

# COURSE SYLLABUS

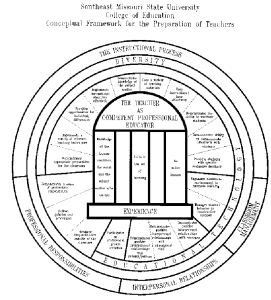
## SOUTHEAST MISSOURI STATE UNIVERSITY

Department of Educational Administration and Counseling

Course NO: GC-631

New: 3/25/99

Title of Course: Foundations of Higher Education II: Leadership



### **THE COUNSELOR AS COMPETENT PROFESSIONAL EDUCATOR**

#### I. Catalog Description and Credit Hours of Course:

A study of leadership, strategic planning, public policy, and embracing change as it applies to effective administration in higher education. (3)

#### II. Prerequisites:

GC626 Principles and practices in higher education or Permission of the Instructor.

#### III. Purposes or Objectives of the Course:

- A. Present to the students an overview of leadership theory, styles, and application.
- B. Expose the students to different leadership models used in institutions of higher education.
- C. Expose the students to strategic planning methods and models as relevant to higher education.
- D. Explain the role of public policy in higher education on a federal, state, and local level.
- F. Discuss the value of embracing change and the implications for higher education.

IV. Expectations of Students:

- A. Students will be expected to attend class, to prepare and to participate in class activities and to complete all course assignments.
- B. Students will be able to describe how leadership theory, styles, and applications relate to higher education.
- C. Students will be able to identify their own and relate to different leadership styles.
- D. Students will be able to summarize different models of institutional leadership.
- E. Students will be able to demonstrate the strategic planning process which is vital to higher education.
- F. Students will be able to state the impact and importance of public policy on higher education.
- G. Students will be able to identify and embrace change as it pertains to higher education.
- F. Students will utilize computer technology for projects and presentations.

V. Course Content or Outline:

Class Hours

- A. Theory and Application of Leadership Styles 9
  - 1. Historical perspective
  - 2. Leadership styles theory
  - 3. Assessing personal leadership style
  - 4. Interacting effectively with different styles
  
- B. Institutional Leadership models 12
  - 1. Private Liberal Arts Institution
  - 2. Research/Land Grant Institution
  - 3. The Community College
  - 4. State/Regional Institution
  - 5. The Administration (class presentations)
    - a. The Board of Regents, Trustees, or Governors
    - b. The Role of the University President
    - c. The Role of the Provost
    - d. The Role of the Executive Vice President or CFO
    - e. The Role of the Chief Student Affairs Officer

- f. The Role of the Vice President for University Advancement
  - 6. The Academe (class presentations)
    - a. The Dean
    - b. Faculty Senate
    - c. Tenure
  - 7. Individual project on the ideal institutional leadership model
  
- C. Strategic Planning 9
  - 1. What is a strategic plan?
  - 2. Historical perspective
  - 3.. Goal and purpose
  - 4.. Review of different strategic planning models
  - 5. Review Paper: Why does an institution of higher education need a strategic plan (group project).
  - 6. Discussion and analysis of Southeast's strategic plan.
  
- D. Public Policy 9
  - 1. What is public policy?
  - 2. The Federal Government and Higher Education
  - 3. State Government and it's impact
  - 4. Local support
  - 5. Public Policy today (class presentations)
    - a. Federal Policy - 8th District Rep.
    - b. State Policy - State Rep./Senator
    - c. Mo. Coordinating Board for Higher Education - Commissioner
    - d. Local Policy - City Mayor
  - 6. Discussion paper on a current policy issue related to Higher Education
  
- E. Change and Leading with a Vision 6
  - 1. Case Study: Reorganization and Downsizing
  - 2. How can we cope with change?
  - 3. Becoming a change agent
  - 4. Defining vision
  - 5. Implementing the vision
  - 6. Discussion of leadership styles, models, and strategic plan and the relevance to change
  - 7. Leading in Student Services and related fields

VI. Textbook(s):

Birnbaum, Robert. (1991). How colleges work. San Francisco: Jossey-Bass.

Bolman, L.G., & Deal, T.E. (2nd ed.) (1997). Reframing organization: Artistry, choice, and leadership. San Francisco: Jossey-Bass.

Recommended Textbook(s):

An American imperative: Higher expectations for higher education. (1993). The Johnson Foundation, Inc.

Associations in action, by Harland G. Bloland, ASHE-ERIC Higher Education Reports. #2, 1985.

Gardner, J. (1990). On leadership. New York: The Free Press.

Higher education and state governments, by Edward Hines, ASHE-ERIC Higher Education Reports, #5, 1988.

VII. Basis for Student Evaluations:

- A. Class Participation and attendance
- B. Class projects/presentations
- C. Written Exams

VIII. Knowledge Base References:

Astin, A.W. (1993). What matters in college: Four critical years revisited. San Francisco: Jossey-Bass.

Chickering, A.W. & Gamson, Z.F. (1987, March). Seven principles for good practice in undergraduate education. AAHE Bulletin. 3-7.

Dill, David D. (1982). The structure of the academic profession. The Journal of Higher Education, 53 (3), 255-267.

Dizzard, R. A tale of two colleges. Change. September/October, 27-31.

Greene, D.M., (ed.) (1992). College and university business administration. (5th ed.). Washington, D.C.: National Association of College and University Business Officers.

Harclerod, F.F. & Ostar, A.W. (1987). Colleges and universities for change. Washington, D.C.: AASCU Press.

Levine, A. & Associates (1989). Shaping higher education's future. The Jossey-Bass Higher Education Series. San Francisco: Jossey-Bass.

Making sense of administrative leadership: The "L" word in higher education, by Estela Bensimon, Anna Neuman, and Robert Birnbaum, ASHE-ERIC Higher Education Reports, #1, 1989.

Manz, C. C., & Sims, H.P., Jr. (1991). SuperLeadership: Beyond the myth of heroic leadership. Organizational Dynamics, 18-35.

Moore, Paul L. (Ed.) (1991). Managing the political dimension of student affairs. New Directions for Student Services, No. 55. San Francisco: Jossey-Bass.

Pascarella, E.T. & Terenzini, P.T. (1991). How college affects students. San Francisco: Jossey-Bass.

Peterson, M. W., Chaffee, E.E., & White, T.H. (eds.) (1991) Organization and governance in higher education. (4th ed.). Needham Heights, MA: Ginn Press.

Taylor, B.E., Meyerson, J.W., & Massy, W.F. (1993). Strategic indicators for higher education: Improving performance. Princeton, NJ: Peterson's Guides.

Waitley, D.E., & Tucker, R.B. (1987, May-June). How to think like an innovator. The Futurist. 9-15.

Wheatley, Margaret. (1992). Leadership and the new science. San Francisco: Berrett-Koehler.

Young, R.B. (1993). Identifying and implementing the essential values of the profession. San Francisco: Jossey-Bass.

DEPARTMENTAL APPROVAL DATE: 3/12/99

COLLEGE COUNCIL APPROVAL DATE: 3/25/99