

Contact: Rachel Boon

**REQUEST FOR NEW PROGRAM AT IOWA STATE UNIVERSITY:**  
**DOCTOR OF EDUCATION**

**Action Requested:** Consider approval of the request by Iowa State University to establish a Doctor of Education (Ed.D.) degree in the School of Education, a division of the College of Human Sciences.

**Executive Summary:** An Ed.D. primarily prepares educational leaders who can apply scholarly research to problems of practice in local, state and national settings. The proposed program will replace two current options in the School of Education: A Ph.D. emphasis in Community College Leadership, and a Certificate of Advanced Study (30-credit graduate certificate) aligned with Iowa Superintendent endorsement requirements. Based on the aging workforce in superintendent roles in Iowa, and the need for highly qualified leaders across the spectrum of K-12 and community colleges, this program intends to contribute to the workforce in an area of need. The Council of Provosts and Board office support approval of this program.

**Background:**

**Description of proposed program.** In accordance with the land-grant mission of Iowa State University to serve the people of Iowa, and its historical commitment to the field of education and preparation of preschool through college (P-20) system-level leaders in the state, the School of Education requests permission to grant a Doctor of Education degree (Ed.D.) with a major in Education.

The School of Education currently offers a Doctor of Philosophy degree (Ph.D.) with a major in Education. Because the Ph.D. and Ed.D. offer preparation for different professional expertise, it is common for institutions to offer both degrees. This is the case at seven of ISU's 10 peer institutions, and with a majority of AAU institutions that offer a Ph.D. in education.

The Ph.D. prepared educational researchers conduct methodologically rigorous scholarship that significantly contributes to knowledge in the field of education. By comparison, while preparing students to engage in educational research, an Ed.D. primarily prepares educational leaders who can apply scholarly research to problems of practice in local, state and national settings.

The School of Education envisions an Ed.D. that produces transformational, equity-focused leaders for educational systems across the P-20 continuum. The program will be cohort-based, three years long (including two summers), and culminate with a dissertation demonstrating use of critical inquiry to address a complex problem of practice. The program will offer two professional tracks (e.g., Community College Leadership and P-12 Systems-Level Leadership). All students, regardless of track, will take a core curriculum that develops student understanding of the scope, substance and inter-relationship of the P-20 continuum. The cohort model aims to stimulate a shared learning experience among students, fostering the development of professional networks and encouraging dialogue among emerging leaders across the educational system. To meet the needs of working professionals, the program will use hybrid formats that mix face-to-face learning with video-streaming and online delivery methods.

If approved, the proposed program will replace two current options in the School of Education: A Ph.D. emphasis in Community College Leadership and a Certificate of Advanced Study (30-credit

graduate certificate) aligned with Iowa Superintendent endorsement requirements. Because the Ed.D. replaces these options within an existing Ph.D., no additional resources are needed.

Academic objectives. The Ed.D. is guided by six principles identified by the Carnegie Project on the Education Doctorate (CPED), a national consortium of over 80 colleges and schools of education in the U.S., including the University of Northern Iowa. This six principles establish that the Ed.D.:

- is framed around questions of equity, ethics and social justice to bring about solutions to complex problems of practice;
- prepares leaders who can construct and apply knowledge to make a positive difference in the lives of individuals, families, organizations and communities;
- provides opportunities for candidates to develop and demonstrate collaboration and communication skills to work with diverse communities and to build partnerships;
- provides field-based opportunities to analyze problems of practice and use multiple frames to develop meaningful solutions;
- is grounded in and develops a professional knowledge base that integrates both practical and research knowledge, that links theory with systemic and systematic inquiry; and
- emphasizes the generation, transformation and use of professional knowledge and practice.

These principles underpin the academic objectives of the proposed program. In addition, because the Ed.D. is designed to prepare scholarly practitioners for practice in specific types of educational systems, the degree program also aligns with leadership competency standards established by national organizations, including the American Association of Community Colleges, the American Council on Education and the University Council for Educational Administration, as well as state certification standards for P-12 systems-level leaders. Students will gain advanced knowledge and skills in several core areas:

- Administrative and Organizational Leadership
- Budget and Financing
- Cultural Diversity and Inclusion
- Public Policy Analysis
- Theories of Learning and Student Development

Need for proposed program. Iowa State University has been preparing P-12 leaders such as superintendents since the emergence of the modern school system in the early 20<sup>th</sup> century, and preparing community college leaders since the formation of the community college system in Iowa in 1965.

A program review indicated general agreement in the field of education that a well-designed Ed.D. is the best way to prepare scholarly practitioners for leadership positions in P-20 systems. The creation of an Ed.D. enables the School of Education to follow best program practices in the field and enable it to meet the needs of students and the institutions and communities they serve.

There is significant need in Iowa for continued preparation of educational leaders. Of the 272 full-time superintendents in the state, 68% have 20 or more years of experience. Retirements are imminent. In addition, the program will prepare leaders for positions such as associate superintendents, other district-level positions, or AEA or Department of Education administrators. These positions are consistently in need of high quality staffing across the state.

Iowa State University has one of the few doctoral programs in the nation with a focus on community college leadership.<sup>1</sup> The State of Iowa has long valued community colleges, and as such, it is imperative to continue preparing leaders who can respond to a range of rapid economic, social and cultural changes. In addition, the unique P-20 framing of the program addresses a need to prepare educational leaders who understand the complexity of the full continuum. Nowhere is this more evident than in state and federal education policy that is increasingly crafted through the lens of the P-20 system.

Link to institutional strategic plan. Land-grant institutions were founded with the purpose of preparing practically-oriented professionals to serve the needs of local and state communities. Iowa State University is committed to and guided by this applied mission. The School of Education views the preparation of P-20 leaders as a part of its institutional responsibility at a land-grant university. The creation of an Ed.D. to prepare scholarly practitioners for leadership in P-20 educational systems will best enable the School of Education to meet this responsibility.

Relationship to existing programs at the institution. The existing program in community college leadership (offered as a Ph.D. emphasis area) and P-12 systems-level certification (for superintendency) will become tracks in the proposed Ed.D. The new degree will provide a learning context specifically designed for the professional needs of students in these programs, included through a shorter time-to-degree and a hybrid delivery format.

Relationship to existing programs at other colleges and universities. In Iowa, Doctor of Education degrees are currently offered at the University of Northern Iowa and Drake University. The University of Iowa is also proposing an Ed.D. to the Board of Regents at this time. Available areas of emphasis at UNI include: Applied Health, Recreation and Community Services; Curriculum and Instruction; and Educational Leadership. Drake offers two areas of emphasis: Leadership (broadly defined across education, government, business, healthcare and legal and human services) and Educational Administration with Superintendent Licensure.

The Ed.D. at ISU will be unique in its P-20 framing and program design. No other institution in Iowa takes an approach that explicitly grounds educational leadership preparation in P-12 and post-secondary settings, such as community colleges, in an understanding of the social foundations of the P-20 continuum. The state needs multiple P-12 systems-level preparation programs in order to meet state workforce needs. UNI, Drake, the University of Iowa and ISU must all remain active.

Unique features. No other institution in the state offers an Ed.D. with a track in Community College Leadership. ISU is an appropriate place to offer this because it has an established national reputation, core elements of the curriculum already in place, and tenured/tenure-track faculty with expertise in community colleges.

Student demand. In 2007, ISU started a graduate certificate program leading to certification as a superintendent in Iowa. Since then, 63 students have enrolled in these cohorts (with eight in the current cohort scheduled to graduate in summer 2018). Alums of the program hold positions as superintendents, central office administrators and AEA administrators. Numerous inquiries at the 2017 School Administrators of Iowa conference suggest current interest. Based on student feedback, the job market, and the direction of the field, many students are likely to be more interested in this program as a full doctoral degree instead of just the certificate level. The Ed.D.

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<sup>1</sup> Strom, S.L., Sanchez, A.A., & Downey-Schilling, J. (2011). Inside-outside: Finding future community college leaders. *The Community College Enterprise*, 17(1), 9-21.

with a track in P-20 systems-level leadership is likely to sustain a cohort of 10-12 students every two years. Recent enrollments in the Ph.D. Community College Leadership track indicate student interest as well.

	Admitted	Enrolled	Total in program	Graduated
<b>Community College Leadership emphasis</b>				
2014-15	17	13	70	12
2015-16	6	4	65	9
2016-17	8	6	47	20
<b>Superintendent Certificate</b>				
2014-15	0	0	5	1
2015-16	9	9	14	5
2016-17	0	0	8	8

Resources to establish a high-quality program. Ten faculty currently participate in the Ph.D. emphasis in Community College Leadership and the Certificate of Advanced Study graduate certificate. The proposed new program will not require any new faculty lines; faculty currently teaching will reallocate their effort to the Ed.D. No new facilities or equipment is required.

Cost.

	TOTAL COSTS	INCREMENTAL COSTS
Year 1	\$212,750	
Year 2	\$214,877	\$2,127
Year 3	\$217,025	\$2,148
Year 4	\$219,195	\$2,170
Year 5	\$221,386	\$2,181
Year 6	\$223,600	\$2,214
Year 7	\$225,834	\$2,234

Total costs include 25% of School of Education contribution to 9-month base salaries of ten existing faculty members who will contribute to the proposed new degree. Total costs also include fringe benefits at the current rate of 27.5%. Year-to-year increases assume a 1% raise for each faculty member and no increase in benefits rates. Total costs are comprised of existing costs that will be incurred with or without the adoption of this proposal. Through use of existing faculty lines, facilities and equipment, total costs of the proposed degree program equal \$0 per year.

Projected enrollment.

Graduate	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors	20-24	20-24	40-48	20-24	40-48	20-24	40-48

Accreditation. There is no separate programmatic accreditation for this program. It does not require separate approval from the HLC.

Date of implementation. August 2019

Letters of Support

ISU – School of Education

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COLLEGE OF  
**EDUCATION**  
*Leaders. Scholars. Innovators.*

Office of the Dean

December 7, 2017

Marlene Strathe  
Director, School of Education  
Iowa State University  
1620 Lagomarcino Hall  
Ames, Iowa 50011-3190

Dear Dr. Strathe,

Thank you for the opportunity to review and discuss your proposal for a new EdD program in ISU's School of Education. Along with faculty in our Educational Policy and Leadership Studies department, *I have carefully reviewed your proposal and offer my strongest support.*

We are in complete agreement that the data clearly indicate a need for current and future education leaders at both the K-12 level and in higher education. In fact, a completely independent examination of the data and current market needs led us to the exact same conclusion, which is why we are simultaneously seeking approval for creation of an EdD program to train scholar practitioners for what is now and will soon be a critical need for effective education leaders. The creation of a practitioner-oriented doctoral program such as the EdD is a much better fit for practicing leaders than existing PhD programs, which are designed for those interested in careers as researchers.

After our multiple discussions of the intent and focus of our proposed programs, I am confident that our offerings are sufficiently different and, where they are not (K-12 Leadership), the current and emerging demand in the state will outpace the capacity within the state to offer such degree programs. The full capacity of all three regent institutions, including University of Northern Iowa, will be necessary to meet the state's need for new education leaders in the years to come. As Regent's institutions, our role is to meet Iowa's needs such as this to the best of our ability, and I believe creation of our respective EdD programs is a necessary step in that direction.

We fully support the approval of both of our EdD proposals. I greatly appreciate the collaborative nature in which these discussions occurred and look forward to working together to best serve the state of Iowa. Please do not hesitate to contact me should you have any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel L. Clay".

Daniel L. Clay, PhD, MBA  
Dean and Professor

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ISU – School of Education

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College of Education  
Office of the Dean



December 22, 2017

Dean Laura Jolly  
College of Human Services  
Iowa State University  
E262 Lagomarcino Hall  
901 Strange Rd  
Ames, IA 50011-1041

Dear Dean Jolly,

Thank you for sharing your Form A proposal for an Ed.D. degree in P-12 Systems-Level Leadership and Community College Leadership at the Iowa State University. As you are aware, the University of Northern Iowa has a well-established Ed.D. program that meets the same workforce demands of school leaders and higher education administrators. I appreciated the opportunity to visit with you on November 28<sup>th</sup> to discuss the proposal and the Ed.D. program offerings in the College of Education at UNI.

The Council of Provosts among the regent institutions have asked for an era of collaboration, one in which we can work together on so that new efforts can complement existing programs rather than creating duplicative offerings. We have a shared understanding on the nature and value of collaboration, and Provost Jim Wohlpart and I are eager to collaborate with our fellow regent programs.

In the College of Education, my colleagues and I welcome the opportunity to work with ISU faculty from the beginning phases of program planning. This could help avoid misunderstandings and mischaracterization. It would also help us consider the implications of increasing the number of offerings of a specialized and expensive doctoral program.

Again, thank you for the opportunity to visit and I look forward to future collaboration. I wish you a wonderful holiday season!

Sincerely,

A handwritten signature in blue ink that reads "Gaëtane Jean-Marie".

Gaëtane Jean-Marie, Ph.D.  
Dean and Richard O. Jacobson Endowed Chair of Leadership in Education  
Interim Director, Center for Educational Transformation



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March 14, 2018

Please consider this document as a letter of support for Iowa State University's Ed.D. program. Having served in the past on the University's Education Leadership External Advisory Committee, and as a current member of the University's Educational Leadership, Organizations, and Policy External Advisory Board, I feel well qualified to verify ISU's excellence of and commitment to preparing Iowa's educational leaders. As the Executive Director of the state's school administration association, School Administrators of Iowa, I additionally feel well qualified to attest to the need in the state for well trained, exceptional principals and superintendents who are ready to serve students from their first moments as school leaders. When excellence meets need, there is the potential for something truly special, and I see that potential in ISU's Ed.D. program.

The program is grounded in exactly the right purpose: to prepare transformational equity-focused leaders for education systems across the P-20 continuum. Knowing the personnel in the ISU educational leadership program, I know these descriptors were chosen with great care. Education continues to be dynamic and ever changing; it will take transformational leaders to synthesize the best practices that emerge, pass that knowledge on to those they lead, and make sure they have the resources to guarantee success. At the same time, they will need to guarantee that all students have equitable access to learning, and all teachers have equitable access to growth opportunities that will keep them on a trajectory of improvement in their teaching. Therefore the program purpose and focus is exactly what is needed for the next generation of Iowa's administrators.

The Iowa State Leadership program has never been about sending leaders into the field who have simply managed to check off some boxes and occupy some seat time. Historically only the best candidates have been chosen, and those candidates received the highest quality instruction while developing the tools necessary to lead successfully. Simply put, ISU trains leaders of leaders. With the Ed.D. option, currently employed educators will have the opportunity to simultaneously be scholars and practitioners as they develop their skills to successfully lead others. This will encourage program participants to learn and grow in a personalized clinical setting, providing them the best environment for success.

Although quality leaders are always in demand, the need has never been greater for well-prepared, motivated, and inspirational school leaders in Iowa. As Executive Director of SAI, search firms and school boards often ask me about the quality and quantity of the school leader candidate pool. Although the quality remains high, there has been a noticeable diminishing of the number of applicants just in the last half-decade. I applaud ISU's implementation of action to address this problem, while still assuring that the quality remains top notch.

Sincerely, 

Dr. Roark R. Horn, Executive Director, School Administrators of Iowa