DEPARTMENT OF EDUCATIONAL ADMINISTRATION AND HUMAN RESOURCE DEVELOPMENT

http://eahr.tamu.edu

Head: F. M. Nafukho

Graduate Advisor: J. Nelson

The Department of Educational Administration and Human Resource Development prepares students to be leaders in school settings as well as non-school settings. Students receive a master’s or doctorate degree in either Educational Administration or Educational Human Resource Development, depending on the area of specialization. These areas include adult education; human resource development; higher education administration; public school administration; and student affairs administration in higher education.

The adult education area of study prepares students to be successful in various teaching related positions in business and industry, health care institutions, government agencies, and postsecondary education. The educational human resource development (HRD) program is the process of improving learning and performance in individual, group and organizational contexts through domains of expertise such as lifelong learning, career development, training and development and organizational development.

In the higher education administration specialization, students will be prepared for leadership roles in higher education administration, teaching and research. Emphases in a wide range of areas are provided to enable students to achieve desired professional goals. The student affairs administration in higher education (SAAHE) curriculum recognizes that personal development and learning occurs not only in the classroom, but also in other phases of a student’s life while enrolled in college. Student affairs supports the educational mission of the institution in furthering the total, ongoing development of students intellectually, emotionally, physically, socially, culturally and vocationally.

The public school administration specialization is designed to enhance the students’ leadership skills to manage complex educational systems and to train and supervise personnel. Both the master’s and doctoral degrees prepares candidates for culturally-responsive leadership, commitment to education, and the skills needed for advanced administrative practice in schools and districts.

For more information regarding admissions and program requirements, prospective students should visit the department website at http://eahr.tamu.edu.

Faculty

Alfred, Mary V, Professor
Educ Admn & Human Resource Dev
PHD, The University of Texas at Austin, 1995

Bailey, Krista J, Clinical Associate Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2011

Baumgartner, Lisa M, Associate Professor
Educ Admn & Human Resource Dev
PHD, The University of Georgia, 2000

Beyerlein, Michael M, Professor
Educ Admn & Human Resource Dev
PHD, Colorado State University, 1986

Blanson, Archie L, Adjunct Assistant Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2005

Bowen, Daniel H, Assistant Professor
Educ Admn & Human Resource Dev
PHD, University of Arkansas, 2013

Chandler, Jacob R, Adjunct Assistant Professor
Educ Admn & Human Resource Dev
EDD, Sam Houston State University, 2013
MS, Sam Houston State University, 2004

Cole, Stacy C, Adjunct Assistant Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2016

Davison, Chayla H, Assistant Professor
Educ Admn & Human Resource Dev
PHD, University of Denver, 2013

Dirani, Khalil M, Associate Professor
Educ Admn & Human Resource Dev
PHD, University of Illinois at Urbana-Champaign, 2007
MBA, Lebanese American University, 2001

Dooley, Larry M, Associate Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 1989

Fowler, Rhonda M, Clinical Assistant Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2013

Hutchins, Nancy S, Instructional Assistant Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2014

Irby, Beverly J, Professor
Educ Admn & Human Resource Dev
PHD, The University of Mississippi, 1983

Jones, Robert T, Clinical Assistant Professor
Educ Admn & Human Resource Dev
PHD, Texas A&M University, 2004

Lechuga, Vicente M, Associate Professor
Educ Admn & Human Resource Dev
PHD, University of Southern California, 2005

Lincoln, Yvonna S, Distinguished Professor
Educ Admn & Human Resource Dev
PHD, Indiana University, 1977
Madsen, Jean A, Professor  
Educ Admn & Human Resource Dev  
PHD, Teachers College, Columbia, New York City, 1987

Mark, Christine L, Clinical Assistant Professor  
Educ Admn & Human Resource Dev  
PHD, The University of Southern Mississippi, 2014  
MBA, University of Toledo, 1989

Muller, Robert W, Clinical Associate Professor  
Educ Admn & Human Resource Dev  
PHD, The University of Texas at Austin, 1989

Musoba, Glenda D, Associate Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 2004

Nafukho, Fredrick M, Professor  
Educ Admn & Human Resource Dev  
PHD, Louisiana State University, 1998

Ponjuan, Luis, Associate Professor  
Educ Admn & Human Resource Dev  
PHD, University of Michigan, 2005

Roumell, Elizabeth A, Assistant Professor  
Educ Admn & Human Resource Dev  
PHD, University of Wyoming, 2009

Sandlin, Judy R, Clinical Associate Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 1993

Santos, Rose A, Adjunct Assistant Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 2013

Schubart, Stephen E, Adjunct Assistant Professor  
Educ Admn & Human Resource Dev  
JD, University of South Carolina, 2007  
MS, University of South Carolina, 2003

Smith, Karen S, Clinical Associate Professor  
Educ Admn & Human Resource Dev  
EDD, Sam Houston State University, 2000  
MED, Sam Houston State University, 1980

Stanley, Christine A, Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 1990

Tolson, Homer, Senior Professor  
Educ Admn & Human Resource Dev  
PHD, Purdue University, 1968

Torres, Mario S, Professor  
Educ Admn & Human Resource Dev  
PHD, The Pennsylvania State University, 2003

Wang, Jia, Associate Professor  
Educ Admn & Human Resource Dev  
PHD, University of Georgia, 2004

Watson, Nancy T, Clinical Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 1998

Webb-Hasan, Gwendolyn, Associate Professor  
Educ Admn & Human Resource Dev  
PHD, Illinois State University, 1994

Workman, Michael D, Clinical Assistant Professor  
Educ Admn & Human Resource Dev  
PHD, Georgia State University, 2000

Yeager, Katherine L, Adjunct Assistant Professor  
Educ Admn & Human Resource Dev  
PHD, Texas A&M University, 2013

Masters
  • Master of Education in Educational Administration  
    (http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/education-human-development/educational-administration-human-resource-development/administration-med)
  • Master of Science in Educational Administration  
    (http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/education-human-development/educational-administration-human-resource-development/administration-ms)
  • Master of Science in Educational Human Resource Development  

Doctoral
  • Doctor of Education in Educational Administration  
    (http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/education-human-development/educational-administration-human-resource-development/administration-edd)
  • Doctor of Philosophy in Educational Administration  
    (http://catalog.tamu.edu/graduate/colleges-schools-interdisciplinary/education-human-development/educational-administration-human-resource-development/administration-phd)
  • Doctor of Philosophy in Educational Human Resource Development  

Courses

EDAD 601 College Teaching  
Credits 3. 3 Lecture Hours.  
Initial preparation for instruction at the college level; focuses on the basic skills, strategies and issues common to university teaching. Open to graduate students committed to teaching in any area at the college level.

EDAD 602 The Community College  
Credits 3. 3 Lecture Hours.  
Theoretical and practical knowledge of the American community college with emphasis on the history, purposes, programs, and personnel within these institutional contexts.  
Prerequisite: Graduate classification.
EDAD 603 Advanced Student Development Theory
Credits 3. 3 Lecture Hours.
Advanced study of the nature, needs and characteristics of American college students; developmental tasks, peer group relations and impact of college environment on student development; research from behavioral sciences.
Prerequisites: EDAD 669; graduate classification.

EDAD 605 School Principalship
Credits 3. 3 Lecture Hours.
Role of the principle in organization and administration of prekindergarten through grade 12 schools; management of instruction, education program planning, legal situations, evaluation, scheduling, and programs.
Prerequisite: Graduate classification.

EDAD 606 Instructional Leadership Development Training
Credits 3. 3 Lecture Hours.
Using an interactive format and data from a simulated Texas school, students will become adept in basic tenets and requirements of the principalship including 1) data-driven decision-making, 2) curriculum, instruction, and assessment; 3) supervision; 4) professional development; 5) organizational management; and 6) community partnerships and communication.
Prerequisite: Graduate classification.

EDAD 607 Strategic Management of Technology in Educational Systems
Credits 3. 3 Lecture Hours.
Provides a systemic approach to leadership in the management of technology for school districts and campuses and enables them to model effective utilization of technology.
Prerequisite: Graduate classification.

EDAD 608 K-12 School Finance and Budgeting
Credits 3. 3 Lecture Hours.
Language of education finance and budgeting; purposes and uses of policy and management strategies; traditions of framing research questions and designing studies; accepted procedures for generating, analyzing, and interpreting issues related to school finance and budgeting administration.
Prerequisite: Graduate classification.

EDAD 609 Public School Laws
Credits 3. 3 Lecture Hours.
Constitutional provisions, statutory laws, court decisions and regulations governing public schools with special reference to Texas and federal relationships.

EDAD 610 Higher Education Law
Credits 3. 3 Lecture Hours.
Legal aspects of administration in institutions of higher education; statutes and case law related to liability, due process, student rights, admission, employee relations and property use.
Prerequisite: Graduate classification.

EDAD 611 Higher Education Business and Finance
Credits 3. 3 Lecture Hours.
Business management and financial aspects of administration in higher education; federal and state funding, institutional planning, budgeting and controlling, sources of financial support and business operations in higher education.
Prerequisite: Graduate classification.

EDAD 612 Policy Issues in the Administration of Higher Education
Credits 3. 3 Lecture Hours.
Examination of conflicting positions on policy issues of importance in higher education and their direct implications for participants.
Prerequisite: Graduate classification.

EDAD 615 School Superintendency
Credits 3. 3 Lecture Hours.
Examination of the role of the superintendent of schools as the chief educational officer of the local school district; major emphasis on the functions and relationships of the superintendent.
Prerequisite: Graduate classification.

EDAD 616 Administration of Staff Personnel
Credits 3. 3 Lecture Hours.
Personnel organization and administration in school systems; relationship of individual to organization; organizational health, staffing, remuneration, appraisal, ethics, security, inservice and negotiations.

EDAD 617 African American School Desegregation
Credits 3. 3 Lecture Hours.
History of African American education through the lens of school desegregation; Brown v. Board of Education decision, including the conditions and actions that led to the ruling; the ensuing era of implementation; relevance of Brown for our schools today.
Prerequisite: Graduate classification.

EDAD 618 Educational Administration in Cross Cultural Environments
Credits 3. 3 Lecture Hours.
Designed to provide educational administrators insights and background into the life styles, values and aspirations of minority Americans as related to the administrative process.

EDAD 619 Contemporary Dimensions of Administering Urban Schools
Credits 3. 3 Lecture Hours.
Causes and consequences of racial and socio-economic isolation, impact of school desegregation, urban school politics, alternatives for urban schools, decentralization, community control, urban population trends and housing patterns.

EDAD 620 Educational Program Evaluation
Credits 3. 3 Lecture Hours.
Theory and practice of evaluation of instructional programs including research methods and design strategies to measure program outcomes; skills to evaluate personnel and projects included as components of evaluation models and management of educational evaluation functions. Open to all graduate students in education.

EDAD 621 Futurism and Global Change
Credits 3. 3 Lecture Hours.
Intriguing ideas, concepts and challenges for the field of futurism and planning in a global setting; community and social educational planning techniques and future methodologies.

EDAD 622 Designing and Managing Quality Educational Systems
Credits 3. 3 Lecture Hours.
Fundamental theory and principles of quality in the design and management of educational systems; the role of processes in improving educational organizations and in process-based management; principles and techniques of continuous quality improvement and the use of quality tools to understand, analyze and improve educational systems and processes.
Prerequisite: Graduate classification.
EDAD 623 Advanced Fieldwork Methods  
**Credits 3. 3 Lecture Hours.**
To explore by conducting exemplary field examples, qualitative methods, their strengths and weaknesses; to learn how to keep and utilize ethnographic reflexive journals and methodological logs; and to understand the methodological decision points which indicate one method which may be preferable to another.
**Prerequisite:** EDAD 690 or approval of instructor.

EDAD 624 Administration of Special Populations and Special Programs  
**Credits 3. 3 Lecture Hours.**
Administration of special educational programs for special populations of students originating at the national, state and local levels of PreK-12 educational settings.
**Prerequisite:** Graduate classification.

EDAD 625 Personnel Law  
**Credits 3. 3 Lecture Hours.**
Legal aspects of personnel administration, personal and academic freedoms, and administration of student discipline in public schools; statutes and case law related to due process, liability, employee rights, student rights and governance.
**Prerequisite:** Graduate classification.

EDAD 626 Advanced Models for Managing High Performing Educational Systems  
**Credits 3. 3 Lecture Hours.**
Systems approach to designing and managing quality/high performing educational organizations with emphasis on systems theory, system dynamics and systems modeling; application of the Malcolm Baldrige National Quality Criteria for Performance Excellence as a systemic framework for managing change and achieving high performance in educational organizations.
**Prerequisite:** EDAD 622.

EDAD 627 Case Studies in Higher Education Administration  
**Credits 3. 3 Lecture Hours.**
Management of institutions of higher education through case studies, simulations, problem solving exercises, and in-basket activities; analysis, synthesis and evaluation of variables and decisions in administering the academic enterprise; understanding of process and content issues in administering higher education institutions.
**Prerequisite:** Graduate classification.

EDAD 628 Advanced Legal Issues in Higher Education  
**Credits 3. 3 Lecture Hours.**
Legal issues associated with student affairs and higher education administration; understand establishment and maintenance of relationship with university attorneys and office of general counsel.
**Prerequisites:** EDAD 610 or equivalent, graduate classification.

EDAD 630 Site-Based Management of Schools  
**Credits 3. 3 Lecture Hours.**
Examination of theory and social forces leading to site-based management of schools, establishment of campus leadership teams; setting and monitoring campus goals; interaction with community and social agencies.
**Prerequisite:** Graduate classification.

EDAD 631 Student Affairs Functions  
**Credits 3. 3 Lecture Hours.**
Introduction to student affairs administration in higher education programs; includes the history of student affairs administration and the philosophical foundations of student affairs work.

EDAD 635 Administration for Special Services  
**Credits 3. 3 Lecture Hours.**
To help administrators, counselors, supervisors and teachers develop an understanding of functions, operation and evaluation of special services which support the educational program; individual study of content and on-site evaluations of organization and administration of school services programs.

EDAD 637 Administration of Change in Educational Organizations  
**Credits 3. 3 Lecture Hours.**
Relationships among individual and group behaviors; roles of administrators; on-site analysis of educational organizations and change principles.

EDAD 638 Developing School-Community Partnerships  
**Credits 3. 3 Lecture Hours.**
Current educational issues affecting public education; merging and alternative models of community education.

EDAD 639 Foundations of Educational Administration  
**Credits 3. 3 Lecture Hours.**
Selected historical, philosophical and sociological foundations and developmental dimensions of educational administration.

EDAD 641 Community Education  
**Credits 3. 3 Lecture Hours.**
Structure, purpose and strategies of community education as they relate to public school administration.

EDAD 650 Professional Development in Higher Education  
**Credits 3. 3 Lecture Hours.**
An introduction to organizational, faculty and instructional development in higher education; emphasis on research and theoretical foundations and major issues connected with teaching and learning in higher education.
**Prerequisite:** Graduate classification.

EDAD 651 Education Finance and Economics  
**Credits 3. 3 Lecture Hours.**
Interdisciplinary applications of historical and current education finance and economics of education research principles and procedures as a means to improve development, analysis, administration evaluation, and improvement of educational programs; policy and organizations.
**Prerequisite:** Graduate classification.

EDAD 652 Politics of Education  
**Credits 3. 3 Lecture Hours.**
Interdisciplinary survey course using various fields in political science, comparative government, and American and state history; interrelationships of educational administration to political organizations.

EDAD 653 Organizational Theory and Leadership in Education  
**Credits 3. 3 Lecture Hours.**
Analyzes the relationship between administrative theory and practice by utilizing the literature in organizational theory and administrative leadership behavior and applying the concepts to administrative practice in PreK-higher educational settings; case studies, debates, simulations and role playing will be utilized to supplement lectures and discussions.
**Prerequisite:** Master's degree or approval of instructor.

EDAD 654 Organizational Learning  
**Credits 3. 3 Lecture Hours.**
Focuses on developing the abilities of professionals in educational institutions and other organizations to analyze learning as an organizational function and to develop strategies to enhance organizational learning in those organizations.
EDAD 655 Administration of Higher Education
Credits 3. 3 Lecture Hours.
Survey of management principles in higher education; functions in delegation, direction, operation, governance and financing applied to postsecondary institutions.

EDAD 658 Assessment and Intervention in Student Affairs
Credits 3. 3 Lecture Hours.
Understanding of assessment, evaluation and research in student affairs; familiarity with existing assessment instruments for students, services, programs and facilities; understanding importance of maintaining high standards of ethics and integrity in assessment of student affairs.
Prerequisite: Graduate classification or approval of instructor.

EDAD 669 The College Student
Credits 3. 3 Lecture Hours.
Nature, needs and characteristics of American college students; developmental tasks, peer group relations and impact of college environment on student development. Research from behavioral sciences.

EDAD 670 Student Affairs Administration in Higher Education
Credits 3. 3 Lecture Hours.
Student affairs administration in higher education; principles, philosophy and major theoretical issues; organization and administration theory.

EDAD 683 Field Practicum in Student Affairs Administration in Higher Education
Credits 1 to 6. 1 to 6 Other Hours.
Supervised experience in professional employment settings in educational administration; practical experiences and activities in student affairs administration in higher education supervised by departmental faculty.
Prerequisite: Approval of instructor.

EDAD 684 Internship
Credits 1 to 6. 1 to 12 Other Hours.
Designed to give the prospective educational administrator job related experience under supervision in an educational setting appropriate to the selected roles in administration indicated below.
Prerequisites are determined by each specific degree, certification or program requirements. A maximum of 6 hours credit may be earned in each internship. Prior approval required. Selected roles include: a) Community Educator, b) College Administrator, c) School Principal, d) School Superintendent.

EDAD 685 Directed Studies
Credits 1 to 4. 1 to 4 Other Hours.
Directed individual study of elected problem in field of educational administration.
Prerequisite: Approval of instructor.

EDAD 687 Proseminar: Principles of Professional Practice in Education
Credits 3. 3 Lecture Hours.
Explanation of major principles and hallmarks of professional practices in the field of education; foundations for effective decision making and leadership in diverse settings examined; team taught.

EDAD 688 Proseminar: Analysis of Critical Issues in Education
Credits 3. 3 Lecture Hours.
Exploration of a critical issue in the field of education from an interdisciplinary perspective; skills developed in analyzing an issue, exploring its impact upon diverse educational settings, formulating positions and seeking alternative solutions; team taught.

EDAD 689 Special Topics in...
Credits 1 to 4. 1 to 4 Lecture Hours.
Selected topics in an identified area of educational administration. May be repeated for credit.

EDAD 690 Theory of Educational Administration Research
Credits 3. 3 Lecture Hours.
Theory and design of research and inquiry in various applications of models and research procedures including quantitative analyses, naturalistic inquiry, research design and preparation of research proposals, as they relate to the discipline of educational administration.
Prerequisite: Graduate classification.

EDAD 691 Research
Credits 1 to 23. 1 to 23 Other Hours.
Research for thesis or dissertation.

EDAD 692 Professional Study
Credits 1 to 23. 1 to 12 Other Hours.
Approved professional study of project undertaken for doctor of education degree. Preparation of a record of study summarizing the rationale, procedure and results of the completed project.
Prerequisite: Approval of major advisor.