

Educational Leadership Graduate Program Bylaws

Pullman, Spokane, Tri-Cities, Vancouver, and Everett Campuses

Department of Educational Leadership and Sport Management, College of Education
Washington State University

I. OBJECTIVES

- A. **Degrees offered:** Ph.D., Ed.D., M.A., and Ed.M.
- B. **Discipline:** “Educational Leadership” is a general reference to the fields of leadership, administration, policy, and management in K-20 settings, including theories, practices, and competencies for influencing and organizing schools, districts, and related systems for learning.
- C. **Mission of the Program:** The Educational Leadership Graduate Program prepares exemplary professional educators for a variety of roles including researchers and “practitioner-scholars” who provide and promote leadership in education in local, state, national, and international contexts. The program fosters a community of leaders who work together to strengthen educational services and learning opportunities in schools, communities, colleges, and other educational organizations. A team of academic and field-experienced faculty blends scholarship and practical expertise to prepare classroom, building, district, and post-secondary leaders who utilize research, implement policy, and reform practice to improve learning and achievement for all students.

II. MEMBERSHIP

A. Graduate Program Faculty Definition

Graduate Faculty within the Educational Leadership Program (Graduate Program Faculty) must be WSU Tenure Track faculty or WSU Career Track faculty (*research, scholarly, teaching*), subject to the limitations and definitions in this document. Graduate Program Faculty designated as Initial Graduate Program Faculty in Section IX of this document will be approved when a revision of the bylaws is approved by the Faculty Senate. Graduate Program Faculty may subsequently be added through the process outlined in section II.F.

B. Participation

1. Campus Participation

The Ph.D. in Educational Leadership is offered through the Pullman campus, as approved by the Higher Education Coordinating Board of Washington State. This degree is accessible to students through the Spokane, Tri Cities, Vancouver, and Everett campuses, but these campuses are not approved and authorized to directly advertise and offer the Ph.D. degree. The M.A. is approved and offered through the Spokane and Pullman campuses. The M.A. is accessible to students on the Tri Cities and Vancouver campuses, but these campuses are not approved and authorized to directly advertise the M.A. degree. The Ed.D. and Ed.M. degrees are accessible, approved, and authorized on the Pullman, Spokane, Tri Cities, and Vancouver campuses.

2. Graduate Program Faculty Participation

Approved Graduate Program Faculty at all campuses may participate equally in the Educational Leadership Program with full rights and responsibilities, including service on graduate student advisory committees (subject to the limitations and definitions in this document), teaching graduate courses, and acting as Program Coordinator. Graduate Program Faculty participation in the Educational Leadership Program is separate from academic department, school, or college affiliations. All active members of the Graduate Program Faculty are eligible to vote on educational leadership program issues.

C. Graduate Program Faculty Disciplinary Expertise / Expectations

1. Service

In addition to a commitment to maintain the highest standards of mentoring for graduate students, it is expected that all Graduate Program Faculty make an identifiable contribution to the Educational Leadership Program in one or more of these ways:

- a. participating as appropriate in the administrative functions of the program, such as actively participating in program committee meetings, reviewing program applications, conducting an annual review of students, or participating in program orientations and workshops for students.
- b. serving on graduate student advisory committees or supervising student internships.
- c. teaching or co-teaching graduate courses.
- d. scholarly research; publishing peer-reviewed manuscripts in discipline related journals.

2. Disciplinary Expertise and Degrees Held

Graduate Program Faculty must have demonstrated disciplinary expertise, experience in mentoring or teaching graduate students in the field of educational leadership, and relevant professional accomplishments. Graduate Program Faculty may serve on graduate student advisory committees if they hold a degree comparable to the degree being sought by the candidate, in accordance with Graduate School policies and procedures. They may also teach or supervise research in programs for which they have a comparable degree.

3. Active Research Appropriate to the Program

All faculty designated as Graduate Program Faculty must be actively involved in research and graduate level teaching related to the discipline as evidenced by recent external grant or contract support, related peer-reviewed publications within the last 5 years, graduate student mentoring within the last 5 years, teaching of relevant graduate level courses, and other relevant professional accomplishments.

D. Graduate Program Faculty Roles

All Graduate Program Faculty in Educational Leadership are eligible to serve on the Educational Leadership Program Committee, though committee service is typically comprised of those who are teaching courses or supervising interns in the designated program. Additional clarification about faculty roles is found below.

1. Tenure Track Graduate Program Faculty

Tenure Track faculty in Educational Leadership are considered Graduate Program Faculty and are voting eligible. They may serve as Program Coordinator, teach graduate courses, supervise student internships, and may serve as Chair, Co-Chair, or Member on student advisory committees, within these parameters:

a. Ph.D. and Ed.D. student advisory committees

- i. Tenure Track Graduate Program Faculty must have a Ph.D. to serve as Chair of a Ph.D. student advisory committee. Tenure Track Graduate Program Faculty who have an Ed.D. may serve as Chair of a Ph.D. student advisory committee, provided they have an approved exception memo on file with the Graduate School.
- ii. Tenure Track Graduate Program Faculty with either a Ph.D. or Ed.D. may serve as Chair of an Ed.D. student advisory committee.
- iii. Tenure Track Graduate Program Faculty may serve as a Member on both Ph.D. and Ed.D. student advisory committees.

- b. M.A. and Ed.M. student advisory committees
 - i. Tenure Track Graduate Program Faculty may serve as Chair, Co-Chair, or Member.
2. **Career Track Graduate Program Faculty**
 Career Track (*research, scholarly, teaching*) faculty in Educational Leadership are considered Graduate Program Faculty and are voting-eligible. They may serve as Program Coordinator, teach graduate courses and supervise student internships, and may serve as Chair, Co-Chair, or Member on student advisory committees within these parameters:
- a. **Ph.D. and Ed.D. student advisory committees:**
 - i. Career Track Graduate Program Faculty must have a Ph.D. to serve as Chair of a Ph.D. student advisory committee. Career Track Graduate Program Faculty who have an Ed.D. may serve as Chair of a Ph.D. student advisory committee, provided they have an approved exception memo on file with the Graduate School.
 - ii. Career Track Graduate Program Faculty with either a Ph.D. or Ed.D. may serve as Chair of an Ed.D. student advisory committee.
 - iii. Career Track Graduate Program Faculty may serve as a Member on both Ph.D. and Ed.D. student advisory committees.
 - b. **M.A. and Ed.M. student advisory committees:**
 - i. Career Track Graduate Program Faculty may serve as Chair, Co-Chair, or Member.
3. **Graduate Program Faculty in Other Programs**
 Tenure Track and Career Track faculty who are designated as Graduate Faculty in another WSU program (not Educational Leadership) may not serve as Program Coordinator or Chair of a doctoral or master's student advisory committee. However, they may serve as a Co-Chair or Member of a student advisory committee for which they hold a comparable degree. Graduate Program Faculty in Other Programs are not voting-eligible.
4. **Emeritus Graduate Program Faculty**
 Graduate Program Faculty in the Educational Leadership Program who are granted Emeritus Faculty status, as defined by WSU policy, may complete their current term as Chair of graduate student advisory committees. Emeritus faculty may elect to serve as Chair on new graduate student advisory committees depending on faculty interest and program need. Emeritus faculty may serve on Ph.D. and Ed.D. graduate student advisory committees as either a Co-Chair or a Member, but they may not serve as Program Coordinator. Emeritus faculty are not voting-eligible.
5. **Lecturer, Adjunct, and Affiliate Faculty**
 Lecturer, Adjunct, and Affiliate faculty are generally considered external to WSU. They must meet the requirements in section II.D.6. below to serve on student advisory committees or they must be granted Graduate Program Faculty status through their listing in Section IX of this document, or by their approval as such via the process described in the Section II.F.
- a. **Lecturers** generally have one-year contracts (which may be renewed) and they may serve in a program-level role that includes teaching courses, serving on program committees, and serving on student advisory committees for which they have a comparable degree and per the guidelines above. Lecturers may not serve as Program Coordinator and are not voting-eligible.
 - b. **Adjunct Faculty** may serve in a program-level role that includes teaching courses, serving on program committees, and serving on student advisory committees for which they have a

comparable degree and per the guidelines above. Adjuncts may not serve as Program Coordinator and are not voting-eligible.

- c. **Affiliate Faculty** are aligned with the program but do not teach courses or serve on program committees. They may serve on student advisory committees following the guidelines above, but may not serve as Program Coordinator and are not voting-eligible.

6. External to WSU

Individuals not officially participating as Graduate Program Faculty within any department or program at WSU (typically, current and active faculty of a nearby university or college), may be approved on a case-by-case basis to serve as a 4th Member of a master or doctoral student's advisory committee. External committee members may serve on a student advisory committee for which they hold a comparable degree. The student's committee Chair must forward the name and curriculum vitae (CV) of the desired 4th committee member to the Program Coordinator for initial review and approval. If approved, the external member is added to the student's Program of Study, which, once completed, is then forwarded (along with the CV) to the Department Chair and the Dean of the Graduate School for final approval.

E. Table: Summary of Participation

The table below summarizes faculty roles and participation levels in the Educational Leadership program. Attention should be given to the parameters and constraints for each role as described above.

Professional Status	Student Advisory Committees			Educational Leadership Program Committee	
	Chair	Co-Chair	Member	Program Coordinator	Voting Eligible
Tenure Track in Educational Leadership	X	X	X	X	X
Career Track in Educational Leadership	X	X	X	X	X
Tenure Track in Other Program		X	X		
Emeritus in Educational Leadership	X	X	X		
Lecturer, Adjunct, Affiliate			X		
External to WSU			X		

F. Application for Membership / Membership Approval

1. Graduate Program Faculty are listed in Section IX of this document and have been approved by the Educational Leadership Program Coordinator, Department Chair, Dean of the College of Education, and Dean of the Graduate School.
2. Faculty classified as Tenure Track or Career Track who are newly hired or appointed to support Educational Leadership programs may immediately begin serving in the capacity of Graduate Program Faculty. Their status becomes official when the Graduate Program Faculty list is updated annually and approved by the Program Chair and Department Chair.
3. All potential Graduate Program Faculty, may be nominated for Graduate Program Faculty status by an existing Graduate Program Faculty member, or they may self-nominate. The nomination is made to the Program Coordinator and must be in the form of a memo or email, to include an explanation/rationale for the request, as well as a current curriculum vitae.

The Program Coordinator will circulate relevant materials to the Graduate Program Faculty and call for a vote. Acceptance as Graduate Program Faculty requires a positive vote from the majority of Graduate Program Faculty voting. Once approved by the voting-eligible Graduate Program Faculty, the applicant's name and curriculum vitae will be forwarded to the Dean of the Graduate School for approval. Once approved, the applicant will be added to the Graduate

Program Faculty list for Educational Leadership.

In addition to a commitment to maintain the highest standards of mentoring for graduate students, the anticipated contributions and/or qualifications for all successful Graduate Program Faculty applicants includes:

- a. appropriate educational credentials as outlined in section II.C.
- b. history or reasonable expectation of an active research agenda, or published manuscripts in a discipline related to Educational Leadership, that can plausibly be relied upon as the source of continuing support of an Educational Leadership student.

G. Continuation / Discontinuation of Membership

1. Graduate Program Faculty appointments to the Educational Leadership Program will be reviewed for continuation of active membership by the Department Chair every three years. Making an identifiable contribution to the Educational Leadership Program as identified in Section II.C above shall be a requirement for continued active membership.
2. Faculty who do not make any of the contributions as stated in Section II.C above for three consecutive years will be designated as Inactive Graduate Program Faculty. The Program Coordinator is responsible for notifying the faculty member that they have been discontinued from the program. Initiation of any activities described in Section C will result in restoration of active Graduate Program Faculty status. NOTE: Inactive Graduate Program Faculty do not have voting rights.
3. Any inactive or active Graduate Program Faculty member can discontinue their membership by making a request to the Program Coordinator and/or the Department Chair.

H. Membership Appeal Process

Faculty appeal of any membership decision must be made in writing to the Department Chair within 30 calendar days of the decision. The appeal is determined by a majority vote of all Educational Leadership Graduate Program Faculty (see section VI for definition of quorum).

III. ADMINISTRATION

A. Responsibility for Administration

Administration of Educational Leadership Programs and their respective activities is vested in the Program Coordinator with advice from Graduate Program Faculty Committee. If the position of Program Coordinator is not filled, responsibility for administration of the program falls to the Chair of the Department of Educational Leadership and Sport Management.

B. Program Coordinator

1. Terms of Service

- a. The Program Coordinator must be Tenure Track or Career Track faculty, a member of the Graduate Program Faculty and must be accepted by a majority vote of the active and voting-eligible Graduate Program Faculty in Educational Leadership. Final approval of the Program Coordinator resides with the Department Chair, Dean of the College of Education, and the Graduate School.
- b. In keeping with college leadership guidelines, the Program Coordinator shall serve a term of four years and is eligible for re-election if nominated to continue in this position and if approved by the Department Chair, Dean of the College of Education.
- c. The Program Coordinator may be replaced at any time through a majority vote of the active Graduate Program Faculty, and with the approval of the Department Chair and the Dean of

the College of Education.

2. **Duties of the Program Coordinator**

- a. Work with the Academic Director and Department Chair to assist with the administrative functions of the program.
- b. Work with the Department Chair to submit an updated list of Graduate Program Faculty to the Dean of the Graduate School by August 1st each year, or mid-year as needed.
- c. Assist with recruitment.
- d. Provide coordination for student admissions.
- e. Assist the Academic Director and Department Chair with course scheduling, recommending course instructors, and other staffing considerations.
- f. Guide adjunct and program faculty on programmatic requirements including, but not limited to, the university schedule, course alignment, program assessment, and learning outcomes (WSU, PESB, and disciplinary standards).
- g. Schedule and lead regular program committee meetings, program orientation, and other events designed to support current students or recruit new students.
- h. Review program bylaws, handbooks, and relevant program policies annually and update as needed. Ensure all program materials, including web pages, are current and accurate.
- i. Respond to student requests for information, student concerns, and faculty concerns about program issues, as appropriate.
- j. Provide leadership for and facilitate program development, curriculum development, assessment, annual review of students, and accreditation activities.
- k. Cultivate a positive sense of community among program faculty and students.

IV. **EDUCATIONAL LEADERSHIP PROGRAM COMMITTEES**

A. **Program Committee:**

Each Educational Leadership program should have a designated Program Coordinator on the campus where that program is offered. If the program is designated as a “state-wide” program and/or if the program alignment across campuses is substantial, the Department Chair may choose to approve one Program Coordinator for the program across campuses. In instances where the number of Graduate Program Faculty is limited, and with the Department Chair’s approval, the Program Coordinator may consult with the Department Chair or other Program Coordinators in lieu of forming an on-site Program Committee.

1. **Composition**

While all Graduate Program Faculty in Educational Leadership are eligible to serve on the Program Committee, the committee is typically comprised of those who are teaching courses or who are supervising interns in the designated program.

2. **Program Committee Responsibilities**

Under the guidance and direction of the Program Coordinator, the typical responsibilities of the Program Committee include, but are not limited to:

- a. Review, develop, and update long-range goals for the designated Educational Leadership program and plans for their attainment. These ideas shall be reviewed annually.
- b. Serve as a sounding board for new ideas, changes, etc., in academic or administrative issues.
- c. Provide guidance on administration of the program and assist with program assessment

processes, and activities.

- d. Nominate members for service on other committees.
- e. Develop an annual recruitment plan, communication plan, set goals, implement, and assess the plans.
- f. Review all student applications and in conjunction with the Program Coordinator, decide the disposition of applications as to acceptance or rejection in a timely manner.
- g. Review the curriculum of Educational Leadership and make recommendations for curricular improvements/renewal.
- h. Develop and participate in partnerships with school districts as appropriate.

B. Other Committees

1. Ad hoc committees may be appointed by the Program Coordinator and the Program Committee as needed.
2. Addition of a new standing committee, or changes to an existing standing committee, must be approved by amendment of these program bylaws.

C. Student Representative Involvement

At the discretion of the Program Coordinator and Graduate Program Faculty, student representation may be added or deleted from any program committee structure. NOTE: In accordance with the Policies and Procedures of the Graduate School at WSU, graduate students are not permitted to serve on the graduate student advisory committee of any other graduate student.

V. GRADUATE PROGRAM FACULTY MEETINGS

A. Leadership and Composition

The Department Chair typically leads this state-wide committee, which is comprised of all Educational Leadership Graduate Program Faculty across all campuses, as well as any others as determined by the Department Chair and/or a majority vote of the committee. Alternatively, the Department Chair may ask the Graduate Program Faculty to elect a Program Coordinator as prescribed in section III.B above.

B. Meeting Schedule, Agenda, and Participation

1. The Department Chair or Program Coordinator shall call a Graduate Program Faculty meeting at least once per academic semester, and as often as needed thereafter.
2. A special meeting of all Graduate Program Faculty may also be called by petition of three or more Graduate Program Faculty in Educational Leadership.
3. The Department Chair or Program Coordinator is responsible for soliciting agenda items from the Graduate Program Faculty and for communicating items of interest relevant to the work of the committee as often as necessary.
4. The Department Chair or Program Coordinator is to make a good-faith effort to announce Graduate Program Faculty meetings and distribute meeting materials at least one week in advance.
5. Committee members may participate in Graduate Program Faculty meetings in person, via telephone conference call, or any other electronic means.

VI. QUORUM

- A. For all general meetings and votes of the Graduate Program Faculty, a quorum shall be defined as a

minimum of 50% of the group's membership (unless otherwise voted upon by the group in advance).

- B. For programmatic committees to conduct a business meeting, a quorum shall be defined as a minimum of 50% of the committee membership.
- C. Unless otherwise noted, a simple majority of the total number of ballots cast is required to pass a motion.
- D. In the event of a tie vote, the Program Coordinator or Department Chair will decide the outcome of the vote.

VII. GRADUATE STUDENT ADVISORY COMMITTEES

The formation of a graduate student's advisory committee shall be determined jointly by the student and their Chair. Once established, neither the Chair nor the student should make changes to the composition of the committee without first consulting the other. This consultation may be facilitated by the Department Chair upon request. In accordance with the Policies and Procedures of the Graduate School at WSU, graduate students are not permitted to serve on the advisory committee of another student.

A. Minimum Number of Committee Members

- 1. All graduate student advisory committees must have a minimum of three faculty members from WSU for all College of Education graduate degrees.
- 2. A majority of committee members on all graduate student advisory committees shall be Graduate Program Faculty in Educational Leadership.

B. Doctoral Committee Composition

- 1. Overall, the committee composition must include:
 - a. A minimum of three WSU faculty.
 - b. A minimum of two Graduate Program Faculty in *Educational Leadership*.
 - c. A minimum of two Tenure Track Graduate Program Faculty, one of whom may be approved Tenure Track Graduate Program Faculty in another program/department within the College.
- 2. The Chair, or one of the Co-Chairs, of a student advisory committee must be Tenure Track or Career Track as well as an approved member of the Graduate Program Faculty for Educational Leadership.
 - a. The program recognizes that in rare circumstances, a WSU faculty member from outside of the Educational Leadership program may be well-suited to serve as Co-Chair of a doctoral student's advisory committee. In these instances, the Co-Chair must be approved as Graduate Program Faculty within their own department/program. To be considered, the faculty person may be asked to send a current curriculum vitae and an email outlining the rationale for request to the Program Coordinator, who is authorized to approve the request.
- 3. A person external to WSU (i.e., a faculty member from another university) may serve as a 4th member of the committee on a case-by-case basis, provided they hold a doctoral degree, have demonstrated academic expertise in the student's area of research, and provided the process outlined in section II.F. is followed.

C. Master's Committee Composition

- 1. The committee composition must include a minimum of two Graduate Program Faculty in Educational Leadership, at least one of whom must be Tenure Track faculty.
- 2. The Chair must be Graduate Program Faculty in Educational Leadership and may be Tenure Track

or Career Track faculty.

D. Annual Review of Students

As specified in the Graduate School's Policies and Procedures, the performance of each graduate student shall be reviewed annually. See specific program handbooks for details on this process.

VIII. AMENDMENTS TO PROGRAM BYLAWS

- A. The bylaws shall be reviewed annually by the Program Coordinator, and every fifth year by the Graduate Program Faculty committee.
- B. Amendments to the bylaws may originate from any Graduate Program Faculty member. Proposed amendments must be forwarded to the Department Chair or Program Coordinator, who submits it to all Graduate Program Faculty for review and discussion at a scheduled meeting of the Graduate Program Faculty. Votes on amendments may occur no earlier than two weeks following the meeting in which they were discussed and may occur at a faculty meeting or electronically.
- C. Amendments to the bylaws require a majority vote of all Educational Leadership Graduate Program Faculty.
- D. All amendments and revisions must be submitted to the Department of Educational Leadership and Sport Management, then the College of Education's Office of Graduate Education, which will upload the changed bylaws to the Graduate School website.

IX. PROPOSED GRADUATE PROGRAM FACULTY

A. Tenured and Tenure Track:

1. Shannon Calderone
2. Kristin Huggins
3. Sharon Kruse
4. Paul Pitre
5. Katherine Rodela

B. Career Track (*research, scholarly, teaching*) and Lecturers:

1. Kathleen Cowin
2. Joseph Lapidus
3. John Mancinelli
4. Richard McBride
5. Jim Kowalkowski

X. HISTORY OF EDUCATIONAL LEADERSHIP PROGRAM BYLAWS

- A. **Administrative Home:** Department of Educational Leadership and Sport Management
- B. **Initial approval of the bylaws:**
 1. Educational Leadership Graduate Program Faculty: January 2015
 2. Faculty Senate: March 24, 2015
- C. **Approval of revised bylaws:**
 1. Educational Leadership Graduate Program Faculty: October 28, 2021
- D. **Approval of revised bylaws:**
 1. Educational Leadership Graduate Program Faculty: March 26, 2025

REMINDER

The Program Coordinator is responsible for working with the Department Chair to update the list of Graduate Program Faculty and forwarding it to the Dean of the Graduate School prior to August 1st each year. Mid-year requests may be approved at the discretion of the Dean of the Graduate School.