

**Educational Leadership (Ed.D.) Program**  
**Doctoral Student Handbook**

**Department of Educational Leadership &  
Policy Studies**

**North Carolina State University**

**Revised May 7, 2009**

**Welcome** to the doctoral program in Educational Leadership at NCSU! We want to help you achieve your goals and have created this Handbook with you in mind. As a graduate student, you are responsible for meeting deadlines, following your plan of study, seeking advice and assistance when needed, and the like. This Handbook provides you with essential information and helpful tips to make your progression through the doctoral program less confusing.<sup>1</sup>

## **MINIMUM ENTRY REQUIREMENTS AND APPLICATION PROCEDURES**

Since the doctoral program prepares students to assume significant leadership positions at the central/district office level, applicants must hold or be eligible for a North Carolina principal license (Level I administrative license). Preference may be given to practicing school administrators. Applicants must also meet graduate school requirements. Admission is competitive. With the exception of off-campus cohort-based programs (which have their own admissions deadlines), applicants to the campus-based doctoral program have the following deadlines: March 31 and October 1. Applicants apply on-line ([www.ncsu.edu](http://www.ncsu.edu)) and must provide all requested documents as stated in the on-line application, including but not limited to two official transcripts from each school attended, an official statement of GRE or MAT scores (taken within the last 5 years), a statement of career goals, resume, and autobiographical statement. Although no minimum GPA or GRE/MAT score is required for admission, higher is always better.

## **Ed.D. DEGREE PROGRAM OVERVIEW**

### **PROGRAM DESCRIPTION**

The Ed.D. in Educational Leadership at North Carolina State University leads to superintendent licensure (Level II and Level III) and is intended to prepare district-level school leaders who can:

- Provide sound instructional leadership at all levels
- Use qualitative and quantitative data as a basis for school improvement
- Effectively administer fiscal, curricular, and personnel resources
- Exhibit strong written and oral communications skills
- Participate effectively in educational politics, policy analysis, and development
- Critically and strategically analyze school problems
- Demonstrate effective leadership at the school and district level
- Administer schools in a legally and ethically defensible manner
- Demonstrate excellence in administration

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<sup>1</sup> Please note that this Handbook is for informational purposes and is meant only to serve as a guide. This Handbook is not a legally binding document and does not supersede NCSU's policies as determined by the Graduate School. While every effort is made to keep the information contained herein up-to-date, sometimes changes in the program are made that may not be reflected in this Handbook. Any questions should be directed to your advisor or the Program Coordinator.

The Ed.D. in Educational Leadership requires completion of a minimum of 55 doctoral credit hours, including 14 courses, plus a 6-credit internship, a 1-credit comprehensive examination, and a minimum of 6 hours of dissertation research (891/895) and the dissertation. A Doctoral Student Flow Chart that highlights the major components of the doctoral process is included at the end of this Handbook. See the Graduate Catalog for a description of all courses offered in the department:

[www2.acs.ncsu.edu/reg\\_records/crs\\_cat/dir\\_ELP.html#graduate](http://www2.acs.ncsu.edu/reg_records/crs_cat/dir_ELP.html#graduate)

### **FACULTY AND AREAS OF SPECIALIZATION**

Since you will be working most intensely with departmental faculty as you progress through your studies and develop your dissertation, you should become familiar with the faculty and their areas of specialization.

Dr. Thomas Alsbury, Associate Professor (leadership, superintendency)

Dr. Paul Bitting, Associate Professor (ethics, philosophy, history of education)

Dr. Kevin Brady, Assistant Professor (school law, finance, technology)

Dr. Bonnie C. Fusarelli, Assistant Professor (qualitative methods, politics, policy)

Dr. Lance Fusarelli, Associate Professor (superintendency, politics, policy)

Dr. Peter Hessling, Teaching Assistant Professor (social foundations of education, qualitative methods)

Dr. Matthew Militello, Assistant Professor (leadership, data-based decision making)

Dr. Robert Serow, Professor (politics of P-12 and program implementation)

Dr. Tamara Young, Assistant Professor (policy, organizational theory)

### **TIME REQUIRED TO COMPLETE THE ED.D. PROGRAM**

Students are allowed a maximum of six (6) calendar years from admission to the Ed.D. program to attain candidacy (pass comprehensive exams and complete all coursework, including the internship) for the degree and a maximum of ten (10) calendar years to complete all degree requirements, including the dissertation. The term limit remains at 10 years even if a student has an approved leave of absence during the 10-year period.

### **MAINTAINING CONTINUOUS ENROLLMENT**

Once a student is admitted to the program, he/she is required to maintain continuous registration (fall and spring) until he/she has graduated unless the Director of Graduate Programs and the Graduate School approve an official leave of absence, not to exceed one year. Failure to maintain continuous enrollment will result in termination of the student's program of study in the department. Students whose enrollment has been terminated must reapply for admission into the program in order to resume their studies at NCSU. Students reapplying for admission will not be given preference in admission and will be considered with all other applicants.

## **LEAVE OF ABSENCE**

Occasionally, a student may need to interrupt his/her program and request a leave of absence for a definite period of time not to exceed one year. The request must be made at least one month prior to the term involved. This requires good reasons and endorsement of the request by the student's Plan of Work committee, the Director of Graduate Programs in the Department, and approval by the Graduate School. The time on approved leave will be included in the time allowed to complete the degree (i.e., it counts and the clock does not stop).

## **REQUIREMENTS FOR GRADUATE CREDIT**

Students who fall below a 3.0 grade point average after completing 12 or more credit hours of coursework in the Ed.D. Program will be terminated from the program. To receive graduate degree credit for a course, a grade of "C-" or higher is required. To graduate, a student must have a minimum 3.0 average on all courses on his or her Plan of Graduate Work as well as on all graduate coursework taken at NCSU.

## **INCOMPLETES**

According to graduate school policy, the grade of "IN" (incomplete) may be given in any course at the discretion of the instructor for work not completed because of a serious interruption of the student's work not caused by her or his own negligence. A student who receives an "IN" must complete the unfinished work to have the incomplete converted to a final grade **by the end of the next semester in which the student is enrolled**, provided that this period is no longer than 12 months from the end of the semester or summer session in which the incomplete was received.

## **NO FOREIGN LANGUAGE REQUIREMENT**

The curriculum for the Ed.D. in Educational Leadership does not include a foreign language requirement.

## **REQUIRED COURSEWORK**

The following comprise a list of the courses currently offered in the EdD program. Students should consult with their doctoral chair for a list of required courses that will be part of their Work Plan. Students can certainly take courses not on this list if approved by their doctoral advisor as part of their Work Plan.

During your first year in the program, you may not have selected a doctoral chair, so you can contact your tentative advisor (see your departmental admission letter) with questions about courses to take, if necessary. However, courses do not need to be taken in any particular sequence except (a) you should attempt to take ELP 756 during the first year, and (b) you would need research class ELP 742 and ELP 736 prior to taking any advanced research course.

**Basic Courses [Choose 7]**

ELP 724	Contemporary Educational Thought
ELP 795D	Human Relations: Communication, Culture, & Change
ELP 751	Politics of P-12 Education
ELP 756	Organizational Leadership & Management
ELP 795A	Leadership for School Improvement
ELP 735	Policy Research in Education
ELP 795N	Seminar in Leadership Studies
ELP 720	Cases in Educational Administration
ELP 780	Evaluation Theory & Practice
ELP 795F	Formative Ideas in American Education
ELP 795I	Instructional Leadership
ELP 820	Independent Study [6 credits max.-permission req.]

**Focus Area [Choose 2]:** Either 2 additional courses listed above or approved outside courses.

**Research Courses [Choose 3]:**

ELP 742	Applied Research Methods [Generally offered- Fall]
ELP 736	Qualitative Research in Education [Generally offered-Fall]
ELP 743/737	Advanced Qualitative or Advanced Quantitative [Generally offered-Spring]

**Internship [6 Credits]:**

ELP 851	Internship
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**Doctoral Exam:**

ELP 890	Doctoral Preliminary Exam (Written Comps) (1 cr)
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**Dissertation Preparation:** [Taken last to prepare for your proposal]

ELP 891	Problems in Research Design in Education
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**Dissertation Writing [9 credits]:**

ELP 895	Doctoral Dissertation Research
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**TRANSFERRING COURSEWORK**

The Graduate School requires that a minimum of 54 hours of doctoral coursework be completed at NC State. Therefore, any doctoral courses (maximum of 6 credit hours, subject to approval) taken at another university will not count toward the 54-hour minimum. Such courses are simply “added on” to the program of study.

## **SUPERINTENDENCY INTERNSHIP**

All Ed.D. students must complete a year-long, 2-semester internship. The Distance Education Coordinator, Dr. Ken Brinson, will arrange for placement and will provide students with additional details of the internship requirements (i.e., meeting schedule, development of a portfolio, etc.). One of the requirements for the internship for all students (including those in off-campus cohorts) is that students attend a series of on-campus seminars that meet once a month throughout the academic year. If you have any questions about the internship, please contact Dr. Brinson at: [ken\\_brinson@ncsu.edu](mailto:ken_brinson@ncsu.edu)

## **UNGRADED (S/U) COURSES**

The following courses are ungraded: ELP 820 (Special Problems – Independent Study), ELP 851 (Internship), ELP 891 (Problems of Research Design), and ELP 895 (Doctoral Dissertation Research). Students receive either a Satisfactory (S) or Unsatisfactory (U) grade in these courses. Students receiving an unsatisfactory grade for a course will need to take the course again and the course in which a student received a (U) will not count toward the student's Plan of Work.

## **INDEPENDENT STUDY**

A maximum of 6 hours of independent study (ELP 820 – Special Problems) may be taken and counted towards the 54-hour minimum credit requirement, subject to approval by the student's Plan of Work Committee. Except under extraordinary circumstances, independent study courses are usually not allowed to take the place of a regularly scheduled course. Consult your advisor before registering for Independent Study.

## **I'VE BEEN ADMITTED, NOW WHAT DO I DO?**

After you receive your formal acceptance letter from the Dean of the Graduate School, you will receive a letter from the Educational Leadership Program Coordinator that provides some basic information, including your all-important **STUDENT ID NUMBER** (don't lose this – keep it somewhere safe and easy to find). All students are assigned a temporary advisor. This advisor serves as your point of contact in the department. You should contact them about course selection and program requirements.

## **REGISTERING FOR COURSES**

You are responsible for being aware of registration deadlines. Academic and enrollment calendars are located on the web at [www.ncsu.edu/registrar/](http://www.ncsu.edu/registrar/). At the same site you will find a link to course offerings. Registration is done through MyPack Portal using your Unity ID and password (available from Computing Services at (919) 515-HELP (4357)). After you register, payment of tuition and fees must be made by the due date (see [http://www.fis.ncsu.edu/cashier/billing/ebill\\_login.asp](http://www.fis.ncsu.edu/cashier/billing/ebill_login.asp)) to prevent cancellation of your course schedule. Doctoral students enrolled in off-campus cohorts will be registered for courses by the Director of Distance Education (Ken Brinson).

## PATENT AGREEMENT

Students must sign a statement agreeing to abide by the University's patent policies before their Plan of Work will be approved. **This should be done upon admission to the program and sent to the Department's Program Assistant.** Go to: <http://www.ncsu.edu/grad/faculty-and-staff/forms-list.html> to download the form.

## HOW DO I SELECT A DISSERTATION CHAIR AND HOW DO I PUT TOGETHER A DISSERTATION COMMITTEE?

### DOCTORAL DISSERTATION COMMITTEE

A student's dissertation committee will consist of at least four Graduate Faculty members, three of whom must be members of the Department of Educational Leadership and Policy Studies (tenured or tenure-track faculty). The fourth member must be a faculty member in another department—this can be someone who has agreed to serve on the committee. If all four members of the dissertation committee are ELPS faculty members, the Graduate School will appoint a representative (the 5<sup>th</sup> member of the committee) to maintain the integrity of the process.

Advice in selecting a dissertation chair/mentor and committee: After you have taken courses from some of the faculty in your first year, you will have some idea as to how well you relate to them, what their research interests are, and their areas of expertise. Simply ask the faculty member if they would agree to serve as chair of your committee. While occasionally a faculty member may decline due to factors such as time commitments, advising workload, etc., you will not find it difficult to find someone to serve as your dissertation chair. After finding a chair, the rest of your committee (2 other department faculty plus 1 member from outside the department) should be selected **in consultation with and with the approval of your chair.** Ideally, you want faculty on your committee who are interested in you as an individual, interested in your topic, and have special skills and knowledge that will facilitate your research.

Note: **Your temporary advisor will be assigned during your 1<sup>st</sup> Semester in the program.** They will advise you on a doctoral chair and on course selection. Often students remain with their temporary advisor for a doctoral chair but you should discuss this with your temporary advisor and **finalize your dissertation chair selection the semester after completing 12 credits of coursework.**

### WHAT HAPPENS IF I NEED TO CHANGE MY COMMITTEE?

Occasionally, students may need to replace faculty members on their committee (even their chair). While potentially disruptive and anxiety-inducing, simply discuss the situation with your advisor/chair and any other faculty who are involved. We will help you reconstitute your committee and file the proper paperwork with the Graduate School (pending their approval of the change).

## **PLAN OF WORK (POW)**

By **the Semester after completing 12 credits of courses**, students should have their dissertation chair, committee, and drafted a program of graduate study (a.k.a.: a Plan of Work). A Plan of Work is a semester-by-semester schedule of courses that a student plans to take to meet his or her degree program requirements. The POW is entered online via MyPack Portal.

The student should work with their Dissertation Advisor to complete the Plan of Work. The POW must be approved by your Advisor and all Dissertation Committee members (2 other department faculty plus an approved outside member). After approval by the department's Director of Graduate Programs, the POW is forwarded to the Graduate School for approval. The POW can be modified as necessary, subject to approval by the Graduate School. The purpose of the POW is to protect students in the event of any changes in program requirements.

## **I'M IN A COHORT AND I HAVE TO WITHDRAW FROM A COURSE WHAT DO I DO?**

Students enrolled on off-campus cohort-based programs are required to take 2-3 classes per semester together with their cohort. If for any reason a student needs to withdraw from a course(s) or cannot take a required course, the student must take the course on campus (paying the on campus tuition rate) whenever the course is offered. Please note that since courses are not offered every year, this will likely disrupt and delay the student's progression through the program.

## **REQUIRED EXAMINATIONS**

### **PRELIMINARY WRITTEN EXAMINATION (COMPS)**

The successful completion of the Ed.D. degree in Educational Leadership requires that students demonstrate content mastery (beyond passing the courses) in core program areas as determined by the faculty. Completing coursework (even with excellent grades) is insufficient in a doctoral program of studies. The comprehensive exam has two parts—the written exam and the oral defense. The comprehensive examination may be taken after the student has been in the program for at least two academic years (irrespective of full-time/part-time status) and completed all the required courses covered on the exam. **Students cannot register for dissertation credit before taking and passing the written and oral comprehensive examinations.**

All question areas in the comprehensive examination require the student to demonstrate competence in critical thinking, use of theory, integration of research methodology as applicable, and knowledge of the development of practice and policy for addressing problems and issues associated with school leadership.

To register for the written comps, sign up for ELP 890 (doctoral preliminary examination) for 1 credit hour for the semester you plan to take the exam. The written

preliminary examination is a take-home examination. Students will have 6 weeks to complete the written portion of the exam. Students submit their written responses to the Program Coordinator. The exams are then reviewed and graded by the faculty.

Possible grades on each section of the examination includes “pass with distinction,” “pass,” and “fail.” The “pass with distinction” is awarded for exceptional performance and is rare. A “pass” indicates the candidate adequately answered all questions in each section of the examination. A “fail” means that the student failed to adequately answer any or all questions/sections on the examination. Students will receive notification of their grades approximately 6 weeks after submission of the exam.

**What happens if I fail any portion of the written comps?** In the event that you fail any portion of the written comps, you will need to register for comps again the next semester (you cannot take the exam twice in the same semester). A student failing any portion of the written or oral comps will have an opportunity to retake the portion they failed the next semester. However, the student **CANNOT** advance further in the program (i.e., cannot begin their dissertation work) until they have passed all sections of the comps (both written and oral).

### **PRELIMINARY ORAL EXAMINATION (COMPS)**

Upon satisfactory completion of the written portion of the comprehensive exams, the student, after consulting with their advisor, must submit a request to schedule the doctoral preliminary oral exam. Students should schedule the oral preliminary examination within 6 weeks of being notified they received a “Pass” on the written exam. The oral examination is conducted by members of the student’s advisory committee and the Graduate School Representative (if required) and is open to all Graduate Faculty. The primary purposes of the oral exam are to answer questions that the committee members have about answers on the written exam and to demonstrate the student’s knowledge of the content area. Before the oral exam, committee members will advise a candidate of their concerns based on the written examination answers. In addition, students should be able to identify and discuss educational leadership’s major literature, theories, and approaches.

Successful completion of the comps serves as a signal to the student, the faculty, and the Graduate School that the student has attained mastery in the field of educational leadership sufficient to become a candidate for the doctoral degree and that the student is ready to undertake an extensive, independent, and original research project.

**What happens if I fail any portion of the oral comps?** A unanimous vote by the members of the advisory committee is required for the student to pass the oral exam. Failure to pass the exam will require scheduling another oral examination the following semester. However, **only one oral reexamination is permitted in the doctoral program.** Failure to pass both the written and oral examinations terminates the student’s work/program of study at NCSU.

## ADVANCEMENT TO CANDIDACY

A student is admitted to candidacy upon completing required coursework, including the internship, and passing the preliminary written and oral examinations (comps) without conditions. In the Ed.D. program, this means that you will be eligible to receive Level II certification.

## THE DISSERTATION

Without question, the most difficult part of doctoral study is successfully developing and completing a dissertation. The NCSU Graduate Catalog states, "The doctoral dissertation presents the results of the student's original investigation in the field of major interest. It must represent a contribution to knowledge, be adequately supported by data and be written in a manner consistent with the highest standards of scholarship."

Students may register for dissertation research hours only after consultation with their dissertation chair/advisor and only after successfully completing required coursework, the internship, and passing both the written and oral comprehensive exams. **Dissertation proposal and final oral defenses may not be scheduled during the summer session (only during the Fall and Spring semesters).**

### APPROVAL OF DISSERTATION PROPOSAL (PROPOSAL DEFENSE)

The NCSU Graduate Catalog states:

"The doctoral dissertation presents the results of the student's original investigation in the field of major interest. It must represent a contribution to knowledge, be adequately supported by data and be written in a manner consistent with the highest standards of scholarship. Publication is expected."

After being admitted to candidacy (i.e., completing all required coursework, including the internship and successfully passing the written and oral comprehensive exams), students should select a dissertation chair and work with them to develop a dissertation proposal. When the proposal meets the standards set by the chair, the student will meet with their entire doctoral advisory committee and present a formal dissertation proposal. The proposal is typically the first three chapters of the dissertation: (1) Introduction/Statement of the Problem, (2) Literature Review, and (3) Methodology. The specific headings and subheadings are determined in consultation with your dissertation chair and committee. Each chapter is described in more detail below:

- (1) Introduction/Statement of the Problem: The first chapter of your dissertation establishes the contextual and theoretical framework justifying the dissertation. First, it states a substantive problem and documents its significance. Typically, some background or context for the study is provided. Second, it introduces a theoretical framework (and perhaps a specific theoretical model) that will guide inquiry into this problem. The purpose of theory is to identify the factors important to a problem, their relationship to one another, and the extent or impact of these relationships.

- (2) Literature Review: This chapter examines the academic and practitioner literature, elaborates on the significance of the research problem, and develops fully the theoretical perspective to be used. The literature review should incorporate both an overview of competing theoretical frameworks and a statement of the reasoning/justification for the one chosen. Anticipating the formal presentation of your research hypotheses in the methods section, the review should be organized around the research question(s) associated with the theoretical perspective you have chosen to emphasize. The literature review forms the intellectual canvas on which you are painting your own research picture. The literature review needs to be extensive enough to demonstrate your very "good grasp" on the conceptual options available. Finally, it is important to place your proposed dissertation within this research stream; your research is amending, adding to, or rejecting this literature. A high quality literature review is more than a restatement of the research in the field—it should include your evaluation of the strengths and weaknesses of the research on your topic.
- (3) Methodology: This chapter sets out the research design by which you intend to test or study your research problem. First, it identifies how the theoretical factors discussed in the Literature Review will be operationalized (indicating how these variables are to be measured). Second, it describes the research design of your study and the data sources you will use or establishes a means for producing the data (qualitative, quantitative, or mixed; population or sample; statistical, comparative, case study, quasi-experimental, or experimental). Finally, it discusses the type of data analysis appropriate for answering the research questions raised by the theoretical framework and model (e.g., how do you know the problem has been "solved" or addressed?).

**After approval from your chair**, students should submit **paper copies** of your dissertation proposal to all members of your committee. **Do NOT submit electronic copies to your committee. You MUST give the members of your dissertation committee at least three weeks to review your proposal.** Failure to do so will result in cancellation of the defense. Guides to writing a dissertation are often helpful and are available in NCSU's library. See Appendix A for a Sample Title Page for the Dissertation.

During the oral defense of your proposal, the student will make a presentation highlighting the major components of the proposal. The format and length of the oral presentation varies: some students do a PowerPoint presentation, some use overheads, and some just talk. It's up to the student and the chair, so contact your chair for more details. After the student makes their oral presentation of their proposal, they will be asked a series of questions from their committee. Typically, a proposal defense lasts 2-3 hours. At the conclusion of the oral defense, the candidate will be asked to leave the room while the committee discusses whether the proposal has sufficient merit to permit the student to conduct the study. The committee has several options: (1) they may pass the student unconditionally; (2) they may grant a conditional pass and request minor revisions that need to be made before the student proceeds with the study; (3) the committee may grant a conditional pass but require more significant revisions and

conditions that must be satisfied before the student proceeds with the study; or (4) the committee may determine that another full oral defense is required because the student's dissertation proposal is of insufficient quality that a second defense must be held after the student has substantially reworked their proposal.

If a student passes unconditionally, the committee members may sign the title page of the proposal to signify that they have approved the dissertation proposal. A copy of the signed title page and prospectus should be given to the graduate secretary to file in the student's file. Students who fail to receive early approval for their proposal risk wasting time on projects that do not meet the "highest standards of scholarship." Human subjects approval (IRB) must be secured by the student **before** any data is collected.

### **FINAL ORAL EXAM**

The final oral exam is scheduled after the dissertation and all required coursework are complete but not earlier than one semester after admission to candidacy. In other words, you cannot defend your proposal, complete your dissertation, and schedule your final oral in the same semester. After approval from the chair and at least **three weeks** prior to the final oral examination, the chair of the student's dissertation committee submits the dissertation to committee members for review. Four calendar months or its equivalent after admission to candidacy or later, and after the dissertation is complete except for minor revisions as may be necessary as a result of the final exam, the chair submits to the Graduate School the Request for Approval to Schedule the Doctoral Oral Examination, designating a request for permission for the candidate to take the final oral exam. Requests should be filed at least two weeks before the date of the examination. Upon approval of the request, the student and the examining committee, including a Graduate School representative, are notified of the time and place of the examination.

Be sure to submit **paper** copies of the entire dissertation to all members of your committee. Do **NOT** send faculty electronic copies of your dissertation. The Ed.D. dissertation defense should be a professional polished presentation whereby the student defends the methodology used, and the findings and conclusions reached. The defense is conducted by the dissertation committee and is open to the university community. The chair has the option to allow visitors to ask questions; however, it is the chair's responsibility to maintain a scholarly atmosphere and keep the student's best interest foremost. A unanimous vote of the committee is required to pass the final oral exam.

### **FORMATTING YOUR DISSERTATION**

Doctoral students in educational leadership must follow the formatting style of the **APA (American Psychological Association), 5<sup>th</sup> edition**. In addition, the Graduate School has some specific requirements. To obtain a copy of the Graduate School's **Thesis and Dissertation Guide**, go to: [www.fis.ncsu.edu/grad\\_publicns/thedis/](http://www.fis.ncsu.edu/grad_publicns/thedis/) This Guide contains information about required elements, submission requirements, and deadlines. All students must make an appointment with the University's Thesis Editor/Residency Officer as soon as possible after successfully defending their

dissertation (final oral). The Graduate School requires that all dissertations be submitted through the Electronic Theses and Dissertation system (ETD).

As you can see from this document, completing a doctoral program is very challenging and complex. **You cannot rush this process.** Deadlines are very firm, fixed, and early. So, plan ahead and allow plenty of lead time to complete each step.

## **GRADUATION!!!**

Graduation is a joyous and momentous affair, with much pageantry (the doctoral robes are very nice). An Application for Graduation must be completed via MyPack Portal before the deadline set by the Graduate School for the given semester.

## **FINANCIAL SUPPORT**

### **RESEARCH ASSISTANTSHIPS/FELLOWSHIPS**

The Office of Scholarships and Financial Aid (OSFA), in 2016 Harris Hall, assists students and parents in applying for and securing financial assistance when family resources are insufficient to meet educational expenses. The OSFA offers individual as well as group financial aid counseling assistance. If you have a question about financial aid -- including scholarships, grants, loans, and campus employment -- or need assistance with any part of the financial aid process, they are here to help. For more information, call (919) 515-2421 or go to: [www7.acs.ncsu.edu/financial\\_aid/](http://www7.acs.ncsu.edu/financial_aid/)

Funds for assistantships are allocated to Colleges and Departments or developed through grant and contract funding. The usual half-time work schedule is 20 hours per week for 15 weeks each semester. Some contracts are for quarter-time and others are based on specific project activities. Availability varies from year to year. In addition to OSFA, inquiries should be directed to the Program Coordinator, the College of Education's Associate Dean for Graduate Studies, the Office of Planning and Institutional Research, and the Graduate School.

### **STUDENT PROFESSIONAL TRAVEL**

Depending upon the availability of funds, Ed.D. students may be eligible for a small travel stipend to attend **approved** professional conferences, particularly if the student has had a paper accepted for presentation at the conference. See the Program Coordinator or your advisor for availability. In particular, faculty in educational leadership and policy studies typically attend the annual conferences of the University Council for Educational Administration (UCEA) and the American Educational Research Association (AERA). UCEA is held in early November and AERA is typically held in April. Graduate students are encouraged to submit paper proposals to these conferences. Go to [www.ucea.org](http://www.ucea.org) and [www.aera.net](http://www.aera.net) for deadlines and registration information. Graduate students may join AERA at the student rate of \$25 per year which entitles them to receive 2 professional journals. See your advisor or go to AERA's website for details.

## **OTHER RIGHTS AND RESPONSIBILITIES**

## **GRADUATE STUDENT MISCONDUCT**

The primary purpose for discipline in the University setting is to protect the campus community. Consistent with that purpose, reasonable efforts will also be made to foster the personal and social development of those students who are held accountable for violations of University regulations.

For specific definitions or examples of academic dishonesty and nonacademic misconduct with possible sanctions, see the NC State Code of Student Conduct ([www.ncsu.edu/policies/student\\_services/student\\_discipline/POL11.35.1.php](http://www.ncsu.edu/policies/student_services/student_discipline/POL11.35.1.php)). The Dean of the Graduate School will interpret the Code to reflect the special circumstances and expectations for graduate students, including descriptions of academic dishonesty, misconduct, and sanctions. Information about misconduct and related policies and procedures can be found at the Office of Student Affairs website ([http://www.ncsu.edu/student\\_affairs/osc/procedures.html](http://www.ncsu.edu/student_affairs/osc/procedures.html)).

## **UNIVERSITY POLICY ON ACADEMIC INTEGRITY**

North Carolina State University's policy on academic integrity states: "The act of submitting work for evaluation or to meet a requirement is regarded as assurance that the work is the result of the student's own thought and study, produced without assistance, and stated in the student's own words, except as quotation marks. References or footnotes acknowledge the use of other sources. Submission of work used previously must first be approved by the instructor." For additional information, refer to the NCSU Code of Student Conduct available at:

[http://www2.ncsu.edu/prr/student\\_services/student\\_conduct/POL445.00.1.htm](http://www2.ncsu.edu/prr/student_services/student_conduct/POL445.00.1.htm)

Students are reminded that plagiarism is also a violation of the honor code. Papers detected as plagiarized will at a minimum receive a grade of "0" for the assignment. Material quoted verbatim must be enclosed in quotation marks and accompanied by a citation to authority. Ideas paraphrased from a source must also be attributed to that source in a citation. Students unsure about the rules that apply to paraphrasing, documentation cites, or anything else that may constitute plagiarism or bring into question the honesty of the work should consult the course instructor or their advisor.

## **ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES**

Students who require accommodations for identified physical or learning disabilities need to contact the instructor at the beginning of the semester, preferably within 24 hours of the first session. The Office of Disability Services for Students (DSS) will assist in certifying the disability and structuring the particular accommodations for courses. Additional information is available at: [http://www.ncsu.edu/equal\\_op/dss](http://www.ncsu.edu/equal_op/dss); (919) 515-7653 (Voice) or (919) 515-8830 (TTY).

## **GRIEVANCE PROCEDURES FOR GRADUATE STUDENTS**

Most problems encountered by graduate students can be resolved through communication between the student and his/her advisory committee. If, however, a matter arises which cannot be resolved through student-instructor or student-committee interaction, the student should bring the matter to the attention of the Director of Graduate Programs or Department Head. If still unresolved, the problems should be brought to the attention of the academic school/college dean who would respond in accordance with the NC State University Administrative Regulations Grievance Procedure for Students ([http://www.ncsu.edu/policies/student\\_services/student\\_griev/REG450.00.1.htm](http://www.ncsu.edu/policies/student_services/student_griev/REG450.00.1.htm)).

## **OTHER IMPORTANT RESOURCES**

### **LIBRARIES, COMPUTERS, AND COPYING EQUIPMENT**

Located in Poe Hall, the College of Education has computer labs on the 4<sup>th</sup> floor for student use. The 4<sup>th</sup> floor also contains the Learning Resource Library which has copying equipment and audio-visual equipment available for use in Poe Hall. The main library for graduate students at NCSU is the D.H. Hill Library on Hillsborough Street. You can search the databases of NCSU's library, as well as those of UNC-Chapel Hill and Duke, using the library computers. If you need a small study area for a short period of time, check with the library staff for availability. You will need a student I.D. card to check out books.

NCSU's libraries offer a range of special services for distance education (off-campus) students including:

- Rapid delivery of library materials to your home or office. If the library has the materials you need, they will be shipped to you via FedEx in two business days, free of charge. If the materials are not available, then Interlibrary and Document Delivery Services will search worldwide to find them. You can fill out an on-line request at: [www.lib.ncsu.edu/distance/delivery.html](http://www.lib.ncsu.edu/distance/delivery.html)
- Off-campus access to library databases and electronic journals: the library's website provides a gateway to thousands of full-text electronic journals, databases, and reference sources.
- Find electronic journals and articles quickly using the new E-Journal Finder: the library's new E-Journal Finder will help you locate electronic

versions of journals and articles. Go to:  
[www.lib.ncsu.edu/eresources/ejfinder](http://www.lib.ncsu.edu/eresources/ejfinder)

- Reference Service: Need help using the library or its resources? Here are ways to contact a librarian for assistance: toll-free: 877-601-0590; email: [libref@ncsu.edu](mailto:libref@ncsu.edu); live chat: [www.lib.ncsu.edu/risd/libref](http://www.lib.ncsu.edu/risd/libref); phone: 919-515-2935.

Research Advice: The Internet is a wonderful tool and electronic search engines make doing a literature review easier than ever. However, some journal articles are **NOT** indexed or are imperfectly indexed in search engines, so there is no substitute for old-fashioned legwork when doing your literature review. Find the top journals in your field, go to the library, and manually review the last decade of articles in each journal (recent issues are on the 1<sup>st</sup> floor, older issues are typically located on the 5<sup>th</sup> floor). You will be surprised and amazed at what you find! See your advisor for a list of recommended journals. Also, go through published literature reviews such as the *Review of Research in Education* and the *Review of Educational Research*.

## **PARKING ON CAMPUS**

If you come to campus for any reason, you need to follow parking policies and rules, which are posted in or near parking areas. Vehicles parked on campus must display a valid parking permit between 7:30am-5:00pm Monday-Friday. Parking areas are *strictly* enforced all year except official university holidays and weekends. Vehicles will be ticketed if not properly parked. Pay lots are available in the Dan Allen Deck, Coliseum Deck, and Central Campus Pay Lot. Go to: [www2.acs.ncsu.edu/trans](http://www2.acs.ncsu.edu/trans) or call the Transportation Office at (919) 515-3424 if you have any questions.

## **SAFETY**

NCSU's Department of Public Safety provides security on campus. Their emergency number is 515-3333. If you need an escort across campus (from dusk until midnight), please call 515-3000 or pick up a "blue light" telephone located throughout the campus grounds. In case of an emergency, the phones are connected directly to the Public Safety switchboard 24 hours a day. It is **NOT** advisable to walk across campus alone, particularly at night. Please walk with a friend to your car after classes or call the safety escort service. The average response time for an escort is 5 minutes.

**Appendix A**

**TRANSFORMATIONAL LEADERSHIP AMONG ELEMENTARY SCHOOL  
PRINCIPALS IN NORTH CAROLINA**

by  
**REBECCA ANN BANCROFT**

A dissertation submitted to the Graduate Faculty of  
North Carolina State University  
in partial fulfillment of the  
requirements for the Degree of  
Doctor of Philosophy (or Doctor of Education)

**EDUCATIONAL LEADERSHIP AND POLICY STUDIES**

Raleigh

2006

**APPROVED BY:**

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Chair of Advisory Committee