

# URBAN LEADERSHIP (EDUC-UL)

---

## Courses

EDUC-UL 5501 Foundations Of School Leadership & Organization Credits: 3

Participants will study as cohort team members actively engaged in clinical/practical endeavors in schools, concepts and theories focused: 1) to understand and apply modern leadership and organization development theory in relation to school organizational cultures; 2) to understand both the development of productive school relationships and the theoretical concepts of the legal responsibilities of schools in the society; 3) to develop a plan for principal certification based upon participant needs and experiences; and 4) to build school cultures that are collaborative, participative, reflective, and self renewing.

EDUC-UL 5502 Building Administration And Management Credits: 3

Participants will study and apply theories and concepts as members of a Cohort Team doing clinical work in schools designed to study, learn, and practice the management and administrative responsibilities of building level leaders including principal roles, personnel issues, school business management, community relations, supervision of staff, and to know the legal responsibilities relating to teachers, student and public rights.

**Prerequisites:** EDUC-UL 5501.

EDUC-UL 5503 Student, Staff And Organization Development Credits: 3

Participants will study as a member of a cohort team doing clinical work in school and developing the ability: 1) to gain knowledge of, and practice in developing 'learning organizations'; 2) to assist teachers and other staff members of a school in structuring classrooms around the learning and development of all students; 3) to lead and develop urban schools that are culturally diverse where learner outcomes and performance are not related to race, class, or gender; and 4) to provide leadership related to developing school structures that are outcome oriented.

**Prerequisites:** EDUC-UL 5501 and EDUC-UL 5502.

EDUC-UL 5504 Elementary School Administration Credits: 3

Contemporary knowledge, understanding, and competencies for elementary administration. Focus on leadership, communication, group processes, organization, fiscal, and political areas. In addition, basic roles and responsibilities of the school principalship are addressed.

EDUC-UL 5505 Middle School Administration Credits: 3

Middle school goals, effective middle school leadership, change models for staff development, relevant curricula, auxiliary and support systems.

EDUC-UL 5506 Secondary School Administration Credits: 3

Organization and objectives of secondary education; curriculum trends; role analysis; principal-staff relations.

**Prerequisites:** EDUC-UL 5501.

EDUC-UL 5507 Instructional Supervision Credits: 3

Principles of supervision, factors influencing effectiveness of instruction, including the evaluation of teachers.

EDUC-UL 5508 Special Education Administration Credits: 3

Provides special educators, special education and regular education administrators with knowledge and experience in the areas of special education process, policy development, data collection and funding, legal issues and program organization. Special emphasis is given to dealing with common problems which arise in public school special education programs.

EDUC-UL 5510 Planning Educational Facilities Credits: 3

Analysis of educational specifications; cooperative planning processes; analysis of trends in school facilities; financial considerations and construction research. Visitation of selected facilities included.

EDUC-UL 5511 Public School Business Administration Credits: 3

The business related aspects of administering a school district including budgeting and accounting, purchasing, transportation, insurance, and facilities management.

EDUC-UL 5512 School Finance Credits: 3

Sources of revenue for public education; distribution of monies for education; budget construction; accounting procedures; and theories for financing education.

EDUC-UL 5513 School Personnel Administration Credits: 3

Study of processes, policies and theory concerned with the personnel function in educational administration. Emphasizes the importance of human resources in developing effective educational systems.

EDUC-UL 5514 Public Relations In Education Credits: 3

Analysis of various public views on education; mass communications and social change; public relations programs.

EDUC-UL 5515 Governmental And Legal Aspects Of Education Credits: 3

Current and recent legislation affecting education; court cases related to education; emerging patterns of modern juris-prudence; administrators' responsibilities regarding legal decisions.

EDUC-UL 5516 Governmental And Legal Aspects Of Special Education Credits: 3

An examination of current and recent legislation affecting special education; emerging patterns of modern jurisprudence; and special education teacher and administrator legal responsibilities.

EDUC-UL 5518 Leadership for School Improvement Credits: 3

The content of this course has a focus on identifying and using data to make school improvement decisions. Students will be engaged in readings, activities, and reflections that discuss the importance of using data for decision-making at the building and district levels of school leadership.

**Prerequisites:** Admission into the Educational Administration Program.

EDUC-UL 5520 Data Driven Leadership for Reculturing Schools Credits: 3

The challenges facing urban education are complex and may be understood from a myriad of perspectives including historical and socio-cultural underpinnings, economic and political contexts, and pedagogical/achievement orientations. This course will bring together some of these arguments as they relate to what school leaders can do to promote a community of adult leaders who use data to make decisions for the success of all children. Such a challenge includes working as educational leaders to reculture schools to increase opportunities for all students to learn. For some schools this task involves closing the persistent achievement gap that may exist among groups of students which requires disaggregating data by race, ethnicity, socioeconomic status, gender, and special educational needs.

EDUC-UL 5522 School Organizational Culture As The Context Of Change Credits: 3

This course is designed to enable students to understand that schools as organizations develop cultures and that this culture establishes relationships and conditions in schools for students, teachers, and administrators. Students will develop an understanding of the culture of a school and its influence on efforts to achieve substantive change or reform.

EDUC-UL 5523 Administrative Roles For Instructional Leadership Credits: 3

This course meets a requirement for administrator certification in Missouri and Kansas in the area of school improvement and leadership. The course focuses upon leadership roles necessary for creating a supportive climate for change and for implementing improved instructional programs.

EDUC-UL 5524 Philosophical Inquiry And Education Credits: 3

An examination of issues, problems and controversies discussed in educational and related literature, utilizing criteria and techniques of logical and philosophical analysis. The focus is on the development of critical thinking abilities as applied to theories, positions and arguments in educational and related contexts.

EDUC-UL 5525 Cultural Foundations Of Education Credits: 3

Examines education and schooling as cultural phenomena. This course focuses on an analysis of education and schooling as both cultural transmission and cultural change and the practical implications. Also included is a philosophical/ theoretical examination of varying relationships between dominant and minority cultures.

EDUC-UL 5526 Philosophical Foundations Of Education Credits: 3

Introduction to the study of philosophical problems implicit in educational issues. Focuses on the application of a number of philosophical concepts and skills to a variety of controversies, policies, and theories in education.

EDUC-UL 5527 Historical Foundations Of Education Credits: 3

Study of the development of educational policy, practice, and theory in relation to changes in social institutions and thought. Focuses on the analysis of contemporary educational problems in the light of historical perspectives.

EDUC-UL 5528 Sociological Foundations Of Education Credits: 3

An analysis of issues involving the role of schools in society, the relationship between education and other social institutions, and contemporary social developments which have major implications.

EDUC-UL 5531 Educational Leadership and Human Resources Credits: 3

This course has been designed to develop students' proficiencies in school human resource management and its importance to positive outcomes for student learning. The course focuses on human resource components that are essential to effective schools.

**Prerequisites:** Admission into the Educational Administration EdD Program.

EDUC-UL 5532 Educational Leadership and Organizational Behavior Credits: 3

This course has been designed to develop the students' proficiencies in school organization and management to provide positive outcomes for student learning. The course focuses upon organizational behavior and development and its components that are essential to effective school.

**Prerequisites:** Admission into the Educational Administration EdD Program.

EDUC-UL 5534 English Language Learner Program Administration Credits: 3

Provides educators, administrators, and district officials with knowledge, skills, and dispositions necessary to supervise/manage programs and teachers in elementary, middle, or secondary schools that serve students with limited English proficiency. Participants will study and apply theories and practices related to language acquisition cultural pluralism, multicultural education, family and community engagement, acculturation, assessment, and legal rights and responsibilities relating to English language learners and the school.

**Prerequisites:** Bachelor's degree.

EDUC-UL 5535 Current Topics in Urban School Leadership Credits: 3

Current Topics in Urban School Leadership

EDUC-UL 5550 Organization And Administration Of Higher Education Credits: 3

Organizational patterns; administrative roles and procedures; establishment of policies, institutional development; and public and private financing of higher education.

**EDUC-UL 5551 Student Affairs Administration In Higher Education Credits: 3**

Study of the objectives, organizational structure, and current issues of student affairs administration as they relate to the academic program, the campus environment, and the needs of students; analysis of the functions of different services.

**EDUC-UL 5553 Supervision and Management of People Credits: 3**

The purpose of this course is to provide a broad overview of staffing practices in the field of higher education, especially student affairs. The course will assist students to be better professionals, to learn the literature as it relates to supervision, and to begin basic skill development. Other course content includes issues surrounding staff selection, staff orientation. The course is open to any graduate student.

**EDUC-UL 5556 The College Student Credits: 3**

An examination of today's college students. Review and study of demographics, relationships of students and colleges, nature of student communities, new student populations and the impact of college on students and their educational development.

**EDUC-UL 5557 Legal Aspects Of Higher Education Credits: 3**

Study of legal issues within higher education. Focus is on state and federal law and regulations as they pertain to issues ranging from academic freedom to governance and administration. Focus on strategies for preventive law is a major component of the course.

**EDUC-UL 5558 Advanced Student Development Theory Credits: 3**

A focused and in-depth examination of developmental theories related to the college student. This course builds on information presented in EDUC-UL 5556.

**Prerequisites:** EDUC-UL 5556.

**EDUC-UL 5559 Current Issues In Community Colleges Credits: 3**

A course responsive to the contemporary issues in community college administration, addressing interesting and important topics that fall outside the scope of other courses in the higher education curriculum. Students will have an overview of the role of community colleges within the larger organization of colleges and universities in the U.S. higher education system.

**Prerequisites:** Graduate student status.

**EDUC-UL 5560 Leadership In Higher Education Credits: 3**

Focus on leadership, connections among different approaches to leadership, different forms of power, and different leadership behaviors. A series of opportunities to think systematically about leadership and to increase a student's personal leadership capacities in higher education will be provided.

**EDUC-UL 5562 Gender & Leadership In Educ: Implications For Prof. Effectiveness Credits: 3**

This course is for women and men who want to understand better the unique challenges and opportunities facing leaders in today's educational organizations. Exploration of connections between gender and leadership is the focus of study. Students will probe linkages between gender and leadership for their own leadership and for organizational policy and practice.

**EDUC-UL 5564 History Of Higher Education Credits: 3**

Study of the evolution of the constituencies within different types of American higher education institutions. The development of professional, practical, and graduate education will be examined as will 20th century alternatives to the liberal arts colleges and research university models.

**EDUC-UL 5566 Racial And Ethnic Diversity, And Cultural Understanding Credits: 3**

An exploration of the ideological and historical construction of education for social equality, and subsequent issues of race, ethnicity, and class that influence colleges and universities in the U.S. today.

**EDUC-UL 5567 Higher Education Capstone Credits: 3**

This course will provide a culminating experience for students in the Higher Education Masters program. All aspects of higher education administration will be examined and synthesized to enhance student ability to understand and operate in a complex setting.

**EDUC-UL 5570 Administrative Practicum Higher Education Credits: 3-6**

Assigned administrative responsibilities under supervision of practicing higher educational administrator, seminar and written project accompany field experiences.

**EDUC-UL 5571 Internship In Higher Education Credits: 3-16**

Applied experiences in a planned, supervised program. Seminar accompanies internship experiences.

**EDUC-UL 5572 Higher Education Administration: The Profession Credits: 3**

A course to introduce the prospective or new student affairs professional to all facets of higher educational administration. The course provides a balance of presentations by student affairs professionals, participation and observation in a variety of higher education offices and individual research projects. It is anticipated that students will visit several institutions of higher education and will participate in a service-learning project.

**EDUC-UL 5574 Administrative Practicum Credits: 1-6**

Assigned administrative responsibilities under supervision of practicing educational administrators seminar and written project accompany field experiences.

**EDUC-UL 5575 Internship In Administration Credits: 1-16**

Applied experiences in a planned, supervised educational administration program. Seminar accompanies internship experiences.

**EDUC-UL 5589 Special Topics In Educational Leadership Credits: 1-6**

A course designed to deal with a topic which is not available in the regular course offerings. Topics, instructors, and prerequisites to be listed on the semester bulletin.

EDUC-UL 5589AD Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5589BE Special Topics in Educational Leadership Credits: 1-6  
Special Topics in Educational Leadership

EDUC-UL 5589CP Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5589EA Special Topics In Educational Leadership Credits: 1-6

A course designed to deal with a topic which is not available in the regular course offerings. Topics, instructors, and prerequisites to be listed on the semester bulletin.

EDUC-UL 5589ED Special Topics In Educational Leadership Credits: 1-6

A course designed to deal with a topic which is not available in the regular course offerings. Topics, instructors, and prerequisites to be listed on the semester bulletin.

EDUC-UL 5589EL Special Topics In Educational Leadership Credits: 1-6

A course designed to deal with a topic which is not available in the regular course offerings. Topics, instructors, and prerequisites to be listed on the semester bulletin.

EDUC-UL 5589ET Special Topics In Educational Leadership Credits: 1-6

A course designed to deal with a topic which is not available in the regular course offerings. Topics, instructors, and prerequisites to be listed on the semester bulletin.

EDUC-UL 5589HR Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5589LR Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5589OB Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5589SM Special Topics In Educational Leadership Credits: 1-6

EDUC-UL 5590 Seminar Credits: 3

Discussion and evaluation of literature in Education Administration.

EDUC-UL 5598 Individual Studies Credits: 1-6

Review of the research and trends relative to selected problems in education.

EDUC-UL 5601 Research In Education Administration: Qualitative Theory & Design Credits: 3

First of two courses in advanced qualitative research in higher education and educational administration. Focus is on the theory and design of qualitative work. Students will become familiar with the various ontological, epistemological, and methodological assumptions that guide research in the social sciences and be able to make informed choices about inquiry techniques for dissertation and future research.

EDUC-UL 5602 Seminar In The History Of American Urban Education Credits: 3

A study of the historical development of American urban educational institutions and ideas and of how that development is embedded within the broader context of social, political, and economic change in the United States.

EDUC-UL 5603 Research In Education Administration: Qualitative Data & Analysis Credits: 3

Second of two courses in advanced qualitative research in higher education and educational administration. Focus is on data collection and analysis in qualitative work. Students will become familiar with various data gathering techniques and devices for interpreting qualitative data and drawing meaningful conclusions. This information will guide students in dissertation and future research.

**Prerequisites:** EDUC-UL 5601.

EDUC-UL 5604 Introduction to Doctoral Study Credits: 3

This course is designed as an introductory course in the doctoral sequence for the EdD in Educational Administration with an emphasis in Higher Education. The course is designed to introduce students to the tasks and processes involved in the completion of the doctoral requirements. It is required for all entering doctoral students.

**Prerequisites:** Admission to the doctoral program.

EDUC-UL 5616 Analysis Of Educational Theory Formation Credits: 3

Study and application of criteria for evaluating the adequacy of educational theories and evaluating the relevance to theories of research studies.

EDUC-UL 5626 Theory In Educational Administration Credits: 3

Leadership theories and research; bureaucracy and organizational processes; new directions in organizational analysis; sociological and psychological concepts in school administration.

**Prerequisites:** EDUC-UL 5501.

EDUC-UL 5627 Advanced Educational Supervision Credits: 3

Principles and concepts of educational supervision and implementation.

**Prerequisites:** EDUC-UL 5507.

**EDUC-UL 5628 The Superintendency Credits: 3**

Analysis and overview of the nature, functions and activities of the public school superintendency including: historical and philosophical foundations; board-staff and other governing body relationships and functions; professional staff relations and management; public relations and communication; inter-governmental relations and responsibilities, and the functions of planning, direction and supervision of the instructional enterprise.

**EDUC-UL 5634 Faculty & Curricular Issues Higher Education Credits: 3**

This course will explore different facets of college and university curricula. This course will include varying ways curriculum has been structured and the debates that have surrounded the structure and content. Faculty issues will be explored via the curriculum and will include a focus on workload policies and practices.

**Prerequisites:** Admission to the doctoral program.

**EDUC-UL 5635 Topics In Higher Education Credits: 3**

Organization of higher education, public and private financing; accreditation; academic freedom; policy development; community relations; curricular patterns, selected current issues.

**Prerequisites:** EDUC-UL 5550 (or equivalent).

**EDUC-UL 5636 Policy Issues in Higher Education Credits: 3**

This course is intended for those whose roles as educational leaders requires them to participate in the analysis and development of policies associated with educational programs and practice. Students will be able to understand the characteristics of a well developed policy agenda, obstacles to policy implementation, and interpretations related to policy implementation. Concurrently, institutional, political, economic, social, and moral consequences of various policies will be explored.

**Prerequisites:** Admission to the doctoral program.

**EDUC-UL 5637 Community College Credits: 3**

Investigation of the purposes, programs, and the problems in the American community college movement; analysis of the structure, governance, and financial support of community colleges.

**Prerequisites:** Doctoral status.

**EDUC-UL 5640 Apprenticeship And Conference In College Training Credits: 2-5**

Apprenticeship experience in preparing, conducting, and evaluating college teaching under the direction of and in conference with supervising professors. Some attention to student personnel and administration in higher education.

**EDUC-UL 5652 Financial Aspects Of Higher Education Credits: 3**

This course is designed for graduate students with a basic understanding of the area of Higher Education Administration. The course examines basic concepts and principles of finance in higher education in the United States. Students are expected to: Develop an understanding of 1) the issues and fiscal problems of higher education, 2) the roles and responsibilities of financial officers in higher education, and 3) possible future trends in the financing of higher education.

**Prerequisites:** Doctoral status.

**EDUC-UL 5655 Studies In Philosophy Of Education Credits: 3**

Study of special topics in the philosophy of education.

**Prerequisites:** EDUC-UL 5523, EDUC-UL 5526.

**EDUC-UL 5660 Effective Practices II Credits: 3**

This course builds on the general understanding of leadership and professional practices developed in Leadership in Education Effective Practices I. The course addresses key leadership challenges and decision making in today's complex work world. The course uses reading on selected issues, case discussions, and role plays to move beyond theory and understanding to application and effectiveness.

**EDUC-UL 5665 The Urban University Credits: 3**

This course examines the development and unique aspects, characteristics and role of the urban university. In addition to an exploration of the historical relationship between urbanization in American society and university development and evolution, seminars will focus attention on undergraduate and graduate education, faculty development, community relations, and regional and economic development for urban institutions.

**Prerequisites:** Doctoral status.

**EDUC-UL 5685 Problems And Issues In Education & Urban Leadership Credits: 3**

This course serves as the capstone class for all doctoral students in education. The course requires analysis of successful dissertations in urban education and prepares students to write their own dissertation relative to urban study and education.

**EDUC-UL 5690 Special Problems Credits: 1-6**

Individual studies; thesis exploration, special reading.

**EDUC-UL 5690A Special Problems Credits: 1-6**

Individual studies; thesis exploration, special reading.

**EDUC-UL 5696 Dissertation Administration And Community Leadership Credits: 1-16**

Culminating written research project for doctoral students in Urban Leadership and Policy Studies.