



Khon Kaen University's Doctoral Program in Educational Administration: A Partnership Between KKU and Washington State University—An Overview of Past and Future Collaborative Activities

*Dr. Forrest W. Parkay**

*Dr. Wirot Sanrattana***

*Dr. Merrill M. Oaks****

Program Overview

Khon Kaen University's Doctoral Program in Educational Administration was approved by the Khon Kaen University Council on April 26, 2000. The first student cohort was admitted into the program during the second semester of the 2000 academic year. The second and third cohorts were selected during the 2002 and 2004 academic years, respectively. At this writing, the program has been in operation for five years.

The purpose of KKU's Doctoral Program in Educational Administration is to provide students with a solid "grounding" in academic coursework that develops knowledge, skills, and attitudes for excellence in transformational leadership, creative inquiry, and professional learning. To become exemplary change agents in transformational leadership requires that each student is prepared philosophically in both academics and research capabilities. Carefully designed coursework

prepares each student to conduct meaningful, real life research which addresses the many challenging issues facing Thailand's educational system during the 21st century.

The primary objective of the program is to prepare graduates who are capable of providing transformational leadership for educational reform through applied and theoretical research and the application of "best practices" in administration. Achieving this objective requires that each candidate has a strong foundation in coursework that develops his/her ability to conduct scientific and applied research required for the dissertation and subsequent professional career.

Program Chronology

In 1999, the Faculty of Education, Khon Kaen University, Thailand, and the College of Education, Washington State University, developed a formal Memorandum of Agreement (MOA) to

* ศาสตราจารย์ ประจำโครงการปริญญาเอกสาขาภาวะผู้นำทางการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยขอนแก่น

** รองศาสตราจารย์ ประจำโครงการปริญญาเอกสาขาวิชาการบริหารการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยขอนแก่น

*** ศาสตราจารย์ ประจำโครงการปริญญาเอกสาขาภาวะผู้นำทางการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยขอนแก่น

create professional opportunities for students and faculty at both institutions. The original MOA was extended in 2003 to cover partnership activities until January 5th, 2007 (B.E 2550). Specific guidelines or program descriptions were developed to cover this later period.

The first four-year period (1999-2002) for the MOA between KKU Faculty of Education and WSU College of Education was signed on January 5, 1999, by KKU's President and on February 13, 1999, by WSU's President. The MOA identified the following nine areas of cooperation and collaboration:

- collaborative research and other scholarly activities on subjects of mutual interest and benefit,
- exchange of information and resources (syllabi, program descriptions, instructional strategies, books, articles, reports, etc) on various aspects of educational administration,
- collaboration via the internet between WSU and KKU professors who teach doctoral-level courses in the same of similar areas,
- online learning activities involving WSU and KKU doctoral students enrolled in the same or similar courses,
- preparation of grant proposals for external funding to support collaborative projects and activities,
- occasional short courses taught by WSU professors at KKU, if sufficient funding for such exchanges become available,
- limited participation by WSU faculty with relevant expertise on KKU

doctoral dissertation committees,

- advising by WSU faculty for KKU students (with sufficient English language abilities and qualifications to met WSU's criteria for non-degree student status) who elect to take some of their coursework at the WSU campus,
- other collaborative educational activities as may be mutually agreed upon.

The second five-year period for the MOA (2003-2007) was signed into effect on April 17, 2003, by WSU's President and by KKU's President on May 27, 2003. In addition, the MOA. may be extended by mutual agreement in writing.

Collaborative Activities, 2000-2005

Since 2000, many mutually beneficial activities have occurred, including the following.

Intensive Workshops

2000-2002, Cohort 1:

- November 13-17, 2000, "Fundamentals of Educational Administration," and November 27-December 8, 2000, "Educational Human Resources Management," both conducted by Forrest W. Parkay
- May 9-13, 2001, "Curriculum and Instruction Management," and May 16-20, 2001, "Research Methods in Educational Administration," both conducted by Merrill M. Oaks
- May 30-June 3, 2001, "English for Educational Leaders," and July 6-10, 2001, "Theories in Educational Administration," both conducted by

Forrest W. Parkay

- November 14-18, 2001, "Dissertation Proposal Preparation," and November 21-25, 2001, "Leadership in Educational Administration," co-facilitated by Forrest W. Parkay and Michael S. Trevisan
- July 12-16, 19-23, 2002, "Doctoral Dissertation Proposal Writing," co-facilitated by Forrest W. Parkay and Dennis W. Warner

2003-2004, Cohort 2

- January 29- February 2, and February 5-9, 2003, "Policy Research for Educational Leadership," conducted by Merrill M. Oaks
- July 16-20, 23-27, 2003, "Policy Research for Educational Leadership II" conducted by Forrest W. Parkay
- November 12-16, 19-23, 2003, "Organizations: Theory, Structure, and Change," conducted by Merrill M. Oaks
- July 14-18, 2004, "Leadership in a Complex and Changing Society," conducted by Forrest W. Parkay

Short Courses

2003, Cohort 2

- 2nd semester 2003 (November 2003-March 2004), "Innovation in Educational Administration," conducted by Merrill M. Oaks

2004, and 2005, Cohort 3

- * 2nd semester 2004 (November 2004-March 2005), "Innovations in Educational Administration," conducted by

Merrill M. Oaks

- 1st semester 2005 (June-September 2005), "Comparative Educational Administration," conducted by Forrest W. Parkay
- 2nd semester 2005 (November) "Research Methodology in Educational Administration" - intensive work conducted by Edwin Helmstetter
- Summer 2006 (April) "Study Abroad Program at WSU"

Collaborative Research Involving KKU and WSU Faculty

- 2000 - Parkay, F.W., Thummaporn W., Nilvician H., Intarak C., Sintoovongse K., Sanrattana W, and Oaks M.M. 2000. "Toward Collaborative School Leadership in Thailand: The Relationship between Thai Culture Identity and Teacher-Administrator Interactions." *International Journal of Educational Reform*. Vol. 10, No.1/January 2001, pp.34-45.
- 2001 - Parkay, F.W., Sanrattana, W., and Phanphruk, S., 2001, "Facilitating Cross-National Research and Doctoral-Level Program Development Via the Internet: A Case Study of Online Collaboration Between the U.S. and Thailand." Presented at the Annual Meeting of American Educational Research Association (AERA), Seattle, U.S.A. April 14, 2001. *Journal of Education, KKU*. 26 (2): 106-116.

- 2002 - Parkay, F.W., Sanrattana, W., Saenghiran, B., Promboon, S., and Heggins III, W. 2002. "University Partners for Academic Leadership (UPAL): A Cross National Model for Facilitating Higher Education Reform in Developing Countries." Presented at the Annual Meeting of the American Educational Research Association (AERA), Chicago, U.S.A. April, 21, 2003
- 2003 - Parkay, F.W., Oaks, M.M., Heggins, W., and Sanrattana, W., 2003. "The Center for Educational Research and Policy Assessment (CERPA): Facilitating Educational Reform in Developing Countries." Presented at the Annual Meeting of the American Educational Research Association (AERA), San Diego, U.S.A. April, 13, 2004.
- 2003 - Sanrattana, W., Sanrattana, U, and Parkay, F.W. 2003. "The Processes of Decentralization among Primary Schools in Northeast Thailand: A Report on a National Effort to Decentralize School Administration." Presented at the Annual Meeting of the American Educational Research Association (AERA), San Diego, U.S.A. April, 16, 2004.
- Collaborative Research Involving KKU/ WSU Faculty Members and KKU Students
- 2002 - Parkay F.W., Sanrattana W. Phanphruk S, and 1st cohort of 14 doctoral students "Beginning Primary-School Principals in Thailand: A National Survey of their Priorities and Concerns." Presented at the Annual Meeting of the American Educational Research Association (AERA), Chicago, U.S.A. April, 21, 2003
- 2002 - Parkay F.W., Sanrattana W. Phanphruk S, and 1st cohort of 14 doctoral students "The Induction of Beginning Primary-School Principals in Thailand." Presented at the Annual Meeting of the American Educational Research Association (AERA), Chicago, U.S.A. April, 25, 2003
- 2003 - Sanrattana, W., Parkay, F.W., and 2nd cohort of 15 doctoral students. 2003. "The School as a Learning Community: A National Survey of Primary and Secondary Schools, and Vocational Colleges in Thailand." Presented at the Annual Meeting of the American Educational Research Association (AERA), San Diego, U.S.A. April, 14, 2004.

Other Activities

2002 to Present: University Partners for Academic Leadership (UPAL)

University Partners for Academic Leadership (UPAL) was created by the College of Education at Washington State University (WSU). UPAL (<http://www.educ.wsu.edu/thaipartner/upal/>) is a consortium of nine Thai universities--seven public and two private--and WSU that is dedicated to collaborating to facilitate higher education reform in Thailand. Funded by the U.S. Department of State's Bureau of Educational and Cultural Affairs, UPAL sponsored a Leadership Institute at

WSU (May 12-31, 2002) for the presidents and two vice presidents at UPAL institutions in Thailand. The presidents attended for eight days (Session 1) and the vice presidents for 16 days (Session 2). During the overlapping segment of the Institute (May 16-19), the presidents (1) communicated to their vice presidents the leadership insights they derived from their institute experiences and (2) outlined a strategic plan to be developed by the vice presidents during Session 2.

The UPAL Leadership Institute had three specific outcomes. First, the participants developed the following mission statement for UPAL: "UPAL is a consortium of Thai and U.S. universities committed to serving as a support mechanism to facilitate the reform of higher education in Thailand in the following four broad areas: (1) academic programs for students, (2) institutional development, (3) staff development for faculty, and (4) leadership development for administrators". Second, participants at the Leadership Institute developed a "charter" which was signed by the nine university presidents and the president of WSU. The UPAL Charter states, in part, that "UPAL is based on the premise that each UPAL institution has capabilities and expertise that will enhance the quality and capacity of other institutions in the consortium members are committed to the following values and processes: collaboration and teamwork, diverse thinking, group decision making, and loyalty and trust across institutions." Third, at the end of Session 2, participants from each UPAL institution presented their strategic action plans in five key areas. After each plan was presented, participants critiqued the plan and offered suggestions for improvement.

2003: Center for Educational Research and Policy Assessment (CERPA)

As noted above, since 1999, WSU's College of Education has assisted the Department of Educational Administration at Khon Kaen University (KKU) in the design and delivery of a doctoral program in educational administration. The first cohort of 14 KKU students is now completing doctoral dissertations on several critical areas of educational reform in Thailand, and a second cohort of 15 students recently began their doctoral studies in the program.

In 2003, Dr. Merrill Oaks and Dr. Forrest W. Parkay from WSU and Dr. Wirot Sanrattana (Committee Chair of KKU's Doctoral Program in Educational Administration) discussed the possibility of faculty members and doctoral students from Thailand's universities conducting research in the broad areas of educational reform and policy assessment. On February 13, 2003, Drs. Oaks, Parkay, and Sanrattana met with Dr. Krasae Chanawongse, advisor to the Prime Minister, to seek his counsel regarding the proposed research and assessment center. During this productive meeting, a decision was made to prepare a proposal to establish a Center for Educational Research and Policy Assessment (CERPA). The primary function of CERPA would be to provide research-based recommendations to the Government of Thailand regarding existing and needed educational reform policies. (During a UPAL meeting at Naresuan University in May 2004, the UPAL consortium endorsed plans to create the Center for Educational Research and Policy Assessment.)

2003: International Symposium at WSU

During April 1-18, 2003, the College of Education, Washington State University, with the collaboration of Faculty of Education, Khon Kaen University, conducted an International Symposium on Educational Research 2003 at the College of Education, WSU. There were about 40 participants from Thailand, the United States, China, Uzbekistan, and Denmark.

2004: Center for Research and Development in Educational Administration (CRDEA)

During 2004, drawing from the development of the CERPA program, the Doctoral Program in Educational Administration at KKU created the Center for Research and Development in Educational Administration (CRDEA). The objectives of the Center are to conduct research to develop research-based approaches to teaching and learning, to disseminate research findings to the professional community, and to provide recommendations to educational institutions throughout Thailand. Currently, CRDEA is encouraging program members and doctoral students to seek grants to conduct research. Recently, the Center submitted two research proposals for support from the National Research Institute for the 2006 budget year.

2005: KKU Journal in Educational Administration

The Journal in Educational Administration, Khon Kaen University, was created by the Center for Research and Development in Educational Administration. The purpose of the Journal is to disseminate research articles in the field of educa-

tional administration. Two volumes of the Journal are published each year: January-June and July - December. The Journal accepts submissions from researchers in countries around the world. The focus of the first volume of the Journal is on "educational personnel." Currently, KKU and WSU are exploring the possibility of launching the International Journal in Education under the auspices of UPAL. This proposal will be considered at the UPAL 2006 meeting at Assumption University in Bangkok.

2005: Visiting Scholar Program

From March 5-June 10, 2005, KKU Associate Professor Wirot Sanrattana was a Visiting Scholar in residence on the WSU campus. As a Visiting Scholar, he conducted the following activities:

- The results of the existing MOA will be analyzed and a brief chronology of activities will be developed for anecdotal purpose(s). A summary report of project history will be developed as an artifact of this process.
- New COE program strategies and project ideas will be explored with WSU faculty and administrators. A report of the findings will be developed in accordance with the existing MOA guidelines.
- Potential collaborative research ideas will be brainstormed with WSU faculty and a potential roster of activities identified and distributed to faculty of WSU is College of Education and Faculty of Education members, KKU.

- An in-depth research model for distance learning will be initiated by meetings with WSU distance learning specialists to determine the feasibility and best case scenario for development of content and delivery of courses from WSU to KKU. A thorough report will be developed and supported by a research model.
- Doctoral programs in educational leadership-administration in the United States will be analyzed for content and delivery with innovative concepts and information identified. A report will be prepared identifying how these innovations can be infused into the KKU doctoral administration program.
- Discussions on the potential of development of a fully collaborative joint doctoral program in educational leadership-administration will be held and a research report developed on the results of the study.
- A feasibility study will be conducted to determine the potential for developing a collaborative research journal in the field of Educational Administration.
- A compendium of existing and future beneficial activities for participating UPAL partners will be developed, in cooperation with each UPAL university, and distributed to all UPAL partners.
- A review of the CERPA will be conducted and a revised document created based on new and emerging

information on Thai and United States educational reform initiatives.

- A professional development plan will be prepared including research, grant writing, publishing and, teaching tasks to be accomplished.

2005: Improvement of Curriculum for Doctoral Program in Educational Administration

In a recent survey, Khon Kaen University alumni, current students, faculty members, and educational administrators indicated that the program should focus on the characteristics and attributes of a transformational leader in both coursework and dissertation research. Based on the results of this survey and other data and information it has been determined that the program format should consist of two general types: 1) A design of 72 credits for a person who has the bachelor's degree or equivalent and, 2) A total credit package of 48 credits for the person who applies to the program with a master's degree or equivalent.

Program offerings for both options includes coursework provided by Washington State University faculty, as per the Memorandum of Agreement between WSU and KKU. Two new "highly recommended" program features include encouraging each doctoral candidate in Educational Administration to publish the findings of their doctoral dissertation in an international journal (refereed) and to make every effort possible to secure a grant from internal or external funding sources to conduct the doctoral dissertation research. An example of one funding source (grant) is the Golden Royal Jubilee research grant funded by

the Thailand Research Fund. This grant program requires that the student have co-advisors for the dissertation, one of whom must be a “foreign” advisor. In addition, the student must study abroad with the “foreign” co-advisor for a 6-12 months period and publish his/her dissertation research in an international journal of research.

2006: Post Doctoral Study Program

Washington State University and Khon Kaen University have operated an active collaborative partnership agreement for more than six (6) years. During that time the two institutions have collaborated on conducting workshops, teaching, exchanges, and graduate student research. The Khon Kaen University President and Vice Presidents also participated in the WSU University Partnership in Academic Leadership (UPAL) grant spring, 2002. One activity that neither university has conducted is an opportunity for faculty to participate in post doctoral work at either institution. The Khon Kaen University (KKU) Faculty of Education currently has four faculty members who either have recently received their doctoral degrees or will have earned the degree within one year. They are considering a postdoctoral experience in educational administration (leadership) at an American university and would prefer to come to the WSU College of Education for further experience and development in instruction, research, and leadership training.

The KKU Faculty of Education currently has experienced several recent retirements and new hires within the faculty group. Three new faculty members have been hired with a fourth mid career faculty member wishing to retrain in an administrative role. These faculty members seek the opportunity to work with the WSU College of

Education faculty members in Educational Leadership on issues including, teaching methodology, research, administrative strategies, professional development issues, and management approaches to further the expertise of the KKU Faculty of Administration.

The following four faculty members have been identified who wish to complete postdoctoral residencies at WSU during March-May/June 2006: Associate Professor Dr.Wallapha Areerat, Assistant Professor Dr.Kanokorn Yospaiboon, Assistant Professor Dr.Saowanee Treputtarat, and Dr. Prayuth Chusorn

These four KKU faculties members have the following common areas of interest: course design, teaching methods, scholarship (e.g. grants, publishing and, research). In addition, individual faculty members have the following specific interest areas: Associate Professor Dr.Wallapha Areerat: supervision, human resource development. Assistant Professor Dr.Kanokorn Yospaiboon: leadership, trends and issues in educational administration. Assistant Professor Dr.Saowanee Treputtarat: curriculum and instructional management, “best practice,” teaching methodologies. Dr. Prayuth Chusorn: policy development and analysis, strategic planning, administration.

2006 (an alternative year): Study Abroad Program

An objective of the KKU Doctoral Program in Educational Administration is to prepare each student in both academics and research capacity to become an exemplary change agent in a transformational leadership context. Coursework is the important catalyst that prepares them to conduct meaningful, real life research which

speaks directly the many interesting and challenging issues facing Thailand's educational culture in the 21st century. Opportunities to understand American classrooms and administration, have discussions with WSU doctoral students, visiting schools, participating in social and professional activities are all invaluable opportunities for Thai doctoral students. Washington State University, which aspires to become one of the "50 top" research universities in the United States, can provide these critical professional development experiences and enable KKU's Doctoral Program in Educational Administration to attain its objectives.

Each cohort of 12-15 KKU doctoral students actively enrolled in educational administration would be in the WSU-KKU "Study Abroad Program" from March through April/May, during alternating years.

Study Abroad Program activities would include the following: auditing classes, conducting inquiries to gather information for dissertations, attending meeting/seminars with WSU doctoral students, visiting local schools, visiting WSU and UI campuses, participating in WSU international activities, attending AERA Annual Meeting, attending workshops, etc. Specific activities for each Study Abroad Program would be developed cooperatively by WSU and KKU advisors.

References:

- Parkay, F.W., Sanrattana, W., Saenghiran, B., Promboon, S., and Heggins III, W. (2002). "University partners for academic leadership (UPAL) : A cross national model for facilitating higher education reform in developing countries." Presented at the Annual Meeting of the American Educational Research Association, Chicago, U.S.A. April, 21, 2003*
- Parkay, F.W., Oaks, M.M., Heggins, W., and Sanrattana, W. (2003). "The center for educational research and policy assessment (CERPA): Facilitating educational reform in developing countries." Presented at the Annual Meeting of the American Educational Research Association (AERA), San Diego, U.S.A. April, 13, 2004.*
- Sanrattana, W. (2002). "A summative evaluation report: Intensive workshop format for doctoral students in educational administration according to a collaborative agreement between KKU & WSU." Presented at the International Symposium on Research in Education 2003, College of Education, Washington State University, U.S.A., April 14, 2003.*
-(2005). "Draft of KKU doctor of education program in educational administration". A paper work as a visiting scholar at College of Education, Washington State University, U.S.A., March-June, 2005.*
-(2005). "Visiting scholar program". A paper work as a visiting scholar at College of Education, Washington State University, U.S.A., March-June, 2005.*