Leadership Studies

Leadership Studies
Phone: (540) 568-7020
http://www.jmu.edu/leadership

Graduate Program Director
Dr. Susan E. Murphy

Professors
D. Erwin, K. Ford, J. Noftsinger

Associate Professors
R. Kolodinsky, S. Murphy

Assistant Professor
G. Kirk, D. Perritt

Clinical Professor
R. Reid

Admission Criteria and Degree Requirements

All applicants must first satisfy the general application requirements of The Graduate School as described for prospective graduate students at http://www.jmu.edu/grad.

The School of Leadership Studies requires applicants to have a master's degree from an accredited institution. The school welcomes applicants from any area or discipline, but applicants should have completed an introductory statistics course and an undergraduate financial accounting course. Other background course work may be required depending upon the student's concentration, such as school leadership courses for the Educational (K-12) Leadership concentration.

To Apply

For information about the application process, an online application form and application instructions, please go to http://www.applyweb.com/apply/jmug/index.html. All application materials are uploaded through this site.

Required Materials

A master's degree from an accredited institution is required for all applicants. In addition, the School of Leadership Studies requires all prospective applicants to have and submit evidence of the following:

- GRE or GMAT scores
- official transcripts from all colleges and universities attended
- a brief (250 words) statement of purpose that identifies the applicant's reason for applying, intended field of concentration, and long-range career aspirations
- a current resume that details your relevant job experience
• three (five preferred) years of full-time equivalent work experience
• three personal evaluations submitted according to instructions found at http://www.jmu.edu/leadership. At least one personal evaluation must be from a current or former direct supervisor
• up to two scholarly samples that demonstrate an applicant's ability to conduct research

Top candidates will be invited for a personal interview as part of the final admission decision.

Application Deadlines

Applications are reviewed two times a year. The application deadline is March 1 for fall 2011 admission and October 1 for spring 2012 admission. Applicants are responsible for assuring all materials have been received. Students normally matriculate in the fall semester, but flexibility is allowed based upon prior course work and student work schedules.

Mission

James Madison University offers an innovative doctoral program in Strategic Leadership Studies with three specialty concentrations:

• Educational (K-12) Leadership
• Higher Education
• Nonprofit and Community Leadership

This program emphasizes business principles, accountability, and leadership theory and applications, which are all areas of reform that national groups have touted as important for new educational, nonprofit and higher education administrators. Students will be instructed in management principles and in the broader visionary perspectives necessary for effective leadership. The program emphasizes practical applications grounded in sophisticated research skills needed for data-based, innovative decision-making in current and future practice.

The leadership course work encompasses models, theories and processes, which are tested through application to situations faced by practicing leaders. The capstone leadership course requires an externship. In addition to leadership course work, students enroll in clusters of courses centered on research methodology including: measurement, statistics, and accountability; business administration, managerial finance and accounting for decision-making and control; and, a specialty concentration of educational leadership, higher education, or nonprofit and community leadership. Students in all concentrations study strategic management, advocacy and volunteerism and advanced leadership dynamics.

Ph.D. in Strategic Leadership

Required Courses

<table>
<thead>
<tr>
<th>Courses</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>LEAD 600. Introduction to Leadership Studies and Ethics</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 710. Advocacy and Volunteerism</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 890. Advanced Leadership Dynamics</td>
<td>6</td>
</tr>
<tr>
<td>MBA 690. Strategic Management</td>
<td>3</td>
</tr>
<tr>
<td>Foundation courses: Research Methodology and Evaluation</td>
<td>12</td>
</tr>
<tr>
<td>Foundation courses: Business and Organizational Foundations</td>
<td>15</td>
</tr>
<tr>
<td>Concentration courses</td>
<td>12</td>
</tr>
<tr>
<td>Dissertation</td>
<td>12</td>
</tr>
</tbody>
</table>

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Foundation Courses

Research Methodology and Evaluation

<table>
<thead>
<tr>
<th>Course</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSYC 605. Intermediate Inferential Statistics</td>
<td></td>
</tr>
<tr>
<td>PSYC 606. Measurement Theory</td>
<td></td>
</tr>
<tr>
<td>PSYC 608. Multivariate Statistical Methods in Psychology</td>
<td></td>
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<tr>
<td>PSYC 770. Assessment and Public Policy</td>
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Concentrations

The strategic leadership program offers three concentrations:

- Educational (K-12) Leadership
- Higher Education
- Nonprofit and Community Leadership
- Educational (K-12) Leadership

The educational leadership concentration includes course work in learning theories and instructional models, curriculum development and evaluation, and advanced strategies for leading school organizations.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>LEAD/ADSU 730. Advanced Learning Theories &amp; Instructional Models</td>
<td>3</td>
</tr>
<tr>
<td>LEAD/ADSU 735. Advanced Curriculum</td>
<td>3</td>
</tr>
<tr>
<td>LEAD/ADSU 741. Leading Educational Organizations</td>
<td>6</td>
</tr>
</tbody>
</table>

Higher Education Concentration

The Higher Education concentration utilizes a scholarly approach for graduates wishing to work in a variety of settings within postsecondary education.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Credit Hours</th>
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</thead>
<tbody>
<tr>
<td>LEAD 780. Policy Development and Analysis in Postsecondary Education</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 782. Entrepreneurship and Economic Development</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 785. Proseminar in Postsecondary Education</td>
<td>3</td>
</tr>
<tr>
<td>LEAD 800. Research Practicum in Postsecondary Studies</td>
<td>3</td>
</tr>
</tbody>
</table>
Nonprofit and Community Leadership Concentration

The Nonprofit and Community Leadership concentration includes course work in the civil society and the nonprofit sector, nonprofit organization issues, governance and nonprofit organizations, and philanthropy and resource development.

### Required Courses

<table>
<thead>
<tr>
<th>Course Offerings</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>PUAD 660. Nonprofit Organization Issues</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 661. Civil Society and the Nonprofit Sector</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 662. Governance and Nonprofit Organizations</td>
<td>3</td>
</tr>
<tr>
<td>PUAD 663. Philanthropy and Resource Development</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
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**Course Offerings**

### Strategic Leadership

**LEAD 600. Introduction to Leadership Studies and Ethics.**
3 credits.
A doctoral survey course covering the history, philosophy, theories and concepts of organizational leadership. This course will differentiate between the roles of the manager and the leader and provide the student with the foundations of organizational leadership. This course provides an opportunity to examine pertinent leadership theories, to develop a personal understanding of leadership and to explore the relations of leaders and followers.

**LEAD 710. Advocacy and Volunteerism.**
3 credits.
This course is designed to enable students to understand the distinction among civic participation organizations and political advocacy.

**LEAD/ADSU 730. Advanced Learning Theories and Instructional Models.**
3 credits.
This course focuses on the design, delivery, assessment and supervision of instruction in schools, across schools, throughout the school division and in the community. Prerequisite: Permission of instructor.

**LEAD/ADSU 735. Advanced Curriculum Theory and Instructional Issues.**
3 credits.
This course focuses on the determination, development, implementation, assessment and revision of curriculum and its relationship to the design, delivery, assessment and supervision of instruction in schools, across schools, throughout the school division and in the community. Prerequisite: Permission of instructor.

**LEAD/ADSU 741. Leading Educational Organizations.**
3 credits.
Analyze, apply study of ethics, values and leadership concepts. Apply four ethical paradigms of justice, care, critique and profession. Integrate and apply knowledge of educational laws, personnel supervision and education finance. Analyze change theory as related to cognitive and social processes and apply to school and organizational change. Analyze the impact of personnel motivation, work performance and evaluation on school culture. Evaluate sociopolitical influences on leadership in schools. Prerequisite: Permission of instructor.
LEAD 780. Policy Development and Analysis in Postsecondary Education.
3 credits.
Current issues of higher education are analyzed and future trends are discussed. Various approaches to
policy development and their applications are examined from institutional, state, federal, legislative, and
international perspectives. Prerequisite: Permission of instructor.

LEAD 782. Innovation, Entrepreneurship and Economic Development.
3 credits.
This course will introduce students to the role institutions of higher education play in fostering innovative
discoveries. A focus will be applied to financial, budgetary and economic development practices as they
pertain to institutions of higher learning. Students will develop the attitudes, skills and knowledge
necessary to recognize effective leadership in a dynamic, ever-changing higher education environment.

LEAD 785. Proseminar in Postsecondary Education.
3 credits.
Encompasses the practice, theory, and empirical underpinnings of postsecondary education. Approaches
may draw upon cultural, political, economic, historical, social and global aspects. Prerequisite: Permission
of instructor.

LEAD 800. Research Practicum in Postsecondary Studies.
3 credits.
Focuses on principles of research design and planning in postsecondary education. Students will develop a
defensible research topic, research plan, method of data collection, selection of methodology and
implications. Prerequisite: Permission of instructor.

LEAD 890. Advanced Leadership Dynamics.
6 credits.
This course and work experience represents the final pre-dissertation stage for the leadership studies
doctoral program. As a capstone course and experience, it is designed to integrate prior knowledge (both
tacit and explicit) and current work experiences with more advanced leadership concepts and applications.

LEAD 899. Dissertation Continuance.
1-2 credits.
Continued study, research and writing in the area of dissertation concentration for students, who have
registered for six hours of dissertation credit, but have not finished the dissertation. These students must
be enrolled in this course each semester, including summer, until they complete the dissertation. This
course does not count toward fulfilling the required hours for the degree and may be repeated as needed.

3-12 credits.
Provides advanced research required of all doctoral candidates. Course is graded on an S/U/I basis.
Prerequisites: Completion of all course work and permission of student's advisor and the Director of the
School of Leadership Studies.