



DEPARTMENT of  
EDUCATIONAL LEADERSHIP  
and POLICY ANALYSIS

Claudius G. Clemmer College of Education

EAST TENNESSEE STATE UNIVERSITY

# ELPA CONNECTS

## DR. GOOD NAMED AS ELPA CHAIR



On July 1, 2014, Dr. Don Good began his tenure as chair of the Educational Leadership and Policy Analysis department. Prior to taking over the role, Dr. Pamela Scott served as department chair.

Dr. Good received his Doctor of Education in Curriculum and Instruction from the University of South Carolina in Columbia, SC. He has held a number of positions in a variety of institutions, including Milligan College (Professor of Education and Mathematics), University of the Cumberlands (Vice President for Academic Affairs and Dean of the University), and Carson-Newman College (Associate Provost). Dr. Good has been part of the ELPA department since August 2007, and received tenure in August 2012.

## DR. RENNER RECEIVES INSTRUCTIONAL GRANT

Internationalization and globalization of curriculum are important aspects of Dr. Jasmine Renner's instructional and research practices. She recently received an instructional grant from ETSU's International Advisory Council and office of International programs and Honors College to promote the internationalization of curriculum at ETSU. The grant, the Internationalization of East Tennessee State University's (ELPA 7822) Higher Education Law is to promote intercultural awareness between higher education law students at ETSU and students from universities in Asia and Africa. Students will collaborate in a Higher Education Law Global Portal using online faculty and student communication tools to carry out collaborative higher education law projects. The grant promotes the mutual exchange of academic ideas, and resources in higher education law with educators, instructors, and students at East Tennessee State University and their counterparts in other nations. Students currently enrolled in ELPA 7822 will participate with students in ongoing projects from universities in Africa and Asia.

### INSIDE THIS ISSUE

Student Critiques TEAM .....	2
Congratulations! .....	2
Dr. Renner's Fellowship .....	2
Around the Dept. ....	3
Student wins Award.....	4
Website Research .....	4
Welcome New Students.....	5

### SPECIAL DATES OF INTEREST

- Oct 20– Last day to schedule defense
- Nov 10– Last day to upload approved dissertation for Dec. graduation
- Nov 27-28– University closed
- Dec 6-11– Exams
- Dec 15– Grades due

## STUDENT CRITIQUES TEAM EVALUATIONS

Brandon Williams, a Doctor of Education student in the Administrative Endorsement concentration recently published "How We Are Missing the Mark with TEAM Evaluations" in the Fall edition of *Tennessee Educational Leadership*.

Williams' article examines the shortcomings of the Tennessee Educator Advancement Model (TEAM) evaluations. The system of evaluations was implemented in 2010-2011 and has continued to be developed since. The goal of the model is to combine summative and formative aspects of evaluations by observing teachers two or four times per year and applying twelve indicators for evaluation.

Williams faults the infrequency of observations as the major summative fault of the model. Additionally, he explains that directing principals, assistant principals, academic coaches, and curriculum specialists to provide summative evaluation



creates a conflict of interest as the summative evaluation is used to make employment decisions.

The larger problem, Williams explains, is the problem presented by mixing the summative and formative aspects of the evaluation tool. He writes, "by attempting to use it for both purposes, the formative nature of the process is severely undermined."

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*"Are we satisfied with the limited formative role the TEAM model serves? How do we go about separating the summative and formative purposes of evaluations...?"* -Brandon Williams

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### CONGRATULATIONS!

- Dr. Jeff Howard is the winner of Best Paper Award at the International Conference on Learning and Administration in Higher Education 2014. His paper, "A Comparison of Student Retention and First Year Programs Among Liberal Arts Colleges in the Mountain South" will be published in the *Journal of Learning in Higher Education*.
- Dr. Chris Sharp is principal at McDonald Elementary School in Greene County.
- Brandon Williams published an article in the Fall edition of *Tennessee School Plant Managers Association Magazine*.
- Dr. Luke Fink is an associate professor in the Communications Department at Vanderbilt University.

### DR. RENNER COMPLETES THE 2014 TBR MAXINE SMITH FELLOWSHIP

Dr. Renner was nominated by ETSU President Brian Noland and selected by the Tennessee Board of Regents (TBR) as the 2014 Maxine Smith Fellows from East Tennessee State University. The Maxine Smith Fellows Program was originally created as a TBR central office Geier initiative designed to provide opportunities for African-American TBR employees to participate in a working and learning environment that would enhance work experience and career development. The fellowship commences from February 2014-September, 2013 and serves as a tool for enhancing opportunities and as a means to increase the diversity of ideas, thoughts and experiences that ultimately enhance the educational environment at TBR institutions. During her fellowship, Dr. Renner was appointed to the Editorial Board of TBR, (TBR) *Critical Conversations Interdisciplinary Journal* and also appointed a member of management team of the Tennessee Board of Regents, and (TBR) *Critical Conversations* system-wide initiative.

*Critical Conversations Interdisciplinary Journal (CCIJ)* is dedicated to promoting dialogue on topics of importance among scholars across disciplines at TBR institutions. The journal provides a platform for critical conversations through which all disciplines can inform practice and practice can inform all disciplines, providing guidance for future public policy decisions. The *CCIJ* is part of the overall TBR sponsored faculty-led *Critical Conversations* initiative dedicated to informing the legislature and taxpayers about the benefits of scholarship conducted at TBR institutions. The journal will be launched at TBR's December board meeting.



Dr. Renner with TBR Chancellor, Dr. Morgan.



2014-15 ELPA Doctoral Fellows (clockwise from top left): Sneha Abraham, Megan Owens, Dana Wrights, Priti Sharma, Jenny Lee

## AROUND THE DEPARTMENT

- Dr. Hal Knight was reappointed for another term to the IHE Advisory Council for the Ayers Institute for Teaching and Innovation and to the Advisory Council for Teacher Education for the Tennessee Board of Education. He also served as a consultant for the West Virginia Higher Education Commission to review the application of University of the World to operate its mLearning degree programs in West Virginia, India, Kenya, and Tanzania. Dr. Knight was appointed as Chair of the Board of Examiners for CAEP site visits for Argosy University (CA), East Carolina University, and Mississippi State University.
- Dr. Don Good is a consultant for Bristol Motor Speedway and recently co-authored "A Survey of Social Media: Perceived Effectiveness in Marketing Among Individual NASCAR Tracks."
- Dr. Bethany Flora won a Best Paper Award for "A Comparison of Student Retention and First Year Programs Among Liberal Arts Colleges in the Mountain South," presented at the Annual Conference on Learning and Administration in Higher Education. The paper was co-authored by Jeff Howard, a student in the ELPA department.
- Dr. Virginia Foley, Dr. Eric Glover, and Dr. Bill Flora collaborated as evaluators for the implementation of a TNLEAD Grant with Unicoi and Greene County Schools. Their work consisted of visiting several schools, meeting with administrators, and ultimately, evaluating the grant.
- Dr. Pamela Scott participated in the 2 day professional Buffalo Mountain Writers Workshop.
- Dr. Jim Lampley and Dr. Don Good, along with a co-author, Dr. Zhang, presented a paper, "Shared Governance: A Comparison of Perceptions and Implementation Between American and Chinese Higher Education Institutions" at the International Conference on Learning and Administration in Higher Education in Nashville, TN.
- Dr. Jasmine Renner was selected to participate in "Women on Wednesdays" Lecture Series.
- Four new doctoral fellows began work in the department this semester.

## FACULTY

Dr. John Boyd  
 Dr. Bethany Flora  
 Dr. Bill Flora  
 Dr. Virginia Foley  
 Dr. Catherine Glascock  
 Dr. Eric Glover  
 Dr. Don Good, chair  
 Dr. Hal Knight  
 Dr. James Lampley  
 Dr. Jasmine Renner  
 Dr. Pamela Scott

## DOCTORAL FELLOWS

Sneha Abraham  
 David Kioko  
 Jenny Lee  
 Megan Owens  
 Glathonya Sands  
 Priti Sharma  
 Dana Wrights

## STAFF

BettyAnn Proffitt  
 Joanna Wicker

## ADMINISTRATIVE ENDORSEMENT STUDENT WINS STATE AWARD

Congratulations to Ashley Carter, winner of the Grand Division Teacher of the Year for East Tennessee.

Ashley is a student in ELPA's Administrative Endorsement concentration; she's also a Third Grade teacher at John Adams Elementary School in Kingsport. She's in her sixth year of service at that school.

The state chooses three teachers from each of the state's three regions as regional winners. From these nine, a Grand Division winner is named for each region. Finally, one teacher is given the honor for the entire state. The nine teachers recognized will serve on the inaugural Teacher Advisory Council for this upcoming year. The Grand Division winners will continue serving in that advisory role through the 2015-2016 school year.

Keep up the great work, Ashley!



Ashley Carter, Grand Division Teacher of the Year, East TN

## WEBSITE REDESIGNED FOLLOWING STUDY

In Fall 2013, Dr. James Lampley decided the ELPA website needed an overhaul. He enlisted the help of Megan Owens, a doctoral fellow in the department to help determine what changes needed to be brought to the ELPA page.

The two began by evaluating the current information on the website. Next, they created a survey tool that would help evaluate how people used the website and the kinds of information they needed.

They found that most of the information that had previously been on the website was helpful, but there were things they needed to add.

The two added links and tools such as a link to the newsletter and an academic calendar. They condensed the "Welcome" page and worked to make it feel more personable. Finally, they added tools spe-

cifically for potential applicants, including a tuition calculator, links to GRE information, and an "Apply Now" button.

Owens explains, "Since our program is exclusively online, we have to have a website that is user-friendly and informative. People aren't on campus, so they can't just drop by and ask a question; we need to anticipate the kinds of information people need and make it available on our website."

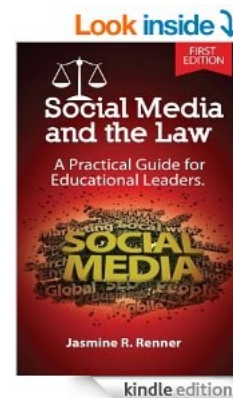
Future upgrades may include introduction videos from faculty members, videos to help explain program expectations, and online advisement.

Dr. Lampley and Owens will present their findings at the Mid-South Educational Research Association's annual meeting in November.

## DR. RENNER PUBLISHES TEXTBOOK, APP

Dr. Renner recently published a text book entitled *Social Media and the Law: A Practical Guide for Educational Leaders*. In the text, she engages educational leaders and administrators to think about the legal implications of their use of social media and networking sites and how they can move beyond mere defensive mechanisms when confronted with legal challenges. Renner promotes proactive measures and initiatives that curb or reduce legal liabilities. She challenges educators and administrators to become responsive and proactive leaders who understand the legal dimensions and implications of social networking (SSN) as a profound strategic activity that engages the full organization or university. She notes that legal knowledge regarding the implications and use of social media for educators, faculty, leaders and students requires a strategic commitment to high quality learning for all, a commitment based on four essential legal premises namely: proactive responsibility; personal and professional authenticity; an increase of knowledge levels and expertise skills among educators. The book is available in paper and Kindle format at [amazon.com](http://amazon.com).

In addition to publishing the text, Dr. Renner engaged in the integration of cutting-edge emerging technologies and her research ventures by creatively developing and successfully publishing a mobile app to accompany the book. The mobile app entitled "Social Media and the Law" is a complementary innovative tool for researchers, educators and students who are desirous of accessing information and practical guidelines on the law's effect on social networking and education while mobile and on the go. The mobile app is published at Apple's iTunes store and can be accessed by anyone at anytime.





## WELCOME NEW STUDENTS

This semester, ELPA welcomed students in two new Doctor of Education cohorts, a Post Secondary and Private Sector Leadership cohort and a School Leadership cohort. The PPSL cohort includes 12 students and the School Leadership group has 20. Learn more about this interesting and diverse group by watching some of their introduction videos from ELPA 6872– Technology Applications for Educational Leaders. Dr. Bethany Flora has compiled these videos into one place hosted at <http://elpa6872fall2014.weebly.com/>.

This School Leadership cohort is advised by Dr. Bill Flora, while the PPSL cohort is advised by Dr. Hal Knight. The PPSL cohort had the opportunity to get to know one another, ask questions, and learn more about the program at an orientation on Saturday, October 11.

Welcome to all of our new students! We look forward to working and learning together in the future.



## EAST TENNESSEE STATE UNIVERSITY

### FINDING BALANCE IN THE BUSYNESS

The vast majority of students in the ELPA program are juggling many things. Full-time jobs, family obligations, classwork, and community involvement keep your calendars full. Being busy can help you feel accomplished and meaningful, but it can also lead to stress, anxiety, and feeling overwhelmed.

If you are committed to continue doing all of the things you are doing, and doing them with excellence, how can you handle it all? Consider these tips for managing your time and achieving balance.

- Create a schedule, not a to-do list. When you schedule appropriate amounts of time to accomplish all of the things that need to get done, you can act more efficiently. You also save yourself from getting overwhelmed by the list. Tackle the schedule one block of time at a time.
- Prioritize tasks. High performing people get asked to do more. If your schedule is full, say no to adding more activities.
- Stay organized. When you feel busy, it can be easy to let your life devolve into chaos. Of course, chaos breeds mistakes. Take time to clean off your desk.

Be sure to make sure key events are written down on your calendar.

- Set aside time for reflection Try this—before you fall asleep, take a few moments to reflect on your day. Ask yourself, “What was life giving for me today?” and “What left me feeling lifeless today?” You may be surprised by the answers. Find opportunities to do activities that leave you feeling encouraged, rejuvenated, and engaged.
- Create *your* schedule. Our online learning environment can help you make the most of your time, so take advantage of the flexibility. If working at 5:00am is good for you, set the alarm a little earlier. If you need to work before starting dinner, share that with your family and ask them to help make that time sacred schoolwork time.

Busyness is a part of life for adult learners. By finding what works best for you, and sticking to it, you can manage everything. Before you know it, you’ll be putting on your cap and gown.



## ELPA'S WORK AND MISSION

ETSU's Educational Leadership and Policy Analysis department offers challenging curricula in degree programs designed to develop strong leaders in both the public and private sector. Students can choose to concentrate in Administrative Endorsement, School Leadership, or Post-Secondary/Private Sector Leadership and pursue a Master's, Educational Specialist, or Doctor of Education degree.

The ELPA department is dedicated to advancing educational quality and opportunity through:

- Creating
- Integrating
- Exchanging
- Applying

Our primary purpose is the graduate preparation of individuals who will serve as educational leaders in K-12 schools, community/technical colleges, four year colleges and universities, and organizations/agencies.

## FOR PROSPECTIVE STUDENTS

There is always more space for educational leaders at the top. Help us spread the word about ELPA.

We are accepting applications for the Master of Education, Educational Specialist, and Doctor of Education degrees. Contact the following program coordinators for more information about a specific concentration:

- **Counselor Leader Concentration**– Dr. Janna Scarborough: (423) 439-4191; scarboro@etsu.edu
- **Post-Secondary and Private Sector Concentration**– Dr. James Lampley: (423) 439-7619; lampley@etsu.edu
- **School Leadership Concentration**– Dr. Bill Flora: (423) 439-7617; floraw@etsu.edu
- **Student Personnel Concentration**– Dr. Don Good: (423) 439-7621; gooddw@etsu.edu
- **Teacher Leadership Concentration and Administrative Endorsement Concentration**– Dr. Virginia Foley: (423) 439-7615; foleyv@etsu.edu

One important reminder for potential applicants, is that Graduate Record Examination (GRE) scores must be submitted prior to admission into any of our programs. Learn more about the GRE on their website at: [www.ets.org/gre](http://www.ets.org/gre).

# Write this down!

Registration for Spring 2015 begins November 10. Contact your advisor with questions.

January 15 is the last day to pay tuition and fees for the Spring semester. Expect late fees after that date.

NOV.

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Jan.

15

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