Doctorate of Education (Ed.D.) in Higher Education &
Organizational Change
Curriculum & Course Descriptions

**Year One**

**HEOC 705**  
**Issues in Higher Education**  
Students will review major issues and events influencing the history and development of US education. Considerations include its purposes, variety, curriculum, diversity of students and personnel, governance, oversight, funding, and quality. Particular attention will be directed to current and emerging issues, including global and on-line developments, which students will analyze and address in the contexts of policy and practice.

**HEOC 715**  
**Research Methods**  
Students will learn quantitative and qualitative methods for conducting meaningful educational enquiry and research. They will gain an overview of research intent and design, methodology and technique, format and presentation, and data management and analysis informed by commonly used statistical methods. They will review the use of organizational and social science theory to analyze postsecondary education.

**HEOC 725**  
**Policy, Politics and the Law**  
Students will study aspects of education law and legal issues particularly pertinent to leadership. They will explore the design, intent, development, function and effect of policy within educational institutions. They will gain appreciation of the roles of political forces, political and governance organizations and other entities involved in policy development.

**HEOC 735**  
**Organizational Development, Change and Innovation**  
Students will gain an understanding of organizational culture and explore the impact of leadership on the change process. They will explore group evolution, and the transmission and management of cultural change especially in times of increasing diversity. Students will be introduced to frameworks, techniques, and perspectives that expand current beliefs and assumptions about ways to transform practice through a strategically planned process.

**HEOC 745**  
**Institutional Planning and Accountability**  
Students will be introduced to accreditation, assessment, institutional effectiveness and self-study issues and processes. Students will explore some of the challenges related to assessing institutions, academic programs and non-academic programs and support services. They will examine various state, regional, national and international recognition and accreditation systems and discuss their effectiveness relative to overall improvement and accountability.

**HEOC 755**  
**Qualitative Research Methods**  
Students will gain a deeper understanding of qualitative research methods and will be able to employ them effectively in their proposal development.
**Year Two**

**HEOC 758**  
**Dissertation Seminar 1: Dissertation Research**  
Students will be immersed in dissertation planning, research and development. At the end of the seminar students will have developed a proposal focus statement, which serves as a substantive outline for the dissertation proposal and prospective dissertation.

**HEOC 765**  
**Organizational Strategy and Student Services**  
The student body results from both organizational strategy and social forces. Attracting, admitting, retaining, developing, graduating and tracing its particular students are essential responsibilities of a college. Studies include theories, practices and assessments of student services, especially practices that align services for students with the mission of the college, promote student success and engage them in community. Students will recognize the range and complexity of the organization and delivery of such services, and study best practices that promote institutional mission.

**HEOC 775**  
**Emerging Technologies**  
Technology affects every phase of education, from learning and communicating to MIS, automated procedures and green controls. Students will consider the impact of technology relative to enhancing student learning and engagement and will be introduced to major academic and administrative functions. They will explore commercial and creative applications and their potential. Cost, outsourcing and infrastructure issues are included.

**HEOC 805**  
**Curriculum Planning and Evaluation**  
Students will be introduced to processes for planning, implementing and evaluating curriculum in higher education institutions, including the particular needs of community colleges. They will examine the social, philosophical and historical roots of curriculum planning and development in higher education and explore assessment and evaluation practices that ensure program quality.

**HEOC 815**  
**Teaching and Learning**  
Students will gain a perspective on the impact of the Scholarship of Teaching and Learning in post-secondary education. They will be introduced to current research in higher education in the areas of instructional methodologies and will gain an understanding of teaching and learning as a field of study. Students will become familiar with leading researchers and their work and will explore best practices that reflect the norms, tools and conventions that have remained current within this area of inquiry.

**HEOC 825**  
**Quantitative Research and Mixed Designs**  
Students will gain a deeper understanding of quantitative research methods and will be able to employ them effectively in their proposal development.

**Year Three**

**HEOC 828**  
**Dissertation Seminar 2: Management for Change**  
Students will study the loci and management of power and influence in the academy, including strategies for negotiating and managing agendas successfully. They will develop skills in board, labor and administrative relations, and in conflict prevention and resolution. Emphasis is placed on strategies for change management, including
communication, and on appreciation of the many resources available for resolution. Students will explore and test leadership approaches to improving teaching and learning, including leadership for curriculum and assessment. Students will present formal internship plans for approval. By the end of the seminar students will have prepared their material for development into full proposals.

**HEOC 835 Financial Management and Budgets**
As administrative generalists, students will gain a basic understanding of financial structure, accounting issues, auditing procedures, financial analysis, cash management, capital structure, long-term debt, investment of institutional assets, and risk management in both public and private institutions, including community colleges. They will investigate strategies for sustaining quality and growth. In addition, students are introduced to educational budgets, including operating, restricted, capital and reserve accounts, students will learn how to manage revenue and expenditure to achieve goals and create budget flexibility. Strategies for cost-containment, reduction and reallocation will be studied, along with those for profit centers and alternative resource development, including philanthropy, grants and contracts. Enrollment and tuition management strategies are included.

**HEOC 855 Personnel, Performance and Accountability**
Students will study practices in human resource management with a focus on how to attract and retain talent, develop and work through teams, and require optimum performance in both organized and right to work environments. Basic topics include hiring and orientation, performance evaluation including tenure reviews, discipline, and separation. Special topics will include communications, faculty and staff development, incident management, wellness, diversity and succession planning.

**HEOC 875 Dissertation Seminar 3: Proposal Defense**
Working with faculty advisors, students will prepare and present draft dissertation proposals to faculty and peers for discussion and revision. Final proposals will be submitted to the doctoral committee for approval, following which students will be advanced to candidacy status.

**Year Three/Four**

**HEOC 885 Internship**

**HEOC 895 Dissertation**