



**AUBURN UNIVERSITY
SUMMER I 2013 SYLLABUS**

1. **Course Number:** **HIED 7210**
Instructors: Dr. Jose Llanes
Course Title: Leadership in Higher Education
Credit Hours: 3 semester hours
Class Meetings: Mondays and Wednesdays 5:00-7:50 PM Haley 2467
Hybrid Onsite and Online Meetings
CANVAS site: auburn.instructure.com

Office: Haley Center 4080, phone (334) 844-3074
Office Hours: Anytime by appointment
E-mail: jrllanes@auburn.edu
Pre-/Co-requisites: EDLD 7200 (Or see below)
2. **Date Syllabus Prepared:** May 2013
3. **Required Text:** Northouse, Peter Guy (2013) *Leadership Theory and Practice 6th Edition* **Sage Publications** ISBN 978-1-4522-0340-9

Case Studies: Contained in required text

Optional Readings: R. L. Wing "The Art of Strategy" Doubleday 1988 (ISBN 0-385-23784-7)
4. **Catalog Description:** This course involves exploration, discussion and application of theories, concepts and principles of leadership from a multi-disciplinary, multi-professional perspective, to higher education organizations.

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

- I. Understand and discuss the underlying assumptions, beliefs, and values of the most significant paradigms in leadership research.
 - a. Leadership In a Changed Context
 - b. Challenges and Missed Opportunities in the Study of Leadership in Higher Education
 - c. New Directions in Higher Education Leadership
 - d. New Paradigms of Leadership
- II. Understand and discuss some of the main concepts that have emerged in the leadership research and literature such as ethics, empowerment, collaboration, and networks.
 - a. Latest Theories in Leadership
 - b. Revolutionary Concepts in Leadership
 - c. Cultural and Symbolic Theories
- III. Understand and discuss new concepts that have emerged in the leadership literature and how these have been pursued by higher education researchers.
 - a. Higher Education Leadership In a New World
 - b. Practical Implications for The Leadership Revolution
- IV. (For doctoral students) Understand and discuss the implications of this vast body of new research upon future research.
 - a. Framing Leadership Research in a New Era
- V. Student will be able to do this onsite with other students and by using online communications methods.

6. Course Methodology:

This course is designed to be delivered as a mixture of “in the same room” discussion among students under my direction and reading, thinking, writing and discussion online. This class should meet once a week for ten weeks but as a “hybrid” of experiences, it is only scheduled to physically meet once a week for five weeks except for the first week when we will meet twice.

- I. **Regular attendance for those Onsite sessions and class participation** are essential for successful completion of the course. **Online Participation in Discussion is a requirement for this course** and the student will earn 50 points for engaging in it effectively. If you don't come to class at least 5 times you will not get an A. But you will also be graded on your online Discussions. Increasingly professional communications in the workplace are taking place online. Even meetings being held on campuses today are being held through visual and synchronous communications. You will be engaging in “meaning-building activities” with people you barely know, across thousands of miles of space and great differences in time. You need to learn how to lead in a new way. You can earn from 0 to 5

points per class period for participation in discussion up to 50 points. See criteria below. This participation is evaluated in this way:

- a. **Active participation** includes posting critical analysis of theories and asking questions from the reading, as well as sharing experiences with the topics under discussion, engaging others with valid critical exchanges and contributing to the class community in general. The Outcome Objective is defined as follows: “Student is able to demonstrate through class discussion that he/she has read the assigned material and has drawn valid conclusions or raised good questions.” Such participation will earn up to 5 points per class.
- b. **Passive participation** involves piggyback discussion limited to the issues raised by others, lack of reading of materials is evident. 1 to 3 points per week.
- c. **No participation** obtains when a student is absent. 0 points per week.
- d. **Students may earn up to 50 points for both online and onsite participation.** 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.
- e. NOTE: Essays and comments are posted in the CANVAS page for this course under Discussions, **no later than** Sunday at midnight, this will enable your colleagues to respond to your ideas.

II. **Assignments (8)** Students will be assigned weekly a portion of the readings to respond reflect upon online, or discuss with class onsite. Students need to also answer the questions for each assignment and post *them by Sunday before 11:59 PM*. Each assignment will be graded with a total of 5 points for a maximum of 40 points.

III. **Presentations:** The student will be assigned a theory or two to discuss with the class. Student will write a one-page summary of the discussion and develop at least three questions that flow from the reading and will lead the classroom/online discussion on these. Up to 10 points will be awarded for this effort depending upon a) how well the questions cover the topic, b) how well the questions are written from the perspective of understanding it and c) how well you manage the discussion from the students.

7. 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.

Class participation in discussion/activities	onsite or online	50 pts.
Assignments	Reflections on readings	40 pts.
Presentation		10 pts
Maximum 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	

8. 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.

ATTENTION: In order to ensure that class discussions are open and truthful all students are held to the confidential nature of these comments and may not repeat them or otherwise use them for any purposes outside of the classroom purposes. Any violation of this code will result in a grade of F in this course.

9. Course Schedule for Summer I 2013

Session I On Site Haley 2467 Monday, May 20, 2013

Introductions, explanations of course objectives and expected outcomes, discussion on content and method of instruction.

Lecture: Overview of Leadership

Discussion: Leadership: The conscious act of creating followers

Assigned Reading Peruse all the chapters in Northouse book so that you are aware of the content and read Chapters 1, 2, 3, and 4 in depth. One theory will be assigned to each student for classroom/online discussion.

Question for Assignment 1: Review, discuss and reflect upon the readings, consider questions such as "How does Trait (Skill, Style) Leadership work?" Look at the big five personality factors and compare those with Sun-Tzu's 5 dimensions of strategic leadership. (Due May 26 at 11:59 PM)

NOTE: Individual students will be assigned to **read and discuss all** but to summarize and discuss **one administrative leadership theory** with the class. You will be asked to bring a one-pager that summarizes the points you want to make and engage the class is discussing. This process sometimes takes 10 minutes sometimes 30 minutes.

Session II On Site Wednesday May 22, 2013

We will discuss readings so far. I expect students to bring questions and or comments to class and start the discussion.

Assigned Reading: Northouse Chapters 5, 6, 7

Question for Assignment 2: Review, discuss and reflect upon the readings, consider questions such as: "Which leadership theory, the style approach or the skills approach, would tend to be more effective in the higher education settings you know?" Why? (Due May 26 at 11:59 PM)

Session Number III Onsite Wednesday May 29, 2013

Students will present on assigned theories.

Assigned Reading: Northouse Chapters 8, 9, 11

Question for Assignment 3: Look at the skills inventory on page 69 and take it for yourself. Score yourself following the key on page 70 and report it to me. Tell me what this inventory says about your leader-self, whether the questions being asked are in your opinion relevant or significant and which areas does this measurement leave out? (Due June 2 11:59 PM)

Session Number IV Online June 3, 2013

1. Post an analysis (On the Discussion section of CANVAS) of Case Study 8.3 and answer questions from the reading, as well as share experiences with the topics under discussion, engaging others with valid critical exchanges and contributing to the class community in general.
2. Post an analysis of Case Study 9.3 and answer questions from the reading, as well as share experiences with the topics under discussion.
3. Comment on posting made by others. The Outcome Objective is defined as follows: "Student is able to demonstrate through class and online discussion that he/she has read the assigned material and has drawn valid conclusions or raised good questions."

Assigned Reading: Northouse Chapters 13 and 15

Question for Assignment 4: Review the Authentic Leadership questionnaire page 280 and take the assessment, grade it and report the grade to me. Reflect on your performance and share with me what you think this means. (Due June 9 at 11:59PM)

Session Number V On Site June 5, 2013

Students will present on Situational and Contingency Theory. We will discuss readings so far. I expect students to bring questions and or comments to class and start the discussion.

Assigned Reading: Northouse Chapter 10 and 16

Question for Assignment 5: Review the Leadership Inventory on page 114 and take the assessment on pages 116-117 and grade yourself. Report this grade to me and tell me how you interpret the score. Which areas are not included that should be included? Looking for a reflection on your readiness for a given situation. (Due June 9 at 11:59PM)

1. Post an analysis (on Discussion section of CANVAS) of Case Study 5.3 and answer questions from the reading, as well as share experiences with the topics under discussion, engaging others with valid critical exchanges and contributing to the class community in general.
2. Post an analysis of Case Study 6.3 and answer questions from the reading, as well as share experiences with the topics under discussion.
3. Comment on posting made by others. The Outcome Objective is defined as follows: "Student is able to demonstrate through class and online discussion that he/she has read the assigned material and has drawn valid conclusions or raised good questions."

Assigned Reading: Northouse Chapters 14

Question for Assignment 6: Review the Leadership Questionnaire on page 134 and take the assessment, grade it and report the grade to me. Reflect on your performance and share with me what you think this means. (Due June 16 at 11:59 PM)

Students will present on Theories . We will discuss readings so far. I expect students to bring questions and or comments to class and start the discussion. Discussion on Case 8.1 and 8.2

Question for Assignment 7: Review the LMX-7 Leadership Questionnaire on page 179-180 and take the assessment, grade it and report the grade to me. Reflect on your performance and share with me what you think this means. . (Due June 16 at 11:59 PM)

Session Number VIII***On Site******June 17***

1. Post an analysis of Case Study 9.1 and answer questions from the reading, as well as share experiences with the topics under discussion, engaging others with valid critical exchanges and contributing to the class community in general.
2. Post an analysis of Case Study 9.3 and answer questions from the reading, as well as share experiences with the topics under discussion.
3. Comment on posting made by others. The Outcome Objective is defined as follows: "Student is able to demonstrate through class and online discussion that he/she has read the assigned material and has drawn valid conclusions or raised good questions."

Question for Assignment 8: Review the Leadership Questionnaire on Situational Leadership page 211 and take the assessment, grade it and report the grade to me. Reflect on your performance and share with me what you think this means. (Due June 21 at 11:59 pm)

Session Number IX On Site***June 19***

Students will present on Theories . We will discuss readings so far. I expect students to bring questions and or comments to class and start the discussion. Discussion on Case 10.1

Session Number X***On Line******Final Exam******June 21***

1. Post an analysis of Case Study 11.1 and answer questions from the reading, as well as share experiences with the topics under discussion, engaging others with valid critical exchanges and contributing to the class community in general.
2. Post an analysis of Case Study 11.2 and answer questions from the reading, as well as share experiences with the topics under discussion.
3. Make one final comment online: "Student is able to demonstrate through class and online discussion that he/she has read the assigned material and has drawn valid conclusions or raised good questions."