

# ADMINISTRATION AND SUPERVISION (ADMS)

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## **ADMS 500. Workshops in Education. 1-3 Hours.**

Semester course; 1-3 credits, repeatable for maximum of six credits. Designed to focus on a single topic within a curriculum area, the workshop offers graduate students exposure to new information strategies and materials in the context of a flexible instructional framework. Activities emphasize a hands-on approach with direct application to the educational setting.

## **ADMS 600. Public School Administration. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. An overview of the theory and practice of public school administration. Emphasis on the governance of education and leadership roles of school boards, superintendents, principals and supervisors. Leadership theories and characteristics of effective management systems related to student discipline and academic performance, school safety, internal and external communications, and coordination with outside agencies. Appropriate field-based project relating theory to practice will be required.

## **ADMS 601. Processes of Instructional Leadership. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Examines processes of instructional leadership in schools. Primary focus on developing school leadership skills necessary to provide a positive working environment through collaboration and team-building, as well as professional opportunities including supervision and evaluation of instruction. Focus will be on best practices that lead to school cultures that build communities of learning. Appropriate field-based project relating theory to practice will be required.

## **ADMS 602. Seminar in Elementary School Administration. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Problems and issues in elementary school leadership. Major responsibilities of the elementary school principal. Enrollment limited to specialists in administration.

## **ADMS 603. Seminar in Secondary School Administration. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Problems and issues in secondary school leadership. Major responsibilities of the secondary school principal. Enrollment limited to specialists in administration.

## **ADMS 605. Organizational Theory, Structure and Culture in Educational Settings. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. A study of organizational theory, structure and culture relating to schools. Emphasis on conceptual understandings needed for practical implementation.

## **ADMS 606. Organizational Behavior and Change in Educational Settings. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. A study of organizational concepts and practices in educational contexts. Emphasis on both conceptual understandings and specific professional skills relating to diagnosis and development.

## **ADMS 607. Principles of Educational Leadership. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Develop understandings for school leaders of effective leadership in organizations, personal leadership styles and modifying leadership styles. Leadership with respect to vision building, organizational communications, motivating others and group problem solving will serve as major areas of study. Lecture, individual study, group work and fieldwork will serve as major means of course delivery.

## **ADMS 610. School and Community Relations. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Provides a conceptual and philosophical framework for evaluation and development of practices involved in implementing desirable school and community relations programs that focus on unique needs of communities. Special emphasis given to skills necessary to identify significant issues, assess current practice and engage in the processes involved in building and maintaining exemplary school-community programs. Appropriate field-based project relating theory to practice will be required.

## **ADMS 611. School Law. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Legal aspects of school administration that include constitutional and statutory provisions and court decisions. Relationship of legal aspects to governance of schools in Virginia will be emphasized. Appropriate field-based project relating theory to practice will be required.

## **ADMS 612. Diversity in Higher Education. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course provides a foundational understanding of diversity, inclusion and social justice issues in higher education and college environments. Students will gain knowledge to enhance administrative practice and policy-making in higher education related to issues of diversity, inclusion and equity.

## **ADMS 615. Developmental Theories in Higher Education. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Comprehensive study of traditional and nontraditional college students with an emphasis on identification of development needs.

## **ADMS 616. Higher Education Policy, Law and Finance. 3 Hours.**

Semester course; 3 seminar hours. 3 credits. This course is designed to provide students with a basic understanding of the legal, financial and political environment within higher education. To do this, students will gain knowledge related to historical and current influences on how policy is shaped and strategies on how to navigate this process as a higher education professional. It is expected that students will emerge from this class more knowledgeable about how their decisions and actions as professionals align with legal and political environments that they will work in. Class discussions and learning materials will assist in an understanding of financial structures and policies that shape higher education at the campus, state and federal level. Students will acquire an awareness of formal and informal power structures within educational organizations and how policy is implemented at varying levels. All students will have opportunities to learn how to develop and communicate policy decisions to relevant stakeholders.

## **ADMS 618. Leadership for Educational Change and Improvement. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Students will reflect on the past, critically review current reality in schools and creatively predict the nature of schooling in the future in light of the responsive role of the school leader. Other constructs presented include change as an educational paradigm, the use of data to inform changes needed, the leader as change agent and 21st-century learning as a catalyst for 22nd-century learning. In addition, students will assess their school/organization for change readiness.

## **ADMS 619. Higher Education Administration. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Higher education in social and historical contexts; organization and administration of colleges and universities.

**ADMS 620. Improving School Programs and Performance. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Introduction to principles of leadership for the improvement of school programs and performance. Participants discuss current literature and models of school improvement with an emphasis on identification, selection and measurement of appropriate student and school performance indicators. An understanding of school culture and change, the importance of planning for change, and the role of data in the process of change are topics included. Appropriate field-based project relating theory to practice will be required.

**ADMS 621. Management of School Operations and Support Programs. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Developing understanding and practices of the school principal with respect to key elements of managing school operations and support programs. Special attention will be given to goal setting for programs, securing, organizing and managing human, material and financial resources. Attention will be given to cost/time-effective practices and accountability.

**ADMS 622. Understanding Diversity and Leading for Social Justice. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. In this course, participants will engage in conversations related to diversity in schools and explore the critical role of education (and leadership) in a democratic society that is rapidly changing and becoming increasingly complex. Participants will reflect on how culture impacts leadership beliefs and practice and explore strategies for building schools that are equitable environments that support the needs of all stakeholders.

**ADMS 624. Principals as Human Resource Agents. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. The course examines the management of human resources in schools and school divisions. Legal issues, division policies, ethical considerations and professional interpersonal relationships are explored, along with evaluation of personnel. Students will participate in problem-solving in specific human resources cases and will critically examine human resource situations in their own contexts.

**ADMS 625. Leadership for Individualized Learning. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course represents a holistic approach to leadership for meeting needs of learners across the continuum with a focus on students with disabilities and to include gifted students and English-language learners. The constructs presented include legal and historical frameworks, equity issues, traditional and emerging policies and practices, models of instructional delivery, and roles and responsibilities of personnel.

**ADMS 627. Enhancing and Supporting Instruction. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. The focus is to learn ways to enhance and support instruction that improves student achievement. The content includes effective instruction, supervision, evaluation, professional development, diverse learners and capacity-building through the development of professional learning communities, as well as using data and curriculum alignment strategies to improve student performance.

**ADMS 629. The Business of Schools. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course presents financial considerations such as funding, revenue and expenditure audits; maintenance of a safe and productive learning environment; crisis management and media relations; physical plant management; meeting management; communication with internal and external publics; time management; and the ability to effectively navigate political waters. The approach to these constructs will be both diagnostic and prescriptive.

**ADMS 630. Understanding and Engaging School Communities. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Students will explore the broad social, economic, political and demographic shifts that have transformed metropolitan school communities over the past half century. Based on a deeper understanding of the complex forces that influence public education, students will develop leadership skills that focus on building relationships and communicating effectively with internal and external school communities.

**ADMS 632. Administration and Supervision of Special Education. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Examination of instructional practices and legal issues related to providing school programs for students with special needs. Appropriate field-based project relating theory to practice will be required.

**ADMS 633. Multiple Dimensions of Leadership. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course provides participants with the opportunity to understand their own unique beliefs and dispositions regarding teaching, learning and leading as well as to understand the roles and responsibilities of educational leaders, including the Virginia Performance Standards for School Leaders and the ethical dimensions of leadership and policymaking. Various leadership models/theories are presented and explored.

**ADMS 634. College Environments. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course will provide students with foundational knowledge regarding different environmental theories applicable to higher education settings.

**ADMS 635. Critical Issues in Urban Higher Education. 3 Hours.**

Semester course; 3 seminar hours. 3 credits. Students will explore urban higher education through a social, historical and political lens. Students will develop an understanding of the ways education policy shapes the practice of education, particularly for institutions in urban environments. Further, this course examines the relationship between schools and the larger society in which they exist and examines the interplay of social systems within urban environments. Through a combination of field experiences and scholarly reflection, students will use inquiry and analysis to investigate the contributions of urban-serving and urban-located institutions.

**ADMS 636. Crisis Leadership in Higher Education. 3 Hours.**

Semester course; 3 seminar hours. 3 credits. Higher education leaders are expected to respond, provide direction, and make strategic decisions during times of crisis. Whether emergencies related to students and staff or weather-related disasters, various types of crises threaten the viability and function of higher education institutions. Colleges and universities face a growing number of challenges that require a leadership response, including: campus shootings, flooding, vandalism influenced by racism, student activism, and athletic scandals. Each of these challenges can impact single and multiple stakeholders, requiring clear communication, appropriate planning and training for entry-/mid-level administrators. This course investigates relevant research about crises, crisis management, and effective leadership within higher education and other postsecondary settings. Additionally, this course considers the importance of decision making for administrators and what influences their decisions in managing varying levels of crises in higher education.

**ADMS 637. Special Mission Institutions. 3 Hours.**

Semester course; 3 seminar hours. 3 credits. In this course, students will be introduced to diverse institutional types – historically black colleges and universities, tribal colleges, Hispanic-serving institutions, Asian American and Native Pacific Islander-serving institutions, single-sex institutions, military colleges, work colleges, for-profit institutions and community/junior colleges. Students will gain knowledge regarding the historical, social, economic and political backgrounds of different institutions of higher education with unique missions to serve students, faculty and communities. This class encourages students to think outside of traditional institutions to consider the importance of mission, purpose and function of various higher education institutions. Further, students will be able to utilize qualitative research methods to engage conduct original research on special mission institutions.

**ADMS 638. Community Colleges. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. The history, philosophy and emerging missions of the community college will be studied in this course. The core content will focus on governance, administration, faculty and students, curriculum and services, funding, public affairs, and the presidency.

**ADMS 639. Enrollment Management in Higher Education. 3 Hours.**

Semester course; 3 seminar hours. 3 credits. In this course, students will be introduced to the theory and practice of enrollment management by higher education institutions. Students will engage in critiques of the effects of institutional enrollment practices on students, institutions, public policy and the public interest. Through readings and course discussion, students will be able to engage with contemporary and controversial topics that influence higher education, including, but not limited to, access and equity, college rankings, bias and discrimination, standardized testing, financial aid, selective admissions, and enrollment management tools.

**ADMS 640. Human Resource and Fiscal Management. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. A study of theories and policies related to resource projection and management in schools and school divisions. Finance topics include budget, purchasing and accounting, and procedures for obtaining equipment and materials. Human resource topics include staffing requirements, hiring, evaluation and dismissal procedures, and staff-personnel relationships. Appropriate field-based project relating theory to practice will be required.

**ADMS 641. School Personnel Administration. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. A study of the personnel function in educational organizations. Designed to explore techniques and problems of staff-personnel relationships in contemporary education.

**ADMS 643. The Community School. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. The development and utilization of the community school concept will be examined. Communitywide use of school facilities and the involvement of the total community in the learning process will be studied. Emphasis will be placed on the physical plant design, organizational structure, staffing and curriculum of the community school. The utilization of the community school to implement "lifelong learning" will be stressed.

**ADMS 647. Educational Technology for School Leaders. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Provides an overview of the impact of technology – particularly Web-based technologies – on K-12 instruction, from pedagogical considerations and associated tool choices to more pragmatic leadership issues of planning, funding and faculty development. This course is designed for administrators, teacher leaders and other interested professionals who are or intend to be leaders in technology.

**ADMS 651. Topics in Education. 1-3 Hours.**

Semester course; 1-3 credits, repeatable for maximum of nine credits. Prerequisite: Check with department for specific prerequisites. A course for examination of specialized issues, topics, readings or problems in education.

**ADMS 670. Administrative Internship I. 1 Hour.**

Semester course; 1 lecture hour. 1 credit. On-campus course. This course must be taken as one of the first courses in the first semester of enrollment. The course serves as an orientation to the internship experience, which is an integral component throughout the master's and/or post-master's program of studies. Students will learn the specifics of the entire internship component of the program, such as the 320 internship hours required, the scope of internship work, and the variety of experiences needed and means by which all internship experiences are to be documented throughout the program. Students will develop their individual internship plans, which will guide them through their internship experiences throughout their entire program. This plan will include specific field experiences in each required course as well as plans that will be executed in Administrative Internship II and Administrative Internship III, such that a total of 320 hours of experiences are accrued and documented by the end of the program. Graded as S/U/F.

**ADMS 671. Administrative Internship II. 1 Hour.**

Semester course; 1 lecture hour. 1 credit. Prerequisites: full admission status; no grades of Incomplete; evidence provided of meeting technology standards and completing child abuse/neglect recognition training; meet university's Graduate School academic requirements for graduation; adviser/department head approval of internship application; successful completion of ADMS 670. This course is to be taken in the semester immediately before Internship III. This course focuses on emerging topics from the students' internship experiences with emphases on leadership skills, professional dispositions and management. Field-based internship experiences developed in ADMS 670 are continued such that a total of 320 hours of experiences will be accrued and documented by the end of the entire program. A culminating experience taken at the end of the program, this course is designed for students to have opportunities to synthesize the essential knowledge and skills necessary to be a school leader. Reflection and refinement of skills and knowledge will be part of student-developed professional portfolio that could be used in securing a leadership position in a school system. Integration of theory and practice will take place in the internship as evidenced by documented experiences in a school/school district setting supervised by an approved professional and university instructor. Course will include seminars, selected readings, projects, discussion and other culminating activities. Graded as S/U/F.

**ADMS 672. Principalship Seminar and Internship. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Prerequisites: Full admission status; no grades of Incomplete; evidence provided of meeting technology standards and completing child abuse/neglect recognition training; meet university's Graduate School academic requirements for graduation; adviser/department head approval of internship application. A culminating experience taken at the end of program designed for students to have opportunities to synthesize the essential knowledge and skills necessary to be a school leader. Reflection and refinement of skills and knowledge will be part of student-developed professional portfolio that could be used in securing a leadership position in a school system. Integration of theory and practice will take place in internship of at least 120 hours in a school/school district setting supervised by an approved professional and university instructor. Course will include seminars, selected readings, projects, discussion and other culminating activities.

**ADMS 675. Administrative Internship III. 1 Hour.**

Semester course; 1 lecture hour. 1 credit. Prerequisite: successful completion of ADMS 670 and 671. This course is continuation of the experiences in ADMS 670 and 671 and of seminar topics related to developing a personal portfolio and resume as well as interviewing skills. It provides a culminating review and professional reflection of the internship experiences. As part of successful completion of this course, 320 hours of documented internship experiences must be completed by the end of the program. Graded as S/U/F.

**ADMS 700. Externship. 1-6 Hours.**

Semester course; 1-6 credits. May be repeated for a maximum of 9 credits. Prerequisite: Permission of department. Plan of work designed by extern with prior approval of the offering department. State certification or equivalent may be required for some externships. Off-campus planned experiences for advanced graduate students designed to extend professional competencies, carried out in a setting, under supervision of an approved professional. Externship activities monitored and evaluated by university faculty.

**ADMS 701. Education Policy Research. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Examines a set of applied research practices undertaken within a diverse community of scholars and analysts and that have implications for education. Explores processes involved in developing and implementing educational policy. Emphasis is given to the roles of federal and state governments in policymaking with attention to problems encountered in implementing educational policies. Focuses on research approaches relevant to policy research.

**ADMS 702. Educational Administration: Contemporary Theory and Practice. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Study of recent developments in administrative theory and the application of these theories to contemporary and future educational issues and problems.

**ADMS 703. Leadership for Social Justice and Equity in Education. 3 Hours.**

Semester course; 3 lecture/seminar hours. 3 credits. Students will study and engage in dialogue related to the critical role of education in a democratic society in a rapidly changing and increasingly complex world. Through a focused discussion of theories and concepts such as democratic schools, social justice, critical theory and power, feminism, critical race theory, and difference/normalization, students come to understand the possible roles education can play in society and their need to continuously reflect on their own vision for leadership in public schools.

**ADMS 704. Education Finance Policy and the Equitable Distribution of Resources. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. In addition to a traditional examination of some of the aspects of the economic, legal, financial and budgeting policies affecting the equitable distribution of education resources in the U.S., the social justice implications associated with several established theories and policies in the field of education finance are examined. Specific topics include the historical and philosophical perspectives of U.S. education finance; education finance reform litigation; conceptions and measurements of equity, adequacy and efficiency in school finance designs; the role of federal, state and local governance in equitable education finance in the U.S.; and the resource needs and organizational and fiscal implications of serving special populations in U.S. schools.

**ADMS 705. Planning Educational Facilities. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Study of the theory, principles, criteria, procedures and practices of planning educational facilities and the modernization, maintenance and operation of existing facilities.

**ADMS 706. Leadership Perspectives on Learning. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Explores contemporary leadership perspectives on learning. This general theme is refined into three focus areas of current theory and practice: perspectives on what it means to learn, the ways in which digital technology factors into teaching and learning, and perspectives on the future of the formal K-12 learning enterprise.

**ADMS 707. The Politics of Education. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Examination of how the political structure of public education determines the nature of schooling. Study of political theory of education, macropolitics of education and schooling from micropolitical perspective leading to synthesis and development of critical understanding of the politics of education.

**ADMS 708. Equal Educational Opportunity in the 21st Century Metropolis: Toward a Policy Framework. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course provides an overview of the economic, political and demographic shifts that have transformed metropolitan school systems over the past half century. Emphasis is given to the trajectory of education policy and leadership in light of these altered metropolitan spaces. Participants will evaluate the successes and pitfalls of contemporary and historical reforms as they relate to the distribution of educational opportunity across the urban/suburban/exurban divide. Culminating activities help students develop a framework for future policy efforts with a focus on the Richmond metro area.

**ADMS 709. U.S. Educational Policy. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. This course will promote a critical examination and evaluation of the major strands of educational policy over the past half century.

**ADMS 710. Current Topics in Educational Leadership and Policy. 3 Hours.**

Semester course; 3 lecture hours. 3 credits. Provides advanced study on selected topic or emerging issue in U.S. educational policy or leadership.