

**Educational Leadership  
Doctoral Program**

**Student Handbook**

Educational Leadership and  
Administration Program

School of Teacher Preparation,  
Administration and Leadership (TPAL)

College of Education  
New Mexico State University

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## Doctoral Studies in Educational Administration and Leadership

The mission of the Department of Educational Administration and Leadership (ELA) at New Mexico State University (NMSU) is to prepare and graduate capable, skillful and dynamic educational leaders for a diverse society. Through the use of theory and practice we aim to develop change agents and role models for socially-just educational systems.

### **Social Justice Focus**

The ELA Department has a long-standing and long-term commitment to educational programs that embrace all students and promote within leaders an understanding of the necessity of upholding social justice. There are numerous definitions of social justice. Generally speaking, social justice is about assuring the protection of equitable access to liberties, rights, and opportunities, as well as taking care of the least advantaged members of society. Thus, whether something is just or unjust depends on whether it promotes or hinders equality of access to civil liberties, human rights, opportunities for healthy and fulfilling lives, as well as whether it allocates a fair share of benefits to the least advantaged members of society.

### **Brief reading list of social justice and educational leadership:**

- Jean-Marie, G., Normore, A., & Brooks, J. (2009). Leadership for social justice: Preparing 21<sup>st</sup> century school leaders for a new social order. *Journal of Research on Leadership Education*, 4(1), 1-31.
- Marshall, C. & Oliva, M. (2006). *Leadership for social justice: Making revolutions in education*, Boston, MA: Pearson Education.
- Theoharis, G. (2007). Social justice educational leaders and resistance: Toward a theory of social justice leadership. *Educational Administration Quarterly*, 43(2), 221-258.

The Department adheres to the standards and guidelines defined by the Council for the Accreditation of Educator Preparation (CAEP), the University Council for Educational Administration (UCEA), and the New Mexico Public Education Department.

ELA doctoral students should anticipate advanced academic challenges and expectations beyond the nominal acquisition of graduate credit. The doctoral program should expand students' horizons, provide a platform for

students to meet new challenges in their professions, and transform them into scholars and leaders. In pursuing a doctoral degree, students are engaged in a new relationship to the acquisition of knowledge so that they may

- appreciate research as a critical analytical skill
- share an aspiration to cumulative collective knowledge,
- connect educational beliefs to a variety of theoretical foundations,
- understand practical implications as an extension of educational beliefs, and
- facilitate learning within diverse communities

## The Educational Leadership Doctoral Program

The ELA department mission is upheld and practiced in the Educational Leadership Doctoral Program (ELDP). ELDP represents the unique opportunity and responsibility ELA has to prepare educational leaders for socially just leadership, to foster educational programs, and to meet the needs of students across the state and along the U.S./Mexico border.

Students in ELDP should anticipate the academic rigor that ELA embraces as its mission and that NMSU maintains as an “Extensive Research University.” In meeting the needs of its doctoral students, the Educational Leadership Doctoral Program offers the following degrees:

Doctor of Education (Ed.D.): Educational Administration

Doctor of Philosophy (Ph.D.): Educational Administration

- Areas of focus for both degrees: *PK-12 Educational Administration; Community College Administration; University Administration.*

ELA has structured this program to meet the needs of full-time educators and administrators. The ELDP is a hybrid model involving face-to-face instruction and the use of distance education media (please note that the university charges an additional fee per credit hour for all courses that use distance education components). The Department utilizes a cohort model in which students in each admitted cohort take all their ELA classes together, separating only when students enter the semester of their comprehensive exam. We have chosen this model because it has been shown to be related to higher student completion rates (Lei, Gorelick, Short, Smallwood, & Wright-Porter, 2011). All ELDP students should be prepared, each semester, to participate in five weekends of classes (approximately one per month).

Four of these weekends will be face-to-face classes. The four weekends will be at the Las Cruces campus in O'Donnell Hall.

Additionally, there will be one week-end of classes that will be asynchronously facilitated through distance education modalities.

### **Distance Education**

ELDP is a distance education program. This means that distance education courses from NMSU are delivered using the most innovative technology and methods available, including web-based technologies, Interactive Television, faculty exchanges, and off-site classes. You are responsible for paying the NMSU distance education fees throughout the duration of your program.

**NOTE:** NMSU and ELA offices send emails only to your NMSU student email account.

- Please check this account regularly to avoid missing important information regarding grades, course billing, deadlines, etc.

### **Degree Options**

ELA offers students the choice of earning an Ed.D. doctoral degree or a Ph.D. doctoral degree. The Ed.D. degree was designed to prepare educational administration practitioners. The Ph.D. degree was designed to prepare graduates for scholarship, research, and/or teaching at the university or college level.

### **Ed.D. Degree**

ELA offers all 63 credit hours of coursework required for the Ed.D. degree. Students must complete the entire ELDP course of study, pass the comprehensive exam, and successfully defend their dissertation in front of the dissertation committee. Students must also attend two research-focused conferences at their own expense. More information about the dissertation and the research conferences is provided later in this handbook.

### **Action Research Dissertation Guidelines**

- Draw on the knowledge, skills, and understanding that they have acquired in their doctoral studies to examine and address a significant problem of practice within their immediate community.
- Directly benefit practitioners, the public and the community.
- Demonstrate student's ability to carry out disciplined inquiry in accordance with ELA's standards of performance, which prepares students to skillful and dynamic educational leaders for a diverse society and develop change agents and role models for socially-just educational systems.

- Focus on making a positive difference in a local education setting in which the candidate is currently serving;
- Investigate a problem and research systematically through a form of disciplined inquiry;
- Make sound, defensible, research-based judgments regarding how current practices can be undertaken more effectively and efficiently.
- Report the research and findings of the action to an external audience.
- Recommend practices, programs, and/or policies to challenge dominate assumptions and beliefs about teaching, learning, leadership, and what it means to be a professional in a socially-just system.
- Consider the needs of specific individuals and the characteristics of particular contexts.

### **Features of Action-Research Dissertations:**

- The scale should be substantial enough to demonstrate positive benefits for the participants and/or school while doable while working in a full-time position.
- The action is informed by the literature in the field.
- The resources used are generally already available in the candidate's educational work setting and the surrounding educational community.
- The final product is a reader-friendly written report that describes the needs addressed, the action taken and reasons why, the consequences for participants, and lessons learned by the author.
- Readers should be able to apply your work to their own contexts and have enough information to replicate a study in a manner similar to yours.

### **Ph.D. Degree**

To earn a Ph.D. in the ELDP program, students must fulfill two additional requirements.

- Mandatory 15 hours of cognate coursework

Students wishing to earn the Ph.D. degree must take an additional 15 credit hours (five courses) in a concentrated area related to their research focus.

Courses previously taken will not be accepted toward ELA program completion. Three courses (9 credits) must be from NMSU but outside of the ELA department. More specific information about cognate classes is provided in an upcoming section of this handbook.

The remaining two courses (6 credits) may be taken in ELA or from another accredited university. For courses taken at another university, it is the student's responsibility to complete NMSU's required paperwork to transfer these courses into NMSU.

For those who desire to take cognate courses in ELA, the department will typically offer one non-cohort doctoral class at least once per year. This course is open to any doctoral student at the university. It is not reserved

for ELDP cohort students alone, and thus the course may fill quickly with students from other departments. This non-cohort ELA class may either be face-to-face, distance-delivered, or a hybrid of the two.

Any cognate class taken must be doctorate level or must be at the highest level of offerings in a particular program (i.e., courses in programs that do not offer doctoral degrees, but only offer master's degrees would be allowed as possible cognate courses). All courses must be approved by the student's advisor prior to course enrollment. Students may take the first cognate class in the second semester of the ELDP program. No classes taken in the first semester will count toward the student's cognate hours. Students are asked to select their preferred degree in the ELA application materials. Students who wish to change degrees must formally do so with the Graduate School by completing a "Change of Major" form (see Graduate School website).

### Mandatory Journal Article Submission (Effective with 2014 Cohort)

In addition to the 15 hours of cognate classes, Ph.D. students are required to prepare a manuscript for publication to a peer-reviewed academic research journal. At minimum, it must be in a manuscript draft format to be presented to the dissertation committee at the Final Defense. The manuscript must be on the student's dissertation research. It can be sole authored or co-authored with your dissertation chair (with the chair as second author). For specific information, please speak to your dissertation advisor once these assignments have been made.

### Changing Between the Ed.D. Degree and Ph.D. Degree

If you wish to change your degree mid-program you must complete the following steps: (1) provide a formal letter with your written rationale to your advisor for the change, (2) get ELA advisor approval, (3) get ELA department head approval, and (4) agree to any additional requirements and potential delay of completion, if applicable. You have until August 1<sup>st</sup> of the next calendar year from start of the program to make this change (approximately 1 year). You can only change your program **ONE** time.

### Doctoral Admissions Policy

Each October, ELA will post-doctoral application materials on the program website (<https://ela.nmsu.edu/index/academics/docpage/>). Step-by-step instructions will guide applicants in compiling the required materials. Completed applications must be received in our office by 5 pm MST on January 15<sup>th</sup> (or the first business day after this date if January 15<sup>th</sup> falls on a weekend or holiday). **There are no exceptions to this deadline.**

Additionally, to be considered for selection, NMSU requires students to apply to the NMSU Graduate School. This is entirely separate from the ELA application. The Graduate School application requires that students submit all required documents directly to the Graduate School as indicated on their website (<http://prospective.nmsu.edu/graduate/apply/index.html>). ELA will not forward documents that are sent to us by mistake. The Graduate School application must also be completed by January 15<sup>th</sup> at 5 pm MST. Again, there are no exceptions to this deadline.

Students will be notified of their acceptance by May 1 of the application year. Accepted students will be asked to complete a form verifying their desire to join the next cohort of doctoral students. Failure to return the signed copy (via mail, fax, or e-mail) by the deadline indicated on the form will result in forfeiture of acceptance. Once accepted, students must also attend a mandatory orientation.

### Mandatory Student Orientation

In the summer before the new ELDP cohort begins taking classes, ELA hosts a required student orientation. This orientation is scheduled on a Saturday, typically in July, and lasts the full day. Students will receive information about the ELDP program and about NMSU, as well as training on the use of CANVAS, which is the course platform that hosts the online portion of each course. Additionally, students will receive training on using the NMSU library and requesting items remotely, receive information about how to register for fall courses, and meet with the instructors of the courses. Students who do not attend this orientation will be dropped from the cohort.

### Standards for Student Social Conduct: Core Values and Behavioral Expectations

Students and faculty each have responsibility for maintaining an appropriate learning environment. Students who fail to adhere to such behavioral standards may be subject to discipline. Faculty have the professional responsibility to treat all students with understanding, dignity, and respect, to guide classroom discussion and to set reasonable limits on the manner in which they and their students express opinions. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, language, sexual orientation, gender variance, and nationalities. For further information, please see the link below to the University Standards for Social Conduct. The department adheres to this code of conduct.

<https://studenthandbook.nmsu.edu/student-social-code-of-conduct/part-iii-standards-for-student-social-conduct/>

## Advisors

In the first semester of the program, students will be assigned a “general” faculty advisor. This advisor is the first “go-to” contact when students have a question or a concern. The general advisor is not meant to guide the student through the dissertation process. The advisor is the person who approves and disapproves conference requests for the ELDP requirement (see *Required Research Conferences*, page 14).

For the dissertation, with input from the students, the department will assign each student a dissertation advisor to replace the general advisor. Once students have a dissertation advisor, they will be able to contact that person for all academic and dissertation questions. The doctoral advisor must be a currently employed full-time ELA college or tenured/tenure-track faculty member. Dissertation advisors are typically assigned in the spring semester of the second year of course work.

## Change of Advisor

In the event the advisor is unable to meet the obligations of chairing the dissertation due to retirement, resignation, illness, or other extenuating circumstances a student may need to change their advisor. These requests are handled and approved by the department head on a case-by-case basis.

## Cognate Courses for Ph.D.

As described above, students who choose the Ph.D. option for the doctorate degree must take an additional 15 hours (five courses) of doctoral level coursework. The goal of the cognate is to deepen the students’ knowledge in a specific focus area that may be related to the dissertation and/or the research that will be conducted as a new faculty member after graduation. Students will meet with their assigned general ELA faculty advisor to initially decide on a cognate focus and select approved courses. No cognate courses can be taken in the first semester of the doctoral program. This gives students time to meet with their advisor and discuss cognate areas that may be a good fit with their research focus.

Finding the courses to take for the cognate area is solely the responsibility of the student. ELA does not guarantee the availability of coursework beyond that offered for the Ed.D. degree. While students cannot transfer in credits earned prior to beginning the ELDP program, once they enter the program, they may be allowed to (with prior approval from the student’s general advisor) take up to six hours (two courses) at another accredited university. It is the students’ responsibility to complete the required steps to request the transfer of courses into the program of study (see the Graduate School Handbook for details). *All coursework, including cognate courses, must be*

completed before the student is eligible to take the comprehensive exam, which occurs in the first semester of ELA 700 hours. At times, ELA will offer a doctoral level special topics course in addition to required coursework. This course is open to doctoral students in other departments and colleges, and topics will vary based on the particular instructor's area of interest. Students working toward a Ph.D. may take up to six hours (two courses) of doctoral level ELA Special Topics courses in fulfillment of the cognate hours. These courses are available for any student to take; they are not reserved for ELDP students. As always, students must receive approval from their advisors before taking any courses for the cognate.

### Examples of Possible Cognates

Child and Family Development	Program Evaluation/Data Analysis
Communication	Research Methods
Feminist/Gender Studies	Social Justice/Critical Theory
Latino/a Studies	Sociocultural Theory
Native American Studies	Critical Race/LatCrit Theory

### Semester Structure of Class Meetings

Courses are offered each fall, spring, and summer semesters of the program. Within a semester, four class meetings are held at the Las Cruces campus and one class is conducted completely online. In between class meetings, coursework will be synchronous, asynchronous, or both.

Please note that students are responsible for all the costs associated with travel, meals, lodging, and so forth that accrue from monthly trips to classes in Las Cruces.

### Course Offerings

Typically, two of the required courses are offered each semester (to meet the Graduate School's residency requirement, there are two semesters in which three courses will be offered (please see the Schedule of Course Offerings below for details). Both courses are offered during week-ends. Approximately once a month, students will attend one all day face-to-face class on Saturday (8:30-4:30 with an hour for lunch), and the other class all day on Sunday (8:00-3:30 with half an hour for lunch). Students must attend all class sessions. Only absences that are previously approved will be allowed. Emergency absences will be excused after the class only with appropriate and relevant documentation. Please check with the individual instructor for course policies regarding absences.

## Incomplete Grades

Students may request an instructor to assign an Incomplete grade only if the student is unable to complete the course due to circumstances beyond the student's control that develop after the last day to withdraw from the course (see current Graduate Handbook for dates). Examples of appropriate circumstances include documented illness, documented death or crisis in the student's immediate family, etc. In no case is an Incomplete to be used to avoid the assigning of D, F, or Unsatisfactory grades for marginal or failing work.

To assign an 'I' grade, the instructor will state in writing the steps necessary to complete the remaining coursework. The student will sign this document and a copy will be provided to the student. The agreed-upon work must be completed in a manner satisfactory to the instructor. The work must be completed within 12 months of the last official day of the class.

Students with "I" grades cannot take ELA 693 Dissertation Seminar until the "I" grade has been changed to a passing grade (A or B) by the instructor.

## Schedule of Course Offerings

### **Fall 2 classes, 6 credit hours**

ELA 620 Doctoral Seminar: Organizational Theory

ELA 685 Elements of Research

### **Spring 2 classes, 6 credit hours**

ELA 622 Quantitative Research I

ELA 623 Qualitative Research I

### **Summer 2 classes, 6 credit hours**

ELA 630 Concepts of Leadership in Education

ELA 671 Foundations of Educational Administration

### **Fall 2 classes, 6 credit hours**

ELA 682 Quantitative Research II

ELA 670 Advanced Internship I

### **Spring 3 classes, 9 credit hours**

ELA 683 Qualitative Research II

ELA 670 Advanced Internship II

ELA 650 Higher Education Law (CC/Univ)

Or

ELA 679 Public School Law (PK-12)

**Summer 3 classes, 9 credits**

ELA 635 Special Problems: Scholarly Writing & the Southwest Border

ELA 689 Evaluation Design in Education

ELA 655 Higher Education Finance and Funding (CC/Univ)

Or

ELA 676 Education Financial Management (PK-12)

**Fall 1 class, 3 credits**

ELA 693 Dissertation Seminar

**Spring 3 - 9 credit hours**

ELA 700 Doctoral Dissertation

**Fall 3 - 9 credits**

ELA 700 Doctoral Dissertation

**Spring 3 - 9 credit hours**

ELA 700 Doctoral Dissertation

### Course Registration

ELDP uses a cohort model, which means that we accept one group of students at a time and, for each semester of that cohort's program of study, schedule required courses for the Ed.D. degree. There is no need to rush to register for ELDP courses before they fill. ELDP courses are closed to everyone, but the particular cohort. Students will receive a copy of the Schedule of Course Offerings (see above) which lists the specific courses each semester that will be offered to the cohort. Each semester, when the courses are released by the ICT department, students will receive an email from the department regarding course registration.

### Required Program of Study Submission

Students who have completed 12 credits of doctoral work are required to file the "Program of Study" form for the doctorate before registering for additional courses. This form may be obtained from the website of University Admissions: <http://prospective.nmsu.edu/graduate/forms/index.html>. Only courses required for the Ed.D. degree should be listed on this form.

### Textbooks and Course Materials

The NMSU Barnes and Noble bookstore requires all faculty members to submit book orders before the beginning of each semester. To find the book(s) for a course, go to the Barnes and Noble website, look up the course, and see the listing of books. Students are free to purchase these

books from any venue. Please save all receipts for book purchases until receiving confirmation from the instructor that the book listed by the bookstore is the correct book and edition. ALWAYS be flexible and ready to return or exchange textbooks as needed.

### Required Research Conferences

To graduate from ELDP, students must attend two research-focused academic conferences during your program of study. Students will be provided with a list of approved conferences during their orientation, and may attend these conferences (or any other approved research-based conference) at any time before ELA 700 coursework. Each student must pay for all travel to and from the conference as well as hotel, meals, taxi, tips, and any other accrued expenses. The conferences are held in different cities each year, and thus the full cost to attend each conference will vary by location. It is the students' responsibility to notify the ELA Programs Coordinator when this requirement is met. Documentation of requirement completion will be placed in students' folders. Documentation required is (1) conference form, (2) Proof of paid registration, (3) copy of front cover and (4) copy of name badge. Any other documentation will be considered supplemental.

### Internships

ELDP requires the students to complete two internships. Internships provide students with either experience working in an area of administration that is different from the student's regular job or experience conducting research for a program or project. Each internship placement site and scope of work is determined through consultation with the advisor. Each advisor will determine what assignments and documentation the students must complete to pass the course. In addition, students must complete 120 hours of work with the selected internship site. Although the students' on-site supervisors will provide feedback about the students' work, the advisors will determine the course based on successful completion of all agreed-upon internship activities, completion of 120 hours of work, and submission of all assignments.

### Academic Standing

ELA adheres to all NMSU Graduate School policies. Commonly referred to policies include the maintenance of a minimum cumulative GPA of 3.0 to remain a graduate student in the department. Students who receive a "B-" grade or below will be required to repeat that course and earn, at minimum, a "B" grade in the repeated course. Courses in which a student earns a "B-" grade or below will not be counted toward graduation. Please note that the

next offering of any course may be a semester or more away. Courses are scheduled to meet the upcoming cohort's Program of Study.

Additionally, students who have less than a cumulative GPA of 3.0 at the end of any semester will be so informed and placed on probation by the Graduate School. If, during the next enrollment period, a student fails to achieve a cumulative grade point average of 3.0 or to show substantial improvement in the quality of work, the student will be suspended from courses for one semester by the Graduate School. Students must re-apply to the Graduate School and to the ELA department if the student wishes to continue in the ELDP program after the semester suspension. If the GPA remains below 3.0 after readmission, the student will be suspended for one year, and again, must reapply to both the Graduate School and to ELA for readmission. Please see the Graduate School Handbook for complete details.

If a student feels that a grade was incorrect, the student may appeal the grade. Please see the Graduate School Handbook for the seven-step process to appeal a grade. Each step must be followed as described for the grade appeal to be considered by the Appeals Board. Students with one or more grades of "B-" or below cannot take ELA 693 Dissertation Seminar until the student has retaken the course and received a passing grade (A or B).

## Stepping Out

Students are encouraged to take all courses with their cohort. In rare circumstances, a student may need to withdraw from a course or step out of all courses for a semester. If a student needs to withdraw from courses in the first semester of the degree program, he or she may, with permission from the ELA Department Head and faculty, be allowed to join the next accepted cohort and begin again then. To do so, the student must, before taking leave, submit a letter of request to return.

- If the student did not request to be included in the next admitted cohort at the time that he or she left the first semester, then the student will need to reapply to the program as a new student. There is no guarantee that students who reapply will be selected again. The number and quality of applications are different each year, and the application will be considered in the same way as all new applications.
- If a student needs to withdraw from one or more courses once he or she has finished the first semester, the student must communicate this to the instructor of the course(s) and the student's advisor. The student may be allowed to continue taking courses with the cohort in subsequent semesters but will need to wait to take the missed courses(es) until

offered to the next cohort. This may mean that in a future semester, the student will need to enroll in more courses than other cohort members in order to make up missed courses(es). Please note; ELA only schedules courses to provide the program of study to existing cohorts. Make-up courses beyond these regularly scheduled cohort courses are not offered. Additionally, please note that, according to Graduate School policy, students must finish all coursework before taking the comprehensive exam. Students who have not completed all coursework, even though their cohort colleagues have, will not be able to move from coursework into comprehensive exam preparation by taking ELA 700 classes (see below for more information on these hours).

- If a student needs to withdraw from the university for two regular semesters (fall and spring), he or she should request a leave of absence from the Graduate School. The student must submit a formal letter through the ELA department head to the Dean of the Graduate School. Emails will not be accepted. The request should include the beginning date and the anticipated ending date for the period of absence.
- A graduate student on leave of absence will be expected not to use university facilities and place no demands upon the university faculty and staff, and therefore will pay no fees. Time spent on leave of absence status will not be counted toward time limits. A graduate student who fails to register for one calendar year without obtaining a leave of absence from the Graduate School will be considered withdrawn from the university and must make a formal application to the Graduate School for readmission at least 30 days prior to the semester that the student plans to enroll. Please consult the Graduate Catalog for specific details.
- Students who do not enroll in coursework for two or more regular semesters (fall and spring) without formal leave will be considered to have dropped out. If the student wishes to resume studies, he or she must complete two steps in seeking readmission. First, the student must formally petition the ELA department to return to the program. This petition should be a written letter to the ELA faculty as a whole, explaining the ways in which the student will be able to successfully finish if readmitted and what changes the student will make to ensure this success. The letter should be sent to the student's advisor. The advisor then requests that the petition be put on the next ELA Faculty Meeting agenda for a discussion and vote. The student will be notified of the decision by the advisor. Second, if the student is accepted back into ELA, he or she must then reapply to the Graduate School.

- Students who have finished coursework but not yet passed the comprehensive exam and are absent without Graduate School leave for two to four semesters must complete two steps in seeking readmission. First, students will be required to formally petition the ELA faculty, in writing, to be allowed to return to the program. In the written petition, the student must explain why he or she is now able to complete the degree program. Faculty will make a ruling and the result will be communicated to the student by either the student's previous dissertation advisor or the ELA Department Head. If ELA allows the student to return to the program, the student must then reapply to the Graduate School.

**Without Leave: Absent 2-5 semesters after coursework but before comprehensive exam**

**Step 1. Petition ELA for readmission**

**Step 2. Reapply to Graduate School**

**Step 3. Enroll in ELA 700 and take comprehensive exam**

- Students who have finished coursework but not yet passed the comprehensive exam and are absent without Graduate School leave for five or more semesters will be required to complete the first two steps described in the paragraph above and then retake ELA 622 Quantitative Research I, ELA 623 Qualitative Research I, ELA 682 Quantitative Research II, and ELA 683 Qualitative Research II before he or she will be allowed to take the comprehensive exam. To avoid retaking these courses, students should petition the department for readmission before the end of their fourth semester of absence.

**Without Leave: Absent 5-10 semesters after coursework but before comprehensive exam**

**Step 1. Petition ELA for readmission**

**Step 2. Reapply to Graduate School**

**Step 3. Retake 4 research courses**

**Step 4. Enroll in ELA 700 and take comprehensive exam**

**Without Leave: Absent 5-10 semesters after comprehensive exam**

- Students who have finished coursework, passed the comprehensive exam, and then stop enrolling in ELA 700 hours for two to four regular semesters without requesting a formal leave of absence from the Graduate School (see Graduate Handbook for the steps) will need to formally petition the ELA faculty, in writing, to be allowed to return to the program. In the written petition, the student must explain why he or she is now able to complete the degree program. Faculty will make a ruling and the result will be communicated to the student by either the student's previous dissertation advisor or the ELA Department Head.

**Without Leave: Absent 2-4 semesters after comprehensive exam**

**Step 1. Petition ELA for readmission**

**Step 2. Reapply to Graduate School**

**Step 3. Enroll in ELA 700 and continue dissertation work**

- Students who have finished coursework, passed the comprehensive exam, and then are absent without Graduate School leave for five to ten semesters must reapply to ELA and in addition to taking the four courses listed earlier, may be required to retake additional courses or retake the comprehensive exam as specified by the ELA faculty.

**Step 1. Petition ELA for readmission**

**Step 2. Petition Graduate School for readmission**

**Step 3. Retake four courses**

**Step 4. Complete other specified readmission conditions**

**Step 5. Enroll in ELA 700 & continue dissertation work**

- If more than ten semesters have elapsed since the date of the comprehensive examination, the doctoral candidate will be required to retake the courses listed earlier and take another comprehensive examination before admission to the final examination.

**Step 1. Petition ELA for readmission**

**Step 2. Petition Graduate School for readmission**

**Step 3. Retake four courses**

**Step 4. Enroll in ELA 700 & retake comprehensive exam**

**Step 5. Enroll in ELA 700 & continue dissertation work**

Finally, students must complete the ELA program of study within 14 semesters (seven years). Any course work more than seven years old at the time of the final examination will not be included in the program and must be retaken.

### Academic Conduct of Graduate Students

Students should consult the "Student Code of Conduct" section in the Student Handbook (see below for links) for information regarding definitions of misconduct. If the standards of conduct are deemed to have been breached by violations such as plagiarism, fabrication of data, etc., then the policies and procedures detailed in the Student Code of Conduct will be followed. If a student is unclear about the definition of plagiarism, cheating, etc., he or she should speak to his or her ELA advisor and/or course instructors. The burden of understanding falls upon the student.

### Dissertation Hours

To complete the doctoral degree, students must take a minimum of 18 credits of ELA 700 Doctoral Dissertation. It is very common for students to take more than these in order to complete the dissertation. ELA 700 allows students to work with their dissertation advisor on a one-on-one basis. Each advisor will have different guidelines and procedures for his or her students to follow. What an advisor tells one student does not apply to other students with different advisors. Each advisor determines how to assess the progress students are making on their dissertations. Students who are deemed to not be making progress will receive a grade of "U" (unsatisfactory) instead of "PR" (making progress). Students who receive three "U" grades in ELA 600 and ELA 700 Doctoral Dissertation may be dropped from the program at the request of the advisor.

### Dissertation Committee

Once students have been assigned a dissertation advisor (typically in the spring semester of the second year of coursework), the student and advisor will work together to select faculty to be on the dissertation committee. This is the committee that will hear and grade the comprehensive exam, assess

the dissertation proposal, and convene for the final dissertation defense. Once the committee is selected and has met for the student's comprehensive exam, a change of committee member will be considered on a case-by-case basis based on extreme reasons (i.e., committee member illness, faculty retirements, and faculty sabbaticals).

The dissertation committee must be made up of four members. In addition to the advisor (please see page 8 under *Advisor*), there are three other committee members on a dissertation committee. One of the other three members must be a currently employed full time ELA college or tenure/tenure track faculty member. A third committee member is most typically also a currently employed full time ELA college or tenure/tenure track faculty member. Under unique conditions, however, this third "departmental" committee member may be a graduate of the ELA doctoral program who and/or has specific expertise in the focus of the student's research. To be considered, the student would need to submit to his/her dissertation chair a memo detailing the unique expertise the student is seeking. This member must be approved by the Dissertation Chair and hold or be granted "Graduate Faculty Status". The third person must be vetted for conflict of interest and may not serve in a direct supervisory roll over the student. The fourth member must be chosen from a department outside of ELA and serves as the Graduate School Dean's representative. This person is responsible for completing paperwork, conducting the vote, and verifying that the exam was fair.

All dissertation committee members must hold Graduate Faculty Status as awarded by the Graduate School. The Graduate School lists all current graduate faculty members on its website.

At the end of each committee hearing, each member will vote to pass, fail, or adjourn the examination to a later date. Students will receive a "pass" if three or more committee members so vote. Students will fail if two or more members vote no. A third option is to adjourn the meeting. The meeting will be adjourned (postponed and rescheduled within three weeks of the date of the previous hearing) if there are at least two votes to adjourn.

All committee members must "attend" the comprehensive exam hearing, the proposal meeting, and the final dissertation defense. Attendance can be through synchronous connection methods such as Skype. Each of these three meetings of the committee is scheduled for two hours.

## Comprehensive Exam

In the semester after the student completes his or her final regular courses, the student is eligible to begin taking ELA 700 (Doctoral Dissertation) hours and preparing for the comprehensive exam. Students who do not complete the comprehensive exam in the first semester after completion of regular coursework can no longer enroll in ELA 700 hours; instead, the student will be enrolled in ELA 600 hours until the comprehensive exam is passed. ELA 600 hours do not count toward the 18 required hours of dissertation credits (ELA 700), thus a delay in completing the comprehensive exam will cause the student to have to enroll and pay for credit hours that do not count toward the degree. For the Spring semester, the comprehensive exam must be taken by April 15th (unless it falls on a weekend or holiday, the deadline will be the Friday before April 15th). For the Fall semester, the comprehensive exam must be taken by November 15th (unless it falls on a weekend or holiday, the deadline will be the Friday before November 15th).

If more than ten semesters have elapsed since the date of the comprehensive examination, the doctoral candidate will be required to retake the courses listed earlier and take another comprehensive examination before admission to the final examination.

Once the exam has been passed, students can enroll in ELA 700 hours until they have completed their dissertation and all graduate school requirements for graduation.

All doctoral programs at NMSU are required to have a comprehensive exam. The comprehensive exam in ELA consists of writing a "pre-dissertation" proposal. The proposal is a mini-version of the first three chapters of the dissertation (typically 50-100 pages). Students will work closely with their dissertation advisors to flesh out the details of the dissertation's problem statement, background to why the topic is important to education, the study's purpose and significance to the field of educational administration, a summary of key areas of the literature review, and a detailed description of the research method/design, selection of participants, research question(s) and/or research hypothesis(es), and method and description of data analyses procedures for a complete list of topics to include based on type of research methodology used). Students must provide their committee with a copy of their final document at least 10 working days before the scheduled exam meeting. The dissertation committee will hold a two-hour meeting with each student to discuss their proposal, provide feedback on the direction of the dissertation, and formally vote on whether or not the student has passed the comprehensive exam. This vote is then sent to the Graduate School for documentation (please see the Graduate School Handbook for a description

of what forms students need to submit to the Graduate School. (Note: the Graduate School suggests seven working days; ELA requires document submission ten working days before the exam). Students who pass this exam have now advanced to candidacy and can start work on their dissertation.

### Review Panel

After two years of taking ELA 600/700 hours and NOT holding your pre-proposal hearing (comprehensive exam), a student must have a face-to-face Review Panel to determine a course of action. At this time, the student in collaboration with the Review Panel will discuss the best course of action. If the student continues with the program post-Review Panel, the student at a minimum will need to enroll in Quantitative I, Qualitative I, and Dissertation Seminar at their own expense. Additional courses, may be added should the committee deem it is in the student's best interest and for the purpose of their dissertation. A program of study will be created by the Review Panel, with the course retake process culminating with Dissertation Seminar.

### Dissertation

Once students pass their comprehensive exam, they will work closely with their dissertation advisor to complete a full final version of the first three chapters of the dissertation. Recommendations made by committee members in the pre-proposal hearing must be addressed both within the document as well as in the form.

The proposal document must conform to the most current APA style rules. Students will not be allowed to schedule the dissertation proposal hearing until the dissertation advisor certifies that the document is ready to be evaluated by the student's dissertation committee. With the advisor's agreement, the student will schedule a meeting with the committee to propose that he or she conduct the fully developed research study. All recommendations agreed upon by the committee in the pre-proposal hearing must be reflected in the final proposal document. Students will, in writing, identify how each change was addressed. At the end of the meeting, the committee votes on whether the student is ready to begin his or her research. Once this committee votes yes, the student may submit the research request to the Institutional Review Board (IRB). This is the research compliance office that must approve any research done by NMSU employees and students. When the IRB gives its approval, the student may then begin to work on the remaining dissertation chapters.

## Dissertation Alternative for Ed.D. Student (TBA)

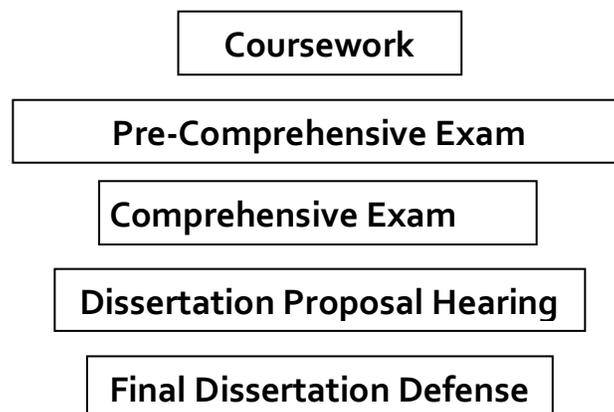
An alternative culminating project (i.e. action research project, capstone, professional project) is an option for the Ed.D. students besides Ed.D. students can still choose to do a dissertation, but have other (more professionally practical) options.

## Dissertation Defense

When all chapters of the dissertation are completed to the satisfaction of the dissertation advisor, the student may schedule the final two-hour dissertation defense meeting with his or her committee members. Again, a copy of the final document must be given to committee members at least 10 working days before the scheduled defense meeting. At the end of the meeting, the committee will vote on whether the student has successfully completed this final exam and can now be called "Doctor." This vote is submitted to the Graduate School for documentation. The student must then incorporate all changes recommended by committee members and finalize the dissertation according to the guidelines and timelines posted on the Graduate School's webpage. It is always the student's responsibility to adhere to Graduate School timelines, forms, and procedures for each required step of the doctoral degree process.

More information will be provided throughout the program and faculty members are available to answer specific questions. ELA encourages all students to review past dissertations (housed in the NMSU library) over the course of the program so that the dissertation format becomes familiar.

### Sequence of Doctoral Degree Components



## NMSU Graduate Student Resources

### **Graduate Catalog**

Find out important academic information specifically for graduate students. The catalog is meant to be kept throughout coursework work at NMSU. It contains detailed information about degree requirements and course descriptions. <http://catalog.nmsu.edu/graduate/>

**Writing Center** (575) 646-5297

### **Clara Belle Williams Hall, Room 102**

The Writing Center provides one-on-one writing consultation, feedback and brainstorming assistance on any writing assignment for all undergraduate and graduate students.

<http://www.nmsu.edu/~english/resources/writingcenter/>

### **Student Organizations**

You can find a list of various student organizations at NMSU. They are classified by the type of organization they are. Of particular interest is the Graduate Student Council, which is the student organization that represents graduate student issues in various NMSU administration committees.

<http://upc.nmsu.edu/charter/list.php?select=all>

### **Graduate School Assistantships**

ELA has a limited number of Graduate Assistantships available for our students. The assistantship can be awarded up to 20 hours a week per semester. To qualify, students must be enrolled full-time (9 credit hours), not be otherwise employed, and be in academic good standing. To apply for a Graduate Assistantship in ELA, please contact Alma Meza in the ELA office.

**Student Union** (575) 646-4411

### **Corbett Center Student Union**

The student union is home to various food facilities, post office, student government, game room, computer lab, study areas, ATMs, meeting room space and administrative offices.

<http://www.nmsu.edu/General/Maps/buildings/corbett.html>

**Campus Activities** (575) 646-3200  
**Corbett Center Room 235**

Campus Activities offers out of the classroom involvement - an essential complement to the student's academics. Leadership and personal growth opportunities are offered through student organizations, activity programming, Greek Life, and National Student Exchange and Union Program Council. <http://campusactivities.nmsu.edu/index.php>

**ASNMSU** (575) 646-4415  
**2nd Floor Corbett Center**

The Associated Students of New Mexico State University (ASNMSU) was established as the student government in 1910 with, the purpose of serving the students of New Mexico State University. <http://asnmsu.nmsu.edu/>

## General Student Resources

### Registration & Tuition

**Office of the Registrar (575) 646-3411**  
**Educational Services Building**

The Office of the Registrar handles all admissions for NMSU. One can apply for a degree through the office, as well as order duplicate diplomas or request transcripts. <http://www.nmsu.edu/~registra/index.html>

**Transcripts and Academic Records (575) 646-3411**  
**Office of the Registrar, Educational Services Building**

Official transcripts and academic records can be requested through the NMSU Registrar's Office. Student enrollment status is continually updated and unofficial transcripts and academic records are maintained for all past or present students. <http://www.nmsu.edu/~registra/transcripts/>

**ID Card Services** (575) 646-4835  
**First Floor Corbett Center Room 137**

All regularly enrolled students and Faculty/Staff are required to have an NMSU identification (ID) card. Students must present a valid ID card to university units and/or personnel to verify eligibility to access campus facilities, services, and privileges. Student ID cards also works as library cards. <http://www.nmsu.edu/~idsvs/>

## **Course Schedules**

The University's course schedule is posted on the NMSU website every semester and contains important information about classes, registration, tuition, and fees.

<http://www.nmsu.edu/course/>

**Bookstore** (575) 646-4431

### **1400 East University**

The NMSU Bookstore is one source for all course materials, official NMSU apparel and computer products at special discounted student prices.

<http://www.nmsubookstore.com/>

### **myNMSU**

myNMSU is a one stop site where students check nmsu.edu emails, register for classes, check on student employment, view their grade history and check on the status of their financial aid. <http://my.nmsu.edu>

## **Canvas**

Canvas is a web-based, interactive, e-learning management system used by NMSU. It allows for instructors to use the Internet to deliver a course and allows for distance education students to continue in their education without being physically on the NMSU campus. <http://learn.nmsu.edu>

## **NMSU Academic Calendar**

The calendar provides a list of important dates for all students, faculty, and staff of NMSU. [http://www.nmsu.edu/General/academic\\_calendar.html](http://www.nmsu.edu/General/academic_calendar.html)

## **NMSU Student Handbook**

In the Handbook, you can find various student policies concerning academic and non-academic misconduct, discipline guidelines as well as guidelines for the appeal process. <http://deanofstudents.nmsu.edu/student-handbook/>

## **Financial Support**

**Financial Aid and Scholarships** (575) 646-4105

### **Educational Services Building**

The Financial Aid Office provides assistance and information on scholarships, grants, student loans, and work-study employment. <http://fa.nmsu.edu/>

**University Accounts Receivable** (575) 646-4911

**Educational Services Building** University Accounts Receivable handles student tuition and fee billing and receivables. <http://www.nmsu.edu/~uar/>

## Campus Services

**Campus Tutoring Services** (575) 646-6050 or (575) 646-1342  
**Student Success Center - Zuhl Library, 2nd Level**

Campus Tutoring Services provides afternoon, evening, and weekend tutoring to NMSU students at no charge. Online tutoring is also available. Appointments are not required. For specific information about subjects, hours, & locations, visit the website. <http://ssc.nmsu.edu/zuhl/tutoring>

**Career Services** (575) 646-1631  
**Garcia Annex, Room 224**

Career Services offers career fairs, career advising, on-campus recruiting, practice interview sessions, resume reviews, and workshops. All students are eligible to use services. <http://careerservices.nmsu.edu/>

**Counseling Center** (575) 646-2731  
**Garcia Annex, Room 100**

The Counseling Center provides individual and group counseling services for students at no charge. Counseling is available for issues such as stress, eating disorders, incest, gender, and family concerns. Crisis assistance is offered on a walk-in basis. All main campus students are eligible to use services. <http://www.nmsu.edu/~counsel/cc/index.html>

**Student Accessibility Services** (575) 646-6840  
**Corbett Center, Room 244**

Services for Students with Disabilities is committed to providing reasonable accommodations for qualified students in accordance with state and federal laws. SAS offers a variety of services to students with documented physical, learning, or psychological disabilities. Students must bring in documentation supporting the needed accommodation, fill out our Student Information Form, and meet with the SSD Coordinator before accommodations can be made. <http://www.nmsu.edu/~ssd/>

## Health & Wellness

**Campus Health Center** (575) 646-1512  
**Corner of Breland and Stewart streets**

The Campus Health Center offers outpatient primary healthcare by a staff of physicians, nurse practitioners, and other healthcare professionals. Full and part-time NMSU undergraduate and graduate students with valid NMSU ID and verification of enrollment are eligible for services. Fees are charged for Lab, X-ray, or Pharmacy services, as well as for any medical supplies. Insurance claim filing assistance is offered with proof of insurance and receipts. Students may obtain additional information on supplemental health insurance through the SHC Insurance Office. <http://wellness.nmsu.edu/shc/>

**Recreational Sports/Activity Center** (575) 646-2907

Open recreation and weight room facilities are available to students with a full-time ID or paid activity pass. Intramurals, outdoor recreation, and Fitness/Wellness programming are available. Published open recreation and weight room hours are available at the center.

<http://www.nmsu.edu/~recsport/>

**Aggie Fit** (575) 646-2907

The program offers access to both the Activity Center & Natatorium and group fitness classes and participation in intramurals.

<http://wellness.nmsu.edu/aggiefit/>

**Aquatic Center** (575) 646-3518

**Aquatic Center, on Stewart Street between Locust and Williams Ave.**

The Aquatic Center is NMSU's aquatic resource center. It provides the venue for intercollegiate sports, intermural sports and recreational swimming.

<http://recsport.nmsu.edu/aquatics/>

## Library Services

**NMSU Libraries** (575) 646-2932

NMSU Libraries offer over 1 million volumes in 2 locations on campus: Zuhl Library and Branson Hall Library. Any permanent New Mexico resident can check out a total of 5 books at any one time from the NMSU Libraries.

<http://lib.nmsu.edu/index.shtml>

**Zuhl Library Copy Center** (575) 646-6910

**Zuhl Library, 1st floor**

The NMSU Zuhl Copy Center provides a fast, cost-effective and high-quality document duplicating and finishing service to the University community.

<http://lib.nmsu.edu/depts/accserv/copycenter.shtml>

## Parking & Transportation

### **Parking Department (575) 646-1839 725 College Drive (at the northeast corner of College Dr. & Union Ave.)**

The NMSU Parking Department is responsible for administering the parking program for NMSU. This includes issuing parking permits, enforcing parking regulations, and maintenance and development of parking lots. The free lots are indicated by a brown color on the official parking map. Permits are not required to park in free lots. Visitors may use metered spaces, obtain a free weekly visitor parking permit from the Parking Department, or obtain a free daily e-permit on-line at <http://www.campusvisitor.com>.

<http://www.nmsuparking.com/>

### **Pete's Pickup (575) 646-1111**

Campus can be a little scary late at night. Whether you've been studying late at the library, had a late extracurricular meeting, or if you're out late on campus for any other reason, you can always call Pete's Pickup for a safe escort to your car or dorm. Pete's Pickup will take you anywhere on campus.

<http://asnmsu.nmsu.edu/programs/petespickup/index.html>

### **Crimson Cab (575) 524-TAXI (8294)**

Crimson Cab provides a FREE cab ride with a valid NMSU ID. Call 575.524.TAXI 7 days a week from 9 pm to 5 am. Don't drink and drive.

<http://asnmsu.nmsu.edu/aggie-transportation/crimson-cab/>

## Computer & Technical Services

### **Student Technology**

The Student Technology site is your one-stop source for information and instruction about technology at NMSU. The site can be used as a reference for computing-related questions. <http://studenttech.nmsu.edu/>

### **Student Information Management (575) 646-PETE (7383) Educational Services Building**

Student Information Management (Pete's one-stop-shop) works in partnership with the Division of Student Success and the NMSU community to provide functional, technical, and business intelligence support services for student administrative and reporting systems. Contact by email is available also: [onestop@nmsu.edu](mailto:onestop@nmsu.edu) or <http://sim.nmsu.edu/>

**Accounts and Passwords (575) 646-1840**

Access to a variety of NMSU online services are based on usernames and passwords. NMSU students can activate the new credential by going to <http://my.nmsu.edu> and clicking on the "Register Now" button.

<http://ict.nmsu.edu/eaccounts.html>

**ICT Customer Service and Helpdesk (575) 646-1840****ICT Building (Across from O'Donnell Hall, behind the New Science Hall) Room 140**

ICT Customer Service provides assistance for NMSU's voice, video, data, network and Information Technology needs at NMSU. The ICT Helpdesk in Room 140 also provides walk-in support for many common software and desktop computer issues. <http://ict.nmsu.edu/csc/index.html>

**Campus Safety****Fire Department (575) 646-2519****Corner of Wells St. and Research Ave.**

The NMSU Dept. of Fire & Emergency Services (DFES) provides emergency response for the NMSU main campus. DFES also provides fire prevention and various forms of public education related to emergency services.

<http://www.fire.nmsu.edu/>

**NMSU Police (575) 646-3311****725 College Drive, Las Cruces, NM 88003**

The NMSU Police Department is a full service, 24-hour a day police agency, complete with its own enhanced 911 emergency dispatch center, criminal investigations section, and training staff. <http://www.nmsupolice.com>

## **Attachment A: List of Approved Conferences**

### **Spring**

ACPA Annual Conference

<http://convention.myacpa.org/boston2019/>

American Association of Community Colleges (AACC)

<http://www.aacc.nche.edu/newsevents/Events/convention2>

American Educational Research Association (AERA)

<http://www.aera.net/>

Critical Race Studies in Education Association (CRSEA)

<http://www.crsea.org>

NASPA Annual Conference

<https://www.naspa.org/about>

The Council for the Study of Community Colleges (CSCC)

<http://www.cscconline.org/>

### **Fall**

Association for the Study of Higher Education (ASHE)

<http://www.ashe.ws/>

International Leadership Association (ILA)

<http://www.ila-net.org/>

National Association for Multicultural Education (NAME)

<https://www.nameorg.org>

National Indian Education Association (NIEA)

<http://www.niea.org/>

Research on Women and Education (RWE)

<http://www.rwesig.net/>

University Council for Educational Administration (UCEA)

<http://www.ucea.org/>

## **Attachment B: Sample ELDP Internship Guide Sheet**

The goals for ELA Internship I and II are to allow you to engage in experiences that will help you in your dissertation work and/or to build leadership skills and knowledge in an interesting but perhaps unfamiliar area of administration. To create your internship experiences, you need to work closely with your faculty advisor.

The first step is to set up time for a phone or in-person conversation to discuss your initial ideas. By the time of the conversation, you should have an idea of what skills or knowledge you would like to gain to prepare you further for your dissertation project and/or the professional skills and administrative knowledge you would like to gain. In essence, this first conversation is the beginning of the outline for an understanding by you and your advisor of where you are now in skills and knowledge and where you want to develop to by the end of the internship. You will also talk to your advisor about specific internship projects that you believe may provide you with the growth and knowledge you are seeking.

After talking through your internship ideas and getting approval for a possible specific internship, the next step is to contact the person who will be your field supervisor for the internship. This is the person that you will work with to create the specific goals and objectives that you will accomplish to get to your learning outcomes. In general, for each 120-hour internship, a student and field advisor should come up with four to five main goals, along with a list of the specific objectives you will achieve as you work toward each goal. The objectives should be listed in measurable terms. The accomplishment of these objectives will be the way through which you, along with your field supervisor and faculty advisor, will measure your achievement of the main internship goals.

Once you have developed a working plan with your field supervisor, you should make another appointment with your faculty advisor to discuss the initial plan. Your advisor will help you finalize the details of the plan. Once the field supervisor and your faculty advisor has approved the internship plan, then you should write this plan out, including at least two measurable outcomes for each goal/objective you have listed. For example, if a goal is to "understand the informal communication process within a department or office," then you must detail the document you will produce that will demonstrate your accomplishment of this goal. The end-of-course assignment will be determined individually by each internship advisor.