

# Academic Catalog 2022-2023

## Organization & Leadership

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# THE DEPARTMENT OF ORGANIZATION & LEADERSHIP

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## Our Mission

The mission of the Department of Organization and Leadership is to educate, train, and serve current and future leaders. They include administrators, executives, policy makers, researchers, psychologists, and educators from around the world. Our students are, or aspire to be, in the fields of public and private education, higher and postsecondary education, adult education, health administration, advocacy, organizational behavior, and organizational development and change. We educate, train, and serve:

1. Leaders, managers, and administrators for all types of organizations, with an emphasis on educational and nonprofit institutions and health organizations in both the private and public sectors;
2. Those who help these leaders, executives, managers, and administrators; and
3. Those who conduct research pertinent to organizational dynamics and learning and who teach leadership, administration, education policy, organizational behavior, and organizational change.

To accomplish this mission the Department provides programs in Adult Learning and Leadership, Education Leadership, Nurse Executive Education, Higher and Postsecondary Education, and Social-Organizational Psychology.

*If you plan to work in a state other than New York, Teachers College has not made a determination if our programs meet the educational requirements for certification or professional licensure in any other state, Washington DC or Puerto Rico. We recommend that you review the state's licensing board or teacher certification website for that state's qualifications. The Office of Teacher Education will complete any necessary forms and/or letters for out-of-state certification on the completion of your approved teacher preparation program.*

# ADULT EDUCATION GUIDED INTENSIVE STUDY (AEGIS)

Department of Organization & Leadership

## Program Description

AEGIS is a highly selective, fast-track cohort program leading to the Ed.D. in Adult Education Guided Intensive Study for mid-career professionals who work full time and who choose to pursue a doctorate in a concentrated format. AEGIS has been in existence since September 1981, The program emphasizes leadership for adult and organizational learning. Scholar-practitioners are helped to examine and critique theory and professional experience. The program is designed for experienced, self-directed professionals capable of completing a rigorous program emphasizing guided independent study. AEGIS is a full-time doctoral program. Coursework is completed over a two-year period. Following their course work students are working on their dissertation.

Typically this takes another two years after completion of the required coursework.

A new cohort begins in June of even years (i.e., 2022). Participants attend a concentrated two-week session at Teachers College in June for each of three summers. During the academic year, they meet for Friday evening and Saturday seminars four times each semester for a total of four semesters. Due to state requirements attendance in all class sessions is mandatory. Absence will result in having to withdraw from the AEGIS program (“step out”) with some possibility of re-enrolling with a subsequent cohort (at the same stage of progress through the sequence). Should a student step out of the program, tuition refund, if any, will be handled on a case-by-case basis.

## Degrees

<b>Doctor of Education</b>
<b>Adult Education Guided Intensive Study (AEGIS)</b>

## Doctor of Education

**Points/Credits:** 90 **Entry Terms:** Even Year Summer Only; Available 2022

## Degree Requirements

AEGIS students must complete 39 graduate credits at an accredited institution taken prior to beginning of the AEGIS program; either transfer credits or TC credits. AEGIS students fulfill the remaining 51 course points at Teachers College in a structured program that provides required courses in three areas: theory, research, and the study of professional practice in various settings where adults learn. For the final phase of the program, students must pass a certification examination, write a qualifying paper, and complete a dissertation.

### First Year: (22 points)

#### Summer (Two-week session)

- ORLD 6800 Workshop in adult education: Adult Learning Facilitation (2)
- ORLD 6902 Pro-seminar in adult education (3)
- ORLD 6908 Adult development: Advanced Seminar: Leadership in Adult Ed (3)

#### Fall

- ORLD 6800 Workshop in adult education: Critical Literacy (1)
- ORLD 6908 Adult education/Learning: Theory and practice (3)
- ORLD 6918 Introduction to research (3)

#### Spring

- ORLD 6918 Literature Review (Virtual)y (2)
- ORLD 6903 Qualitative research (3)
- ORLD 6906 Program development: Adult Development (3)

### Second Year: (26 points)

#### Summer (Two-week session)

- ORLD 6800 Workshop in adult education: Life History and Adult Education(2)
- ORLD 6914 Learning Communities I (2)
- ORLD 6918 Literature review II(1)
- ORLJ 5340 Adaptive Negotiation and Conflict Resolution (3)

#### Fall

- ORLD 4027 Societal Transformation (3)
- HUD 4120 Methods of empirical research (3)
- ORLD 6800 Workshop in adult education: Coaching from an Learning Perspective (2)
- ORLD 6915 Learning Communities II (b Virtual) (1)

#### Spring

- ORLD 6800 Workshop in adult education: Program development in Digital Era (1)
- ORLD 6908 Workplace and organizational learning (3)
- ORLD 6915 Learning communities II (b Virtual) (1)
- ORLD 6918 Advanced research seminar on Proposal Development and Writing (3)

**Third Year: (3 points)****Summer (Two-week session)**

- ORLD 6800 Workshop in adult education: Capstone (1)
- ORLD 6916 Learning communities III (2)

AEGIS course offerings vary from cohort to cohort. Please see the most recent Program of Study Advisement Guide (located on the Adult Learning and Leadership program website as a PDF file) for current core sequence requirements.

## Faculty

**Faculty**

- Terrence Earl **Maltbia** Associate Professor of Practice
- Victoria J **Marsick** Professor of Education/Co-Director J.M. Huber Institute
- Amra **Sabic-El-Rayess** Associate Professor of Practice

**Visiting Faculty**

- Jeanne E **Bitterman** Adj/PTVisiting Prof/PTLecturer

**Emeriti**

- Lyle **Yorks** Professor Emeritus of Adult and Continuing Education

**Lecturers**

- Pierre **Faller** Lecturer, Adult Learning & Leadership
- Arthur Mark **Langer** Adjunct Professor

**Adjunct Faculty**

- Nancy Ann **Goldman** Adjunct Assistant Professor
- Marie **Volpe** Adjunct Assistant Professor

**Instructors**

- Sandra **Hayes**

# Courses

## **ORLD 6800 - Workshop in Adult Learning Facilitation**

(1) Workshop in Adult Education: Life History -- This course introduces the use of life history and biological approaches in adult education. Through the process of reflecting on their life experience, participants gain insight into the field of adult education, develop their capacity for critical self-reflection, and explore strengths and challenges associated with the interpretation of qualitative data. In order to promote learning and build up the cohesion of the cohort, this course articulates multiple settings (lectures, class and small group discussions) and specific tasks (writing and sharing autobiographical experiences, keeping a learning journal, organizing a field trip in NYC, etc.) (2) Seminar in Adult Basic and Critical Literacy -- This course offers an overview of the field of adult education's legacy and connections to the study and development of adult basic literacy. The course covers literacy skills, domestic and global trends, and research. It also covers critical literacy from the perspective of the role of education and the interplay of power and privilege in defining requisite cultural literacies for individual and collective success. (3) Workshop in Adult Education: Strategic Advocacy -- This course provides a foundation for understanding and utilizing practices for learning and engaging in advocacy under conditions characterized by complexity and uncertainty. The workshop will focus on how these practices can be applied strategically to organizations (private and public, for profit and not-for-profit) and to individual action in order to address challenges marked by uncertainty and ambiguity. The objective of this course will be to further develop student capabilities to address complex personal, organizational, and societal challenges strategically. (4) Workshop in Adult Education: Technology in Organizations -- This course is designed to help students understand and cope with the many issues involved in developing organizational learning programs and integrating an important component: technology. The course aims at providing a combination of research case studies together with existing theories on organizational learning in the workplace. The workshop responds to the complex and various dilemmas faced by many human resource managers and corporate executives regarding how to actually deal with the impact of technology on employee learning and management. (5) Workshop in Adult Education: Capstone -- This course is designed to assist students in reflecting on and making meaning of their overall AEGIS curricular coursework and community experience. It is a closure experience in which they engage in multiple multi-sensory activities oriented towards outgrowth issues and transitioning to the independent research phase of their doctoral study.

## **ORLD 6902 - No Title Found in Banner**

Adult education is an interdisciplinary field of theory and practice that draws on social sciences. Students in AEGIS are experienced practitioners who come to the program with a wide range of disciplinary, theoretical, and practical backgrounds on which they can draw as they begin this journey. The pro-seminar provides a common language in our quest as adult education scholar-practitioners. It is a forum through which students can examine the common threads of adult learning and education that run throughout the different settings and disciplines through which they practice. Students examine the main theoretical orientations and professional practice areas in the field. They also examine and critique the personal, philosophical, and professional presuppositions and underpinnings of their practice.

## **ORLD 6903 - Qualitative Research**

This course is the third in a sequence of research courses aimed at helping students understand the qualitative approach to dissertation research. In this course, students begin to scope out the parameters of a topical inquiry and begin to grapple with the many facets of the dissertation proposal.

### **ORLD 6906 - Program Development**

Learning is at the core of most initiatives in organizations and requires dynamic, collaborative, and innovative approaches to program planning. A main idea in this course is that program development is about a series of choices. To enable well-informed choice, program planning theory and practice is explored. Emphasis is placed on developing the knowledge, skills, and values needed to achieve greater capacity for effective program development.

### **ORLD 6908 - Adult Education: Theory and Practice**

(1) Adult Development -- This course provides an overview of adult development theories and how they inform adult learning. Students will gain insight into stage and phase theories and how adult growth can be supported in a variety of workplace, educational, and community settings. Developmental assessments will be examined and differences explored based on theories that differently explore psychological, lifespan, spiritual, moral, and other frameworks for understanding adult development. (2) Adult Education/Learning: Theory and Practice -- This course helps educators gain insight into themselves as facilitators of adult learning based on theory, research, and practice related to learning from and through experience, self-directed learning, and transformative learning theory. This course supports a critical appraisal of one's facilitation practice. The format will be interactive discussion of various theoretical perspectives on adult learning, with a view to how these ideas can be used to understand / improve / change your practice. (3) Advanced Seminar: Leadership in Adult Education -- In this course, we will explore various theories and practices of leadership from the perspective of adult learning; we will do so in a workplace context. Specifically, we will examine the framing of leadership as a form of human performance and focus on contextual, conceptual, and behavioral dimensions of leadership. Our inquiry will be guided by four essential questions: 1) Are leaders born? 2) Can leadership be taught? 3) Does it all depend? 4) What's new/emerging? The format will be a seminar where cases be read and discussed to examine various perspectives on leadership theory, models of practice, and research in light of class members' own experiences and practice. (4) Workplace and Organizational Learning --In this course, we will examine trends that have affected the shift to knowledge work and globalization and implications for learning in organizations. We will contrast structured training practices with the embedded, contextualized nature of informal workplace learning and critically assess learning practices in different settings (business organizations, not-for-profits, higher education, healthcare, community, other educational settings). Finally, we will examine differences when learning is supported at individual, group, and organizational learning levels.

### **ORLD 6914 - Learning Communities I: Introduction to Research**

Drawing on the literature, presents students with the central challenges of establishing learning communities as an adult education method of practice. Special attention is given to the use of the web as a way of establishing virtual learning communities. Students gain experience through the use of the web to facilitate dialogue linked to their course work.

### **ORLD 6915 - Learning Communities II**

Extends the learning from Learning Communities I, with an emphasis on using web technology to facilitate learning communities as part of action learning methods. Special emphasis is placed on developing reflective practice in such communities.

### **ORLD 6916 - Learning Communities III**

This seminar focuses on the use of learning communities to facilitate research and inquiry. Students use their own research topics as a focus for the course.

### **ORLD 6918 - Research Seminars**

(1) Introduction to Research -- This is the first in a sequence of courses designed to develop student competencies in conducting and assessing research. The overall objective of this course is for students to become conversant with the current discourse on research and with the most fundamental research designs encountered in practice. The course begins with a discussion of research paradigms. From this context, the class considers issues around experimental design, survey design and analysis, field/case study research, and action research--all forms of research design and methods with which adult educators and human resource development require competence. (2) Literature Review -- This course is an intensive seminar designed to introduce doctoral students of an AEGIS cohort to the discipline and constituent practices of conducting a literature review within the context of doctoral studies and dissertation work. On conclusion of this course, students will be able to a) search for topic-related literature, b) take and organize notes from the review, c) identify qualities of literature constituting the review, and d) possess knowledge of fundamental resources needed for writing the literature review. (3) Advanced Research Seminar I -- This is the third course in the research sequence. The objective of this seminar is to help students strengthen their conceptual frameworks, refine their research questions, and tighten their thinking around research design, providing them with the foundation for a robust pilot study experience in the spring. Students will continue to develop a critical understanding of the nuances, conundrums, and complexity of research methods and the research process. (4) Advanced Research Seminar II -- This is the last course in the research sequence. It is intended both to advance participants' understanding of the interpretative research paradigm and its accepted methodologies and to facilitate the further development of a viable dissertation proposal. The course focuses on the following components of the proposal: the proposed research methodology, additional literature review, and refinement of the anticipated context and background. Students will develop a plan for finishing the proposal.

### **ORLJ 5340 - Adaptive Negotiation & Conflict Resolution**

An experiential course designed to promote negotiation understanding and adaptivity across negotiation situations. Students will have the opportunity to develop more self-awareness and basic collaborative negotiation skills with supervised practice.



# ADULT LEARNING AND LEADERSHIP

Department of Organization & Leadership

## Program Description

The mission of the program is to empower graduates as facilitators of learning across the lifespan—in and outside of classrooms and virtual learning spaces. We emphasize leadership for reflective, proactive, and transformative learning. Our students help individual adults learn, and they help organizations, institutions, and communities learn from and with those adults.

Our programs prepare leaders who help adults improve the way they live and work through learning. A hallmark of our programs is the fostering of transformative learning. Through transformative learning:

- Adults are helped to identify, probe, and change assumptions, values, and beliefs that shape how they think, act, and learn;
- Adult educators are helped to transform organizations, institutions, learning communities, and other settings that influence learning and change.

Graduates from our programs lead, manage, design, deliver, facilitate, coach and evaluate learning initiatives. They can be scholars, researchers, executives, coaches, or Learning & Development (L&D) professionals.

Our mission aligns with the mission of the College, because we support diversity, equity and inclusion through learning across the lifespan with an eye to how adult learning shapes, and is shaped by, societal change. We seek understanding of cultural and other kinds of diversity.

The intellectual framework of the program examines the relationship of adult learning to organizational, management, and leadership issues. The curriculum is designed around learning, development, and change for individuals, groups, and organizations as a whole.

The program appeals to professionals who design, develop, and evaluate programs that meet the learning needs of adults in both face-to-face and online formats in the following settings:

- Organizations in the profit, not-for-profit, or public sectors;
- Religious and community-based organizations;
- Basic education classes (literacy, General Education Diploma);

- Returning adult students with specialized needs in postsecondary education; and
- Continuing professional education, including medical education and workforce development.

The 36-point M.A. program is most appropriate for educators who are involved in the design, management, and delivery of learning. The 60-point Master of Education (Ed.M.) and 90-point Doctor of Education (Ed.D.) options are appropriate for professionals who are involved in policy development, strategy, change management, and systems-level learning. The program prepares educators who work with the following groups:

- Leaders who shape policy and program implementation, as well as those who act as trainers and coaches; and
- Designers, planners, managers, and L&D professionals.

In addition we offer two non-degree, credit-bearing advanced certificates (approved by New York State): one for Medical Educators (not offered in 2022-23 due to the pandemic) and one in Workforce Development. Credits earned can be applied subsequently to degree programs in Adult Learning & Leadership in which students might enroll.

Each program has between two and three required foundations courses. In addition, students may choose courses in core areas of adult development, adult learning theory, program development and evaluation, leadership, and research. They can apply their learning through courses in strategy and management, facilitation, human resource development, coaching, system learning, and digital learning environments. Many of these courses are offered by the ADUL or ADLO Program, or other programs in the O&L Department; other courses can be taken elsewhere in Teachers College or Columbia University.

For more information about the program - including start dates, and enrollment steps—see our website: <https://www.tc.columbia.edu/organization-and-leadership/adult-learning-and-leadership/>

## Degrees

### Master of Arts

#### Adult Learning and Leadership

Master of Arts

Points/Credits: 36 Entry Terms: Fall Only

#### Degree Requirements

Lifelong learning for adults is an increasingly important educational specialization in the 21st century. Rapid changes are transforming society and making it critical for adults to continue to learn across the lifespan. Much of that learning takes place in classrooms, but a lot of learning also occurs informally through interaction in groups, communities, organizations, and social networks.

The Adult Learning & Leadership program, at the M.A. level, prepares professionals who facilitate learning within and outside the classroom. The intellectual framework of the program examines the relationship of adult learning to organizational, management and leadership issues. The program prepares students to understand adult learning and development, to design and deliver learning interventions, and to assist organizations, communities, or other institutions to support learning for individuals and for the organizations or other social units that benefit from the lifelong learning of its members.

**Minimum point requirement:**

M.A. students must complete 36 credits of coursework and submit a culminating project.

**Required Coursework:**

**Foundations (6 credits):**

- ORLD 4050 Introduction to adult and continuing ed (3)
- ORLD 4053 Facilitating adult learning (3)

**Adult Development (3):**

- ORLD 4051 How adults learn (3)
- ORLD 5070 Leadership for adult development (3)

**Adult Learning Theory and Applications (3):**

- ORLD 4051 How adults learn (3)
- ORLD 4060 Coaching from an adult learning perspective (3)
- ORLD 4091 Somatics: Mind/body approach to leadership development (3)
- ORLD 4815 Developing critical thinkers (1)
- ORLD 4827 Fostering transformative learning (2-3)
- ORLD 4828 Imagination, authenticity, and individuation in transformative learning (2-3)
- ORLD 4844 Helping adults learn (1)
- ORLD 4850 Discussion as a way of teaching (1)
- ORLD 4855 Learning as a way of leading (1)
- ORLD 4860 Teaching Race in Predominantly White Organizations (1)
- ORLD 5057 Adult learning and education: Theory and practice (3)
- ORLD 5815 Critical theory and adult learning (1)
- ORLD 5823 Building 21st century organizational capability with cultural intelligence (CQ) (3)

**Program Development and Evaluation (3 credits):**

- ORLD 5053 Developing and managing adult learning programs (3)
- ORLD 5063 Online Teaching and Learning: Applying Adult Learning Principles (3)
- ORL 5522 Evaluation methods I (3)

**Leadership (3 credits):**

- ORLD 4065 Leading Change in a Democratic Society (3)
- ORLD 4091 Somatics: Mind/body approach to leadership development (3)
- ORLD 5023 Leadership and self-development (3)
- ORLD 5540 Social entrepreneurship & leadership (3)
- ORLD 5821 Leveraging emotional intelligence (EQ) to enhance organizational effectiveness (3)

**Strategy and Management (3 credits):**

- ORLD 4085 Management & leadership skills in practice (3)
- ORLD 5054 Strategy development as a learning process in organizations (3)
- ORLD 6054 Learning to think strategically (3)

**Research (3 credits):**

- ORLD 5073 Action learning design and coaching (3)
- ORLD 5550 Research on organizational learning (3)
- ORLD 6914 Learning Communities (2) (*focused on research for the integrative project, can be combined with a 1-credit ORLD 5900 course with the student's advisor, to meet the 3-credit research requirement*)
- ORL 5521 Introduction to research methods in education (3)
- ORL 5522 Evaluations methods I (3)
- ORLJ 4009 Understanding behavioral research (3)
- HUDM 4050 Introduction to measurement (3)
- HUDM 4120 Basic concepts in statistics (3)
- HUDM 4122 Basic concepts in statistics (3)
- BBSR 5582 Research design in movement science and education (3)

**ELECTIVE COURSES (12 credits)**

Electives include, but may not be limited to, courses in conflict resolution, policy and evaluation, technology for learning, and management/information systems. These are tailored to the student's career goals and can be taken in the Department or elsewhere in Teachers College or Columbia University. Students are required to take a minimum of 6 points total at Teachers College outside of our immediate program area to satisfy the Teachers College breadth requirement.

**See recommended elective options below:****Systems Learning (3 credits, optional):**

- ORLD 4065 Leading change in a democratic society (3)
- ORLD 5061 The learning organization (3)
- ORLD 5550 Research on organizational learning (3)
- ORLD 5823 Building 21st century organizational capability with cultural intelligence (CQ) (3)
- EDP 4027 Education and Social Transformations: Elites and Inequalities in Transitional Economies (offered as part of the Workforce Development Certificate) (3)
- ORLJ 4800 Conflict and complexity: A dynamical system approach to addressing protracted conflict (3)

**Human Resource Development (3 credits, optional):**

- ORLD 4060 Coaching from an adult learning perspective (3)

- ORLD 5055 Staff development and training (3)
- ORLD 5062 Human resource development in organizations (3)
- ORLD 5073 Action learning design and coaching (3)

**Group Dynamics (3 credits, optional):**

- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORL 5362 Group dynamics: A systems perspective (3)

**Organizational Behavior (3 credits, optional):**

- ORLJ 4005 Organizational psychology (3) (Note: This is a prerequisite for many ORLJ courses)
- ORLJ 5045 Organizational dynamics and theory (3)
- EDPS 4030 Sociology of organizations (3)

**Digital Learning Environments (3 credits, optional):**

- ORLD 5060 Learning and technology in organizations (3)
- MSTU 4083 Instructional design of educational technology (3)

**Conflict Resolution (3, optional):**

- ORLJ 4800 Conflict and complexity: a dynamical systems approach to addressing protracted conflict
- ORLJ 5148 Managing conflicts in organizations (3)
- ORLJ 5340 Adaptive negotiation & conflict resolution (3)

**Coaching (3, optional)**

- ORLD 4060 Coaching from an adult learning perspective (3)
- ORLD 5073 Action learning design and coaching (3)
- ORLD 5821 Leveraging emotional intelligence (EQ) to enhance organizational effectiveness (3)
- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORLD 5823 Building 21st century organizational capability with cultural intelligence (CQ) (3)

**Final Project**

**M.A. (Culminating Project)**

Required

The M.A. project is a project-based application to practice.

Guidelines for the M.A. Culminating Project are available in the Program of Study Advisement Guides (as downloadable files) located on the Adult Learning and Leadership program website.

Students should meet with their advisor the semester before they plan on graduating to review the guidelines.

**Adult Learning and Leadership (Online)**

Master of Arts

**Points/Credits: 36 Entry Terms: Fall Only**

## Degree Requirements

The Adult Learning and Leadership program has been approved by New York State to offer a fully online Master's degree. (As noted below, students can also take some face-to-face workshops and courses if they have access to the College campus.)

Our program is designed for those who design, implement, facilitate, or otherwise support learning and development for adults in many different settings—businesses, non-profits, public sector, healthcare, educational institutions, and community settings. We emphasize leadership for transformative learning and change in today's rapidly-evolving digital world. The program will help participants to:

- Use effective strategies for learning that take into account leadership, structural and cultural factors in the groups, communities, or organizations in which adults live or work
- Design, deliver, and assess adult learning programs and interventions
- Demonstrate understanding and use of technology for diverse adult learning needs

Students will earn 36 graduate credits and complete an integrative project. Up to 14 credits in the Online MA program can be taken in-person.

### Core courses include:

#### FOUNDATIONS (22-23 credits)

- ORLD 4050 Introduction to Adult and Continuing Ed. (3)
- ORLD 4053 Facilitating Adult Learning (3)
- ORLD 4051 How Adults Learn (3)
- ORLD 5063 Online Teaching and Learning: Applying Adult Learning Principles (3)
- ORLD 5023 Leadership and Self Development (3)
- ORLD 5054 Strategy Development as a Learning Process in Organizations (3)
- Either ORLD 4827 Fostering Transformative Learning (3)  
or ORLD 4828 Imagination, authenticity, and individuation in transformative learning (2-3)
- ORLD 6914 Learning Communities (2) (Research requirement)

#### ELECTIVE COURSES (13-14 credits)

Electives include, but may not be limited to, courses in adult learning practices, coaching, leadership, conflict resolution, policy and evaluation, technology for learning, and management/information systems. These are tailored to the student's career goals and can be taken in the Department or elsewhere in Teachers College or Columbia University. Students are required to take a minimum of 6 points total at Teachers College outside of ORLD program area to satisfy the Teachers College breadth requirement.

### See recommended elective options below:

#### Applied Workshops in Adult Learning Practices (online, intensive 2-day sessions):

- ORLD 4815 Developing Critical Thinkers (1)
- ORLD 4844 Helping Adults Learn (1)
- ORLD 4850 Discussion as a Way of Teaching (1)
- ORLD 4855 Learning as a Way of Leading (1)
- ORLD 4860 Teaching Race in Predominantly White Organizations (1)
- ORLD 5815 Critical Theory and Adult Learning (1)

**Coaching Specialization:**

- ORLD 4060 Coaching From an Adult learning Perspective (3)
- ORLD 5821 Leveraging EQ to Enhance Org. Effectiveness (F2F) (3)
- ORLD 5822 Building Prdctv Relationships with SQ (F2F) (3)
- ORLD 5823 Bldg 21st Century Cap. W CQ (Cultural Intelligence) (F2F) (3)

**Leadership Specialization:**

- ORLD 4065 Leading Change in a Democratic Society (3)
- ORLD 4085 Management and Leadership Skills in Practice (F2F) (3)
- ORLD 5070 Leadership for Adult Development (3)
- ORLD 6054 Learning to Think Strategically (F2F) (3)
- ORLJ 5340 Adaptive Negotiation & Conflict Resolution (F2F) (3)

**Other Breadth Course Options, including but not limited to the following (check the Academic Catalog or the Course Schedule for potential prerequisite requirements and whether the course is offered online or in-person):**

- ORL 5522 Evaluation Methods I (3)
- ORL 5524 Instrument Design and Validation (3)
- CCPJ 4050 Microaggressions in institutional climates: Race, gender, and sexual orientation (3)
- C&T 4002 Curriculum theory and history
- MSTU 4083 Instructional Design of Ed Tech (Online) (3)
- HBSS 5112 Social marketing and health communications (3)
- HUDK 4012 Learning In Small Groups (3)
- HUDK 4029 Human cognition and learning (3)
- HUDK 5029 Personality development and socialization across the lifespan (3)

**Culminating Project****Required**

The M.A. project is a project-based application to practice.

Guidelines for the Online M.A. Culminating Project are available in the Program of Study Advisement Guides (as downloadable files) located on the Adult Learning and Leadership program website.

Students should meet with their advisor the semester before they plan on graduating to review the guidelines.

## Master of Education

### Adult Learning and Leadership

Master of Education

**Points/Credits: 60 Entry Terms: Fall Only**

**Degree Requirements**

The Adult Learning & Leadership program, at the Ed.M. level, appeals to professionals who hold a masters degree in a substantive area, but who wish to enhance their knowledge and skills in supporting adult growth in organizations and helping adults learn. Students build on prior knowledge to advance their capabilities and conduct research in their areas of interest. The intellectual framework of the program examines the relationship of adult learning to organizational, management and leadership issues with a focus on strategic learning and whole system change. Students can deepen their capabilities as facilitators of learning and in helping organizations, communities, or other institutions to support learning for individuals and for the organizations or other social units that benefit from the lifelong learning of its members.

The Ed.M. program in Adult Learning and Leadership is structured around a sequence of core courses, research requirements and electives. A culminating project with a research component is required. In addition to three required foundations courses, students may choose courses to take in the following areas: adult development; adult learning theory and applications; program development and evaluation; systems learning; leadership; strategy and management; human resource development; group dynamics; organizational behavior; technology; conflict resolution; and research. At least one course must be taken (or transferred from prior accredited graduate study) in each of these twelve areas.

Please see the most recent Program of Study Advisement Guide (located on the Adult Learning and Leadership program website as a PDF file) for actual core sequence requirements.

**Minimum point requirement:**

Ed.M. students must complete 60 credits of coursework and conduct a culminating research study.

**Required Coursework:**

Foundations (6)—choose from the following:

- ORLD 4050 Introduction to adult and continuing ed (3)
- ORLD 4053 Facilitating adult learning (3)
- ORLD 5057 Adult learning & education: Theory & practice (3)

Adult Development (6 credits):

- ORLD 4051 How adults learn (3)
- ORLD 5070 Leadership for adult development (3)
- HUDK 4024 Developmental psychology: Adult learning and the lifespan (3)
- HUDK 5023 Cognitive development (3)
- HUDK 5027 Moral development (3)
- HUDK 5028 Spiritual development across the lifespan (3)

Adult Learning Theory and Applications (12 credits)—choose from the following:

- ORLD 4060 Coaching from an adult learning perspective (3)
- ORLD 4091 Somatics: Mind/body approach to leadership development (3)
- ORLD 4815 Developing critical thinkers (1)
- ORLD 4827 Fostering transformative learning (2-3)
- ORLD 4828 Imagination, authenticity, and individuation in transformative learning (2-3)
- ORLD 4844 Helping adults learn (1)
- ORLD 4850 Discussion as a way of teaching (1)
- ORLD 4855 Learning as a way of leading (1)



- ORLD 5057 Adult learning and education: Theory and practice (3)
- ORLD 5815 Critical theory and adult learning (1)

Program Development and Evaluation (3 credits)—choose from the following:

- ORLD 5053 Developing and managing adult learning programs (3)
- ORL 5522 Evaluation methods I (3)

Systems Learning (3 credits)—choose from the following:

- ORLD 5823 Building 21st century organizational capability with cultural intelligence (CQ) (3)
- ORLD 5550 Research on organizational learning (3)
- ORLD 5061 The learning organization (3)

Leadership (3 credits)—choose from the following:

- ORLD 5023 Leadership and self-development (3)
- ORLD 5540 Social entrepreneurship & leadership (3)
- ORLD 5821 Leveraging emotional intelligence (EQ) to enhance organizational effectiveness (3)

Strategy and Management (3 credits):

- ORLD 4085 Management & leadership skills in practice (3)
- ORLD 5054 Strategy development as a learning process in organizations (3)
- ORLD 6054 Learning to think strategically (3)

Human Resource Development (3 credits):

- ORLD 5055 Staff development and training (3)
- ORLD 5062 Human resource development in organizations (3)
- ORLD 5073 Action learning design and coaching (3)
- ORLJ 5003 Human resource management (3)

Group Dynamics (3 credits):

- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORL 5362 Group dynamics: A systems perspective (3)

Organizational Behavior (3 credits):

- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORLA 4010 Introduction to organizational analysis in education (3)
- ORLJ 4005 Organizational psychology (3) (Note: This is a prerequisite for many ORLJ courses)
- ORLJ 5045 Organizational dynamics and theory (3)

Technology (3 credits):

- ORLD 5050 Mobile learning design for professional growth (3)
- ORLD 5060 Learning and technology in organizations (3)

Conflict Resolution (minimum of 3 points):

- ORLJ 5148 Managing conflicts in organizations (3)
- ORLJ 5340 Adaptive negotiation & conflict resolution (3)

### **Research Requirements**

**Ed.M. (minimum 6 points):**

Ed.M. students must take two research courses, one of which must be a statistics course.

**Elective Courses**

Electives are tailored to the student's career goals and can be taken in the Department or elsewhere in Teachers College or Columbia University. Electives can include transfer courses. Students are required to take a minimum of 6 points total at Teachers College outside of our immediate program area to satisfy the Teachers College breadth requirement.

**Final Project****Ed.M. (Culminating Project)**

Required

Research-based

Guidelines for the Ed.M. Culminating Project are available in the Program of Study Advisement Guides (as PDF files) located on the Adult Learning and Leadership program website.

Students should meet with their advisor the semester before they plan on graduating to review the guidelines.

## Doctor of Education

### Adult Education Guided Intensive Study (AEGIS)

Doctor of Education

**Points/Credits:** 90 **Entry Terms:** Even Year Summer Only; Available 2022

**Degree Requirements**

AEGIS students must complete 39 graduate credits at an accredited institution taken prior to beginning of the AEGIS program; either transfer credits or TC credits. AEGIS students fulfill the remaining 51 course points at Teachers College in a structured program that provides required courses in three areas: theory, research, and the study of professional practice in various settings where adults learn. For the final phase of the program, students must pass a certification examination, write a qualifying paper, and complete a dissertation.

**First Year: (22 points)****Summer (Two-week session)**

- ORLD 6800 Workshop in adult education: Adult Learning Facilitation (2)
- ORLD 6902 Pro-seminar in adult education (3)
- ORLD 6908 Adult development: Advanced Seminar: Leadership in Adult Ed (3)

**Fall**

- ORLD 6800 Workshop in adult education: Critical Literacy (1)

- ORLD 6908 Adult education/Learning: Theory and practice (3)
- ORLD 6918 Introduction to research (3)

### Spring

- ORLD 6918 Literature Review (Virtual)y (2)
- ORLD 6903 Qualitative research (3)
- ORLD 6906 Program development: Adult Development (3)

### Second Year: (26 points)

#### Summer (Two-week session)

- ORLD 6800 Workshop in adult education: Life History and Adult Education(2)
- ORLD 6914 Learning Communities I (2)
- ORLD 6918 Literature review II(1)
- ORLJ 5340 Adaptive Negotiation and Conflict Resolution (3)

### Fall

- ORLD 4027 Societal Transformation (3)
- HUD 4120 Methods of empirical research (3)
- ORLD 6800 Workshop in adult education: Coaching from an Learning Perspective (2)
- ORLD 6915 Learning Communities II (b Virtual) (1)

### Spring

- ORLD 6800 Workshop in adult education: Program development in Digital Era (1)
- ORLD 6908 Workplace and organizational learning (3)
- ORLD 6915 Learning communities II (b Virtual) (1)
- ORLD 6918 Advanced research seminar on Proposal Development and Writing (3)

### Third Year: (3 points)

#### Summer (Two-week session)

- ORLD 6800 Workshop in adult education: Capstone (1)
- ORLD 6916 Learning communities III (2)

AEGIS course offerings vary from cohort to cohort. Please see the most recent Program of Study Advisement Guide (located on the Adult Learning and Leadership program website as a PDF file) for current core sequence requirements.

## Adult Learning and Leadership

Doctor of Education

Points/Credits: 90 Entry Terms: Fall Only

### Degree Requirements

The Adult Learning & Leadership program, at the Ed.D. level, is designed for professionals who wish to develop their skills in helping adults learn inside and outside the classroom, and hone their leadership abilities. The intellectual framework of the program examines the relationship of adult learning to organizational, management and leadership issues. The program prepares scholar-practitioners who examine practice in light of theory, and vice-versa, in ways that enable them to lead, assess, and plan strategically for adult learning programs and interventions. Students master research skills that support their leadership in helping individuals to learn more effectively, and in helping organizations to learn from and with those adults.

The EdD program has three required foundational courses. In addition, students make choices in consultation with their advisor about courses to take in the areas of adult development, adult learning theory and applications, program development and evaluation, systems learning, leadership, strategy and management, human resource development, group dynamics, organizational behavior, technology, conflict resolution, and research. At least one course must be taken (or can be transferred from prior accredited graduate study) in each of these twelve areas. Many of these courses are offered by the ADUL Program or the O&L Department; other courses can be taken elsewhere in Teachers College or Columbia University.

### **Required Coursework:**

Foundations (9 credits)—required:

- ORLD 4050 Introduction to adult and continuing ed (3)
- ORLD 4053 Facilitating adult learning (3)
- ORLD 5057 Adult learning & ed: Theory & practice (3)

Adult Development (6)—choose from the following:

- ORLD 4051 How adults learn (3)
- ORLD 5070 Leadership for adult development (3)
- HUDK 4024 Developmental psychology: Adult learning and the lifespan (3)
- HUDK 5023 Cognitive development (3)
- HUDK 5027 Moral development (3)
- HUDK 5028 Spiritual development across the lifespan (3)

Adult Learning Theory and Applications (12-14 credits)—choose from the following:

- ORLD 4060 Coaching from an adult learning perspective (3)
- ORLD 4091 Somatics: Mind/body approach to leadership development (3)
- ORLD 4815 Developing critical thinkers (1)
- ORLD 4827 Fostering transformative learning (2-3)
- ORLD 4828 Imagination, authenticity, and individuation in transformative learning (2-3)
- ORLD 4844 Helping adults learn (1)
- ORLD 4850 Discussion as a way of teaching (1)
- ORLD 4855 Learning as a way of leading (1)
- ORLD 5057 Adult learning and education: Theory and practice (3)
- ORLD 5815 Critical theory and adult learning (1)

Program Development and Evaluation (3 credits)—choose from the following:

- ORLD 5053 Developing and managing adult learning programs (3)
- ORL 5522 Evaluation methods I (3)

Systems Learning (3 credits)—choose from the following:

- ORLD 5823 Building 21st century organizational capability with cultural intelligence (CQ) (3)
- ORLD 5550 Research on organizational learning (3)
- ORLD 5061 The learning organization (3)
- ORLJ 4800 Conflict and complexity: A dynamical system approach to addressing protracted conflict (3)

Leadership (3 credits)—choose from the following:

- ORLD 5023 Leadership and self-development (3)
- ORLD 5540 Social entrepreneurship & leadership (3)
- ORLD 5821 Leveraging emotional intelligence (EQ) to enhance organizational effectiveness (3)

Strategy and Management (3 credits)—choose from the following:

- ORLD 4085 Management & leadership skills in practice (3)
- ORLD 5054 Strategy development as a learning process in organizations (3)
- ORLD 6054 Learning to think strategically (3)

Human Resource Development (3 credits)—choose from the following:

- ORLD 5055 Staff development and training (3)
- ORLD 5062 Human resource development in organizations (3)
- ORLD 5073 Action learning design and coaching (3)

Group Dynamics (3 credits)—choose from the following:

- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORL 5362 Group dynamics: A systems perspective (3)

Organizational Behavior (3 credits)—choose from the following:

- ORLD 5822 Building productive relationships with social intelligence (SQ) (3)
- ORLA 4010 Introduction to organizational analysis in education (3)
- ORLJ 4005 Organizational psychology (3) (Note: This is a prerequisite for many ORLJ courses)
- ORLJ 5045 Organizational dynamics and theory (3)

Technology (3 credits)—choose from the following:

- ORLD 5050 Mobile learning design for professional growth (3)
- ORLD 5060 Learning and technology in organizations (3)
- MSTU 4039 Video games in education (3)
- MSTU 4083 Instructional design of educational technology (3)

Conflict Resolution (minimum of 3 points):

- ORLJ 5148 Managing conflicts in organizations (3)
- ORLJ 5340 Adaptive negotiation & conflict resolution (3)

### **Research Requirements**

**Ed.D. (Minimum 18 points):**

At the Ed.D. level, coursework must include a research design course, a data collection course (either qualitative or quantitative), a data analysis course (either qualitative or quantitative), and a dissertation seminar. These courses include, but are not limited to, those listed below. Ed.D. Candidates must take ORLD 7500 (1 point) in the semester in which they defend their dissertation proposals. Ed.D. candidates must also enroll in ORLD 8900 (or a 3-point Teachers College course) during fall and spring semester, after passing the certification examination.

- HUDM 4120 Basic concepts in statistics (3)
- HUDM 4122 Probability and statistical inference (3)
- ORLD 4800 Workshop: Critical literature reviews (2)
- ORLD 5550 Research on organizational learning (3)
- ORL 6500 Qualitative research methods in organizations: Design and data collection (3)
- ORL 6501 Qualitative research methods in organizations: Data analysis and reporting (3)
- ORLD 7500 Dissertation seminar in adult education (1-3)
- ORLD 7900 Directed dissertation research (3)

### Elective Courses

Electives include, but may not be limited to, courses in conflict resolution, policy and evaluation, technology for learning, and management/information systems. These are tailored to the student's career goals and can be taken in the Department or elsewhere in Teachers College or Columbia University. Electives can include transfer courses. Students are required to take a minimum of 6 points total at Teachers College outside of our immediate program area to satisfy the Teachers College breadth requirement.

### Final Project

#### Ed.D. (Dissertation)

Students in the Ed.D. program are also required to pass a certification examination, write a qualifying paper, and successfully defend their dissertations. Dissertations frequently focus on topics of interest to the candidates and the organizations they lead or aspire to lead.

Please see the most recent Program of Study Advisement Guide (located on the Adult Learning and Leadership program website as a PDF file) for actual core sequence requirements.

## Advanced Certificate

### Adult Learning and Leadership for Medical Educators

Advanced Certificate

**Points/Credits:** 10 **Entry Terms:** Fall Only

### Degree Requirements

The Advanced Certificate in Adult Learning and Leadership for Medical Educators is a 10-credit, New York State-approved certificate. The program is designed for allopathic physicians (MDs) and/or osteopathic physicians (DOs) who wish to elevate their instructional and leadership skills. The program concentrates on developing knowledge and skills in needs assessment, learning design and facilitation, educational research, and organizational change.

The program is designed around a collaborative action research learning model that integrates conceptual knowledge grounded in the science of adult learning, coupled with real-world experience and practice. Students will learn research skills in coursework and will work in teams with other physicians to apply what they learn to current professional challenges of their choice. They will learn how to create and nurture communities of practice (professional learning communities) with colleagues and peers within and across disciplines and specialties.

The targeted participants are physician faculty, primarily in academic medicine, as they are learning leaders for other physicians in training, residents, fellows and colleagues, as well as the teams with which they work.

Physician participants will complete the 10 credits during one academic year (two courses in the Fall and two courses in the Spring semesters) in a hybrid format: four face-to-face meetings one Saturday a month in each semester, complemented by asynchronous web-based interaction before and after the face-to-face sessions.

Each semester, one course will meet three hours in the morning, and the other course will meet three hours in the afternoon. Modules in the Fall include "ORLD 4053: Facilitating adult learning" and "ORLD 5023: Leadership and self-development." Courses in the Spring include "ORLD 6914: Learning communities" and "ORLD 5073: Action learning design and coaching."

<https://www.tc.columbia.edu/advanced-certificate-in-medical-education/>

## Workforce Development

Advanced Certificate

**Points/Credits:** 12 **Entry Terms:** Fall Only

### Degree Requirements

The Adult Learning and Leadership program at Teachers College launched a new 12 credit, non-degree, New York State approved Advanced Certificate designed for working professionals in human resources, non-profits, higher education, and other institutions seeking to make an impact on developing diverse talent. The program was created to address the human capital challenges of growing unemployment for underserved or socially excluded populations.

Based on over 10-years of research-based experiences, the one-year hybrid cohort certificate program will develop capabilities in strategic advocacy, negotiation, policy and practices, and technology-intensive learning oriented toward workforce innovation.

Participants will create actionable knowledge and improve their capacity to rethink and enhance their workforce development initiatives.

Program objectives will help graduates:

- Design relevant workforce and education training strategies
- Utilize digital technology and tools to improve assimilation of underserved and socially excluded adults
- Develop better negotiation skills to improve the upward mobility of workers from diverse background
- Create assessment programs to determine workplace success
- Use innovative communications to improve support services
- Evaluate public policy surrounding workforce development programs

Four courses will be taken over two semesters—two courses in the Fall and two courses in the Spring. They will be taught in a hybrid format. Each course will meet in four face-to-face intensive sessions per semester as well as participate in asynchronous online coursework. These courses include:

- ORLD 5054 Strategy development as a learning process in organizations
- ORLJ 5340 Adaptive negotiation & conflict resolution
- ORLD 5060 Learning and technology in organizations
- EDP 4027 Education and social transformations; elites and inequalities in transitional economies

Participants will apply what they learn throughout the year by participating in group-based projects centered on common interests. Participants will choose projects and form groups based on the challenges and opportunities they wish to address in their current work roles and settings. Through learning by doing—and discussion with others of what is found—participants will create actionable knowledge and build their capacity to improve workforce development operations. Participants will develop a portfolio of work that forms the basis for presentation of findings at conferences or through publications or other means of sharing new knowledge.

## Faculty

### Faculty

- Ellie **Drago-Severson** Professor of Education Leadership
- Terrence Earl **Maltbia** Associate Professor of Practice
- Victoria J **Marsick** Professor of Education/Co-Director J.M. Huber Institute
- Amra **Sabic-El-Rayess** Associate Professor of Practice

### Visiting Faculty

- Jeanne E **Bitterman** Adj/PTVisiting Prof/PTLecturer
- Zachary Johannes **Van Rossum** Adj/PTVisiting Prof/PTLecturer

### Emeriti

- Lyle **Yorks** Professor Emeritus of Adult and Continuing Education

### Lecturers

- Pierre **Faller** Lecturer, Adult Learning & Leadership
- Arthur Mark **Langer** Adjunct Professor



## Adjunct Faculty

- Carmela Celeste **Bennett** Adjunct Assistant Professor of Adult Learning and Leadership
- Constance A. **Chartrand** Adjunct Assistant Professor
- Carmine Paul **Gibaldi** Adult Learning & Leadership Adjunct Full Professor
- Nancy Ann **Goldman** Adjunct Assistant Professor
- Randee **Lawrence** Adjunct Associate Professor
- Dorothy **Marcic** Adjunct Assistant Professor
- Donna **Murdoch** Adjunct Assistant Professor
- Judith Ann **O'Neil** Instructional Staff
- Judith K **Parker** Adjunct Assistant Professor of Adult Learning and Leadership
- Carrie Lenora **Shockley** Adjunct Assistant Professor
- Julia Ann **Sloan** Adjunct Assistant Professor
- Marie **Volpe** Adjunct Assistant Professor
- John Carrington **Welch** Adjunct Assistant Professor

## Instructors

- Stephen D **Brookfield**
- Rachel Danielle **Fichter** Fee Based Instructors
- Edward J. **Fleming**
- Sandra **Hayes**

# Courses

## ORL 6500 - Qualitative research

This course is an introduction to qualitative research methods—conceptualization, design and data collection procedures—with a special focus on organizational study. Students will formulate qualitative problem statements and research questions; design a qualitative study guided by an interactive model and consideration of five different approaches; learn to use observation, interviewing, focus groups, and archival data resources; and apply design and data collection skills by undertaking a pilot research study. Consideration will be given to conceptual frameworks, ethical considerations, field work, sampling, and data management. This course requires a minimum of 27 hours per week of out of classroom work.

## ORL 6501 - Qualitative Research Methods in Organizations: Data Analysis & Reporting

"Prerequisite: ORL 6500 or equivalent qualitative design/ data collection course. This course is designed for students who have taken coursework on qualitative research design and data collection and who have data (including pilot data) they can use for coding, analysis and synthesis with a view to writing and interpreting results. First and second cycle coding, memoing, and use of data displays are introduced along with advanced data collection strategies.

Differences in data analysis are explored that vary with different design approaches (e.g. narrative, phenomenology, grounded theory, ethnography, case study). Computer Assisted Data Analysis Software is used for coding and analysis."

### **ORLD 4050 - Introduction to adult and continuing education**

An introduction to the professional field of adult and continuing education: fields of practice (higher education, workplace, management training, social action, literacy and the like, and their evolution, and new challenges); schools of thought such as pragmatism, radicalism and humanism and their transformation and their relevance; clarification of concepts; and discussion of emerging issues and challenges.

### **ORLD 4051 - How adults learn**

This course provides a sophisticated introduction to the field of adult learning and its relationship to adult development and how these principles can be used to support learning across various types of organizations. Students will learn how to practically operationalize the science of human development in their instructional design, facilitation and experiential learning, and assessment and course evaluations. The course takes a design thinking approach to learning, enabling students to engage with prominent models of human development and learning in a hands-on and practical way, grounding their learning through action and lived experience.

### **ORLD 4053 - Facilitating adult learning**

In-depth consideration of issues, strategies, and methods for facilitating adult learning. Theory is considered in relationship to practice. Methods are identified that are suited to adult learning in different settings, and to the role played by groups in individual to team learning. No prerequisites required, but learning is enhanced when taken following ORLD 4051.

### **ORLD 4060 - Coaching from an Adult Learning Perspective**

This course takes a selective look at the contribution of major adult learning theories and their relationship to the fast-growing field of coaching. Exploring the links between key adult learning concepts and current coaching practices, the class will outline a number of critical adult learning concepts and frameworks selected because of their practical applications to the coaching process. The course will also give students space to experience coaching through various coaching experiential activities and build a model of coaching adapted to their organizational contexts and their coaching style.

### **ORLD 4065 - Leading Change in a Democratic Society**

This introductory course aims to help participants learn about and understand the paths that others have traveled in their quests to create revolutionary change within democratic societies. By drawing on the common frameworks and general example of the champions of social and political change, this course explores sets of repeating practices, principles, patterns and recurring themes that effective agents of change employ in the process of learning about and, ultimately, creating revolutionary change. Embedded in a practical, action-oriented framework for creating broad, revolutionary change, this course consists of four core components: (1.) Thinking About Change, Preparing for Change, Leading Change, and Sustaining Change. We examine together the role leaders and change agents play in learning to create social and political change within free, open and democratic societies. Ultimately, this course is

geared toward understanding the lessons we can learn from the champions of change in a way that we can apply to our own organizational or institutional areas of practice. Finally, this course attempts to draw practical inspiration from change leaders as well as insights useful in our own individual lives with an ongoing emphasis on practical application. This fully asynchronous course centers around online group discussions, individual or small group workbook exercises and activities, and limited video lecture.

### **ORLD 4085 - Management and Leadership Skills in Practice**

This course develops skills as a manager and leader using a cognitive-science based approach to skills development. Taking a hands-on, experiential approach, the purpose is to demystify the notion of management, provide students with feedback about their own management potential, and facilitate their personal and intellectual growth as a skilled leader. To paraphrase the father of modern management, Peter Drucker: Only three things happen naturally in organizations: friction, confusion and underperformance. Everything else requires management and leadership. In this course, students will learn how to more effectively lead and motivate groups while understanding, as Paul Hawkes said, "Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

### **ORLD 4091 - Somatics: A Mind/Body Approach to Leadership Development**

This course presents a somatic, or whole body, approach to professional and personal leadership development. Somatics is a methodology and change theory that views the individual as an integrated mind, body, and spirit and utilizes the whole body, not just the mind, as an essential place of intelligence, learning, and change. Working with our interdependent system of thoughts, emotions, and neuromuscular physiology, somatics give us "a way in" to quickly and directly develop deep insight into our embodied and largely unconscious patterns of thinking, feeling, and acting that result in our actions, conversations, decisions, relationships, and the leader we show ourselves to be. Throughout this experiential course, students will participate in an interactive, creative learning experience designed to build whole-body awareness, reconnect with their leadership purpose, gain a repertoire of practices that can enhance their potential to develop a more powerful leadership presence, maintain balance in chaos and conflict, and build more effective relationships and teams in a diversity of contexts. Connections will be made to the ways somatics is supported by neuroscience, Western and Eastern philosophies, spirituality, psychology, adult learning, leadership, and organizational development theories.

### **ORLD 4800 - Workshop in higher and adult education**

Special topics or events related to the administration of programs in adult education. Topics change each semester. Open to degree and non-degree students.

### **ORLD 4815 - Developing critical thinkers**

In this workshop, participants will explore the ways in which adults learn critical thinking and they will experience different techniques to teach critical thinking. Exercises to be reviewed will include: Scenario analysis, critical conversation protocols and critical incidents. The course is highly participatory and will take participants through a series of increasingly complex critical thinking activities.

### **ORLD 4827 - Fostering Transformative Learning**

In this course, we will explore how adult learners transform their habits of mind through critical self-reflection and discourse. We will also examine individual and social transformation and how they are connected. We will focus on practical and innovative strategies for fostering transformative learning in a wide range of adult education settings. This is a fully asynchronous distance learning course.

### **ORLD 4828 - Imagination, authenticity and individuation in transformative learning**

Participants in this course will engage in an in-depth exploration of transformative learning with an emphasis on the role of affect, imagination and the arts in the learning process. We will investigate how the journey of becoming authentic is a transformative process. Jung's concept of individuation - —i.e., differentiating one's Self from the collective—will be used as yet another lens through which we can view transformation. Participants are encouraged to engage in various creative processes for exploring transformative learning in personal and professional contexts. This is a fully asynchronous distance learning course.

### **ORLD 4844 - Helping adults learn**

This workshop will explore different methods and contexts for facilitating adult learning. Participants will be encouraged to explore their own experiences as learners and facilitators and to consider how these experiences might help them to reframe their practice. This highly interactive course will examine what counts as an adult educational approach to learning, the emotional rhythms of learning and what adult students look for in their teachers.

### **ORLD 4850 - Discussion as a way of teaching**

Discussion is one of the most frequently used teaching methodologies in higher and adult education today. This 2-day workshop takes participants through a number of increasingly complex and varied discussion exercises with the intent of participants being able to use and adapt these in their own practice. It is based on Stephen Brookfield (the workshop leader) and Stephen Preskill's books *Discussion as a Way of Teaching* (2005) and *The Discussion Book* (2016).

### **ORLD 4855 - Learning As A Way of Leading**

This two-day workshop builds on practices of social justice leaders to argue that effective leadership involves constantly learning about the practice of leadership in different contexts, and learning how best to support the learning of colleagues, followers and subordinates. We explore the different learning tasks associated with transformational, organic, and social justice leadership such as practicing openness, supporting the growth of others, analyzing experience, learning to question, and fostering democracy. Over the two days participants are taken through a series of sequenced exercises to gain experience in practicing learning leadership tasks.

### **ORLD 4860 - Teaching Race in Predominantly White Organizations**

This course is aimed at practitioners who work mostly in predominantly white settings. It explores the process of teaching about race and racism in educational contexts, corporations, communities, organizations and social movements. We examine the complex dynamics of working to unmask white supremacy and expose color blind perspectives in such settings. Participants consider how to use autobiographical disclosure, sequence the consideration of increasingly contentious racial issues, create conversational protocols to discuss race, prepare students for 'brave space' (rather than safe space) environments and respond to expressions of anger, hurt and pain.

We examine the importance of examining the leader or teacher's own racial identity, and the need for multiracial teaching teams to model difficult conversations. Finally, the course explores how to move people from individualized to structural ways of thinking about race and racism.

### **ORLD 4900 - Research and independent study in adult education**

Permission of instructor required.

### **ORLD 5023 - Leadership and self-development: A biographical approach**

This course investigates the nature and process of leadership and self-development. It is based on the assumption that effective leadership starts with self-development, mindfulness, and critical self-reflection, and is further cultivated through dialogue, inquiry, and active listening as means of influencing others towards shared goals, rather than through traditional top-down, command and control approaches. Each student will be asked to take on a personal development goal for the semester and will be working with other students in a peer coaching process that supports the practical cultivation of their leadership abilities.

### **ORLD 5050 - Mobile Learning Design for Professional Growth**

This course provides students with comprehensive practical strategies to leverage mobile first learning designs, and utilizing mobile devices in numerous contexts. As mobile-learning can happen anywhere and anytime, the concept of learning and that of a classroom has become more fluid. Today's contemporary classrooms can be imagined and realized as any place where students of all ages can engage in student-centered, active learning using various mobile technological tools. This course enhances people's ability to learn, access and leverage technology who are not experts in the field of technology. It provides an adult learning overview on mobile devices, and helps you pursue mobile learning activity designs, mobile app design and prototyping, m-Learning delivery, assessments, monitoring, and evaluation.

### **ORLD 5053 - Developing and managing adult learning programs**

"Developing and Managing Adult Learning Programs" introduces students to the theory and practices employed when planning programs for adults in a variety of organizational settings. This course helps students to critically analyze the theoretical contexts, societal contexts and methodologies used throughout the design, development and delivery of programs. Students acquire practical tools for program planning through experiential learning activities.

### **ORLD 5054 - Strategy development as a learning process in organizations**

This course provides a comprehensive view of organizational strategy from a learning perspective. Students examine various models for facilitating the development of strategic initiatives through learning interventions.

### **ORLD 5055 - No Title Found in Banner**

Introductory course covering the organization, management, and instructional process involved in staff training and development programs in business, industry, unions, healthcare institutions, government, and other noncollegiate settings. Current developments, innovative practices, and issues.

### **ORLD 5057 - Adult learning and education: Theory and practice**

Prerequisite: Prior course in adult learning theory such as ORLD 4050, ORLD 4051, or ORLD 4053. Coursework examines theories of learning from experience, informal and self-directed learning, and transformative learning; and their application to adult learning practice in different cultures and contexts. Students draw on theories to develop solutions to self-identified learning / facilitation challenges, problems or interests of their own choosing for course assignments. Lessons from research in neuroscience, adult development, and artificial intelligence / advanced technologies are considered in relationship to adult learning in professional, work and postsecondary educational settings.

### **ORLD 5060 - Learning and Technology in Organizations**

This course is designed to help students understand the rapidly changing role of intelligent technology for organizational learning about strategy and capacity building. The course draws on a combination of research case studies together with the existing theories on organizational learning in the workplace to address the complex dilemmas faced by human resource managers and corporate executives regarding the impact of technology on employee learning and management. The objectives of this course are presented in four integrated competency units: first, the ways in which IT has revolutionized learning in organizations; second, the alternative ways technology can be used to support distance learning; third, technology as it supports knowledge management; and, fourth, how technology changes organizational functioning and management.

### **ORLD 5061 - The Learning Organization**

This course focuses on the practice of organization learning as a system of discrete components including learning and development programs, HR systems, corporate universities, executive coaching, using consultants, action learning programs, and OD, among others. Attention is given to action science as a framework for understanding OL at the individual, group, and organizational levels. Cases and readings balance theory and practice to demonstrate how leaders strive to integrate learning to increase organizational agility.

### **ORLD 5062 - Human resource development in organizations**

A comprehensive view of the field of human resource development. The emphasis is on how HRD relates to a changing workplace and how emerging theories of strategic and performance management relate to the learning and development needs of people and organizations.

### **ORLD 5063 - Online Teaching and Learning: Applying Adult Learning Principles**

In this course we will explore online teaching and learning within adult education, higher education, community colleges, and organizations (corporate, non-profit); new theories, research, and applications that inform best practices in online learning; and “participative culture” vis-à-vis communities of learning, the history and evolution of online learning, and planning and designing an online course.

### **ORLD 5070 - Leadership for Adult Development**

Supporting adult development enhances adults’ internal capacities, which in turn enables them to manage better the complexities of leading, teaching, learning and living. This course seeks to help leaders—across levels and sectors—

support adult growth within organizations. To support internal capacity building, leaders need to implement practices in service to adults' professional and personal development. This is especially important given the complexities of the adaptive challenges we face in the course of leading, learning and working—especially today. In this course we will explore an expanded notion of leadership that includes adult development. We will study research on adult developmental theories and their connections to practices that facilitate adults' transformational learning (i.e. learning that helps adults develop greater cognitive and affective capacities to better manage the complexities of leadership, work and life). We will consider questions such as: How can we create organizations and systems that support adults' transformational learning? What practices support adult development? What developmental principles inform these practices? How can we support leadership development in the workplace? What supports and conditions are necessary and needed?

### **ORLD 5073 - Action Learning Design and Coaching**

Organizations increasingly build learning directly into work—as a part of the way that people get and use new ideas, solve problems and meet difficult challenges. Action learning is a popular strategy for leadership development that does just that. In this approach, people learn as they work together in small groups to ask questions about their challenges, try out new solutions, and rethink results in light of the data they collect. Sometimes this results in organizational learning and change. This course is an experiential learning laboratory that will help participants begin to develop a framework and skills for designing and coaching action learning programs. This course requires a minimum of 27 hours per week of out of classroom work.

### **ORLD 5540 - Social Entrepreneurship & Leadership**

Social Entrepreneurship can be simply defined as the application of the mindset, processes, tools, and techniques of business entrepreneurship to the pursuit of a social and/or environmental mission. Social entrepreneurship brings to bear the passion, ingenuity, innovativeness, perseverance, planning bootstrapping abilities, and focus on growth characteristic of business entrepreneurs on the work of meeting our society's most pressing challenges. Incorporated into each class will be implications for how entrepreneurs learn (entrepreneurial learning theory) through practice. The course will concurrently address the necessary skills needed to start a social enterprise including how to develop a business plan with a social/societal benefitting focus. Students will develop a comprehensive business plan for a social enterprise of their choosing throughout the semester, as well as a Pitch.

### **ORLD 5550 - Research on organizational learning**

In our today VUCA world, organizational learning – understood not only as learning in organizations, but above all as learning by organizations – is more necessary than ever. In a changing world, organizations of any kind (companies, schools, hospitals, public agencies etcetera) need to learn to stay alive. Research on organizational learning, including its actors and its objects, its triggers and its phases, its obstacles and its support, needs to be well founded on both theories of organization(s) and theories of organizational learning as well as on given empirical literature. This course develops such theoretical and empirical foundations alongside students' research projects in self-chosen organizations. Students will prepare and realize small own-research projects. Presenting and discussing both preparation and realization will serve to support this process. As this course sees organizational learning as a process of praxis, qualitative research methods will be favored. Therefore ORL6500 (or comparable qualitative research course) should be either already completed or studied parallel with this course.

### **ORLD 5815 - Critical theory and adult learning**

In this workshop, participants examine the core elements of critical theory as originated by the Frankfurt School. Critical theory holds that ideological manipulation works to make inequity appear as the natural order of things. Participants will examine core concepts such as ideology, power, alienation and liberation via the works of Marcuse, Fromm, Gramsci and Foucault and consider how these relate to adult learning and the practice of adult education.

### **ORLD 5821 - Leveraging emotional intelligence (EQ) to enhance organizational effectiveness**

Leveraging Emotional Intelligence (EQ) to Enhance Organizational Effectiveness will explore research, best practices, and future directions. Students will learn to select among popular EQ assessment and measurement tools, distinguish between cognitive learning and emotional learning strategies, effectively position the business case for EQ, and evaluate the effectiveness of EQ learning strategies. Participants will receive personal profiles based on three popular EQ assessments (i.e., Emotional Social Competence Inventory - ESCI; Emotional Quotient Inventory - EQi 2.0; and Mayer-Salovey-Caruso Emotional Intelligence Test - MSCEIT) and applied insights to leadership development strategies including executive coaching.

### **ORLD 5822 - Building productive relationships with social intelligence (SQ)**

Building Productive Relationships with Social Intelligence (SQ) describes the components of the emerging emotional economy and why it's important to organizational performance, expand EQ capability by amplifying social intelligent components, examine the social neuroscience behind the dynamics of productive relationships, combine non-verbal agility to expand empathic accuracy for improved communication, and develop foundational human interaction skills to enhance relationships. Participants will examine the results of 3 assessments: (1) NBI (Thinking Style); (2) Listening Style Profile; and (3) Coaching Mindset Index, with a focus on devising small group and team development interventions.

### **ORLD 5823 - Building 21st century organizational capability with cultural intelligence**

Building 21st Century Organizational Capability with Cultural Intelligence (CQ) students will learn a strategic learning and leadership framework used to guide cultural diversity interventions in organizations, examine the theoretical and philosophical foundations associated with evidence-based cultural diversity strategies, explore a set of core practices informed by important leadership questions, experiment with sample tools designed to launch strategic cultural diversity processes, apply strategic diversity learning and change process to personal project to integrate key learning. Participants will examine how three assessments (i.e., Culture In the Workplace Questionnaire, CQ Assessment, and Bennett's Intercultural Development Inventory) can be used to inform the design and implementation of various learning strategies focused on building a leveraging diversity capacity in the workplace.

### **ORLD 5900 - Research and independent study in adult education**

Permission required. Conduct research studies (not a part of a doctoral dissertation) under guidance. Focus on a particular institution or type of institution, e.g., college of liberal arts, professional school, community college.

### **ORLD 6054 - Learning to Think Strategically**

This highly interactive seminar offers an opportunity for participants to challenge conventional approaches to strategy by focusing on how successful strategists learn to think strategically — the learning aspect of strategic thinking will be emphasized. As organizational leaders, the seminar participants will be encouraged to critically



assess their own and their organizations' strategy development habits. Accordingly, participants will be working with their own current strategy cases in order to expand the breadth and depth of their strategic thinking baseline. This seminar provides a thorough grounding in the foundation and underlying concepts of strategic thinking. Based on a critical reflective process-oriented design, this course content explores the genesis of strategic thinking, its value to an organization, and includes extensive practice and intensive reflection as learning methods.

### **ORLD 6900 - Research and independent study in adult education**

Permission of instructor required.

### **ORLD 7500 - Dissertation seminar in adult education**

Permission required. Students should have completed most or all coursework (including research methods courses) and have passed the certification examination. The course is intended for students who have identified a reasonably narrow area for research and have already completed a preliminary literature review. The course will assist the student in design, methods, and other matters of concern in the preparation of an acceptable dissertation proposal.

### **ORLD 7900 - Directed Dissertation Research**

Permission required. All doctoral students eligible for this course must register each semester until a proposal hearing has occurred and a proposal has been approved.

### **ORLD 8900 - Dissertation Advisement in Adult Education**

Individual advisement on doctoral dissertations. Fee to equal 3 points at current tuition rate for each term. For requirements, see section in catalog on Continuous Registration for Ed.D./Ph.D. degrees.

# EDUCATION LEADERSHIP

Department of Organization & Leadership

## Program Description

The Education Leadership Program includes courses of study in leadership education and development for students pursuing professional careers in public and private education. The program also provides research-oriented courses of study in leadership for students pursuing careers as academics and researchers. With a nationally recognized faculty and a tradition of prominence, the Education Leadership Program prepares students for careers as practitioners and scholars equipped to lead and transform a wide variety of educational organizations. Students gain the skills to lead educational practice; to influence political systems, education law, and education policy; to apply the methods of social science research to the conduct of inquiry; and to seek equality, equity, and diversity in education. Graduates serve in leadership positions as school principals, heads of schools, district superintendents, education leaders in comparable positions of executive leadership, and as scholars of education and education leadership.

The program seeks to prepare students to serve effectively by guiding them to:

- Become thoroughly grounded in the theory and practice of education leadership;
- Develop a broad and deep understanding of educational institutions in our society;
- Understand teaching and learning and become able to lead and support effective teaching and learning for all kinds of teachers and students;
- Understand the principles of organizational culture and behavior and gain the skills needed to provide effective organizational leadership;
- Understand contemporary management systems and become able to employ them effectively;
- Understand the nature of policy, political systems, and law and obtain the skills required to shape and influence these systems and their products;
- Understand the uses of technology in education and administration and hone the skills and knowledge to use technology effectively;
- Understand the nature of social science research and be able to apply its principles and methods in conducting inquiry and reviewing research;

- Remain alert to the legal and ethical considerations that influence all aspects of education;
- Become committed to the ideals of equity and diversity in educational matters and build the skills and knowledge needed to promote these ideals in educational institutions; and
- Exhibit the courage and critical intelligence needed to question what is and develop what could be.

## Degrees

### Master of Arts

#### Dual MA/MBA Private School Leadership

Master of Arts

Points/Credits: 32 Entry Terms: Fall Only

#### Degree Requirements

##### PRIVATE SCHOOL LEADERSHIP

Email: [Klingenstein@tc.columbia.edu](mailto:Klingenstein@tc.columbia.edu)

Website: [www.klingensteincenter.org](http://www.klingensteincenter.org)

(Application code: ELPB)

Programs in Private School Leadership at Teachers College are run by the Klingenstein Center for Independent School Leadership. Designed for teachers and administrators who have demonstrated strong educational leadership, these cohort-based programs prepare students to meet the challenges of leadership for independent and international schools, and organizations that support teaching and learning in these schools. The programs increase knowledge and cultivate skills and attitudes necessary for effective leadership practice. Students participate in guided fieldwork and benefit from a connection to an extensive network of cooperating schools. Coursework is enhanced by group projects and visits to area schools. The curriculum has been designed around five core principles of effective leadership:

- The centrality of education and education leadership in promoting social justice and diversity;
- The need to nurture teaching and learning among all members of the school community;
- The importance of collaboration and teamwork in accomplishing goals;
- The use of reflective practice in fostering continued learning;
- The practice of moral and ethical leadership as a way of life.

Both the Full-Year Master's and the Two-Summers Master's programs in Private School Leadership are supported by the Klingenstein Fund and the Education Leadership Program.

Degree-Granting Programs in Private School Leadership include:

- Full-Year Master's Degree Program (M.A., Ed.M.)
- Two-Summers Master's Degree Program (M.A., Ed.M.)
- Dual-Degree Program: Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA)
- Dual-Degree Program: Master's Degree from Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD in France or Singapore (MBA)

For more information about these programs, see the Klingenstein Center Programs page.

### **Coursework**

Programs feature core courses that are required for all students. Courses are regularly reviewed and revised, and replaced as necessary, to ensure the most relevant, cutting-edge curriculum. Core courses in recent years include: The Leadership of Private Schools, School Choice and Privatization, Supporting Teaching and Learning in Private Schools, Systems Thinking for Equitable and Inclusive Leadership, Law and Educational Institutions: Issues of Authority, Religion, Free Speech, and Safety, School Finance: Resource Allocation for Nonprofit Organizations, Communications, Negotiation, Ethical Issues in School Leadership, Applied Research for School Change

### **Practicum**

All programs have a field-based practicum requirement. In the Full-Year Program, students engage in applied research consulting in independent schools locally and globally. In the Two-Summers Program, students complete an applied research project at the school where they are presently employed. The overarching goal of the practicum is to provide a guided opportunity to develop or deepen skills and knowledge in an area of school operations. The projects complement previous experience, develop leadership skills and effectiveness, allow for the firsthand study of organizational culture and psychology, build reflective practice, and benefit the site school.

### **Capstone Project**

A research- and writing-based capstone project, requires students to curate a professional learning ePortfolio that reflects on their learning in their program and transfers that learning to several key areas of their practice. The ePortfolio engages students in four levels of systems thinking work in schools: individual, interpersonal, institutional, and social systems.

### **Cohort Model**

All programs in Private School Leadership employ a cohort model. In this model, students enroll in the same classes at the same time with the same group – with the exception of college-wide electives in the Private School Leadership year-long program. The cohort model encourages teamwork and collaboration, creates a vibrant professional learning community, and allows students to develop productive personal, professional and academic bonds that last far beyond the conclusion of the program. The strength of the cohort-model is bolstered by the outstanding and diverse attributes of students. Cohort members come from diverse racial and ethnic backgrounds, are at different points in their careers holding positions ranging from teacher to head of school, come from different types of schools all over the country and world, and have diverse career goals.

### **Admissions Eligibility**

Independent school and international school educators with three or more years of full-time work experience in a school, which may include teaching, admissions, student life, development, or other administrative roles are eligible. Experience in public, charter, parochial, private, independent, or international schools may count toward the total years of experience as long as the candidate meets all other requirements. A bachelor's degree from an accredited college or university is needed to apply.

### **Degree Requirements**

The 32-point Master of Arts (M.A.) degree in Private School Leadership consists of required core courses and elective course options. Students in the M.A. program may not apply prior graduate credits towards the degree unless they were earned at Teachers College and are approved by the student's academic advisor.

**Please note:** These courses of study do not lead to state administrative certification as a public school principal or superintendent.

### **Dual Degree Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA) or Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD (MBA)**

This dual-degree program results in a master's degree in Private School Leadership from Teachers College and a Master of Business Administration (MBA) from Columbia Business School or INSEAD. The program responds to a critical need for independent school leaders to be trained in education as well as business, leadership, management, and social entrepreneurship. As self-managing organizations, independent and international schools function as small businesses with a compelling social mission. In order to fulfill that mission, school leaders must balance pedagogical needs with business realities: tuition affordability, curricular enhancements, financial aid, facility improvements, technology costs, and attracting and retaining top faculty members. This program is designed for highly motivated students who seek a deep understanding of both education and business as they prepare to take on the challenges of leading K-12 educational institutions in the 21st century.

Students pursuing this dual degree may combine MBA study with either the Full-Year or Two-Summers Master's Degree Programs. Differences in the course study for each partner school are outlined below.

The dual-degree program requires separate applications to each school.

### **DUAL DEGREE (M.A. AT TEACHERS COLLEGE; M.B.A. AT COLUMBIA BUSINESS SCHOOL)**

This course of study gives students the opportunity to earn degrees from both Teachers College and Columbia Business School in two full-time years, allowing graduates to enter the job market a year earlier than if they pursued these degrees separately. Students only need to complete three (instead of four) full-time semesters at Columbia Business School, though the MBA is not awarded until degree requirements are completed at both schools.

There are several pathways through the programs. The most common pathway is for students to begin the first fall at Teachers College in the Full-Year Master's Degree Program. Upon gaining admission to Columbia Business School, students enroll at Columbia Business School for winter, summer, and fall semesters before returning to Teachers College for a final spring semester in the Full-Year Master's Degree Program. Alternative pathways through the program allow students to finish either the Full-Year or Two-Summers Master's Degree Program and then to gain admission to and enroll at Columbia Business School. Most students pursuing this track will also enroll at Columbia Business School from January to December.

Students must apply separately to programs at Teachers College and Columbia Business School. Students are highly encouraged to apply for January entry at Columbia Business School and to contact the Klingenstein Center prior to applying.

### **DUAL DEGREE (M.A. OR Ed.M. AT TEACHERS COLLEGE; M.B.A. AT INSEAD)**

This course of study gives the opportunity to earn degrees from both Teachers College and INSEAD, a leading business school with campuses in France, Singapore, and Dubai. INSEAD's MBA program is full-time and one year long, with options to begin study in September or January. Students at INSEAD can split the year between campuses or remain at one campus for the entire program.

The most common pathway through this program is to finish either the Full-Year or Two-Summers Master's Degree Program and then matriculate at INSEAD within the next five years. Students are also able to study at INSEAD after matriculating but before completing the full course of study at Teachers College. Specifically, students can enroll at INSEAD for a full year (January to December) in between the fall and spring semesters of the Full-Year Master's Degree Program at Teachers College or immediately after the second summer of the Two-Summers Master's Degree Program.

Students must apply separately to programs at Teachers College and INSEAD. Students are strongly encouraged to contact the Klingenstein Center prior to applying. Students may apply to INSEAD before or after matriculation at Teachers College.

## **Private School Leadership (Full Academic Year)**

Master of Arts

**Points/Credits:** 32 **Entry Terms:** Fall Only

### **Degree Requirements**

#### **PRIVATE SCHOOL LEADERSHIP**

Email: [Klingenstein@tc.columbia.edu](mailto:Klingenstein@tc.columbia.edu)

Website: [www.klingensteincenter.org](http://www.klingensteincenter.org)

(Application code: ELPR)

Programs in Private School Leadership at Teachers College are run by the Klingenstein Center for Independent School Leadership. Designed for teachers and administrators who have demonstrated strong educational leadership, these cohort-based programs prepare students to meet the challenges of leadership for independent and international schools, and organizations that support teaching and learning in these schools. The programs increase knowledge and cultivate skills and attitudes necessary for effective leadership practice. Students participate in guided fieldwork and benefit from a connection to an extensive network of cooperating schools. Coursework is enhanced by group projects and visits to area schools. The curriculum has been designed around five core principles of effective leadership:

- The centrality of education and education leadership in promoting social justice and diversity;
- The need to nurture teaching and learning among all members of the school community;
- The importance of collaboration and teamwork in accomplishing goals;

- The use of reflective practice in fostering continued learning;
- The practice of moral and ethical leadership as a way of life.

Both the Full-Year Master's and the Two-Summers Master's programs in Private School Leadership are supported by the Klingenstein Fund and the Education Leadership Program.

Degree-Granting Programs in Private School Leadership include:

- Full-Year Master's Degree Program (M.A., Ed.M.)
- Two-Summers Master's Degree Program (M.A., Ed.M.)
- Dual-Degree Program: Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA)
- Dual-Degree Program: Master's Degree from Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD in France or Singapore (MBA)

For more information about these programs, see the Klingenstein Center Programs page.

This program of study is designed for current and aspiring leaders who choose to pursue full-time study for one academic year. The Full-Year Program is a cohort of approximately 25 students.

### **Schedule**

Students enrolled in the Full-Year Master's attend daytime classes from September to May. The program of study is completed over nine months during the fall and spring semesters. Students complete the capstone ePortfolio project during the second semester.

### **Coursework**

Full-Year Master's students take a combination of core and elective courses. The opportunity to take elective courses at Teachers College and other graduate schools at Columbia University is a unique feature of the Full-Year Program.

### **Practicum**

The practicum in independent school leadership requires a team of students to work with school leaders at a selected independent or international school on a project that is both of interest to the student and of strategic importance to the school. For fifteen consecutive weeks, students dedicate one full day per week to work on their practicum project. Experienced and trusted school leaders at the site schools serve as mentors and advisors throughout the projects. The practicum allows students to experience new school environments while contributing in a meaningful way to the advancement of the site school. Students are placed on projects by their academic advisor. Research skills and concepts from the fall Research Methods course bolster students' work on the practicum.

### **Capstone Project**

A research- and writing-based capstone project, requires students to curate a professional learning ePortfolio that reflects on their learning in their program and transfers that learning to several key areas of their practice. The ePortfolio engages students in four levels of systems thinking work in schools: individual, interpersonal, institutional, and social systems.

### **Cohort Model**

All programs in Private School Leadership employ a cohort model. In this model, students enroll in the same classes at the same time with the same group – with the exception of college-wide electives in the Private School Leadership year-long program. The cohort model encourages teamwork and collaboration, creates a vibrant professional learning community, and allows students to develop productive personal, professional and academic bonds that last far beyond the conclusion of the program. The strength of the cohort-model is bolstered by the outstanding and diverse attributes of students. Cohort members come from diverse racial and ethnic backgrounds, are at different points in their careers holding positions ranging from teacher to head of school, come from different types of schools all over the country and world, and have diverse career goals.

### **Degree Requirements**

The 32-point Master of Arts (M.A.) degree in Private School Leadership consists of required core courses and elective course options. Students in the M.A. program may not apply prior graduate credits towards the degree unless they were earned at Teachers College and are approved by the student's academic advisor.

**Please note:** This course of study does not lead to state administrative certification as a public school principal or superintendent.

## **Private School Leadership (Two Summers Program)**

Master of Arts

**Points/Credits:** 32 **Entry Terms:** Odd Year Summer Only; Available 2023

### **Degree Requirements**

#### **PRIVATE SCHOOL LEADERSHIP**

Email: [Klingenstein@tc.columbia.edu](mailto:Klingenstein@tc.columbia.edu)

Website: [www.klingensteincenter.org](http://www.klingensteincenter.org)

(Application code: ELPR)

Programs in Private School Leadership at Teachers College are run by the Klingenstein Center for Independent School Leadership. Designed for teachers and administrators who have demonstrated strong educational leadership, these cohort-based programs prepare students to meet the challenges of leadership for independent and international schools, and organizations that support teaching and learning in these schools. The programs increase knowledge and cultivate skills and attitudes necessary for effective leadership practice. Students participate in guided fieldwork and benefit from a connection to an extensive network of cooperating schools. Coursework is enhanced by group projects and visits to area schools. The curriculum has been designed around five core principles of effective leadership:

- The centrality of education and education leadership in promoting social justice and diversity;
- The need to nurture teaching and learning among all members of the school community;
- The importance of collaboration and teamwork in accomplishing goals;
- The use of reflective practice in fostering continued learning;
- The practice of moral and ethical leadership as a way of life.

Both the Full-Year Master's and the Two Summers Master's programs in Private School Leadership are supported by the Klingenstein Fund and the Education Leadership Program.



Degree-Granting Programs in Private School Leadership include:

- Full-Year Master's Degree Program (M.A., Ed.M.)
- Two-Summers Master's Degree Program (M.A., Ed.M.)
- Dual-Degree Program: Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA)
- Dual-Degree Program: Master's Degree from Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD in France or Singapore (MBA)

For more information about these programs, see the Klingenstein Center Programs page.

This program of study is designed for current and aspiring leaders who choose to pursue intensive summer study with field-based work at their school of employment after each summer. The Two-Summers Program has a cohort of approximately 60 students.

### **Schedule**

Participants attend two intensive four- to six-week sessions in New York City for two consecutive summers. During the year they continue their work by engaging in research and practicum projects at their schools of employment and blended or online coursework. Students complete the capstone project during the fall after the second summer. The program of study is completed over eighteen months.

### **Coursework**

The Two-Summers curriculum is entirely prescribed: Students do not take elective courses. Some coursework between the two summers may be online or blended. As part of the research course in the first summer, students work in small groups as they design an applied research project of importance to them, to their schools, and to the independent school sector at large. They develop a plan for research and carry out this plan over the course of the upcoming academic year.

### **Practicum**

During the academic year between the two summers, each student completes a practicum project in administrative areas of their respective schools. The practicum project is designed to provide the student with experiential learning in the context of his/her own school and to offer residual benefits to the sponsoring school. Projects may include but are not limited to work in finance, development, college guidance, admissions, and/or marketing. Those holding senior administrative positions may focus on a particular area of their current job in order to track their thinking, planning, action, and results in deliberate ways. Students are guided in this project by a mentor who is an experienced leader in independent or international schools. Sponsoring schools are asked to consider scheduling accommodations for students doing research and practicum projects during the academic year.

### **Capstone Project**

A research- and writing-based capstone project, completed with a partner, requires students to curate a professional learning ePortfolio that reflects on their learning in their program and transfers that learning to several key areas of their practice. The ePortfolio engages students in four levels of systems thinking work in schools: individual, interpersonal, institutional, and social systems. Shadow a head of school in the field and construct a thorough analysis of the ways in which leadership functions at the respective head's school.

### **Cohort Model**

All programs in Private School Leadership employ a cohort model. In this model and in the two-summers program, students enroll in the same classes at the same time with the same group. The cohort model encourages teamwork and collaboration, creates a vibrant professional learning community, and allows students to develop productive personal, professional and academic bonds that last far beyond the conclusion of the program. The strength of the cohort-model is bolstered by the outstanding and diverse attributes of students. Cohort members come from diverse racial and ethnic backgrounds, are at different points in their careers holding positions ranging from teacher to head of school, come from different types of schools all over the country and world, and have diverse career goals.

### **Degree Requirements**

The 32-point Master of Arts (M.A.) degree in Private School Leadership consists of required core courses and elective course options. Students in the M.A. program may not apply prior graduate credits towards the degree unless they were earned at Teachers College and are approved by the student's academic advisor.

**Please note:** These courses of study do not lead to state administrative certification as a public school principal or superintendent.

## **Public School Building Leadership (Summer Principals Academy - New Orleans)**

Master of Arts | LA Educational Leader Certificate (ELC)

**Points/Credits:** 36 **Entry Terms:** Summer Only

### **Degree Requirements**

#### **THE SUMMER PRINCIPALS ACADEMY**

Degrees Offered: M.A. & Ed.M.

Certification Offered: Recommendation for Educational Leader Certificate (ELC) in the State of Louisiana

Code: ELPS

Program Director: Dr. Brian K. Perkins

Website: <https://www.tc.columbia.edu/organization-and-leadership/spa-nola/>

The Summer Principals Academy (SPA) at Teachers College, Columbia University is a transformative graduate program that is committed to promoting equity and excellence in education and overcoming the gap in educational access and achievement between the most and least advantaged groups in this country. To achieve this goal, our aspiring school leaders are encouraged to construct transforming possibilities for student learning, school improvement, social equity, and opportunity. While some principal preparation programs are content to prepare school leaders to perpetuate schools as they currently exist, SPA strives to prepare leaders to create the innovative schools that our nation and the world need. Through the Summer Principals Academy, leadership development is fostered through an integrated set of experiences that include sound theoretical and "best practice" knowledge, problem-based coursework, and field-based experiences, including an intensive and extended internship.

SPA is a cohort program enrolling graduate students from all over the country and abroad in a rigorous 14-month, 36-credit program. Courses are delivered Monday – Friday, from 8:00 am – 5:00 pm, over two consecutive five-week summer sessions. The 450-hour Administrative Internship takes place during the intervening school year, thereby

enabling students to complete the internship requirements while maintaining their jobs in their current schools. The schedule supports the reality of aspiring leaders who are currently working as teachers, team leaders, department chairs, or supervisors who do not wish to leave their schools to attend a full-time program.

Students' studies in the Summer Principals Academy conclude with the New School Design Project. Serving as the capstone project, candidates integrate the knowledge and skills they have developed while preparing for leadership service in schools across the nation. The New School Design teams are challenged to develop a new school that reflects the domains of knowledge, skill, and habits of mind and that is relevant to the challenges faced by children seeking a 21st-century education in a public school setting. The event offers the larger educational community of leaders the opportunity to share their insights and expertise regarding how to close achievement gaps effectively through the design of innovative and high-performing schools.

The Summer Principals Academy (SPA) offers two cohort locations – New Orleans, LA, and New York City, NY – to educators who aspire to become school leaders. The two cohorts provide the same course content, instruction, assessment, and high-quality education experience, but each caters to a different school calendar. SPA New Orleans (SPA | NOLA) delivers courses for five weeks beginning in June and ending in July.

### **Curriculum:**

#### Summer I:

- ORLA 4001: Introduction to School Leadership and Decision Making
- ORLA 5018: School Leadership for Adult Development
- ORLA 5029: Supervision of Teaching & Learning
- ORLJ 5340: Basic Practicum in Conflict Resolution
- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Social Emotional Learning

#### Fall:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Social Emotional Learning
- ORLA 6460: Internship in School Leadership

#### Spring:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Cultural Diversity
- ORLA 6460: Internship in School Leadership II
- ORLA 5199: New School Design I

#### Summer II:

- ORLA 5017: Team Building and Organizational Development
- ORLA 4025: Resource Allocation for Student Achievement
- ORLA 5025: Ecology of Data-Driven Leadership
- ORLA 4033: Ethical and Legal Issues in Education Leadership
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Cultural Diversity
- ORLA 5199: New School Design II

### **ACCREDITATION**

SPA | NOLA is a fully accredited Advancing Quality in Educator Preparation (AAQEP) principal preparation program that culminates in a Master's Degree in Public School Building Leadership and recommendation for Education Leader Certification in the State of Louisiana. Further, this program is currently an approved principal preparation program in the State of Louisiana as of October 17, 2018.

Teachers College, Columbia University is currently licensed by the Board of Regents of the State of Louisiana. Licenses are renewed by the State Board of Regents every two years. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantees the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

## CERTIFICATION

Graduates of the Summer Principals Academy - New Orleans are recommended for Education Leader Certification (ELC) in the State of Louisiana. The SPA | NOLA program meets all requirements outlined in Bulletin 996, Standards of Approval for Teacher or Educational Leader Preparation Programs for the preparation of educational leaders. If you plan to work in a state other than Louisiana, prospective students are advised to determine if the program meets the educational requirements for certification in any other state, Washington, DC or Puerto Rico. If you intend to work in another state, we recommend that you review the state's teacher certification website for that state's qualifications. Depending on the graduate's state's certification qualifications, graduates are advised to receive their Louisiana ELC Letter of Eligibility when applying for certification out of state. The Letter of Eligibility assures prospective employing school systems that the educator meets the educational leadership certification requirements while also ensuring that the leadership certificate is not issued until the educator is in a position to receive evaluations per Louisiana's statewide evaluation system.

## Public School Building Leadership (Summer Principals Academy - New York)

Master of Arts | NY State School Building Leadership Certificate

**Points/Credits:** 36 **Entry Terms:** Summer Only **Certification:**

NY State School Building Leadership (SBL) Certification

## Degree Requirements

### THE SUMMER PRINCIPALS ACADEMY – NEW YORK

Degrees Offered: M.A. & Ed.M.

Certification Offered: Recommendation for NY State School Building Leadership (SBL) Certificate

Code: ELBL

Program Director: Dr. Brian K. Perkins

Website: <https://www.tc.columbia.edu/organization-and-leadership/spa-nyc/>

The Summer Principals Academy (SPA) at Teachers College, Columbia University is a transformative graduate program that is committed to promoting equity and excellence in education and overcoming the gap in educational access and achievement between the most and least advantaged groups in this country. To achieve this goal, our aspiring school leaders are encouraged to construct transforming possibilities for student learning, school improvement, social equity, and opportunity. While some principal preparation programs are content to prepare school leaders to perpetuate schools as they currently exist, SPA strives to prepare leaders to create the innovative

schools that our nation and the world need. Through the Summer Principals Academy, leadership development is fostered through an integrated set of experiences that include sound theoretical and "best practice" knowledge, problem-based coursework, and field-based experiences, including an intensive and extended internship.

SPA is a cohort program enrolling graduate students from all over the country and abroad in a rigorous 14-month, 36-credit program. Courses are delivered Monday – Friday, from 8:00 am – 5:00 pm, over two consecutive five-week summer sessions. The 450-hour Administrative Internship takes place during the intervening school year, thereby enabling students to complete the internship requirements while maintaining their jobs in their current schools. The schedule supports the reality of aspiring leaders who are currently working as teachers, team leaders, department chairs, or supervisors who do not wish to leave their schools to attend a full-time program.

Students' studies in the Summer Principals Academy conclude with the New School Design Project. Serving as the capstone project, candidates integrate the knowledge and skills they have developed while preparing for leadership service in schools across the nation. The New School Design teams are challenged to develop a new school that reflects the domains of knowledge, skill, and habits of mind and that is relevant to the challenges faced by children seeking a 21st-century education in a public school setting. The event offers the larger educational community of leaders the opportunity to share their insights and expertise regarding how to close achievement gaps effectively through the design of innovative and high-performing schools.

The Summer Principals Academy (SPA) offers two cohort locations – New Orleans, LA, and New York City, NY – to educators who aspire to become school leaders. The two cohorts provide the same course content, instruction, assessment, and high-quality education experience, but each caters to a different school calendar. SPA New York (SPA | NYC) delivers courses for five weeks beginning in July and ending in August.

### **Curriculum:**

#### Summer I:

- ORLA 4001: Introduction to School Leadership and Decision Making
- ORLA 5018: School Leadership for Adult Development
- ORLA 5029: Supervision of Teaching & Learning
- ORLJ 5340: Basic Practicum in Conflict Resolution
- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Social Emotional Learning

#### Fall:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Social Emotional Learning
- ORLA 6460: Internship in School Leadership

#### Spring:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Cultural Diversity
- ORLA 6460: Internship in School Leadership II
- ORLA 5199: New School Design I

#### Summer II:

- ORLA 5017: Team Building and Organizational Development
- ORLA 4025: Resource Allocation for Student Achievement
- ORLA 5025: Ecology of Data-Driven Leadership

- ORLA 4033: Ethical and Legal Issues in Education Leadership
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Cultural Diversity
- ORLA 5199: New School Design II

### ACCREDITATION

SPA | NYC is a fully accredited Advancing Quality in Educator Preparation (AAQEP) principal preparation program that culminates in a Master's Degree in Public School Building Leadership and is registered with the New York State Education Department.

### CERTIFICATION

SPA | NYC leads to an institutional recommendation for New York State School Building Leader (SBL) certification. If you plan to work in a state other than Louisiana, prospective students are advised to determine if the program meets the educational requirements for certification in any other state, Washington, DC or Puerto Rico. If you intend to work in another state, we recommend that you review the state's teacher certification website for that state's qualifications.

## Master of Education

### Private School Leadership (Full Academic Year)

Master of Education

Points/Credits: 60 Entry Terms: Fall Only

### Degree Requirements

#### PRIVATE SCHOOL LEADERSHIP

Email: [Klingenstein@tc.columbia.edu](mailto:Klingenstein@tc.columbia.edu)

Website: [www.klingensteincenter.org](http://www.klingensteincenter.org)

(Application code: ELPR)

Programs in Private School Leadership at Teachers College are run by the Klingenstein Center for Independent School Leadership. Designed for teachers and administrators who have demonstrated strong educational leadership, these cohort-based programs prepare students to meet the challenges of leadership for independent and international schools, and organizations that support teaching and learning in these schools. The programs increase knowledge and cultivate skills and attitudes necessary for effective leadership practice. Students participate in guided fieldwork and benefit from a connection to an extensive network of cooperating schools. Coursework is enhanced by group projects and visits to area schools. The curriculum has been designed around five core principles of effective leadership:

- The centrality of education and education leadership in promoting social justice and diversity;
- The need to nurture teaching and learning among all members of the school community;
- The importance of collaboration and teamwork in accomplishing goals;
- The use of reflective practice in fostering continued learning;

- The practice of moral and ethical leadership as a way of life.

Both the Full-Year Master's and the Two Summers Master's programs in Private School Leadership are supported by the Klingenstein Fund and the Education Leadership Program.

Degree-Granting Programs in Private School Leadership include:

- Full-Year Master's Degree Program (M.A., Ed.M.)
- Two-Summers Master's Degree Program (M.A., Ed.M.)
- Dual-Degree Program: Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA)
- Dual-Degree Program: Master's Degree from Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD in France or Singapore (MBA)

For more information about these programs, see the Klingenstein Center Programs page.

This program of study is designed for current and aspiring leaders who choose to pursue full-time study for one academic year. The Full-Year Program is a cohort of approximately 25 students.

### **Schedule**

Students enrolled in the Full-Year Master's attend daytime classes from September to May. The program of study is completed over nine months during the fall and spring semesters. Students complete the capstone project during the second semester.

### **Coursework**

Full-Year Master's students take a combination of core and elective courses. The opportunity to take elective courses at Teachers College and other graduate schools at Columbia University is a unique feature of the Full-Year Program.

### **Practicum**

The practicum in independent school leadership requires a team of students to work with school leaders at a selected independent or international school on a project that is both of interest to the student and of strategic importance to the school. For fifteen consecutive weeks, students dedicate one full day per week to work on their practicum project. Experienced and trusted school leaders at the site schools serve as mentors and advisors throughout the projects. The practicum allows students to experience new school environments while contributing in a meaningful way to the advancement of the site school. Students are placed on projects by their academic advisor. Research skills and concepts from the fall Research Methods course bolster students' work on the practicum.

### **Capstone Project**

A research- and writing-based capstone project, requires students to curate a professional learning ePortfolio that reflects on their learning in their program and transfers that learning to several key areas of their practice. The ePortfolio engages students in four levels of systems thinking work in schools: individual, interpersonal, institutional, and social systems.

### **Cohort Model**

All programs in Private School Leadership employ a cohort model. In this model, students enroll in the same classes at the same time with the same group – with the exception of college-wide electives in the Private School Leadership year-long program. The cohort model encourages teamwork and collaboration, creates a vibrant professional learning community, and allows students to develop productive personal, professional and academic bonds that last far beyond the conclusion of the program. The strength of the cohort-model is bolstered by the outstanding and diverse attributes of students. Cohort members come from diverse racial and ethnic backgrounds, are at different points in their careers holding positions ranging from teacher to head of school, come from different types of schools all over the country and world, and have diverse career goals.

### **Degree Requirements**

The 60-point Master of Education (Ed.M.) in Private School Leadership consists of all requirements specified for the 32-point Master of Arts degree. Students in the Ed.M. program generally transfer in prior graduate level points (up to 30 in the Full-Year Program and up to 28 in the Two-Summers Program) to earn the required 60 points. In addition, Ed.M. students are required to complete a project related to improving independent school practice.

**Please note:** This course of study does not lead to state administrative certification as a public school principal or superintendent.

## **Private School Leadership (Two Summers Program)**

Master of Education

**Points/Credits:** 60 **Entry Terms:** Odd Year Summer Only; Available 2023

### **Degree Requirements**

#### **PRIVATE SCHOOL LEADERSHIP**

Email: [Klingenstein@tc.columbia.edu](mailto:Klingenstein@tc.columbia.edu)

Website: [www.klingensteincenter.org](http://www.klingensteincenter.org)

(Application code: ELPR)

Programs in Private School Leadership at Teachers College are run by the Klingenstein Center for Independent School Leadership. Designed for teachers and administrators who have demonstrated strong educational leadership, these cohort-based programs prepare students to meet the challenges of leadership for independent and international schools, and organizations that support teaching and learning in these schools. The programs increase knowledge and cultivate skills and attitudes necessary for effective leadership practice. Students participate in guided fieldwork and benefit from a connection to an extensive network of cooperating schools. Coursework is enhanced by group projects and visits to area schools. The curriculum has been designed around five core principles of effective leadership:

- The centrality of education and education leadership in promoting social justice and diversity;
- The need to nurture teaching and learning among all members of the school community;
- The importance of collaboration and teamwork in accomplishing goals;
- The use of reflective practice in fostering continued learning;
- The practice of moral and ethical leadership as a way of life.

Both the Full-Year Master's and the Two-Summers Master's programs in Private School Leadership are supported by the Klingenstein Fund and the Education Leadership Program.



Degree-Granting Programs in Private School Leadership include:

- Full-Year Master's Degree Program (M.A., Ed.M.)
- Two-Summers Master's Degree Program (M.A., Ed.M.)
- Dual-Degree Program: Master's Degree from Teachers College (M.A.) in Private School Leadership and Columbia Business School (MBA)
- Dual-Degree Program: Master's Degree from Teachers College (M.A. or Ed.M.) in Private School Leadership and INSEAD in France or Singapore (MBA)

For more information about these programs, see the Klingenstein Center Programs page.

This program of study is designed for current and aspiring leaders who choose to pursue intensive summer study with field-based work at their school of employment after each summer. The Two-Summers Program has a cohort of approximately 60 students

### **Coursework**

The Two-Summers curriculum is entirely prescribed: Students do not take elective courses. Some coursework between the two summers may be online or blended. As part of the research course in the first summer, students work in small groups as they design an applied research project of importance to them, to their schools, and to the independent school sector at large. They develop a plan for research and carry out this plan over the course of the upcoming academic year.

### **Practicum**

During the academic year between the two summers, each student completes a practicum project in administrative areas of their respective schools. The practicum project is designed to provide the student with experiential learning in the context of his/her own school and to offer residual benefits to the sponsoring school.

Projects may include but are not limited to work in finance, development, college guidance, admissions, and/or marketing. Those holding senior administrative positions may focus on a particular area of their current job in order to track their thinking, planning, action, and results in deliberate ways. Students are guided in this project by a mentor who is an experienced leader in independent or international schools. Sponsoring schools are asked to consider scheduling accommodations for students doing research and practicum projects during the academic year.

### **Capstone Project**

A research- and writing-based capstone project, completed with a partner, requires students to curate a professional learning ePortfolio that reflects on their learning in their program and transfers that learning to several key areas of their practice. The ePortfolio engages students in four levels of systems thinking work in schools: individual, interpersonal, institutional, and social systems. Shadow a head of school in the field and construct a thorough analysis of the ways in which leadership functions at the respective head's school.

### **Cohort Model**

All programs in Private School Leadership employ a cohort model. In this model and in the two-summers program, students enroll in the same classes at the same time with the same group. The cohort model encourages teamwork and collaboration, creates a vibrant professional learning community, and allows students to develop productive personal, professional and academic bonds that last far beyond the conclusion of the program. The strength of the

cohort-model is bolstered by the outstanding and diverse attributes of students. Cohort members come from diverse racial and ethnic backgrounds, are at different points in their careers holding positions ranging from teacher to head of school, come from different types of schools all over the country and world, and have diverse career goals.

### Degree Requirements

The 60-point Master of Education (Ed.M.) in Private School Leadership consists of all requirements specified for the 32-point Master of Arts degree. Students in the Ed.M. program generally transfer in prior graduate level points (up to 30 in the Full-Year Program and up to 28 in the Two-Summers Program) to earn the required 60 points. In addition, Ed.M. students are required to complete a project related to improving independent school practice.

**Please note:** This course of study does not lead to state administrative certification as a public school principal or superintendent.

## Public School Building Leadership (Summer Principals Academy - New Orleans)

Master of Education | LA Educational Leader Certificate (ELC)

**Points/Credits:** 60 (including transferred graduate coursework) **Entry Terms:** Summer Only

### Degree Requirements

#### THE SUMMER PRINCIPALS ACADEMY

Degrees Offered: M.A. & Ed.M.

Certification Offered: Recommendation for Educational Leader Certificate (ELC) in the State of Louisiana

Code: ELPS

Program Director: Dr. Brian K. Perkins

Website: <https://www.tc.columbia.edu/organization-and-leadership/spa-nola/>

The Summer Principals Academy (SPA) at Teachers College, Columbia University is a transformative graduate program that is committed to promoting equity and excellence in education and overcoming the gap in educational access and achievement between the most and least advantaged groups in this country. To achieve this goal, our aspiring school leaders are encouraged to construct transforming possibilities for student learning, school improvement, social equity, and opportunity. While some principal preparation programs are content to prepare school leaders to perpetuate schools as they currently exist, SPA strives to prepare leaders to create the innovative schools that our nation and the world need. Through the Summer Principals Academy, leadership development is fostered through an integrated set of experiences that include sound theoretical and "best practice" knowledge, problem-based coursework, and field-based experiences, including an intensive and extended internship.

SPA is a cohort program enrolling graduate students from all over the country and abroad in a rigorous 14-month program. Courses are delivered Monday – Friday, from 8:00 am – 5:00 pm, over two consecutive five-week summer sessions. The 450-hour Administrative Internship takes place during the intervening school year, thereby enabling students to complete the internship requirements while maintaining their jobs in their current schools. The schedule supports the reality of aspiring leaders who are currently working as teachers, team leaders, department chairs, or supervisors who do not wish to leave their schools to attend a full-time program.

Students' studies in the Summer Principals Academy conclude with the New School Design Project. Serving as the capstone project, candidates integrate the knowledge and skills they have developed while preparing for leadership service in schools across the nation. The New School Design teams are challenged to develop a new school that reflects the domains of knowledge, skill, and habits of mind and that is relevant to the challenges faced by children seeking a 21st-century education in a public school setting. The event offers the larger educational community of leaders the opportunity to share their insights and expertise regarding how to close achievement gaps effectively through the design of innovative and high-performing schools.

The Summer Principals Academy (SPA) offers two cohort locations – New Orleans, LA, and New York City, NY – to educators who aspire to become school leaders. The two cohorts provide the same course content, instruction, assessment, and high-quality education experience, but each caters to a different school calendar. SPA New Orleans (SPA | NOLA) delivers courses for five weeks beginning in June and ending in July.

### **Curriculum:**

#### Summer I:

- ORLA 4001: Introduction to School Leadership and Decision Making
- ORLA 5018: School Leadership for Adult Development
- ORLA 5029: Supervision of Teaching & Learning
- ORLJ 5340: Basic Practicum in Conflict Resolution
- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Social Emotional Learning

#### Fall:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Social Emotional Learning
- ORLA 6460: Internship in School Leadership

#### Spring:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Cultural Diversity
- ORLA 6460: Internship in School Leadership II
- ORLA 5199: New School Design I

#### Summer II:

- ORLA 5017: Team Building and Organizational Development
- ORLA 4025: Resource Allocation for Student Achievement
- ORLA 5025: Ecology of Data-Driven Leadership
- ORLA 4033: Ethical and Legal Issues in Education Leadership
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Cultural Diversity
- ORLA 5199: New School Design II

### **ACCREDITATION**

SPA | NOLA is a fully accredited Advancing Quality in Educator Preparation (AAQEP) principal preparation program that culminates in a Master's Degree in Public School Building Leadership and recommendation for Education Leader Certification in the State of Louisiana. Further, this program is currently an approved principal preparation program in the State of Louisiana as of October 17, 2018.

Teachers College, Columbia University is currently licensed by the Board of Regents of the State of Louisiana. Licenses are renewed by the State Board of Regents every two years. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantees the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

## CERTIFICATION

Graduates of the Summer Principals Academy - New Orleans are recommended for Education Leader Certification (ELC) in the State of Louisiana. The SPA | NOLA program meets all requirements outlined in Bulletin 996, Standards of Approval for Teacher or Educational Leader Preparation Programs for the preparation of educational leaders. If you plan to work in a state other than Louisiana, prospective students are advised to determine if the program meets the educational requirements for certification in any other state, Washington, DC or Puerto Rico. If you intend to work in another state, we recommend that you review the state's teacher certification website for that state's qualifications. Depending on the graduate's state's certification qualifications, graduates are advised to receive their Louisiana ELC Letter of Eligibility when applying for certification out of state. The Letter of Eligibility assures prospective employing school systems that the educator meets the educational leadership certification requirements while also ensuring that the leadership certificate is not issued until the educator is in a position to receive evaluations per Louisiana's statewide evaluation system.

### **Public School Building Leadership (Summer Principals Academy - New York)**

Master of Education | NY State School Building Leadership Certificate

**Points/Credits:** 60 (including transferred graduate coursework) **Entry Terms:** Summer Only **Certification:**  
NY State School Building Leadership (SBL) Certification

## Degree Requirements

### THE SUMMER PRINCIPALS ACADEMY

Degrees Offered: M.A. & Ed.M.

Certification Offered: Recommendation for NY State School Building Leadership (SBL) Certificate

Code: ELBL

Program Director: Dr. Brian K. Perkins

Website: <https://www.tc.columbia.edu/organization-and-leadership/spa-nyc/>

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SPA is a cohort program enrolling graduate students from all over the country and abroad in a rigorous 14-month program. Courses are delivered Monday – Friday, from 8:00 am – 5:00 pm, over two consecutive five-week summer sessions. The 450-hour Administrative Internship takes place during the intervening school year, thereby enabling students to complete the internship requirements while maintaining their jobs in their current schools. The schedule supports the reality of aspiring leaders who are currently working as teachers, team leaders, department chairs, or supervisors who do not wish to leave their schools to attend a full-time program.

Students' studies in the Summer Principals Academy conclude with the New School Design Project. Serving as the capstone project, candidates integrate the knowledge and skills they have developed while preparing for leadership service in schools across the nation. The New School Design teams are challenged to develop a new school that reflects the domains of knowledge, skill, and habits of mind and that is relevant to the challenges faced by children seeking a 21st-century education in a public school setting. The event offers the larger educational community of leaders the opportunity to share their insights and expertise regarding how to close achievement gaps effectively through the design of innovative and high-performing schools.

The Summer Principals Academy (SPA) offers two cohort locations – New Orleans, LA, and New York City, NY – to educators who aspire to become school leaders. The two cohorts provide the same course content, instruction, assessment, and high-quality education experience, but each caters to a different school calendar. SPA New York (SPA | NYC) delivers courses for five weeks beginning in July and ending in August.

#### **Curriculum:**

##### Summer I:

- ORLA 4001: Introduction to School Leadership and Decision Making
- ORLA 5018: School Leadership for Adult Development
- ORLA 5029: Supervision of Teaching & Learning
- ORLJ 5340: Basic Practicum in Conflict Resolution
- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Social Emotional Learning

##### Fall:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Social Emotional Learning
- ORLA 6460: Internship in School Leadership

##### Spring:

- ORLA 5532: Curriculum Development: Teaching, Learning, and Assessment
- ORLA 6020: Pro-Seminar in School Leadership: Cultural Diversity
- ORLA 6460: Internship in School Leadership II
- ORLA 5199: New School Design I

##### Summer II:

- ORLA 5017: Team Building and Organizational Development
- ORLA 4025: Resource Allocation for Student Achievement
- ORLA 5025: Ecology of Data-Driven Leadership
- ORLA 4033: Ethical and Legal Issues in Education Leadership
- ORLA 6020: Pro-Seminar in School Leadership: Self-Awareness Training and Cultural Diversity
- ORLA 5199: New School Design II

## ACCREDITATION

SPA | NYC is a fully accredited Advancing Quality in Educator Preparation (AAQEP) principal preparation program that culminates in a Master's Degree in Public School Building Leadership and is registered with the New York State Education Department.

## CERTIFICATION

SPA | NYC leads to an institutional recommendation for New York State School Building Leader (SBL) certification. If you plan to work in a state other than Louisiana, prospective students are advised to determine if the program meets the educational requirements for certification in any other state, Washington, DC or Puerto Rico. If you intend to work in another state, we recommend that you review the state's teacher certification website for that state's qualifications.

## Doctor of Education

### Urban Education Leaders Program

Doctor of Education | NY State School District Leadership Cert

**Points/Credits:** 90 **Entry Terms:** Odd Year Summer Only; Available 2023 **Certification:**  
NY State School District Leadership

## Degree Requirements

### URBAN EDUCATION LEADERS PROGRAM

Co-Directors: Dr. Jeffrey M. Young and Dr. Sonya Douglass

Website: <https://www.tc.columbia.edu/organization-and-leadership/education-leadership/urban-education-leaders-program/>

(Application code: ELUE) Ed.D. – Summer and school-year cohort program

The Urban Education Leaders Program (UELP) at Teachers College, Columbia University is an executive education-style Ed.D. program that prepares mid-career education professionals for district-level leadership positions in urban school systems. UELP convenes for two weeks in the summer and one weekend per month during the regular academic year. In addition to coursework, case studies and field-based experiences, our structured approach to scaffolding the dissertation process provides the support and advisement working professionals need in order to complete their doctoral studies in a timely manner.

The objectives of the Urban Education Leaders Program are to:

- Strengthen our students' ability to lead educational organizations and systems that are purposeful, successful, and humane contexts for learning;
- Help students develop skills and knowledge needed for the effective leadership and management of complex organizations in a global, technological, and culturally diverse society;
- Stimulate inquiry and innovation around challenges in professional practice;
- Broaden and deepen reflection about values, trends, and issues that affect the education enterprise;

- Create and sustain a community of leaders committed to continuous learning and mutual support.

Students pursue a coherent curriculum grounded in practice and combining the best of theoretical and professional studies.

#### Degree Requirements:

Students must earn 90 points of academic credit, complete a field experience requirement, pass a doctoral candidacy certification examination, and defend a doctoral dissertation.

#### NY SDL Requirements:

New York State Education Department has certification requirements that are needed for School District Leader Certification. These requirements are described on the Office of Teacher Education website: <https://www.tc.columbia.edu/office-of-teacher-education/students/certification-requirements/school-building-leaders--school-district-leaders/>

**For additional information about the program, please visit the following link:** <https://www.tc.columbia.edu/organization-and-leadership/education-leadership/urban-education-leaders-program/>

## Faculty

### Faculty

- Alex J **Bowers** Professor of Education Leadership
- Ellie **Drago-Severson** Professor of Education Leadership
- Nicole Leta Brittingham **Furlonge** Klingenstein Family Chair Professor of Practice and Director of Klingenstein Center
- Mark **Gooden** Christian Johnson Endeavor Professor of Education Leadership
- Sonya Douglass **Horsford** Professor of Education Leadership
- Brian Keith **Perkins** Associate Professor of Practice in Education Leadership
- Jeffrey M. **Young** Professor of Practice in Education Leadership

### Lecturers

- Rebecca Anne **Stilwell** Lecturer, Klingenstein Center & Summer Principals Academy

### Adjunct Faculty

- Tushar Damodar **Bhagat** Adjunct Assistant Professor SPA NYC
- Joseph Lawrence **Daschbach** Adjunct Professor
- Hector Joshua **Galindo** Adjunct Assistant
- Cathlin Bryn **Goulding** Adjunct Assistant Professor SPA NOLA

- Jay Scott **Hollinger** Adjunct Assistant Professor
- Yvette Frances **Jackson** Adjunct Assistant Professor
- Kameron Ann **Lewis Levin** Adjunct Assistant Professor SPA NYC
- Marcia V **Lyles** Adjunct Professor
- Jabari **Mahiri** Adjunct Assistant Professor
- Eric C **Marcus** Adjunct Assistant Professor
- Lorea **Martinez Perez** Adjunct Professor
- Jennie Aleshire **Moctezuma** Adjunct Assistant Professor
- James **Parla** Adjunct Professor
- Andra J **Penny** Adjunct Assistant Professor
- Benjamin J. **Ploeger** Adjunct Assistant Professor

### **Instructors**

- David Francis **Laviscount** Internship Coach

## **Courses**

### **ORLA 4001 - Introduction to school leadership and decision making**

This course uses the literature on decision-making theory in combination with intensive case-study analysis in groups to explore how decision-making styles and strategies affect problem-based decision-making in innovative public school settings.

### **ORLA 4010 - Introduction to organization analysis in education**

This course draws on concepts and propositions from organization theory to help students construct and analyze case studies of schools and school systems and develop action plans for organizational change, reform, and renewal. Special focus on theories of bureaucracy and community; organizational structure, culture, and politics; professional learning communities; and strategic learning organizations.

### **ORLA 4025 - Resource allocation for student achievement**

This course emphasizes the skills of school budgeting and facilities management, personnel allocations, and grant writing with a view to leveraging student achievement. Students use simulations and case studies to analyze an actual school budget; make a three-year budget forecast; and reassign faculty, support staff, and instructional resources to improve performance.

### **ORLA 4033 - Ethical and legal issues in education leadership**



This course explores the nexus between law, ethics, and school leadership. It relies on both case law and the use of ethical dilemmas in the form of case studies and hypotheticals to teach prospective leaders how to consider, for themselves, the tensions they experience when the law, professional practice, and their ethical codes of conduct are in conflict.

### **ORLA 4044 - Leadership for adult development**

In this course we will explore an expanded notion of leadership that includes supporting adult development as a focal concern. Participants interested in organizational and individual leadership and growth, especially teachers, principals, superintendents, and other leaders, will study how constructive-developmental theory and pillar practices for supporting adult growth can enable leaders to support adults' transformational learning. Permission of the instructor is required.

### **ORLA 4045 - Restructuring schooling in urban environments**

Institutional and policy analysis of school redesign experiments in urban settings, with special emphasis on the Chicago case. Review of theoretical foundations research, political support, and implementation consequences of system-wide school reform, as well as analysis of how both experimental and system-wide change is initiated.

### **ORLA 4058 - No Title Found in Banner**

Small public schools, independent schools, charter schools, vouchers, home schools, religious schools, and for-profit educational ventures are examples of the explosion of options in schooling available to a growing number of American families. The purpose of this course is to understand the configuration of these choices in America and the implications of those choices for a democratic society. Students consider whether school choice can serve the best interests of families and the common good. Through on-site visits, students use the diversity of schools in New York City as a laboratory for learning. Permission of the instructor is required.

### **ORLA 4060 - Designing Charter Schools**

Design focus on instructional, governance, accountability systems, and organizational patterns. Reference to research on school models and on legislative and regulatory context of charter schools. Charter school leaders participate as resources. Collaborative field and electronic studies of existing charter schools.

### **ORLA 4071 - Private School Leadership - Systems Thinking and Sensemaking for School Leadership**

How can leaders transform "good" schools into excellent schools? The purpose of this course is to equip dynamic individuals with skills and knowledge for aligning schools to accomplish challenging goals. Students study how mission and vision, governance, teamwork, social intelligence, and organization behavior contribute to effective leadership practice. They assess barriers to school change and explore strategies to overcome them. They analyze culture and ways to develop the habit of continuous school improvement. The course uses a variety of approaches with a focus on case studies. Permission of the instructor is required.

### **ORLA 4874 - Strategic marketing for academic institutions**

Students survey the major themes of marketing with specific attention to the independent school context. Topics include a broad range of marketing concepts, such as ways to develop an effective communications program and branding. As part of the course, students design and undertake a market research project. Case studies are drawn from educational institutions.

### **ORLA 4876 - School finance: Resource allocation for non-profit organizations**

An exploration of the business aspects of managing private schools. The focus is on critical issues of management including: decision making, strategic planning, and analysis and allocation of resources. Participants analyze complex issues and problems confronting leaders in private schools such as: enrollment and tuition stabilization, pricing and affordability, funding sources, endowment management, compensation, and government compliance.

### **ORLA 4900 - Research and independent study in educational leadership**

For students wishing to pursue independent study and/or research on topics not covered in regular courses. Requires faculty member's approval of a study plan, reading list, and final paper or other products or projects. Permission required from individual faculty.

### **ORLA 5005 - Educational And Social Entrepreneurship**

In this course students explore the process of starting an educational or social venture. Readings, discussions, guest speakers and class activities guide students to understand the entrepreneurial mindset, acquire knowledge related to business start-up, and develop potential business ideas. As a final project, student teams create and present business plans to a panel of hypothetical investors.

### **ORLA 5010 - Leadership in Schools and Communities**

This course is designed to introduce students to the theory and practice of exercising leadership in the public sector. Research literature and essential writings of great thinkers complement a practice-based, real-life orientation to the challenges and opportunities associated with leading communities through complex and persistent problems. Course readings will be examined in light of practical challenges education leaders face every day; conversely, we will discuss the ways in which research sheds light and offers perspective to those who lead complex organizations, such as schools and districts, in public settings. The course will consider leadership from a multi-disciplinary perspective, including readings and videos from the social sciences, literature, business, history, politics, and contemporary commentary. Class discussions, case studies, guest speakers and small group work combine to invite students to recognize and develop the personal, professional, intellectual and political attributes that women and men need to address the most pressing issues in education, government, community life and society at large.

### **ORLA 5012 - The social context of education reform: Public engagement and community development**

Political analysis of administration at the service delivery and community levels.

### **ORLA 5017 - Groups and interpersonal behavior**

Organizational behavior with reference to interpersonal relationships and the conflicts resulting from the needs of individuals compared to the demands of the organization. Special permission required.

### **ORLA 5018 - School leadership for adult development**

School leaders must exercise practices to support adult development, especially in the context of standards-based reform. We will explore adult developmental theories and their connection to leadership; constructive-developmental theory; pillar practices for supporting adult growth (i.e., learning that helps adults develop increased cognitive and affective capacities to better manage the complexities of work and life). We consider: How can leaders better support adults' growth? What practices support adult development? What developmental principles inform these practices?

### **ORLA 5025 - Ecology of data-driven leadership**

This course relies upon systems theory and its application to school systems. The course teaches prospective leaders the use of databases of various kinds to pursue a systematic inquiry in the health and productivity of the ecology of the school. It explores various approaches to data mining, model building, and ultimately the "art of improvisational leadership." The course teaches students how to distinguish the different purposes for which data can be used and misused and relies heavily on the use of cases, simulations and exercises, including those with complex feedback systems. Familiarity with spreadsheets and simple statistics is helpful.

### **ORLA 5029 - Supervision of teaching and learning**

This course draws upon the research literature in human resources management and emphasizes best practice in the recruitment, hiring, mentoring, professional development, and evaluation of teachers including the termination of incompetent teachers. The course uses problem-based units on teacher recruitment and hiring, role playing on effective mentoring, video evaluations of teacher practices, and strategies for removing incompetent teachers.

### **ORLA 5052 - Instructional leadership of independent schools**

The purpose of this course is to help prepare independent school educators for their roles as instructional leaders and to encourage reflection about the craft of teaching. It will provide an overview of contemporary theories and research about how people learn and how this knowledge can inform leadership in curriculum design, teaching strategies, student assessment practices, and the design of professional development.

### **ORLA 5331 - Urban Education Leadership Research Practicum**

In this course, students document their academic and professional growth and development through the creation of a research portfolio focused on urban education leadership that serves as the basis for ongoing feedback, guidance, and support for their dissertation research.

### **ORLA 5362 - Practicum in School Leadership**

The Practicum in School Leadership combines an opportunity to develop knowledge and skills while contributing to the ongoing work of a school. Students work with experienced school leaders on a specific project relevant to the school's priorities.

### **ORLA 5530 - Action research in organizational behavior**

Techniques and methods of designing and conducting action research on organizational problems. Various methodological and organizational issues are addressed regarding the use of action research to foster organizational learning and problem solving through systematic inquiry and reflection. Students conduct an action research project.

### **ORLA 5532 - Program development: Teaching, learning, and assessment**

School community relationships, needs assessment, program planning, and evaluation of student progress. Special emphasis on the principalship.

### **ORLA 5587 - Strategic management of independent schools and nonprofit organizations**

The purpose of this class is to equip educators with the skills needed for effective independent school practice. Classes are organized to develop skills in the following broad areas: staffing and management, coaching and feedback, strategic planning and organization structure, external relations, and transitioning into a new work environment. To develop proficiency in these important leadership skills, students have opportunities to learn about and then practice skills in the classroom context with feedback from peers and experienced practitioners.

### **ORLA 5689 - School Heads Colloquium**

Enrollment is limited to 20 and requires an application to the Klingenstein Heads of Schools Program through the Office of Admission by May 1. The purpose of the symposium is to provide renewal and reflection on issues relevant to school leaders through intensive study and collaboration with professional peers from independent and international schools. Topics include moral leadership and current education issues in public and private schools. Participants also conduct research on a topic of interest to their schools. Through on-site visits, students use the diversity of schools in New York City and the rich cultural resources as a laboratory for learning. Permission required.

### **ORLA 5830 - The Klingenstein Summer Institute for Early Career Teachers**

Residential program. Enrollment is limited to 75 and requires an application to the Klingenstein Summer Institute through the Office of Admission by January 15. An intensive two week program held annually in June that introduces early career teachers to the complexity and challenge of teaching in independent schools. Prominent professors, guest authors, and nationally renowned educators deepen understanding on topics related to the organizing themes: improving teaching and learning, understanding diversity and multiculturalism, and assessing and overcoming resistance to change. Permission required.

### **ORLA 6020 - Pro-seminar in education leadership**

This seminar course is topical and brings in guest speakers, exemplary practitioners, researchers and policy makers from academia, public schools and school districts, charter schools and education management organizations, private and independent schools, business, and other organizations to share their experience, research, and insights about effective leadership practices. The central theme of the Pro-Seminar is the development of personal self-awareness and mastery, as well as professional effectiveness. Students will be introduced to a variety of tools, assessment instruments, and other resources that are useful for personal reflection and professional growth. The seminar is

customized for students preparing for leadership at different levels and in different contexts, for example aspiring public school principals, independent school heads, or district level leaders.

### **ORLA 6024 - Proseminar in Public School District Leadership**

This seminar is topical and brings in guest speakers, exemplary practitioners, researchers and policymakers from academia, educational and nonprofit organizations, business management and other settings to share their experiences, research and insights about effective leadership practice. The central theme of the course is the development of personal self-awareness and mastery as well as professional effectiveness. The course focuses on working with human beings in interpersonal relationships, school settings to improve performance, organizations intent on promoting change, and with oneself by offering approaches to reflection and growth. The pro-seminar is designed for students who are exercising leadership at different levels and in different contexts, including aspiring public, charter and other educational settings.

### **ORLA 6460 - Internship in Public School Leadership**

The internship in public school leadership presents an opportunity to become immersed in the field of leadership practice and to appreciate the importance of instructional leadership in the creation of a learning environment. The internship combines opportunities to study effective leadership first-hand, develop and practice instructional leadership skills, and be mentored for a career as a school principal. The internship requires approximately 450 hours (12-15 hours per week over a full year) of supervised field work in a public school. Permission required.

### **ORLA 6461 - Internship in public school district leadership**

A 450-hour supervised field experience in school district leadership. Partially satisfies New York State requirement for School District Leaders certificate. Permission required.

### **ORLA 6511 - Leadership for Social Justice**

Through this course, students will learn to personally reflect upon and critically examine the larger social, economic, and political contexts in which schools, districts, and colleges and universities operate. This course will also investigate the ways in which issues of race, immigrant status, social class and gender shape the experiences of practicing leaders and researchers. Over the course of the semester, students will study how larger public policies (areas often considered “outside education”) –including housing policies, social welfare policies, transportation policies, and tax laws--have shaped cities, educational institutions and the lives and opportunities of students and families. This course will also examine the ways in which issues of race, immigrant status, social class and gender shape students’ experiences and outcomes within schools. Additionally, readings in this course will draw from a range of areas, including political science, public policy, housing policy, law, and sociology.

### **ORLA 6513 - Improving Teaching and Learning in School Districts**

This course is designed to provide students with the knowledge and skills they need to improve teaching and learning in PK-12 public school districts. Students will learn how decisions are made from the boardroom to the classroom in support of improving teaching and learning for all students. The foundational conceptual framework of this course is that improving instruction is the responsibility of everyone in the school district, and that leaders need to create reciprocal accountability for system employees to exercise that responsibility. In order to ensure that every

child is receiving the kind of instruction they need to graduate college and career ready, all aspects of the organization must be aligned around a clear vision of social justice and excellence. The course will place a particular emphasis on designing professional learning systems that build the capacity of leaders throughout the system. Students will also learn how to analyze comprehensive sets of qualitative and quantitative data, in order to ensure that goals for adult and student learning are measured, adjusted and accomplished

### **ORLA 6515 - School District Organization and Governance**

This course is designed to provide a sound background in organizational theory and design and to equip students with fundamental knowledge and skills to enhance leadership practice and governance in PK-12 school districts. Individuals who choose to exercise leadership in education live and work within organizations including schools, districts, communities, states and nations. In this course, we will explore the dynamic relationship between the individual and the group, as well as the relationship between the district and the schools, examining the structural, social, political, and cultural dimensions of organizations. The course builds on the premise that in order to govern effectively in the context of urban education, leaders must work not only with school boards but also with stakeholders inside and outside the formal organization of the school district.

### **ORLA 6519 - School District Finance and Leadership**

This course introduces the concepts, structures and practices of school finance from practical, political, legal and economic perspectives. Educators are under increasing pressure from the public and policymakers to demonstrate that resources are being used in optimal ways to increase the achievement of all students by providing equitable and adequate educational opportunities. Equity and adequacy frameworks will be introduced with a focus on the evolution of school finance litigation and court-ordered reforms that have shaped educational policies at the state and federal levels. The principles of budget planning, development, presentation and adoption will be thoroughly explored, including site-based, performance, zero-based, outcome-focused and traditional budget models. Budget discussions will analyze local, state and federal revenue sources and expenditure estimation. The areas of enrollment management, human resources management and capital management, strategies for reducing costs and overall financial management of school systems are explored.

### **ORLA 6523 - Education Policy, Politics and Leadership in Urban School Systems**

The shifting landscape of American education and increased politicization of urban school systems hold critical implications for district-level education leaders. Expected to both understand and respond to the larger social, political, and economic forces that influence life in urban schools, education leaders confront numerous challenges as they navigate complex institutions, policy regimes, competing agendas, and special interests while advocating for the educational success of every student. In this course, we will explore the changing demands and expectations of urban school leadership in an era of inequality shaped largely by widening racial and socioeconomic segregation, privatization, gentrification, and corporate reform. By evaluating the influence of local, district, state, and federal policy decisions on student learning, academic achievement, and school performance, this course will consider whose values, interests, and agendas are being advanced in the education policy arena and to what end. It will also focus on how education leaders might adapt district-level strategies and democratic approaches to leadership through community-based advocacy, coalition building, and activism.

### **ORLA 6525 - Using Evidence, Data and Research Methods in Education Leadership**

This course helps prepare school system leaders to use evidence, data, and research in their practice as school and district leaders as well as in preparation for doctoral dissertation-level research. In this course students learn how to access, understand, and apply peer-reviewed education research to their practice and in writing literature reviews; apply foundational quantitative, qualitative, and survey research methods to problems of practice in their organizations; and learn how to build, facilitate, and lead collaborative discussions to inform evidence-based improvement cycles around specific organizational instructional goals.

### **ORLA 6527 - School District Leadership: Personnel, Conflict and Labor Relations**

This course is designed to provide students with a sound background in the management knowledge and skills that are necessary in order to exercise effective leadership in public school districts. The course focuses on human resource management, a critical dimension of systemwide leadership. We will examine basic relationships among adults as they exist in school settings, including a look at the legal and contractual rights and responsibilities of school staff and consider options for action when such obligations are not carried out appropriately. Students will explore topics including labor relations, negotiations, collective bargaining, grievance/arbitration, due process, conflict resolution and mediation, professional coaching and complex personnel issues.

### **ORLA 6541 - Applied Data Science in Organizations and Leadership**

This course focuses on the applied aspects of data science in organizations and leadership using open source software, including data visualization and effective communication with organizational stakeholders, pattern and classification analysis, early warning prediction accuracy, unstructured data and text analysis, issues of algorithmic bias and fairness, and emerging topics in applied data science and visualization. Prerequisites: students should have completed at least one or more intermediate graduate level applied statistics or data analysis courses, such as HUDM 5026, HUDM 5122, or EDPA 5002, along with some experience working with the following: R, Python, SPSS, or STATA.

### **ORLA 6552 - Research, Theory, and Practice in Education Leadership**

This course focuses on major theoretical perspectives on administrative leadership in education, how these perspectives are studied and advanced through empirical research, and how the theory and research are connected to leadership practice. Students will examine theory and empirical research on topics such as leadership effects on student learning; challenges in leading learning organizations; and the relationships among leaders' knowledge, skills, and dispositions and their leadership preparation and effectiveness.

### **ORLA 6560 - Advancement to doctoral candidacy seminar**

Doctoral students with a minimum of 60 points toward the Ed.D. may enroll. Permission required.

### **ORLA 6641 - Advanced topics in research methods and design**

This course provides students the opportunity to explore advanced topics in research design and analytic methods, especially as they relate to studies of educational contexts and policies.

### **ORLA 6900 - Directed research and study in education leadership**

For students wishing to pursue independent study or original research as they prepare for their doctoral certification examination and/or dissertation proposal. Permission required from individual faculty.

### **ORLA 7500 - Dissertation seminar in educational leadership**

This course provides students the opportunity to discuss topics related to the preparation of their dissertation proposal in a seminar format. Students present their ideas and writing for feedback from the instructor and other students. Students may enroll in this seminar once. Permission of the instructor is required.

### **ORLA 7501 - Dissertation Research Seminar**

This course provides students who already have successfully defended their dissertation proposal the opportunity to discuss their dissertation research—and the different phases of it-- in an intensive, interactive, case-based seminar format, with support and feedback from the instructor and other students; however, students in ORLA—6501 are working toward defending their dissertation proposals and those in ORLA—7501 are working on different aspects of their dissertation research depending on their research and dissertation needs (e.g., collecting data, analysis, inter-rater reliability, cross case conclusions, writing, etc.). ORLA 7501 is run in conjunction with ORLA 6501, with students from both courses meeting together. This course requires at least 18 hours per week of out-of-classroom work. Students may enroll in this course as needed in order to complete their dissertation. Permission of the instructor is required.

### **ORLA 7503 - Research Seminar**

This advanced research seminar provides students who already have successfully defended their dissertation proposal the opportunity to discuss their dissertation research—and the different phases of it-- in an intensive, interactive, case-based seminar format, with support and feedback from the instructor and other students; however, students in ORLA—6503 are working toward defending their dissertation proposals and those in ORLA—7503 are working on different aspects of their dissertation research depending on their research and dissertation needs (e.g., collecting data, analysis, inter-rater reliability, cross case conclusions, writing, etc.). ORLA 7503 is run in conjunction with ORLA 6503, with students from both courses meeting together. This course requires at least 18 hours per week of out-of-classroom work. Students may enroll in this course as needed in order to complete their dissertation. Permission of the instructor is required.

### **ORLA 8900 - Dissertation advisement in educational leadership**

Individual advisement on the doctoral dissertation. Students register for this in the first semester after their dissertation proposal has been approved and continue registering in this (or in another course, with sponsor approval) until the dissertation is completed. Requires ongoing consultation between the student and dissertation sponsor. The fee equals three points at the current tuition rate for each term. Permission required from individual faculty.



# EXECUTIVE PROGRAM FOR NURSES

Department of Organization & Leadership

## Program Description

The Executive Program for Nurses prepares students for leading roles in healthcare organizations, both service and education. These roles are those that advance and implement the practice of nursing and healthcare, operating primarily in one-to-one relationships with clients. Hence, the graduates of this program will have their major impact on nursing and healthcare by influencing other interdisciplinary healthcare providers. The basic aims of current healthcare delivery and healthcare reform mandate a non-partisan approach to the education of nurses and all healthcare administrators and executives. Professionals who practice in today's healthcare environments and shape tomorrow's reform must be collaborative interdisciplinarians.

Nursing leadership in scholarship, in research, and in practice is achieved with the attainment of the doctoral degree. Toward this ultimate goal, there are various developmental levels of role preparation, including an exit point of achievement at the level of Master of Arts (48 points). All role preparation in the Executive Program for Nurses is based upon approaches of open inquiry, scholarly pursuit, and the ability to synthesize knowledge from diverse disciplines in a live person-to-person environment at Teachers College.

## Degrees

### Master of Arts

#### Nurse Executive Role (Accelerated Program)

Master of Arts

Points/Credits: 48 Entry Terms: Fall/Spring

#### Degree Requirements

The Masters of Arts degree offers preparation for nursing and healthcare management positions as well as preparation for roles in nursing education. Two specializations are offered: administration studies, emphasizing the basic skills and concepts of management; and professorial studies, which prepares learners for beginning positions in teaching.

The accelerated program at the M.A. level in both specializations is a cohort program that meets one day per week on Fridays. It runs for four semesters. Tuition will be billed at the standard, per credit Teachers College tuition rate.

### Sample Full-Time Program Plan for the Master of Arts NURSE EXECUTIVE ROLE

A part-time Program Plan is possible by selecting two or three offered classes per semester.

#### Semester I

•	ORL	4014	Legal issues in healthcare organizations	(3)
•	ORL	4054	Leadership and management in healthcare organizations	(3)
•	ORLN	4005	Theories of nursing	(3)
•	HUDM	4120	Basic concepts in statistics	(3)

#### Semester II

•	ORL	4003	Crisis intervention	(3)
•	ORL	4011	Personnel management in healthcare	(3)
•	ORLN	5000	Nursing science	(3)
•	ORLN	5013	Informatics in nursing	(3)

#### Semester III

•	ORLN	4013	Fiscal management of the nursing organization	(3)
•	ORLN	5040	Methods in nursing research	(3)
•	ORLN	5530	Seminar: Clinical teaching and evaluation	(3)
•	HUD	4120	Methods of empirical research	(3)

#### Semester IV

•	ORLD	4051	How adults learn	(3)
•	ORLN	4050	Health problems and issues in society	(3)
•	ORLN	5010	Administration of a nursing organization	(3)

•	ORLN	6501	Seminar in professional nursing	(3)
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\* Courses and/or sequence are subject to change.

## Nurse Executive Role (Part-Time Program)

Master of Arts

**Points/Credits: 48 Entry Terms: Fall/Spring**

### Degree Requirements

The Masters of Arts degree offers preparation for nursing and healthcare management positions as well as preparation for roles in nursing education. Two specializations are offered: administration studies, emphasizing the basic skills and concepts of management; and professorial studies, which prepares learners for beginning positions in teaching.

The accelerated program at the M.A. level in both specializations is a cohort program that meets one day per week on Fridays. It runs for four semesters. Tuition will be billed at the standard, per credit Teachers College tuition rate.

#### Sample Full-Time Program Plan for the Master of Arts NURSE EXECUTIVE ROLE

A part-time Program Plan is possible by selecting two or three offered classes per semester.

##### Semester I

•	ORL	4014	Legal issues in healthcare organizations	(3)
•	ORL	4054	Leadership and management in healthcare organizations	(3)
•	ORLN	4005	Theories of nursing	(3)
•	HUDM	4120	Basic concepts in statistics	(3)

##### Semester II

•	ORL	4003	Crisis intervention	(3)
•	ORL	4011	Personnel management in healthcare	(3)
•	ORLN	5000	Nursing science	(3)
•	ORLN	5013	Informatics in nursing	(3)

##### Semester III

•	ORLN	4013	Fiscal management of the nursing organization	(3)
•	ORLN	5040	Methods in nursing research	(3)

•	ORLN	5530	Seminar: Clinical teaching and evaluation	(3)
•	HUD	4120	Methods of empirical research	(3)

## Semester IV

•	ORLD	4051	How adults learn	(3)
•	ORLN	4050	Health problems and issues in society	(3)
•	ORLN	5010	Administration of a nursing organization	(3)
•	ORLN	6501	Seminar in professional nursing	(3)

\* Courses and/or sequence are subject to change.

## Nursing Education: Professorial Role (Accelerated Program)

Master of Arts

**Points/Credits: 48 Entry Terms: Fall/Spring**

### Degree Requirements

The Masters of Arts degree offers preparation for nursing and healthcare management positions as well as preparation for roles in nursing education. Two specializations are offered: administration studies, emphasizing the basic skills and concepts of management; and professorial studies, which prepares learners for beginning positions in teaching.

The accelerated program at the M.A. level in both specializations is a cohort program that meets one day per week on Fridays. It runs for four semesters. Tuition will be billed at the standard, per credit Teachers College tuition rate.

### Sample Full-Time Program Plan for the Master of Arts NURSE EDUCATION ROLE

A part-time Program Plan is possible by selecting two or three offered classes per semester.

## Semester I

•	ORL	4014	Legal issues in healthcare organizations	(3)
•	ORL	4054	Leadership and management in healthcare organizations	(3)
•	ORLN	4005	Theories of nursing	(3)
•	HUDM	4120	Basic concepts in statistics	(3)

## Semester II

•	ORL	4003	Crisis intervention	(3)
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•	ORLD	4053	Facilitating adult learning	(3)
•	ORLN	5000	Nursing science	(3)
•	ORLN	5013	Informatics in nursing	(3)

## Semester III

•	ORLD	4844	Helping adults learn (3)	(3)
•	ORLD	5055	Staff development and training (3)	(3)
•	ORLN	5040	Methods in nursing research (3)	(3)
•	ORLN	5530	Seminar: Clinical teaching and evaluation (3)	(3)

## Semester IV

•	ORLD	4051	How adults learn	(3)
•	ORLD	4050	Health problems and issues in society	(3)
•	ORLN	5230	Fieldwork in nursing education	(3)
•	ORLN	6501	Seminar in professional nursing	(3)

\* Courses and/or sequence are subject to change.

## Nursing Education: Professorial Role (Part-Time Program)

Master of Arts

**Points/Credits: 48 Entry Terms: Fall/Spring**

### Degree Requirements

The Masters of Arts degree offers preparation for nursing and healthcare management positions as well as preparation for roles in nursing education. Two specializations are offered: administration studies, emphasizing the basic skills and concepts of management; and professorial studies, which prepares learners for beginning positions in teaching.

The accelerated program at the M.A. level in both specializations is a cohort program that meets one day per week on Fridays. It runs for four semesters. Tuition will be billed at the standard, per credit Teachers College tuition rate.

### Sample Full-Time Program Plan for the Master of Arts NURSE EDUCATION ROLE

A part-time Program Plan is possible by selecting two or three offered classes per semester.

## Semester I

•	ORL	4014	Legal issues in healthcare organizations	(3)
•	ORL	4054	Leadership and management in healthcare organizations	(3)
•	ORLN	4005	Theories of nursing	(3)
•	HUDM	4120	Basic concepts in statistics	(3)

## Semester II

•	ORL	4003	Crisis intervention	(3)
•	ORLD	4053	Facilitating adult learning	(3)
•	ORLN	5000	Nursing science	(3)
•	ORLN	5013	Informatics in nursing	(3)

## Semester III

•	ORLD	4844	Helping adults learn (3)	(3)
•	ORLD	5055	Staff development and training (3)	(3)
•	ORLN	5040	Methods in nursing research (3)	(3)
•	ORLN	5530	Seminar: Clinical teaching and evaluation (3)	(3)

## Semester IV

•	ORLD	4051	How adults learn	(3)
•	ORLD	4050	Health problems and issues in society	(3)
•	ORLN	5230	Fieldwork in nursing education	(3)
•	ORLN	6501	Seminar in professional nursing	(3)

\* Courses and/or sequence are subject to change.

## Doctor of Education

### Nurse Executive Role (Accelerated Program)

## Doctor of Education

**Points/Credits:** 90 **Entry Terms:** Every 3 Years Fall Only; Available 2021

## Degree Requirements

The Accelerated Program at the Ed.D. level is a cohort program that meets one day per week on Fridays. The program consists of six semesters of coursework leading to the Ed.D. degree in addition to satisfactory completion of a doctoral dissertation. Program tuition is billed at the standard, per-credit Teachers College tuition rate.

For program course recommendations and program planning, please see the Doctor of Education Advisement Guide that can be obtained from the office of the Executive Program for Nurses. The following is an example of a doctoral cohort sequence by semester.

### Semester I

•	ORLN	5005	Interdisciplinary theory in nursing	(3)
•	ORLN	6514	Marketing nursing programs and services	(3)
•	HUDM	4122	Probability and statistical inference	(3)

### Semester II

•	ORL	5551	Ethics for healthcare professionals	(3)
•	ORL	6500	Qualitative research methods in organizations: Design and data collection	(3)
•	ORLN	6615	Colloquium in nursing administration	(3)

### Semester III

•	ORLN	5043	Nursing research development	(3)
•	ORLN	6522	Policy formation and governance in healthcare	(3)
•	A&HF	4090	Philosophies of education	(3)

\* *Certification*

### Semester IV

•	ORL	6011	Advanced system management	(3)
•	ORLN	6014	Managing the socially responsible organization	(3)
•	ORLN	6540	Dissertation design development	(3)

### Semester V

•	ORLN	5011	Designing, planning, and monitoring the healthcare system	(3)
•	ORLN	6541	Advanced dissertation design development	(3)
•	ORLN	7500	Dissertation seminar in nursing	(3)

#### Semester VI

•	ORLN	6511	Innovations in nursing management	(3)
•	ORLN	6635	Colloquium in nursing education	(3)
•	ORLN	7900	Directed dissertation research	(3)

**Note:** After certification, candidates must be continuously enrolled every fall and spring semester, up to and including the semester in which the dissertation defense is held and the revised and/or completed dissertation is submitted to the Office of Doctoral Studies. Following satisfactory completion of all cohort courses covering six semesters, all cohort students must continue in and attend a regular course (3 points) every semester until all requirements for graduation are completed. Course selection: Courses that may be taken include ORLN 6940, ORLN 6941, ORLN 7900, or ORLN 8900 and are based on the directions given by the candidate's advisor.

## Faculty

### Faculty

- James E **Corter** Professor of Statistics and Education

### Visiting Faculty

- Zachary Johannes **Van Rossum** Adj/PTVisiting Prof/PTLecturer

### Lecturers

- Arthur Mark **Langer** Adjunct Professor

### Adjunct Faculty

- Cynthia **Caroselli** Adjunct Associate Professor
- Josiane **Hickson** Adjunct Assistant Professor



- Ann Marie **McDonald** Adjunct Assistant Professor
- Judith K **Parker** Adjunct Assistant Professor of Adult Learning and Leadership

## Instructors

- Dawn Denise **Aubel** Fee Based Instructor
- Robert Lawrence **Kerner** Fee Based Instructor

# Courses

## ORL 4003 - Crisis intervention

Study of general crisis phenomena within the framework of crisis intervention theory. Analysis of individual, family, and community dynamics.

## ORL 4011 - Personnel management in healthcare

Examination and application of personnel management and human relations theory in the healthcare organization. Includes human resource utilization, problem solving, communications theory, and evaluation performance. Special fee: \$25.

## ORL 4014 - Legal issues in healthcare organizations

Laws, administrative regulations, and pertinent case law affecting healthcare organizations. Theories of power, politics, and labor relations applied. Local, state, and federal impact on healthcare included. Special fee: \$25.

## ORL 4054 - Leadership and management in healthcare organizations

Critical analysis of theory and research in organizational behavior, leadership, and management as it relates to the role of healthcare executives. Critique of the executive's role as it relates to these theories. Special fee: \$25.

## ORL 5551 - Ethics for healthcare professionals

Review of ethical issues in healthcare and healthcare delivery.

## ORL 6011 - Advanced system management

Managing systems requires the generation of useful information for decision-making. This course focuses on using information for strategic planning and management of systems in healthcare.

## **ORL 6500 - Qualitative research**

This course is an introduction to qualitative research methods—conceptualization, design and data collection procedures—with a special focus on organizational study. Students will formulate qualitative problem statements and research questions; design a qualitative study guided by an interactive model and consideration of five different approaches; learn to use observation, interviewing, focus groups, and archival data resources; and apply design and data collection skills by undertaking a pilot research study. Consideration will be given to conceptual frameworks, ethical considerations, field work, sampling, and data management. This course requires a minimum of 27 hours per week of out of classroom work.

## **ORLD 4051 - How adults learn**

This course provides a sophisticated introduction to the field of adult learning and its relationship to adult development and how these principles can be used to support learning across various types of organizations. Students will learn how to practically operationalize the science of human development in their instructional design, facilitation and experiential learning, and assessment and course evaluations. The course takes a design thinking approach to learning, enabling students to engage with prominent models of human development and learning in a hands-on and practical way, grounding their learning through action and lived experience.

## **ORLD 4053 - Facilitating adult learning**

In-depth consideration of issues, strategies, and methods for facilitating adult learning. Theory is considered in relationship to practice. Methods are identified that are suited to adult learning in different settings, and to the role played by groups in individual to team learning. No prerequisites required, but learning is enhanced when taken following ORLD 4051.

## **ORLD 4844 - Helping adults learn**

This workshop will explore different methods and contexts for facilitating adult learning. Participants will be encouraged to explore their own experiences as learners and facilitators and to consider how these experiences might help them to reframe their practice. This highly interactive course will examine what counts as an adult educational approach to learning, the emotional rhythms of learning and what adult students look for in their teachers.

## **ORLD 5055 - No Title Found in Banner**

Introductory course covering the organization, management, and instructional process involved in staff training and development programs in business, industry, unions, healthcare institutions, government, and other noncollegiate settings. Current developments, innovative practices, and issues.

## **ORLN 4005 - Theories of nursing**

Theoretical foundations of nursing. Critical analysis of theories that explain the nature of nursing practice.

## **ORLN 4013 - Fiscal management of the nursing organization**

Focus is the fiscal impact of providing nursing services. Management information systems, organizing human and material resources, and assessing the cost and quality of nursing services are studied. Health organization finance and nursing budgeting are included.

### **ORLN 4050 - Health problems and issues in society**

Political and economic concepts influencing the delivery of healthcare services. Consideration of health issues facing the public and possible courses of action.

### **ORLN 5000 - Nursing science**

Prerequisite: ORLN 4005. Examination of emerging issues in nursing research and healthcare. Relevance to theory development and health policy are emphasized.

### **ORLN 5005 - Interdisciplinary theory in nursing**

Prerequisites: ORLN 4005, ORLN 4050, or equivalent. Evaluation of the utility of theories and models from related disciplines in posing research problems in nursing. Focus on strategies of concept analysis and theory derivation.

### **ORLN 5010 - Administration of a nursing organization**

Prerequisite: ORL 4054. Analysis and application of administrative theory and structure to the nurse executive role. Analysis of fit of models to the nursing administrative task. Application of management by objectives, quantitative decision theory, and other models in the nursing administrative function.

### **ORLN 5011 - Designing, planning, and monitoring the healthcare system**

Prerequisite: ORL 4054. Corequisites or prerequisites: ORLN 4005, ORLN 4013, and ORLN 5010. Identification and analysis of organization and planning theories applicable to the nursing care system. Development of design models based on analyses of current and predictable healthcare needs of society and the nursing market. Ability to assess architectural plans as they impact on nursing care delivery.

### **ORLN 5013 - Informatics in nursing**

Focus on computerized management information systems, computer-based analysis of decision alternatives, assessing nursing care quality and cost-effectiveness, and other feedback mechanisms specific to the nursing organization. Special fee: \$50.

### **ORLN 5040 - Methods in nursing research**

Prerequisites: ORLN 4005, ORLN 5000. Analysis of hypothetical generation, study designs, and data collection methods in nursing research with emphasis on application to practice.

### **ORLN 5043 - Nursing research development**

Prerequisites: ORLN 4005, ORLN 5040, or equivalents. Philosophical foundations of empirical and naturalistic inquiry methods are examined with reference to developing a domain-significant research problem. Emphasis given to clarification to study design within interdisciplinary knowledge relevant to nursing.

### **ORLN 5230 - Fieldwork in nursing education**

Permission required. Supervised practice in teaching nurse learners in one or more settings: classroom, clinical and/or practice.

### **ORLN 5530 - Clinical Teaching and Evaluation**

Inquiry in effective strategies for teaching and evaluating students in the laboratory setting. Analysis, or theory and related research.

### **ORLN 5908 - Independent study in professional nursing**

Permission required. Individual, guided learning experience at the master's level in a selected aspect of professional nursing. Topic agreed upon between student and faculty.

### **ORLN 5910 - Independent study in nursing administration**

Permission required. Individual, guided learning experience at the master's level in a selected aspect of nursing administration. Topic agreed upon between student and faculty.

### **ORLN 6014 - Managing the socially responsible organization**

Analysis of selected social, economic, and political megatrends that have or will continue to influence the direction of change in the healthcare industry. The process of analysis is intended to serve as a conceptual framework for the categorization of discrete trends affecting the management of nursing services and programs.

### **ORLN 6501 - Seminar in professional nursing**

Prerequisites: Two courses in nursing professionalism and/or history. Examination of selected professional nursing problems or domain in depth. Course may be repeated for credit if different topics are covered.

### **ORLN 6511 - Innovations in nursing management**

Prerequisites: ORL 4054, ORLN 4011, ORLN 5010. Selected innovations in nursing, other health disciplines and management science are analyzed regarding underlying processes for translating new knowledge into successful practice. Special fee: \$10.

### **ORLN 6514 - Marketing nursing programs**

Prerequisites: ORL 4054, ORLN 5010. Analysis of marketing concepts and principles of strategic planning as they relate to nurse executive role in health service industry.

### **ORLN 6522 - Policy formation and governance in healthcare**

Policy formation and governance within nursing organizations and within the larger institution of which they are a part. Exploration of external and internal influences on policy formation in nursing.

### **ORLN 6540 - Seminar on dissertation design development**

Permission required. Prerequisites: ORLN 4005, ORLN 5005, ORLN 5043, statistics, and certification. Required of all doctoral candidates. Group critique of dissertation proposals; focus on beginning to intermediate aspects of analysis of theory and research design. This course may be repeated as often as necessary until the student is ready for the departmental examination. Once ORLN 6540 is taken, continuous fall/spring enrollment in this course, in ORLN7900, or in ORLN 8900 is required until the semester during which the departmental examination is held.

### **ORLN 6541 - Advanced seminar on dissertation design development**

Permission required. Prerequisite: ORLN 6540 and certification. Focus on advanced aspects of research design and method.

### **ORLN 6635 - Colloquium in nursing education**

Prerequisite: Determined by professor based on topic selected. Examination of selected problems in nursing education practice and administration. Course may be repeated for credit if a different topic is covered.

### **ORLN 6908 - Independent study in professional nursing**

Permission required. Individual, guided learning experience at the doctoral level in a selected aspect of professional nursing. Topic agreed upon between student and faculty.

### **ORLN 6910 - Independent study in nursing administration**

Permission required. Individual, guided learning experience at the doctoral level in a selected aspect of nursing administration. Topic agreed upon between student and faculty.

### **ORLN 6930 - Independent study in nursing education**

Permission required. Individual, guided learning experience at the doctoral level in a selected aspect of nursing education. Topic agreed upon between student and faculty.

### **ORLN 6940 - Independent study in nursing research**

Permission required. Allows student to contract with an individual faculty member for research-related work in a defined area of study, including dissertation development.

### **ORLN 7500 - Dissertation seminar in nursing**

Permission required. Prerequisite: ORLN 6540 and certification. The departmental examination, involving presentation of dissertation proposal for faculty approval. This course is required of all certified doctoral candidates and may be taken only once. If the student is unable to satisfactorily complete the departmental examination during the semester in which enrolled, an incomplete is given and is removed when student completes all requirements for the departmental examination.

### **ORLN 7900 - Directed dissertation research**

Permission required. Prerequisites: ORLN 6540 and ORLN 6541. All doctoral students eligible for this course must register for this course every semester during completion of the dissertation. This course may be repeated as often as necessary upon advice of the advisor.

### **ORLN 8900 - Dissertation advisement in nursing**

Individual advisement on doctoral dissertation following completion of all course work and programmatic course requirements, upon advisement by Faculty advisor. Fee to equal 3 points at current tuition rate for each term. For continuous requirements, see section in catalog on Continuous Registration for Ed.D. degree.

# HIGHER AND POSTSECONDARY EDUCATION

Department of Organization & Leadership

## Program Description

The Program in Higher and Postsecondary Education (HPSE) prepares administrators, academic specialists, policy-makers, researchers, and faculty members who teach, create knowledge, and lead diverse postsecondary educational institutions. Our graduates are scholar-practitioners who lead in the development of research-driven practices and policies. A smaller number are scholars and faculty members who contribute to knowledge about diverse topics in higher education and who teach future practitioners and leaders.

The Program views postsecondary education as a social institution and as an organizational system within which people work, think, and learn in highly varying institutional/system contexts. Our program is framed to ensure that all of our graduates have the opportunity to think and learn deeply about higher education across three nested domains, which we envision as concentric circles: (1) the process of human learning and development, for both students and faculty (2) that occurs within college and university organizational structures and processes, and (3) that are themselves situated, historically, in society and culture. These three domains comprise the program's intellectual framework.

*Domain 1 - Knowledge about educating:* At its core, higher education is about a human being becoming educated: students learning and developing; faculty and other educators learning, teaching, and enhancing their intellectual and professional capacities; all members of the higher education enterprise creating knowledge. This domain includes knowledge about teaching and learning, students and student development, curriculum, student cultures, faculty work and careers, faculty and instructional development, knowledge creation.

*Domain 2 - Knowledge about organization:* In contemporary society, teaching, learning, and knowledge development typically occur in "formal organizations," and for higher education, that includes, heavily, colleges and universities, though increasingly, adjunctive organizations come into play (state agencies, software development companies, professional development institutes, among others). This domain includes knowledge about organizational planning and design, leadership, administration, finance, and governance; emphasizes attention to structures, processes, policies, technologies, organizational meaning and symbolism.

*Domain 3 - Knowledge about social context:* The organizations within which the core educating occurs are themselves embedded in social, cultural, governmental, and economic contexts (social institutions) that both rely on higher education and establish definitions of and expectations for it. Here we included knowledge about historical contexts, social institutions, cross-cultural views on student development and organizational design, social policy contexts and institutional influences. This domain promotes understanding of higher education's larger social/cultural/public environments in support of improved teaching and learning and knowledge development (e.g., by way of civic engagement, philanthropic engagement, efforts to strengthen urban higher education in culturally diverse and rapidly changing societies).

Each domain is itself internally complex and none exists independently of others; the three domains are “nested” within one another with knowledge at any one domain infused by knowledge from others. As this scheme indicates, although different domains emphasize different expertise, all pivot around core commitments to create, offer, and improve substantive college learning and teaching. We organize our curriculum with the understanding that study of higher education, in breadth, involves developing understanding of the range of things that go on at each of these three domains and importantly, between them, with attention to how each domain uniquely conceptualizes (and shapes) every issue and topic in the study and practice of higher education.

In TC's HPSE curriculum, no one domain dominates the study of higher education. Rather, we seek, purposefully, to “level the playing field” among domains, thereby offering students both an expansive and balanced exposure to knowledge of the field (with opportunities to specialize through advanced study). We believe that this is an important contribution both to students' learning and the field's own self-understanding.

We have four degrees in higher education: (1) the Master of Arts (M.A.); (2) the Master of Education (Ed.M.); (3) the Doctor of Education (Ed.D.); (4) the Doctor of Philosophy.

### **Master of Arts (M.A.) Degree**

The 32-point Master of Arts (M.A.) degree develops knowledgeable practitioners in three domains of higher and postsecondary education. Students who pursue the M.A. degree will build on the program's historic positioning in the study of student development through the college years and its current strengths in studies of academic learning and development. They will also build on the program's growing capacities in higher / postsecondary education policy, social thought, and comparative analysis, as well as on the department's offerings in organizational studies. As such, students earning the M.A. degree will be positioned to serve in a variety of academic and student support positions, as well as in various administrative roles.

### **Master of Education (Ed.M.) Degree**

The 60-point Master of Education (Ed.M.) degree develops breadth of understanding of higher and postsecondary education, though emphasizing particular domains of study and practice, among them academic learning and development, organizational and institutional processes, and social/cultural



and civic perspectives. Students who pursue the Ed.M. in Higher and Postsecondary Education typically bring to their studies well developed understandings of particular facets of the enterprise, often from their own participation in the professional practices that define it (teaching, administration, etc.). The Ed.M. Program helps them situate their practice-based knowledge and their emerging intellectual interests within the broader span of higher and postsecondary education, thereby providing expanded intellectual resources for their scholarly and professional efforts. The program also introduces Ed.M. students to the field of higher education as a scholarly community and a body of developing knowledge.

### **Doctor of Education (Ed.D.) Degree**

The 90-point Doctor of Education (Ed.D.) degree develops breadth of understanding about higher and postsecondary education with a focus on an intellectual issue or professional activity (concentration or emphasis area). Breadth is assured through study within the three domains of higher and postsecondary education. As they engage in study across these domains and beyond them (through related out-of-program courses), students will work with faculty advisors to develop emphasis areas, among them studies in teaching and learning, institutional assessment, administration and leadership, diversity and access, student learning and development, and scholarly learning and careers. The Ed.D. requires in- depth study in processes / methods of inquiry appropriate to the area of emphasis, as well as a substantial theoretical understanding of the area and approaches to inquiry within it.

Students who pursue the Ed.D. explore and question the range of perspectives for understanding the higher education enterprise, its educational and intellectual core, its institutional/organizational rubrics, and its social/cultural and civic contextualizations. Thus, through their own research (situated within an emphasis area), students participate in reshaping current understandings of postsecondary education. Ed.D. students conclude their programs by writing a dissertation that, though focused on a particular research problem within higher and postsecondary education, reflects the tripartite aims of the curriculum, as well as deep understanding of knowledge structures underpinning their area of inquiry. They are positioned then to scrutinize prevailing views of what it means to engage in “higher learning,” and to improve and develop the settings in which that learning occurs.

### **Doctor of Philosophy (Ph.D.) Degree**

The 75-point Doctor of Philosophy (Ph.D.) degree in Higher and Postsecondary Education is designed to prepare scholars and researchers in the area of Higher Education. To achieve the purposes of the program, the Ph.D. was designed to provide both subject-matter competence and research skills (study design, methodology). The domain of inquiry for the Ph.D. is the field of higher education. However, each student will also select a discipline-based cognate as an anchor for their developing understanding of the multi-disciplinary field of higher education.

Candidates for the degree will be equipped to recognize significant issues and their value assumptions, identify problems needing research, and design and undertake original scholarly research projects that are likely to have direct application to a particular higher education setting.

Candidates will also receive supervised training in the teaching of higher education as a field of study. The program will draw on designated College strengths in diverse research strategies/ methods, tailoring these to the study of higher education when appropriate.

The Ph.D. in Higher Education is designed for students pursuing careers as academic faculty, administrators, policy analysts, and educational researchers. Since the Ph.D. is a scholarly degree, the core objective of this degree program is to prepare researchers of the highest quality. Our program engages in broad explorations of higher and postsecondary education, and of the contexts that shape the enterprise and its activities. Ph.D. students conclude their program by writing a dissertation that, though focused on a particular research problem within higher and postsecondary education, reflects the deep understanding of knowledge structures underpinning a particular area of inquiry.

## Degrees

### Master of Arts

#### Higher and Postsecondary Education

Master of Arts

**Points/Credits:** 32 **Entry Terms:** Fall Only

#### Degree Requirements

The M.A. requires a minimum of 32 points of graduate coursework. Students pursue one of three domain sequences: (1) Academic and Developmental Analysis, (2) Organizational and Institutional Analysis, or (3) Social/ Cultural and Civic Analysis.

Course requirements common to all sequences include (15 points):

- ORL 5521 Introduction to research methods in education (3) or equivalent with advisor approval
- ORLH 4010 Purposes and policies of higher education (3)
- ORLH 4011 Curriculum and instruction in higher education (3)
- ORLH 4040 The American college student (3)
- ORLH 5525 Advanced professional seminar: College student development theories (3)

Beyond the core requirements, additional requirements for the Academic and Developmental Analysis sequence include the following coursework as well as a culminating project:

- ORLH 4042 Student personnel administration: Programs and services (3) or other with advisor approval

Three (3) elective courses from the following (9 points):

- ORLD 4051 How adults learn (3)

- ORLH 4012 The community college (3)
- ORLH 4041 Student personnel administration: Organization, functions, and issues (3) or other with advisor approval
- ORLH 5011 College teaching and learning (3)
- ORLH 5044 Theories of diversity in higher education (3)
- ORLH 5522 Advanced professional seminar: Contemporary student issues and policies (3)
- ORLH 5524 Advanced professional seminar: An analysis of student cultures (3)
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 5545 Advanced professional seminar: The civic mission of higher education (3)
- ORLH 5546 Advanced professional seminar: Philanthropy and education (3)
- Other ORLH courses (TBA) related to Higher Education area of interest with advisor approval (3)

Other Courses:

- M.A. students with internship must take ORLH 5241, Observation and Supervised Fieldwork in Higher and Postsecondary Education (1 point). Non-internship students elect another Teachers College course with advisor approval (1 point).
- Minimum of two additional out-of-program Teachers College elective courses -- one 3-point course and one 1-point course -- for a total of 4 points. These courses require advisor approval (4 points).

Beyond the core requirements, additional requirements for the Organizational and Institutional Analysis sequence include the following coursework as well as a culminating project:

- ORLH 4020 College and university organization and administration (3)
- ORLH 4031 Financial administration of higher education institutions (3)

Two (2) elective courses from the following (6 points):

- ORLD 4051 How adults learn (3)
- ORLH 4012 The community college (3)
- ORLH 5011 College teaching and learning (3)
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 5545 Advanced professional seminar: The civic mission of higher education (3)
- ORLH 5546 Advanced professional seminar: Philanthropy and education (3)
- ORLH 6556 Educational leadership: Research, art, and practice (3) or equivalent with advisor approval
- Other ORLH courses (TBA) related to Higher Education area of interest with advisor approval (3)

Other Courses:

- M.A. students with internship must take ORLH 5241, Observation and Supervised Fieldwork in Higher and Postsecondary Education (1 point). Non-internship students elect another Teachers College course with advisor approval (1 point).
- Minimum of two additional out-of-program Teachers College elective courses -- one 3-point course and one 1-point course -- for a total of 4 points. These courses require advisor approval (4 points).

Beyond the core requirements, additional requirements for the Social/Cultural and Civic Analysis sequence include the following coursework as well as a culminating project:

- ORLH 5044 Theories of diversity in higher education (3)

Three (3) elective courses from the following (9 points):

- ORLD 4051 How adults learn (3)

- ORLH 5011 College teaching and learning (3)
- ORLH 5522 Advanced professional seminar: Contemporary student issues and policies (3)
- ORLH 5524 Advanced professional seminar: An analysis of student cultures (3)
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 5545 Advanced professional seminar: The civic mission of higher education (3)
- ORLH 5546 Advanced professional seminar: Philanthropy and education (3)
- ORLH 6556 Educational leadership: Research, art and practice (3) or equivalent with advisor approval
- Other ORLH courses (TBA) related to Higher Education area of interest with advisor approval (3)

Other Courses:

- M.A. students with internship must take ORLH 5241, Observation and Supervised Fieldwork in Higher and Postsecondary Education (1 point). Non-internship students elect another Teachers College course with advisor approval (1 point).
- Minimum of two additional out-of-program Teachers College elective courses -- one 3-point course and one 1-point course -- for a total of 4 points. These courses require advisor approval (4 points).

Changes or other adjustments to requirements and distributions, as shown for the M.A. in Higher and Postsecondary Education, require approval of the HPSE MA Advisor. The above plan assumes advisor approval for all courses of enrollment.

## Master of Education

### Higher and Postsecondary Education

Master of Education

**Points/Credits:** 60 **Entry Terms:** Fall Only

### Degree Requirements

The Ed.M. requires a minimum of 60 points and an integrative paper prepared as a culminating project.

**Core courses (36 points):**

- ORL 5521 Introduction to research methods in education (3) or equivalent with advisor approval
- ORLH 4010 Purposes and policies of higher education (3)
- ORLH 4011 Curriculum and instruction in higher education (3)
- ORLH 4020 College and university organization and administration (3)
- ORLH 4031 Financial administration of higher education institutions (3)
- ORLH 5011 College teaching and learning (3)
- ORLH 5044 Theories of diversity in higher education (3)
- ORLH 5526 Advanced professional seminar: The literature of higher education (3)
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 5545 Advanced professional seminar: The civic mission of higher education (3)
- ORLH 6511 Coordinating seminar in higher education (3)
- ORLH 6900 Research and independent study in higher education or equivalent with advisor approval (3).  
(The integrative paper is prepared in this course.)

**Remaining eight courses (24 points):**

- Five courses within the HPSE Program, with the purpose of developing a concentration in one of the curricular domains (Academic and Developmental Analysis, Organizational and Institutional Analysis, or Social/Cultural and Civic Analysis). To substitute an out-of-program course requires advance approval from the HPSE faculty advisor.
- Three courses outside the Program, with at least two of these outside the Department of Organization and Leadership. All extra-Program courses should relate conceptually, substantively, and/or methodologically to the student's concentration and area of interest. All out-of-Program electives require advisor approval.

Changes or other adjustments to requirements and distributions, as shown for the Ed.M. in Higher and Postsecondary Education, require approval of the HPSE faculty advisor. The above plan assumes advisor approval for all courses of enrollment.

A limited number of internships may be available to Ed.M. students, pending advisor consultation and approval of the Program Director. For information, please contact the Program's Internship Coordinator.

## Doctor of Education

### Higher and Postsecondary Education

Doctor of Education

**Points/Credits:** 90 **Entry Terms:** Fall Only

### Degree Requirements

The Ed.D. requires a minimum of 90 points of graduate coursework, completion of the certification exam (two parts), and the writing and successful defense of a dissertation.

Required core courses include (33 points):

- ORL 5521 Introduction to research methods in education (3) or equivalent with advisor approval
- ORLH 4010 Purposes and policies of higher education (3)
- ORLH 4011 Curriculum and instruction in higher education (3)
- ORLH 4020 College and university organization and administration (3)
- ORLH 4031 Financial administration of higher education institutions (3)
- ORLH 5011 College teaching and learning (3)
- ORLH 5044 Theories of diversity in higher education (3)
- ORLH 5526 Advanced professional seminar: The literature of higher education (3)
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 6511 Coordinating seminar in higher education (3)
- Other advanced seminars with advisor approval (3)

A minimum of four (4) additional research courses (12 points) will be selected relative to the student's research preparation needs; selection of research coursework requires approval of the dissertation sponsor. Additional methodological coursework and a research apprenticeship are recommended and may be required by dissertation sponsor or committee toward development of appropriate research expertise. Consult with dissertation sponsor.

The remaining fifteen courses (45 points) are to be distributed as follows:

- Five courses within the Program: Development of a concentration within one or two of the curricular domains, or crossing all three, with advisor approval. The concentration must represent a coherent area of study that broadly situates dissertation research.
- Five courses outside the Program, with at least three of these outside the Department of Organization and Leadership, with advisor approval. These courses must contribute substantively, theoretically, or methodologically to the student's selected area of study.
- Five courses either within or outside the Program, with advisor approval. These courses should contribute to the student's area of study substantively, conceptually, or methodologically.

Changes or other adjustments to requirements and distributions, as shown for the Ed.D. in Higher and Postsecondary Education, require approval of the HPSE faculty advisor. The above plan assumes advisor approval for all courses of enrollment.

A limited number of internships may be available to Ed.D. students, pending advisor consultation and approval of the Program Director. For information, please contact the Program's Internship Coordinator.

## Doctor of Philosophy

### Higher and Postsecondary Education

Doctor of Philosophy

**Points/Credits: 75    Entry Terms: Fall Only**

### Degree Requirements

The Ph.D. requires a minimum of 75 points of graduate coursework, completion of the certification exam (two parts), and the writing and successful defense of a dissertation.

#### Required core courses include (19 points):

- ORL 5521 Introduction to research methods in education (3) or equivalent with advisor approval
- ORLH 4020 College and university organization and administration (3)
- ORLH 5011 College teaching & learning (3)
- OR
- ORLH 5527 Advanced professional seminar: The college professoriate (3)
- ORLH 5044 Theories of diversity in higher education (3)
- OR
- ORLH 5545 Advanced professional seminar: The civic mission of higher education (3)
- ORLH 5526 Advanced professional seminar: The literature of higher education (3)
- ORLH 6511 Coordinating seminar in higher education (3)
- ORLH 7500 Dissertation seminar (1)

#### Methods Requirements (9-12 Points):

A minimum of three (3) additional research courses (9 points beyond ORL 5521) will be selected relative to the student's research preparation needs; selection of research coursework requires approval of the dissertation sponsor. At least one introductory qualitative and one introductory quantitative course are required; plus, one advanced methods course. Additional methodological coursework and a research apprenticeship are recommended and may be required by dissertation sponsor or committee toward development of appropriate research expertise. Consult with dissertation sponsor.

**Disciplinary Cognate Requirement (12 points):**

A minimum of four (4) courses within a discipline that is chosen by student in consultation with academic advisor.

The remaining courses are electives. Up to 30 points may be transferred from a relevant master's program with advisor approval.

Changes or other adjustments to requirements and distributions, as shown for the Ph.D. in Higher and Postsecondary Education, require approval of the HPSE faculty advisor. The above plan assumes advisor approval for all courses of enrollment.

A limited number of internships may be available to Ph.D. students, pending advisor consultation and approval of the Program Director. For information, please contact the Program's Internship Coordinator.

## Faculty

### Faculty

- William J. **Baldwin** Interim Provost
- Thomas Wayne **Brock** Director, Community College Research Center
- Katharine Griffin **Conway** Associate Professor, coterminous
- Noah D **Drezner** Professor of Higher Education
- Anna **Neumann** Professor of Higher Education
- Janice Sheryl **Robinson** Vice President for Diversity and Community Affairs

### Emeriti

- Kevin J. **Dougherty** Professor Emeritus of Higher Education and Education Policy

### Lecturers

- Leslie Allen **Williams** Lecturer, Higher & Post Secondary Education

### Adjunct Faculty

- Monica Coen **Christensen** Adjunct Associate Professor

- Staci Lynne **Ripkey** Adjunct Assistant Professor
- Thomas Patrick **Rock** Vice Provost for Student Affairs
- Corlisse **Thomas-Deberry** Adjunct Associate Professor

## Courses

### **ORL 5521 - Introduction to research methods in education**

This course meets a departmental requirement for an introductory course on empirical research in education and organizational studies. The goal is to help students be able to access, comprehend, synthesize, and utilize research, to support and facilitate the research efforts of others, and to begin to prepare to conduct their own research. Students read exemplars of published research, along with texts about research design, data collection and analysis, and strategies for assessing the validity and trustworthiness of research. The course covers qualitative, quantitative, and mixed methods approaches to research, such as experiments, surveys, case studies, ethnography, and action research.

### **ORLH 4010 - Purposes and policies of higher education**

An introduction to the U.S. system of higher education through an overview of the system and its history, a survey of the missions and purposes served by U.S. colleges and universities, and an investigation of some of the pressing policy questions now confronting those institutions.

### **ORLH 4011 - Curriculum and instruction in higher education**

An introduction to theories and practices pertaining to curriculum and teaching in U.S. higher education. Internal and external influences on curriculum and teaching and implications for college and university classrooms. Examination of key trends and developments, including the impact of the scholarship of teaching.

### **ORLH 4012 - The community college**

Emerging issues, problems, and trends in community colleges, technical institutes, and adult education. Topics include the history and philosophy of the community college movement, governance and finance, teaching, student personnel work, impact on students, and the future of the community college.

### **ORLH 4020 - College and university organization and administration**

Basic aspects of college and university organization and administration with consideration given to the roles of various groups in governance and management as well as organizational processes such as leadership, decision making, and conflict resolution. External and internal constraints examined from conceptual, practical, and policy perspectives.

### **ORLH 4031 - Financial administration of higher education institutions**



No financial training is required. Introduction to the financial pressures facing colleges and universities and the various kinds of solutions they have adopted to meet those pressures. Topics include strategic planning, cost cutting, outsourcing, enrollment planning, new curricula, and fund raising.

#### **ORLH 4040 - The American college student**

Reviews the demographic data about student access to college, the determinants of social class, race and gender differences in college access and choice, and the influence of colleges upon students.

#### **ORLH 4041 - Student personnel administration: Organization, functions, and issues**

Permission required. An introduction to various forms of organization and functions: multidisciplinary foundations, including historical and philosophical foundations and conceptual and research contributions from the behavioral and social sciences.

#### **ORLH 4042 - Student personnel administration: Programs and services**

A survey of programs and services typical of American colleges and universities. Includes contemporary issues of concern to student personnel administrators.

#### **ORLH 4845 - Diversity: Implications for recruitment and retention**

Students will explore diversity (race, class and gender) concerns affecting the recruitment and retention of diverse student and faculty populations in the context of American higher education.

#### **ORLH 4900 - Research and independent study in higher education**

Independent research.

#### **ORLH 5011 - College teaching and learning**

Designed for individuals who aspire to college teaching. This course emphasizes research on student learning and pedagogies. The course stresses the implications of diversity in the student population.

#### **ORLH 5044 - Theories of diversity in higher education**

Critical analysis of cultural diversity in American higher education with respect to the curriculum, co-curriculum, and institutional structure. Presents new paradigms with which to understand the complexities of response that are necessary to adequately meet the needs of all students.

#### **ORLH 5241 - Observation and supervised fieldwork in higher and postsecondary education**

Permission required. Students reserve two days a week for work in colleges. A seminar integrates field practices with course theory. Required of all students doing an internship.

### **ORLH 5522 - Advanced professional seminar: Contemporary Student Issues and Policies**

Intensive analysis of selected problems and issues in postsecondary education. The course is intended for practicing professionals in postsecondary education as well as majors in the program. Other students in the college who wish to enroll should obtain permission of the instructor.

### **ORLH 5524 - Advanced professional seminar: An analysis of student cultures**

Critical analysis of selected research reports pertaining to the student cultures. The focus is on the purposes of each study, the question(s) asked, the assumptions and theories upon which the research is based, the sources of data, the method(s) of data collection, the conclusions and interpretations developed, and the relevance of the research to student personnel in particular and to higher education in general.

### **ORLH 5525 - Advanced professional seminar: College student development theories**

Course focuses on college student development theories and their application to higher education. Primary areas of focus include: (1) intellectual and ethical developmental theory, individual development models, learning styles models, and theories of cultural identity, (2) ethical considerations using theory in practice, and (3) critique of theories from a variety of research perspectives.

### **ORLH 5526 - Advanced professional seminar: The literature of higher education**

Permission required if not a student in the program. Intensive analysis of research process as applied to study of higher education. The course is intended for Ed.M. and Ed.D. students in the program. Other students in the college who wish to enroll should obtain permission of the instructor. Analysis of selected classic and contemporary works that have influenced thought and affected public opinion and public policy related to higher education. Topics vary from year to year.

### **ORLH 5527 - Advanced professional seminar: The college professoriate**

Review and discussion of the research and literature, diverse roles, and expectations that characterize the position of college professor, with attention to implications for professional and personal development. Consideration of the professoriate as a profession.

### **ORLH 5533 - Advanced professional skills: Faculty development**

Theory and practice concerning theory, evaluation, and improvement of college teaching. Topics include models and practices for review, design, and conduct of faculty development programs.

### **ORLH 5545 - The civic mission of higher education**

This course is designed to give you an understanding of the civic mission of higher education and introduce you to the study and practice of public engagement in higher education. During the semester, we will consider the civic roles of postsecondary education institutions both past and present. Special attention will be paid to contemporary philosophies and practices of engagement, and how engagement is expressed in various institutional contexts.

### **ORLH 5546 - Philanthropy and education**

The power of philanthropy within the United States and American higher education has been tremendous. Philanthropy has become a cultural norm in the United States; Americans give their money at a higher rate than any other country in the world. In fact, Peter Dobkin Hall believes that “No single force is more responsible for the emergence of the modern university in America than giving by individuals and foundations.” The purpose of this course is designed to look critically at how philanthropy and fundraising has affected American higher education.

### **ORLH 5547 - Higher education assessment in an era of accountability**

This course will introduce students to assessment practices in U.S. higher education, focusing on assessment of teaching, learning, and educational quality as it relates to the learning outcomes movement in higher education. The course divides the intended learning into two broad topics: understanding and analyzing the national landscape of higher education accountability and assessment; and developing the skills to create and implement an assessment plan.

### **ORLH 5900 - Research and independent study in higher education**

Independent research.

### **ORLH 6020 - Craft of interview research**

Taught in research team/practicum format, the course develops students' knowledge and skills of interview research as a process including development of research questions, conceptual framework, study design and methods, data collection, data analysis, interpretation, and reporting. We focus on one-to-one interviewing coupled to document analysis and observation toward understanding persons' thinking and learning in diverse educational contexts.

### **ORLH 6511 - Coordinating seminar in higher education**

Permission required. Course restricted to Ed.D. and Ed.M. students in the Higher Education program. An overview and discussion of the most topical literature in American higher education, this course is designed to explore a wide variety of educational roles in the context of the goals and aspirations of new doctoral students.

### **ORLH 6556 - Educational leadership: Research, art and practice**

Examination of leadership research definition, dimensions, characteristics, and capacities. Exploration of leadership opportunities within entire range of educational practice. Application of leadership lessons to educational problems and situations through case studies.

### **ORLH 6900 - Research and independent study in higher education**

Independent research.

### **ORLH 7500 - Dissertation seminar in higher education**

Students should have completed most or all coursework (including research methods courses) and have passed the certification examination. Students register for the course the semester a proposal hearing is to be scheduled. The course is intended for students who have identified a reasonably narrow area for research and have already completed a preliminary literature review. The course will assist the student in design, methods, and other matters of concern in the preparation of an acceptable dissertation proposal.

### **ORLH 7900 - Directed dissertation research**

All doctoral students eligible for this course must register each semester until a proposal hearing has occurred and a proposal has been approved.

### **ORLH 8900 - Dissertation advisement in higher education**

Individual advisement on doctoral dissertations. Fee to equal 3 points at current tuition rate for each term. For requirements, see section in catalog on Continuous Registration for Ed.D./Ph.D. degrees.

# SOCIAL-ORGANIZATIONAL PSYCHOLOGY

Department of Organization & Leadership

## Program Description

The Program in Social-Organizational Psychology is concerned with the various contexts (interpersonal, group, inter-group, and inter-organizational) in which human behavior occurs; the ways in which groups of individuals interact and influence these contexts; and how these interactions can be understood, studied, and modified through theory, research, and various types of interventions.

Three programs are offered: a master's program in organizational psychology, an executive master's program in organizational psychology with a specialization in change leadership, and a doctoral program. A terminal Master of Arts degree in Psychology: Organizational is awarded upon successful completion of 45 points and passing the comprehensive examination, or in the case of the executive MA program, a capstone project. The Ph.D. degree is awarded upon completion of at least 75 points of planned and sequential study, qualifying papers, and a dissertation.

The programs provide advanced training in the concepts, research methods, and applications of social-organizational psychology. They are designed to prepare students to engage in research, consultation, and teaching in educational, business, governmental, and community organizations. Emphasis is placed on the acquisition of basic concepts and methods applicable to diverse institutional and organizational contexts.

With the help of a faculty advisor, students select courses in a generalist track, or, in their area of specialization, with consideration given to their academic backgrounds, work experiences, and career objectives. These tracks are supplemented by courses offered through other programs and departments at Teachers College and Columbia University.

In addition, an Advanced Certificate in Cooperation and Conflict Resolution approved by the New York State Education Department is also offered to students in the M.A./ Ph.D. programs. Students interested in receiving the certificate must complete a sequence of five courses and one semester of internship. Students who opt for the Advanced Certificate must complete an application for admission with the Office of Admission. Students in the M.A./Ph.D. program who wish to take their electives within the area of conflict resolution but who do not wish to receive the Advanced Certificate may register for courses without completing an application.

### **Master of Arts in Organizational Psychology (ORGM)**

The 45-point M.A. program educates students to be experts in organization effectiveness, culture and change, team development and team building, conflict resolution, assessment and coaching, leadership, diversity, equity, and inclusion (DEI) and more, through emphasizing the rigorous scientific study of the practical problems facing people in organizations today, in service of a more just society.

Students who join the M.A. program craft their course of study according to their backgrounds, interests, and goals along with their advisor. Academic, career and personal advising is plentiful and accessibility to meetings with the Program Director and the Program Advisor is a key source of support for M.A. students. Further, all social-organizational psychology program faculty are available for advising and meet with students regularly to discuss research, practice, and myriad other issues related to the program and the field, providing an additional resource to students for academic and career development.

Upon completing the M.A. program, students are prepared to engage in a broad range of professional employment opportunities. Our graduates are often employed in positions typically found within the organization development function of middle or large-size organizations including human resources, people development, human capital, talent management, and the like. These include positions in organization development and consultation, human resource development and strategy, organizational effectiveness, human capital research, employee relations, mediation and conflict resolution, global learning, DEI strategy, and career development and counseling among others.

Graduates of the master's program may apply for admission to the doctoral program in Social-Organizational Psychology. However, successful performance in the M.A. program does not in and of itself guarantee admission. Students who apply become part of the applicant pool for that year, and their qualifications are evaluated with equal standing along with the other applicants.

### **Executive Masters Program in Organizational Psychology with a specialization in Change Leadership (ORGX)**

Developed specifically for experienced professionals, the Executive Masters Program in Change Leadership is designed to help individuals and organizations increase their capacity for initiating, leading, and sustaining workplace change efforts in increasingly complex and global environments. Focusing on the application of both psychological and business principles to relevant real-world organizational challenges, the program emphasizes individual, team, and organizational learning and transformation through rigorous training in and experience with applied research, reflective practice, and the use of theoretical frameworks and models. Executives enter the program each summer in small cohorts of 16-24 students and are trained by faculty experts in organization change and consultation using a range of innovative adult learning pedagogies and various cultural events in and around the New York City metropolitan area. The program is delivered in four one-week modules extending over one year and includes pre-work, post-work, and guided independent study/action research as part of the formal program requirements. Executives will learn about change-related topics at the societal, organizational, group, and individual levels and will be asked to integrate their own

learning and professional development through various opportunities for practice and reflection. The program culminates in a 45-credit Master of Arts Degree in Organizational Psychology, with a specialization in Change Leadership.

For a more comprehensive description of the Executive Masters Program in Change Leadership, please visit [www.tc.edu/leadchange](http://www.tc.edu/leadchange).

### **Doctor of Philosophy in Organizational Psychology (ORGD)**

The doctoral program in Social-Organizational Psychology follows a scientist-practitioner model. It is designed for full-time graduate students who desire fundamental education and skill development in the science and application of psychology to social and organizational situations and activities. Our goal is to provide an environment that is conducive to the development of scientist-practitioners who are prepared to assume the diverse responsibilities of positions at research universities, leading businesses, and professional service firms. Through coursework, field projects with organizations, and close working relationships with faculty members and fellow graduate students, doctoral students are provided with advanced training in the theoretical concepts, research methods, and applications of social-organizational psychology. Students gain critical knowledge and skills that encompass both research and practice.

Some unique aspects of the program include:

- The integration of both social and organizational psychology;
- A theoretical, research, and applied focus on understanding multiple levels of organizational functioning from individuals to groups to organizations as a whole and the dynamic interaction among these levels;
- A breadth of coverage including human resource management, organizational behavior, organizational change, organizational networks, leadership, conflict and negotiation, coaching, diversity, organizational demography, motivation, power and authority, group processes, and organizational dynamics;
- An emphasis on both quantitative and qualitative research methods to address organizational issues;
- Opportunities to engage in basic research, applied research, and organizational consulting and application activities; and
- Faculty members who are trained in a broad array of disciplines including social psychology, counseling psychology, industrial-organizational psychology, organizational behavior, and business management, and all of whom apply their respective disciplines to social-organizational psychology issues.

### **MASTER OF ARTS IN SOCIAL PSYCHOLOGY (ORGS)**

Doctoral students enrolled in ORGD may complete 32 credits towards an en passant MA in Social Psychology. There are no direct admits to this degree, and transfer credits are not permitted. Courses used to fulfill the MA in Organizational Psychology (ORGM) cannot be used towards the MA in Social Psychology.

## Degrees

### Master of Arts

#### Executive Masters in Change Leadership

Master of Arts

Points/Credits: 45 Entry Terms: Summer Only

#### Degree Requirements

##### EXECUTIVE MASTERS PROGRAM IN ORGANIZATIONAL PSYCHOLOGY WITH A SPECIALIZATION IN CHANGE LEADERSHIP (ORGX)

Executives enrolled in the program will be exposed to a change leadership curriculum that is grounded in traditional psychological and business principles while focused on leading change in contemporary organizational environments. Learning objectives reflect professionally documented competencies essential for successful change leaders and are sequenced to emphasize the multi-level, complex nature of change in today's organizations. Executives will learn about change-related topics at the societal, organizational, group, and individual levels and will be asked to integrate their own learning and professional development through action research projects, cultural events, and participation in discussion-based reflective practice courses.

Executives will enroll in twelve core courses that reflect the fundamental knowledge, skills, and abilities required for leading organization change. These courses are sequenced across four Learning Modules, each of which focuses on a different aspect or level of change in organizations (e.g., system, group, individual). In addition to the core, two integrative courses have also been developed to assist with the translation and application of course concepts to the actual work environment, namely through action research and individual and group reflection. These integrative courses will span the length of the entire program and will have virtual components that occur in the liminal spaces between modules. All integrative courses are part of the formal curriculum and will be taken for credit.

#### Capstone Project

The third integrative course will require executives to apply their learning to a change leadership initiative within their sponsoring organizations.

### Social-Organizational Psychology



## Master of Arts

Points/Credits: 45 Entry Terms: Spring/Summer/Fall

**Degree Requirements****MASTER OF ARTS IN ORGANIZATIONAL PSYCHOLOGY (ORGM)**

The program provides courses at Teachers College, and students may take relevant courses at Columbia University, particularly the Graduate School of Business, the School of International and Public Affairs (SIPA), the School of Social Work, and the Mailman School of Public Health among others. There is one major for the M.A. degree entitled Psychology: Organizational.

The curriculum is comprised of major courses consisting of four required core level I courses, four required advanced core level II courses, other general elective courses (usually ORLJ but can be outside ORLJ or at other Columbia schools) and 6 credits of breadth courses, which are Teachers College, non-ORLJ courses, in a related field.

Courses available at the Graduate School of Business, Graduate School of Arts and Sciences, School of International and Public Affairs, Social Work, and in other graduate programs at Columbia University may be taken as a general elective course (courses not taken at Teachers College may not count as a breadth course). Students must consult with an advisor to select courses outside of Teachers College that may satisfy the elective requirements. An effort is made to assist students in developing a program of study that will best meet their personal career interests and objectives.

**Core Required Courses: Level I**

The following four courses are required for all candidates.

- ORLJ 4002 Functions of organizations (3)
- ORLJ 4005 Organizational psychology (3)
- ORLJ 4009 Understanding behavioral research (3)
- ORLJ 5003 Human resource management (3)

**Advanced Core Required Courses: Level II**

The three courses immediately below are required for all candidates. In addition, candidates must choose one of the application courses (listed further down), for a total of four courses required to satisfy the advanced core level II:

- ORL 5362 Group dynamics: A systems perspective (3)
- ORLJ 5045 Organizational dynamics and theory (3) (prerequisite ORLJ 4005)
- ORLJ 5340 Adaptive Negotiation and Conflict Resolution (3)

**Plus one of the following application courses:**

- ORLJ 5012 Organizational internship (2-3) (prerequisite ORLJ 4005)
- ORLJ 5017 Small group intervention: Improving team performance (3) (prerequisite ORL 5362)
- ORLJ 5341 Effective Mediation (3)
- ORLJ 6343 Practicum in change and consultation in organizations (5) (prerequisites ORL 5362, ORLJ 4005)

**Breadth Courses:** 6 credits Teachers College, non-ORLJ courses are required. Please consult an advisor.

**Suggested Organizational Psychology Elective/Concentration Courses:**

The following courses are suggested electives within ORLJ. Students may choose from among these electives and other relevant electives that are not listed here (including courses at the Graduate School of Business, SIPA, etc.) upon consultation with an academic advisor.

- ORLJ 4010 Executive coaching (3)
- ORLJ 4331 Constructive multicultural organizational development (1)
  
- ORLJ 5002 Advanced functions of organizations (3)
- ORLJ 5005 Leadership and supervision (3)
- ORLJ 5012 Organizational internship (1-3)
- ORLJ 5018 Using survey research in organizational consulting (3)
- ORLJ 5019 Data-based interventions in organizations (3)
- ORLJ 5025 People analytics (3)
- ORLJ 5090 Strategic talent management (3)
- ORLJ 5115 Social networks and performance (3)
- ORLJ 5250 Equity, diversity, and inclusion in teams (3)
- ORLJ 6040 Fundamentals of cooperation, conflict resolution, and mediation in different institutional contexts (3)
- ORLJ 6343 Practicum in change and consultation in organizations (5)
- ORLJ 6350 Advanced practicum in conflict resolution (3)
- ORLJ 6540 Contemporary issues in organizational psychology

### **Internship**

While not a prerequisite for graduation, an internship may be helpful for proper job placement. The purpose of the internship is to provide students with an opportunity to gain practical experience relevant to their interests and to apply the principles of organizational psychology theories to real-world situations. Students who are interested in doing an internship should consult with an academic advisor.

### **Comprehensive Examination**

The Comprehensive Examination, ORLJ 5500, may be taken after a student has completed the core level I courses receiving the grade of a C+ or above. In addition, 32 of 45 credits toward the M.A. degree must be complete or in progress the semester the exam is taken. Students are encouraged to take the exam in their penultimate semester of the M.A. program.

A student must score 80% or above to pass the comprehensive examination. Should a student fail the examination twice, he/she may not be allowed to continue in the M.A. program.

## **Social-Organizational Psychology - West Point**

Master of Arts

**Points/Credits:** 45 **Entry Terms:** Summer Only

### **Degree Requirements**

The following are short summary descriptions of the courses that will be included in the program of study leading to an MA in Social-Organizational Psychology for the cohort of military officers in the Eisenhower Leader Development Program (ELDP). The first four courses will be taught at USMA and all others will be taken at Teachers College, Columbia University and will be taught by the faculty of Teachers College.

- 1. Quantitative Research Methods (LD 710)** – This course is designed to give students an understanding of quantitative research studies of human behaviors and how to use data to investigate and answer research questions. Students will identify strengths and limitations of common study designs and will apply statistical models to data and interpret output from statistical software, as well as cover and understand the ethical considerations when conducting research on humans.
- 2. West Point, the Army, and the American Military Experience (LD 720)** - The course examines the history of West Point and the U.S. Army in the context of the American military experience. LD720 focuses on the history of West Point as an institution in the 20th Century primarily through text; however, the course meets in a different venue on campus for each lesson. West Point's architecture, art, chapels, cemetery, museum, memorials, and geography serve as vehicles to understand the institution outside of the classroom. For students seeking a graduate degree in organizational psychology, this course provides the historical context for one organization.
- 3. Cross-Culture and Strategic Leadership (LD 730)** - Course explores the effects of culture on leadership at the organization through global region level. Cultural differences across nations are explored using nine comparable cultural dimensions while simultaneously examining how these same cultures differ internally based on race, gender, religion, and other factors. Through an understanding of cross-cultural differences, leaders enhance their abilities to understand, predict and influence behaviors across different cultural contexts. Students complete three cross-cultural experiences and analyze these cultures using the GLOBE study cultural dimensions and culturally based implicit leadership theories. Course Objective is: LD730 graduates can effectively assess culture, understand its influence on individuals, organizations, and societies and are effective leaders across diverse cultural contexts.
- 4. Leader Development (LD 740)** - The course focuses on the broad domain of leader development. In short, it concentrates on how leaders in organizations can develop others to realize their potential. Growing other people's talents helps leaders to accomplish the mission and improve their organizations. LD740 builds upon ORLJ 5005 (which examined leadership and leadership theory from a variety of perspectives). The course seeks to integrate much of the theoretical work associated with constructs related to organizations, leadership, and adult development in order to provide a more complete understanding of how leaders are nurtured (and influenced).
- 5. Group Dynamics: A Systems Perspective (ORL 5362)** – This course provides students with an opportunity to develop an in-depth understanding of group dynamics from a systemic perspective and to learn about their own behavior in groups. This course aims to enable students to perceive, understand, and interpret dynamics in groups and systems using a group relations framework. The course covers: theories of group development; group boundaries, tasks, and roles; power and authority in groups and systems; dynamics of small and large groups; dynamics between and among groups in a larger system or organization; and the interplay of socio-political identities and group dynamics. (3 credits)
- 6. Organizational Psychology (ORLJ 4005)** – This course is an introduction to theories and research that underlie the field of organizational psychology and is intended to help students understand the behavior of people in today's complex organizations. Implications for and applications of topics such as motivation, leadership, group dynamics, organizational culture, decision-making, job design and workforce diversity in various organizational contexts are considered. (3 credits)
- 7. Understanding Behavioral Research (ORLJ 4009)** – This course is designed to help individuals become informed consumers of data and information. An overview of the various methods of behavioral research and the relative strengths and limitations of each is addressed. The ability to read and evaluate social science research is developed and the skill of conducting research is initiated. (3 credits)
- 8. Executive Coaching (ORLJ 4010)** – Executive Coaching combines two previously taught courses into one, intentionally to integrate theory and practice. As such, this course is intended to provide students with an overview of theory, research, and practice related to executive coaching within organizational settings as executive

coaching is viewed as a subset of organizational consultation. Assuming some basic knowledge of organizational behavior and theory and limited experience with coaching, the course is designed to give students an opportunity to gain foundational knowledge of the coaching process, including how to create a coaching relationship, engage in coaching conversations, and build commitment for action planning. Throughout the semester the focus will be on increasing self-awareness and other awareness, and linking one's experience to theory and research in service of developing effective individual coaching skills. As a result of coaching and being coached, reading and lectures, and through ongoing reflective exercises, each student will develop his | her own coaching model as well as a process of ongoing monitoring and revision of the model. (3 credits)

**9. Leadership & Supervision (ORLJ 5005)** – This course focuses on major psychological and other interdisciplinary approaches to the study of leadership and provides a critical analysis of relevant theories and research and an understanding of practical applications within organizations. (3 credits)

**10. Organizational Dynamics (ORLJ 5045)** – This course studies organizations as total systems with consideration of different types of organizations. Emphasis on the impact of such dimensions as mission, strategy, structure, culture, systems, and leadership on individual and organizational performance and vice versa, is considered. Organizational change is also addressed. (3 credits)

**11. Preparation for Coaching (ORLJ 5310)** – In this practicum course, students are supervised in the application of their coaching model, developed in ORLJ 4010, to a cadet at the United States Military Academy, in preparation of assignment as a Tactical Officer and as leaders assigned to coach and develop individuals under their command. (1 credit)

**12. Any of the following conflict resolution courses** (courses outside of those not listed below must be approved by the TC-ELDP Program Director in advance):

Adaptive Negotiation & Conflict Resolution (ORLJ 5340) An experiential course designed to promote negotiation understanding and adaptivity across negotiation situations. Students will have the opportunity to develop more self-awareness and basic collaborative negotiation skills with supervised practice. (3 credits)

Effective Mediation: Standard and Adaptive Practices (ORLJ 5341) Mediators help disputants handle their conflict constructively and to find acceptable solutions. Students will learn the conditions when mediation is most effective, appropriate and feasible; identify basic differences in the task versus relationship nature of the cases presented; and employ strategies that are fitting and conducive to mediation. (3 credits)

Fundamentals of Cooperation, Conflict Resolution, and Mediation in Different

Institutional Contexts (ORLJ 6040) Focusing on theory and research, this course covers such topics as cooperation and competition, trust and suspicion, bargaining and negotiation as they relate to conflict resolution in various contexts. (3 credits)

**13. Practicum in Change and Consultation (ORLJ 6343) [capstone course]** – This course is intended to provide students with an introduction to the practice of consultation and planned organizational change through the application of behavioral science concepts and tools. Assuming some basic knowledge of organizational behavior and theory, the course will address issues of how to gather information about organizations in order to diagnose and facilitate change, to increase effectiveness, and to foster the capacity for learning and development over time. The focus will be on understanding organizations through the development and use of diagnostic models and self-as-instrument in conjunction with specific change technologies during all phases of consulting to organizations.

The course is heavily weighted toward practice and provides students with opportunities to: give class presentations; give and receive feedback to and from peers – individually and collectively; learn what factors enhance and impede team development and effectiveness; consult to a team as well as be a client team; and form a consulting firm in which the task is to provide consultation to a “real” client organization.

The course is divided into two components: class session (Monday) and weekly team meetings (Wednesdays). Learning opportunities are intentionally designed to be sequential with team assignments building on learning from class and vice versa.

Class sessions vary weekly according to the topic and task and include a variety of learning experiences such as brief lectures, discussion of cases, structured team-work, and simulated as well as actual consultation with an organization. (5 credits)

**14. How Adults Learn (ORLD 4051)** – This course provides a sophisticated introduction to basic and significant theories of adult learning. Areas covered include: transitions and evolutions; learning and achieving styles; exploration of how people think, reason, and make meaning of the complexities around them; and transformation theory. Each of these areas focuses on its application to an understanding of how adults learn. (3 credits)

## Doctor of Philosophy

### Social-Organizational Psychology

Doctor of Philosophy

Points/Credits: 75 Entry Terms: Fall Only

### Degree Requirements

#### DOCTOR OF PHILOSOPHY (ORGD)

Students are required to take a minimum of 75 credits for the Ph.D. Occasionally, students may transfer credits - up to a maximum of 15 points from previous graduate training at other institutions. Transferring the maximum is unusual, because courses transferred must be equivalent to courses that are required in the Ph.D. program.

Students are encouraged to design an individually meaningful course of study within the larger offerings of the program. Opportunities for doing this are available through coursework, work with faculty members, independent research and study, and teaching activities. Students take a series of required courses that build a strong foundation in social-organizational psychology and may also select a series of more specialized courses depending on their specific areas of interest.

Additional focus and expertise are developed through collaboration on major research projects with faculty members and practice-based or consulting activities under faculty supervision.

#### Research Training

The research training for doctoral students involves acquiring an understanding of underlying concepts and theories in social and organizational psychology and gaining experience in conducting research in both field and laboratory settings. The formal coursework provides a strong foundation in both social psychology and organizational psychology theories and their applications. A series of research methods courses provide the

foundation necessary for understanding and conducting scholarly research. Similarly, a series of courses in measurement and statistics provides students with the strong statistical and analytical background necessary for the research process.

Research experience is gained through “workgroups.” Workgroups are research teams led by a faculty member and consist of four to ten doctoral students. In workgroups, students participate in the design, execution, data analysis, and writing phases of research projects. All students are required to participate in workgroups each semester for the first four years. The commitment to research training is an important part of the program and consumes a significant amount of students’ time.

### **Applied Aspects of the Program**

The applied aspects of the program for doctoral students involve the development of skills and knowledge in the application of theory and research to practice and consulting activities. As such, students acquire an understanding of the systems approach, in particular, the dynamic interaction among individuals, groups, organizations, and their environments as well as an understanding of organization development and the process of organization change. A variety of opportunities are available for students to develop skills in conducting applied and action research and in providing consultation to groups and organizations. All of these activities are grounded in theory and research in social-organizational psychology. A series of courses are available which provide students with basic skills in interpersonal relationships, interviewing and information gathering techniques, and process consultation. In addition, supervised field experiences are available whereby students engage in an applied project with a local organization under faculty direction. Internships and other work-related experiences are also examples of field experiences. The Ph.D. Program in Social-Organizational Psychology is a scientist-practitioner program and as such focuses on both research and practice.

The curriculum represents the dual emphasis of the program.

The following are six areas from which students select courses:

1. Research and Statistics
2. Theory and Practice in Social-Organizational Psychology
3. Integrative Experiences
4. Breadth Requirement (courses beyond those offered by program faculty but within TC)
5. Elective courses
6. Dissertation Advisement

Students take 29-31+ required courses for a total of 75-79+ credits. Variable-credit courses should be taken for the minimum rather than the maximum number of credits in order to have both the required number of credits and the desired distribution of courses.

For a more comprehensive description of the Ph.D. program requirements, please see the Ph.D. program handbook, located on the Social-Organizational Psychology student resources web page. The handbook should be considered the primary document with regard to degree requirements for the Ph.D. program, including information on requirements for the two Qualifying Papers.

#### 1.) Research and Statistics (6 courses required)

- ORLJ 5040 Research methods in social psychology
- HUDM 4122 Probability and statistical inference
- HUDM 5122 Applied regression analysis
  
- HUDM 5123 Linear models and experimental design
- HUDM 6122 Multivariate analysis I Plus one of the following:

- ORL 6500 Qualitative research methods in organizations: Design and data collection
- ORL 6501 Qualitative research methods in organizations: Data analysis and reporting
- ORLJ 5018 Using survey research in organizational consulting
- ORLA 6641 Advanced topics in research methods and design
- HUDM 5026 Introduction to data analysis in R
- HUDM 5059 Psychological measurement
- HUDM 5124 Multidimensional scaling and clustering
- HUDM 5133 Causal Inference
- HUDM 6026 Computational statistics
- HUDM 6030 Multilevel and longitudinal data analysis
- HUDM 6055 Latent structure analysis

## 2.) Theory and Practice in Social-Organizational Psychology (12 courses required)

Courses in this section are sub-divided into theory/seminar and practice courses. Of the twelve required courses, there are five courses that are set (two pro-seminars, as well as three practice courses). Of the seven remaining courses, four must be theory/seminar courses taught by TC Faculty, while the remaining three may be selected from either the remaining optional theory/seminar courses or the remaining optional practice courses listed below.

### THEORY / SEMINAR

#### Required:

- ORLJ 5540 Pro-seminar in social psychology
- ORLJ 5541 Pro-seminar in organizational psychology

#### Optional:

- ORLJ 5115 Social networks & performance
- ORLJ 6040 Fundamentals of cooperation, conflict resolution, and mediation in different institutional contexts
- ORLJ 6045 Demography in organizations
- ORLJ 6199 Special topics seminars
  - The Future of Work
  - A systems psychodynamic approach to organizational life
- ORLJ 6500 Stereotypes and stereotypic processes in organizational contexts
- ORLJ 6502 Dynamic networks and systems
- B 9506 Organizational behavior

### PRACTICE

#### Required:

- ORL 5362 Group dynamics: A systems perspective
- ORLJ 6343 Practicum in change and consultation in organizations
- ORLJ 6349 Practicum in process consultation

#### Optional:

- ORLJ 4002 Functions of organizations
- ORLJ 4010 Executive coaching
- ORLJ 5002 Advanced functions of organizations
- ORLJ 5003 Human resource management

- ORLJ 5005 Leadership and supervision
- ORLJ 5017 Small group intervention: Improving team performance
- ORLJ 5025 People Analytics
- ORLJ 5090 Strategic talent management
- ORLJ 5250 Equity, diversity and inclusion in teams
- ORLJ 5340 Adaptive Negotiation and Conflict Resolution
- ORLJ 5341 Effective Mediation
- ORLJ 6350 Advanced practicum in conflict resolution
- ORLJ 6540 Contemporary issues in organizational psychology
- ORLD 5055 Staff development and training
- ORLD 5061 The learning organization
- ORLD 5821 Leveraging emotional intelligence to enhance organizational effectiveness
- ORLD 5822 Building productive relationships with social intelligence
- ORLD 5823 Building 21st century organizational capability with cultural intelligence

### 3.) Integrative Experiences

Integrative experiences include participation in eight semesters of workgroups and colloquia, as well as graduate teaching assistantships.

#### WORKGROUPS

The curriculum is designed to facilitate students' completion of two qualifying papers, while enrolled in workgroups for the first four years of the program.

- ORLJ 6341 Workgroup (Debra Noumair)
- ORLJ 6344 Workgroup (Peter Coleman)
- ORLJ 6345 Workgroup (Elissa Perry)
- ORLJ 6346 Workgroup (James Westaby)
- ORLJ 6347 Workgroup (Caryn Block)
- ORLJ 6348 Workgroup (William Pasmore)

#### Notes:

1. One workgroup per semester for a minimum of eight semesters is required from the time a student enters the Ph.D. program.
2. Students must take six of the eight workgroups for credit points (see Ph.D. Handbook for guidelines). An exception may be made for students who participated in a workgroup as a master's student in the social-organizational psychology program, in which case, the student must take a minimum of four of the eight workgroups for credit.
3. Workgroup credits may not be substituted for required courses.
4. Students are required to actively engage in at least two different workgroups over the eight semesters that workgroup is required. Active engagement means regular participation in the design and conduct of research until it reaches a conclusion. Solely being present at meetings does not satisfy the requirement.

#### COLLOQUIUM



Each semester, the program holds a number of colloquia and related activities including invited speakers from academia and consulting, presentations from program members, and general meetings. These are important developmental experiences for learning about research, practice, and professionalism. Attendance is required throughout the first four years of the program.

- ORLJ 6640 Social-organizational psychology colloquium

#### TEACHING ASSISTANTSHIPS

Doctoral students are required to serve as a graduate teaching assistant for master's- level courses (in the Fall and in the Spring) for two years within their first three years of the Social-Organizational Psychology Program. The TA-ship requirement starts in the student's second year, unless they are a graduate of the M.A. program. Students typically are expected to act as graduate teaching assistants for the Master's level core courses (Human Resources Management, Organizational Psychology, Understanding Behavioral Research, to name a few). Beyond this, additional graduate teaching assistantship opportunities are available for more advanced courses (e.g., Organizational Dynamics, Leadership and Supervision, Group Dynamics, Executive Coaching, etc.).

#### 4.) Breadth Requirement

Students must take a total of six credits of breadth courses. A breadth course must be outside of your program of study (in this case, non-ORLJ) and must also be a course at Teachers College. On the College forms, you are strongly encouraged to count your statistics/methods as breadth courses.

#### 5.) Elective Courses

To fulfill the 75-credit program, electives can be taken in addition to required courses and the Breadth Requirement. Any ORLJ courses may be taken as electives. Below is a list of pre-approved elective courses outside of ORLJ, including courses at Columbia. This list is NOT exhaustive.

If a student wishes to take a course not listed here, he/she must get written approval from the Ph.D. Coordinator (an email will suffice). If the student is at risk of being closed out of the course by waiting for approval, it is best to register for the course during the interim period and then drop it, if necessary.

- ORLJ 5003 Human resource management
- ORLJ 5005 Leadership and supervision
- ORLJ 5025 People analytics
- ORLJ 5045 Organizational dynamics
- ORLJ 5250 Equity, diversity and inclusion in teams
- ORLD 4051 How adults learn
- ORLD 4085 Management and leadership skills in practice
- ORLD 4827 Fostering transformational learning
- ORLD 5821 Leveraging EQ to enhance org effectiveness
- ORLD 5822 Building productive relationships with SQ
- ORLD 5823 Building 21st century organizational capabilities with CQ
- B 7553 Managerial decision making
- B 9506 Organizational behavior
- CCPJ 4050 Microaggressions in institutional climates
- CCPJ 5020 Racism and racial identity in psychology and education
- CCPJ 5062 Career counseling
- CCPJ 5563 Multicultural consultation in org development
- CCPX 4035 Personality and behavior change

- CCPX 5034 Developmental psychopathology
- CCPX 6352 Cognition, emotion, & health
- HUDK 5023 Cognitive development
- HUDK 5029 Personality development across the life span
- HUDM 5059 Psychological measurement

#### Certification After Completing Coursework

Certification Examination in Psychology: The Research Methods Examination (RME) in Psychology is part of the certification process for doctoral students in all of the psychology programs at Teachers College. The examination measures students' knowledge in statistics, measurement, and research design and is developed by the Research Methods Examination Committee.

Qualifying Papers: All doctoral candidates in social-organizational psychology must submit two qualifying papers (Theory-based Empirical and Applied). The primary purposes of the qualifying papers are integrative, diagnostic, pedagogical, and evaluative. The qualifying papers are examples of the kind of work students will be doing as social-organizational psychologists. The papers provide an opportunity for the faculty to help develop and evaluate the student's skills in an ongoing and iterative process.

#### 6.) The Dissertation

The doctoral dissertation is a report of independently conducted research. In formulating and conducting this research, the student has available as consultants and advisors two or three members of the faculty. Students will need to register for dissertation-related classes. There is a sequence of courses that vary with respect to course credit and fee. When actively working on the dissertation and meeting with one's sponsor and/or committee, students are expected to register for ORLJ 7501 two semesters. This course is only offered for 1-3 points and students can register for the minimum number of credits; it is offered for variable credit to accommodate the different needs of various students. Once the student has registered for two terms of ORLJ 7501, Ph.D. students are required to register for ORLJ 8900 for 0 credits and pay a fee for every semester until the term of the final defense when a student must enroll TI8900, PhD Dissertation Defense. Please see the Office of Doctoral Studies for information regarding the fees.

## Advanced Certificate

### Cooperation and Conflict Resolution

Advanced Certificate

**Points/Credits:** 16 **Entry Terms:** Spring/Summer/Fall

#### Degree Requirements

The Program in Social-Organizational Psychology, through the Morton Deutsch International Center for Cooperation and Conflict Resolution (MD-ICCCR), offers an Advanced Certificate in Cooperation and Conflict Resolution approved by the New York State Education Department. Students interested in receiving the certificate must complete a sequence of five core courses including one semester of a 3-credit internship, and one elective for a total of 16 credit points. Students who opt for the Advanced Certificate must complete an application for admission through the Office of Admission. Students in the M.A./Ph.D. program who wish to take their electives within the

area of conflict resolution but who do not wish to receive the Advanced Certificate may register for courses without completing an application. The courses are offered in conjunction with the MD-ICCCR whose mission is to help individuals, schools, communities, businesses, and governments better understand the nature of conflict and how to achieve its constructive resolution. Contact: MD-ICCCR at (212) 678-3402 or icccr@tc.columbia.edu.

## Faculty

### Faculty

- Caryn J. **Block** Professor of Psychology and Education
- Sarah Jean **Brazaitis** Associate Professor of Practice
- Peter Thomas **Coleman** Professor of Psychology and Education
- Debra **Noumair** Professor of Psychology and Education
- William A **Pasmore** Professor of Practice of Social Organizational Psychology
- Elissa L. **Perry** Professor of Psychology and Education
- James **Westaby** Professor of Psychology and Education

### Lecturers

- Gina **Buontempo** Senior Lecturer
- Marina Patricia **Field** Lecturer

### Adjunct Faculty

- Robert M **Anderson** Adjunct Associate Professor
- Clymer D **Bardsley** Adjunct Associate Professor
- David **Buckner** Adjunct Full Professor
- Tomas **Chamorro Premuzic** Adjunct Full Professor
- Allan Hixson **Church** Adjunct Assistant Professor
- Celeste Ann **Coruzzi** Adjunct Full Professor
- Dilshad **Dayani** Adjunct Associate Professor
- Bruce Alan **Echtenkamp** Adjunct Associate Professor
- Lauren Catenacci **Francois** Adjunct Assistant Professor
- Alice Milmed **Haller** Adjunct Associate Professor
- Latoya Ingram **Jordan** Adjunct Assistant Professor
- Sam T **Liu** Adjunct Associate Professor
- Eric C **Marcus** Adjunct Assistant Professor
- Michele S. **Riley** Adjunct Associate Professor
- Svetlana **Shmulyian** Adjunct Associate Professor

- Ross **Tartell** Adjunct Associate Professor

## Instructors

- Jenny C.M. **Besch** Part-Time Instructor
- Allegra **Chen-Carrel** Project Lead
- Donna **Hicks**

# Courses

## ORL 5362 - Group dynamics: A systems perspective

Enrollment limited. The course explores social processes in groups and their impact on individual behavior. In addition to a series of lectures/discussions, students are required to participate in an experiential group relations conference or to conduct a self-study project on group relations. Special fee is required. This class gives students the opportunity to develop an in-depth understanding of group dynamics from a systemic perspective and to learn about their own behavior in groups. Readings, lectures, and discussions will address dynamics as they occur in varied groups, systems and contexts including the business world, educational institutions, healthcare systems, the military, religious institutions, and in community and family life. The interplay of power, authority, socio-political identities, and group dynamics is emphasized.

## ORLJ 4000 - Conflict Resolution in Schools

Peaceful, safe classrooms and schools support both academic and social-emotional learning. This course introduces the field of conflict resolution education in schools, in the context of supporting student academic achievement, increasing skills for coping with interests-based conflicts, and creating just and caring classrooms and schools.

## ORLJ 4002 - Functions of organizations

A survey of the primary functions and operations of organizations: accounting, finance, marketing, strategic planning, management information systems, and the relation of these functions to human resource management.

## ORLJ 4005 - Organizational psychology

Introduction to theories and research that underlie the field of organizational psychology. Implications and applications in various organizational contexts are considered.

## ORLJ 4009 - Understanding behavioral research

Overview of alternative methods of behavioral research and their relative strengths and limitations. Application of methodological principles in order to read and evaluate social science research and learn how to begin to conduct research.

### **ORLJ 4010 - Executive coaching**

Executive Coaching combines two previously taught courses into one in order to integrate theory and practice. As such, this course is intended to provide students with an overview of theory, research, and practice related to coaching within organizational settings as coaching is viewed as a subset of organizational consultation. Assuming some basic knowledge of organizational behavior and theory and limited experience with coaching, the course is designed to give students an opportunity to gain foundational knowledge of the coaching process, including how to create a coaching relationship, engage in coaching conversations, and build commitment for action planning.

### **ORLJ 4331 - Constructive Multicultural Organizational Development: Leveraging Tension for Socially Just Change**

Despite demographic and cultural changes leading to more diversity in organizations, workplaces often struggle with issues of justice, equity, and inclusion. In this interactive course, we will explore why change around social inclusion is often painstakingly slow and recalcitrant, and what can be done to promote and sustain constructive change in the workplace.

### **ORLJ 4800 - Conflict & Complexity: A Dynamical Systems Approach to Addressing Protracted Conflict**

This course will explore the relevance of dynamical systems theory (DST) for understanding protracted and seemingly intractable conflict at different levels of social reality (interpersonal, inter-group, international) and will outline the conditions under which such conflict can be transformed.

### **ORLJ 4804 - Healing and Reconciling Relationships in Conflict**

This course examines the role that unaddressed and unhealed emotional trauma plays in creating and maintaining conflict. It also highlights unaddressed trauma as an obstacle to reconciliation-our ability to put the past to rest and to rebuild relationships that have broken under the strain of conflict.

### **ORLJ 4901 - Research and independent study in social-organizational psychology**

Permission Required. Student works closely with faculty in conducting research in social-organizational psychology and producing a substantive paper at semester's end.

### **ORLJ 5002 - Advanced functions of organizations**

In Advanced Functions of Organizations, students will learn about the larger contexts within which businesses function, the mechanisms by which they are regulated, the ways in which these contexts and mechanisms impact the viability and success of a business or organization, and the impact these variables have on the decision-making role

and behavior of management and employees in an organization. Topics covered are market analysis and business ethics, capital markets, business law, and business strategy and decision-making.

### **ORLJ 5003 - Human resource management**

The goal of this course is to provide a solid understanding of theory, research, and practice in human resource management. Through a combination of reading, cases, lectures, and discussions of the material, students will understand human resources' ability to be a credible partner to the business and its pivotal role in supporting organizational strategy; the complexity of the human resources function to move from the sole mission of the attraction, motivation and retention of people to one that also attempts a line of sight and contribution to organizational value; and the various aspects of the human resources function such as human resource strategy, talent management, talent development, organizational design/effectiveness, and training.

### **ORLJ 5005 - Leadership and supervision**

Major psychological and other interdisciplinary approaches to the study of leadership. Critical analysis of relevant theories, research, and practical applications.

### **ORLJ 5012 - Organizational Internship**

This course is designed to provide meaningful, real-world practical experience in an organizational setting. It allows the student to gain exposure to a professional environment where they can apply academic theory from the field of social-organizational psychology (human resources, organizational development, talent management, and others) or conflict resolution (human rights, majority relations, mediation, peacemaking, social justice, and others). Students will work for at least 150 hours within their selected organization.

### **ORLJ 5017 - Small group intervention: Theory and method**

Prerequisite: ORL 5362. This course gives students an opportunity to apply their knowledge of group and team dynamics in order to learn how to improve work team functioning and performance. The course covers a variety of models for effective teaming with an emphasis on how to apply those models to real work teams. Students learn relevant theory and research that underlies effective small group interventions and practice applied skills in teamwork. The class format is a seminar style with considerable discussion, case study analyses, role-plays, and small group work.

### **ORLJ 5018 - Using survey research in organizational consulting**

Prerequisite: ORLJ 4009. This course illustrates how to conduct survey research for organizational change initiatives. The following topics are covered: entering into survey research consulting, selecting concepts, conducting focus groups, survey construction and administration, data analysis, identifying needs, survey feedback techniques, and final reports. Students develop a survey-based project from initial conceptualization to final report presentation.

### **ORLJ 5019 - Data-based interventions in organizations**

Prerequisite: ORLJ 4009. Reviews tools for collecting, organizing, and analyzing qualitative and quantitative data in organizations. Students explore and practice the use of data collection techniques most frequently utilized by

practitioners in the field (secondary data, observations, questionnaires, interviews, and focus groups), as well as practice analysis techniques associated with these tools. The use of diagnostic tools is considered within the framework of the consulting cycle (contracting and planning, data collection, data analysis, and data feedback). Upon completion of this course, the students should be well prepared to engage in a consultation with the real client.

### **ORLJ 5025 - People Analytics**

This course covers human capital as a source of strategic advantage, and how companies, consultants and executives can harness empirical people data to create business advantages. In this course, students gain a knowledge and understanding of the strategies, tools, and methods to conduct talent and workforce analytics. The course will guide students through several real-world examples of talent analytics each designed to provide hands-on experience applying analytics to workforce and people data.

### **ORLJ 5040 - Research methods in social psychology**

Open only to qualified doctoral students in the behavioral or social sciences. Representative approaches to practice in the design, conduct, and analysis of research. Fall: Experimental and quasi-experimental design. Spring: Field and survey methods; policy and evaluation research.

### **ORLJ 5045 - Organizational dynamics and theory**

Prerequisite: ORLJ 4005 or equivalent. Study of organizations as total systems with consideration of different types of organizations. Emphasis on the impact of such dimensions as mission, strategy, structure, culture, systems, and leadership on individual and organizational performance and vice versa. Organizational change is also addressed.

### **ORLJ 5046 - Intercultural communications in organizational contexts: Theory, issues, and practices**

This class is designed to explore the intercultural communication field and what it has to offer professional educators in the context of their understanding of intercultural theory and practice and in their ability to design effective and empathic learning environments.

### **ORLJ 5055 - Organization change: Theory and practice**

This course covers the primary content and substance of organization change. The content/substance includes theory, models and frameworks, research studies, and related concepts that influence the practice of organization change and vice versa: that is, how the practice of organization change influences theory, models, research, and concepts. The course is conducted as a combination of lecture and student activities and discussion with emphasis on (a) selected readings to be studied prior to each class and (b) discussion during class by all students.

### **ORLJ 5090 - Strategic Talent Management**

This course provides a comprehensive review of the theory and practice of Strategic Talent Management in organizational settings. Students will learn about key conceptual models (e.g., talent life-cycle, leadership pipeline, high-potential classification and role segmentation frameworks), processes and tools used for assessing and

developing talent (e.g., talent reviews and brokering, multi-trait multi-method assessment frameworks, and the 70/20/10 model of development).

### **ORLJ 5115 - Social networks and performance**

This course allows students to understand how social networks influence performance in a wide variety of settings. Relevant topics in the application of social network ideology are explored, such as motivated goal pursuits, leadership processes, and the structure of group and organizational networks. The course also explores important interpersonal processes through a social network lens, such as human conflict, emotional contagion, and helping behavior.

### **ORLJ 5250 - Equity, Diversity & Inclusion in Teams and Organizations**

This course covers foundational and current research on equity, diversity and inclusion (E, D & I) in work teams and their larger organizational systems. Students in this course will learn effective, evidence-based practices and have opportunities for skill-building and hands-on learning related to issues of E, D & I in today's workplace. Students will also engage in critical self-reflection to increase understanding of their own identities and knowledge about how who they are shapes how they navigate in diverse workplaces. The class format will include lecture, discussion, experiential learning and activities/exercises to increase practice skills in E, D & I.

### **ORLJ 5310 - Preparation for Coaching**

The purpose of this course is to introduce students to the basic structure and techniques of interviewing and listening. The course is largely experiential and is intended for students who have little or no background or experience in counseling or coaching.

### **ORLJ 5340 - Adaptive Negotiation & Conflict Resolution**

An experiential course designed to promote negotiation understanding and adaptivity across negotiation situations. Students will have the opportunity to develop more self-awareness and basic collaborative negotiation skills with supervised practice.

### **ORLJ 5341 - Effective Mediation: Standard and Adaptive Practices**

Mediators help disputants handle their conflict constructively and to find acceptable solutions. Students will learn the conditions when mediation is most effective, appropriate and feasible; identify basic differences in the task versus relationship nature of the cases presented; and employ strategies that are fitting and conducive to mediation.

### **ORLJ 5540 - Proseminar in social psychology**

Open only to qualified doctoral students in the behavioral or social sciences. Intensive readings and analysis of theories and research in social psychology and social structure.

### **ORLJ 5541 - Proseminar in social and organizational psychology**



Open only to qualified doctoral students in the behavioral or social sciences. Intensive readings and analysis of theories and research in social and organizational psychology and social structure.

### **ORLJ 6040 - Fundamentals of cooperation, conflict resolution and mediation in different institutional contexts**

This course is an advanced seminar on the theoretical foundations of conflict resolution based on current and previous social psychology research. It emphasizes the links between theory and practice and provides a broad overview of basic topics in conflict resolution, including cooperation and competition, power, culture, justice, negotiation and mediation, violence, intergroup conflict, intractable conflict and sustainable peace.

### **ORLJ 6045 - Demography in Organizations**

This course seeks to understand the role that demography plays in organizations. The main focus in this course is on demographic variables such as race, gender, and disability. The course examines various theoretical frameworks that help us to understand how demographic variables influence organizational behavior and decisions.

### **ORLJ 6342 - No Title Found in Banner**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6343 - Practicum in change and consultation in organizations**

Prerequisite: ORL 5362 and ORLJ 4005. Enrollment limited. Open to master's students and doctoral candidates who have a strong background in social science, organizational behavior, administration, psychology, or business. Offers the opportunity to understand the consulting process through work on change projects involving actual clients.

### **ORLJ 6344 - No Title Found in Banner**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6345 - No Title Found in Banner**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6346 - No Title Found in Banner**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6347 - No Title Found in Banner**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6348 - Prac: Manangerial Competence**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6349 - Practicum: Process Consultation**

Permission required. Limited to doctoral students. Topics are announced in the preliminary and final course schedules distributed each semester.

### **ORLJ 6350 - Conflict Resolution: Advanced Methods for Identity and Intergroup Conflict**

Prerequisite: ORLJ 5340. This applied course explores some of the theories and intervention skills needed when conflicts of interest are compounded by the complexity and perceived and/or real social identity differences. It is primarily concerned with how group differences (such as class, power, culture, race, and gender) can be understood and mitigated by means of negotiation, mediation, and dialogue.

### **ORLJ 6500 - Stereotypes and stereotypic processes in organizational contexts**

Open only to qualified doctoral students in the behavioral or social sciences. Stereotypes are an important means by which perceivers form impressions of others, and understand and interact with their social environments. It is important to understand the role of stereotypes in information processing as well as the conditions under which stereotype activation and use are more or less likely to occur. This seminar explores the development, activation and suppression and use of stereotypes in organizational contexts.

### **ORLJ 6502 - Dynamic Networks and Systems**

Doctoral seminar. This seminar examines various theoretical and empirical approaches to the study of complex systems. Example topics include traditional systems theory, social network analysis, dynamic network theory, social interaction analysis, and simulations of complex systems. A variety of frameworks are addressed that span individual, dyadic, group, organizational, and international levels.

### **ORLJ 6520 - Advanced professional writing seminar**

For doctoral students, only. This course is designed to help students develop the writing skills needed in their academic and post-academic careers. Course topics include establishing and maintaining good writing habits; writing theoretical, applied, and empirical papers; providing and responding to reviewer comments on manuscripts; and ethics in writing. The course provides a support for students as they work on completing their own qualifying papers. The desired and expected outcome of the course is at least one completed qualifying paper or paper ready to submit for publication.

### **ORLJ 6540 - Contemporary Issues in Organizational Psychology**

The primary purpose of this course is to provide students with an opportunity to develop an in-depth understanding of assessment tools from a psychological perspective and to learn about the wide range of applications of assessments in organizations. The course aims to enable students to apply, understand, and interpret scientific assessment tools throughout the talent management spectrum: selecting, onboarding, developing and engaging employees.

Psychometric and test theory, a brief history of applied assessment, and the key methodologies used to assess and measure major work-related constructs (e.g., EQ, IQ, personality, and leadership potential) will be discussed, as well as novel applications of assessment and the future of talent identification. The course will pay particular attention to assessment-based solutions or interventions, such as executive coaching, organizational development, and high potential identification programs.

### **ORLJ 6640 - Social-organizational psychology colloquium**

Permission required. For doctoral candidates only. Discussion of ongoing projects involving research and consultation.

### **ORLJ 6901 - Advanced research and independent study in social-organizational psychology**

Permission required.

### **ORLJ 7501 - Dissertation seminar**

Permission required. Development of doctoral dissertations and presentation of plans for approval. Registration limited to two terms. For requirements, see section on Continuous Registration for Ed.D./Ph.D. degrees.

### **ORLJ 8900 - Dissertation advisement in social-organizational psychology**

Fee to equal 3 points at current tuition rate for each term. For requirements, see section on Continuous Registration for Ed.D./Ph.D. degrees.