

Dear Graduate Student Candidate,

Thank you for your interest in the Ohio Association of Elementary School Administrators (OAESA) sponsored Doctoral programs. Courses are aligned to Standards for Ohio Educators (Ohio Standards for the Teaching Profession, Ohio Standards for Principals, and Ohio Standards for Professional Development), Ohio Standards for Superintendents, and Interstate School Leaders Licensure Consortium Standards (ISLLC).

This packet includes all of the information that you will need to be admitted into the program. Read through this packet carefully, and be sure to contact me if you have any questions. My team and I are committed to guiding you through the application process. Choosing where to go to graduate school is an important step, and I want to help you in any way that I can. You can reach me by phone at **(614) 379-4858** or by email at [mkaminska@graduateprogram.org](mailto:mkaminska@graduateprogram.org).



**NOTE: Concordia University Chicago strictly limits enrollment in each program and accepts reservations on a first-come, first-served basis.**

**Complete steps 1-3 below to reserve your seat in this program.**

Apply online at <http://www.graduateprogram.org/oaesa-concordia-chicago/application-checklist> for faster processing.

1

## Application

Submit your application at <https://engage.cuchicago.edu/apply/>



2

## Registration Form (Page 3)

Submit your [registration online](#) or complete page 5 and return by fax to **(800) 504-7618**.



3

## Application Fee (Page 4) - Includes 1-year OAESA Associate Membership

Use our secure payment center to submit your \$60 [application fee online](#) or complete page 6 and return by fax to **(800) 504-7618**.



Once you have reserved your seat, turn to page 2 or visit the [online checklist](#) to complete the remaining admission steps.

Congratulations on your pursuit of an advanced degree with Concordia University Chicago!

Sincerely,

Maggie Kaminska

Director of SAIL Program  
Development

(614) 379-4858

[mkaminska@graduateprogram.org](mailto:mkaminska@graduateprogram.org)



Once you have reserved your seat, please continue with the following steps to complete your admission file.

Note: You will not be eligible for financial aid until your admission file is complete.

Complete your application steps online at: <http://www.graduateprogram.org/oaesa-concordia-chicago/application-checklist>

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## Financial Aid & Payment Options (Page 5)



Determine how you plan to pay for the program: Financial Aid or Pay-As-You-Go.

If using Financial Aid, complete the **FAFSA**. For more information, see page 7. **It is in your best interest to complete the financial aid process as early as possible.**

If using a Pay-As-You-Go plan, follow the instructions on Page 6.

5

## Official Transcripts (Page 6)



Arrange for all official, sealed academic transcripts from institutions where degrees were earned to be sent to the address below. For transcript review questions, contact the Office of Graduate Admission directly at **(708) 209-4093**. If you need help, further instructions are listed on page 8.

6

## Objective Statement (Page 7)



You may submit your statement directly to the Graduate Information Office **online**. If you prefer to submit your essay another way, please respond to the prompt on page 9.

7

## Letter(s) of Recommendation (Pages 8 & 9)



The easiest and fastest way to request a recommendation is to use our **online system**. This will allow us to email reference forms directly to your recommender on your behalf. If you prefer to use the traditional paper forms, see pages 10 & 11. Two letters of recommendation are required for all programs.

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## Teaching License



If you have a valid Teaching License, please submit a copy to the Graduate Information Office by fax at **(800) 504-7618**.

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## Professional Resume



Submit a copy of your **professional resume online**. You may also email your resume to Tom Richards at [mkaminska@graduateprogram.org](mailto:mkaminska@graduateprogram.org) or fax to **(800) 504-7618**.

## Ohio licensure students only:

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## Employment Verification Form



Ohio Licensure and Endorsement candidates are required to submit an Employment Verification form to be completed by your employment supervisor or applicable school/district human resources employee. Your employment verification must indicate two full years of teaching experience for the Ohio Principal Licensure programs and the Ohio Teacher Leader programs. Two years of successful administrative experience is required prior to enrolling in a program leading to Ohio Superintendent licensure. This form can be completed online.

# Cohort Registration Form

Name  ID

Home Phone (  ) Cell/Work Phone (  )

Email

Term: ☐ Summer 2026 (May) ☐ Summer 2026 (June) ☐ Fall 2026 (August) Cohort Location ☐ Online

For which cohort program are you applying? (Check one box only)

- |   |   |
|---|---|
| <input type="checkbox"/> EdD Leadership - School Leadership with OH Principal Licensure | <input type="checkbox"/> PhD Leadership - School Leadership with OH Principal Licensure |
| <input type="checkbox"/> EdD Leadership - Ed Leadership w/ Superintendent Licensure     | <input type="checkbox"/> PhD Leadership - Ed Leadership w/ Superintendent Licensure     |
| <input type="checkbox"/> EdD Leadership - Educational Leadership without Licensure      | <input type="checkbox"/> PhD Leadership - Educational Leadership without Licensure      |
| <input type="checkbox"/> EdD Leadership - Teacher Leadership with OH TL Endorsement     | <input type="checkbox"/> PhD Leadership - Teacher Leadership with OH TL Endorsement     |
| <input type="checkbox"/> EdD Leadership - Special Education                             | <input type="checkbox"/> PhD Leadership - Special Education                             |
| <input type="checkbox"/> EdD Leadership - Curriculum and Instruction                    | <input type="checkbox"/> PhD Leadership - Curriculum and Instruction                    |
| <input type="checkbox"/> EdD Leadership - Educational Technology Leadership             | <input type="checkbox"/> PhD Leadership - Educational Technology Leadership             |
| <input type="checkbox"/> EdD Leadership - Reading, Language, and Literacy               | <input type="checkbox"/> PhD Leadership - Reading, Language, and Literacy               |
| <input type="checkbox"/> Superintendent Licensure ONLY                                  |   |

## CONFIDENTIAL: FOR STATISTICAL PURPOSES ONLY

Gender ☐ Male ☐ Female

Heritage ☐ Asian ☐ Puerto Rican ☐ Native Hawaiian or Other Pacific Islander  
☐ Black or African-American ☐ Mexican ☐ American Indian/Alaskan Native  
☐ White ☐ Cuban ☐ Other Hispanic

Religious Affiliation  If LCMS, district

## HONOR CODE PLEDGE:

As a student of Concordia University Chicago, and a member of the larger society, I pledge to uphold an academic honor code that supports serving and leading with strong personal integrity. Specifically, this includes not cheating or using inappropriate or dishonest means in the completion of academic requirements. This also includes not giving unauthorized assistance to others. I understand that it is my responsibility to comply with this honor system.

## COURSE(S) TO ADD: (for office use only)

CRN #	Course #	Course Title	Location

As part of the online Cohort Program, I understand that I will be registered for the classes listed above and remain registered unless written notification is submitted to the Office of Graduate Admission before the beginning of the class. I promise to pay Concordia University Chicago for the courses listed above. I further acknowledge that I am financially responsible for all charges in the event of withdrawal from classes as outlined in Concordia's current refund policy. Any efforts to collect on unpaid balances due to Concordia University Chicago that are made by a third-party source are my responsibility. Such costs include but are not limited to, fees from the outside collection agency, attorney fees, court costs, service charges, etc. Governing law: This note is governed by the laws of Illinois. I consent to the personal jurisdiction of the courts of Illinois in any lawsuit involving this note.

**IMPORTANT: Registration cannot be processed without your official signature.**

Signature  Date

<b>OFFICE USE ONLY</b>	Total Credit Before <input type="text"/> Change <input type="text"/>	Date entered <input type="text"/>
	Total Credit After <input type="text"/>	Initials <input type="text"/>
	Transaction completed via: <input type="checkbox"/> In person <input type="checkbox"/> Mail <input type="checkbox"/> Fax	

# Application Fee Payment Form


## TO PAY BY CREDIT CARD: Fill out this section and fax to (800) 504-7618

- Please use this section to pay your \$60 non-refundable application fee. (Includes 1-year OAESA Associate Membership)
- If you prefer, please contact the Graduate Information Office at (614) 379-4858 to pay your fee by credit card over the phone.

If you have any questions, please call us at (614) 379-4858 or e-mail [mkaminska@graduateprogram.org](mailto:mkaminska@graduateprogram.org)

Student Name	<input type="text"/>		
Name on Card	<input type="text"/>		
Cardholder Address	<input type="text"/>		
City	<input type="text"/>	State	<input type="text"/>
		Zip Code	<input type="text"/>
Card Type	<input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Discover <b>Amount: \$60.00</b>		
Card Number	<input type="text"/>	Expiration Date	<input type="text"/>
		CCV#	<input type="text"/>
Cardholder Signature	<input type="text"/>		Date <input type="text"/>
Telephone Number of Payee	<input type="text"/>	(in case there is a problem processing the transaction and we need to contact the cardholder for additional information)	

## TO PAY BY CHECK:

Date I will be mailing my payment	<input type="text"/>	Please note: Application and space reservation are NOT secure until your \$60, non-refundable application fee is received.
Signature	<input type="text"/>	Print Name <input type="text"/>
Checks made payable to: SAIL For Education (CONCORDIA DOES NOT ACCEPT POST-DATED CHECKS)	Mail check to:	 <b>SAIL For Education</b> <b>Graduate Information Office</b> P.O. Box 1893, Frankfort, IL 60423

## PAY-AS-YOU-GO TUITION PLAN:

Effective 9-1-10 VISA will no longer be accepted for tuition payments.

Each student will receive a statement of account prior to each term indicating the payment amount and due date. Additional coupons are available for your convenience at: <http://gradschool.cuchicago.edu/admission-financial-aid/tuition-billing-payment/graduate-cohort-payment-coupons/>. Each course of your program is eight (8) weeks in duration. Whether you are paying with your own funds, or using financial aid, tuition is due according to the schedule below. Please check each program that applies.

<input type="checkbox"/> Educational Leadership w/ Principal Licensure 3 equal payments of \$469 per 8 week class	<input type="checkbox"/> Superintendent Licensure ONLY 3 equal payments of \$469 per 8 week class
<input type="checkbox"/> Educational Leadership w/ Superintendent Licensure 3 equal payments of \$469 per 8 week class	<input type="checkbox"/> Teacher Leader w/ Endorsement 3 equal payments of \$469 per 8 week class
<input type="checkbox"/> Educational Leadership without Licensure 3 equal payments of \$469 per 8 week class	

ONLINE TUITION PAYMENTS (check, credit or debit card) AVAILABLE NOW AT: [www.CUChicago.edu/creditcardpayment](http://www.CUChicago.edu/creditcardpayment)



**Note: If you do not receive a statement prior to class starting, please contact the Business Services Office at (708) 209-3241.**

<b>BSO OFFICE USE ONLY:</b> Date Received <input type="text"/>	Capture Number <input type="text"/>	Entered on Account <input type="checkbox"/> Yes <input type="checkbox"/> No
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Graduate students enrolled in Concordia University Chicago's Doctoral Programs are eligible to participate in the Federal Stafford Loan program.

Complete all steps below to apply for financial aid. **Note: There are financial aid options that are not based on need.** Most students in the off-campus programs use financial aid to pay for the program. We recommend that you complete these steps as soon as possible to make sure that your payment arrangements are in order by the start of class. For help, please contact the Financial Aid Office at **(877) 266-7331**.

## HOW TO APPLY FOR FINANCIAL AID

- 1 Complete the Free Application for Federal Student Aid at [www.fafsa.gov](http://www.fafsa.gov).** Students beginning in Summer 2026 and Fall 2026 should submit the 2026-2027 form. You will need your 2024 Federal Tax Return. All students will need your FSA ID (<https://studentaid.gov/fsa-id/sign-in/landing>) and Concordia University Chicago's School Code (001666). Graduate students are considered independent for financial aid purposes.
- 2 Review your Student Aid Report (SAR) for accuracy.** You will receive this form 7-10 days after the FAFSA is submitted. If there are any errors on your SAR, log back into your FAFSA to make corrections.
- 3 You will receive your financial aid award letter from Concordia University Chicago.** This lists the financial aid that you qualify for. If you wish to decline all or a portion of the award, notify the Financial Aid Office in writing. Be sure to contact the Financial Aid Office if you have any questions about your award.
- 4 Complete Loan Entrance Counseling and the Master Promissory Note.** Entrance Counseling is only required for first time Federal Direct Loan borrowers; all borrowers must complete a Master Promissory Note. Both can be completed at [www.studentloans.gov](http://www.studentloans.gov) (you will need your FSA ID from Step 1).

**Questions? Call the Financial Aid Office at (877) 266-7331**

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## FEDERAL LOAN REQUIREMENTS

To be eligible to borrow funds under the Federal Direct Loan Program, you must:

1. File the Free Application for Federal Student Aid (FAFSA)
2. Be a U.S. citizen or permanent resident
3. Not be in default on prior educational loans
4. Maintain satisfactory academic progress

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## THE FEDERAL (TITLE ONE) TEACHER LOAN FORGIVENESS PROGRAM:

If you and your school qualify, this program may provide loan forgiveness for eligible Federal Direct Loans. This is a separate program requiring separate forms and processes. The U.S. Department of Education will determine your eligibility for this program; Concordia University Chicago is not responsible to verify your eligibility for this program. Please do not base your enrollment on this program, as it can be difficult to ensure qualification for government programs which are subject to reform and funding changes.

**You must call 1-800-4-FED-AID to verify your eligibility or visit <https://studentaid.gov/sa/repay-loans/forgiveness-cancellation/teacher> for more information.**

# Transcript Request Process

Concordia University Chicago requires official, sealed transcripts from all previously attended colleges and universities where degrees were earned. Follow the steps below to request transcripts from each school that you attended.

## TO ORDER TRANSCRIPTS:

There are multiple ways to request transcripts, and each college or university will have their own process.

### ONLINE:

Official Electronic Copies: [grad.admission@cuchicago.edu](mailto:grad.admission@cuchicago.edu)

### BY MAIL:

- 1 Contact the Registrar's office at your previously attended school, either by phone, email, or through your university's website.
- 2 Submit a transcript request following that school's procedures. Most colleges and universities require a signature or other official request in writing. Many schools have a Transcript Request Form available to download on the Registrar's website. Some will allow you to order transcripts online.



**Note: Some colleges and universities charge a small fee for official transcripts. Be sure to enclose your fee with your transcript request to avoid a delay in processing.**

- 3 It can often take several days for a transcript request to be processed. When your transcripts are received, the Graduate Information Office will contact you, but if you have not received confirmation within 14 days, please contact us at **(614) 379-4858**.

## Official Hard Copy Transcripts:

Concordia University Chicago  
Graduate & ADP Admission Office  
1115 Monroe Ave  
River Forest, IL 60305

**Remember: An admission decision cannot be made until all official, sealed transcripts are received.**



**Note: If you received a degree from a foreign institution any international transcripts must be evaluated by a Concordia-approved international credentialing service. Please request a foreign transcript evaluation from one of the following: ECE (Educational Credential Evaluators), WES (World Education Services) or AACRO (American Association of College Registrars and Admission Officers).**

Name

Date

In type-written format, please provide information on your future educational goals and/or objectives and their relationship to pursuing graduate work at Concordia University Chicago. This essay is an important and essential part of the admission process. (You do not need to use this form for your essay.)

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E-mail, fax or mail your Essay to:



**Concordia University Chicago**  
Office of Graduate Admission  
and Student Services  
7400 Augusta Street  
River Forest, IL 60305-1499



**(800) 504-7618**



[mkaminska@graduateprogram.](mailto:mkaminska@graduateprogram.)

Name



**Note: To be completed by an employment supervisor, college, or university instructor**

Please assist us in evaluating the applicant listed above for admission to graduate studies at Concordia University Chicago. Your comments should be directed to the areas indicated below. Thank you for your assistance in this process.

**For how long, and in what capacity have you known the applicant?**

**Academic Proficiency:**

**Personal Character:**

**Competence and effectiveness in professional work:**

Your Name (please type or print)

Date

Signature

Title or Position

Organization

Fax or mail to:



**Concordia University Chicago**  
Office of Graduate Admission  
and Student Services  
7400 Augusta Street  
River Forest, IL 60305-1499



**(800) 504-7618**

## Letter of Recommendation Form

Name



**Note: To be completed by an employment supervisor, college, or university instructor**

Please assist us in evaluating the applicant listed above for admission to graduate studies at Concordia University Chicago. Your comments should be directed to the areas indicated below. Thank you for your assistance in this process.

**For how long, and in what capacity have you known the applicant?**

**Academic Proficiency:**

**Personal Character:**

**Competence and effectiveness in professional work:**

Your Name (please type or print)

Date

Signature

Title or Position

Organization

Fax or mail to:



**Concordia University Chicago**  
Office of Graduate Admission  
and Student Services  
7400 Augusta Street  
River Forest, IL 60305-1499



**(800) 504-7618**

# Doctoral Program: Doctorate in Leadership - Teacher Leadership with OH Teacher Leader Endorsement

Coursework				Semester Hours			
EDL 6715	Providing Instructional Support			3	30		
*EDL 6725	Building Collaborative Relationships			3			
EDL 6775	Leading School-Based Professional Learning Communities			3			
*EDL 6988	Teacher Leader Practicum			3			
EDL 7110	Strategies in Educational Leadership			3			
EDL 7120	Research-Based Decision Making			3			
*EDL 7260	School/District Improvement Using Data Analysis			3			
EDL 7310	Organization Community Partnerships			3			
EDU 7100	Curriculum Theory and Design			3			
*EDU 7500	Instructional Coaching for Effective Teaching			3			
Foundations & Research							
Ed.D. Track				Ph.D. Track		31-37	
Core Areas (12 sem. hours)				Core Areas (12 sem. hours)			
FPR 7011	Philosophical and Theoretical Foundations of Leadership		3	FPR 7300	The Philosophy of Scientific Knowledge		3
EDL 7140	Organizational Change		3	EDL 7140	Organizational Change		3
EDL 7210	Policy Analysis		3	EDL 7210	Policy Analysis		3
EDL 7300	Ethics for Ed Leaders/Philosophy/Ethics		3	EDL 7300	Ethics for Ed Leaders		3
Research (10 sem. hours)				Research (16 sem. hours)			
RES 7605	Quantitative Analysis		3	RES 7900	Research Design		4
RES 7700	Qualitative Research		3	RES 7605	Quantitative Analysis		3
RES 7900	Research Design		4	RES 7700	Qualitative Research		3
Comprehensive Exam and Dissertation (9 sem. hours)				Comprehensive Exam and Dissertation (9 sem. hours)			
COMP 7000	Comprehensive Exam (fee)			COMP 7000	Comprehensive Examination (required)(fee)		
Diss 7010	Dissertation		3	Diss 7010	Dissertation		3
Diss 7020	Dissertation		3	Diss 7020	Dissertation		3
Diss 7030	Dissertation		3	Diss 7030	Dissertation		3
Diss 8000	Dissertation Supervision (fee)			Diss 8000	Dissertation Supervision (fee)		
Total Credit Hours Practice-Based Track (Ed.D.)				Total Credit Hours Research-Based Track (Ph.D.)			61
							67

\*Required courses for Ohio TL endorsement

Courses are subject to administrative review and change at any time

# Doctorate Program: Doctorate in Leadership - School Leadership with OH Principal Licensure

This Educational Leadership program explores theories, research, and policies that support effective school leadership practices. Participants will develop the knowledge, skills, and dispositions required to assume school leadership roles with an emphasis on examining the various decisions that affect school administrators and the importance of the human resource management.

Coursework				Semester Hours		
*EDL 6121	Ohio: Supervision and Improvement of Instruction		3	30		
*EDL 6131	Ohio: School Evaluation and Change Process		3			
*EDL 6201	Ohio: School Finance and Business Management		3			
*EDL 6220	School Organization and Human Resources		3			
*EDL 6231	Ohio: School Law		3			
*EDL 6241	Ohio: Instructional Leadership		3			
*EDL 6300	Ethics of School Leadership		3			
*EDL 7310	Organization and Community Partnerships		3			
*EDL 6983/6984	Ohio School Internship I and Internship II		3 3			
Foundations & Research						
Ed.D. Track			Ph.D. Track		Ed.D. - 31 Ph.D. - 37	
Foundations/Philosophy/Ethics (12 sem. hours)			Foundations/Philosophy/Ethics (12 sem. hours)			
EDL 7110	Strategies of Educational Leadership	3	EDL 7110	Strategies of Educational Leadership		3
EDL 7120	Research Based Decision Making	3	EDL 7120	Research Based Decision Making		3
EDL 7210	Policy Analysis	3	EDL 7210	Policy Analysis		3
FPR 7011	Philosophical and Theoretical Foundations of Leadership	3	FPR 7300	The Philosophy of Scientific Knowledge		3
Research (10 sem. hours)			Research (16 sem. hours)			
RES 7605	Quantitative Analysis	3	RES 7605	Quantitative Analysis		3
RES 7700	Qualitative Research	3	RES 7700	Qualitative Research		3
RES 7900	Research Design	4	RES 7800	Mixed Methods Research		3
Comprehensive Exam and Dissertation (9 sem. hours)			RES 7620	Advanced Topics in Statistics		3
Comp 7000	Comprehensive Examination (required)(fee)		RES 7900	Research Design		4
Diss 7010	Dissertation	3	Comprehensive Exam and Dissertation (9 sem. hours)			
Diss 7020	Dissertation	3	Comp 7000	Comprehensive Examination (required)(fee)		
Diss 7030	Dissertation	3	Diss 7010	Dissertation		3
Diss 8000	Dissertation Supervision (fee)		Diss 7020	Dissertation		3
			Diss 7030	Dissertation		3
			Diss 8000	Dissertation Supervision (fee)		
Total Credit Hours Practice-based Track (Ed.D.)				61		
Total Credit Hours Research-based Track (Ph.D.)				67		

\*Courses needed for the Ohio principal licensure

**Courses are subject to administrative review and change at any time.**

# Doctoral Program: Doctorate in Leadership - Educational Leadership Non-Licensure

This doctoral program prepares candidates for public or non-public school or district-wide administrative responsibilities. The program is designed to help the doctoral candidate:

- Promote the success of all students through developing and implementing a shared vision of learning that supports the learning process.
- Develop advanced skills in management of the organization, operations and resources for a safe, efficient and effective learning environment in schools and the district.
- Collaborate with staff, boards of education, students, families and community members in response to diverse educational and community interests and needs as well as mobilize community resources.
- Demonstrate integrity, fairness and ethical behavior to support and advance the development of a moral educational community.
- Understand and respond to the larger political, social, economic, legal and cultural contexts.

Areas of Study					
Ed.D. Track			Ph.D. Track		
Research and Statistics (10 SH)			Research and Statistics (16 SH)		
RES 7900	Research Design	4	RES 7900	Research Design	4
RES 7605	Quantitative Analysis	3	RES 7605	Quantitative Analysis	3
RES 7700	Qualitative Research	3	RES 7700	Qualitative Research	3
Foundations (12 SH)			Foundations (12 SH)		
EDL 7140	Organizational Change	3	RES 7800	Mixed Methods Research	3
FPR 7011	Phil & Theoretical Foundations of Leadership		RES 7620	Advanced Topics in Statistics	3
EDL 7300	Ethics for Ed. Leaders	3	Dissertation/Comp Exam (9 SH)		
EDL 7210	Policy Analysis	3	EDL 7140	Organizational Change	3
Dissertation/Comp Exam (9 SH)			FPR 7300	The Philosophy of Scientific Knowledge	3
COMP 7000	Comprehensive Exam (fee)		EDL 7300	Ethics for Ed. Leaders	3
DISS 7010	Dissertation	3	EDL 7210	Policy Analysis	3
DISS 7020	Dissertation	3	Dissertation/Comp Exam (9 SH)		
DISS 7030	Dissertation	3	COMP 7000	Comprehensive Exam (fee)	
DISS 8000	Dissertation Supervision(fee)		DISS 7010	Dissertation	3
Ed. Leader Specialization (30 SH)			DISS 7020	Dissertation	3
EDL 6715	Providing Instr Support	3	DISS 7030	Dissertation	3
EDL 6775	Leading School-Based Prof Learning Communities (PLC's)	3	DISS 8000	Dissertation Supervision(fee)	
EDL 7110	Strategies of Ed. Leaders	3	Ed. Leader Specialization (30 SH)		
EDL 7220	HR Admin. and Bargaining	3	EDL 7120	Research Based Decision-Making	3
EDL 7230	Educational Finance	3	EDL 6775	Leading School-Based PLC's	3
EDL 7240	Supr Theory and Practice	3	EDL 7110	Strategies of Ed Leadership	3
EDL 7250	Legal Issues for School Dist	3	EDL 7220	HR Admin. and Bargaining	3
EDL 7260	School/District Improvement Using Data Analysis	3	EDL 7230	Educational Finance	3
EDL 7310	Organization and Community Partnerships	3	EDL 7240	Super. Theory and Practice	3
EDL 7120	Research-Based Decision Making	3	EDL 7250	Legal Issues for Sch Districts	3
			EDL 7260	School/District Improvement Using Data Analysis	3
			EDL 7310	Organization and Community Partnerships	3
			EDL 6715	Providing Instruct Support	3
			<b>Total Credit Hours Practice-based Track (Ed.D.): 61</b>		
			<b>Total Credit Hours Research-based Track (Ph.D.): 67</b>		

*Courses are subject to administrative review and change at any time.*

## Doctoral Program: Doctorate in Leadership - Early Childhood Education

The Ed.D./Ph.D. program provides the opportunity for the current and future leaders in the field to extend knowledge in early childhood education and develop understandings of current and future issues in the field. These opportunities are organized into coursework, practical experiences in the field, and research. The program will enable candidates to:

- Strengthen theoretical understandings of early childhood education
- Increase knowledge of human growth and development, with emphasis on the young child
- Strengthen expertise in the principles and practices of early childhood education
- Develop skills in administration and organization of early childhood education programs
- Increase awareness of support services to families of young children
- Develop research and analysis skills that will further and support current knowledge in the field

Ed.D. Track	
ECE 7010	Child Development and the Educational Process
ECE 7020	The Leadership/Supervision of Early Childhood Centers and Programs
FPR 7011	Philosophical and Theoretical Foundations of Leadership
ECE 7030	Trends, Issues, and Research in Early Childhood Education
ECE 7040	Cultural and Socioeconomic Influences Affecting Diverse Learners
EDL 7140	Organizational Change
ECE 7050	Models of Assessment
ECE 7060	Curriculum Models in Early Childhood Education
ECE 7070	Language, Literacy and Reading Instruction in Early Childhood Education
EDL 7210	Policy Analysis
ECE 7080	Legal Issues in Early Childhood Education
EDL 7300	Ethics for Educational Leaders
ECE 7090	Family and Community Relationships and Advocacy
ECE 7110	Early Childhood Education Internship
RES 7605	Quantitative Analysis
RES 7700	Qualitative Analysis
RES 7900	Research Design
COMP 7000	Comprehensive Exam (fee based)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (as needed, fee based)*

Ph.D. Track	
ECE 7010	Child Development and the Educational Process
ECE 7020	The Leadership/Supervision of Early Childhood Centers and Programs
ECE 7030	Trends, Issues, and Research in Early Childhood Education
ECE 7040	Cultural and Socioeconomic Influences Affecting Diverse Learners
EDL 7140	Organizational Change
ECE 7050	Models of Assessment
ECE 7060	Curriculum Models in Early Childhood Education
ECE 7070	Language, Literacy and Reading Instruction in Early Childhood Education
EDL 7210	Policy Analysis
ECE 7080	Legal Issues in Early Childhood Education
EDL 7300	Ethics for Educational Leaders
ECE 7090	Family and Community Relationships and Advocacy
ECE 7110	Early Childhood Education Internship
RES 7605	Quantitative Analysis
RES 7700	Qualitative Analysis
RES 7800	Mixed Methods Research
RES 7600 OR RES 7620 OR RES 7710	Survey Research OR Advanced Topics in Statistics OR Advanced Topics in Qualitative Analysis
RES 7900	Research Design
COMP 7000	Comprehensive Exam (fee based)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (as needed, fee based)*

\* Students must register for DISS 8000 repeatedly (as needed) to maintain continuous enrollment until program completion.

NOTE: Those who intend to apply for financial aid should complete the financial aid process at the same time they apply for admission. Financial aid is available to admitted students (not pending/guest status) and is not retroactive.

This is only an introduction of the program. You are responsible to review the Graduate Catalog for program details.

# Doctoral Program: Doctorate in Leadership - Reading, Language, and Literacy

The Leadership Ed.D./Ph.D. program in Reading, Language and Literacy is designed to provide students with a strong background in research, theory, reading, writing and multi literacy programs. Our graduates are prepared, as faculty and leaders, to design and implement literacy programs in a variety of public and private school, university, adult and community-based, corporate, non-profit educational settings. This program enables students to:

- Understand theoretical and evidence-based foundations of reading and writing processes and instruction.
- Use instructional approaches, materials, and an integrated comprehensive, balanced curriculum to support student learning in reading and writing.
- Use a variety of assessment tools and practices to plan and evaluate effective reading and writing instruction.
- Create and engage students in literacy practices that develop awareness, understanding, respect and valuing of differences in our society.
- Create a literate environment that fosters reading and writing by integrating foundational knowledge, instructional practices, approaches and methods, curriculum materials, and appropriate use of assessments.
- View professional learning and leadership as a career-long effort and responsibility. (Adapted from IRA Professional Standards, 2010)

Ed.D. Track	
RLL 7000	Trends and Issues in Literacy Research (3cr)
RLL 7010	Instructional Approaches Related to Reading, Writing & Language (3cr)
EDL 7140	Organizational Change
RLL 7020	Development and Evaluation of Literacy Programs
EDL 7210	Policy Analysis
RLL 7030	Policy and Politics of Reading, Language and Literacy
EDL 7300	Ethics of Educational Leaders
RLL 7040	Cultural and Socioeconomics Perspectives of Literature and Literacy
RLL 7200	Literacy Supervision, Leadership and Coaching (3cr)
RLL 7050	New Literacies and Multiliteracies in Education
RLL 7060	Internship in Reading, Language, and Literacy
RLL 7310	Writing in Recorded Thinking
RLL 7061	Internship in Reading, Language, and Literacy
FPR 7011	Philosophical and Theoretical Foundations of Leadership
RES 7605	Quantitative Analysis
RES 7700	Qualitative Analysis
COMP 7000	Comprehensive Exam (fee based)
RES 7900	Research Design (4cr)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (as needed, fee based)*

Ph.D. Track	
RLL 7000	Trends and Issues in Literacy Research (3cr)
RLL 7010	Instructional Approaches Related to Reading, Writing & Language (3cr)
EDL 7140	Organizational Change
RLL 7020	Development and Evaluation of Literacy Programs
EDL 7210	Policy Analysis
RLL 7030	Policy and Politics of Reading, Language and Literacy
EDL 7300	Ethics of Educational Leaders
RLL 7040	Cultural and Socioeconomics Perspectives of Literature and Literacy
RLL 7200	Literacy Supervision, Leadership and Coaching (3cr)
RLL 7050	New Literacies and Multiliteracies in Education
RLL 7060	Internship in Reading, Language, and Literacy
RLL 7310	Writing in Recorded Thinking
RLL 7061	Internship in Reading, Language, and Literacy
FPR 7300	The Philosophy of Scientific Knowledge
RES 7605	Quantitative Analysis
RES 7700	Qualitative Analysis
RES 7800	Mixed Methods Research
RES 7620 OR RES 7710	Advanced Topics in Statistics OR Advanced Topics in Qualitative Analysis
COMP 7000	Comprehensive Exam (fee based)
RES 7900	Research Design (4cr)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (as needed, fee based)*

\* Students must register for DISS 8000 repeatedly (as needed) to maintain continuous enrollment until program completion.

NOTE: Those who intend to apply for financial aid should complete the financial aid process at the same time they apply for admission. Financial aid is available to admitted students (not pending/guest status) and is not retroactive.

This is only an introduction of the program. You are responsible to review the Graduate Catalog for program details.

# Doctoral Program: Special Education Leadership and Advocacy (PhD)

The doctoral program in Special Education Leadership and Advocacy is designed for candidates who desire to continue their education as educators, administrators, and scholars prepared for leadership and administration roles in the area of special education in PreK-22 schools, public or private institutions, and/or educator preparation higher education programs. This program develops special education experts who can design, implement, evaluate, supervise, manage, and lead programs in a variety of public and private settings.

	<b>Leadership, Foundations, and Administration Core</b>	
SPED-6250 or EDL-6250	Special Education Law and Policy*	3
SPED-6225	Special Education Finance*	3
SPED-6375	Supervision of Programs and Facilitation of LRE for Children with Disabilities*	3
SPED-7900	Special Education Leadership and Administration Internship*	3
FPR-7011	Philosophical and Theoretical Foundations of Leadership	3
EDL-6310	School, Families and Community Partnerships	3
	<b>Special Education Specialization</b>	
SPED-7030	Seminar in Low Incidence Disabilities*	3
SPED-7040	Seminar in High Incidence Disabilities*	3
SPED-7010	Assistive Technology for Students with Disabilities	3
SPED-7020	Principles of Applied Behavior Analysis, Assessment, and Single-case Design	3
SPED-7060	Current Issues and Trends in Special Education	3
SPED-7100	Disability Studies and International Perspectives on Special Education	3
RLL-7010	Instructional Approaches to Reading, Writing and Language	3
	<b>Elective (select one course - 3 credits)</b>	
	<b>Research and Statistics</b>	
RES-7605	Quantitative Analysis	3
RES-7700	Qualitative Research	3
RES-7800	Mixed Methods Research	3
RES-7620 or RES-7710	Advanced Topics in Statistics Advanced Qualitative Analysis	3
	<b>Pre-Dissertation Research Design, Comprehensive Exam, and Dissertation</b>	
RES-7900	Research Design	4
COMP-7000	Comprehensive Examination	0
DISS-7010	Dissertation I	3
DISS-7020	Dissertation II	3
DISS-7030	Dissertation III***	3

\*If dually enrolled in the DOSE endorsement program, these courses are also required for DOSE Pathways A, B or C.

\*\*Students dually enrolled in the Ph.D. in Special Education Leadership and Advocacy program and the DOSE post-master's endorsement program (Pathway C) are advised to select one of these courses.

\*\*\*Upon completion of the nine required hours of dissertation coursework, candidates must maintain continuous enrollment with DISS-8000 Dissertation Supervision until program completion.

CUC will adhere to ISBE regulations and requirements, which are subject to change.

Only credit earned beyond a student's first master's degree can be considered for transfer credit for this or any doctoral program at CUC.

The DOSE Post-master's endorsement program is designed for candidates who seek the Director of Special Education Endorsement to add to their existing Ohio teaching license.

Coursework addresses the ISBE DOSE standards, national standards, field experiences / clinical practices, and the current ISBE DOSE content exam. Candidates will be prepared in competency and proficiency aligned with the Council for Exceptional Children Administrator of Special Education Professional Leadership Standards (2022): vision, mission, and direction-setting; legal & ethical practices for special education programs & services; management; program improvement; instructional leadership; human & fiscal management; collaboration and communication; advocacy; and responsiveness; including access to individualized general curriculum and individualized independence curriculum.

This program develops special education administrators who can design, implement, evaluate, supervise, manage, and lead programs in a variety of PreK-12+ public and private settings. Additional special education coursework may be required based on the candidate's prior coursework.

SPED 6225 OR EDL 6225	Special Education Finance	3
SPED 6250 OR EDL 6250	Special Education Law and Policy	3
SPED 6375	Supervision of Programs and Facilitation of LRE for Children with Disabilities	3
SPED 7030 OR SPED 6355	Seminar in Low Incidence Disabilities Instructional Strategies for Students with Academic and Physical Challenges	3
SPED 7040 OR SPED 6365 OR SPED 6425	Seminar in High Incidence Disabilities Instructional Strategies for Students with Specific Learning Disabilities and Emotional Disabilities Psychology & Methods of Teaching the Exceptional Learner	3
SPED 7900	Special Education Leadership and Administration Internship	3

**Pathway C may require one or more additional coursework depending on applicant's Master's degree program content:**

Curricular adaptations/modification and/or assistive technology (e.g. SPED-6230 or SPED-7010)

Facilitation of the least restrictive environment for all students (e.g. SPED-6375 already embedded in the program)

Characteristics of students with disabilities (e.g. SPED-6350, SPED-6360)

Collaboration of parents and school personnel (e.g. EDL-6310)

Educational and psychological diagnosis and remedial techniques (e.g. SPED-6425)

# Doctoral Program: Doctorate in Leadership - Educational Technology Leadership

- Prepares candidates for doctorate in leadership with a specialization in educational technology program
- Develops technology experts into technicians responsible for instructional design, human resource development, professional development, project management and continuing education of employees.
- Graduates will be able to design, implement, evaluate and manage educational technology for K-12 education, higher education, corporate training, medicine and continuing education in professional settings.
- Develop the research and critical thinking skills in the field of educational technology on both a theoretical and practical level; develop competency in technology development, implementation, and evaluation.
- Improve the connection between technology and the teaching and learning process; build a strong professional background in areas related to educational technology.
- Support and lead reform and change efforts related to technology practices and human resource management. Assist in facilitating the exploration, discussion, and understanding of challenges and possibilities of educational technology in a variety of educational settings.

Ed.D. Track	
EDL 7140	Organizational Change
EDT 7010	Theories in Educational Technology for Teaching and Learning
EDL 7210	Policy Analysis
RES 7605	Quantitative Analysis
EDT 7XXX	Design of Learning Environments
EDL 7300	Ethics for Educational Leaders
RES 7700	Qualitative Research
EDT 7080	Contemporary Issues in Technology and Instructional Design
EDT 7070	Technology Leadership in Organizations
EDT 7100	Issues in Data Management
EDT 7060	Strategic Planning and Evaluation of Technology Programs
EDT 7060	Technology Department Management
EDT 7120	Technology Policy Analysis and Development**
EDT 7200	Issues in Technology Design and Management**
EDL 7620 OR EDU 7100	School/District Improvement Using Data Analysis** OR Curriculum Theory and Design**
RES 7900	Research Design (4 credit hours)
FPR 7011	Philosophical and Theoretical Foundations of Leadership
COMP 7000	Comprehensive Exam (fee)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (fee) (if needed)

Ph.D. Track	
EDL 7140	Organizational Change
EDT 7010	Theories in Educational Technology for Teaching and Learning
EDL 7210	Policy Analysis
RES 7605	Quantitative Analysis
EDT 7XXX	Design of Learning Environments
EDL 7300	Ethics for Educational Leaders
RES 7700	Qualitative Research
EDT 7080	Contemporary Issues in Technology and Instructional Design
EDT 7070	Technology Leadership in Organizations
EDT 7100	Issues in Data Management
EDT 7060	Strategic Planning and Evaluation of Technology Programs
EDT 7060	Technology Department Management
EDT 7120	Technology Policy Analysis and Development**
EDT 7200	Issues in Technology Design and Management**
EDL 7620 OR EDU 7100	School/District Improvement Using Data Analysis** OR Curriculum Theory and Design**
RES 7900	Research Design (4 credit hours)
RES 7800	Mixed Methods Research
FPR 7300	Philosophical of Scientific Knowledge
RES 7620	Advanced Topics in Statistics
COMP 7000	Comprehensive Exam (fee)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000*	Dissertation Supervision (fee) (if needed)

\*Students must register for DISS 8000 repeatedly (as needed) to maintain continuous enrollment until program completion

NOTE: Those who intend to apply for financial aid should complete the financial aid process at the same time they apply for admission. Financial aid is available to admitted students (not pending/guest status) and is not retroactive.

This is only an introduction of the program. You are responsible to review the Graduate Catalog for program details.

## Doctoral Program: Doctorate in Leadership - Curriculum and Instruction

The Leadership Ph.D/Ed.D program in Curriculum and Instruction is designed for educational experts who desire to design, implement, evaluate, and manage curriculum and instruction programs in K-12 schools. The goals of doctoral study in the Division of Curriculum, Technology, and Inclusive Education are to develop the abilities for research and critical thinking in the field of curriculum and instruction with a theoretical and practical knowledge; to develop competency in curriculum evaluation, development, and mapping; to improve understanding in the teaching and learning process; build a strong professional background in areas related to curriculum and instruction; and to support and lead reform and change efforts related to teacher development in schools. The coursework developed for the Curriculum and Instruction leadership doctoral program will assist in facilitating the exploration, discussion, and understanding of the challenges and possibilities of teacher education.

Ed.D. Track	
EDL 7140	Organizational Change
EDL 7210	Policy Analysis
EDL 7120	Research Based Decision Making
EDU 7030	The Impact of ESEA on the Educational Landscape
EDU 7100	Curriculum Theory and Design
EDU 7700	Research Based Instructional Practices
EDL 7260	School/District Improvement Data Analysis
EDU 7500	Instructional Coaching for Effective Teaching
EDL 7300	Ethics for Educational Leaders
EDU 7420	Multicultural Education
EDU 7600	Global Perspectives on Curriculum and Instruction
FPR 7011	Philosophical and Theoretical Foundations of Leadership
EDT 7030	Design of Learning Environments
EDU 7800	Curriculum Leadership
RES 7605	Quantitative Analysis
RES 7700	Qualitative Research
RES 7900	Research Design (4 Credit Hours)
COMP 7000	Comprehensive Exam (fee)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000	Dissertation Supervision (fee) (if needed)

Ph.D. Track	
EDL 7140	Organizational Change
EDL 7210	Policy Analysis
EDL 7120	Research Based Decision Making
EDU 7030	The Impact of ESEA on the Educational Landscape
EDU 7100	Curriculum Theory and Design
EDU 7700	Research Based Instructional Practices
EDL 7260	School/District Improvement Data Analysis
EDU 7500	Instructional Coaching for Effective Teaching
EDL 7300	Ethics for Educational Leaders
EDU 7420	Multicultural Education
EDU 7600	Global Perspectives on Curriculum and Instruction
FPR 7300	Philosophy of Scientific Knowledge
EDT 7030	Design of Learning Environments
EDU 7800	Curriculum Leadership
RES 7605	Quantitative Analysis
RES 7700	Qualitative Research
RES 7800	Mixed Methods Research
RES 7620 OR RES 7710 OR RES 7900	Advanced Topics in Statistics OR Advanced Topics in Qualitative Analysis OR Research Design (4 credit hours)
DISS 7010	Dissertation
DISS 7020	Dissertation
DISS 7030	Dissertation
DISS 8000	Dissertation Supervision (fee) (if needed)

\* Students must register for DISS 8000 repeatedly (as needed) to maintain continuous enrollment until program completion.

NOTE: Those who intend to apply for financial aid should complete the financial aid process at the same time they apply for admission. Financial aid is available to admitted students (not pending/guest status) and is not retroactive.

This is only an introduction of the program. You are responsible to review the Graduate Catalog for program details.

## Doctoral Program: Doctorate in Leadership - Educational Leadership with Ohio Superintendent Licensure

This Educational Leadership program addresses the key skills and competencies a successful instructional leader must possess to ensure the academic achievement of each student. The coursework is designed to provide knowledge and skills to support the learner's movement along the levels of competence as described by the indicators. We know that time on the job does not automatically correlate with attainment of each level of the indicators, so we provide differentiated, online experiences to address the individual administrator's growth areas. These growth areas are determined through analysis of multiple forms of data, including student performance data and the results of a leadership assessment.

Coursework				Semester Hours	
*EDL 7100	The Superintendency			3	30
EDL 7140	Organizational Change			3	
*EDL 7210	Policy Analysis			3	
*EDL 7220	Human Resource Administration and Bargaining			3	
*EDL 7230	Educational Finance			3	
EDL 7240	Supervisory Theory and Practice			3	
EDL 7250	Legal Issues for School Districts			3	
EDL 7260	School/District Improvement Through Data Analysis			3	
EDL 7300	Ethics for Educational Leaders			3	
*EDL 7891	Internship: Superintendent			3	
Foundations & Research					
Ed.D. Track				Ed.D. - 31 Ph.D.- 37	
Foundations/Philosophy/Ethics (12 sem. hours)					
FPR 7011	Philosophical and Theoretical Foundations of Leadership	3			
EDL 7110	Strategies of Educational Leadership	3			
EDL 7120	Research-Based Decision Making	3			
EDL 7310	Organization and Community Partnerships	3			
Research (10 sem. hours)					
RES 7605	Quantitative Analysis	3			
RES 7700	Qualitative Research	3			
RES 7900	Research Design	4			
Comprehensive Exam and Dissertation (9 sem. hours)					
Comp 7000	Comprehensive Examination (required)(fee)				
Diss 7010	Dissertation	3			
Diss 7020	Dissertation	3			
Diss 7030	Dissertation	3			
Diss 8000	Dissertation Supervision (fee)				
Ph.D. Track					
Foundations/Philosophy/Ethics (12 sem. hours)					
EDL 7110	Strategies of Educational Leadership	3			
EDL 7120	Research Based Decision Making	3			
EDL 7310	Organization and Community Partnerships	3			
FPR 7300	The Philosophy of Scientific Knowledge	3			
Research (16 sem. hours)					
RES 7605	Quantitative Analysis	3			
RES 7700	Qualitative Research	3			
RES 7800	Mixed Methods Research	3			
RES 7620 OR RES 7710	Advanced Topics in Statistics OR Advanced Topics in Qualitative Analysis	3			
RES 7900	Research Design	4			
Comprehensive Exam and Dissertation (9 sem. hours)					
Comp 7000	Comprehensive Examination (required)(fee)				
Diss 7010	Dissertation	3			
Diss 7020	Dissertation	3			
Diss 7030	Dissertation	3			
Diss 8000	Dissertation Supervision (fee)	0			
Total Credit Hours Practice-based Track (Ed.D.)				61	
Total Credit Hours Research-based Track (Ph.D.)				67	

\*Starred courses are required for superintendent licensure

The Superintendent Licensure Only program enables the candidate with an earned graduate level degree and administrative experience to complete coursework requirements for the Ohio Superintendent licensure. This program will allow a candidate to take only those courses needed for superintendent licensure with a completion time of just one year.

### Program Requirements:

- Hold a valid Ohio teaching license and Ohio administrative license
- Two letters of recommendation
- Objective statement
- Professional resume
- Official sealed academic transcripts from institutes where degrees were earned

Coursework		
EDL 7100	The Superintendency	3
EDL 7210	Policy Analysis	3
EDL 7220	Human Resource Administration and Bargaining	3
EDL 7230	Educational Finance	3
EDL 7891	Internship: Superintendent	3
Total Hours:		15

*Courses are subject to administrative review and change at any time.*

## Thank you for your interest in Concordia University Chicago

### Tuition Guarantee:

The special per credit hour cohort tuition for 2026-2027 is \$469 or \$730 for Doctoral programs. Superintendent Licensure Doctoral, Principal Licensure Doctoral, Teacher Leader Doctoral are \$469. Early Childhood Education Doctorate, Reading, Language, and Literacy Doctorate, Special Education Doctorate, Educational Technology Leadership Doctorate, Curriculum and Instruction Doctorate are \$730. The Superintendent Licensure Only program is \$469. This rate is guaranteed not to increase over the life of the cohort. In addition, a technology fee of \$18 per credit hour (\$54 per 3 credit course) will be assessed for the purpose of supporting and enhancing student learning (Concordia e-mail, Blackboard, text notifications). There is a \$300 fee associated with the dissertation and a graduation fee of \$143. We reserve the right to offer different tuition rates, or change the prices of other programs.

*Please contact the Graduate Information Office for document deadlines.*

### Admission Requirements:

- Application, Registration, and \$60 Application Fee
- Objective statement (include educational goals and/or objectives and their relationship to pursuing doctoral work at CUC)
- Documentation of 2 years of teaching and administrative leadership experience (resume, copy of teaching and principal/administrative license)
- Proof of master's degree from a regionally accredited institution with a GPA of 3.00
- Two letters of recommendation from individuals qualified to comment on the applicant's potential for doctoral study
- Original, official transcripts from all colleges and universities

### Once all materials are submitted and your file is complete, the following steps will be taken:

1. Your file will be reviewed by the Admission Committee.
2. At the committee's discretion, you may be invited to participate in a phone interview with the Faculty Committee, and to write an essay as part of the admission process. Applicants who are not considered for the interview process will be contacted.
3. An admission decision will be reached immediately following the interview, and you will be notified in writing within a few days.

Admission to the program depends on several factors, including your cumulative Grade Point Average, program fit, letters of recommendation, professional experience, test scores, and writing abilities.

### Important Contact Information:

Information Office	<a href="mailto:mkaminska@graduateprogram.org">mkaminska@graduateprogram.org</a>	614-379-4858	
Financial Aid		877-266-7331	
Online FAFSA form	<a href="http://www.fafsa.ed.gov">www.fafsa.ed.gov</a>	800-4-FED-AID	(Concordia's code is 001666)
Miller Analogies Test (MAT)	<a href="http://www.milleranalogies.com">www.milleranalogies.com</a>	800-622-3231	(Concordia's MAT code is 2024)
Graduate Record Exam (GRE)	<a href="http://www.gre.org">www.gre.org</a>	800-GRE-CALL	(Concordia's GRE code is R1140)