**AUBURN UNIVERSITY**

**SYLLABUS**

**Course Number:** HIED 7220

**Course Title:** Higher Education Management

**Credit Hours:** 3 semester hours

**Prerequisites:** None

**Corequisites:** None

**Date Syllabus Prepared:** August 20, 2017

**Texts:** Duderstadt, J.J. (2007). *The view from the helm.* Ann Arbor: The University of Michigan Press.

Each student should have a copy of the 6th edition of the

*Publication Manual of the American Psychological Association.*

**Course Description:** Principles of management, with context of higher education institutions

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**Course Objectives and Content:**

Overview of management theory and practice, individual and organization behavior, economics, accounting, and ethics. Technical, human, and conceptual issues in leadership and management.

**Course Calendar (TENTATIVE)**

August 23 Introduction

August 30 Duderstadt, Chapter 1

Financial management in higher education: Overview

September 6 Duderstadt, Chapter 2,3

Economic history

September 13 Duderstadt, Chapter 3,4

History of management

Roush, J. (2004). The buck stops here: Accountability in the president’s

office. *The Presidency*, 7(2), 24-28.

September 20 Duderstadt, Chapter 5

Financial management in higher education: Cost control

Adams, O.L. III & Shannon, D.M. (2006). Cost control: The imperative

for higher education. *College and University Journal, 81*(4) 61-64.

Financial management in higher education:

Revenue generation – Development

Hall, M.R. (2002). Building on relationships: A fundraising approach for

community colleges. *Community College Journal of Research and*

*Practice, 26*, 47-60.

September 27 Duderstadt, Chapter 6,7

Individual behavior

Mangan, K. & DeSantis, N. (2016, March 1). Simon Newman resigns as president

of Mount Saint Mary’s. *Chronicle of Higher Education*. Available at Chronicle.com.

October 4 Duderstadt, Chapter 7,8

Motivation

Rice, A. (2012, September 11). Anatomy of a campus coup. *The New York Times*

*Magazine.* <http://nyti.ms/Qfy7gM>

October 11 Duderstadt, Chapter 9

Toner, M. (2015). The highly endangered higher education business model (and

how to fix it). *Presidency*, 15-18.

October 18 Fall break - Observed

October 25 Duderstadt, Chapter 10

November 1 Duderstadt, Chapter 11

Financial management in higher education:

Revenue generation – Tuition and state appropriations

Lyall, K.C. & Sell, K.R. (2006). The de facto privatization of American

public higher education. *Change, 38*(1),6-13.

Ehrenberg, R.G.(2006). The perfect storm and the privatization of public

higher education. *Change, 38*(1), 46-53.

November 8 Duderstadt, Chapter 12

Beard, D.F. (2009). Successful applications of the balanced scorecard in

higher education. *Journal of Education for Business, 84*(5), 275-282.

November 15 Individual paper presentations

November 22 No class – Thanksgiving holiday

November 29 Individual paper presentations

December 6 Conclusion

Exam

**Course Requirements:**

1. Reading all assigned material and participating in class discussion.

2. Acting as discussant for readings assigned by the instructor.

3. Writing an individual paper on some aspect of management. This paper shall be prepared formally using the style of the American Psychological Association (APA) and presented informally to the class. The paper shall be 4 to 6 pages in length.

4. Completing an examination.

**Grading and Evaluation:**

Discussant………………………….......................20 points

Individual paper…………………………………..40 points

Exam……………………………………………...40 points

Total……………………………………. 100 points

Grading Scale

1. and above = A

80-89 = B

70-79 = C

60-69 = D

below 60 = F

**Class Policy Statements:**

Auburn University, Office of the Provost

A. Attendance: Although attendance is not required, students are expected to attend all classes, and will be held responsible for any content covered in the event of an absence.

B. Excused absences: Students are granted excused absences from class for the following

reasons: illness of the student or serious illness of a member of the student’s immediate

family, the death of a member of the student’s immediate family, trips for student organizations sponsored by an academic unit, trips for university classes, trips for participation in intercollegiate athletic events, subpoena for a court appearance, and religious holidays. Students who wish to have an excused absence from class for any other reason must contact the instructor in advance of the absence to request permission. The instructor will weigh the merits of the request and render a decision. When feasible, the student must notify the instructor prior to the occurrence of any excused absences, but in no case shall such notification occur more than one week after the absence. Appropriate documentation for all excused absences is required. Please see the Student Policy eHandbook, available at [www.auburn.edu/studentpolicies](http://www.auburn.edu/studentpolicies) for more information on excused absences.

C. Make-Up Policy: Arrangement to make up a missed major examination (e.g., hour

exams, mid-term exams) due to properly authorized excused absences must be initiated by the student within one week of the end of the period of the excused absences(s). Except in unusual circumstances, such as the continued absence of the student or the advent of university holidays, a make-up exam will take place within two weeks of the date that the student initiates arrangements for it. Except in extraordinary circumstance, no make-up exams will be arranged during the last three days before the final exam period begins.

D. Academic Honesty Policy: All portions of the Auburn University student academic honesty code (Title XII) found in the Student Policy eHandbookwill apply to university courses. All academic honesty violations or alleged violations of the SGA Code of Laws will be reported to the Office of the Provost, which will then refer the case to the Academic Honesty Committee.

* E. Disability Accommodations: Students who need accommodations are asked to electronically submit their approved accommodations through AU Access and to arrange a meeting during office hours the first week of classes, or as soon as possible if accommodations are needed immediately. If you have a conflict with my office hours, an alternate time can be arranged. To set up this meeting, please contact me by e-mail. If you have not established accommodations through the Office of Accessibility, but need accommodations, make an appointment with the Office of Accessibility, 1228 Haley Center, 844-2096 (V/TT). The link for persons with disabilities is as follows: <https://fp.auburn.edu/disability/syllabus.asp>

F. Course contingency: If normal class and/or lab activities are disrupted due to illness, emergency, or crisis situation, the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, and addendum to your syllabus and/or course assignments will replace the original materials.

Auburn University College of Education

G. Professionalism: As faculty, staff, and students interact in professional settings, they are expected to demonstrate professional behaviors as defined in the College’s conceptual framework. These professional commitments or dispositions are listed below:

o Engage in responsible and ethical professional practices

o Contribute to collaborative learning communities

o Demonstrate a commitment to diversity

o Model and nurture intellectual vitality

**Instructor:**

Olin L. Adams III earned his Ph.D. in Higher Education at Ohio University (Athens, Ohio). He also holds the M.B.A. in Accounting, *cum laude*, from Mount Saint Mary’s University (Emmitsburg, Maryland) and the A.B. in History from Centre College (Danville, Kentucky).

Adams joined the faculty of EFLT at Auburn in Fall 2000, following 10 years on the

Accounting faculty at Ohio University. Licensed as a C.P.A. by the State of Maryland, he practiced accounting in that state for eight years prior to pursuing an academic career.

Adams’ first research interest was the financial management of higher education. He has conducted two national studies of managerial accounting practices in four-year institutions. Adams also has published research on leading issues in higher education finance, outsourcing in higher education institutions, and cost control in higher education.

Adams’ later research has addressed financial, legal, and marketing issues in intercollegiate athletics, the economics and safety of Thoroughbred racing, and the history of sport. His articles in this area have covered the business model in intercollegiate athletics, the tax exempt status of intercollegiate athletics, and the marketing of intercollegiate athletics in a post-amateur environment. His presentations have included papers on cost control in intercollegiate athletics, the NCAA system of revenue and cost management, conference realignment in intercollegiate athletics, the rise of the Southeastern Conference, startups of small college football programs, and cost of attendance. Adams is writing a book on the 1965 season of Tennessee football, *On A Hallowed Hill*, and plans a second book on the decline of amateurism in intercollegiate athletics, *Amateurism Reconsidered*. He serves as chair of the sport management minor at Auburn.

Adams is the son of the late Olin L. Adams, Jr. and Juanita Vinson Adams. His father was a veteran of World War II, with service in the Army Air Corps. He received his doctorate from the University of Maryland and served as a school superintendent for 31 years in five districts across four states. Adams’ mother served as president of her community garden and women’s clubs and as a member of her city’s parks board. Her second cousin, Fred M. Vinson, was chief justice of the United States from 1946 until his death in 1953.

Adams grew up in the Midwest and in Knoxville, Tennessee. At Centre he was a sports writer for the campus newspaper, public address announcer for home football games, and official scorer at home basketball games. Adams’ outside interests today include exercise, college athletics, and Thoroughbred horse racing. He has attended the Kentucky Derby 41 times and every other major American race (Preakness, Belmont Stakes, Travers, and Breeders Cup) at least three times. Adams enjoys the music of the 1950s and 1960s, especially Frank Sinatra and Elvis Presley, classic movies, and the comedy of Jerry Seinfeld.

**Contact Information:**

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(except August 24 and October 19)