of his or her development. Appendices G and H provide general portfolio timelines and an outline of program processes. Throughout the program, this table will be useful to help participants keep the big picture in mind as they move through the program and gather their artifacts together to show their development in these standards.

The Portfolio Development Specifics

In the K-12 Educational Administration program, the portfolio is managed through LiveText, which is a web-based portfolio management system. (For more information about LiveText, see the Other Program Issues section of this handbook.) This section reviews the structure and content of the portfolio within LiveText, and gives instruction for participant use.

Part 1. Title Page

Your portfolio must have a title page, which contains information about you and your portfolio for your committee. You will complete your title page within LiveText, using the instructions you will find in Part 1 of the portfolio section of LiveText.

Part 2. Table of Contents

Your portfolio will have a Table of Contents. You will use the existing Table of Contents in LiveText to create a new Table of Contents that includes the titles of your specific artifacts.

Part 3. Self Assessments, K-12 Standards Self Assessment, and Narrative

This section of the portfolio reports the results of your self assessments, contains your pre and post K-12 Standards Self Assessment, and a narrative explaining all of these assessments. The following paragraphs explain each of these items.

Part 3.1. Self Assessments

Briefly report the results of your self assessments from EDAL 500 Orientation Self Assessments (such as Kolb, Gregorc, StrengthsFinder, etc.). Upload this summary to LiveText once completed.

Part 3.2. K-12 Standards Self Assessment

The K-12 Standards Self Assessment is an instrument designed to help you assess your competency on the nine K-12 Standards and their 34 sub-areas, called Elements. Complete this assessment in LiveText Part 3.2. You should complete the column entitled “pre” at the beginning of your program, and the column entitled “post” at the end of your program.

Part 3.3. Narrative

Your portfolio will eventually contain two narratives in this section: a pre-program narrative and a post-program narrative. Your pre-program narrative explains your reflection on all the assessments in Parts 3.1 and 3.2 at the

beginning of your program. Your post-program narrative explains your reflection on all the assessments in Parts 3.1 and 3.2 at the end of your program. These narratives present your understanding of yourself as a result of the insights gained through these self assessments.

Part 4. Evidence of Competence in K-12 Educational Administration Standards & Elements

In K-12 Educational Administration, there are nine Standards, which are subdivided into 34 Elements. You will create a short document called a Portfolio Experience Log for each Element and a reflection paper for each Standard.

1. Element Documentation

For each Element, include a **Portfolio Experience Log** and supporting **Artifacts**. Use the **Evaluation Rubric** to guide this process. The following information will assist you:

a. Portfolio Experience Log (PEL)

- i. First of all, you will find a copy of a blank PEL in each Element in LiveText.
- ii. You will be asked to include the following information in the PEL:
 - Number and title of selected Standard:
 - Number and title of selected Element:
 - Documentation for this PEL is to be found: (here or in X Element)
 - Title of the PEL:
 - Date PEL turned in:
 - Duration (list the hours involved) of the PEL:
 - Person(s) worked with:
 - Location (school, etc.) where PEL took place:
- iii. The PEL will also explain how your artifact fulfills the ELCC Element/Standard. It will consist of three clear statements.
 1. The first statement (paragraph) describes what Standard and Element the artifact supports. You could begin this paragraph as follows: "This portfolio experience log (PEL) describes Standard (X) Element (X) which indicates that Educational Administrators need to" (Summarize the Standard/Element using your own words and phrases from the Standard/Element. Don't cite too much of the Standard language, but capture much of the key concepts and phrases and put them in your own words.)

2. The second statement (one or two paragraphs) clarifies how aspects of your artifact fulfill specific aspects of the Element. For example, “My work with the school board to create an informational website for the school demonstrates my ability to create means of communication with families and the community (4.1). The website not only provides updated information but also allows feedback from parents and community members. This has improved overall public relations.” The indicators within each Element will help you with specific wording for this Statement of your PEL.
3. The third statement (one paragraph) outlines areas that still need improvement and future plans to make those improvements. Your improvement plan may include multiple tasks, including taking specific future courses, doing a mentorship or professional development seminar around that area, or taking up informal educational administration roles that would give you experience in this Element.
- iv. After producing the PELs for all the Elements in each of the nine Standards, you will summarize and reflect on your fulfillment of the Standard as a whole. This is called the reflection paper. This will be discussed later.

b. Artifacts

i. Types of Artifacts

1. *Things created.* An artifact is just about anything that you might wish to use to document your experience in connection with an Element. Examples of artifacts are school manuals, syllabi, school web pages, PTA events and fund-raising, program evaluations, seminar materials, marketing materials, budgets, financial statements, agendas, minutes, proposals, videos of presentations, policy descriptions, reviews of books, articles, reports, photographs, papers, course assignments, and a thousand other possibilities.
2. *Verification of competency in Standards and Elements from others.* Items such as letters, cards, evaluations, and annual reports would be included in this type of artifact. A Nobel Prize would fit here.
3. *Reflective journals and papers written by the participant that demonstrates growth in a particular competence that is connected with the knowledge base or theoretical underpinnings of a given experience.* A self-reflection of a particularly difficult parent or student interaction would be a good example of this type of artifact. A self-reflection essay describes personal growth and the practical application of competency and theoretical knowledge bases supporting the competency. LiveText will receive Artifacts in a number of formats,

which include but are not limited to Microsoft Word, Excel, PowerPoint, PDF, audio files, and video files.

ii. Quality of Artifacts

1. We use five categories to evaluate Standards. The Element and Reflection rubrics provide further details about these levels.

- a. Distinguished
- b. Proficient
- c. Satisfactory
- d. Emerging
- e. Unsatisfactory

2. Pass level indicators

- a. MA: To pass, each Standard must be at the satisfactory level.
- b. EdS: To pass, each Standard must be at the satisfactory level with two at the proficient level.
- c. EdD: To pass, each Standard must be at the satisfactory level with three at the proficient level.
- d. PhD: To pass, each Standard must be at the satisfactory level with three at the proficient level and one at the distinguished level.

iii. Quantity of Artifacts

The quantity is not as important as quality. Often one significant artifact can fulfill multiple Elements and possibly multiple Standards. We strongly encourage working with your advisor to determine the appropriate quantity. Include significant projects or artifacts that show extensive knowledge, skills, experience and appropriate attitudes in a Standard.

iv. Following are some stems to facilitate reflection:

"This artifact demonstrates my competency because..."

"This artifact is meaningful to me because..."

"This artifact shows my understanding and application of..."

"A question or plan of action I plan to pursue as a result of this experience/artifact is..."

v. Upload your Artifact into the Element that most matches the artifact. You can refer to the artifact in other Elements and Standards but pick the best match for a place to house/link/locate the item.

c. Element Rubrics

- i. Each of the 34 Elements has its own separate rubric. Please find the rubric for the evaluation within each Element of LiveText.
- ii. Most of the Elements use the same rubric. This will make evaluating work more uniform. However, a few Elements have unique rubrics designed for use on special assignments that are in connection with specific courses.
- iii. Use each of the rubrics to guide you in writing the PELs and organizing your artifacts. Your professor may use these rubrics to evaluate your artifacts in a course, or your advisor may use these rubrics to evaluate your portfolio. Or both situations may apply. Ultimately, you work with your advisor on this process.

2. Reflection Paper on Each Standard

After completing a PEL for each Element in a Standard and linking it to the appropriate artifact, you will need to write a reflection on your fulfillment of the Standard as a whole. Use the Reflection Rubric to write this three- to four-page document. Your reflection will connect the Elements to the Standard and show integration of knowledge with practice. Your reflection paper should cite and give reference to the academic readings in the program related *directly* to that Standard. At the conclusion of your portfolio you will write a synthesis paper. This reflection paper differs from the synthesis paper which will be discussed later. A simple way to remember this is that a PEL explains the fulfillment of an Element, a reflection paper explains the fulfillment of a Standard, and the synthesis paper explains your overall growth in the fulfillment of the program as a whole.

Part 4.1.1-Part 4.9.4. The Rest of Your Element PELs and Artifacts

Use the format above in Part 4 and repeat for each of the Elements and Standards. You will find instructions in LiveText. For your convenience, here is a list of the Standards and Elements.

Part 4.1. Standard 1: Vision/Mission

- 4.1.1 Develop a School Vision of Learning
- 4.1.2 Articulate a School Vision of Learning
- 4.1.3 Steward a School Vision of Learning
- 4.1.3 Promote Community Involvement in School Vision

Part 4.2. Standard 2: Instructional Programming

- 4.2.1 Promote a Positive School Culture
- 4.2.2 Provide Effective Instructional Program

- 4.2.3 Apply Best Practice to Student Learning
- 4.2.4 Design Comprehensive Professional Growth Plans

Part 4.3. Standard 3: Management/Administration

- 4.3.1 Manage the Organization
- 4.3.2 Manage the Operations
- 4.3.3 Manage the Resources

Part 4.4. Standard 4: Community Relations and Collaboration

- 4.4.1 Collaborate with Families and Other Community Member
- 4.4.2 Respond to Community Interests and Needs
- 4.4.3 Mobilize Community Resources

Part 4.5. Standard 5: Ethics, Values and Spirituality

- 4.5.1 Acts with Integrity
- 4.5.2 Acts Fairly
- 4.5.3 Acts Ethically

Part 4.6. Standard 6: Politics, Law, and Society

- 4.6.1 Understand the Larger Educational Context
- 4.6.2 Respond to the Larger Educational Context
- 4.6.3 Influence the Larger Educational Context

Part 4.7. Standard 7: Technology

- 4.7.1 Technology Leaders and Vision
- 4.7.2 Teaching and Learning
- 4.7.3 Productivity and Professional Practice
- 4.7.4 Support, Management and Operations
- 4.7.5 Assessment and Evaluation
- 4.7.6 Technology, Social, Legal and Ethical Issues

Part 4.8. Standard 8: Worldview and Personal Philosophy

- 4.8.1 Worldview, History and Major Strands
- 4.8.2 Personal Worldview
- 4.8.3 Worldview and its Influence in the School

Part 4.9. Standard 9: Research and Evaluation

- 4.9.1 Research Methodologies
- 4.9.2 Conducting Research
- 4.9.3 Evaluating Research
- 4.9.4 Reporting Research

Special Note on the Research Standard

Research will be documented under the 9th Standard in your portfolio. We give some added focus here because of the centrality of research in graduate work. At the MA

level, you will have to document your general knowledge of the research processes and overview of your understanding of research methods. Your artifacts from EDRM505 should provide sufficient documentation of the fulfillment of this Standard. However, if you have collected data at your school and analyzed it and used it in decision making, then this too should be referred in this section. At the advanced levels, EdS, EdD and PhD, there are more courses that will provide you with the ability to show the level of research competency you have attained. A few of these courses are EDCI636, EDRM505, EDRM605, EDRM611, EDRM612, EDRM612, HIST650, and LEAD637. In these courses you will produce artifacts like program evaluations, article critiques, research proposals, qualitative research projects, literature reviews, and collaborative, descriptive, and inferential statistics research projects. All of these show aspects of research competency that you will explain in your PELs and in your reflection papers. Doctoral students will also have the added material of their dissertation.

Those collecting data for research purposes need to complete an application to the Andrews University Institutional Review Board. Please talk with your instructor or advisor about this process.

The central requirement for research competency will be that EdS participants show the same general knowledge as the masters plus ONE basic research method. The EdD must in addition show research experience in TWO basic research methods. The PhD must show in addition to the EdD work, thorough knowledge of ONE advanced research method. Your advisor will help you prepare this material.

Part 5. Mentored Internship Reflection

One of the most important parts of developing competency in educational administration is to complete a sustained and substantive internship. You will do that in either EDAL680 or LEAD886. In this section of LiveText, you will summarize your Mentored Internship Experience and upload the main documents into LiveText. You may also refer to these artifacts in Part 4 as evidence of competency in the nine Standards.

Part 6. Career-Related Material

Upload the following career materials to LiveText (these materials were probably loaded while taking EDAL680 or LEAD886):

1. Vita
2. Letter of application for new administrative position

Part 7. Synthesis Paper

After completing all sections above (self assessment section, all Element PELs and artifacts, the reflection paper for each Standard, the mentored internship summary,

and the career related material), you will need to write a synthesis paper on the entire portfolio and your experience in the program as a whole. See the synthesis rubric.

Most participants are able to accomplish the requirements of the synthesis rubric within the following page requirements:

1. MA: 5-7 page synthesis paper which demonstrates a thoughtful and reflective overview of the development of the Standards.
2. EdS: 10-12 page synthesis which demonstrates a thoughtful and reflective overview of the development of the Standards, with reference to key works and ideas from the literature explored in the program.
3. EdD: 12-15 page synthesis paper which demonstrates a thoughtful and reflective overview of the development of the Standards, with a strong inclusion of research based perspectives and conceptual literature that helped frame this development.
4. PhD: 15-20 page synthesis paper which demonstrates a thoughtful and reflective overview of the development of the Standards, with a strong inclusion of research based perspectives and conceptual literature that helped frame this development.

While the synthesis paper cites academic material, the primary focus is to link your work in the program as a whole to your practice as a leader. It is more of a critical reflection in the light of the Standards and Elements of the K-12 Educational Administration Programs. It will summarize a participant's journey as s/he developed the required competencies. The synthesis paper is an attempt to integrate the competencies into a unique whole that captures conceptually what *Educational Leadership* means. The synthesis paper is an opportunity for the participant to show evidence of personal and professional growth in the program. When the synthesis paper is approved by the participant's Program Team (advisor and team member(s)), the request for a date for the portfolio presentation is submitted to the K-12 Educational Administration Program faculty.

Upload your synthesis paper into LiveText as per aforementioned instructions.

Evaluation of Portfolios

The portfolio will be evaluated using the Element rubrics, the reflection rubrics and the synthesis rubrics. The score for those will then be aggregated to form an overall portfolio evaluation. The portfolio will be defined at five levels (Distinguished, Proficient, Satisfactory, Emerging, Unsatisfactory).

Comprehensive Examination

In addition to the portfolio requirement, those at the EdS, EdD and PhD levels will also have to take a comprehensive written examination, as outlined in Table 2.

Table 2: Comprehensive Examination in the K-12 Educational Administration Programs

	Masters	Ed. Specialist	EdD	PhD
Purpose	To assess candidates' competency in the 9 standards of educational administration and general research processes	To assess candidates competency in the 9 standards of educational administration and knowledge in general research processes and one basic research method	To assess candidates competency in the 9 standards of educational administration and knowledge in two basic research methods	To assess candidates competency in the 9 standards of educational administration and knowledge and application of two basic and one advanced research methods
Area/Content	9 Standards	9 Standards	9 Standards	9 Standards
Nature Form Time Portfolio requires extensive documentation (see Handbook Section) Oral presentation is required for all degree-seeking participants but can be done through telephone conference or face-to-face.	<p>Part I Written. The portfolio is the comprehensive evaluation for MA.</p> <p>Completion of a Portfolio based on all 9 standards of the Program:</p> <ol style="list-style-type: none"> 1. Vision & Mission 2. Culture & Instructional Programming 3. Management/Administration 4. School-Community Relations 5. Ethics & Morality 6. Law, Politics, Sociology 7. Technology 8. Worldview 9. Research (General Processes) <p>Part II Oral Examination (2 hours): Oral presentations are made to a two-faculty-member committee. Candidate will be questioned by faculty during the oral examination. Candidate shows overall integrated development in the standards and with a synthesis that shows knowledge base, developed skills, and appropriate educational administration dispositions.</p>	<p>Part I Written Same as Masters except research section (9) must show knowledge of general research processes and show experience/application in one basic research method.</p> <p>Part II Oral Examination (2 hours) Oral Presentation to a three-faculty-member panel on the fulfillment of 9 standards and their link to SED Core, and explanation of research processes and one basic research method. Candidate will be questioned by faculty during the oral examination.</p> <p>Part III Written Test (2 hours) Requires integration and application of knowledge base.</p>	<p>Part I Written Same as EdS except research section (9) must show knowledge of general research processes and show experience/application in two basic research methods.</p> <p>Part II Oral Examination (2 hours) Oral Presentation to a three-faculty-member panel on the fulfillment of 9 standards and their link to SED Core, and explanation of research processes and two basic research methods. Candidate will be questioned by faculty during the oral examination.</p> <p>Part III Written Test (4 hours) Requires integration and application of knowledge base.</p>	<p>Part I Written Same as EdD except research section (9) must show knowledge of general research processes and show experience/application in two basic research methods and one advanced research method.</p> <p>Part II Oral Examination (2 hours) Oral Presentation to a three-faculty-member panel on the fulfillment of 9 standards and their link to SED Core, and explanation of research processes, two basic research methods, and one advanced research method. Candidate will be questioned by faculty during the oral examination.</p> <p>Part III Written Test (6 hours) Requires integration and application of knowledge base.</p>
Grading and Reporting	The Portfolio will be reviewed during the formative phase with the advisor. The summative evaluation will be completed by two faculty members—the advisor plus one other faculty. To Pass, all sections must be at the satisfactory level.	The Portfolio will be reviewed during the formative phase with the advisor. The summative evaluation will be completed by a three-faculty-member committee (advisor plus two other faculty members). To Pass, all sections must be at the satisfactory level with two at the proficient level.	The Portfolio will be reviewed during the formative phase with the advisor. The summative evaluation will be completed by a three-faculty-member committee (advisor plus two other faculty members). To Pass, all sections must be at the satisfactory level with three at the proficient level.	The Portfolio will be reviewed during the formative phase with the advisor. The summative evaluation will be completed by a three-faculty-member committee (advisor plus two other faculty members). To Pass, all sections must be at the satisfactory level with three at the proficient level and one at the distinguished level.

See the "Portfolio" Section of the Handbook for more information on the full requirements of a portfolio. The portfolio can be completed for competency in administration at the building/site level or at the regional/state level. Please see your advisor for more details.

Doctoral Dissertation

Dissertation Purpose and Credits

This section documents the dissertation and its processes (topic and committee selection, the proposal, the written dissertation, and the oral defense). Those securing the EdD or PhD are securing terminal degrees. These degrees represent comprehension of an extensive knowledge base, as well as the completion of high quality independent research. The dissertation is where much of the ability to do high quality independent research is developed and documented. The dissertation is the most in-depth research many persons complete in their entire lifetime. For that reason, it is often the most difficult part of a program. Regardless of how prepared, capable, funded, or committed a person may be, the dissertation still requires extensive academic, social, emotional, and practical resources to complete. It also requires a tremendous amount of time commitment, usually two to three years for participants in full-time jobs.

Nevertheless, the completion of the dissertation can be one of the most rewarding graduate experiences. Participants who are passionate about an issue can devote themselves wholeheartedly to a topic and thoroughly explore a valued question in great detail. They can read literature they have always wanted to read and collect data to answer deep professional concerns or pursue personal interests. They then share their discoveries with others through written and oral presentations and apply their work to their own educational administration context. Given these dynamics, the dissertation can be a very rewarding experience.

While there is (and should be) great diversity between dissertations, dissertations in K-12 Educational Administration must do the following: (a) reveal familiarity with the literature pertinent to the dissertation; (b) demonstrate a participant's competence to conduct independent research; (c) present a logically organized and readable account of the investigation, its findings, conclusions, and implications; and (d) relate to K-12 Educational Administration Standards. Dissertations will also focus on a clearly defined problem of strong importance to the profession and employ well-planned and well-executed, acceptable research techniques.

There are three major, but overlapping, phases of the doctoral program: (a) coursework, (b) comprehensive examination and portfolio work, and (c) the dissertation. See Appendix G: Dissertation and Portfolio Timeline. For doctoral students, the completion of the dissertation is the major fulfillment of the research standard. The dissertation should, therefore, be viewed as a part of work to fulfill the standards and therefore part of the portfolio. Participants should complete the dissertation toward the end of their coursework but before the final oral presentation of their portfolio. This process differs from some traditional doctoral programs in that the portfolio, which is part of the overall comprehensives, comes after the dissertation. Please see your advisor for more detail on this process. During the dissertation phase of the program, participants will go through five major stages: (a) selecting a topic and committee, (b) writing a proposal, (c)

researching (collecting data), (d) writing the dissertation, and finally, (e) orally defending the dissertation. Each of these five stages is outlined below in Table 3.

While going through these stages, the participant will register for dissertation credits. All registration of dissertation credits must be approved by the dissertation chair. Participants must register for a total of 16 dissertation credits prior to graduation. Two of these credits are allocated for the course LEAD/EDRM880 Dissertation Proposal Development. This course facilitates the participant's working development of a proposal. The remaining 14 credits are to be taken while developing the dissertation proposal and the dissertation itself (LEAD899 Doctoral Dissertation).

The dissertation topic and the committee are often selected before registering for any dissertation credits. However, sometimes participants wish to take time to fine-tune a dissertation topic or select their dissertation committee. The Dissertation Prospectus Guidelines (Appendix L) will be used by your advisor to help you create a workable topic and title for your dissertation plans. During that time they may register for the first two dissertation credits. No further dissertation credits can be taken until the topic is approved. If more time is needed to develop a topic, and no more course credits are available, and participants need to fulfill their continuous registration requirement for a semester then participants must register for Educational Administration Program Continuation (EDAL650). Continuous registration requires a participant to be registered at that least every third semester.

Once the topic and committee are approved, the participant should be able to register for the 2-credit course, LEAD/EDRM880 Dissertation Proposal Development. Appendix L contains a LEAD880 Self-Evaluation Form to assist in determining one's readiness for the course. Polishing the dissertation proposal and getting it approved may take another 2 dissertation credits (to a total of 6). No further dissertation credits will be allowed until the proposal is approved. If needed, participants must register for EDAL650 Educational Administration Program Continuation at least every third semester to fulfill continuous registration requirements.

After the proposal is approved, additional dissertation credits can be taken. It is recommended that participants pace their completion of dissertation credits so that should their dissertation take longer than planned, they can still register for dissertation credits. As they experience more progress on their dissertation, they may increase their credits. Here is a summary of how participants could pace their dissertation credits to reduce the necessity of registering for continuation:

Topic & committee approved (no more than 2 credits total)	2 cr.
Dissertation Proposal Development (LEAD880/EDRM880)	2 cr.
Proposal development & approval (no more than 6 credits total)	2 cr.
Data collecting	4 cr.
Completion of dissertation & oral defense	6 cr.

Table 3

Dissertation Process

Stage 1: Topic and Committee Approval
<ol style="list-style-type: none">1. Talk with Advisor about various topics for a dissertation2. Write a Dissertation Topic Prospectus3. Identify and request a faculty member to serve as your dissertation chair4. Submit the Prospectus to the potential dissertation chair5. Work with the chair until Prospectus is polished enough to share with others6. Finalize a dissertation committee in cooperation with your chair and submit Topic and Committee Approval form with completed Prospectus7. Continue to work with chair and committee to expand Prospectus
Stage 2: Proposal
<ol style="list-style-type: none">1. Check readiness to take LEAD/EDRM880 (see form in Appendix L).2. Work on readiness factors (read literature, expand research methods reading, etc.)3. Take LEAD/EDRM 8804. Write a Research Proposal (RP)5. Submit RP to your chair6. Work with your chair until RP approval is obtained7. Submit RP to committee8. Continue to work with chair and committee until the committee approves RP9. Send one completed chapter to Dissertation Secretary (Bonnie Proctor) to get feedback on format and style that will need to be incorporated throughout the dissertation write up process10. Get IRB approval (this may take from one to three months)
Stage 3: Data Collection
<ol style="list-style-type: none">1. Contact subjects, collect data, etc.2. Work with Chair on any changes to the research plan or problems that develop in the data collection phase3. Continue to edit chapters 1-3 as needed while collecting data or waiting for data to come in4. Submit findings chapter to chair for reading5. Finalize discussion chapter with chair and rest of the committee as agreed upon with the chair.6. Complete publishable paper for final chapter of the dissertation7. Submit dissertation as a whole to Chair8. Work with the chair until chair approves the dissertation

Stage 4: Dissertation

1. Submit the full dissertation to the whole committee
2. Make changes to the document as suggested by the committee

Stage 5: Defense

1. Arrange and complete a pre-defense meeting with the committee
2. Make changes to the document as suggested by the committee
3. Repeat steps 1 & 2 if needed.
4. Send final draft to Dissertation Secretary for her review
5. Make changes per Secretary comments (this may take weeks)
6. Work with chair and Dean of SED to identify an External Reviewer and provide dissertation copy
7. Work with chair and Dean to arrange defense date
8. Work with chair to prepare materials for dissertation defense presentation.
9. Successfully present an oral defense of the dissertation before the full committee
10. Follow the Post-Defense guidelines from chair and SED graduate secretary

NOTE: The stages are sequential, but the order of the items in each stage can be varied.

Stage 1: Topic and Committee Approval

Participants should think about their dissertation topic and committee soon in the graduate process. However, they should have a significant knowledge base in educational administration content as well as methodology before starting to work with their academic advisor on selecting a dissertation topic and committee. This process does not have a regular progression of steps. Frequently, consideration of the dissertation topic, dissertation chair, and other members of the dissertation committee takes place simultaneously. Some participants select a topic before approaching a faculty member about being the chair of the committee. Others approach faculty first and together select a topic.

Discussing ideas for potential dissertation topics with several faculty members helps in selecting a topic and in choosing a chair and committee. Selecting a chair then facilitates selection of the rest of the committee. As ideas about topics and committee members crystalize, it is important to discuss them with the advisor or chair. It is wise to treat the topic as negotiable in its details and to consider other topics that might be recommended. The final topic is usually a result of much discussion.

To facilitate faculty decisions to serve on a dissertation, participants should create a Dissertation Topic Prospectus, a brief statement (one to four pages) outlining their research plan. This brief statement should include a description or nature of the topic, the problem, its importance to the researcher, the literature to be surveyed, and a brief statement about the proposed methodology. Based on this statement, chair or member

decisions can be made. Participation on a committee is a faculty member's choice. This choice can be based on many different factors. If a participant is not able to secure a chair or members, he or she may have to interest other faculty members in his or her topic, or work with the advisor or chair to craft a different topic.

The dissertation committee consists of a minimum of three members, including the chair. The chair and one other member shall be selected from among the current full-time Andrews graduate faculty. The third member may be from the Andrews graduate faculty or a person outside of the University. Participants should work with their advisor or chair to determine appropriate and qualified members for their dissertation committee. If a dissertation committee member is chosen who is not a resident faculty member at Andrews University, *the participant is responsible for the cost of that committee member's travel and participation.*

The dissertation topic must be in educational administration. Also, the topic must be one where Andrews University resources, or other available resources, can support the dissertation research.

Once a topic has been selected and the acceptance of a chair and members has been secured, the chair should process the topic and committee approval form (Request for Doctoral Dissertation Committee and Topic Approval). This form lists the necessary names, the dissertation topic, and the research methodologies that are evidenced in the participant's course plan. Committee members' signatures, as well as appropriate department chair and Graduate Programs Office approval, are needed before the form is considered approved. Only after approval of the topic and committee is a participant ready to begin the dissertation proposal process.

Stage 2: Proposal

Once the topic is selected and a committee has been formed, the participant starts working with his or her chair to create a dissertation proposal. This process will vary depending on participant, chair, and member preferences (See Table 3 for processes). This is an interactive process. Most often the participant works closely with the chair to polish the proposal before it is sent to the rest of the committee for additional input. At other times, the proposal is created in a more dynamic and collaborative process with the whole committee. Approval of the dissertation proposal indicates that the topic and the procedures for investigating are methodologically appropriate as well as relevant to educational administration. The proposal must be approved by the committee and the Institutional Review Board (IRB) before data collection can begin.

Format and Content for the Proposal

Graduate written work must follow the latest edition of *Andrews University Standards for Written Work*. This is especially true of the proposal and the dissertation. The Leadership and Educational Administration Department follows the APA style of scholarly writing (see latest edition of *Publication Manual of the American Psychological Association*). If there is a difference between APA and *Andrews University Standards for Written Work*,

AU Standards must be followed. *AU Standards*, as well as other documents and forms related to the dissertation, are reviewed on our web page in more detail. In addition to explaining format and style rules, these documents explain procedures and policies that are important in the dissertation process.

Ultimately, the Dissertation Secretary is responsible for assuring conformity to the University's *Standards for Written Work*; the chair, department, school, and graduate division ensure compliance with other policies. When participants first begin writing their proposal, they are encouraged to make a brief visit with the Dissertation Secretary or arrange a consultation via e-mail at proctorb@andrews.edu. This will alert participants early on to policies and format issues they need to attend to.

While each dissertation proposal is unique, they all share some common elements. The items to include and the location of the items within sections may vary, but the following are normally included in a research proposal:

A. The Problem

1. Introduction and background of the problem
2. Statement of the problem
3. Purpose of the study
4. Research questions or objectives/hypotheses and sub-hypotheses
5. Rationale for the study, including its relevance to educational administration
6. Theoretical/conceptual framework
7. Significance/importance of the study
8. Definition of terms
9. Assumptions
10. General methodology
11. Limitations and/or delimitations of the study
12. Summary
13. Outline of the remainder of the proposal

B. Review of Literature

A brief overview and description of representative literature related to the topic should be included. When appropriate, this overview of the proposed literature search should support the methodology used in the research. For certain types of research, such as statistical or clinical studies, this may require a brief description of procedures and instrumentation of previous studies. The committee may want to know the proposed search strategy to be used in the various databases, as well as the key words that will be used.

C. Methodology

Research methods vary depending on the nature of the study. For example, historical, philosophical, and developmental studies each have their own unique requirements. The following is a list of the most common elements included in the methodology for education research:

1. Description of the population and any sampling procedures used.
2. Identification of the independent, dependent, and classification variables and, sometimes, formulating a workable statement of the research hypotheses in null form to prepare for a research design permitting statistical inferences.
3. Instruments used, tests, measures, interview or observation schedules, scales and questionnaires including details of validity and reliability, or a design for instrument development, including procedures for showing validity and reliability.
4. Pilot studies.
5. Procedures:
 - a. Field, classroom, or laboratory procedures
 - b. Data collection and recording
 - c. Null hypotheses, data processing, and data analysis

Types of Proposals

Two types of proposals are acceptable in the School of Education. Both types must review major elements of the A, B, and C content listed above. A proposal can be either of two types:

1. The proposal can follow the first-three-chapters model of a dissertation. This is the most common type used by participants because it provides more detailed guidance to the data collection process. It also represents work that will have to be done for the dissertation and therefore encourages the participant further along the dissertation completion process.
2. The proposal can be ten to fifteen pages long, covering this content in an overview style.

Proposal Procedures and Roles

During the proposal writing process, typically all drafts are submitted to the committee chair for evaluation and comment. After the chair has given approval, the draft may be shared with the other members of the committee. This is a very iterative process which also may involve feedback from members outside the committee (specialists, copy editors, etc.). Participants are encouraged to utilize specialists, but should remember that final decisions are made by the chair and the committee.

Some participants may find it necessary to engage a copy editor or avail themselves of the free writing tutors available at the Andrews University Writing Center. The copy

editor or tutors may assist with grammar, syntax, and format; however, they are not to take responsibility for the content.

When both the committee chair and the members of the committee have evaluated the proposal, the participant can request that the chair call the committee for formal consideration of the proposal. The participant is strongly encouraged to listen to the advice of the chair as the committee should not be assembled prematurely for a proposal presentation.

Two weeks before the committee meets for the proposal presentation, the participant sends the final corrected draft of the proposal to the committee chair and each of the committee members. The full committee shall meet with the participant to discuss any relevant issues before approving the proposal. Approval may require an executive session of the committee for which the participant is not present. If members of the committee or the participant are not present on campus, the K-12 Educational Administration Program usually requires an alternative format that facilitates a synchronous meeting of the committee with the participant that allows actual dialogue with the participant (e.g., by teleconference, video conference, Voxwire, Skype, etc.). The committee's acceptance of the proposal is indicated on the "Report of the Student's Dissertation Committee" form. All members of the committee, the department chair/coordinator, and the Graduate Programs Office sign this form, and a copy of the proposal is attached to this document.

IRB (Institutional Review Board) approval must be secured before the participant can begin collecting data. In some cases, the chair may require IRB approval prior to the final approval of the proposal. In other instances, the approval is allowed to come after the proposal is accepted. In all cases, data cannot be collected without IRB approval. See the following website for forms and procedures: <http://old.andrews.edu/GRAD/OSR/IRB/>.

Stage 3: Data Collection

Once the proposal and IRB approval have occurred, participants are then to follow their research design to secure and analyze data. While collecting data, participants should continue to refine their proposal so that it matures into the first three chapters of their dissertation. During both the data collection process and the polishing process, participants should keep in contact with their chair. This becomes especially important if data collection methods are not working as planned and modification to the research process may need to occur. Significant changes in research protocol must not only go through the committee but also IRB.

Participants should not get discouraged during this phase of their dissertation as research is often fraught with setbacks, time delays, and detours. The committee will be ready to provide guidance and encouragement throughout this process. It is also suggested that participants have a buddy system, coach, or other forms of support outside the University to provide ongoing support and wisdom.

Stage 4: Dissertation

Writing Completion Process

When coming to the end of the dissertation process, there will often be many drafts of the document that must be completed by the participant. This is typical and should not be seen as overly demanding. Part of the document polish process will also include the Dissertation Secretary (which was reviewed earlier). Several crucial steps exist at the ending stages of the dissertation process that must be taken into consideration for both the written and oral presentation part. Given that each participant and dissertation committee is faced with various time constraints and deadlines, and differ in nature and makeup, two tracks are possible:

Track One: At least four weeks before pre-defense, the participant submits a complete dissertation to the Dissertation Secretary, after which the participant makes the required changes. The participant then provides each of the committee members with the *new corrected* document for the pre-defense. If the required changes from the Dissertation Secretary were extensive, a corrected version must be submitted to the Dissertation Secretary for further review. At this point, no further major changes to the document are anticipated.

Track Two: Occasionally, it is advisable for the participant, because of time constraints, to submit the dissertation to the Dissertation Secretary on a chapter-by-chapter basis as the committee approves each chapter. This is especially true between the months of March and July when many participants are preparing to defend. Ultimately, the document format needs to be approved by the Dissertation Secretary. When the dissertation *content, format, and style* have been approved by the committee and the Dissertation Secretary, then a final copy is given to the Dean of the School of Education who arranges for an external examiner to be secured and sent a copy of the dissertation. At this point, a dissertation defense date may be set.

Participants who have registered for all 16 credits and are still working on the dissertation must register for EDAL888 (Dissertation Continuation) at least one semester out of three. Participants who have not registered for all 16 dissertation credits may not register for EDAL888. Dissertation Continuation requires a semester fee. If U.S. government agencies or sponsors require a full course load to qualify for continued benefits, then the participant must register for dissertation or dissertation continuation each semester. Academic Records may prepare a letter or statement concerning the full-time status.

Stage 5: Defense

Pre-Defense Meeting of the Dissertation Committee

Before finalizing the defense date, the committee meets and signs off the dissertation as “ready to defend,” which means no further changes are anticipated. This is a crucial meeting. The meeting must convene no later than three weeks before the proposed

defense date. If the committee votes that the participant is ready to defend, the chair confirms the requested defense date with the Secretary of the SED Graduate Programs by completing a “ready for defense” form. If the committee votes that the participant is not ready to defend, another meeting will be rescheduled to assess the readiness for defense. The pre-defense meeting may occur more than twice until it is determined the participant is ready to defend.

Oral Defense Process

The oral defense of the dissertation is an important part of the dissertation process. It is a way to test the participant’s ability to defend the concepts and data of the dissertation and to give the participant an opportunity to show an understanding of the larger context in which the dissertation lies. Participants should see the schedule of graduation deadlines to avoid missing deadlines and postponing graduation. The School of Education reserves the right to schedule defenses according to time and faculty availability. It is advised that participants defend their dissertation one semester prior to the semester they plan on graduating. If, however, it is necessary to defend the same semester as graduation, it is imperative that the participant be familiar with the *Graduation Countdown Chart*. Contact the Graduate Programs Secretary for the most current copy.

The dissertation committee and external examiner compose the defense examining committee. The external examiner is chosen by the Dean of the School of Education in accordance with the policy of the Graduate School. The Dean usually consults with the chair in making such a selection. *Any expenses related to the defense examining committee will be the responsibility of the candidate.* Under no circumstance is the participant to dialogue with the external examiner prior to defense. The Graduate Programs Office permits observers at the defense upon request.

Normally two-and-a-half hours are scheduled for the oral defense. Committee members bring written questions based on their review and reading. As the examination progresses other questions usually emerge. The School of Education Dean or the Dean of Graduate Studies, or their appointee, will chair the defense, which usually consists of three rounds of questions. After questioning, the candidate and observers leave and the committee convenes in executive session. At the oral defense of the dissertation, the examining committee will determine the participant’s ability to defend the dissertation document. The vote taken will be either (1) to approve the defense, (2) to approve with changes, (3) to reject the defense with the opportunity for another defense, or (4) to reject the defense with no further opportunity for defense. The vote is recorded on the appropriate form.

Following the defense and prior to publication, the dissertation is to be submitted in the form outlined in the *Standards for Written Work* to the Dissertation Secretary (see previous section on the role of the Dissertation Secretary in the written completion process). Participants have two options:

Option 1: The Dissertation Secretary arranges for duplicating with Andrews University LithoTech, and the participant’s account is billed. At this point, the

Dissertation Secretary submits the Notification of Thesis/Dissertation Completion form to the Records Office and the student's dissertation process is complete.

Option 2: The participant can personally arrange for the duplicating of their dissertation. Three unbound copies must be made to show to the Dissertation Secretary (and to receive a Completion form) and to deliver to the Library Director's office. An additional unbound copy must be given to the Dissertation Secretary to be processed for microfiching.

Dissertation Documents

The Educational Administration web page contains a collection of documents and forms essential for the dissertation process. These are explained at (www.andrews.edu/sed/lead_ed_admin/) and in Appendix I. Listed in Appendix J, you will find a number of answers to frequently asked questions (FAQ) regarding the dissertation.

Other Program Issues

Desire2Learn (D2L) Online Course Software

Andrews University's D2L portal offers students the opportunity to take web-based courses using an award-winning electronic learning (eLearning) program. Entire courses can be taken online using this course software. Participants can view the CLASSLIST to see who else is enrolled in the course, and can communicate with them using a variety of embedded tools, including CONTENT, PAGING, CHATROOMS, and DISCUSSION BOARDS. Participants can view all the contents of the course, and will be expected to utilize the online quizzes and exams. Participants will also be expected to use the DROPBOX to submit assignments and papers, and will be able to view their GRADES online. Participants can log into their D2L personal homepages, using their Andrews University usernames and passwords, from anywhere, at anytime, provided they meet the basic systems requirements.

System Requirements

- An internet connection (a LAN or cable modem is recommended)
- An e-mail account (*your Andrews University username@andrews.edu*)
- Internet browser must support JavaScript (it is recommended that Microsoft Internet Explorer 6 be used in order to ensure full functionality of all components)
- Cookies must be enabled to allow for an increased level of security
- Computer screen must be using a sufficiently-sized screen resolution and must meet the required level of color depth in order to view pages properly

- NOTE: Some additional software or hardware may be required depending on the course. Participants will be notified of any additional course-specific requirements by the professor.

Participants may run a systems check before they sign into the D2L portal at <http://d2l.andrews.edu/>

LiveText Online Course Software for Portfolio Creation and Assessment

LiveText is web-based software designed to manage documents and artifacts for students, faculty and administrators. It is useful for tracking student development and for assessment to improve program delivery. Basically, it is helpful for making all of us more productive. You will add content to your LiveText account all the way through the program, from your first self-assessment in EDAL 500 to finalizing your portfolio. Your internship information will also be placed in LiveText. Most all of you will have a portfolio that will be appropriately presented and evaluated in LiveText.

One of the additional benefits of LiveText is that we as a department can aggregate your data with your other participants to assess the strengths and weaknesses of not only individuals but for specific programs.

Additional information below will be in most of your course syllabi. It provides information about signing up for LiveText. You will buy it at the Andrews University Bookstore or online at http://www.livetext.com/purchasing/membership_student.html.

The cost of LiveText is \$89. Your LiveText membership is valid for **the entire time you are enrolled in SED programs, plus an additional year from your date of graduation** (bachelors through doctoral programs).

LiveText Membership

The School of Education has chosen LiveText, an accreditation data management system, to facilitate student submissions of required evidences of competence from candidates for careers in education. If you have not yet purchased your LiveText license, please do so right away. LiveText Membership provides each student with a personal online digital workspace to author class assignments, journals, and e-portfolios, or to create your own secure access web space. Your one-time membership fee covers your use of LiveText until you complete your education program, and one year beyond. Using LiveText, you will author and submit your required work on-line in all creative forms—written, digitally designed, audio, or video clips. In addition to meeting course and program requirements through LiveText, you can create Visitor's Passes which enable you to quickly and easily showcase your portfolios, achievements, and creative work to prospective employers and other interested parties.

Throughout the program, LiveText submission will be expected for assignments as clearly stated in each course syllabus.

LiveText System Requirements

- A high-speed internet connection (DSL/Cable/T1) is strongly recommended. 56k dial-up minimum.
- An e-mail account (*your Andrews University username@andrews.edu*).
- Internet browser must support JavaScript (it is recommended that Firefox, version 1.0 or greater [preferred browser] be used in order to ensure full functionality of all components).
- Cookies must be enabled to allow for an increased level of security.
- Computer screen must be using a sufficiently-sized screen resolution and must meet the required level of color depth in order to view pages properly.
- NOTE: Some additional software or hardware may be required depending on the course. Participants will be notified of any additional course-specific requirements by the professor.

Note: Those in certification programs DO NOT need to use LiveText. However, it is to their advantage to have an online portfolio they can send to prospective or current employers for job placement or promotion. As such, we highly recommend students use this regardless of their degree status.

Time Limits

Educational Administration degree programs have to be completed within the following time limits:

- MA: 6 years
- EdS/EdD/PhD: Course work and comprehensive examinations must be completed in 6 years. Dissertation must be completed at 7 years.

During their time in the program participants have to enroll in one or more courses at least one semester out of three consecutive semesters. Each year participants are evaluated in their progress during the annual review. This process is part of the accountability system embedded in the program. If a participant runs out of time, as established by the above guidelines, he or she may apply for time extensions, which may be granted by the Graduate Programs Committee under certain circumstances. To avoid unnecessary delays and costs, it is recommended that participants carefully consider with their advisor how to complete their program in a timely manner.

Finances

Loan Deferment

Loans are available through the Student Financial Services office. You may reach them by calling 800-253-2874. Enrollment is necessary to receive loan deferment or to fulfill

loan status. Documentation for full-time status for any given semester in the K-12 Educational Administration Program may be obtained in either of two ways:

1. Registering for four or more credits. (For most graduate loans, registering half-time for four credits will defer the loan. Check with your loan company and Student Financial Services to be sure). If a participant registers for fewer than 4 credits, he or she may also register for EDAL650 (Program Continuation). After a participant has registered for all dissertation and course credits, the participant must register for EDAL888 (Dissertation Continuation) each term until graduation.
2. Submitting a Full-time Status Request form. To use this form, the participant must register for LEAD899 Dissertation Credit, EDAL888 Dissertation Continuation, or EDAL650 Program Continuation and clock at least 24 hours a week or at least 360 hours per semester for each semester of loan deferment desired.

Forms are available from the Graduate Programs Office or the Leadership & Educational Administration office. Based on the above and upon request, the Leadership & Educational Administration office may submit a letter verifying full-time status to the Student Financial Services office.

***IMPORTANT* – EDUCATIONAL ADMINISTRATION CONTINUATION**

Registering for EDAL650 Educational Administration Program Continuation for 0 credits indicates that the participant is committed to working a minimum of 24 hours per week on program content to clear deferred grades (DGs) with advisor approval. If a participant chooses not to register for any credits for more than two consecutive semesters, he or she must register for EDAL650 or become inactive. The Student Financial Services office recognizes registration for EDAL650 as full-time status, and as a condition for deferring repayment of academic loans.

Fees

Costs per credit for masters and doctoral coursework are determined by Andrews University and published in the official *Andrews University Bulletin* each year. Further categories of miscellaneous charges, such as the general fee charged to all students each semester, are also found in the current Bulletin. However, because participants are located off campus, their fees will be labeled an “online delivery fee.” (Refer to the current *Andrews University Bulletin* for credit costs.)

Additionally, the K-12 Educational Administration Program generates specific costs, which may include items such as:

- Summer travel, room, and board
- Equipment costs (i.e. computer, phone lines, software)
- Books, supplies, and duplicating (books average \$200 a year)
- Program or Dissertation Continuation fee
- Faculty travel to dissertation defense or portfolio presentation

Sponsorship

When sponsored, participants must work closely with their assigned Student Financial Services Advisor to ensure all sponsorship requirements are met.

Residency Requirements for the EdS, EdD, and PhD

Residency requirements may be fulfilled by complying with the following by the end of the participant's fourth semester in the program:

- Have an approved course plan
- Register for a minimum of 12 credits including EDAL500 Orientation and EDAL520 Foundations of Educational Administration.
- Be on regular admission status
- Begin participation in the mentored internship program

Advancement to Degree Candidacy

Advancement to Degree Candidacy means that a participant has demonstrated the ability to participate in the K-12 Educational Administration Program and is, through annual review, judged by the faculty to be a viable candidate for completion of a K-12 Educational Administration degree. The K-12 Educational Administration Program office will automatically fill out the Request for Advancement to Candidacy form.

EdD and PhD participants must be advanced to candidacy before they defend a dissertation or present a portfolio. Until a participant has been advanced to candidacy, it is possible for him/her to be terminated from the program or transferred into a terminal masters degree track. When advanced to candidacy, a participant is still subject to the time limitations of the program and all other program requirements.

In order to be eligible for Advancement to Degree Candidacy, the participant must:

- have cleared any Deferred Grades.
- be on regular status.
- have maintained a cumulative grade-point average of 3.3 or higher.
- have completed at least 24 of the required 32 non-dissertation credits for the EdD and PhD, and 75% of the required course credits for the MA and EdS.

Standards of Scholarship

Course Plan and Portfolio

The participant must satisfactorily fulfill the credits outlined in the approved Course Plan and present the portfolio successfully.

APA Standards

All written work must conform to APA standards and *AU Standards for Written Work*. (version 11 from January 2008 now applies, but new versions are released about ever 4-6 years). See Student Resources on this website: <http://www.andrews.edu/GRAD>.

Grade-Point Average

To remain in the program, the participant must maintain an overall grade-point average of 3.30. No grade of D or F may count toward a degree. If the participant repeats a course, both grades affect the grade-point average. After acceptance into the doctoral program, earning more than three grades below a B, including any grades of *Unsatisfactory*, may result in suspended enrollment.

Annual Evaluation

An annual evaluation takes place every spring for all participants. At this time, K-12 Educational Administration faculty determine each participant's progress in the program. Any concerns are brought to the attention of the participant at that time.

Transfer of Credits

Transfer Credits to an MA

Graduate credits taken at another accredited/recognized institution fewer than six calendar years before the expected graduation year may be transferred and applied toward a master's degree. An MA student can transfer in 6 out of the 32 credits if those credits have grades of B (3.0) or above. The Andrews University credits taken toward the Master's degree constitute at least 80% of the requirements for the degree.

Transfer Credits to an EdS

EdS students must take a minimum of 24 credits from Andrews University toward the total required 64 credits. The remaining credits may be transferred to Andrews University. To qualify, credits must be from an accredited university and grades must be B (3.0) or higher.

Transfer Credits to an EdD or PhD

Up to 42 qualifying graduate semester credits will count towards the total 90 credits and may be transferred into the K-12 Educational Administration doctoral program. To

qualify, credits must be from an accredited university and grades must be B (3.0) or higher.

Credits earned *before* acceptance into the doctoral program: In order to request that qualifying graduate credits be transferred, the participant must submit a Transfer Petition Request to the Graduate Programs office. Staff at the K-12 Educational Administration Program office will automatically fill out this form from available admission transcripts. It is the participant's responsibility, however, to provide official transcripts that come directly from the institution to Andrews University, and to check with the K-12 Educational Administration Program office to confirm that all intended transfer credits are included.

Credits earned *after* acceptance into the doctoral program: Participants who wish to obtain transfer credit from another university after acceptance into the Educational Administration doctoral program must petition for the approval of such credits *before* taking the courses intended to be transferred. To do so, the participant must provide a copy of the description of the course (a course outline is helpful), and submit it with a Graduate Petition Form to his or her advisor for approval. (Forms may be found on the Graduate Studies web page, <http://www.andrews.edu/GRAD/welcome.html>.) These credits must be included as part of the 42 semester transfer credits. They may not count as part of the required 32 non-dissertation credits.

Transfer of Degree Programs

From One Doctoral Degree to Another within a Given Program

To transfer between EdD and PhD degrees within the same program, the participant may submit a petition to the Graduate Educational Programs Committee prior to the topic approval of the dissertation. The course plan must be adjusted accordingly and the original schedule for completing the program must be maintained, that is, transferring from one program to another does not allow more time for the program's completion (See section on Time Limitations).

Between Programs

To transfer from another doctoral program to K-12 Educational Administration, the participant must submit a new application to K-12 Educational Administration faculty and to the Graduate Educational Programs Committee.

Bulletin Requirements and Responsibility

The *Andrews University Bulletin* covers general questions about academic policies, and each participant is responsible for becoming familiar with regulations governing such matters. Although the policies of the *Bulletin* carry the weight of faculty action, practice, and precedent, special circumstances occasionally may suggest an exception. The petition process handles such circumstances through the office of the Director of Graduate Programs.

Participants may choose to meet the requirements of any *Bulletin* published after acceptance into the doctoral program, as long as they maintain active status (see Inactive Status). A break in enrollment may result in being placed on inactive status. In order to reactivate, the requirements must be met as listed in the *Bulletin* in effect when re-enrollment resumes.

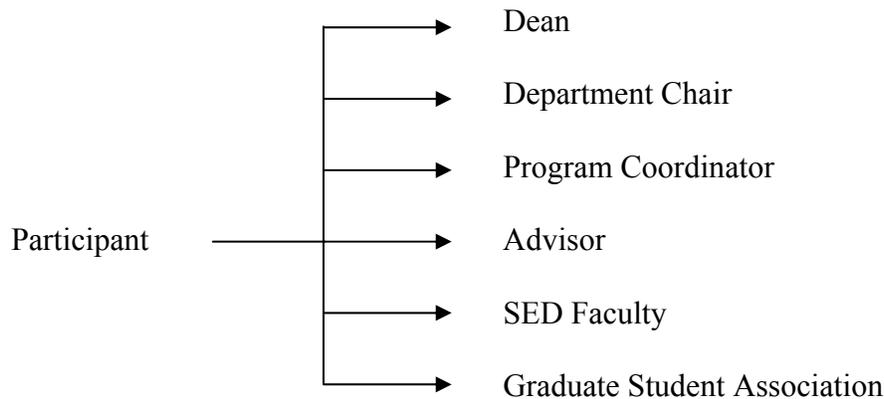
For more information on any of the contents of this handbook, please see the current *Andrews University Bulletin*.

Services for Students with Disabilities

The K-12 Educational Administration Program, as part of Andrews University, accepts and appreciates diversity in its participants, including participants with disabilities. Accordingly, qualified participants are encouraged to inform the University and the K-12 Educational Administration office of their disability and enter into a dialogue regarding ways in which the program might reasonably accommodate them.

Student Appeal Process

Participants who find themselves in conflict with or questioning any practice, decision, and/or policy that, in their minds, impacts upon them adversely, may discuss the matter with responsible School of Education personnel in an attempt to have the situation considered, improved, or settled. The nature of the conflict will, in part, determine the procedure to follow. Fundamental to any procedure, however, is the basic commitment to Christian principles.



Conflict with Policy in General

When a question arises in regards to an established policy, participants may discuss it with their advisor, department chair, program coordinator, the Dean, and/or any faculty member; or direct the question to the Graduate Student Association for general discussion by other students.

Conflict with Policy in Particular

When participants feel adversely affected by established policy, they should discuss it first with the advisor. This may result in petitioning to waive the policy in this particular case.

Participant → Advisor → Program Coordinator → Dept Chair → Dean

If the participant cannot get the advisor to support the petition, it should be discussed next with the program coordinator, and if necessary, with department chair. At this point, a petition may be filed seeking a waiver or the chair may intervene by bringing the matter to the Dean's Administrative Council (DAC).

Participant → Program Coordinator → Petition → Dept Chair → Dean

OR

Participant → Dept Chair → DAC → Appropriate resource

Or, if neither of the above protocols brings satisfactory resolution to the problem, the matter may be brought to the Dean of the School of Education. If the Dean cannot settle the situation, the matter may be referred to the School of Education Graduate and Undergraduate Academic Policies and Curricula Committee (AP&CC).

Participant → Dean

OR

Participant → Dean → AP & CC

If the problem still does not have a resolution, the matter may be discussed with the Provost.

Participant → Provost (Final Appeal)

Conflict with a Faculty Member over a Practice

If conflict arises between a participant and a faculty member, the ideal protocol from a Christian perspective is that resolution be sought first with the faculty member in question.

Participant → Faculty Member

When participants feel that the procedure may, in itself, affect them adversely, they should contact their advisor who may then mediate on their behalf.

Participant → Advisor → Program Coordinator → Dept Chair → Faculty Member

If participants consider either of the above procedures counterproductive, they may bring their grievance directly to the Dean of the School of Education.

Participant → Dean → Faculty Member

In those rare instances when a participant considers all of the above procedures to be intimidating or it fails to bring relief, the problem may be brought to the Provost.

Participant → Provost → Appropriate Personnel

In those extreme instances when none of the above procedures bring satisfactory resolution to the problem, the participant then has the right to bring the matter to the President of the University. The president's decision is final in this type of conflict.

Participant → President

Graduation

Applications for Graduation

It is the responsibility of the participant to obtain and file an “Application for Graduation” request with the Records Office. The last possible date for filing for May graduation is in mid-January and for August graduation in mid-May (see the *Academic Calendar* for specific dates).

Completion of Program Requirements

Participants planning to graduate must complete all program requirements (check with the Secretary of Graduate Programs) and receive financial clearance from Student Financial Services one week before commencement.

Graduation Gown

There are several options to choose from:

- The regular black one-tripper gown can be purchased at the Bookstore. This gown is made of a sheer/flimsy material with a black mortarboard hat. The tassel is yellow.
- Special order the custom-made doctoral regalia (made just for Andrews University) for about \$1000 by calling the Records Office. This must be done three to four months before graduation to insure delivery by graduation. This gown is dark blue with gold and an 8-sided velvet tam with admiral blue head band.

- The School of Education has a few gowns to rent. Check with the Secretary of Graduate Programs as soon as possible because the gowns are available on a first come, first served basis.
- Borrow a gown from a previous Andrews University graduate.

Announcements/Name Cards

Announcements and name cards may be purchased through the Andrews University Bookstore. Personalized and generic announcements are available. For more information, call 269-471-3287 or 800-385-2001.

Graduation Lodging

Anyone needing to arrange for a place to stay may call 269-471-3295 to reserve a room on campus. Space is limited so housing arrangements need to be made as soon as possible.

Graduation Schedule

Graduation is a full weekend event. Rehearsal is Thursday evening, and there are ceremonies on Friday evening, Saturday morning, and Sunday morning.

Conferral of Degree

Degrees are awarded after participants complete all degree requirements. There are two commencement services each year, scheduled for May and August. Degree conferral without the graduation ceremony is available in December.

Graduation in Absentia

Participants may graduate in absentia by indicating their request to the Records Office.

Appendices

- Appendix A: K-12 Educational Administration Self-Assessment Instrument
- Appendix B: K-12 Educational Administration Candidate 360° Assessment
- Appendix C: Educational Administration Assessment Grids
- Appendix D: Course Plans
- Appendix E: Course Descriptions
- Appendix F: Four-Year Course Schedules
- Appendix G: Dissertation and Portfolio Timeline
- Appendix H: General Portfolio Timeline and Program Processes
- Appendix I: Graduate Forms
- Appendix J: Frequently Asked Questions
- Appendix K: Portfolio Content Creation Guidelines
- Appendix L: Evaluation of Research
- Appendix M: Educational Administration Faculty and Staff

Appendix A: K-12 Self-Assessment Instrument

This instrument will be available in LiveText.

Appendix B: K-12 Educational Administration Candidate 360° Assessment

This instrument will be available for you in LiveText.

Appendix C: Educational Administration Assessment Grids

NAD-SDA-Administration Certification with Principal's Endorsement

NAD-SDA-Administration Certification with Supervisor of Instruction Endorsement

NAD-SDA-Administration Certification with Superintendent of Schools Endorsement

MA in K-12 Educational Administration

EdS in K-12 Educational Administration

EdD in K-12 Educational Administration

PhD in K-12 Educational Administration

NAD-SDA-Administration Certification with Principal's Endorsement Assessment Grid

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency	Courses	Portfolio Artifacts
An educational administrator is a leader who promotes the success of all students by:		
Holistic overview of the 9 standards	EDAL500*- EDAL520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL565	<ul style="list-style-type: none"> • School vision and mission assignment • Mission statement frame of reference development
2. advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI547* EDAL570*	Curriculum or Instruction artifact Case study of a teacher
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL645*	School budget development/analysis
4. collaborating with community members, responding to diverse community interest 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	EDAL560* EDAL645*	Law cases summaries; School board analysis Case studies in economic and political aspects of school finance
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	EDAL565*	Personal Frame of Reference for Educational Administrators
9. understanding and comprehensively applying research and evaluation for effective decision making		
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	EDAL680*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

NAD-SDA-Administration Certification with Supervisor of Instruction Endorsement Assessment Grid

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency	Courses	Portfolio Artifacts
An educational administrator is a leader who promotes the success of all students by:		
Holistic overview of the 9 standards	EDAL500* EDAL520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL565	<ul style="list-style-type: none"> • School vision and mission assignment • Mission statement frame of reference development
2. advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI547* EDCI565 EDAL570*	Curriculum artifact Instruction artifact Case study of a teacher
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL645*	School budget development/analysis
4. collaborating with community members, responding to diverse community interest 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	EDAL645	Case studies in economic and political aspects of school finance
7. understanding and comprehensively applying technology to advance student achievement	EDAL670*	School technology plan: Development and funding
8. appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDAL565	Personal Frame of Reference for Educational Administrators
9. understanding and comprehensively applying research and evaluation for effective decision making		
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	EDAL680*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

NAD-SDA-Administration Certification with Superintendent of Schools Endorsement Assessment Grid

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency	Courses	Portfolio Artifacts
An educational administrator is a leader who promotes the success of all students by:		
Holistic overview of the 9 standards	EDAL500* EDAL520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1.facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL565	<ul style="list-style-type: none"> • School vision and mission assignment • Mission statement frame of reference development
2.advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI547* EDAL570*	Curriculum artifact Case study of a teacher
3.ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL635* EDAL645* EDAL660*	School personnel leader interview School budget development/analysis Analysis of facilities master plan
4.collaborating with community members, responding to diverse community interest and needs, and mobilizing community resources		
5.actng with integrity, fairness, and in an ethical manner		
6.understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context	EDAL560* EDAL645*	Law cases summaries; School board analysis Case studies in economic and political aspects of school finance
7.understanding and comprehensively applying technology to advance student achievement	EDAL670*	School technology plan: Development and funding
8.appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDAL565	Personal Frame of Reference for Educational Administrators
9.understanding and comprehensively applying research and evaluation for effective decision making		
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	EDAL680*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

MA in K-12 Educational Administration Assessment

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency	Courses	Portfolio Artifacts
An educational administrator is a leader who promotes the success of all students by: Holistic overview of the 9 standards	EDAL500* EDAL520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1.facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL565	<ul style="list-style-type: none"> • School vision and mission assignment • Finish one element (PEL plus artifact) from previous experience and secure instructor and/or advisor signoff • Frame of reference development and documentation
2.advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI* EDAL570*	<ul style="list-style-type: none"> • School Curriculum or Instruction artifact • Clinical evaluation, case study and professional development plan for a teacher
3.ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL635* EDAL645* EDAL664/5* EDAL660* LEAD530	<ul style="list-style-type: none"> • School personnel leader interview • School budget development/analysis • Principal interview • Board meeting visit and write up • School year cycle and schedules (personal planner) • Analysis of facilities master plan • Marketing plan
4.collaborating with community members, responding to diverse community interest and needs, and mobilizing community resources	LEAD525	<ul style="list-style-type: none"> • Community analysis paper • Community building project
5.acting with integrity, fairness, and in an ethical manner	LEAD645	<ul style="list-style-type: none"> • God, Me and Moral Relations Analysis • Organizational Integrity Analysis • Ethical analysis of case study
6.understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context	EDAL560* EDAL645*	<ul style="list-style-type: none"> • Law cases summaries • School board analysis • Case studies in economic and political aspects of school finance
7.understanding and comprehensively applying technology to advance student achievement	EDAL670*	<ul style="list-style-type: none"> • School technology plan • Development and funding
8.appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDFN500* EDAL565	<ul style="list-style-type: none"> • Personal philosophy statement • Personal Frame of Reference for Educational Administrators
9.understanding and comprehensively applying research and evaluation for effective decision making	EDRM505*	<ul style="list-style-type: none"> • Article critique • Review of research methodologies
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	EDAL680*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

EdS in K-12 Educational Administration Assessment

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency	Courses	Portfolio Artifacts
An educational administrator is a leader who promotes the success of all students by:		
Holistic overview of the 9 standards	EDAL 500* EDAL 520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL 565	<ul style="list-style-type: none"> • School vision and mission assignment • Finish one element (PEL plus artifact) from previous experience and secure instructor and/or advisor signoff • Frame of reference development and documentation
2. advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI* EDAL570*	<ul style="list-style-type: none"> • School Curriculum or Instruction artifact • Clinical evaluation, case study and professional development plan for a teacher
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL635* EDAL 645* EDAL664/5* EDAL660* LEAD530	<ul style="list-style-type: none"> • School personnel leader interview • School budget development/analysis • Principal interview • Board meeting visit and write up • School year cycle and schedules (personal planner) • Analysis of facilities master plan • Marketing plan
4. collaborating with community members, responding to diverse community interest and needs, and mobilizing community resources	LEAD525*	<ul style="list-style-type: none"> • Community analysis paper • Community building project
5. acting with integrity, fairness, and in an ethical manner	LEAD645	<ul style="list-style-type: none"> • God, Me and Moral Relations Analysis • Organizational Integrity Analysis • Ethical analysis of case study
6. understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context	EDAL560 EDAL645	<ul style="list-style-type: none"> • Law cases summaries • School board analysis • Case studies in economic and political aspects of school finance
7. understanding and comprehensively applying technology to advance student achievement	EDAL670	<ul style="list-style-type: none"> • School technology plan • Development and funding
8. appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDFN500 EDAL565	<ul style="list-style-type: none"> • Personal philosophy statement • Personal Frame of Reference for Educational Administrators
9. understanding and comprehensively applying research and evaluation for effective decision making	EDCI636* EDRM505* EDRM611* LEAD637*	<ul style="list-style-type: none"> • Article critique • Review of research methodologies • Program evaluation • Descriptive and inferential statistics • Literature review
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	LEAD886*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

EdD in K-12 Educational Administration Assessment

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs, and outcomes.

Standards and Areas of Competency An educational administrator is a leader who promotes the success of all students by:	Courses	Portfolio Artifacts
Holistic overview of the 9 standards	EDAL 500* EDAL 520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL 565	<ul style="list-style-type: none"> • School vision and mission assignment • Finish one element (PEL plus artifact) from previous experience and secure instructor and/or advisor signoff • Frame of reference development and documentation
2. advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI* EDAL570*	<ul style="list-style-type: none"> • School Curriculum or Instruction artifact • Clinical evaluation, case study and professional development plan for a teacher
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL635* EDAL 645* EDAL664/5* EDAL660* LEAD530	<ul style="list-style-type: none"> • School personnel leader interview • School budget development/analysis • Principal interview • Board meeting visit and write up • School year cycle and schedules (personal planner) • Analysis of facilities master plan • Marketing plan
4. collaborating with community members, responding to diverse community interest and needs, and mobilizing community resources	LEAD525*	<ul style="list-style-type: none"> • Community analysis paper • Community building project
5. acting with integrity, fairness, and in an ethical manner	LEAD645	<ul style="list-style-type: none"> • God, Me and Moral Relations Analysis • Organizational Integrity Analysis • Ethical analysis of case study
6. understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context	EDAL560 EDAL645	<ul style="list-style-type: none"> • Law cases summaries • School board analysis • Case studies in economic and political aspects of school finance
7. understanding and comprehensively applying technology to advance student achievement	EDAL670	<ul style="list-style-type: none"> • School technology plan • Development and funding
8. appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDFN500 EDAL565	<ul style="list-style-type: none"> • Personal philosophy statement • Personal Frame of Reference for Educational Administrators
9. understanding and comprehensively applying research and evaluation for effective decision making	EDCI636* EDRM505* EDRM605 EDRM611* EDRM612* LEAD637*	<ul style="list-style-type: none"> • Article critique • Review of research methodologies • Program evaluation • Qualitative methodology • Descriptive and inferential statistics • Literature review
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	LEAD886*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

PhD in K-12 Educational Administration Assessment

The table links program standards to assessment and assessment to standards. It identifies the courses and their artifacts that will support candidates/participants development in the nine standards and internship. It also provides a frame by which program faculty assess program inputs, outputs and outcomes.

Standards and Areas of Competency An educational administrator is a leader who promotes the success of all students by:	Courses	Portfolio Artifacts
Holistic overview of the 9 standards	EDAL 500* EDAL 520*	<ul style="list-style-type: none"> • Self-Assessment on 9 standards in LiveText • Pre-program Narrative of Self-Assessment in LiveText • Preliminary components of portfolio gathered from past experiences per advisor
1. facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the educational institution or community.	EDAL520* EDAL 565	<ul style="list-style-type: none"> • School vision and mission assignment • Finish one element (PEL plus artifact) from previous experience and secure instructor and/or advisor signoff • Frame of reference development and documentation
2. advocating, nurturing, and sustaining an educational culture and instructional program conducive to student learning and staff professional growth	EDCI* EDAL570*	<ul style="list-style-type: none"> • School Curriculum or Instruction artifact • Clinical evaluation, case study and professional development plan for a teacher
3. ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment	EDAL635* EDAL 645* EDAL664/5* EDAL660* LEAD530	<ul style="list-style-type: none"> • School personnel leader interview • School budget development/analysis • Principal interview • Board meeting visit and write up • School year cycle and schedules (personal planner) • Analysis of facilities master plan • Marketing plan
4. collaborating with community members, responding to diverse community interest and needs, and mobilizing community resources	LEAD525*	<ul style="list-style-type: none"> • Community analysis paper • Community building project
5. acting with integrity, fairness, and in an ethical manner	LEAD645	<ul style="list-style-type: none"> • God, Me and Moral Relations Analysis • Organizational Integrity Analysis • Ethical analysis of case study
6. understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context	EDAL560 EDAL645	<ul style="list-style-type: none"> • Law cases summaries • School board analysis • Case studies in economic and political aspects of school finance
7. understanding and comprehensively applying technology to advance student achievement	EDAL670	<ul style="list-style-type: none"> • School technology plan • Development and funding
8. appreciating the perspectives of others and developing a personal philosophy from which action and service arise	EDFN500 EDAL565	<ul style="list-style-type: none"> • Personal philosophy statement • Personal Frame of Reference for Educational Administrators
9. understanding and comprehensively applying research and evaluation for effective decision making	EDCI636* EDRM505* EDRM605* EDRM611* EDRM612* LEAD637*	<ul style="list-style-type: none"> • Article critique • Review of research methodologies • Program evaluation • Qualitative methodology • Descriptive and inferential statistics • Literature review
The application of the nine standards or a portion of them in a holistic administrative experience that includes reflection and significant, sustained and substantive internship or mentoring	LEAD886*	Individualized Assignments vary according to candidates need to fulfill one or more of the 9 standards

*Required Course. Assessments and assignments from cognate courses may be used in the portfolio to document any of the above standards.

Appendix D: Course Plans

Denominational Administration Certification Endorsement: Principal

Denominational Administration Certification Endorsement: Superintendent of Schools

Denominational Administration Certification Endorsement: Supervisor of Instruction

MA in K-12 Educational Administration

EdS in K-12 Educational Administration

EdD in K-12 Educational Administration

PhD in K-12 Educational Administration

(These course plans are also available at http://www.andrews.edu/sed/lead_ed_admin/k-12_ed_admin/.)

Denominational Administration Certification: Endorsement as Principal Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

For Parts A and B, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylvia@andrews.edu)

Degree Requirements			Student Credit									
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation	
A. Principal Endorsement (18 Credits minimum; also fulfills certificate requirements)												
<i>School Administration</i>												
EDAL500	Administration Orientation	1-2										
EDAL520	Foundations of Educational Leadership	2-3										
EDAL565	Leadership for Seventh-day Adventist Ed.	1-2										
<i>School Law</i>												
EDAL560	School Law	2-3										
<i>Supervision</i>												
EDAL570	Principles of Educational Supervision	3										
<i>School Finance</i>												
EDAL645	Educational Finance	2-3										
<i>Curriculum</i>												
EDCI547	Foundations of Curriculum Development	3										
<i>Internship</i>												
EDAL680	Administration Internship or Fieldwork	1-12										
Total for Part A												

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
B. ELECTIVES – to meet unit requirements for certification											
Electives that may be used to meet the required units include the Administrative Internship (LEAD680), foundations courses, and additional graduate coursework in educational administration, curriculum, or supervision.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		18									

Student's Signature

Date

Academic Advisor

Date

Denominational Administration Certification: Endorsement as Superintendent of Schools Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

- For Parts A and B, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit									
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation	
A. Superintendent of Schools Endorsement (24 Credits; also fulfills certificate requirements):												
<i>School Administration</i>												
EDAL500	Administration Orientation	1-2										
EDAL520	Foundations of Educational Leadership	2-3										
EDAL565	Leadership for Seventh-day Adventist Ed.	1-2										
<i>School Law</i>												
EDAL560	School Law	2-3										
<i>Curriculum</i>												
EDCI547	Foundations of Curriculum Development	3										
<i>Supervision</i>												
EDAL570	Principles of Educational Supervision	2-3										
<i>School Finance</i>												
EDAL645	Educational Finance	2-3										
<i>Personnel Administration</i>												
EDAL635	Human Resources Administration	2-3										
<i>School Plant Planning</i>												
EDAL660	Planning & Operating Educ. Facilities	2-3										
<i>Internship</i>												
EDAL680	Administration Internship or Fieldwork	1-12										

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
B. ELECTIVES – to meet unit requirements for certification may include LEAD680, foundations courses, and additional graduate coursework in educational administration, curriculum, or supervision.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		24									

Student's Signature

Date

Academic Advisor

Date

Denominational Administration Certification: Endorsement as Supervisor of Instruction Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

For Parts A and B, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
A. Administrative Core (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)											
<i>School Administration</i>											
EDAL500	Administration Orientation	1-2									
EDAL520	Foundations of Educational Leadership	2-3									
EDAL565	Leadership for Seventh-day Adventist Ed.	1-2									
<i>Curriculum</i>											
EDCI547	Foundations of Curriculum Development	3									
EDCI565	Improving Instruction	3									
<i>Supervision</i>											
EDAL570	Principles of Educational Supervision	2-3									
EDAL677	Higher Educ. Supervision & Prof. Dev.	1-3									
<i>Internship</i>											
EDAL680	Administration Internship or Fieldwork	1-12									

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
B. ELECTIVES – to meet unit requirements for certification											
Electives that may be used to meet the required units include the Administrative Internship (LEAD680), foundations courses, and additional graduate coursework in educational administration, curriculum, or supervision.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		18									

Student's Signature

Date

Academic Advisor

Date

MA in K-12 Educational Administration Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

For Parts A, B, C, and D, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit									
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation	
A. COMMON CORE (15 Cr. minimum) 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										
Subtotal		15-29										
B. CONCENTRATION AREA (14 Cr. minimum) 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										
EDAL664/5	Elementary/Secondary School Leadership	2-3										
Subtotal		14-17										
SUBTOTAL PARTS A and B												

Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
C. EDUCATIONAL RESEARCH (3 Cr.)											
EDRM505	Research Methods in Educ. & Psych.	3									
D. ELECTIVES—AS NEEDED, In consultation with your advisor, choose from LEAD or EDAL courses.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
SUBTOTAL PARTS A and B		15									
SUBTOTAL PARTS C and D		17									
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		32									

- Did you transfer in all relevant coursework? Yes No N/A
- Did you receive an appropriate approval? Yes No N/A
(You must received Dr Kijai's approval to transfer in research courses)
- Did you use any other course to substitute a required course? Yes No N/A
- If you substituted a required course, did you submit a petition? Yes No N/A
- Are you planning on taking any relevant coursework outside of AU? Yes No N/A
- If you are planning it, did you submit a petition for permission to do so? Yes No N/A
- Do you have a minimum of AU 26 semester credits of coursework after acceptance into the program to meet the minimum residency ? Yes No
- Have you met the residency requirements? (See the *MA Handbook*) Yes No
- Do you have at least 16 semester credits at the 500 level or above? Yes No
- Does your total meet the minimum 32 semester credits? Yes No

Student's Signature

Date

Academic Advisor

Date

EdS in K-12 Educational Administration Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

For Parts A, B, C, D, and E, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
A. COMMON CORE (15 Cr. minimum) 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									
Subtotal		15-29									
SUBTOTAL PART A											

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition ()	Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
B. CONCENTRATION AREA (18 Cr. minimum) 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									
EDAL664/5	Elementary/Secondary School Leadership	2-3									
LEAD525	Public Relations: Community Partnerships	2-3									
Subtotal		18-21									
C. EDUCATIONAL RESEARCH (11 Cr.)											
EDRM505	Research Methods in Educ. & Psych.	3									
EDRM611	Applied Statistics in Educ. & Psych. 1	3									
LEAD637	Issues in Research	2									
EDCI636	Program Evaluation	3									
Subtotal		11									
D. COGNATE AREA (9 Cr.) Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.											
SUBTOTAL PARTS B, C, and D											

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School)Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
E. ELECTIVES—As Needed—In consultation with your advisor.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
SUBTOTAL PART A											
SUBTOTAL PARTS B, C, and D											
SUBTOTAL PART E											
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		64									

- Did you transfer in all relevant coursework? Yes No N/A
- Did you receive an appropriate approval? Yes No N/A
(You must received Dr Kijai's approval to transfer in research courses)
- Did you use any other course to substitute a required course? Yes No N/A
- If you substituted a required course, did you submit a petition? Yes No N/A
- Are you planning on taking any relevant coursework outside of AU? Yes No N/A
- If you are planning it, did you submit a petition for permission to do so? Yes No N/A
- Do you have a minimum of AU 24 semester credits of coursework after acceptance into the program to meet the minimum residency ? Yes No
- Have you met the residency requirements? (See the *Specialist Handbook*) Yes No
- Do you have at least 43 semester credits at the 500 level or above? Yes No
- Does your total meet the minimum 64 semester credits? Yes No

Student's Signature

Date

Academic Advisor

Date

EdD in K-12 Educational Administration Course Plan (2008-2009 Bulletin)

Name: _____ ID: _____ Date Accepted: _____

For Parts A, B, C, D, E, and F, your advisor is: Duane Covrig (covrig@andrews.edu)
 Gary Gifford (ggifford@andrews.edu)
 Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit								
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
A. COMMON CORE (15 Cr. minimum) 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									
Subtotal		15-29									
SUBTOTAL PART A											

Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
B. CONCENTRATION AREA (18 Cr. minimum) 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									
EDAL664/5	Elementary/Secondary School Leadership	2-3									
LEAD525	Public Relations: Community Partnerships	2-3									
Subtotal		18-20									
C. EDUCATIONAL RESEARCH (17 Cr.)											
EDRM505	Research Methods in Educ. & Psych.	3									
EDRM611	Applied Statistics in Educ. & Psych. I	3									
EDRM611	Applied Statistics in Educ. & Psych. II	1-3									
EDCI636	Program Evaluation	3									
LEAD637	Issues in Research	2									
Subtotal		12-14									
D. COGNATE AREA (12 Cr.) Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.											
SUBTOTAL PARTS B, C, and D											

Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
----------	-------	---------	------------	------------------	----------------	-------------------------------	---------------------	---------------------------	--------	--------------------	---------------------------

E. ELECTIVES—As Needed—In consultation with your advisor.

F. DISSERTATION (16 Cr.).

EDRM880 LEAD880	Dissertation Proposal Development	2								
LEAD899	Doctoral Dissertation	1-14								

FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.

SUBTOTAL PART A										
SUBTOTAL PARTS B, C, and D										
SUBTOTAL PARTS E and F										
Possible Teacher Certification Credits										
TOTAL CREDITS REQUIRED		90								

- Did you transfer in all relevant coursework? Yes No N/A
- Did you receive an appropriate approval? Yes No N/A
- (You must receive Dr Kijai's approval to transfer in research courses)*
- Did you use any other course to substitute a required course? Yes No N/A
- If you substituted a required course, did you submit a petition? Yes No N/A
- Are you planning on taking any relevant coursework outside of AU? Yes No N/A
- If you are planning it, did you submit a petition for permission to do so? Yes No N/A
- Do you have a minimum of AU 32 semester credits of coursework after acceptance into the program to meet the minimum residency? Yes No
- Have you met the residency requirements? (See the *Doctoral Handbook* p. 4) Yes No
- Do you have at least 6 semester credits at the 700 level or above? Yes No
- Does your total meet the minimum 90 semester credits? Yes No

Student's Signature

Date

Academic Advisor

Date

PhD in K-12 Educational Administration Course Plan

2008-2009 Bulletin

Name: _____ ID: _____ Date Accepted: _____

For Parts A, B, C, D, E, and F, your advisor is:

- Duane Covrig (covrig@andrews.edu)
- Gary Gifford (ggifford@andrews.edu)
- Sylvia Gonzalez (sylviag@andrews.edu)

Degree Requirements			Student Credit									
Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition (Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation	
A. COMMON CORE (15 Cr. minimum) 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										
Subtotal		15-29										

B. CONCENTRATION AREA (18 Cr. minimum) 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									
EDAL664/5	Elementary/Secondary School Leadership	2-3									
LEAD525	Public Relations: Community Partnerships	2-3									
Subtotal		18-20									
SUBTOTAL PARTS A and B											

Acro/Num	Title	Credits	AU Credits	Transfer Credits	Waived Credits	Transcript Name of the School	Attached Petition ()	Term taken or to be taken	Grades	AU After Admission	700 level-no dissertation
C. EDUCATIONAL RESEARCH (17 Cr.)											
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	3									
EDCI636	Program Evaluation	3									
LEAD637	Issues in Research	2									
Subtotal		17									
D. COGNATE AREA (12 Cr.) Choose from outside Educational Administration, such as Business, Communication, Social Work, Psychology, Curriculum, Leadership, Research, or transfer credits.											
E. DISSERTATION (16 Cr.)											
EDRM880 LEAD880	Dissertation Proposal Development	2									
LEAD899	Doctoral Dissertation	1-14									
F. ELECTIVES--As Needed—In consultation with your advisor.											
FOR TEACHER CERTIFICATION REQUIREMENTS (THAT MAY FOLLOW IN THESE BOXES) JEANNIE WOLFER (wolferj@andrews.edu) IS YOUR ADVISOR.											
SUBTOTAL PARTS A and B											
SUBTOTAL PARTS C, D, E, and F											
Possible Teacher Certification Credits											
TOTAL CREDITS REQUIRED		90									

- Did you transfer in all relevant coursework? Yes No N/A
- Did you receive an appropriate approval? Yes No N/A
(You must received Dr Kijai's approval to transfer in research courses)
- Did you use any other course to substitute a required course? Yes No N/A
- If you substituted a required course, did you submit a petition? Yes No N/A
- Are you planning on taking any relevant coursework outside of AU? Yes No N/A
- If you are planning it, did you submit a petition for permission to do so? Yes No N/A
- Do you have a minimum of AU 32 semester credits of coursework after acceptance into the program to meet the minimum residency ? Yes No
- Have you met the residency requirements? (See the *Doctoral Handbook* p. 4) Yes No
- Do you have at least 6 semester credits at the 700 level or above? Yes No
- Does your total meet the minimum 90 semester credits? Yes No

Student's Signature

Date

Academic Advisor

Date

Appendix E: Course Descriptions

Students in the Higher Education 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 masters and doctoral programs.

EDAL500 S (1–2)

Administration Orientation

Introduction to Andrews University's philosophy of leadership and the principles of Christian leadership. Reviews the standards and outcomes for educational administration and higher education 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)

K-12 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 non-certified 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)

K-12 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.

EDAL655 D (3)

Higher Education Finance

An overview of issues related to the financing of higher education, including the nature of educational costs, state and federal finance policy, economic perspectives, basic concepts of budgeting, and the implications of financing on college access and affordability.

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 Professional Development***

Overview of current trends in faculty appointments, work life, and participation in the teaching and learning mission of higher education. Focuses on the literature on faculty career, faculty involvement in academic support and student life programming, and perspectives for personal and 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.

EDAL750 \$ D (0)

Educational Administration Program Continuation (EdS/Doctoral)

A doctoral student may register for this title to comply with continuous registration requirements.

EDAL785 \$ D (0)

Comprehensive Examination Preparation (EdS/Doctoral)

EDAL888 \$ D (0)

Dissertation Continuation

Registration for this title indicates full-time status.

EDUC560 \$ (0)

Degree Reactivation

EDUC670 (0)

Masters Comprehensive Exam

EDUC870 (0)

Doctoral Comprehensive Exam

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).

LEAD535 D (2)

Graduate Writing Seminar

This course gives participants instruction and practice in effective paragraph and discourse development, reflective writing, and synthesis of source materials. Also includes some review of mechanics and use of APA style and Andrews University format.

LEAD600 \$ (0)

Annual Conference

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 (4)

Leadership Orientation

Intensive orientation to the program. Focus on leadership concepts, effective instruction, principles of research, and skills relating to the completion of the program. 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)

Ethical Leadership

Explores the dynamics of moral leadership, ethical decision-making, and the administrative role in institutional integrity in organizations and schools.

LEAD648 D (1-12)

Workshop: (Topic)_____

Selected learning experiences. Repeatable. Permission of instructor required.

LEAD650 \$ D (0)

Leadership Program Continuation

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.

LEAD675 D (1–3)

Portfolio Development: (Topic)_____

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).

LEAD680 D (1–12)

Fieldwork: (Topic)_____

Planned field experience in leadership at cooperating institutions, school systems, or agencies. Permission of instructor required.

LEAD689 D (1–12)

Seminar: (Topic)_____

Selected topics offered. Repeatable. Permission of instructor required.

LEAD690 D (1–12)

Independent Study: (Topic)_____

Selected topics. Repeatable with different topics. Permission of advisor and instructor required.

LEAD698 D (3)

MA Research Project

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 *Andrews University Standards for Written Work*. Graded S/U.

LEAD756 D (1–12)

Advanced Studies: (Topic)_____

Advanced studies in leadership. Repeatable with different topics. Permission of instructor required.

LEAD775 D (1–3)

Advanced Portfolio Development: (Topic)_____

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)

Advanced Seminar: (Topic)_____

Advanced topics in leadership. Repeatable with different topics. Permission of instructor required.

LEAD880 D (2)

Dissertation Proposal Development

Designing and writing the doctoral dissertation proposal. Graded S/U. *Spring only.*

LEAD886 D (1-12)

Advanced Internship: (Topic)_____

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.

LEAD888 \$ D (0)

Dissertation Continuation

Registering for this title indicates full-time status.

LEAD899 D (1-14)

Doctoral Dissertation

Registering for this title indicates full-time status. Graded S/U.

Appendix F: Four-Year Course Schedules

Leadership & Educational Administration 4-Year Schedule (2008-2012)
School of Education Service Courses 4-Year Schedule (2007-2011)

Leadership & Educational Administration Four-Year Schedule 2008-2012

Instr	Course #	Course Title/Credits	Credits	2008-2009			2009-2010			2010-2011			2011-2012		
				Su	F	Sp	Su	F	Sp	Su	F	Sp	Su	F	Sp
Cov/Gif	EDAL 500	Program Orientation	1-2	F			F			F			F		
Cov	EDAL 520	Fnds of Educational Leadership	2-3			D				D				D	
Fur	EDAL 560	K-12 Law	2-3		D				D				D		
Gif	EDAL 565	Ldrshp for Sev-day Ad. Ed.	1-2		D				D				D		
Gif	EDAL 570	Principles of Ed. Supervision	2-3	D				D				D			
Gon	EDAL 635	Human Resources Admin.	2-3				D				D				D
White	EDAL 640	Higher Education Law	2-3			D				D				D	
Gon	EDAL 645	Educational Finance	2-3	D				D				D			
Staff	EDAL 650	Ed. Admin. Program Cont. (MA)	0	D	D	D	D	D	D	D	D	D	D	D	D
Staff	EDAL 655	Higher Education Finance	3		D						D				
Gif	EDAL 660	Plan/Operate Educational Facilities	2-3			D				D				D	
Gif	EDAL664/665	Elem./Sec. School Leadership	2-3				D				D				D
Mar	EDAL 667	Leadership in Higher Education	2-3				D			D				D	
Jef	EDAL 670	Technology for Leaders	1-3			D				D				D	
Mar	EDAL 674	Admin. of Student Services	2-3	D				D				D			
Mar	EDAL 675	College Student Development Theory	3			D					D				D
Mar	EDAL 676	Admin. of Academic Services	2-3		D				D				D		
Staff	EDAL 677	Higher Ed Professional Development	1-3			D						D			
Cov/Gif	EDAL 680	Admin. Internship or Fieldwork	1-12	D	D	D	D	D	D	D	D	D	D	D	D
Staff	EDAL 750	Program Continuation (EdS & Doc.)	0	D	D	D	D	D	D	D	D	D	D	D	D
Staff	EDAL 785	Comp. Exam. Prep. (EdS & Doc.)	0	D	D	D	D	D	D	D	D	D	D	D	D
Cov	LEAD 525	Pub. Rela: Community Partnerships	2-3	D				D				D			
Gon	LEAD 530	Educational Marketing	1-2					D						D	
Staff	LEAD535	Graduate Writing Seminar	2	D			D			D			D		
Gon	LEAD 620	Development and Fund-Raising	1-2				D						D		
Staff	LEAD 630	Leadership Orientation	4	F			F			F			F		
Staff	LEAD 635	Individual Development Plan	4	D	D	D	D	D	D	D	D	D	D	D	D
Kaak/Fitz	LEAD 636	Issues in Lead Foundations	2			D			D			D			D
Cov	LEAD 637	Issues in Research	2	D			D			D			D		
Bau	LEAD 638	Issues in Leadership Theory	2		D			D			D			D	
Cov	LEAD 645	Ethical Leadership	1-3		D				D				D		
Staff	LEAD 648	Workshop	1-12	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 650	Leadership Program Continuation	0	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 675	Portfolio Development	1-3	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 680 Fieldwork 1-12 cr; LEAD 689 Seminar 1-12 cr; LEAD 690 Independent Study 1-12 cr											Each is offered every semester.			
Staff	LEAD 698	Research Project (MA)	3	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 756	Advanced Studies	1-12	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD775	Advanced Portfolio Develop.	1-3	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 789	Advanced Seminar	1-12	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 880	Dissertation Proposal Develop.	2						D			D			D
Staff	LEAD 886	Advanced Internship	1-12	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 888	Dissertation Continuation	0	D	D	D	D	D	D	D	D	D	D	D	D
Staff	LEAD 899	Doctoral Dissertation	1-14	D	D	D	D	D	D	D	D	D	D	D	D

School of Education Service Courses Four-Year Schedule (2007-2011)

Course#	2007-2008			2008-2009			2009-2010			2010-2011		
	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring
EDCI547 FND Curr[3]		o			o			o			o	
EDCI565 IMP Inst [3]	x (3)			x (3)			x (3)			x (3)		
EDCI636 PRG Eval[3]				x (F) Parts online			X (F) Parts online			X (F) Parts online		
EDFN500 PHIL Fnd[3]	x (2)	x	o	x (2)	x	o	x (2)	x	o	x (2)	x	o
EDFN610 HIST& PHIL [3]	x		o									
EDFN688 IFL [1-2]				x		o	x		o	x		o
EDPC514 Psv learn [3]##	X (3)	x		x	x		x	x		x	x	
EDPC515Psy Dev Gr [3]		x			x			x			x	
EDPC520 Life Span[3] ##	X (2)		x			x			x			x
EDPC525 Psy Exc Ch[3]	x		x	x		x	x		x	x		x
EDRM505 Research [3]	X (2)		xo	x		xo	x		xo	x		xo
EDRM604 Scales/Srv [3]	X (3)		x			x			x			x
EDRM605 Qual [3]		o		x	o			o		x	o	
EDRM611 Stat 1 [3]	X (3)	xo			xo			xo			xo	
EDRM612 Stat II [3] ^			x	x		x			x	x		x
EDRM613 Stat III [3]	X (1&2)			x			x			x		
EDRM710 Semn [1-2]	X (3)	x		x	x		x	x		x	x	
EDRM880 Dissertation Proposal Development [2]	X (2)	x	LEAD 880 O	x	x	LEAD 880 O	x	x	LEAD 880 O	x	x	LEAD 880 O

Legend: Summer sessions coding: 1=Term 1; 2=Term 2; 3=Term 3; F=full summer term
x=face to face; o=online; xo=two separate courses, one online and one face to face
next to course names are those being considered for online availability for the near future

Appendix G: Dissertation and Portfolio Timeline

Timeline	Event	Persons Involved
As early in the program as possible	Select topic	Participant in dialogue with potential committee members (faculty)
As topic takes shape	Select dissertation committee	Participant, potential committee members, Director of Graduate Programs
As early as second program semester	Receive Topic Approval	Dissertation committee
As early as second program semester	Take LEAD880	Dissertation committee
As early as third program semester	Receive Dissertation Proposal Approval , including a proposed timeline	Dissertation committee
When the participant has completed 100% of the course work (excluding dissertation if applicable)	Request comprehensive exam preparation study guide from advisor	Participant, advisor
When 100% of the course work is completed	Take comprehensive exams, including portfolio defense	Participant, advisor, comprehensives proctor
Before data collection	Receive Institutional Research Approval	Institutional Review Board, Dissertation Committee
	Submit Completed Chapters to Chair/Committee, Chapter by Chapter, or as Agreed with Chair. Continue additions and revisions to complete the first draft of the final copy.	Dissertation committee
Process starts a minimum of 15 WEEKS prior to Graduation	Apply for graduation at the Records Office.	Participant in dialogue with advisor
At least 15 weeks prior to graduation (8 weeks prior to defense)	<ul style="list-style-type: none"> • The candidate must submit to the members of their dissertation committee, a completely edited copy of the dissertation, including all chapters, all appendices, complete bibliography, charts, and tables, numbered and complete. • A 350-word abstract of the dissertation must also be submitted at the same time. The 350-word limit is absolute and is imposed by University Microfilms, Inc. Every word beginning with the first paragraph must be counted. • The candidate should request a pre-defense date with their committee. 	Participant, dissertation committee
At least 12 weeks prior to graduation (5 weeks prior to defense)	<p>Schedule a Pre-Defense Meeting of the committee (with the participant) to approve document for defense. If approved, your chair confirms the requested defense date with the Secretary of SED Graduate Programs by completing a “Readiness for Defense” form. Identical copies of the approved document must be submitted to:</p> <p style="padding-left: 40px;">Each committee member Secretary of SED Graduate Programs Dissertation Secretary</p>	Dissertation committee, Secretary of SED Graduate Programs, Dissertation Secretary
11 weeks prior to graduation (at least 6 weeks prior to defense)	<ul style="list-style-type: none"> • Participant submits the dissertation to the Dissertation Secretary (Graduate Studies Office) for a final copy edit of the document. • The Dissertation Secretary will check that the dissertation conforms to AU’s <i>Standards for Written Work</i> formatting rules and APA style rules. Until this step has been completed, no defense date will be set. 	Participant
8 weeks prior to graduation (at least 3	• Receive clearance form from the Dissertation Secretary to take to the Graduate Programs Secretary in the School of Education. The	SED Dean, Dissertation Chair, participant

weeks prior to defense)	participant is now cleared to make copies of their dissertation for each committee member and the external examiner. • At this point the Dean (in consultation with the dissertation chair) will sign off on the Dissertation Defense, choose the External Examiner, and work to set an acceptable defense date. Please note that this defense date will be at least 4 weeks from this sign off date.	
At least three weeks prior to defense (at least eight weeks prior to graduation)	Finalize the Defense Date	Chair in consultation with all parties concerned
At least four weeks prior to graduation	Defend the Dissertation Orally	Dissertation committee, External Examiner, Director of Graduate Programs, Dean of SED
At least 3 weeks prior to graduation	<ul style="list-style-type: none"> • Secure approval from the chairperson that all changes/additions recommended at defense have been made. • Submit dissertation document to Dissertation Secretary. This submission must include all changes requested by Committee at Oral Defense. Committee Chairperson (Dissertation Advisor) must sign off regarding changes before the Dissertation Secretary can complete final review. 	Participant, Dissertation Chair, Dissertation Secretary
At least two weeks prior to graduation	Comply with Format Guide. Changes must be made and submitted to the Dissertation Secretary by two weeks prior to graduation.	Dissertation Secretary, Dissertation Chair
1½ weeks prior to graduation	<ul style="list-style-type: none"> • Submit a final version of the dissertation to the Dissertation Secretary along with the signed approval page when no further corrections are needed. This must occur no later than 10 days before graduation, or graduation will be postponed. 	
December Conferral: 12/31/08 Spring 2009 Graduation: 5/3/09 Summer 2009 Graduation: 8/2/09	<ul style="list-style-type: none"> • Questions regarding graduation weekend should be addressed to the Records Office by calling 1-800-253-2874 or 269-471-3375. 	

NOTE: If you have any questions about exact dates for this timeline, please contact Anna Piskozub, Graduate Services Coordinator, at 269-471-3109.

Appendix H: General Portfolio Timeline and Program Processes

Events	Description
Admissions	Prospective applicants are made aware of portfolio processes in the Bulletin and during the interview process as well as in the Educational Administration web page.
EDAL500	Introduction to program standards; introduction to LiveText to facilitate portfolio management; results of self-evaluations on the standards are reported in LiveText; review the portfolio as learning and evaluation tool; start course planning with the advisor.
Advisor Course Planning	Participant collaboratively works on course and portfolio planning; transfers credits.
Course Work and Professional Work	Course syllabi identify assessment artifacts that need to be included in the LiveText portfolio. The instructor evaluation of these artifacts is recorded in LiveText.
Accumulate Approval of Portfolio Components	In addition to individual course assessment sign-offs, participants are encouraged to complete other aspects of the portfolio on their own. They should secure approval from their advisors and/or other faculty on these added artifacts, assessments and components.
EDAL680 Or LEAD886	Artifacts from a sustained mentored internship are placed in the portfolio for evaluation and approval
Research Courses and LEAD899 Dissertation	Research component(s) are added to the portfolio and evaluated and approved.
Advisor Finalization	Main Graduation Forms Completed; Reflection papers and synthesis paper are produced in consultation with the advisor and added to the portfolio. Advisor fully approves portfolio.
Written Comprehensives	MA: one other faculty member signs off on the portfolio; EdS and Doctoral: two other faculty members sign off on the portfolio. In addition, EdS and Doctoral participants must also complete a formal written comprehensive examination.
Oral Comprehensives	Participants present their portfolios in person or by teleconference.
Portfolio Related to Doctoral Dissertation	The order of dissertation defense and portfolio presentation may vary.

Appendix I: Graduate Forms

Graduate Petition

Report of the Student's Dissertation Committee

Request for Doctoral Dissertation Committee and Topic Approval

Portfolio Completion Form

ANDREWS UNIVERSITY
School of Education

NAME _____
Last First

ID # _____

E-MAIL _____

Date _____

REPORT OF THE STUDENT'S DISSERTATION COMMITTEE

Address _____ Degree _____ EdD _____ PhD _____

Major Area _____

Phone _____ Cognate Area _____

If Applicable

Please use for one purpose only.

1. Dissertation Proposal (Attach proposal) () Turabian () APA

Committee Members:
(Print or Type)

Signature: (Indicates Approval)

CHAIR _____

ANTICIPATED DATE OF COMPLETION:		
Day /	Month /	Year

2. Oral Defense of Dissertation

Oral Defense Evaluation		Document Evaluation	
Approve the defense	<input type="checkbox"/>	Pass	<input type="checkbox"/>
Reject the defense:	<input type="checkbox"/>	Pass with minor revisions	<input type="checkbox"/>
a. opportunity for another defense	<input type="checkbox"/>	Pass with major revisions	<input type="checkbox"/>
b. no further opportunity for defense	<input type="checkbox"/>	No Pass	<input type="checkbox"/>

Committee Members:
(Print or Type)

Signature: (Indicates Approval)

CHAIR _____

APPROVED _____
Department Chair/Program Coordinator

Date _____

Dr James Jeffery, Dean/Director of Graduate Programs

Date _____

NAME _____
Last First

E-MAIL _____

ID # _____

REQUEST FOR DOCTORAL DISSERTATION COMMITTEE AND TOPIC APPROVAL

Address _____ Degree and Major Area _____

Phone _____

Topic Diversity related? No Yes Why: _____

Title: _____

Description: _____

Methodologies (Indicate major methodology used in dissertation and methodologies included on course plan)

Type	Major methodology of dissertation	Methodologies included on course plan	
		Basic (one for EdD; two for PhD)	Advanced (one for PhD)
Documentary			
Evaluation			
Measurement			
Qualitative			
Statistics			

Committee

THIS COMMITTEE WILL ASSIST THE STUDENT IN THE DISSERTATION WRITING STAGE AND THROUGH THE ORAL DEFENSE.

Members must meet the following criteria:

- ◆ one or more familiar with the content (Literature)
- ◆ one or more familiar with the methodology
- ◆ two of the 3 members from full time AU faculty at the appropriate ca
- ◆ at least one member from the School of Education
- ◆ third member may be from AU graduate faculty at the appropriate category or a person outside AU with a scholarship record equivalent appropriate category.

Please Check

	Indicate the Category	Content Expertise	Methodology Expertise	<u>Committee Member's Signature</u>
1. _____ Chair	_____	<input type="checkbox"/>	<input type="checkbox"/>	_____
2. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	_____
3. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	_____
4. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	_____
5. _____	_____	<input type="checkbox"/>	<input type="checkbox"/>	_____

Indicate Methodology Consultant for dissertation workload.

APPROVED

Department Chair _____

Date _____

Director of Graduate Programs _____

Date _____

Name _____

ID# _____ Bulletin _____

PORTFOLIO COMPLETION FORM

Degree PhD EdD EdS MA

Dept Leadership & Educational Administration Email _____

BEFORE PRESENTATION:

ONLINE SIGN OFF OF ELEMENT/ STANDARDS BY FACULTY

SYNTHESIS PAPER RECEIVED 2 WEEKS PRIOR TO PORTFOLIO PRESENTATION

Chair/Advisor _____ Date _____

Faculty Member _____ Date _____

Faculty Member (#3)
(#3 Eds, EdD, PhD only) _____ Date _____

OFFICE COORDINATION:

SETTING THE PORTFOLIO PRESENTATION DATE

- Element and Standards Signed-off In LiveText
- Advisor has cleared participant as ready to present (have advisor email office coordinator)
- Synthesis Paper (at least two weeks in advance of presentation date)
- Date set for presentation: _____

Team Chair/Advisor _____ Date _____

Office Coordinator _____ Date _____

AFTER PRESENTATION:

RECORD PARTICIPANT COMMENTS/SUGGESTIONS ON PROGRAM IMPROVEMENT (continue on back, if necessary):

SPECIFIC FOLLOW-UP REQUIREMENTS (IF NEEDED)

APPROVAL OF PRESENTATION OF PORTFOLIO

Chair/Advisor _____ Date _____

Faculty Member _____ Date _____

Faculty Member (#3)
(#3 Eds, EdD, PhD only) _____ Date _____

FINAL APPROVAL (ALL SPECIFIC FOLLOW-UP REQUIREMENTS ARE MET)

Major Advisor _____ Date _____

Department Chair _____ Date _____

Dean of the School of Education _____ Date _____

Director of Graduate Programs _____ Date _____

Appendix J: Frequently Asked Questions

Question	Answer
<i>How many credits must I take?</i>	<p>MA: 32 semester credits EdS: 32 semester credits (plus 32 credits from MA) EdD/PhD: 48 semester credits (32 course credits and 16 dissertation credits. We also accept up to 42 graduate transfer credits that have a grade of B or above. (These are in addition to your 48 credits, totaling 90 credits.) If you have fewer than 42 graduate transfer credits, you can take extra course credits to bring the total to 90 credits.</p>
<i>How much does the program cost?</i>	<p>MA: \$765 per credit (At 32 credits, the total cost is about \$24,500) EdS: \$891 per credit (At 32 credits, the total cost is about \$28,500) EdD/PhD: \$891 per credit (At 48 credits, the total cost is about \$42,800)</p>
<i>When should I apply?</i>	Students can apply and begin their program at the beginning of any semester, year-round, but will be required to attend orientation during their first July in the program.
<i>How much time must I spend on campus?</i>	Participants can attend classes year-round or only during the summers, and all courses are online. However, all dissertation defenses, portfolio presentations, and/or comprehensive exams must be taken at Andrews University. In addition, participants must attend orientation during their first summer in the program.
<i>How long does it take to complete the program?</i>	<p>MA: 2 years EdS: 3 years EdD/PhD: 4-5 years (max = 7)</p>
<i>How long does it take to complete a dissertation?</i>	The dissertation stage often takes 2-3 years, sometimes longer. It is advisable not to rush the dissertation process, but to think of it as a chance to research a topic that you are passionate about.
<i>Are you an accredited institution?</i>	<p>Andrews University is accredited by the North Central Accrediting Association (NCAA). School of Education is accredited by the National Council of the Accreditation of Teacher Education (NCATE).</p>

Appendix K: Portfolio Content Creation Guidelines

General Portfolio Timeline and Program Processes

Events	Description
Admissions	Prospective applicants are aware of portfolio processes in the Bulletin and the interview as well as in the Educational Administration web page
EDAL500	Introduction to program standards; pre-evaluation on the standards; review the portfolio as learning and evaluation tool; start course planning with the advisor; begin uploading artifacts to LiveText.
Advisor Course Planning	Participant collaboratively works on course and portfolio planning; transfers credits
Course Work and Professional Work	Course syllabi identify assessment artifacts that need to be included in the portfolio and uploaded and evaluated in LiveText. The evaluation of these artifacts by your course instructor will help participants obtain sign offs on parts of their portfolio.
Accumulate Approval of Portfolio Components	In addition to individual course assessment sign-offs, participants are encouraged to complete other aspects of the portfolio on their own and in their internship and secure approval from their advisors on these added artifacts, assessments and components.
EDAL680 Or LEAD886	Artifacts from a sustained mentored internship are placed in the portfolio for evaluation and approval
Research Courses and for doctoral students LEAD899 Dissertation	Research component(s) are added to the portfolio and evaluated and approved.
Advisor Finalization	Main Graduation Forms Completed; Portfolio with PELs, Artifacts, Reflections, and Synthesis signed off in LiveText.
Committee Approval of LiveText Portfolio	All sections are signed off by the full committee. This requires two faculty for MA and three faculty for EdS, EdD and PhD. Portfolio Completion Form processed with Office Coordinator.

Written Comprehensive Examination	EdS, EdD, and PhD participants must complete 2, 4, and 6 hour written examinations, respectively. This needs to be completed sometime before the oral presentation. It is best taken after completing most course work (at least 75%)
Portfolio/Comprehensive Oral Presentation	In-person or teleconferencing presentations of learning as demonstrated in the portfolio with oral examination by the designated faculty
Committee Action	Successful completion of Comprehensives as Portfolio or Non-pass of Degree
Portfolio Related to Doctoral Dissertation	Dissertation presentation and defense follows Portfolio presentation and defense for EdD and PhD participants

Appendix L: Evaluation of Research

Entering Assessment of Research Standard
Initial Evaluation of Research Standard and Recommendations
Dissertation Topic Prospectus
LEAD880 Dissertation Proposal Readiness Evaluation

Entering Assessment of Research Standard

Name _____ Degrees _____

Place a check mark in the areas where you feel competent:

	Qualitative	Quantitative	Comments:
Every leader is a researcher on some level and as such is expected to . . .			
Appreciate the value of research for decision-making			
Know the logic and process of scientific inquiry			
Explain major research methodologies			
Critique the adequacy of research reports			
Formulate empirically-driven research problems			
Conduct literature reviews using electronic sources – analyze and synthesize literature			
Relate research to the body of knowledge in leadership or professional field			
Select appropriate research designs			
Explain standards for data collection – IRB approval			
Conduct basic data analysis			
Adequately communicate research findings			

Initial Evaluation of Research Standard and Recommendations

Name _____

Date _____

Prior Graduate Research Experience and Training:

Graduate Research Classes Completed:

Research Experiences:

Research Courses:

- EDRM505 Research Methods in Education and Psychology**
- EDCI636 Program Evaluation**
- EDRM605 Qualitative Research Methods in Education and Psychology**
- EDRM611 Applied Statistics in Education and Psychology I**
- EDRM612 Applied Statistics in Education and Psychology II**
- EDRM613 Applied Statistics in Education and Psychology III**
- Others**

Dissertation Topic Prospectus

Guidelines

Use this outline to develop your topic prospectus. It will facilitate the conversation with your prospective chair and as you recruit other committee members. You will be expected to attach the completed dissertation topic prospectus to your completed Dissertation Topic & Committee Form. The prospectus should be succinct, about 1-2 pages.

Area	Evaluation Categories	Score
1. Title	1 = Reflects something about the main topic 2 = Includes a few of these: key variables, population/sample, or research design 3 = All variables, sample, research design issues evident in title	
2. Committee	1 = Identifies chair 2 = Methodologist secured 3 = Complete committee agreed and vita of non AU faculty included	
3. Problem (2-3 sentences)	1 = Mentions area of problem without much focus 2 = Described problem 3 = Compelling problem/need stated	
4. Purpose (2-3 sentences)	1 = Vague explanation of purpose 2 = Clearer description of purpose (explore, describe, correlate, etc.) 3 = Identifies major goal of study and the products that will be produced	
5. Research Questions (1-3 listed)	1 = General question about a general area of inquiry 2 = Specific questions 3 = Feasible, clear, and researchable specific questions	
6. Methods (2-3 sentences)	1 = Type of research design is apparent 2 = Design and data source evident 3 = Readiness level to use the chosen research methodologies is indicated	
7. Bibliography (topics/ areas listed)	1 = Vague topical areas listed but not clear 2 = Added details are given 3 = Specific topical areas, authors and resources are briefly listed	
8. Consistency/ Logic/ Alignment	1 = Title, problem & purpose, and research questions are stated, but do not align consistently to reflect the logic of your study 2 = Title, problem, purpose, and research questions reflect an emerging logic but one or more elements are still not well aligned 3 = Title, problem statement, purpose and research questions are thoughtfully stated to reflect a consistent logic of your study	
9. Connection to work/program	1 = Study is not embedded in either work or connected to program parameters 2 = Study is embedded solidly in your work 3 = Study is connected well to program parameters	
10. Timeline & Budget	1 = Vague or unrealistic timeline evident 2 = More realistic timetable with enumeration of key components to work 3 = Realistic timeline with possible contingencies noted	
	Total Points	/30

Comments:

Part 1: Dissertation Proposal Readiness Evaluation

Where are you? *Indicate the level of readiness with xxx* **Low** ----- **High**

	1	2	3	4	5
<p>1. Previous reading on a specific area.</p> <p>You cannot write a good dissertation without the advice of others. Much of this wisdom comes from reading journal articles and well-chosen books. Some of it can come from contacting experts and asking the right questions. The goal is not to mirror other peoples’ work but build on it. Most dissertation bibliographies have 100-200 references. How much have you read on this particular area of research?</p>	10 articles/ books	50 articles/ books	100 articles/ books	150 articles/ books	200 articles/ books
<p>2. Literature search, review and synthesis.</p> <p>Do you know how to search AU library databases, ERIC, and other public databases, and retrieve material? Have you signed up for Sage, Taylor and Francis and other commercial publisher databases and email updates of new material? Do you know how to systematically review literature, write an article or book review and synthesize conflicting and complex literature?</p>	Search data base			Synthesize complex literature	
<p>3. Research topic/title/problem/purpose/research questions.</p> <p>You have a focused understanding of what you are studying, the data you need, why, and how, as well as clear integration and consistency across these five areas.</p>	Have 1 or 2		Have draft of all 5	All 5 with integration	
<p>4. Qualitative research knowledge, training, and skills.</p> <p>Avoid the minimalist view. “How little research can I learn to get through the dissertation?” Those who secure a doctorate are looked upon as individuals with special wisdom, discretion, advanced skills of analysis, and the ability to detect falsehood. Research is a wonderful tool to provide that service as well as write a dissertation.</p>	1	2	3	4	5
	(Breadth + depth). A 4 or 5 means you know enough about many areas of qualitative research and a lot about the area you will use in your research				
<p>5. Quantitative research knowledge, training, and skills.</p> <p>Avoid a minimalist approach. Doctoral students in the social sciences are expected to be able to interpret quantitative data, including: survey validation; instrumentation; experimental or correlational design; use of a variety of parametric and non-parametric tests of significance, ANOVA, path analysis, and other statistical techniques.</p>	1	2	3	4	5
	(Breadth + depth). A 4 or 5 means you know enough about many areas of quantitative research and a lot about the area you will use in your research				
<p>6. Passion and commitment.</p> <p>There is no substitute for hard work but hard work needs fuel and a clear and steady passion is that fuel. In a TV interview, a world-renowned neurologist read the introduction to his massive medical textbook on neurology to an interviewer. He told a story from his childhood of watching his courageous mom fight a five-year losing battle with a crippling neurological disease. With tears in his eyes, he shared how that memory sustained his quest to better understand neurology, and also muster the courage to research and publish. How</p>					Driven High Value Clear Vision

much fuel do you have? Is the tank full?					
7. Relationship with dissertation chair and committee. Dissertations are the product of a scholarly community. Trust and good communication between the researcher and the chair are essential. How well connected are you?	1	2	3	4	5
	Three names. Talked with all three Emergent trust			Call often; get quick feedback; work through conflict	
8. Resources (financial, social, emotional, physical, mental). Time, energy, space, money, and social understanding all can help in this long journey. You can make it even when one or two are missing but it is harder.	1	2	3	4	5
				Full time; \$ for data collection; Good health	
9. Graduate writing ability. All right, poetry is more fun to write, but this is a dissertation. It is about technical writing and the precision of research. Extra points if you write enjoyable as well as readable APA cited and AU formatted prose.	1	2	3	4	5
				Had thesis in MA; Review published	

Appendix M: Educational Administration Faculty and Staff

Gary Gifford, EdD

Coordinator, K-12 Educational
Administration Program Associate Professor
of Leadership & Educational Administration
(269) 471-6682
ggifford@andrews.edu
www.andrews.edu/~ggifford

Erich Baumgartner, PhD

Professor of Leadership & Intercultural
Communication
(269) 471-2523
baumgart@andrews.edu
www.andrews.edu/~baumgart

Duane Covrig, PhD

Professor of Leadership & Educational
Administration
(269) 471-3475
covrig@andrews.edu
www.andrews.edu/~covrig

Shirley Freed, PhD

Chair
Professor of Leadership &
Qualitative Research
(269) 471-6163
freed@andrews.edu
www.andrews.edu/~freed

Jerry Furst, PhD

Professor Emeritus of Educational
Administration
(269) 471-3405
furst@juno.com

Sylvia Gonzalez, PhD

Associate Professor of Leadership &
Educational Administration
(269) 471-6702
sylviag@andrews.edu

James Jeffery, PhD

Dean, School of Education
(269) 471-3481
jimjeff@andrews.edu

Robson Marinho, PhD

Coordinator, Higher Education
Administration Program
Associate Professor of Leadership & Higher
Education Administration
(269) 471-3200
marinho@andrews.edu

Gary Randolph

Internship Coordinator
(269) 473-2876
randolphg60@cs.com

Becky de Oliveira, MA

Instructor of Leadership &
Educational Administration
(269)-471-6580
lbcs@mac.com

Marjorie Bates

Administrative Assistant
Leadership
269-471-6580 or 800-471-6210, option 3
Fax #: (269) 471-6560
batesm@andrews.edu

Kevin Wiley

Administrative Assistant
Educational Administration
(269) 471-3487 or 800-471-6210, option 5
Fax #: (269) 471-6560
wileyk@andrews.edu

References

- Angelo, T. A. (1995, November 7-9). Reassessing and defining assessment. *AAHE Bulletin*.
- Brown, C. A. (2002). *Portfolio assessment: How far have we come?* (ERIC Document Reproduction Service No. ED477941)
- Brown, C. A., & Irby, B. J. (2001). *The principal portfolio* (2nd ed.). Thousand Oaks, CA: Corwin Press.
- Harris, S., & Arnold, M. (2001). Portfolio use in two principal preparation programs. *Rural Educator*, 23(1), 19-23.
- Hessel, K., & Holloway, J. (2002). *A framework for school leaders: Linking the ISLLC standards to practice*. Princeton, NJ: Educational Testing Service.
- Kolb, D. A. (1984). *Experiential learning: Experience as the source of learning and development*. Upper Saddle River, NJ: Prentice-Hall.
- Lashway, L. (2003, October). *Improving principal evaluation*. ERIC Digest. Eugene, OR: ERIC Clearinghouse on Educational Management. (ERIC Document Reproduction Services ED477941)
- Martin, G. E., Wright, W. F., Danzig, A. B., Flanary, R. A., & Brown, F. (2005). *School leader internships: Developing, monitoring and evaluating your educational administration experience* (2nd ed.). Poughkeepsie, NY: Eye on Education.
- Meadows, R. B., & Dyal, A. B. (1999). Implementing portfolio assessment in the development of school administrators: Improving preparation for educational leadership. *Education*, 120(2), 304-314.
- National Policy Board for Educational Administration. (2002). Standards for advanced programs in educational leadership for principals, superintendents, curriculum directors and supervisors. Arlington, VA: Author.
- Norton, M. S. (2004). Student learning portfolios: How they are being implemented in educational administration programs. *Planning and Changing*, 35(3 & 4), 223-235.
- Stader, D. L., & Hill-Winstead, F. (2002, August). *Portfolios, performance assessments, and standards based learning in educational leadership*. Paper presented at the National Council of Professors of Educational Administration Conference, Burlington, VT. (ERIC Document Reproduction Services ED480133)
- White, E. G. (1903). *Education*. Mountain View, CA: Pacific Press.