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**Syllabus Spring 2013**

**1.  Course Number:**       HIED 7200.1

**Instructors:**      ***Jose R. Llanes, Ph. D. and Jay Gogue, Ph. D.***

**Course Title**:     Organization in Higher Education

**Credit Hours:**  3 semester hours

**Class Meetings:**Mondays/Hybrid  5:00-7:50 PM Place: Haley 2438

**CANVAS site:**     auburn.instructure.com

**Office:**       Haley Center 4080, phone (334) 844-3074

**Office Hours:**      At your convenience by appointment

**E-mail:**                 jrllanes@auburn.edu

**Pre-/Co-requisites:** None

**2.         Date Syllabus Prepared:**  January 2013

**3.         Required Texts:**Birnbaum, R. (1991). *How colleges work*. San Francisco, CA:

Jossey-Bass. ISBN 155542354X

Weingartner, Rudolph (2011)  *Fitting Form to Function.*

Rowman and Littlefield Publishers  ISBN 978-1-4422-1200-8

**Case Studies:** Please register at [http://www.insidehighered.com](http://www.insidehighered.com" \t "_blank)   Free of Charge so that you may receive their daily download

**4.         Catalog Description:** Theory and practice of Higher Education organizations.

**5.         Course Objectives:**  Upon completion of this course, students will be able to:

1. Display a graduate-level understanding of organizational issues and structures present in higher education institutions.
2. Understand and explain elements of Collegiality, Bureaucracy, Political and Anarchical systems present in higher education organizations and principles of the Learning Organizations model to issues and cases.
3. Demonstrate ability to analyze case studies and problems presented in class, provide adequate responses to real-world problems and make a case for those responses.

**6.         Course Content**

I.          Understanding Colleges and Universities as Organizations

A.        Governance and organization

B.        Leadership theories

C.        Institutional and organizational constraints

D.        The Capitalized University

II.        Structure and Dynamics of the Higher Education Enterprise

A.        Awareness of systems approach

B.        Functions and dysfunctions of the system

C.        Quality Systems and Accreditation

III.       Organizational Models

A.        Collegial institution

B.        Bureaucratic institution

C.        Political institution

D.        Anarchical institution

E.         Learning Organizations

IV.       Cybernetic Institutional Model

A.        Feedback and loops

B.        Data collection and managing change

C.        Management by exception

D.        Effective administration at a cybernetic college or university

V.        Case Studies

A.        Ability to read, understand, analyze and respond to questions

B.        The micro-politics of Departments

C.        State-mandated Change

D.        New Forms of Organization in Higher Education

VI.       The Future of the Academic Enterprise

1. The Capitalized Academy
2. The Virtual University
3. Client-driven models

**7.         Course Requirements:**

**a.     Regular attendance and class participation on online sessions** are essential for successful completion of the course. We will record attendance as well as participation and grade participation as a whole at the end of the course.

**b.** Active participation includes asking questions, sharing experiences, engaging others with valid critical exchanges and contributing to the class community in general. Student is able to demonstrate he/she has read the assigned material and has drawn valid conclusions or raised good questions. Such participation will earn up to 4 points per session up to a maximum of 40 points.

**c.** Passive participation involves piggyback discussion limited to the issues raised by others, lack of reading of materials is evident. 2 to 3 points.

**d.** No participation obtains when a student is absent (0 points) or chooses not to participate in the discussion. 1 point

Students may earn up to 4 points for each day in which they participate. Absences will be viewed as it would in a professional position. Extenuating circumstances will be considered on an individual basis, especially if negotiated ahead of time.

**Weekly Readings and CANVAS Postings.**  Students will post once weekly in the Blackboard Discussion forum online.

1. Assignments based upon weekly reading(s): Post a short reflection about an assigned reading. Assigned readings are posted weekly by the instructor and include sections from the textbook (*Birnbaum*), journal articles, and/or articles from other sources on the same topic. Instructor may use your posting for discussion in class in which case you will get credit on participation as well. You may react to another student’s posting in addition to writing your own. **Reflections for the week are due no later than Sunday at 11:59 PM of the week** in which the readings were assigned. Reflections will receive 3 points each for a maximum of 30 points.
2. **Case Study Development/Presentation.**  Students will be placed in 3-5 teams of 5-6 students and asked to develop a case study from the literature shared with students and/or their own personal and professional experience. Case study should not exceed 5 pages. The team Captain will post in CANVAS and send me at [jrllanes@auburn.edu](mailto:jrllanes@auburn.edu)  all case studies on by **April 14th**. Students will present the cases to the class and direct discussion. A schedule of presentations will be worked out in October. This exercise will earn a maximum of 30 points (as a team).

**8.         Grading and Evaluation Procedures:**

The final grade for the course will be based on the following categories. All grades are computed on an individual basis. Grade for the Case Study Construction and Presentation will be awarded on a team basis. The students will agree ahead of time that regardless of the actual performance of each member of the group, the combined performance a) quality of the case study construction, b) presentation and c) discussion will be evaluated as a single score for the team.

Class participation in discussion/activities                             40 pts.

Postings on weekly reading                                                    30 pts

Team Scores on Case Study                                                   30 pts.

Total………………………                                       100  points

The following grading scale will be used:

90 - 100           = A

80 - 89             = B

70 - 79             = C

60 - 69             = D

Below 60         = F

**9.         University Policy Statements:**

I.          Students are expected to attend all class meetings and participate in all classroom exercises (Tiger Cub, p. 73).  Should students need to be absent for any reasons, please contact the course instructor before missing that class meeting.

II.        Students are responsible for initiating arrangements for missed work due to excused absences (Tiger Cub, p. 74)

III.       Students who need special accommodations should make an appointment to discuss the Accommodation Memo during office hours as soon as possible.  If you do not have an Accommodations Memo, contact the Program for Students with Disabilities, in 1244 Haley Center as soon as possible.  Telephone: 334-844-2096.

IV.       All portions of the Auburn University Honesty Code can be found in the Tiger Cub (Title XII) will apply in this class.

V.        A grade of incomplete will not be given except under extreme circumstances as determined by the instructor.

SPECIAL NOTICE: ANY DISCUSSION ABOUT WHAT HAS BEEN SAID IN THIS COURSE, WHICH TAKES PLACE OUTSIDE OF THE CLASSROOM WITH OTHERS NOT MEMBERS OF THIS COURSE, IS PROHIBITED. STUDENTS ARE CAUTIONED THAT ANY DEVIATION FROM THIS RULE WILL RESULT IN A FAILING GRADE. PARTICIPATION IN THIS COURSE SIGNIFIES YOUR AGREEMENT THAT WHAT IS SAID IN THIS COURSE STAYS WITH THE COURSE AND ITS PARTICIPANTS.

**10.       Course Schedule for Spring 2013**

***January 14 2013 Onsite\* First Class Session***. Introductions, explanations of course objectives and expected outcomes, discussion on content and method of instruction.

*Topic:* Types of Institutions and models of governance and organizations in Higher Education - Collegial institution - Bureaucratic institution, Political Self-governed institution, Anarchical (ungoverned) institutions, -for-profit capitalized institutions.

*Assigned Reading*: My advice is that you read the entire *How Colleges Work* textbook. This is not an easy read so go at it in order to have questions to raise or comments to make in class. ***You will have to read this material more than once in order to understand its ramifications.***

*Assignment 1:* Post your reflection on Chapter 1 of Birnbaum’s book.

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***January 21, 2013 National Holiday Martin Luther King Day***

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***January 28, 2013 Onsite Second Class Session***.

Problems of Governance, Management and  Leadership.

Discussion will begin with questions from the students based on the reading of Chapter 1. **At the beginning of each class**, the professor will ask if there are any questions and silence will be observed until questions are asked. Come ready with your questions, each person present will be expected to participate in the discussion several times during the semester. Questions can be on any topic however in this session I want to discuss with you the following topics and would appreciate questions on those:

            Topics:                  Governance and the non-profit and state affiliated institutions

AU Governance systems and traditions

Lines of communication and responsibility

*Assigned Reading for next session*: Read Chapter 2 of Birnbaum

Assignment 2: Post on Birnbaum’s readings Chapter 2

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***February 4, 2013 Onsite\*  Third Class Session.***

Thinking in Systems and Circles

Topics: What are the negative and positive aspects of loose coupling for higher education institutions?

How does the CEO of a university view the university as a system and a circular decision-making system?

Predictability of outcomes and the need for predictive data.

*Reading Assignment*: Chapter 3 of Birnbaum book.

Assignment 3: Post on Chapter 1-3 of Birnbaum book

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***February 11, 2013 Online Fourth Class Session***

Making Decisions and Making Sense

                              CANVAS DISCUSSION: YOU CAN POST ANYTIME DURING THIS WEEK ON THE CONTENT OF CHAPTERS ONE THROUGH THREE, OUR DISCUSSIONS IN CLASS AND ONLINE. CLASS PARTCIPITATION WILL BE ASSESSED ON THE TYPE AND FEQUENCY OF YOUR PARTICIPATION IN THE DISCUSSION. THE EARLIER YOU POST YOUR DISCUSSION THE BETTER CHANCE OTHERS WILL PICK UP ON IT AND CREATE A DISCUSSION THREAD.

Topics:                  1) Sensemaking versus data-driven decision-making

                              2) Summarizing Part I of Birnbaum: Lessons Learned

                              3) Bring Content from INSIDE HIGHER EDUCATION online and comment in discussion session.

*Reading Assignment:* In order to begin discussion of the subject of chapters 4 and 5 you need to keep in mind the information contained in chapters 6 and 7 therefore, your assignment is to read Part 2 – Chapters 4-7,  of Birnbaum’s book and come ready to discuss Chapter 4.

Assignment 4. Post on Birnbaum’s Chapter 4-7

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***February 18 2013 Online Fifth Class Session***

                             CANVAS DISCUSSION: YOU CAN POST ANYTIME DURING THIS WEEK ON THE CONTENT OF CHAPTERS ONE THROUGH THREE, OUR DISCUSSIONS IN CLASS AND ONLINE. CLASS PARTCIPITATION WILL BE ASSESSED ON THE TYPE AND FEQUENCY OF YOUR PARTICIPATION IN THE DISCUSSION. THE EARLIER YOU POST YOUR DISCUSSION THE BETTER CHANCE OTHERS WILL PICK UP ON IT AND CREATE A DISCUSSION THREAD.

Topics: 1. Describe, question, compare or contrast Collegial Institutions with Bureaucratic Institutions, with Political Institutions, etc.

2. Relate component parts of some of the above models to Auburn University

3. Bring Content from INSIDE HIGHER EDUCATION online and comment in discussion.

*Reading Assignment*: Weingartner Chapters 1-2

Assignment 5: POST on Weingartner Chapters 1-2

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***February 25 2013 Onsite\* Sixth Class Session***

Topics: 1. The View from the Presidency

2. Management Accountability in a shared governance system

3. Client-driven change in higher education

Reading Assignment Weingartner Chapter 3

Assignment 6: POST on Weingartner Chapter 3

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***March 4, 2013 Onsite\* Seventh Class Session***

Topics:                  1. Collegiality and College politics: [http://www.insidehighered.com/blogs/confessions-community-college-dean/collegiality](http://www.insidehighered.com/blogs/confessions-community-college-dean/collegiality" \t "_blank)

                              2. Tenure and promotion

[http://www.theledger.com/article/20100514/NEWS/5145076/1134?Title=FSC-Brings-Back-Tenure-System-to-Lure-Best-Faculty&tc=ar](http://www.theledger.com/article/20100514/NEWS/5145076/1134?Title=FSC-Brings-Back-Tenure-System-to-Lure-Best-Faculty&tc=ar" \t "_blank)

                              3. Who needs tenure?

[http://www.insidehighered.com/news/2009/06/08/metro](http://www.insidehighered.com/news/2009/06/08/metro" \t "_blank)

            Reading Assignment: Weingartner Chapter 4 and 5

Assignment 7: POST on Weingartner Chapter 4 and 5

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***March 11, 2013 SPRING BREAK***

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***March 18, 2013 Onsite\* Eighth Class Session***

Topics: The Presidency and Academic Administration

1. The Provost
2. The Deans
3. The Chief Financial Officer
4. Chief Student Affairs

*Assigned Reading:  Weingartner Chapter 8*

Assignment 8: POST on *Weingartner Chapter 8 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***March 25th, 2013***  ***Online Ninth Class Session***

CANVAS DISCUSSION: YOU CAN POST ANYTIME DURING THIS WEEK ON THE CONTENT OF CHAPTERS ONE THROUGH THREE, OUR DISCUSSIONS IN CLASS AND ONLINE. CLASS PARTCIPITATION WILL BE ASSESSED ON THE TYPE AND FEQUENCY OF YOUR PARTICIPATION IN THE DISCUSSION. THE EARLIER YOU POST YOUR DISCUSSION THE BETTER CHANCE OTHERS WILL PICK UP ON IT AND CREATE A DISCUSSION THREAD.

Topics:                  Your choice from readings, inside higher education and other sources

*Reading Assignment*: Returning to Birnbaum Chapters 8 and 9

***Assignment 9:*** *POST on* Birnbaum Chapters 8 and 9

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***April 1, 2013 Onsite\* Tenth Class Session***

 Topics: Strategic issues facing state universities

Assignment 10: POST on Future of Universities

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***April 8, 2013 Onsite\* Eleventh Class Session***

            Topics:                  1. From the previous week’s lecture

                                          2. Survey of Provosts

[http://www.insidehighered.com/news/survey/mixed-grades-survey-provosts](http://www.insidehighered.com/news/survey/mixed-grades-survey-provosts" \t "_blank)

***Special Assignment: Meet with Team and finalize work for presentation, post copies on CANVAS at latest April 14th. Every day you are late I will deduct one point from the total.***

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***April 15, 2013 Onsite\* Twelfth Class Session***

Case Study Presentation

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***April 22, 2013 Onsite Thirteenth Class Session***

Case Study Presentation

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***April 29, 2013 Onsite Fourteenth Class Session***

Final Exam