

**DEPARTMENT OF EDUCATIONAL LEADERSHIP
Chairperson's Annual Report, 2007-08**

Summary

This past year saw a significant change in the requirements of the doctoral program. The most dramatic was a reduction to 63 post-master's hours as the minimum number of credits. Students entering the program with a completed Specialist in Education degree (EdS) may count the appropriate content of their program toward meeting the requirements of the doctorate. Also, the Doctoral Seminar was expanded to six credits to include more of the foundations of education, critical thinking and critical writing. These additions and changes were occasioned by an internal review by the faculty and recommendations from an external reviewer.

Another change in the Department was to shelve the Master of Arts in Community Leadership. For the time being, no additional students will be added to that program; however, those students already admitted to the program will be supported in their completion.

Our programs continue to be in demand. The doctoral program will begin its 11th cohort this coming fall. Similarly, the Specialist in Education in Atlanta is growing. We launched two new Principalship cohorts this past fall in Traverse City and Brimley, with the hope that the Brimley would attract students from Sault Ste. Marie, ON. (Because of ongoing difficulties with border crossings, only one Canadian is involved in the program.)

The following list addresses the accomplishments in the various programs offered in and by the faculty of the Department of Educational Leadership for 2006-07.

New Course Designator to Be Implemented

To reflect the change in the name of the Department, the new course designator will be EDL, instead of EAD. This change will go into effect in Fall, 2008.

Web Site

We continue to update our web site to be more user-centric and informative. The web address (URL) is: <http://www.ehs.cmich.edu/edl>. Highlights include:

- Student involvement with presentations and publications

- Announcement of doctoral student dissertations, including a copy of the abstract
- Listing of student accomplishments, including our first doctoral student being named a college president.
- Inquiry system – over 100 responses to submitted inquiries.

Departmental Course Productivity

In all courses taught under the EAD designator for the 2007-08 fiscal year, more than 6,000 student credit hours (SCH) were generated, yielding approximately \$3.3 million in tuition revenue. These figures include both on- and off-campus offerings.

School Principalship Program

- *New Initiatives and Accomplishments:* New cohorts were launched in Traverse City and Brimley with approximately 20 students each.
- *Ongoing Cohorts:*
 - Lansing (to finish Spring 2009)
 - Flint (to finish Fall 2008)
 - Traverse City
 - Auburn Hills
 - Southfield (completed Spring 2008)
 - Charter Schools (online)
 - Brimley
- *Start-up Cohorts*
 - Charter Schools 2 (online)
 - Atlanta
 - Dearborn
- *Student Progress:*
 - Continuing: 110
 - Graduated: 18 (Southfield)

Specialist in Education Program

- *New Initiatives and Accomplishments:*
 - Cohorts VIII and IX begun in Atlanta
 - Professional development sessions offered for Atlanta students, entitled “Conquering the Field Study.”
 - Two Graduate Fairs on campus to promote the EdS Program.
- *Student Progress:* Thirty-two graduates in 2007-08.
- *2008-09 Plans:*
 - Orientation for Cohort X in Atlanta during August 2008.
 - Curriculum revision of the EdS Program.
 - Curriculum alignment to meet state requirements in both Michigan and Georgia.
 - Development of marketing plan for expansion of the EdS Program in Michigan, including an EdS/EdD package. Initial implementation of this package will be in partnership with Northern Michigan University, with an EdD cohort to begin in Marquette in 2010. Discussions are ongoing with Saginaw Valley State University.

Doctor of Education Program

- *New Initiatives and Accomplishments:*
 - Monthly doctoral newsletter
 - Professional Development Sessions for graduate students
 - ◆ How to Prepare a Conference Proposal
 - ◆ Leadership for Policy Changes
 - ◆ APA format and Literature Reviews; EndNotes
 - ◆ Orientation for Cohort X students
 - Preparation and distribution of a *Year in Review* and a student directory for the annual doctoral dinner.
 - 2007 Doctoral Dinner presentations: *Visit to Notre Dame, Study in China, Overview of the new Education Building*. Karen Adams was a keynote for this event.
 - Open House for Recruitment in Mount Pleasant
 - Implementation of new Doctoral Program Curriculum
 - ◆ First time offering of new format for EAD 899 Doctoral Seminar
 - ◆ Continuation of the EAD 897, Dissertation Colloquium class for proposal writing
 - Audit of all current doctoral student records. A letter is being sent to all of these students to note progress toward degree, requirements remaining, and the time line in which requirements must be fulfilled. New institution of continuous enrollment was noted and was enforced beginning fall 2007.
 - Updated Doctoral Student Handbook and posted on website
 - Revision of the comprehensive exam rubric; initiation of a new process regarding reference lists for the day of the exam.
- *Student Progress:*
 - Thrity-four students have completed the program since its inception in 1998.
 - The following individuals were graduated this past year, including their dissertation titles and advisors:

- ◇ **Heckard, B.** (2008). *Using concept mapping to measure the effectiveness of professional development in master's granting institutions.* **(Eddy)**
- ◇ **Hooper, J. E.** (2008). *Exploring the cultural impact of implementing a system of interventions in a professional learning community.* **(Eddy)**
- ◇ **Johnson, C.** (2007). *The role of social capital in creating sustainable partnerships.* **(Eddy)**
- ◇ **Meyers, L. H.** (2008). *An examination of leadership behaviors of Lutheran high school principals that impact implementation of professional learning communities.* **(Gilbert)**
- ◇ **Otteman, T.** (2008). *Gambling with their lives: College students and sports gambling.* **(Marshall)**
- ◇ **Turecky, D.** (2007). *A portrait of leadership: Father Theodore M. Hesburgh C.S.C.* **(Eddy)**
- 213 individuals have applied to the program since its inception in 1998; 148 (70%) were offered admission.
- 118 (80%) of those offered admission actually started the program.
- 34 students have completed their degrees; 68 students continue their programs. This is a retention rate of 86% of those who started the program.
- *Student Awards*
 - **Anderson, Derek**, Central Michigan University 2006-2007 Outstanding Dissertation Award. Dissertation titled *The Impact of Cooperating Teachers on the Teaching Perspectives of Student Teachers.*
 - **Eyers, Christina** (2008). \$2000 Great Lakes Athletic Trainers' Association Living Memorial Scholarship.
 - **Mitchell, Regina** (2007). \$1500 CMU Dissertation Research Support Grant.
 - **Moore, Dale** (2008). \$2000 CMU Dissertation Research Support Grant

- *Student Publications*
 - **Donohue, M.** Doing the right things: Corporate social responsibility amounts to product branding.
 - **Hopper, J.** (2007). An exploratory essay on listening instruction in the K-12 curriculum. *International Journal of Listening*, 21, 50-56.
 - **Mitchell, R. L.** (2007). A review of "Learning partnerships: Theory and models of practice to educate for self-authorship." *Community College Journal of Research and Practice*, 31(1), 76-78.
 - **Warner, C., & Bentley, J.** (2008, March). Creating a culture of academic pride: An academic incentive program for on-campus students. *RA Manager*.
- *Student Presentations*
 - **Brown, K. M.** (2007). *Student incivility*. In-service at Alpena Community College, Alpena, MI
 - **Donohue M.** (2007). *Philanthropic giving*. Presentation at the Graduate Student Conference, Eastern Michigan University/Michigan Professors of Educational Administration, Ypsilanti, MI
 - **Eyers, C.** (2007). *Celebrating the 35th anniversary of Title XI: Benefits and drawbacks in athletics*. Marge Bulger Lecture Series, Physical Education & Sport Department, Central Michigan University, Mt. Pleasant, MI.
 - **Eyers, C., & Odland, K.** (2007). *Title IX at thirty-something: Full or failed potential?* Faculty Excellence Exhibit, Central Michigan University, Mt. Pleasant, MI.
 - **Johnston, K.** (2007). Building a community of scholars: Humber's experience with applied technology. Presentation at the NISOD International Conference on Teaching and Leadership Excellence, Austin, TX.
 - **Lorenzen, M.** (2008). *A role for forensic psychology in counselor education*. Presentation at the Hawaii International Conference on Education, Honolulu, HI.

- **Mitchell, R.** (2007). *Leading from the middle: Community colleges*. Presentation at the Association for the Study of Higher Education, Louisville, KY.
- **Ottelman, T.** (2007). *Bracket busted: Sports gambling and college athletics*. Presentation to the Department of Athletics, Central Michigan University, Mt. Pleasant, MI
- **Ottelman, T.** (2007). *You bet your life: Gambling in America's high schools*. Presentation to the Teen Summit: Your Life, Your Future, Your Choice, Mt. Pleasant High School, Mt. Pleasant, MI
- **Ottelman, T.** (2007). Andrew's story: Confessions of a student bookie. Michigan Athletic Trainer's Society (MATS) webcast broadcast from Central Michigan University
- *2008-09 Plans:*
 - Development of professional development sessions for the fall and spring semesters.
 - Creation of a handbook of student and faculty accomplishments that will be used at the doctoral dinner and for recruitment.
 - Development of a doctoral marketing plan, including updates in materials for distribution and an updated web presence.
 - National recruitment for a doctoral graduate assistant
 - Expansion of the doctoral newsletter to include more features on individual students. A revision of the template of the newsletter to include more pictures.
 - Promotion of presenting and writing opportunities for students.
 - Participation in the research colloquium for graduating students at Eastern Michigan University in October to present their research. Sponsored by MAPEA—on the planning committee.
 - Survey of doctoral students and conducting of focus groups for alternative options of delivery of the doctoral program.
 - Expansion of the assessment plan to allow for feedback for continuous improvements.

- Reconsideration of Watson-Glaser Critical Thinking Appraisal (WGCTA) as replacement for the GRE and MAT for admission and as an exit component to be added to the assessment plan.
- Installation of Dr. Sarah Marshall as Doctoral Program Director

Faculty Productivity

Honors and Awards

Eddy, P. L. (2008). *Teaching Excellence Award*, Central Michigan University.

Eddy, P. L. (2007). *ACE Network for Women Leaders in Higher Education Regional Award*.

Eddy, P. L. (2007). *Fulbright Scholarship*, Dublin, Ireland

Gilbert, M. B. (2007). *Research Fellowship* from CMU Faculty Center for Innovative Teaching.

Orsuwan, M. (2008). *National Summer Data Policy Institute Fellowship*. (This research fellowship is sponsored by the National Science Foundation (NSF), National Center for Education Statistics (NCES), and Association for Institutional Research (AIR).

Books

Eddy, P. L., & Murray, J. (Eds.). (2007). *Rural community colleges: Teaching, learning, and leading in the heartland. New Directions in Community Colleges*. San Francisco: Jossey-Bass.

Marshall, S. M., & Hornak, A. (2008). *A day in the life of a college student leader: Case studies for undergraduates*. Sterling, VA: Stylus Press.

Monographs

Shen, J., Berry, J., Cooley, V., **Kirby, E. A.**, Marx, G., & **Whale, D. E.** (2007). *Data-informed decision making: A guidebook for data points and analyses in the context of Michigan school improvement framework*. Kalamazoo, MI: Michigan Coalition of Educational Leadership.

Book Chapters:

- Amey, M. J., **Eddy, P. L.**, & Ozaki, C. K. (2007). Demands for partnerships and collaboration in higher education: A model. In M. J. Amey (Ed.). *Collaborations across educational borders. New Directions in Community Colleges* (pp. 5-14). San Francisco: Jossey-Bass.
- Cooper, J. E., & **Eddy, P. L.** (Lead authors). (2007). Improving gender equity in postsecondary education. In S. S. Klein (Ed.), *Handbook for achieving gender equity through education* (pp. 625-648). New York: Lawrence Erlbaum Associates, Publishers, Taylor & Francis Group.
- Eddy, P. L.** (in press). Changing of the guard in community colleges: The role of leadership development. In A. Kezar (Ed.), *New horizons for leadership development of faculty and administrators in higher education*. Sterling, VA: Stylus Press.
- Eddy, P. L.** (in press). Leading gracefully: Gendered leadership at community colleges. In D. R. Dean, S. J. Bracken, & J. K. Allen (Eds.) *Women in academic leadership: Professional strategies, personal choices: Vol. 2. Women in academe*. Sterling, VA: Stylus Publishing LLC.
- Eddy, P. L.**, & Cox, E. (in press). Gendered leadership: An organizational perspective. In J. Lester (Ed.), *Gendered perspectives on community colleges. New Directions in Community Colleges*. San Francisco: Jossey-Bass.
- Eddy, P. L.**, & Lester, J. (in press). Strategizing for the future. In J. Lester (Ed.), *Gendered perspectives on community colleges. New Directions in Community Colleges*. San Francisco: Jossey-Bass.
- Eddy, P. L.** (2007). Alliances among community colleges: Odd bedfellows or lasting partners. In M. J. Amey (Ed.). *Collaborations across educational borders. New Directions in Community Colleges* (pp. 59-68). San Francisco: Jossey-Bass.
- Orsuwan, M.**, Cole, D., & Ah Sam, A. (2007). Violence and hate crimes on campus: Uncovering the mystique. In Jackson, J. & Melvin C. Terrell (Eds.), *Creating and maintaining safe college campuses: A sourcebook for enhancing and evaluating safety programs* (pp. 34-57). Sterling, VA: Stylus Publishing.

Articles

- Eddy, P. L.** (2008). Climbing the ladder and looking back: Reflections of women leading community colleges. *The Community College Enterprise*, 14(1), 49-66.
- Eddy, P. L.**, & Bracken, D. (in press). Lights, camera, action! The role of movies and video in classroom learning. *Journal of Faculty Development*.
- Eddy, P. L.**, & Gayle, J. G. (in press). New faculty on the block: Issues of stress and support. *Stress, Trauma and Crisis: An International Journal*.
- Gilbert, M. B.** (2007). Meeting communication needs can enhance student success. *Journal of the Michigan Association of Teacher Educators*, 4(1), 7-12.
- Kirby, E. A.** (2008, Winter). Eliminate bullying – A legal imperative. *A Legal Memorandum* 8(2). National Association of Secondary School Principals.
- Kirby, E. A.** (2007, Summer). Miss school and miss out: Taking on truancy. *A Legal Memorandum* 7(4). National Association of Secondary School Principals.
- Orsuwan, M.**, & Cole, D. (2007). The moderating effects of race/ethnicity on the experience of Asian American and Pacific Islander community college students. *Asian American Policy Review*, 16, 61-85.
- Whale, D. E.** (2007, May 19). *Musings on the role of technology in school leadership*. Dangerously irrelevant blog. Retrieved from <http://www.dangerouslyirrelevant.org>

Book Reviews:

- Eddy, P. L.** (2007). Review of *Defending the community college equity agenda* [T. Bailey & V. S. Morest, (Eds.)]. *The Review of Higher Education*, 31(1), 112-113.
- Whale, D. E.** (2008). Review of *Ten traits of highly effective schools*. Thousand Oaks, CA: Corwin Press.

Presentations

- Amey, M. J., **Eddy, P. L.**, Campbell, T. G., & Watson, J. L. (2008, April). *The role of social capital in facilitating partnerships*. Peer reviewed research paper at the 2008 annual conference for the Council for the Study of Community Colleges, Philadelphia, PA.
- Eddy, P. L.**, & Amey, M. J. (2008, April). *Leadership in the trenches: Trends, practices, and strategies*. Peer reviewed roundtable at the 2008 annual conference for the Council for the Study of Community Colleges, Philadelphia, PA.
- Eddy, P. L.**, & **Drake, E. M.** (2008, April). *Community college leadership: How do rural leaders measure up?* Peer reviewed research paper at the 2008 annual conference for the Council for the Study of Community Colleges, Philadelphia, PA. [Eron Drake is a student in the EDL doctoral program.]
- Gilbert, M. B.** (2008, April). *Communicating effectively: Connecting and interacting with your staff, students and stakeholders*. Presentation at the National Council of Professors of Educational Administration Conference-within-a-conference at the National Association of Elementary School Principals Convention, Nashville, TN.
- Gilbert, M. B.** (2008, March). *Listening filters: Perceptual preferences and "lenses."* Presentation at the annual convention of the International Listening Association, Portland, ME.
- Gilbert, M. B.** (2007, November). *Communicating effectively with your staff*. Presentation at the annual conference of the Michigan Association of Elementary and Middle School Principals, Acme, MI.
- Gilbert, M. B.** (2007, October). *Communicating effectively with students and staff*. Presentation at the annual conference for assistant principals, Michigan Association of Secondary School Principals, Kalamazoo, MI.
- Gilbert, M. B.** (2007, August). *Educator personalities and PCM*. Presentation at the second International Congress on Process Communication, Hot Springs, AR.
- Hornak, A., & **Marshall, S. M.** (2008, April). *A day in the life of a student affairs educator: Competencies and case studies for early career professionals*. Program for the American College Personnel Association National Conference. Atlanta, GA.
- Mitchell, R.**, & **Eddy, P. L.** (2007, November). *In the middle: A gendered view of career pathways of mid-level community college leaders*. Peer reviewed research paper for the Association for the Study of Higher Education, Louisville, KY. [Regina Mitchell is a student in the EDL doctoral program and a staff member in the CMU Faculty Center for Innovative Teaching.]

- Kirby, E., Ciarlante, M., & Falquist, S.** (2008, June). *Engaging our youth*. Panel workshop at the National Center for Victims of Crime (NCVC) National Conference. Portland, OR.
- Kirby, E.** (2008, March). *Beyond bullying: Youth engagement model utilized to explore teen victimization issues*. Presentation at the Annual Conference of the Michigan Academy of Science, Arts and Letters. Kalamazoo, MI.
- Lai, M. S., & Orsuwan, M.** (2008). *Do governmental transfers displace supports from children to their poor parents? A case study on Taiwan*. Paper accepted for presentation at the 83rd Annual Conference of the Western Economic Association, Oahu, HI.
- Marshall, S. M., & Hornak, A.** (2008, March). *A day in the life of a college student leader: Using case studies to ensure undergraduate success*. Program for the National Association for Student Personnel Administrators National Conference. Boston, MA.
- Marshall, S. M., & Hornak, A.** (2008, April). *A day in the life of a college student leader: Using case studies to ensure undergraduate success*. Program for the American College Personnel Association National Conference. Atlanta, GA.
- Marshall, S. M.** (2008, April). *Diapers to dating continued: Research on managing careers and kids*. Program for the American College Personnel Association National Conference. Atlanta, GA.
- Orsuwan, M.** (2007, November). *Does teacher quality affect post-secondary educational outcomes?* Paper presented at the Association for the Study of Higher Education Meeting, Louisville, KY.
- Orsuwan, M.** (2007, August). *Longer-term economic effects of teacher quality and student achievement*. Paper presented at the Oxford Higher Education Seminar, London, England.
- Orsuwan, M., & Heck, R.** (2008, March). *Changing interstate migration patterns of college freshmen: Examining the impact of merit-based student-aid policies over time*. Paper presented at the American Educational Research Association Annual Meeting, New York, NY.

Editorial Boards

The Charter School Review (**Whale**)

The Charter Schools Resource Journal (**Whale**)

Community College Journal of Research and Practice (Co-editor, Book Review Section) (**Eddy**)

Community College Enterprise (Associate Editor) (**Eddy**)

Education Leadership Review (**Gilbert**)

International Journal of Listening (**Gilbert**)

Journal of General Education (**Eddy**)

Journal of Higher Education (**Eddy**)

Journal about Women in Higher Education (**Marshall**)

Grants

Cooley, V. (2005-2008). *Charting success for all students: Data-driven professional development project*. Wallace Foundation. **Whale, D. E., & Kirby, E. A.**, Central Michigan University representatives (\$1,275,000.00).

Eddy, P. L. (2008). Fulbright Scholarship. *Principal Investigator. Higher education policy in Ireland—Transforming a system: Shifting faculty and institutional roles in partnerships*. This project provides research regarding the goal of Ireland's Tertiary Education Academy to create a strategic framework for higher education. The globalization of higher education increasingly puts pressure on institutions to provide education in a seamless marketplace, ultimately impacting the structures traditionally found in institutions of higher education (Hazelkorn, 2004). Collaborations, both for faculty and institutions, take on heightened importance in the changes underway in Ireland. I plan to study interdisciplinary collaborations for faculty and partnerships among colleges to understand better key framework elements that contribute to strategic focus. (**\$25,000**)

Eddy, P. L. (2008). CMU Research Excellence Funds. *The CMU/Mid-Michigan Rural Partnership Initiative. Co-Principal Investigator*. Funding to conduct a meta-analysis of regional needs assessment to determine areas of need, duplication of services, and points of leverage. Results from the needs assessment will aid in the creation of a strategic plan for the area. (**\$40,000**)

Eddy, P. L. (2007). Faculty Research and Creative Endeavors Premiere Display Grant: *In the middle: A gendered view of career pathways of mid-level community college leaders. Presenter:* Presented research on a case study regarding career pathways at a rural mid-sized community colleges. This research was presented the 2007 annual meeting for the Association for the Study of Higher Education. A manuscript from this study is part of a special edition on gender of the *Community College Journal of Research and Practice*. (**\$600**)

Kirby, E. A. (2007-2008). *Teen victimization projects*. Michigan Victim Alliance. (**\$5,000**)

Invited Presentations

Amey, M. J., & **Eddy, P. L.** (2007, June). *Should I or shouldn't I? Doctoral degrees – Deciding whether to go*. Annual state conference of the Michigan ACE Network for Women Leader in Higher Education, Lansing, MI.

Eddy, P. L. (2008, March). *Gender and difficult conversations*. Panel presentation at the CMU Women's History Month Workshop, Mt. Pleasant, MI.

Eddy, P. L. (2008, January). *Change: Friend or foe*. CMU Professional and Administrative Staff Leadership Conference, Mt. Pleasant, MI.

Eddy, P. L., Beach, A. L., & Brockman, J. (2007, November). *Getting off to a great start in a faculty career*. Higher, Adult, and Lifelong Education, Michigan State University, East Lansing, MI.

Eddy, P. L. (2007, November). *Preparing the prospectus*. Graduate school workshop, Central Michigan University, Mt. Pleasant, MI.

Eddy, P. L. (2007, November). *Preparing for organizational change*. A.G.B.U. Alex and Marie Manoogian Charter School, Southfield, MI.

Eddy, P. L. (2007, October). *Rural leader panel – The college perspective*. The role of higher education in rural mid-Michigan development. Conference at Mid-Michigan Community College, Harrison, MI.

Gilbert, M. B. (2008, May). *Process Communication*. Workshops for faculty and staff of Kirtland Community College, Roscommon, MI.

Gilbert, M. B. (2007, October). *Process Communication*. Workshops for faculty and staff of Kirtland Community College, Roscommon, MI.

Gilbert, M. B. (2007, August). *Process Communication*. Workshop for faculty and staff of Bay-Arenac High School, Bay City, MI.

- Kirby, E.A.** (2008, April). *What educators need to know about bullying and teen victimization*. Presentation to CMU Kappa Delta Pi, Mt. Pleasant, MI.
- Kirby, E. A.** (2008, April). *Youth-adult partnerships: How to plan for a school-wide teen summit*. Presentation to faculty and staff at Alpena High School and Alpena Alternative School, Alpena, MI.
- Kirby, E. A.** (2008, January). *Teen victimization*. Presentation to faculty at Montabella High School, Blanchard, MI.
- Kirby, E. A.** (2008, January). *Critical incident analysis: Graduate and undergraduate course concepts*. Invited participant to planning and development meeting for the Academy of Critical Incident Analysis. John Jay College of Criminal Justice, New York, NY.
- Whale, D. E.** (2008, February 17). *Cheating and ethics in today's high school student*. Cadillac, MI: Central Michigan University Action Series.