The Division of Administrative and Organizational Studies has as its primary goal the development and enhancement of leadership and organizational performance. It is within the scope of this division to study emergent trends, technologies and educational innovations; to develop rationales for supporting educational change; to present viable programs of study for advanced students in education which will enable them to function skillfully as educational leaders in facilitating change, and in developing and conducting on-going programs; and to design and implement learning innovations, and the impact of instructional methodologies on the improvement of human and organizational performance. Program areas, Educational Leadership and Policy Studies, and Learning Design and Technology, are under the guidance of this Division.

**Educational Leadership and Policy Studies Programs**

In this area the College offers the Master of Education in Educational Leadership, and doctoral degrees with a major in Educational Leadership and Policy Studies, as well as an Educational Specialist Certificate program in Administration and Supervision. The master's degree is a basic, entry-level program in this discipline designed to assist educators in improving their competence in leadership roles in schools and the community. The master's program in Educational Leadership is approved by the Michigan Department of Education and leads to Elementary and Secondary Administrator K-12.

Individuals aspiring to positions such as building administrators, central office administrators, special education directors, higher education administrators, or other educational policy making positions in business, industry or government should undertake study at the specialist and doctoral levels in educational leadership and policy studies. At the specialist level individuals may seek an emphasis in elementary administration, secondary administration, special education administration, or the superintendent. The College offers certification programs in all areas of administration approved by the Michigan State Board of Education. In the doctoral programs individuals may emphasize educational foundations, general educational administration, or special education administration.

The doctoral program in Educational Leadership and Policy Studies is approved by the University Council for Educational Administration (UCEA).

**Learning Design and Technology Specialties**

Each degree and certificate program in Learning Design and Technology is designed to prepare persons for positions in a variety of organizations and sectors including healthcare, business, education, government, military, and human services agencies. The newest technologies are incorporated into these programs, enabling the graduate to function in the ever-changing roles of this profession including:

- learning designer
- learning & development specialist
- talent development
- instructional designer, developer, or researcher
- advanced technology and e-learning specialist
- media or learning resources consultant or manager
- professor, teacher or curriculum specialist
- faculty developer
- technology coordinator and performance technologist
- trainer
- training manager
- consultant

Students can achieve advanced skills in specialty areas such as:

1. Instructional design and evaluation;
2. Performance improvement, training and organizational development;
3. Interactive technologies design and development;
4. e-learning and distance education;
5. Technology integration in the schools;
6. Instructional media design and production;
7. Research and publication in the field; and
8. Other emerging applications of learning design and technology.

Further information can be found on the Learning Design and Technology [webpage](http://coe.wayne.edu/aos/ltd).

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GUERRA, INGRID: Ph.D., M.S., B.A., Florida State University; Professor

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HILL, WILLIAM: Ph.D., Wayne State University; M.A., Adelphi University; B.A., University of Michigan; Clinical Assistant Professor

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ZHANG, KE: Ph.D., M.S., Pennsylvania State University; B.A., Nankai University; Professor

- Educational Leadership (M.Ed.) ([http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/educational-leadership-med](http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/educational-leadership-med))
• Administration and Supervision (Education Specialist Certificate) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/administration-supervision-education-specialist-certificate)
• Educational Leadership and Policy Studies (Ph.D.) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/educational-leadership-policy-studies-phd)
• Educational Leadership and Policy Studies (Ed.D.) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/educational-leadership-policy-studies-edd)
• Learning Design and Technology (M.Ed.) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/learning-design-technology-med)
• Learning Design and Technology (Education Specialist Certificate) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/learning-design-technology-education-specialist-certificate)
• Learning Design and Technology (Ph.D.) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/learning-design-technology-phd)
• Online Teaching (Graduate Certificate) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/online-teaching-graduate-certificate)
• College and University Teaching (Graduate Certificate) (http://bulletins.wayne.edu/graduate/college-education/administrative-organizational-studies/college-university-teaching-graduate-certificate)

Education Administration

EDA 7600 The Structure of American Education Cr. 2
Major organizational, financial, administrative, legal and extra-legal problems affecting public education in the United States. Role of the educator in effecting change. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7625 Leadership, Administration and the Principalship Cr. 4
Provides a conceptual framework of the administrative process; examines interrelationships between the person, the job, the organizational setting, and the wider social context of education; examines the ways in which political, social and economic factors influence administrative decision making and leadership. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7640 The Elementary School Principalship Cr. 4
For experienced teachers and administrators entering the field of elementary school administration. Research findings and sources of information in the field. The principal's role in instructional leadership. A concurrent field experience is required with the lecture component of this course; specifications are provided in the course syllabus. Offered Winter, Spring/Summer.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7650 Secondary School Administration Cr. 4
Organization and administration of middle, junior and senior high schools. Analysis of administrative problems relating to curriculum improvement, staff personnel, guidance, instruction, school-community relations, and student activities. A concurrent field experience is required with the lecture component of this course; specifications are provided in the course syllabus. Offered Fall, Spring/Summer.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7660 Administrative Leadership in School-Community Relations and Public Relations Cr. 3
Relationships between the school and the community; special reference to social change, community needs and the total school program; demographic and public relations techniques for school improvement, program development in special area, and millage campaigns in the context of the structure, function, and organization of the total educational system in a multicultural and pluralistic society. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7670 Economic Issues in Education Cr. 4
Economic issues in education at the local, intermediate, state, and federal levels. Offered Winter, Spring/Summer.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7675 Public School Finance and Budgeting Cr. 4
Elementary and secondary public school finance and budgeting: legal foundations of school funding, how revenue is raised and distributed by states, the ways resources are allocated at the local district and school levels. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7690 Introduction to Michigan School Law Cr. 4
Constitutional and legal factors affecting Michigan public education. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7800 Administration and Supervision of Special Education Cr. 4
Professional problems; standards and procedures; references to history, development, philosophy, legal provisions, rules and regulations; major developments and trends at federal, state and local levels; services of other organizations and agencies. Offered Fall.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7810 Michigan Special Education Law Cr. 4
Implications of statutes and regulations undergirding the education of the handicapped; educator's role in implementing, monitoring and influencing state and federal mandates for special education. Offered Winter.
Prerequisite: EDA 7800 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7820 Emergent Policies in Special Education Administration Cr. 2
Discussion of research and literature relating to changing and emergent policies. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

EDA 7830 Practicum in Special Education Administration and Supervision Cr. 3-6
Supervised field-based experiences or individualized and contracted plan of supervised field study for special education administrators, curriculum resource consultants, supervisors, administrative consultants, and project directors. Multi-level practicum sites arranged. Offered Every Term.
Prerequisite: EDA 7800 with a minimum grade of C and EDA 7810 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 6 Credits

EDA 8620 School Personnel Administration Cr. 4
Analysis of the personnel function in educational administration. Offered Fall, Spring/Summer.
Restriction(s): Enrollment is limited to Graduate level students.
EDA 8630 Supervision Cr. 4
Basic issues in motivation, job satisfaction, and goal attainment in educational and human service organizations. Establishing productive supervisor/staff relations. Monitoring employee performance. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.
EDA 8650 Staff Development and School Improvement Cr. 2-6
A clinical experience in planning, design, and implementation of in-service and of staff development programs. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 6 Credits
EDA 8710 Readings in General Administration Cr. 4
Directed readings in the principles underlying administration in education, government, business and social agencies and other major areas. Offered Winter.
Restriction(s): Enrollment is limited to Graduate level students.
EDA 8990 Internship in Administration Cr. 1-8
Supervised experience in administration of public education, government, business, and social agencies. Internship in cooperating school system. Includes seminar. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 8 Credits
EDA 9790 Doctoral Seminar in Educational Administration Cr. 3
Seminar, lecture, discussion. Purposes of education as defined in federal and state constitutions, statutes and administrative rules; interpretation of policy statements of organizations and commissions. Role of the educational leader in our society. Offered Winter.
Restriction(s): Enrollment is limited to Graduate level students.

Educational Leadership and Policy Studies

EPS 8180 Research Seminar Cr. 2-6
Students develop research proposals, evaluate each other's research designs, and conduct any necessary pilot studies. Offered Intermittently.
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 8 Credits
EPS 8530 Seminar in the History of Education Cr. 4
The growth and development of American education K-16, including events, circumstances, and influential ideas. Emphasis on the relationship between social, political, and economic change and the evolution of education. Offered Intermittently.
Restriction(s): Enrollment is limited to Graduate level students.
EPS 8560 Administration in Higher Education Cr. 4
Examination of alternative theories of organizational and administrative behavior as these relate to colleges and universities. Consideration of the issues of academic governance and college bargaining as they impact on the role of the administrator. Special projects according to positions held and particular interests of students. Offered Intermittently.
Restriction(s): Enrollment is limited to Graduate level students.
EPS 8570 Contemporary Issues in Higher Education Cr. 4
Intensive exploration of major issues and problems confronting higher education. Offered Intermittently.
Restriction(s): Enrollment is limited to Graduate level students.
EPS 8710 Readings in General Administration Cr. 4
Directed readings in the principles underlying administration in education, government, business and social agencies and other major areas. Offered Winter.
Restriction(s): Enrollment is limited to Graduate level students.
Equivalent: EDA 8710

Learning Design and Technology

LDT 5140 Producing and Evaluating Technology-Based Instructional Materials Cr. 4
Design and development of instructional materials and media with an emphasis on technology applications integration. Creation and evaluation of instructional media and materials, based on national and state technology standards. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.
Equivalent: INF 6360
LDT 5275 Learning in Organizations Cr. 4
Provides an overview of key issues of human resource management, learning, and talent development in organizations. It will also explore considerations for technical training, soft skills training, compliance, as well as the effects of global environments in organizational learning. Offered Every Other Year.
Prerequisites: IT 3115 with a minimum grade of D- or IT 6110 with a minimum grade of D- or LDT 6110 with a minimum grade of D- or LDT 3115 with a minimum grade of D- or LDT 7111 with a minimum grade of D- and IT 3125 with a minimum grade of D- or IT 7150 with a minimum grade of D- or LDT 3125 with a minimum grade of D- or LDT 7150 with a minimum grade of D- or LDT 3135 with a minimum grade of D- and IT 3135 with a minimum grade of D- or LDT 3135
LDT 5310 Next Generation Learning Management Systems Cr. 3
Design, create, and implement instructionally sound learning environments by using advanced learning management systems to promote learning in face-to-face, blended, and online classes. Offered Yearly.
Prerequisite: LDT 3115 with a minimum grade of D-
LDT 5410 Multidimensional Learning Environments Cr. 3
Design principles and use of multi-dimensional learning environments in various contexts like education, business, and communication by using mobile apps, devices, and tools. Offered Yearly.
Prerequisite: LDT 3115 with a minimum grade of D-
LDT 6135 Technology Applications in School Administration Cr. 2-3
Use of technology tools by school administrators; factors related to leadership and research in technology integration. Also offered online. Offered Fall.
Repeatable for 3 Credits

LDT 6140 Designing Web Tools for the Classroom Cr. 4
Design, development and evaluation of learning experiences using the World Wide Web. Student creates and evaluates learning activities using the Web; creation of personal learning portal. Basics of HTML and common authoring tools. Also offered online. Offered Fall.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 6230 Internet in the Classroom Cr. 4
Students use a variety of tools from the read/write web and explore their potential for use in K-12 education. Students also examine the use of online learning in the K-12 classroom. Offered Winter.
Prerequisites: IT 6140 with a minimum grade of D- or LDT 6140 with a minimum grade of D-
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7100 Foundations of Instructional Technology Cr. 3
Introduction to the foundations of instructional technology: intellectual history, careers, job roles, organizations, scholarly literature, requisite technology skills; introduction to course content and initial planning for students' programs. Offered Every Term.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7105 Micro Analysis Methods Cr. 4
Following a high-level needs assessment, students will apply a variety of analytical methods to define specific solution requirements used during the design phase. Focus will include: job, task, process, content, learner and contextual analysis. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7111 Design Thinking and Knowledge Cr. 4
Exploring broad conceptions of design including all activities involved in generating intentional change via artifacts and experiences; design thinking and knowledge. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.
Equivalent: INF 6350

LDT 7112 Advanced Learning Design Cr. 4
Exploration and application of techniques, tools and competencies characteristic of expert designers. Topics may include: instructional strategies, program design, advanced analysis techniques, empathic design, rapid prototyping, reducing design cycle time, designing instruction for diverse learner populations and developing designer professional identity. Offered Every Term.
Prerequisite: LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7115 Understanding the Adult Learner Cr. 4
Analysis of how adults learn: learner readiness, development, motivation. Developmental and learning theories, memory, creativity, experiential learning, and affective learning. Content based primarily on psychology of teaching and learning of adults; secondarily on application to instruction and training. Offered Every Other Year.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7130 Facilitation of On-Line Learning Cr. 4
Design, development, implementation, facilitation and evaluation of various learning activities for diverse learners in online contexts, using appropriate learning technologies. Offered Winter.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7140 Interactive Course Design Cr. 4
Design, development and implementation of web-based courseware. Characteristics, advantages and limitations of the web as an instructional delivery system. Appropriate instructional strategies for the web. Use of contemporary development tools to create engaging, interactive, instructionally-sound web materials; design and development teams create and test a web-based instructional module. Also offered online. Offered Fall, Winter.
Prerequisites: IT 6110 with a minimum grade of C or LDT 6110 with a minimum grade of C or LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7150 Evaluation of Learning and Performance Cr. 4
Prerequisites: IT 6110 with a minimum grade of C or LDT 6110 with a minimum grade of C or LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7180 Message Design for Learning Cr. 4
Analysis and application of principles of perception, message design, and foundation research for publication of print and electronic materials. Includes use of color, shape, typography, and page and screen design principles. Offered Every Other Year.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7210 Foundations of Distance Education Cr. 4
Critical review of the theoretical foundations, principles, current status and future directions of distance education. Offered online. Offered Fall.
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7220 Multimedia for Instruction Cr. 4
Instructional design and development applied to multimedia instruction, such as games for learning. Instructional strategies for higher-order learning, including problem solving. Alternative design and development methodologies. Essential multimedia production tools. Also offered online. Offered Every Other Year.
Prerequisites: IT 6110 with a minimum grade of C or LDT 6110 with a minimum grade of C or LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7230 Advanced Multimedia for Instruction Cr. 4
Advanced topics in multimedia and web-based learning, including topics such as design, planning, production and editing of digital audio and video for use in multimedia websites and CD/DVDs used for learning. Offered Fall.
Prerequisites: IT 7140 with a minimum grade of C or IT 7220 with a minimum grade of C or LDT 7140 with a minimum grade of C or LDT 7220 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 998.99 Credits

LDT 7310 Learning Management Systems Cr. 4
Design and implementation of systems to support e-learning and traditional delivery. Implementation of traditional courses in a generic LMS; interface of course materials to standards-based management systems, reusable learning objects, standards, and collaborative learning. Also offered online. Offered Fall.
Restriction(s): Enrollment is limited to Graduate level students.
LDT 7320 Human Performance Technology Cr. 4
Fundamentals of human performance technology, performances, standards, tools and techniques for the performance improvement consultant; analyzing jobs and tasks; improving individual performance; performance technology and instructional development strategies and tactics for performance improvement, performance support systems, organizational behavior; strategic planning and thinking; general processes; professional practices; human performances interventions of an instructional and non-instructional nature. Also offered online. Offered Every Other Year.
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 998.99 Credits

LDT 7850 Needs Assessment and Analysis Cr. 4
Discussion and application of needs assessment and analysis concepts, approaches and procedures across various performance levels (organizational, human, and instructional). Discusses evidence and processes required for performance intervention selection. Offered Fall. Restriction(s): Enrollment is limited to Graduate level students.

LDT 7920 Strategic Planning for Training and Organization Improvement Cr. 4
Current organizational issues and new competencies in the training profession, respecting: growth of organizational intellectual capital, resolution of complex performance problems, transformation of organizational culture and engineering of change. Offered Every Other Year.
Prerequisites: IT 7320 with a minimum grade of C or LDT 7320 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 7940 Capstone Course in Learning Design and Technology Cr. 4
Capstone course for the Learning Design and Technology program. Offered Winter. Restriction(s): Enrollment is limited to Graduate level students.

LDT 7980 Capstone Seminar in Learning Technologies Cr. 4
Capstone seminar for advanced students in Learning Technologies track. Offered Winter. Restriction(s): Enrollment is limited to Graduate level students.

LDT 8000 Background, Issues and Trends in Instructional Technology Cr. 4
History of instructional technology practice and intellectual foundations; implication for current issues. Factors likely to affect the future of the field, including contributions of key leaders. Electronic communication techniques used to explore issues with others in the field. Offered Fall. Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 12 Credits

LDT 8110 Advanced Instructional Design Theory and Research Cr. 4
Analysis of theoretical foundations of instructional design and their application in design practice. Current design research and theory, future directions in design theory and practice. Offered Winter.
Prerequisites: IT 6110 with a minimum grade of C or LDT 6110 with a minimum grade of C or LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 8120 Practicum in Instructional Technology Cr. 1-9
Students design, develop, use, and evaluate instructional systems and subsystems in an educational, business, industrial, or human services setting. Offered Fall, Winter.
Prerequisites: IT 6110 with a minimum grade of C or LDT 6110 with a minimum grade of C or LDT 7111 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 998.99 Credits

LDT 8130 Individual Projects in Instructional Technology Cr. 1-6
Students develop instructional technology material packages and devices through individual design and production. Offered Fall, Winter.
Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 6 Credits

LDT 8135 Technology Applications in Central Administration Cr. 3
Use of technology tools and data by central administrators; factors related to central office leadership and research in technology integration. Offered Winter.
Restriction(s): Enrollment is limited to Graduate level students; enrollment limited to students in the College of Education.

LDT 8180 Readings in Instructional Technology Cr. 1-6
Individually-paced course: investigation of recent research studies and theoretical essays in the field. Offered Fall, Winter. Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 6 Credits

LDT 8320 Performance Consulting and Analysis Cr. 4
Practical application of principles of performance consulting to solve problems in large and small organizations. Topics include: role of performance consultant, identifying business needs, assessing performance, contracting techniques, managing the performance improvement process. Also offered online. Offered Winter. Restriction(s): Enrollment is limited to Graduate level students.

LDT 8500 Strategies for Teaching in Higher Education Cr. 3
Teaching in higher or adult education; topics may include: course design, writing tests, presentation skills, leading discussions, use of technology including course management systems. Offered Winter. Restriction(s): Enrollment is limited to Graduate level students.
Repeatable for 9 Credits

LDT 8915 Conducting Research in Learning Design and Technology Cr. 4
Design, execution, and reporting of research in learning design and technology. Students should complete most of the course work for the learning design and technology program before registering for this course. Offered Fall.
Prerequisites: EER 7000-9999 with a minimum grade of C
Restriction(s): Enrollment is limited to Graduate level students.

LDT 9110 Advanced Research Seminar and Practicum Cr. 4
Course designed for advanced doctoral students in Learning Design and Technology; however it is also appropriate for students in other disciplines. Students should have completed almost all of their coursework in their major, and preferably also their work in EER. Offered Winter. Restriction(s): Enrollment is limited to Graduate level students.