

## APPENDIX O

### **Request to Plan a Doctoral Program in Educational Leadership and Administration at the University of North Carolina at Wilmington**

#### **Introduction**

The University of North Carolina at Wilmington requests approval to plan a doctoral program in Education Leadership and Administration (CIP: 13.0401).

#### **Program Description**

The field of educational leadership and administration is evolving and dynamic. Many of North Carolina's school districts are the largest employers in their respective counties. By implication, school superintendents are not only educational leaders, they are the CEOs of the largest businesses in these counties. With this reality comes the need to prepare our new leaders with a broad background of knowledge, skills and dispositions to serve all students, their families and the broader community.

Population growth has challenged limited resources in all aspects of the work of school leaders from curriculum to facilities. A teacher shortage makes recruiting and retaining teachers and school administrators a major priority. High stakes assessment creates both appropriate and challenging dilemmas in our quest to serve all young people successfully. Increasingly diverse populations entering our educational systems challenge us to continue to revise curriculum, instruction, and supervision pedagogy for the populations we serve.

The mission of the doctoral program in Educational Leadership and Administration is to prepare graduates to be informed, proactive, and reflective agents of change to improve public schools and other educational organizations for the benefit of all students, particularly in southeastern North Carolina.

The primary goal of the program is to prepare effective leaders who are skilled managers, curricular experts, and research-based scholars. Each of these roles includes:

- theoretical and practical knowledge
- application of skills
- appropriate professional dispositions

These areas of emphasis are taught and assessed throughout the program.

The Ed.D. program is intended for practicing professionals who envision themselves as public school leaders, superintendents (with a track leading to a North Carolina public school superintendent's license), state policy makers *or* higher education curriculum, instruction and supervision specialists.

The program includes foci that guide candidates toward:

- leading systemic organizational change processes
- facilitating educational reform

- serving urban and rural communities, particularly diverse students and families
- integrating interdisciplinary knowledge from the fields of education, business, nursing education (for health-related matters affecting schools) and social work
- expanding international connections
- applying emerging technologies
- using research and data to inform decisions

Candidates are exposed to seminar and internship opportunities that will explore:

- issues affecting diverse urban and rural communities
- comparative cultural/international leadership practices
- local/state/national business leadership exemplars

The program will have a unique research and internship component in three areas:

- the issues affecting education in rural and urban southeastern North Carolina
- cross cultural and international educational leadership practices
- business knowledge, skills and exemplars

To minimize the ABD (all but dissertation) possibilities of this busy, working population UNCW will form initial doctoral committees at the time of admission, based on the research interests of the candidate and the research needs of the home school districts. With the support and permissions of the Superintendent of each school district, candidates will obtain Institutional Research Board permissions early in the program to begin research that will lead them toward potential dissertation topics. Committee members will include an initial lead advisor, another WSE/UNCW graduate faculty member and the superintendent of the candidate's current school district as an adjunct. Coursework and internships will lead toward the study of a current issue/topic that is of interest to the candidate and from which the data will inform the school district.

### **Program Review**

The review process for requests to plan is designed to determine if the proposal is developed to the stage appropriate for taking to the Graduate Council and if so what are the issues that may need further attention. Proposals to plan doctoral programs are reviewed internally. The concerns from the reviewers were summarized in a letter to the Chancellor prior to the presentation to the Graduate Council. That summary follows:

*The reviewers found many positive things about the proposed degree program: thorough prior planning, good involvement of potential employees of graduates, strong core of faculty to mount the program, a strong regional focus of the proposal, compatibility with mission, and a focus on what is needed in leadership training to effect change. One reviewer wondered if there may be some difficulties proving a curriculum to a largely part-time group of students and whether that issue might need some special attention. Issues raised for development in future iterations include budget details, commitment for new faculty, how the international component is to be effected, and whether collaboration*

*might occur among Educational Leadership programs as technology is integrated into their delivery.*

### **Graduate Council**

The Graduate Council had, as a basis for its consideration, the proposal to plan the program, the summary letter to the Chancellor, and a presentation to the Council by representatives of the program.

### **Response**

The program has been designed to turn out leaders who understand how to motivate change and manage change in order to improve the public schools. The graduates will be equipped to be skilled managers, curricular experts, and research-based scholars who can assess what works and what does not.

### **Need for the Program**

Public schools in the greater Wilmington area look to UNCW to provide leadership and educational opportunities to enhance the credentials of the school leaders in the area. The program has been crafted to make it possible for an employed school administrator to pursue the Ed.D. part time.

### **Recommendation by the Graduate Council**

After consideration of the issues raised by previous reviewers and Council members, the Graduate Council voted, without dissent, to recommend approval for University of North Carolina at Wilmington to plan a doctoral program (Doctor of Education) in Education Leadership and Administration.

### **Budgetary Issues**

When at full capacity the total enrollment funding requirement for the program is estimated to be \$320,164. If the program is composed of 90% in-state students and 10% out-of-state students, the State funding required (after tuition is charged) is estimated to be \$277,532 at 2006-07 tuition rates.

### **Recommendation**

General Administration recommends that the Board of Governors approve the request from the University of North Carolina at Wilmington to plan a doctoral program (Doctor of Education) in Educational Leadership and Administration.

### **Approved to be Recommended for Planning to the Committee on Educational Planning, Policies, and Programs**



---

Interim Senior Vice President for Academic Affairs Alan Mabe

May 2, 2006