

**KANSAS STATE**  
**UNIVERSITY**

College of Education

Doctor of Education in  
**Educational  
Leadership**

August 2011

**Graduate Studies**



# **Doctor of Education in Educational Leadership**

Kansas State University  
College of Education  
Department of Educational Leadership

*Preparing Knowledgeable, Caring, and Ethical Educational Leaders for a Diverse Society*

## **MISSION STATEMENT**

The Department of Educational Leadership is committed to serving the rapidly changing needs of educational leaders through:

- Undergraduate, masters, and doctoral-level education
- The translation of research into practice
- The production and dissemination of professional education scholarship
- The analysis and interpretation of educational policy and practice
- The provision of professional development services to school-related personnel
- Explicating and fostering the evolution of administration to new models of leadership for learning

The faculty provide instruction, consultation, and scholarship which focuses on defining and resolving problems of professional practice in a diverse and pluralistic society. They promote: ethical decision making, methodologies which concentrate on quality, are student and client-centered, incorporate emerging technologies and alternative delivery mechanisms, utilize authentic assessment, and emphasize the educational value of clinical experience. The faculty engage in a range and intensity of leadership activities which brings attention at the state, national, and international levels of their skills at informing the profession and interpreting the integrated nature of the modern curriculum and organizations dealing with schooling and the social-political environments they mirror.

## **GOAL STATEMENTS**

Our primary goal is to prepare educational leaders to acquire knowledge, establish beliefs, and develop skills in the following areas. Specifically, we believe that an educational leader promotes the success of all students through the actions listed under each category.

- Vision for Learning  
Facilitating the development, articulation, implementation, and stewardship of a vision for learning that is shared and supported by the school community.
- Culture for Learning  
Advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

- Management for Learning  
Ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
- Community for Learning  
Collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
- Ethics for Learning  
Acting with integrity, fairness, and in an ethical manner.
- Context for Learning  
Understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.
- Internship for Learning  
Synthesizing and applying knowledge, beliefs, and skills of educational leadership in real settings, planned and guided cooperatively by the institution and school district personnel.

## **ADMISSION REQUIREMENTS**

Admission to graduate study is granted by the Dean of the Graduate School upon the recommendation of the faculty in the graduate program. Applicants seeking admission to the Ed.D. degree program in educational leadership must submit the information as noted below. *All materials must be received before review will begin.*

Complete the Graduate School Application online and pay the application fee. All other materials must be sent either as an electronic file or as a hard copy to:

Office of Graduate Studies  
College of Education  
18 Bluemont Hall  
1100 Mid-Campus Drive  
Kansas State University  
Manhattan, KS 66506-5301  
785-532-5595  
[ddeam@ksu.edu](mailto:ddeam@ksu.edu)

To be eligible for this program, applicants must have relevant prior teacher preparation equivalent to K-State's programs for licensure to teach in preschool, elementary, or secondary schools (e.g., a professional teaching license). Other admissions may occur when it is determined that the applicant's career goals are in good alignment with the department's coursework.

The educational leadership faculty uses the “Ed.D. Admission Standards” form as one means to determine whether an applicant will be admitted. That form is displayed on the last page of this booklet.

- A. A Completed Graduate School Application.** The application may be completed online by going to [www.k-state.edu/grad/gsprospective/apply/index.htm](http://www.k-state.edu/grad/gsprospective/apply/index.htm). It is highly recommended that the application for admission be submitted online.

***Application Deadlines.*** The College of Education accepts applications throughout the year. However, the deadlines noted below have been established for admission to start in a particular semester. Failure to meet the deadline for a particular semester could delay admission into the program. *The Graduate School application and all additional documentation must be received by the following deadline dates for admission in a particular semester.*

Domestic Students	Fall Semester	— March 1
	Spring Semester	— October 1
International Students	Fall Semester	— February 1
	Spring Semester	— August 1

- B. Graduate School Application Fee.**

*Domestic Students*—A \$40 application fee is required for all domestic students; *your application will not be processed without this fee.* When applying online, you may pay by credit card. If mailing a paper copy of the completed application, please make a check payable to the KSU Graduate School and include it with your application.

*International Students*—A \$55 application fee is required; *your application will not be processed without this fee.* When applying online, you may pay by credit card. If mailing a paper copy of the completed application, please pay with an international cashier’s check or money order (in U.S. funds) payable to the KSU Graduate School and include it with your application. Cash or personal checks cannot be accepted from international students.

- C. OFFICIAL transcripts.**

*Paper Transcripts*—Send TWO official transcripts from the institution awarding the bachelor’s degree and TWO official transcripts from all the institutions attended since completion of the bachelor’s degree. If you have credits from K-State, we will obtain a copy of your K-State transcript at no cost to you. *Copies of transcripts that are stamped “issued to student” will not be accepted.*

*Digital Transcripts*—Send any digital transcripts to the following email address: [ddeam@ksu.edu](mailto:ddeam@ksu.edu). Some institutions are now sending transcripts in a digital format (e.g., a PDF). The digital transcript must be sent directly from the college or university you attended to the email address indicated above.

For consideration for regular admission, applicants must have a 3.6 grade point average in their master's-level prior coursework. Those with GPAs below the target may be considered for probationary admission if it can be demonstrated that there is potential for success in the graduate program. This potential is demonstrated, in part, on the basis of results from the Graduate Record Exam (GRE) or the Miller Analogies Test (MAT).

- D. Statement of Goals and Professional Experience.** Submit a 1-2 page statement that includes the following information:
- Career and professional goals and aspirations, and how being accepted to the program will benefit the goals and aspirations
  - Your reasons for seeking this degree
  - Any research interests
  - Past and present employment within education or related fields
  - Future professional plans
  - If you have a request for a certain advisor, indicate that preference in the statement.

Send your Statement of Goals as an electronic file to [ddeam@ksu.edu](mailto:ddeam@ksu.edu) or as a hard copy to the address for the Office of Graduate Studies provided above.

- E. MAT or GRE Test Scores.** Each applicant must submit scores taken within the past five years on the Miller Analogies Test (MAT) or the Graduate Record Exam (GRE). Priority for admission is given to applicants who have a score of 405 or higher on the MAT, or scores at the 50<sup>th</sup> percentile or higher on each part of the GRE. Applicants with one or more scores below the 50<sup>th</sup> percentile on either the MAT or GRE may be considered for probationary admission if there is credible evidence of potential for success, such as a strong academic record.

*The Miller Analogies Test (MAT)*—Applicants are strongly encouraged to prepare for the test. To learn more about the MAT, find study resources, or sign up for an MAT practice test, go to this website: [www.milleranalogies.com](http://www.milleranalogies.com). Information about taking the MAT at K-State and obtaining a MAT Study Guide is available at this website: [www.k-state.edu/testing/entranceexams/gradprofessional.htm](http://www.k-state.edu/testing/entranceexams/gradprofessional.htm).

*The Graduate Record Exam (GRE)*—This exam has three parts: verbal reasoning, quantitative reasoning, and analytical writing. Applicants are strongly encouraged to go to the GRE website to become familiar with the exam, identify ways to prepare for the exam, and to register to take the exam. The GRE website is: [www.ets.org/gre](http://www.ets.org/gre).

When registering for the GRE, you will be asked to record codes for where you want your scores sent and for the field of study of your intended graduate program. Use the following codes on the GRE registration form when applying to this degree program:

Institutional code for <b>Kansas State University</b>	<b>6334</b>
Field of Study: <b>Educational Administration</b>	<b>3001</b>

- F. Letters of Recommendation.** *Three* letters of recommendation are needed from college or university educators and/or colleagues or supervisors who are qualified to address your

professional skills and your potential for success in the graduate program. People who write letters of recommendation should send them directly to the College of Education Office of Graduate Studies.

Send the letters of recommendation as electronic files to *ddeam@ksu.edu* or as hard copies to the address for the Office of Graduate Studies provided above.

- G. A Completed Ed.D. Admission Standards Form.** Applicants must complete the “Ed.D. Admission Standards” form, which is attached at the end of this booklet. This is a self-assessment by applicants of their standing in relation to selected admission criteria.
- H. An Interview.** Once the all application materials have been received by the College of Education Office of Graduate Studies, the department will contact the applicant to schedule an interview. Interviews are conducted once each semester (fall and spring). Interview dates and a list of standard interview questions can be obtained in the department office (Department of Educational Leadership, 363 Bluemont Hall, 785-532-5535, *sandye@ksu.edu*).

*Preparing for the Interview*—A two-step screening procedure is used in the educational leadership program. First, educational leadership faculty review the application materials provided. Second, if admissions criteria are met, the applicant will be required to attend a formal screening interview with the faculty. Applicants should be prepared to discuss the following topics during the interview:

- Previous work experience, particularly experience in education
- Academic background
- Reasons for seeking admission to the educational leadership doctoral program
- Anticipated career goals
- To the extent possible, areas of personal research interest

- I. TOEFL.** Applicants whose native language is not English must submit a current TOEFL score (Test of English as a Foreign Language). The TOEFL is offered several times a year throughout the world by the Educational Testing Service (*www.ets.org/toefl*). The TOEFL school code for Kansas State University is **6334**. International applicants are advised to take the TOEFL as early as possible to avoid delays in the processing of their applications for admission. An applicant who has received a degree in the last two years from a United States college or university is exempt from this requirement.

There are three types of TOEFL scores: paper-based TOEFL, computer-based TOEFL, and TOEFL IBT (internet-based TOEFL taken in real time). TOEFL scores are valid for two years from the initial test date. A score of at least **550** (paper-based test), **213** (computer-based test), or **79** (IBT-internet-based test) on the TOEFL is required to be considered for admission to the Graduate School.

- *For Regular Admission*—Applicants with scores of 600 (paper-based), 250 (computer-based), or 100 (IBT-internet based) or above may be considered for regular admission.

- *For Possible Provisional Admission*—Applicants with scores between 550/213/79 and 599/249/99 may be admitted provisionally and must at the time of their enrollment demonstrate proficiency in reading and writing English and in understanding spoken American English to the satisfaction of the Graduate School. Those who do not meet the minimum proficiency standard will be required to complete specified courses offered by the English Language Program (ELP) at Kansas State University. For additional information about the English Language Program, go to [www.ksu.edu/elp](http://www.ksu.edu/elp).

For additional information about admission requirements for international students, go to Chapter 1 of the Graduate Handbook at [www.k-state.edu/grad/gscurrent/handbook/chap1.htm](http://www.k-state.edu/grad/gscurrent/handbook/chap1.htm) and to the International Students section of the Graduate Viewbook at [www.k-state.edu/grad/gsprospective/viewbook/intrnl.htm](http://www.k-state.edu/grad/gsprospective/viewbook/intrnl.htm).

## ADDITIONAL INFORMATION

**Faculty Contact in the Program.** For more information, contact:

Department of Educational Leadership  
 College of Education  
 363 Bluemont Hall  
 1100 Mid-Campus Drive  
 Kansas State University  
 Manhattan, KS 66506-5312  
 785-532-5535  
[sandye@ksu.edu](mailto:sandye@ksu.edu)

**Non-Degree Status.** In some cases, a student may wish to take a course(s) prior to being admitted in a degree program. In these cases, a person must be admitted as a non-degree student. Students may take *up to nine graduate credit hours* as a non-degree student in the Graduate School prior to being admitted into a graduate degree program. However, *successful completion of any hours taken as a non-degree seeking student does not guarantee admission into the program*. Non-degree students are not eligible for financial assistance.

**Graduate Handbook.** Once admitted, students should become familiar with the Graduate Handbook at [www.ksu.edu/grad/gscurrent/handbook/index.htm](http://www.ksu.edu/grad/gscurrent/handbook/index.htm). This handbook includes policies and procedures about advising, the program of study, enrollment, transfer credits, the final oral/written exam, required approval forms, and other aspects of the graduate program.

**Virtual Orientation for New Graduate Students.** The Graduate School recommends that all new graduate students complete the virtual orientation prior to coming to campus. The website for this orientation is [www.ksu.edu/grad/gsprospective/orientation/about.htm](http://www.ksu.edu/grad/gsprospective/orientation/about.htm). There is valuable information concerning housing options, orientation dates, registration and enrollment procedures, and many other aspects of the campus. By completing this virtual orientation, you should become familiar with what to expect when you arrive on campus.

**Graduate Assistantships.** A limited number of graduate assistantships are available in the

College of Education. Go to [www.coe.ksu.edu/grad/assistantships.htm](http://www.coe.ksu.edu/grad/assistantships.htm) for detailed information and application procedures. Assistantships are commonly available for the academic year (fall and spring semesters). To apply for a graduate assistantship, a letter of application and a resume should be submitted by April 1 to each department for which the applicant would like to be considered. It is helpful to talk with the appropriate department chair as early as possible to learn of assistantships available in the department.

**Financial Aid.** Questions about financial assistance should be directed to the Student Financial Assistance Office, 104 Fairchild Hall, Manhattan, KS 66506, 785-532-6420, [ksusfa@ksu.edu](mailto:ksusfa@ksu.edu). For information regarding financial aid, you may go to [www.ksu.edu/sfa](http://www.ksu.edu/sfa).

## **DISTRICT LEADERSHIP LICENSE**

If planned and desired, course selection in this degree program may simultaneously meet coursework requirements for the Kansas District Leadership initial license. Upon completion of these coursework requirements and the state licensure exam, a KSDE application must be completed.

Students who want to apply for this license should contact the College of Education licensure officer—Di Murphy at [dim@ksu.edu](mailto:dim@ksu.edu) or 785-532-5524. Go to the following College of Education website for licensing information: [www.coe.ksu.edu/ss/licensing/index.htm](http://www.coe.ksu.edu/ss/licensing/index.htm). After completing the coursework, applicants for the license must also meet the following additional KSDE requirements:

1. Take the Praxis exam for the School Superintendent (i.e., District Leadership) (test number 1020) and report a score of 157 or higher. (See: [www.ets.org/praxis](http://www.ets.org/praxis))
2. Hold a master's degree. (It is permitted, but not necessary, to include the required courses as part of the master's degree.)
3. Have a 3.25 grade point average in graduate coursework.
4. Have a minimum of three years accredited teaching experience under a valid professional teaching license.
5. Have recent teaching experience or coursework (i.e., at least one year of teaching or 8 credit hours within the last six years)

## ADVISORS AND THE SUPERVISORY COMMITTEE

- 1. Doctoral Curriculum Advisor.** At the time of admission to the program, a doctoral curriculum advisor is identified. The doctoral curriculum advisor guides the student in the program through the preliminary examination, or until a doctoral research advisor is assigned. During the first semester of course work, the student should submit a detailed plan and a time schedule to the curriculum advisor for meeting the degree requirements.
- 2. Supervisory Committee.** The supervisory committee will normally consist of the advisor and two other graduate faculty members associated with the student's area of emphasis, and a graduate faculty member outside the student's area of emphasis. Upon successful completion of the preliminary examination and admission to candidacy, the Graduate School will appoint a fifth member to serve as the voting chair of the doctoral supervisory committee.
- 3. Doctoral Research Advisor.** When the student has decided on a general area of research interest, he or she must request the assignment of a doctoral research advisor. This selection process will involve conversations between the student and professors to provide the student with the direction needed. The student may request that the curriculum advisor continue to serve as the research advisor. After a professor has agreed to serve as the research advisor, the professor will assist the student in the selection of the other members of the doctoral research committee. A doctoral research advisor and committee must be selected prior to the time the preliminary examination is scheduled.

It is the student's responsibility of the student to arrange a meeting of the doctoral research committee to approve the research plan as well as to approve courses that have already been taken and those to be taken in the major and cognate field(s) of specialization. This meeting must be arranged in consultation with the doctoral research committee chairperson. The doctoral research guides the student through the dissertation and recommend the student for the degree.

## Program Requirements for the Ed.D. in Educational Leadership

94 credit hours

The Doctor of Education (Ed.D.) in Educational Leadership requires a minimum of 94 post-baccalaureate, graduate credit hours. With the approval of the supervisory committee, up to 30 graduate hours earned as part of the master's degree may be used to satisfy the degree requirements. All courses are three credit hours unless otherwise noted.

### A. Foundations (9 credits)

- EDLEA 801 Ethical Dimensions of Educational Leadership
- EDLEA 810 Historical and Philosophical Analysis of Leadership in Education
- EDLEA 845 Leadership for Diverse Populations

### B. Research Courses (9 credits)

- EDCEP 816 Research Methods in Education (or other approved course)
- EDCEP 817 Statistical Methods in Education (or other approved course)
- EDLEA 986 Advanced Seminar/Research Design in Educational Leadership (or other approved course)

### C. Electives (18 credits minimum)

Select electives appropriate to the area of emphasis that satisfy the minimum 94 credit hours in the program.

### D. Clinical Experience (12 credits)

- EDLEA 991 Doctoral Internship in Educational Leadership  
(Additional information about the clinical experience is provided in the next section of this booklet.)

### E. Dissertation Research (16 credits)

- EDLEA 999 Research in Educational Leadership  
Completion of a dissertation which treats an important topic of professional education practice using a systematic methodology consistent with accepted research paradigms. The dissertation must be successfully defended in a public, oral defense. The dissertation work is closely supervised by the major professor, with the guidance of the supervisory committee.

## CLINICAL EXPERIENCE

1. **Purposes.** Objectives, activities, and outcomes for this clinical experience/internship are commonly determined by the major professor (advisor), in consultation with the student. The supervisory committee may be involved as needed. The clinical experience is intended to provide the student with the opportunity to apply the knowledge base in educational leadership to the problems of practice and to receive feedback and support for the improvement of individual performance. The clinical experience is individualized and is based on the student's previous training and experience as well as future career plans.
2. **Major Thrusts.** The clinical experience may have one of three major thrusts:

*Training Clinics*—Clinics are direct and exacting efforts which are extensively coordinated and monitored. In-house activities could include micro-management, case studies, assessment centers, conferences, programmed activities, film analysis, simulations, coaching, role playing, in-basket exercises, or other activities.

*Research and Development Projects*—Solving practical problems necessitates developing, adapting, testing, refining, and retesting procedures and/or products. This is the sort of activity usually described as research and development. University supervisors will facilitate the activities, including orientation, communication, adaptation, and training.

*On-Site Practica*—The practice of educational leadership at a selected location is referred to as a site practicum. The activity has four purposes: (1) to provide an opportunity for professional growth of the student; (2) to provide an opportunity for assessment of the student with regard to potential by the student, the training university, and other educational leadership practitioners; (3) to provide for articulation between the training institution and the practice of educational leadership; and (4) to provide career legitimization and socialization in the field.

*Supervision*—The major professor will serve as clinical supervisor and will work closely with the student to ensure that the institutional requirements for a successful experience are fulfilled

3. **Internship Guidelines.** To enhance the training experiences of prospective educational leaders, the Department of Educational Leadership has adopted the following guidelines addressing doctoral degree internships:
  - A. Students seeking a doctoral degree through the Department of Educational Leadership shall serve an internship assignment conforming to current NCATE and Kansas State Board of Education (KSBE) standards.
  - B. Students seeking a degree through the department shall have completed an internship containing at least the following requirements:
    - (1) For internship purposes, the student shall complete a directed experience

and shall complete the number of hours required by the 12 credit semester hour internship block.

- (2) The student's total internship experience should contain exposure to a multicultural setting in which time spent in such location should comprise 25% or more of total required clock hours' experience. An acceptable multicultural setting is any approved organization (i.e., school) in which the ethnic/racial/economic diversity composition is 25% or more.
- (3) The student's internship portfolio should contain evidence of the multicultural portion of the internship experience.
- (4) The major professor shall review and approve all internship experiences.

## **Graduate Faculty in Educational Leadership**

For more information on this program, contact any of the following faculty members. The area code is 785.

<b>Faculty Member</b>	<b>Phone Number</b>	<b>Research and Teaching Interests</b>
Dr. Mary Devin Associate Professor <i>mdevin@ksu.edu</i>	532-5669	Superintendency, community relations, curriculum, leadership, internships, school district partnerships
Dr. Teresa Miller Associate Professor <i>tmiller@ksu.edu</i>	532-5609	Principalship, university/school partnerships, historical/philosophical analysis of education
Dr. Trudy A. Salsberry Professor <i>tas@ksu.edu</i>	532-7801	Qualitative research, change, and diversity
Dr. Robert J. Shoop Professor <i>rshoop@ksu.edu</i>	532-5533	Education law
Dr. David C. Thompson Professor and Chair <i>thomsond@ksu.edu</i>	532-5766	Education finance, organizational leadership, school facilities, school business management

**Ed.D. ADMISSION STANDARDS**  
**Department of Educational Leadership**  
**Educational Leadership Emphasis**

Applicants to the doctoral program in educational leadership will be considered based on a set of uniform criteria. Applicants' files will be reviewed on the basis of the following items, and final admission will be determined based on a combination of data results and a personal interview with the faculty. In general, applicants should expect to be evaluated as follows:

- 4 = Receives a 4 rating on most/all criteria (should definitely be admitted)
- 3 = Receives primarily 4 or 3 ratings on all criteria (should be admitted pending faculty interest or support)
- 2 = Receives one or more 2 ratings (admit if one or more criteria are at level 4 plus strong faculty support)
- 1 = Should not be admitted.

**CANDIDATE'S NAME** \_\_\_\_\_

**DATE** \_\_\_\_\_

**MAT/GRE score** \_\_\_\_\_

**GPA** \_\_\_\_\_

**ADMISSION SCORESHEET**

**MAT/GRE (check one)**

	GRE Verbal	GRE Quantitative	GRE Writing	<b>(or)</b>	MAT
_____ 4	460	620	4.5		405+
_____ 3	440	600	4.0		404-396
_____ 2	420	580	3.5		395-380
_____ 1	400	540	3.5		Below 380

**GPA (check one)**

_____ 4	Above 3.6
_____ 3	3.0 to 3.6
_____ 2	2.75 to 2.99
_____ 1	Below 2.75

**Criterion — Experience in administration or related leadership areas (check one)**

_____ 4	Nominated for leadership program by district OR successfully served as an administrator or in formal leadership roles
_____ 3	Tenured as a teacher OR served in leadership roles as an employee of an agency
_____ 2	Certified to teach and 1-3 years experience OR 1-3 years experience in education related agency
_____ 1	No teaching experience, limited experience in education related agency

**Criterion—Letters of reference which speak to time management, unique contributions, problem solving skills, contributions to the field (check one)**

- 4 Letters reflect exemplary remarks/assessments of all 4 criteria
- 3 Letters reflect acceptable strengths in all 4 criteria (or a mix of exemplary and acceptable comments)
- 2 Letter reflect acceptable strengths on most criteria with mild concerns (or lack of specific evidence)
- 1 Letters do not contain sufficient support to determine acceptable strengths

**Criterion—Ability to write, conceptualize (based on applicant’s objectives statement using criteria of alignment with department mission, writing skills, research interests, ability to self reflect.) (check one)**

- 4 All criteria addressed in an exemplary manner
- 3 All criteria addressed in an acceptable manner
- 2 Most criteria are addressed in an acceptable manner
- 1 Few criteria are addressed in an acceptable manner