

Cal State Fullerton

COLLEGE OF EDUCATION

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To: Dr. Nancy Watkins, EdD Program Director, and Dr. Ioakim Boutakidis, Ed Leadership Dept. Chair

From: Dr. Lisa Kirtman, Dean, College of Education

Subject: EDD PPR External Report

Date: March 6, 2025

Thank you for your time and effort in completing the PPR for your program. Program Performance Review is a valuable process to provide a better understanding of the program and an opportunity for continuous improvement. I would like to thank the members of external and internal PPR committees for their exhaustive work in identifying the program's strength and areas of possible growth.

In what follows, I will address the items listed in the EdD PPR external report.

Thank you again and look forward to following up with you on this report.

External Review Team's Recommendations	EDD Chair's Response	Dean's Response
<p>1. Program Structure & Curriculum</p> <p>Clarify Milestone Expectations: Develop a comprehensive dissertation handbook with clear expectations, timelines, and a visual milestone map (e.g., semester 2—complete Chapter 1).</p> <p>Enhance Dissertation Support: Increase structured support and guidance for students throughout their dissertation process.</p> <p>Integrate Artificial Intelligence (GenAI): Embed TitanGPT and GenAI tools into the curriculum to enhance learning and prepare students for leadership in education.</p>	<p>Program and Milestone Expectations were published in the updated EdD Bylaws and Student Handbook. The handbook includes a milestone map and EDD 670 Series overview that addresses the External Review Committee recommendation.</p> <ul style="list-style-type: none">○ Ed.D. Bylaws (updated November 2023)○ EdD Student Handbook (2024) <p>Dissertation support is currently provided in EDD 670 courses, scheduled writing support workshops, and coordination with dissertation Chairs. We plan to continue articulation and alignment between EDD 670 instructors, Chairs, and coordinators to ensure students' clear guidance on their research projects. We are exploring opportunities with C-REAL for</p>	<p>If the review committee could not find the dissertation handbook with clear milestone but the chair is saying the information is there. Maybe it needs to be provided to students over multiple semester (or reminded), and I would suggest having the advisory committee review to ensure that it is clear.</p> <p>You will need a new plan for marketing and recruitment. The ASA cannot do the work listed below. I believe the associate dean spoke with you about this. This may have happened after this was submitted.</p> <p>I love the AI integration</p>

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<p>Improve Recruitment Strategies:</p> <ul style="list-style-type: none"> ○ Leverage alumni networks for recruitment efforts. ○ Track recruitment and application data more intentionally. ○ Engage employers in alumni events for visibility. 	<p>additional support (ex., NVivo; SPSS).</p> <p>AI integration has begun with providing faculty training opportunities, an AI syllabus statement, and conversations about AI literacy for students. We are writing a new course on Innovation and Technology for the online EdD program that will lean heavily into AI integration and opportunities for school leaders.</p> <p>Recruitment efforts this year have been improved with the help of the EdD ASA marketing and alumni outreach. The CC and P12 Recruiters include alumni in the information session. We do track recruitment and application data through WebAdmit and our records. The EdD program will continue these practices.</p> <p>The 2025-2024 recruitment is going well, with increased applications for both EdD specializations during the priority application period. We have an alumni event scheduled for April 26 and will look into inviting employers to the event.</p>	
<p>2. Faculty Development & Teaching</p> <p>Professional Development for Faculty:</p> <ul style="list-style-type: none"> ○ Provide training on hybrid teaching strategies. ○ Offer mentorship programs for part-time faculty to align with program goals. ○ Use Master Syllabi to ensure consistency across part-time faculty courses. 	<p>The EdD program implements a comprehensive faculty support structure that strengthens hybrid instruction, dissertation advising, and alignment with program goals to support faculty professional development and future hiring needs.</p> <p>1. Professional Development for Faculty</p> <p>To ensure high-quality hybrid instruction, the program:</p>	<p>I love all of the professional development opportunities presented. I think using faculty meetings and summer/fall/winter retreats for PD would help. Many will not seek it out even if it is available.</p> <p>I support new faculty hiring, but I also think all of the faculty who work with EDD students need to be experts in dissertations. I would like to see</p>



<ul style="list-style-type: none"> ○ Develop faculty training in dissertation advising best practices to ensure consistency in student guidance. <p>Bi-Annual Faculty Meetings: Conduct meetings for all faculty (full-time and part-time) to align course content, pedagogy, and program goals.</p> <p>Future Faculty Hiring Needs:</p> <ul style="list-style-type: none"> ○ Recruit faculty with expertise in online education in preparation for the fully online EdD program. ○ Increase faculty experienced in dissertation mentorship. 	<p>-Offers dedicated hybrid teaching strategies training, led by an instructional designer, to equip faculty with best practices in online and hybrid pedagogies. VIDEO of Training</p> <p>-Reinforces the use of Master Syllabi to maintain consistency across part-time faculty courses, with ongoing faculty communication about syllabus updates.</p> <p>-Provides structured professional development opportunities through the FDC for part-time faculty, including participation in College of Education retreats and specialization meetings to ensure integration into the program.</p> <p>-Will explore returning to a course monitor system, allowing faculty leads to provide additional oversight and mentorship to instructors across cohorts.</p> <p>To enhance dissertation advising best practices, the program will:</p> <p>-Schedule Dissertation Candidate and Chair Kick-off Meetings to set clear expectations for student progress and strengthen the faculty-student advising relationship (the first one was Sept 7, 2024).</p> <p>-Maintaining the EdD Virtual Community and Educational Leadership Canvas page, where faculty can access resources, guidance, and best practices on dissertation mentoring and student support.</p>	<p>more work in this area if this is in fact a concern.</p>
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	<p>2. Future Faculty Hiring Needs</p> <p>To support the long-term sustainability of the EdD program, the program is:</p> <ul style="list-style-type: none"> -Launching a P12 faculty search in 2025 to address programmatic needs. -Planning potential faculty searches in 2026 to support the anticipated launch of an online EdD program and expand dissertation mentorship capacity. -Recognizing that as enrollment grows, there will be a ripple effect necessitating hiring additional qualified faculty with expertise in online education and dissertation advising. <p>By implementing these targeted actions, the EdD program will ensure faculty are well-equipped to support student success, maintain instructional quality across hybrid and online modalities, and strategically expand faculty capacity in alignment with program growth.</p>	
<p>3. Student Support & Advising</p> <p>Strengthen Student Advising Structures:</p> <ul style="list-style-type: none"> ○ Improve communication of dissertation expectations through multiple channels. ○ Expand faculty mentoring to include networking and career development opportunities. ○ Leverage the alumni network to offer research and internship opportunities. 	<p>The EdD program is committed to enhancing student advising, data collection, and resources to support students throughout their doctoral journey, particularly in the dissertation phase. The following action steps will ensure that students receive clear communication, mentorship, career development opportunities, and access to necessary academic and well-being resources.</p> <p>1. Strengthen Student Advising Structures</p>	<p>This feedback should be shared with Rachael and have her come up with a plan of action with faculty input.</p> <p>The EDD advisory board should look at ways to integrate CREAL.</p>



<p>Increase Data Collection for Student Experience:</p> <ul style="list-style-type: none"> ○ Conduct focus groups or interviews with students who feel unsupported in their dissertation process. ○ Implement an end-of-course/semester survey to gather feedback before program completion. ○ Improve response rates for Exit Surveys and Employer Surveys (e.g., offering incentives such as gift cards). ○ Add qualitative open-ended questions to surveys for deeper insights. <p>Enhance Student Resources:</p> <ul style="list-style-type: none"> ○ Expand the use of the Center for Research on Educational Access and Leadership (CREAL) for dissertation support. ○ Collect data on how students are using CREAL services. ○ Provide students mental health resources (e.g., including CAPS representation at EdD orientation). 	<p>To improve communication of dissertation expectations, we will:</p> <ul style="list-style-type: none"> -Direct students to the comprehensive Dissertation Handbook outlining expectations, milestones, and timelines. EdD Student Handbook (2024) -Host Dissertation Candidate & Chair Kick-off Meetings at the start of the dissertation phase to clarify expectations. First meeting was Sept 7, 2024. -Maintain the online resource hub EdD Virtual Community with dissertation templates, exemplars, and resources. -Regularly update students via newsletters and online portals on deadlines, resources, and advising opportunities. Newsletters published in November and April. <p>To expand faculty mentoring beyond dissertation advising, we will continue to:</p> <ul style="list-style-type: none"> -Establish faculty-led networking and career development events, connecting students with education leaders (Learning Exchanges - two times a year). -Leverage the alumni network by creating an EdD Alumni Mentorship Program where graduates support current students in research and career planning. -Expand research and internship opportunities by collaborating with districts, community colleges, and education organizations (Executive Council). <p>2. Increase Data Collection for Student Experience</p>	
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	<p>To ensure we have actionable insights into student experiences, we will:</p> <ul style="list-style-type: none"> -Conduct focus groups and interviews with students and the EdD Advisory Board who express challenges in their dissertation progress to identify barriers. -Review the end-of-course/semester survey to capture feedback before program completion and address concerns in real-time. <p>Improve Exit Survey and Employer Survey response rates by:</p> <ul style="list-style-type: none"> -Simplifying and shortening survey formats to increase participation. -Sending multiple reminders and using faculty advisors to encourage participation. -Add qualitative open-ended questions to surveys to capture deeper insights into student experiences. <p>3. Enhance Student Resources</p> <p>To expand dissertation support through CREAL, we will:</p> <ul style="list-style-type: none"> -Increase the visibility of CREAL resources by featuring them in EdD orientations and newsletters. -Track student usage of CREAL services by implementing a feedback mechanism to identify areas for improvement. -Encourage faculty to integrate CREAL workshops into dissertation advising courses. <p>To support student mental health and well-being, we will:</p>	
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	<p>-Continue to include CAPS (Counseling & Psychological Services) at EdD orientation to introduce students to available mental health resources.</p> <p>-Develop a well-being section in the EdD newsletter featuring self-care strategies, mental health resources, and stress management tips.</p> <p>Long-Term Impact</p> <p>By implementing these actions, the EdD program will:</p> <p>-Improve student satisfaction and retention by ensuring clear communication and strong advising.</p> <p>-Increase on-time dissertation completion rates through structured mentorship and academic support.</p> <p>-Enhance career outcomes by providing networking, internships, and alumni engagement.</p> <p>-Maintain a supportive learning environment that prioritizes student well-being and academic success.</p> <p>These efforts will position the EdD program as a leader in student-centered doctoral education, ensuring students graduate on time, feel supported, and are well-prepared for leadership roles in education.</p>	
<p>4. Enrollment & Program Sustainability</p> <p>Address Enrollment Declines:</p> <ul style="list-style-type: none"> ○ Increase outreach efforts to prospective students. ○ Strengthen the marketing and branding of the EdD program. 	<p>1. Addressing Enrollment</p> <p>To increase outreach efforts and improve branding, we will continue to:</p> <p>-Leverage alumni networks for recruitment by engaging graduates in outreach efforts,</p>	<p>I agree that the online program is going to help with this recommendation.</p>



<ul style="list-style-type: none"> ○ Ensure that enrollment remains sustainable to maintain financial viability. <p>Transition to Online and Hybrid Models:</p> <ul style="list-style-type: none"> ○ Plan for expanding online EdD offerings. ○ Conduct a national benchmarking study to compare best practices in online/hybrid EdD programs. 	<p>information sessions, and targeted referral campaigns.</p> <ul style="list-style-type: none"> -Host virtual information sessions for prospective students, focusing on career advancement opportunities and program impact. -Strengthen partnerships with school districts, community colleges, and educational organizations to build a pipeline for new applicants. -Develop targeted marketing materials highlighting program strengths, including student success stories, research impact, and faculty expertise. -Expand social media and digital marketing efforts to increase visibility and reach a broader audience. -Analyze enrollment trends and adjust recruitment strategies based on data insights, including reviewing application patterns and reasons for non-enrollment. <p>To ensure sustainable enrollment for financial viability, we will monitor student retention rates and early indicators of attrition to implement targeted interventions that improve persistence and completion.</p> <p>2. Transition to Online and Hybrid Models</p> <p>To expand online EdD offerings and increase accessibility, we will continue:</p> <ul style="list-style-type: none"> -Develop a phased plan for an online EdD program, ensuring it aligns with accreditation requirements and best practices in doctoral education. Goal is to launch in 2026. -Offer faculty development and instructional design support to 	
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	<p>prepare faculty for high-quality online teaching.</p> <p>-Utilize TitanGPT and other AI tools to support online student engagement, dissertation writing assistance, and research support.</p> <p>Long-Term Impact</p> <p>By implementing these strategies, the EdD program will:</p> <p>-Increase applicant interest and enrollment numbers, ensuring a steady pipeline of future educational leaders.</p> <p>-Expand accessibility and flexibility for students through hybrid and online options.</p> <p>-Enhance visibility as an innovative, student-centered doctoral program.</p> <p>Through proactive outreach, strategic marketing, and thoughtful online program expansion, the EdD program is well-positioned for long-term success and impact.</p>	
<p>5. Program Assessment & Continuous Improvement</p> <p>Improve Data Tracking and Analysis:</p> <ul style="list-style-type: none"> ○ Increase data collection related to student learning outcomes (SLOs). ○ Differentiate between program learning outcomes and EdD competencies for more precise assessment. ○ Use GenAI tools to analyze surveys and develop data-driven improvement strategies. <p>Increase Graduation Rates & Retention:</p> <ul style="list-style-type: none"> ○ Implement additional dissertation support 	<p>To enhance program assessment and continuous improvement, the EdD program will implement targeted actions in two key areas: data tracking and analysis and student support for increased graduation rates and retention.</p> <p>1. Improve Data Tracking & Analysis</p> <p>To strengthen the collection and use of student learning outcomes (SLOs) data:</p> <p>-We will work with Grace Nguyen (data analyst) to refine assessment measures to differentiate between program learning outcomes and EdD</p>	<p>This is not work for Grace. This is faculty/department work. Creating an assessment committee of faculty would be of great help! I also like the use of AI to address these concerns.</p>



<p>courses to improve completion rates within three years.</p> <ul style="list-style-type: none"> ○ Offer more structured dissertation writing workshops. 	<p>competencies, ensuring alignment with program objectives and curricular priorities.</p> <ul style="list-style-type: none"> -Our assessment cycle will be reviewed, integrating end-of-course surveys and dissertation milestone tracking to provide real-time insights into student progress. -The program will integrate Generative AI (GenAI) tools to assist in survey analysis, data visualization, and pattern identification, allowing faculty to make more data-driven decisions in curriculum and student support enhancements. <p>2. Increase Graduation Rates & Retention</p> <p>To increase the percentage of students completing within three years, the program will:</p> <ul style="list-style-type: none"> -Expand dissertation support by formalizing structured research and writing milestones within the EDD 670 Research Support Seminar series to ensure students stay on track. -Offer more dissertation writing workshops in collaboration with the Center for Research on Educational Access and Leadership (CREAL) and faculty mentors, focusing on proposal development, literature synthesis, and data analysis. -Establish faculty mentoring groups to provide personalized guidance and peer accountability, addressing individual student challenges in the dissertation process. 	
<p>6. Facilities, Technology, and Financial Sustainability</p>	<p>-To address the recommendation for auditing space and technology needs, the EdD program will implement an</p>	<p>All of the suggestions/recommendation in this area are great, and it is important that they are all considered. The department has</p>



<p>Audit Space & Technology Needs: Conduct an annual technology assessment to ensure modern hybrid learning capabilities.</p> <p>Expand Technology Resources:</p> <ul style="list-style-type: none"> ○ Leverage TitanGPT for dissertation support (e.g., transcription, APA formatting, research assistance). ○ Ensure continued funding for research software tools (e.g., SPSS, Qualtrics, Dedoose). 	<p>annual technology assessment to evaluate the effectiveness of hybrid learning tools and ensure that faculty and students have access to modern digital resources. This assessment will include student and faculty surveys and a review of emerging educational technologies to support hybrid and online learning environments.</p> <p>-In alignment with the expansion of technology resources, the program will leverage TitanGPT as a dissertation support tool, integrating it into research seminars and faculty mentorship. TitanGPT can enhance transcription accuracy, streamlining APA formatting, and support literature review processes, ensuring that students can efficiently engage with their research.</p> <p>-The program will advocate for sustained funding for essential research software tools, including SPSS, Qualtrics, and NVivo, to maintain continuity in research support. This will be achieved through strategic budget planning, identifying alternative funding sources, and exploring potential partnerships within the university to expand software access (ex., Otter.ai; TitanGPT).</p> <p>By proactively addressing these needs, the program will enhance the student research experience, maintain instructional excellence in hybrid modalities, and strengthen its capacity to support doctoral candidates in their academic journey.</p>	<p>clearly started this work but sharing these recommendations with the faculty to figure out next steps would be important.</p> <p>I like the fundraising ideas, but I don't think this needs to be a focus. The program has a strong funding source and although I think it a good long-term goal, I think working on the curriculum is more important.</p>
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<p>7. Strengthening Alumni Engagement</p> <p>Leverage Alumni for Networking & Recruitment:</p> <ul style="list-style-type: none"> ○ Establish regular alumni events that occur outside normal work hours (e.g., evenings or weekends). ○ Increase outreach and mentorship opportunities between alumni and current students. ○ Expand alumni involvement in JEIE-related discussions (e.g., how they apply these practices in leadership roles). 	<p>We recognize the invaluable role our alumni play in building a strong professional network, supporting student success, and advancing the program’s mission. We are proud of our efforts to engage with alumni, and we are committed to further expanding these initiatives.</p> <p>1. Leverage Alumni for Networking & Recruitment</p> <p>To increase alumni involvement in program outreach and student mentorship, we will:</p> <ul style="list-style-type: none"> -Continue hosting annual alumni mixers, building on the success of our first alumni mixer was in 2024 and the upcoming mixer on April 26, 2025. -Schedule additional networking events in the evenings and on weekends to increase accessibility for working professionals. -Develop an EdD Alumni Mentorship Program where alumni support current students in career development, dissertation research, and leadership preparation. -Feature alumni in promotional materials, webinars, and recruitment events to highlight their career trajectories and impact. <p>2. Expand Alumni Involvement in Just, Equitable, and Inclusive Education (JEIE) Discussions</p> <p>To deepen alumni engagement in critical conversations on educational leadership, we will:</p> <ul style="list-style-type: none"> -Highlight alumni contributions to equity and inclusion efforts in 	
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	<p>the EdD newsletter, program website, and social media.</p> <ul style="list-style-type: none"> -Encourage alumni to participate in mentorship opportunities related to JEIE best practices in education leadership. <p>3. Strengthen Fundraising and Program Support</p> <p>To ensure long-term sustainability and growth of alumni engagement efforts, we will:</p> <ul style="list-style-type: none"> -Expand our Titan Fundraising (Fully Engaged) efforts to support alumni-driven initiatives, such as student scholarships, dissertation grants, and networking events. -Leverage alumni networks to enhance employer partnerships, creating internship and job placement opportunities for current EdD students. -Track alumni engagement data to assess the impact of these initiatives and refine future programming. <p>Long-Term Impact</p> <p>By strengthening alumni engagement, the EdD program will:</p> <ul style="list-style-type: none"> -Enhance professional networking and career development for students and graduates. -Increase alumni contributions to program recruitment and mentorship, and create a pipeline of future education leaders. -Expand the program’s impact on equity-driven leadership through alumni involvement in JEIE-related initiatives. 	
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	<p>We are excited to build on our successes and continue cultivating a thriving, engaged alumni community that supports students, strengthens the program, and advances the field of educational leadership.</p>	
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