**Higher Education Management**

**HIED 7220**

**Summer 2022**

**Instructor Information**

Lady Cox, Ed.D.

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Phone: 334-844-5672

Office: Melton Student Center, Suite 3248

Office hours: By appointment

**Course Time and Location**

Tuesday and Thursday, 5:00 pm – 8:50 pm

Haley Center 2454

**Course Description**

The purpose of this course is to provide a comprehensive examination of the organizational, governance and administrative underpinnings and dynamics of colleges and universities in the United States. The course combines theory and practice to provide students with a firm, comprehensive understanding of those major theories, concepts, literature and research traditions of the field of study.

Given the abbreviated nature of this course, this will be a fast-paced, highly-interactive experience. Reading in advance of both required texts and current issues in higher education are required to participate in class discussions.

**Course Objectives**

In this course, students will:

* Demonstrate their understanding of the organizational, governance and decision processes and patterns found in colleges and universities
* Gain understanding of the leading theories, concepts, models through which to view, interpret, describe, and explain the behavior of colleges and universities
* Review and evaluate literature and research studies on the organization, governance, and administration of higher education
* Hone their skills in analyzing complex organizational, governance and administrative problems confronting colleges and universities, as well as the professionals who “lead” them

**Required Texts**

* Birnbaum, R. (1988). *How colleges work: the cybernetics of academic organization and leadership* (1st ed.). Jossey-Bass.
* Manning, K. (2017). *Organizational theory in higher education*. Routledge.
* Powers, K., & Schloss, P. J. (Eds.). (2017). *Organization and administration in higher education.* Taylor & Francis.

**Course Requirements and Evaluation**

***Class Attendance & Participation – 25 points***

This course is a discussion course, not a lecture. Each student is expected to attend each class session and contribute to discussions and course activities. Student participation in class and critical engagement with course reading materials are crucial to the success of this course. Students are also encouraged to bring other readings and professional experiences to the classroom to add to our collective knowledge. Participation includes students’ own, original

contributions to the discussion and responding to students’ classmates and participating

in any group activities.

All members of the course are expected to participate and be engaged in class discussions. There will be conversation each week about current events in higher education. To contribute to these discussions, students will need to stay up to date by reading higher education news sources.

***Organization Realignment Project (45 Points)***

Working in teams, students will create a proposal for how to realign a higher education unit. Students will be provided with a strategic plan, budget, and existing organization chart. The final project will be a 20-minute class presentation including a submitted proposal and a PowerPoint presentation (if desired). Each presentation will conclude with 10 minutes of questions from the class. Due: July 28 by noon. Submit on Canvas.

***Case Analysis (30 points)***

Over the course of the semester, we will read and analyze a number of case studies

examining organization and governance, and how these features of colleges and

universities distinctively shape institutional behavior and outcome. Students will prepare a 3-5 page analysis of one specific case, integrating concepts and insights distilled from class readings and discussion. Additional information about the assignment will be provided during the first week of class. Due: August 4 by noon. Submit on Canvas.

25 points Class Attendance & Participation

45 points Organization Realignment Project

30 points Case Analysis

100 points

**Grading Scale**

A 90-100 points

B 80-89 points

C 70-79 points

D 60-69 points

F Below 60

**Course Expectations**

**Attendance & Participation:** Students are expected to engage actively and thoughtfully in the class sessions. To fulfill the promise of a graduate course, plan to study the assigned readings prior to class, identify main themes or issues in the readings, and bring with you any questions or issues you would like to address. Informal assignments or class activities will be used to increase your involvement in the class. These activities should improve both the quality of our class discussions and the value of the readings and activities for all participants.

**Deadlines:** Assignments are due at the assigned times and dates. Work turned in after the deadline will receive minimal feedback and a lower grade.

**Writing Format:** The case analysis should be submitted in APA format. Any materials shared for the organization realignment project should be brief and business-like, rather than academic, in nature.

**Academic Honesty Code:** All students are expected to maintain high standards of academic integrity and adhere to both the letter and spirit of the [Academic Honesty Code](https://sites.auburn.edu/admin/universitypolicies/Policies/AcademicHonestyCode.pdf). All completed assignments must be original work for this course, must consist of original analysis and writing, and must include appropriate citations of others’ ideas. All portions of the Auburn University student academic honesty code (Title XII) found in the [Student Policy eHandbook](http://www.auburn.edu/student_info/student_policies/) will apply to this class. 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.

**Classroom Behavior:** The Auburn University Classroom Behavior Policy is strictly followed in the course; please refer to the [Student Policy eHandbook](http://www.auburn.edu/student_info/student_policies/) for details of this policy.

**Emergency Contingency:** If normal class is disrupted due to illness, emergency, or crisis (such as a COVID-19 outbreak), the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, an addendum to your syllabus and/or course assignments will replace the original materials.

**Student Support**

**Accommodations**: Students who need accommodations should electronically submit their approved accommodations through AU Access and contact the instructor at the outset of the class so that appropriate arrangements can be made.For more information, visit: [Office of Accessibility - Auburn University](https://accessibility.auburn.edu/).

**Mental Health:** Students experiencing stress that feels unmanageable (personal or academic) during the semester may utilize Auburn University’s Student Counseling & Psychological Services. Students can schedule an appointment by calling (334) 844-5123 or by stopping by their offices on the bottom floor of Haley Center or the second floor of the Auburn University Medical Clinic. Additional information can be found at <http://wp.auburn.edu/scs>.

**Course Schedule**

**Session 1 – Tuesday, June 28**

Topics:

* Introductions: students and instructor
* Course plan and requirements
* Strategic planning

Assigned readings:

* Olivet Case X
* Organization and Administration in Higher Education – Chapter 6

**Session 2 – Thursday, June 30**

Topics:

* Collegial institution
* Loose versus tight coupling

Assigned readings:

* How Colleges Work – Chapter 4
* Organizational Theory in Higher Education – Chapter 3

**Session 3 – Tuesday, July 5**

Topics:

* Leadership, boards, and governance
* Accreditation

Assigned readings:

* How Colleges Work – Chapter 1
* Organization and Administration in Higher Education – Chapters 2, 3, 5

**Session 4 – Thursday, July 7**

 Topic:

* Bureaucratic institutions

Assigned readings:

* How Colleges Work – Chapter 5
* Organizational Theory in Higher Education – Chapter 13

**Session 5 – Tuesday, July 12**

Topics:

* Human Resources
* Budgeting

Assigned readings:

* Organization and Administration in Higher Education – Chapters 4 and 7

**Session 6 – Thursday, July 14**

Topics:

* Political Institution

Assigned readings:

* How Colleges Work – Chapter 6
* Organizational Theory in Higher Education – Chapter 8

**Session 7 – Tuesday, July 19**

Topics:

* Title IX
* Athletics
* Emergencies

Assigned readings:

* Organization and Administration in Higher Education – Chapters 11, 12, and 13

**Session 8 – Thursday, July 21**

Topic:

* Anarchical Institutions

Assigned Readings

* How Colleges Work – Chapter 7
* Organizational Theory in Higher Education – Chapter 6

**Session 9 – Tuesday, July 26**

No class lecture, recommend you use the time to meet and work on your group project

**Session 10 – Thursday, July 28**

Final proposals due at noon, presentations during class

**Session 11 – Thursday, August 4**

Case analysis due at noon