

Course #	Course Name	Credits	Course Description
EDG 9000	Advanced Leadership Theory & Practice	3	In this three credit course, students will examine leading leadership theories, analyze the affordances and limitations of each theory, and apply the theories to a diverse set of real-world leadership challenges and opportunities. Learners will complete this course with a solid grounding in leadership theories that will serve as a foundation for future courses in the program. They will also shift their understanding of leadership theory from popular texts and notions about leadership to a deeper understanding that is rooted in the most robust and current research on the subject.
EDG 9010	Exemplary Leadership for Case Studies	3	In this course, participants experience a case-based approach to examining critical and pressing issues related to organizational leadership. Participants study in-depth case studies that challenge learners to analyze complex leadership challenges, apply insights from diverse theories and research, as well as propose and defend decisions related to the case study. In addition to studying existing case studies, learners also have the challenge of researching and writing a relevant leadership case study and using it to facilitate dialogue about relevant issue.
EDG 9020	Innovative & Entrepreneurial Leadership	3	This course offers learners a grounding in the research on innovation and the entrepreneurial mindset. The diffusion of innovation, disruption innovation, the testable hypothesis approach to innovation, and the role of design thinking in innovation will be among central themes in the class. In addition, research and insights from entrepreneurial studies will be examined and applied to diverse contexts.
EDG 9030	Servant & Ethical Leadership	3	Central to this course is Jesus' teaching in Mark 10:42-45, "And Jesus called them to him and said to them, 'You know that those who are considered rulers of the Gentiles lord it over them, and their great ones exercise authority over them. But it shall not be so among you. But whoever would be great among you must be your servant, and whoever would be first among you must be slave of all. For even the Son of Man came not to be served but to serve, and to give his life as a ransom for many.'" As such, the course offers learners an in-depth and applied analysis of servant leadership as illustrated in both the Christian scriptures and current scholarly literature. In addition, participants will examine a Christian approach to ethics in leadership and apply these concepts to a variety of real-world case studies and models. While rooted in scholarly literature, this class also challenges learners to engage in self-reflection about core beliefs and values as well as how those inform one's leadership practice. Participants should conclude the course with a deeper knowledge, skill set, and application experiences in servant and ethical leadership and be even better equipped for leadership in innovation and continuous improvement.
Research (12 credits)			
Course Number	Course Name	Credits	Course Description
EDG 9040	Introduction to the Doctoral Program and Research Methods	3	In this three credit course, students are introduced to the Doctorate of Leadership in Innovation and Continuous Improvement (LICI) program and to its foundational educational concentrations (leadership, research, innovation and improvement science, and elective/individual). Students will review program outcomes as a roadmap for successful program completion, and they will also be introduced to the technology associated with program delivery and university and community resources to supplement learning. In addition, they will formulate potential ideas for relevant dissertation research consistent with Concordia's mission for service to Christ in the Church and the world. This course will provide students with a comprehensive overview of the research requirements of the program, an introductory overview of research methods and scholarly research in general, and an unpacking of the dissertation process. Students will learn to identify and implement research methodologies such as correlational, experimental, survey, longitudinal, cross-sectional, causal-comparative, quasi-experimental, descriptive, and evaluative. The course emphasizes the basics of research planning and design in a practicum setting.
EDG 9050	Quantitative Research Seminar	3	In this course, students will compare, contrast, and analyze the various quantitative research methodologies and learn how to use them based on context and research question or inquiry. In addition, students will examine and be able to employ descriptive and inferential statistics, (correlation, regression, hypothesis testing, non-parametric statistics, analysis of variance, etc.), connect statistical analysis to scientific inquiry, and relate all of the material to the logic of developing arguments within scientific inquiry method.
EDG 9060	Qualitative Research Seminar	3	Students in this course will focus on identifying and implementing research methodologies such as case study, ethnographic, biographical, historical, content analysis, phenomenological, narrative, constant comparative, and grounded theory. Students will compare, contrast, and analyze the various qualitative research methodologies and learn how to use them based on context and research question or inquiry.
EDG 9070	Advanced Research and Statistics	3	This course provides background in statistical techniques building on students' prior knowledge. Advanced statistical topics are discussed including a variety of non-parametric tests, bivariate, multiple, and logistic regression, ANOVA with repeated measures, ANCOVA, multivariate tests, factor analysis, and structural equation modeling. It focuses on understanding what a given technique accomplishes statistically, the types of conclusions which can be reached using a technique, and how the results are reported in research articles and dissertations. Students will also refine their own research practice and skills and come away with a more comprehensive appreciation of the research process.
Improvement Science & Innovation (12 credits)			
Course Number	Course Name	Credits	Course Description
EDG 9180	Organizational Learning, Performance, and Change	3	This graduate course introduces students to the fundamentals different theories, principles, and roles that are related to performance, learning, and change at the individual, group, and organization level.

EDG 9190	Innovation and Design Thinking	3	Design Thinking enables the designer to become the agent of change in organizations and to act as a lever of transformation in this new way of working, enabling innovation in processes, products, services, communication, and business strategy. In this course, learners will develop a deep understanding of how to use design thinking to lead organizational innovation, solve problems, and pursue promising possibilities.
EDG 9200	Six Sigma Applications	3	The Six-Sigma Applications course employs a method that organizes an operational improvement project into five components: define, measure, analyze, implement and control (DMAIC). Similar to a scientific research project, students will learn the Six Sigma process and how to use measures and statistics to make the right decisions to improve the effectiveness of organizational operations. This is an “application project course” and the project will be the most significant mediator of success and the final grade
EDG 9210	Lean Systems Analysis	3	Lean Systems Analysis utilizes a series of concepts and practices directed toward improving customer value and reducing waste. Lean means creating more value to the customer with fewer resources. The course will focus on how to systematically expose unneeded processes, materials, and effort to make operations processes more effective and customer focused.
Elective Business or Education (12 credits)			
Business Concentration			
Course Number	Course Name	Credits	Course Description
EDG 9220	Operations and Supply Chain Management	3	EDG 9220 Operations and Supply Chain Management studies the structure and functioning of modern production systems within a manufacturing context. The complexity of international business operations is also studied. Topics include: the use of statistical process control and control charts, plant location and operation, sustainable procurement, forecasting and inventory management, transportation and distribution, technology acquisition (CAD/CAM), work flow planning, JIT concepts and lean systems. Also covered is how sales and operations cooperate to meet customer demand.
EDG 9230	Applications of Management Science and Analytics	3	This course introduces techniques and methods used in business management to analyze and solve business problems. The course will also explore the reasoning behind the use of management science techniques. We will explore various practices from the field of management science that can be applied in spreadsheet models to help in the decision-analysis and decision making process. The course will also present techniques to assist managers with planning, organizing, leading and controlling projects.
EDG 9250	Leading Non-profit Organizations	3	Leading Non-Profit Organizations provides broad coverage of major elements and issues critical to the success of a nonprofit organization including: historical and current context; leadership; strategic planning; operational planning; financial planning; funding; promotion; and accountability and social impact. 3 credits. Prerequisite: Graduate standing.
EDG 9240	Special Topics: Business and Industry	3	<p>Special Topics in Business and Industry: The main purpose of the research methods, data analysis, and reporting in this course is to introduce graduate students to quantitative and qualitative methods for conducting meaningful inquiry and research. They will gain an overview of research intent and design, methodology and technique, format and presentation, and data management and analysis informed by commonly used statistical methods. The course will develop each student’s ability to use this knowledge to become more effective researcher and decision maker. These tasks include:</p> <ul style="list-style-type: none"> • Developing a hypothesis, a research problem and related questions • Framing the problem with the correct research methodology • Collecting data that accurately addresses the research problem • Using data to make decisions • Providing technical guidance • Evaluating feasibility of research proposals • Presenting data to support decision makers <p>The course will provide an overview of the important concepts of research design, data collection, statistical and interpretative analysis, and final reporting presentation. The focus of this course is not on only the mastery of statistics but more so on the ability to create original research.</p> <p>Each week students will work through lessons that present specific readings and research and/or statistics-related concepts and analysis that brings to life examples of how the weekly topic applies to real life. This will allow students to clearly understand how the course material relates to their jobs as professionals in research and other occupations.</p>
EDG 9260	Special Topics in Health Care: The Business of Health Care	3	EDG 9260 offers students the opportunity to explore many of the issues that are confronted in health care today. Health care has been moving in the direction that finds the public and businesses more concerned with the costs, quality of life, and the increasing role of government leading to the beginning of the debates to resolve these issues.
EDG 9270	Business Informatics	3	This course provides the learner with a skill-set in the use of analytical tools used in business. These skills enable the informatics professional to effectively communicate business needs and successfully manage projects across an organization. The course will focus on the analysis of big-data for internal and external analysis of an organization and its use in long-range planning, and managing by objectives. Monte Carlo Simulation and the use of Artificial Intelligence will be integrated into the course for real-time application. The course culminates in a comprehensive project in data-mining and analysis for application in a continuous improvement project.

EDG 9280	Social Entrepreneurship: The Triple Bottom Line	3	The adoption of the tenets of Sustainability in all sectors of the economy continues to gain traction. EDG 9280 – Social Entrepreneurship: The Triple Bottom Line introduces the graduate student to the triple bottom line of Sustainability (People, Planet and Profit) as related to the development of products; and, to Social Entrepreneurship concepts that guide how such a business is run. The course is designed to provide a student from any discipline a foundation on the key competencies embedded in sustainability and sustainable development. The focus of the course is on balancing a company's need to maximize profits, while also minimizing negative impact on the environment, and maximizing positive social impact. Industry-relevant examples from the areas of healthcare and natural sciences are used, to illustrate these concepts in a practical way.
Education Concentration			
Course Number	Course Name	Credits	Course Description
EDG 9170	Media, Marketing, and Branding in Education	3	In every field, strong brands outperform weak brands. The purpose of this course is to help you identify and address problems of practice in the area of strategic brand development that are particularly pertinent in educational contexts. You will discover problem solving ideas and strategies that will positively impact your work and leadership. The course specifically focuses on strategic brand development, that is —the research, planning, and construction necessary either to refresh an existing educational brand or to create a new one. The course covers related topics stemming from this central focus including brand management (pricing, distribution, placement, and partnerships) and brand marketing. We begin by understanding what makes brands strong, through research, case examples, and models. With this foundation, we explore the strategies and tactics that are required to build strong educational brands. An array of active discussion, expert presentations, case studies and research will guide you to recognize and apply key principles of strategic branding, such as brand elements, architecture, visual and written expression, and brand extensions that impact organizational strategy as well as business and cultural outcomes.
EDG 9185	Futures Thinking in the World of Education	3	In this course, participants learn to analyze current and emerging trends in education. In addition, they will develop knowledge and skills in scenario planning, forecasting, and related tools used in futures studies, with a special focus upon the factors that influence the growth and adoption of innovations in education.
EDG 778/978	The Superintendency	3	Using a research and theory-based approach, this course will explore the role and responsibility of the 21st century superintendent . Students will analyze the relationship between superintendent, school board, and other authorities and examine how to build effective relationships . Students will also observe best practices of high-performing superintendents to learn to promote positive change to improve schools and student achievement .
EDG 788/988	Professional Ethics in Leadership	3	The focus of this course is a deeper understanding of a code of ethics & standards for school superintendents . Superintendents and all school leaders whom they supervise, promote the success of every student by acting with integrity, fairness, and in an ethical manner . Eight guiding standards for the superintendent are to make the well-being and success of students the fundamental value in all decision making and actions; to fulfill professional responsibilities with honesty and integrity, to support the principle of due process and protect the civil and human rights of all individuals . The superintendent implements the governing board of education's policies and administrative rules and regulations; and avoids using the position for personal gain through political, social, religious, economic, or other influence . She or he maintains the standards of and seeks to improve the effectiveness of the profession through research and continuing professional development and recognizes that sustained leadership will be attained through trust and ethical behavior .
EDG 789/989	Organizational and Policy Development	3	This course explores, identifies, and defines significant roles of school superintendents in providing a quality learning environment, and how individual educational leaders learn to maneuver within institutions . Organization & Policy Development provides guidance to future superintendents on how to use processes to bring about a quality and accepted result . The course will research group intuition and responses . The course will also study how a systems approach to organizational leadership can bring about positive results . The course will also examine examples of organizational leadership that results in negative consequences as a result of a lack of systems thinking . Organizational and Policy Development will include a segment on school finance and school business administration as part of the role of a Superintendent .
EDG 790/990	School Improvement and Data Analysis	3	School Improvement and Data Analysis is a course used to empower all stakeholders including students, teachers, leaders, and families to improve student achievement . While data can be used purposefully to bridge the divide between standardized instruction and the personalized learning that students deserve, teachers and leaders need further development in linking data to standards, curricular resources, and individualized learning needs . In this course, you will have the knowledge and skills to interpret and use data effectively to guide instructional decisions and meet SLOs .
EDG 791/991	Public Relations	3	This course is designed cover the principles, philosophy, and strategies utilized to improve school and community relations . The course focus is on effective communication to improve school quality and enhance student achievement . Effective strategies for responding to the dynamics associated with school and district's unique culture .
EDG 792/992	Facility Planning	3	The facility planning course of study will including a curriculum that includes capital budgeting, developing a needs assessment, on site review of facilities, a literature search, oversight of facility remodeling, the bidding process, referendums, staff and community input to facility projects and state and federal facility standards . The course will include onsite experience with facility planning Students will participate in a systematic course of study to research, study, replicate and implement good and professional facility planning methodology.

EDG 9300	Educating the Adult Learner	3	This course will focus on major learning theories and education practice for postsecondary instruction. Students will analyze elements of effective teaching and learning in higher education, including teaching styles, instructional models, and the use of technology. The course concepts will address teaching practices in the traditional, online and blended environments.
EDG 9320	Professional Practice to Higher Education	3	This course is designed to prepare the student for employment in higher education. What it means to be an effective teacher will be identified and discussed. Accreditation bodies, policies, and issues related to higher education will be explored. General expectations of entry level faculty at public and private institutions will be identified. This course will review innovative curriculum development, strategic planning, and program evaluation including quality improvement processes.
EDG 9330	Instructional Design for Higher Education	3	This course will focus on the instructional design process and applying adult learning theory, communication media, and technology to develop interactive, collaborative educational experiences for higher education courses. Established and upcoming instructional design models will be used to assist future higher education faculty develop effective courses in face-to-face, online, and/or blended formats.
EDG 9290	Diversity and Culturally Responsible Leadership	3	EDG 9290 Diversity and Culturally Responsible Leadership is designed to prepare emerging leadership scholars with evidence-based knowledge and skills for assessing, developing, and managing a culturally diverse workplace. The course will provide innovative strategies for the effective and responsible leadership, management, and improvement of diverse organizations.
EDG 9310	Evaluation and Testing in Higher Education	3	Students develop the theoretical basis for assessing learning in the classroom, laboratory, online environment, and practicum settings. Students gain experience in preparing assessment and evaluation methods including the construction of test items measuring higher level learning, development of written assignments and rubrics, planning and constructing tests, and analyzing test results. Ethical and legal principles, research and other evidence are applied to the evaluation of learning. This course is applicable for teachers in educational, healthcare, and business settings.
Comprehensive Examination (0 Credits)			
Dissertation/Defense (12 credits)			
Course Number	Course Name	Credits	Course Description
EDG 9080	Dissertation Research Seminar 1	1	In this one credit course, students will begin and complete their search for a research question or research problem they wish to solve. They will also identify key components and begin an outline on Chapter One of their Dissertation. In addition, students will select a Dissertation Chair. This seminar is conducted collaboratively in a cohort format.
EDG 9090	Dissertation Research Seminar 2	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. In addition to formalizing the research question, students will focus primarily on researching and developing their Literature Review.
EDG 9100	Dissertation Research Seminar 3	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. In addition to refining their Literature Review, students will focus primarily on developing their Introduction Chapter.
EDG 9110	Dissertation Research Seminar 4	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. In addition to refining their "Chapter One: The Introduction," students will focus primarily on developing their "Chapter Three: Methodology" as well as forming their Dissertation Committee.
EDG 9120	Dissertation Research Seminar 5	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. At the end of this seminar, students will submit their Dissertation Proposal—the first three chapters of their Dissertation.
EDG 9130	Dissertation Research Seminar 6	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. At the end of this seminar, students will complete their Comprehensive Assessment.
EDG 9140	Dissertation Research Seminar 7	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. At the end of this seminar, students will submit a formalized "Chapter Four: Data Analysis and Results or Findings."
EDG 9150	Dissertation Research Seminar 8	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. At the end of this seminar, students will submit rough draft of "Chapter Five: Discussion, Implications, and Recommendations" and Abstract. They will also schedule and begin preparing for their Dissertation Defense.

EDG 9160	Dissertation Research Seminar 9	1	In this one credit course, students will work individually with their Dissertation Chair in the research process. At the end of this seminar, students will submit their Dissertation and execute their Dissertation Defense.
EDG 9350	Dissertation	3	In this three credit course, students will work individually with their Dissertation Chair in completing the Dissertation process. Students will submit their final, completed Dissertation and also submit at least one scholarly article, from their Dissertation, to a peer-reviewed journal or publication.