

## EDUCATIONAL ADMINISTRATION AND FOUNDATIONS (EAF)

331 DeGarmo Hall, (309) 438-5422  
Education.IllinoisState.edu/EAF

**Chairperson:** Lenford Charles Sutton.

### Programs Offered

M.S. in College Student Personnel Administration; M.S., and M.S.Ed. in Educational Administration with sequences in Principal and Teacher Leader; Ed.D., and Ph.D. in Educational Administration with concentrations in Higher Education and P-12 Administration.

### Certificates

Post-Baccalaureate Teacher Leader Certificate, Post-Master's Graduate Certificate for Superintendent Endorsement in Educational Administration, Post-Master's Graduate Certificate for Chief School Business Official.

### College Student Personnel Administration Program Requirements

The CSPA Master of Science degree offers three options:

**Option I—Capstone Seminar:** This 42 hour option requires:

- 36 hours: EAF 410, 428A01, 461, 462, 463, 464, 466 (taken twice), 467, 473, 482A01, and 484
- 6 hours: electives

**Option II—Comprehensive Exam:** This 36 hour option requires:

- 30 hours: EAF 410, 428A01, 461, 462, 463, 464, 466, 467, 473, and 484
- 6 hours: electives

**Option III—Thesis:** This 39 hour option requires:

- 30 hours: EAF 410, 428A01, 461, 462, 463, 464, 466, 467, 473, and 484
- 0-2 hours: electives
- 4-6 hours EAF 499
- Successfully defend a thesis

### Principal Sequence (M.S. & M.S.Ed.)

This 36 hour sequence requires:

- 30 hours: EAF 430, 431, 432, 433, 434, 435, 436, 437, 438, 439
- 6 hours: 498
- Candidates will prepare an individual student portfolio documenting that all requirements established in the Department of Educational Administration and Foundations Assessment System have been successfully met. This documentation includes multiple measures of knowledge, performance, and disposition standards. A current listing of portfolio requirements can be obtained from the department.

### Teacher Leader Sequence (M.S. & M.S.Ed.)

This 33 hour sequence requires:

- 27 hours: EAF 418, 419, 420, 431, 435, 437; SED 454; TCH 473, 478
- 6 hours: A two-semester action research project and capstone course including EAF 415 and EAF 438. Students must have attained Advanced Graduate status to begin the capstone experience.
- Candidates will prepare an individual student portfolio documenting that all requirements established in the Department of Educational Administration & Foundations Assessment System have been successfully met. This documentation includes multiple measures of knowledge, performance, and disposition standards. A current listing of portfolio requirements can be obtained from the Department.

### Doctoral Program Requirements

Two doctoral concentrations are offered including: Higher Education and P-12 Administration.

P-12 applicants with an Ed.S. degree from an accredited institution and proof of at least five years of building- or district-level administrative experience within the last eight years may transfer up to 30 hours of doctoral level coursework (not including dissertation hours). Concentrations are not listed on transcript. Suggested coursework follows:

#### Ph.D. Higher Education Concentration

This 75 hour concentration requires:

- 15 hour PhD core: EAF 415, 509, 582, 583, 594
- 6 hours: selected from EAF 521, 523, 525, 526
- 15 hours: selected from EAF 468, 469, 493, 561, 564, 570, 578
- 12 hours: selected from EAF 411, 510, 511, 512, 513, 515
- 12 hours: electives
- 15 hours: EAF 599, dissertation research
- A doctoral examination
- Other university requirements for these degrees are listed elsewhere in this catalog.

Students also seeking Superintendent Endorsement should select all of the following courses:

- EAF 508, 548, 576, 575, 579, 580, 584, 585, 586, 587, 596, 598 (6 hours)

#### Ed.D Higher Education Concentration

This 75 hour concentration requires:

- 42 hours: EAF 415, 468, 469, 509, 510, 521, 561, 564, 570, 578, 582, 583, 598 (6 hours)
- 3 hours: EAF 594
- 15 hours: electives selected from EAF 411, 511, 512, 513, 515
- 15 hours: EAF 599, dissertation research
- A doctoral examination
- Other university requirements for these degrees are listed elsewhere in this catalog.

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### Ph.D. P-12 Administration Concentration

This 75 hour concentration requires:

- 15 hour PhD core: EAF 415, 509, 582, 583, 594
- 6 hours: selected from EAF 521, 523, 524, 525, 526
- 15-18 hours: EAF 508, 548, 575, 576, 579, 580, 584, 585, 586, 587, 596, 598 (6 hours)
- 12 hours: selected from EAF 411, 510, 511, 512, 513, 515
- 15 hours: EAF 599, dissertation research
- A doctoral examination
- Other university requirements for these degrees are listed elsewhere in this catalog.

Students also seeking Superintendent Endorsement should select 5 of the following courses:

- EAF 548, 576, 575, 579, 580, 584, 585, 586, 587, 596, 598 (6 hours)

### Ed.D. CPED P-12 Concentration

The Department of Educational Administration and Foundations is a Phase III member of the Carnegie Project on the Education Doctorate (CPED) which seeks to build sustainability and capacity in education leaders by integrating school improvement research into training for aspiring P-12 leaders.

This 75 hour concentration requires:

- 21 hours: EAF 415, 508, 510, 521, 582, 583, 590, 594
- 27 hours: EAF 548, 576, 580, 584, 585, 586, 587, 598 (6 hours)
- 3 hours: selected from: EAF 411, 511, 512, 513, 515
- 9 hours: electives selected from EAF 473, 484, 500 (1-3 hours), 523, 524, 525, 526, 563, 575, 579, 596
- 15 hours: EAF 599, dissertation research
- A doctoral examination
- Other university requirements for these degrees are listed elsewhere in this catalog.

### Requirements for Ph.D. Candidacy

In general, the department requires that a Ph.D. candidate must have competency in two research methodologies. Competency in a methodology may be demonstrated by:

1. Certification by the Department of Educational Administration and Foundations regarding knowledge and application of statistics, qualitative research, or assessment as a research methodology.
2. Certification by the Department of Educational Administration and Foundations (and faculty external to the department when appropriate) regarding knowledge and application of other research methodologies (e.g. legal research).
3. Certification by the Department of Educational Administration and Foundations (and faculty external to the department when appropriate) regarding knowledge and application of a discipline for research purposes.

### Post-Baccalaureate Certificate Program

#### Post-Baccalaureate Teacher Leader Certificate:

The Post-Baccalaureate Teacher Leader Certificate program requires 18 credit hours of coursework that lead to Illinois Teacher Leader Endorsement: EAF 418, 419, 420; SED 454; TCH 473 and 478.

#### Post-Master's Graduate Certificate Programs

##### Post-Master's Graduate Certificate for General Administrative Certification

This program is not currently accepting applications. For candidates currently enrolled, no general administrative endorsement shall be issued after August 31, 2014, pursuant to Illinois School Code Section 25.335.

##### Post-Master's Graduate Certificate for Superintendent Endorsement in Educational Administration

The course of study for this Post-Master's Graduate Certificate meets the requirements for the Superintendent Endorsement. Required for admission is documentation of P-12 leadership experience, Type 75 certificate, and possession of a master's degree from a regionally accredited institution. For this 36 hours program, the following courses (3 credit hours each) are required: EAF 508, 521, 548, 576, 580, 583, 584, 585, 586, 587, and 598.

##### Post-Master's Graduate Certificate for Chief School Business Official

The course of study for this Post-Master's Graduate Certificate meets the requirements for the Chief School Business Official Endorsement. Required for admission is documentation of possession of a Type 75 certificate, a master's degree, and P-12 leadership experience. Applicants with a master's degree in Business or Accounting do not need the Type 75 certificate. For this 36 hour program, the following courses (3 credit hours each) are required: EAF 508, 521, 548, 575, 576, 579, 580, 584, 585, 586, 587, and 596.

### Educational Administration and Foundations Courses

#### 410 RESEARCH METHODOLOGY AND STATISTICS IN EDUCATION I

##### 3 sem. hrs.

The development of basic skills required in the understanding, planning, and executing of a research study; introduction to analysis of quantitative and qualitative data.

#### 411 EDUCATIONAL EVALUATION AND ASSESSMENT

##### 3 sem. hrs.

Quantitative, qualitative, and mixed-methods design, measurement, and analysis principles and practices for evaluation and assessment, program development, and instructional improvement. Prerequisite: EAF 410 or consent of the instructor.

#### 415 QUALITATIVE RESEARCH IN EDUCATIONAL SETTINGS

##### 3 sem. hrs.

The development of the necessary knowledge and skills for applying qualitative techniques of investigation to the research of educational problems.

**418 ISSUES IN SITE-LEVEL LEADERSHIP: TEACHER LEADER****3 sem. hrs.**

This course explores the management and alignment of building-level human and fiscal resources to address student learning and school improvement. Prerequisites: Admission to the Teacher Leader Certificate program or the Teacher Leader Sequence.

**419 LEADING LEARNING FOR EQUITY AND SOCIAL JUSTICE: TEACHER LEADER****3 sem. hrs.**

The course goal is to engender in teacher leaders the dispositions and strategies that lead to socially just schools. Prerequisite: Admission to the Teacher Leader Certificate program or Teacher Leader Sequence.

**420 SUPERVISION FOR LEARNING ENVIRONMENTS: TEACHER LEADER****3 sem. hrs.**

Students learn supervisory techniques to improve the PK-12 teaching/learning process, including observational data collection and analysis, and conferencing skills. Prerequisite: Admission to the Teacher Leader Certificate program or the Teacher Leader Sequence.

**428A01 COLLEGE STUDENT PERSONNEL****3 sem. hrs.**

Prerequisites: Student Affairs Work: Admission to CSPA graduate program or consent of the instructor.

**430 ISSUES IN SITE-LEVEL LEADERSHIP****3 sem. hrs.**

Course teaches how to align building-level human/fiscal resource allocation to develop effective instruction to meet specific student improvement needs. Not for credit if had EAF 465 MANAGING HUMAN AND FISCAL RESOURCES IN EDUCATION.

**431 SCHOOL LEADERSHIP AND THE LAW****3 sem. hrs.**

Legal aspects of Illinois public education with emphasis on constitutional law and rulings and rights/responsibilities of school partners and community. Not for credit if had EAF 478 LEGAL BASES OF PUBLIC EDUCATION.

**432 PRINCIPAL AS CHANGE AGENT****3 sem. hrs.**

Course provides exploration of leadership practice/theory, change processes/models, communication skills, and frameworks for building learning cultures that support sustainable change. Not for credit if had EAF 485 PRINCIPALSHIP.

**433 LEADING LEARNING FOR EQUITY AND SOCIAL JUSTICE****3 sem. hrs.**

The focus of this course is on dispositions and strategies of school leaders working toward socially just schools, where every student can achieve.

**434 SUPERVISION FOR LEARNING ENVIRONMENTS****3 sem. hrs.**

Students will learn supervisory techniques to improve the PK-12 teaching/learning process, including observational data collection and analysis, and conferencing skills.

**435 LEADERSHIP FOR STAGES OF MIND****3 sem. hrs.**

This course provides exploration of leadership applications of educational neuroscience to enhance learning capacities from early childhood through adulthood.

**436 LEADERSHIP FOR DIVERSE LEARNING NEEDS****3 sem. hrs.**

This course introduces the knowledge and skills for a school leader to meet the needs of a diverse student population.

**437 ASSESSMENT DATA SYSTEMS****3 sem. hrs.**

Course provides exploration of school and district-level assessment systems that will facilitate student learning and provide information for professional development. Not for credit if had EAF 401 ADMINISTERING EDUCATION TECHNOLOGY.

**438 BUILDING COMMUNITY ENGAGEMENT THROUGH COLLABORATION****3 sem. hrs.**

Purposes and processes of school-community relationships and how to build community engagement through collaboration and partnerships to support student learning. Not for credit if had EAF 494 EDUCATIONAL PUBLIC RELATIONS.

**439 LEADING SCHOOL IMPROVEMENT PLANNING****3 sem. hrs.**

This course provides an introduction to school improvement planning PreK through high school, focusing on curriculum, instruction and professional development.

**461 STUDENT DEVELOPMENT THEORY IN HIGHER EDUCATION****3 sem. hrs.**

Introduction to the relevant developmental theories and how they are applied in student affairs settings on college campuses. Prerequisite: Admission to the CSPA master's program.

**462 ORGANIZATION AND ADMINISTRATION OF STUDENT AFFAIRS FUNCTIONS IN HIGHER EDUCATION****3 sem. hrs.**

Introduction to the services, programs, staffing and policies offered in student affairs areas on college campuses. Prerequisite: EAF 461.

**463 COLLEGE STUDENTS AND THEIR CULTURES****3 sem. hrs.**

Overview of different campus cultures from a developmental, historical, and philosophical perspective, and the types of students within them. Prerequisite: EAF 461 or consent of the instructor.

**464 PRACTICUM IN COLLEGE STUDENT PERSONNEL ADMINISTRATION****3-8 sem. hrs.**

Supervised work experience in a student services' office, department, or related area in a higher education setting. Multiple enrollments allowed. Prerequisite: EAF 462.

**465 MANAGING HUMAN AND FISCAL RESOURCES IN EDUCATION****3 sem. hrs.**

Prepares building administrators to plan and implement use of human and fiscal resources for delivery and improvement of educational programs. Emphasis is on skills principals need related to budget and personnel. Prerequisites: EAF 401, 410, 485, 494.

**466 COLLEGE STUDENTS AND THE LAW****3 sem. hrs.**

Legal concepts, issues, and court decisions affecting college students and implications for student personnel administrators in higher education.

**467 ISSUES AND SKILLS FOR COUNSELING COLLEGE STUDENTS****3 sem. hrs.**

Introduction to issues and structured practice of interpersonal skills required for counseling the college population.

Prerequisites: EAF 461, 462 or consent of the instructor.

**468 SEMINAR ON THE HISTORY OF AMERICAN HIGHER EDUCATION****3 sem. hrs.**

Examines the historical development of American higher education, noting trends in types of institutions, funding, administration, students, faculty, and administration.

**469 COMPARATIVE HIGHER EDUCATION****3 sem. hrs.**

Comparative examination of contemporary issues in international higher education systems, including governance, finance, academic affairs, access and student affairs.

**473 ORGANIZATION AND ADMINISTRATION OF COMMUNITY COLLEGES****3 sem. hrs.**

Community colleges in relation to other post-secondary education institutions. Examines impact of organizational structure, policies, and finance on student outcomes.

**478 LEGAL BASES OF PUBLIC EDUCATION****3 sem. hrs.**

Legal aspects of public education with emphasis on constitutional law, the Illinois School Code, and judicial rulings. Examination of rights and responsibilities of boards, administrators, teachers and students. Prerequisites: EAF 401, 410, 485, 494.

**482 ADMINISTRATION SEMINAR****3 sem. hrs.**

Emphasis upon changing educational relationships, students' major concerns, and current problems. Prerequisite for EAF 482A01, College Student Personnel Capstone: To be taken the final semester in program or consent of the instructor.

**482A01 ADMINISTRATION SEMINAR NON-CERTIFICATION****3 sem. hrs.**

Prerequisite: EAF 482.

**484 ADMINISTRATION OF CONTINUING EDUCATION AND PUBLIC SERVICE****3 sem. hrs.**

Examines impact of organizational structure, policy, and finance on capacities of higher education to serve adult students.

**498 PROFESSIONAL PRACTICE****1-3 sem. hrs.**

Refer to General Courses. Administrative experiences in educational settings that are planned and guided by university and educational organization personnel. Multiple enrollments allowed.

**499 MASTER'S THESIS****1-6 sem. hrs.**

Refer to General Courses.

**508 APPLIED EDUCATIONAL RESEARCH****3 sem. hrs.**

Presents technical and analytical tools needed to assess school district and unit performance and to conduct research on educational problems and issues. Prerequisite: EAF 410 or equivalent.

**509 RESEARCH DESIGN IN EDUCATION: ISSUES AND STANDARD PRACTICES****3 sem. hrs.**

Examination of issues related to designing and planning research studies. Students learn to apply techniques to specific educational research problems. Prerequisite: EAF 410 or equivalent.

**510 RESEARCH METHODOLOGY AND STATISTICS IN EDUCATION II****3 sem. hrs.**

Logic of statistical inference; introductory study of analysis of variance and multiple regression, with a computer oriented approach. Prerequisite: EAF 508, 509 or equivalent.

**511 RESEARCH METHODOLOGY AND STATISTICS IN EDUCATION III****3 sem. hrs.**

Design of multi-variable studies, multivariate data analysis using statistical computer programs. Prerequisite: EAF 510 or equivalent.

**512 ADVANCED TOPICS: RESEARCH METHODOLOGY****1-6 sem. hrs.**

Provides for advanced study of research design and data analysis. Consult instructor prior to registration. Prerequisite: EAF 511 (quantitative) or 515 (qualitative) or consent of the instructor.

**513 EDUCATIONAL EVALUATION AND ASSESSMENT II****3 sem. hrs.**

Critical analysis of the theories and practice of student assessment and program evaluation in P-12 and higher education. Prerequisite: EAF 411 or consent of the instructor.

**515 METHODS OF QUALITATIVE RESEARCH IN EDUCATION****3 sem. hrs.**

Develops knowledge and skills in research design, data collection and analysis techniques associated with qualitative research. These techniques are employed in a research project associated with educational problems. Prerequisite: EAF 415 or SOC 473, or consent of the instructor.

**521 MORAL AND POLITICAL THEORETICAL FOUNDATIONS OF EDUCATION****3 sem. hrs.**

Examination of moral and political dimensions of educational issues and critical reflection on purposes of education in a democracy.

**523 CRITICAL HISTORICAL FOUNDATIONS OF EDUCATION****3 sem. hrs.**

Intensive inquiry into the socio-cultural, philosophical, and historical dimensions of selected educational issues. Multiple enrollments allowed providing the subject matter is not repeated. Formerly SEMINAR IN EDUCATIONAL POLICY. Prerequisite: One graduate level course in educational foundations or consent of the instructor.

**525 CULTURAL FOUNDATIONS OF EDUCATION****3 sem. hrs.**

Analysis of cultural foundations in education.

**526 CRITICAL READINGS IN EDUCATIONAL FOUNDATIONS****3 sem. hrs.**

Critical reading and critique of selected works that have affected educational thought. Specific topics may vary and students will complete research projects on selected areas of critical inquiry. Multiple enrollments allowed if topic is different; maximum 9 hours. Formerly EDUCATIONAL THOUGHT.

**526A03 CULTURALLY RESPONSIVE PRACTICE****3 sem. hrs.**

Critical reading and critique of selected works that have affected educational thought. This course examines the role of identity in educational contexts and what it means to be culturally responsive as educational professionals.

**526A04 CRITICAL RACE THEORY IN EDUCATION****3 sem. hrs.**

Exploration of Critical Race Theory as an analytical framework that provides race-based epistemological, methodological, and pedagogical approaches to the study of everyday inequalities in P-20 education. The primary focus is to facilitate student understanding of CRT as a theoretical framework in the examination of its utility and limitations, and consider its application in student's research and practice in higher education.

**548 ADVANCED SEMINAR ON LEGAL BASES OF EDUCATION****3 sem. hrs.**

For advanced graduate students in Educational Administration. Varied emphasis depending on interests of students and contemporary issues in school law. Multiple enrollments allowed if topic is different. Prerequisite: EAF 478.

**561 ORGANIZATION AND GOVERNANCE IN HIGHER EDUCATION****3 sem. hrs.**

Introduction and extensive reading of literature in organization and governance in higher education. Topics include organizational structure, policies, and practices for administration of contemporary higher education.

**563 CRUCIAL ISSUES IN AMERICAN HIGHER EDUCATION****3 sem. hrs.**

Issues, problems, and current topical concerns in the administration of higher education. Specific topics may vary and students will complete research projects on selected current critical issues. Multiple enrollments allowed.

**564 PLANNING IN HIGHER EDUCATION****3 sem. hrs.**

Components, models, and approaches to planning in higher education. Includes needs assessment, master planning, self-study, outcomes, and the function of institutional research. Prerequisite: EAF 561 or consent of the instructor.

**570 PUBLIC FINANCE OF HIGHER EDUCATION****3 sem. hrs.**

An investigation of topics and problems in the public finance of higher education. Topics will vary each semester but the following will be included: Revenue policy and expenditure policy for higher education, program and performance

budgeting and other efficiency concerns, investment in education and national economic growth, aspects of the business management of higher education. Prerequisite: EAF 561 or consent of the instructor.

**575 SEMINAR IN SCHOOL BUSINESS MANAGEMENT****3 sem. hrs.**

Emphasis on planning and cost analysis strategies for local school district financial management. Content will vary with the needs of the students and focus on emerging problems in school business and financial management that leads to school improvement. Multiple enrollments allowed.

**576 ADMINISTRATION OF INSTRUCTIONAL PROGRAMS****3 sem. hrs.**

Administrative strategies for implementation, maintenance, revision, and evaluation of instructional programs and curriculum.

**578 LEGAL BASES OF HIGHER EDUCATION****3 sem. hrs.**

Overview of the law of higher and postsecondary education. Topics will vary, but the following will be included: legal issues pertaining to students, faculty, college employees, administrators, trustees, and governance. Prerequisites: Advanced graduate standing. EAF 561 or consent of the instructor.

**579 RESEARCH SEMINAR ON THE PUBLIC FINANCE OF EDUCATION****3 sem. hrs.**

Seminar for graduate students who wish to understand and conduct research on the financing of education, critique output from major research centers.

**580 EDUCATIONAL FACILITIES****3 sem. hrs.**

Educational facilities should support the educational program. Emphasis on appraising, managing, and planning school buildings, sites, equipment, and support services.

**582 ADMINISTRATIVE THEORY IN EDUCATION****3 sem. hrs.**

Overview of sociological and behavioral theories that are applicable to administration of various educational organizations.

**583 SEMINAR IN EDUCATIONAL LEADERSHIP****3 sem. hrs.**

Designed to provide an understanding of the leadership structures and processes in educational organizations.

**584 SUPERINTENDENT AND CENTRAL STAFF****3 sem. hrs.**

An exploration of educational, political, cultural, historical, economic, and demographic perspectives that influence and shape the superintendency. Prerequisites: EAF 582 and other required certification courses; capstone course.

**585 MANAGEMENT OF EDUCATIONAL FUNDS****3 sem. hrs.**

Develops competence in cash and investment management, budgeting, forecasting, fund accounting, financial statements, auditing, data processing systems, and student activity funds.

**586 ADMINISTRATION OF HUMAN RESOURCES**

**3 sem. hrs.**

Develop skills for administration of human resources. Emphasis on planning, enrollment forecasting, staff development, selection, contract administration, and legal requirements.

**587 COMMUNITY RELATIONS SEMINAR**

**3 sem. hrs.**

Selected issues in community relations, such as diversity, politics, partnerships, communication, and marketing. Focus on conceptual understanding and skill development.

Prerequisite: EAF 582.

**594 DOCTORAL-LEVEL SCHOLARSHIP**

**3 sem. hrs.**

Introduction to doctoral-level scholarship, orientation to the educational administration and foundations program, exploration of faculty research, and advanced professional writing. Formerly RESEARCH SEMINAR IN EDUCATION.

Prerequisite: Admission to the EAF doctoral program or consent of the instructor.

**596 NEGOTIATED AGREEMENT ADMINISTRATION AND DEVELOPMENT**

**3 sem. hrs.**

In-depth analysis of labor relations, contract administration, and collective bargaining issues.

**598 DISTRICT LEVEL PROFESSIONAL PRACTICE**

**3 sem. hrs.**

Standards-based experiences in school settings that are planned and guided cooperatively by university and school district personnel. Prerequisites: Students must have completed at least 9 hours of course work toward the superintendent endorsement before they can be enrolled in professional practice experiences. Students must pass the state certification exam prior to enrolling in the last 3 hours.

**599 DOCTORAL RESEARCH**

**1-15 sem. hrs.**

Refer to General Courses. Research relating to research requirements for Doctor of Philosophy and Doctor of Education degrees. Maximum of 16 semester hours credit in research may be counted toward residency.

**599A90 DISSERTATION RESEARCH FINAL TERM**

**1 sem. hr.**

Refer to General Courses.