

## **HIED 5307 Leading Change in Higher Education**

Fall 2018

Texas A&M University-Central Texas

### **INSTRUCTOR AND CONTACT INFORMATION**

**Instructor:** Dr. Morgan Lewing

**Office:** 322Q Warrior Hall

**Phone:** 254.519.8030

**Email:** morgan.lewing@tamuct.edu

#### **Office Hours:**

Office, phone, and virtual appointments by appointment

#### **Mode of instruction and course access:**

This is a blended course which meets from 9AM-4PM on 10/26 and 12/7. This course uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>].

#### **911 Cellular:**

Emergency Warning System for Texas A&M University-Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account. Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [<https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management>] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

### **COURSE INFORMATION**

**Course Overview and description:** This course provides a survey of organizational change and corresponding leadership dynamics in the field of higher education.

#### **Student Learning Outcomes:**

At the conclusion of this course, the student will be able to

SLO1: Describe fundamental theories of leadership and their application to higher education administration

SLO2: Apply theories of Organizational Change to higher education leadership

SLO3: Construct a personal leadership philosophy to manage change.

#### **Competency Goals Statements (certification or standards):**

- Graduates will be able to reference historical and current documents that state the philosophical foundations of the profession
- Graduates will be able to apply a code of ethics or ethical principles sanctioned by a

recognized professional organization that provides guidance for their work.

- Graduates will be able to demonstrate the ability to use and critique appropriate theory to understand support and advocate for student learning and development by assessing needs and creating opportunities for learning and development
- Graduates will be able to articulate how student learning is influenced by student characteristics and the collegiate environments.
- Graduates will be able to identify and apply leadership, organizations, and management practices that assist institutions in accomplishing their missions.
- Graduates will develop and maintain personal plans for professional development and habits that support life-long learning.

### **Required Reading and Textbook(s):**

#### **Textbook:**

Kezar, A. (2014). *How Colleges Change: Understanding, Leading, and Enacting Change*. New York, NY: Routledge. ISBN 978-0-415-53206-8.

#### **Required readings:**

- Baker, V., & Baldwin, R. (2015). A Case Study of Liberal Arts Colleges in the 21st Century: Understanding Organizational Change and Evolution in Higher Education. *Innovative Higher Education*, 40(3), 247-261.
- Boyce, M. E. (2003). Organizational Learning Is Essential to Achieving and Sustaining Change in Higher Education. *Innovative Higher Education*, 28(2), 119-136.
- Bystydzienski, J., Thomas, N., Howe, S., & Desai, A. (2017). The Leadership Role of College Deans and Department Chairs in Academic Culture Change. *Studies In Higher Education*, 42(12), 2301-2315.
- Eckel, P. D., & Kezar, A. (2003). Key Strategies for Making New Institutional Sense: Ingredients to Higher Education Transformation. *Higher Education Policy*, 16(1), 39-53.
- Gumport, P. J. (2000). Academic restructuring: Organizational change and institutional imperatives. *Higher Education*, 39(1), 67-91.
- Kezar, A. (2003). Enhancing innovative partnerships: Creating a change model for academic and student affairs collaboration. *Innovative higher education*, 28(2), 137-156.
- Kezar, A. (2014). Higher Education Change and Social Networks: A Review of Research. *Journal of Higher Education*, 85(1), 91-125.
- Kezar, A., Eckel, P., Contreras-McGavin, M., & Quaye, S. J. (2008). Creating a web of support: an important leadership strategy for advancing campus diversity. *Higher Education*, 55(1), 69-92. doi:10.1007/s10734-007-9068-2
- Kezar, A., Eckel, P. (2016) The Effect of Institutional Culture on Change Strategies in Higher Education, *The Journal of Higher Education*, 73(4), 435-460, DOI: [10.1080/00221546.2002.11777159](https://doi.org/10.1080/00221546.2002.11777159)
- Malm, J. R. (2008). Six Community College Presidents: Organizational Pressures, Change Processes and Approaches to Leadership. *Community College Journal of Research and Practice*, 32(8), 614-628.

## **COURSE REQUIREMENTS**

Absences on an on-campus class date will result in a deduction of 10 points from the total grade. (100 possible points)

1. **MODULE 1: Part 1-Thinking Differently About Change (10/26-11/2)**
  - a. **Section review- 10 points**
  - b. **Annotated bibliography- 10 points-** Students will submit an annotated bibliography for the required readings (not the textbook), which examine and discuss organizational change in higher education. Students should focus on developing concise summarizations that overview the article purpose, general methods of inquiry, and utilizing APA formatting.
2. **MODULE 2: Part 2-A Multi-faceted Framework for Understanding Change (11/3-11/16)**
  - a. **Section review- 10 points**
  - b. **Leadership interview- 20 points-** Students will conduct one 45 to 90-minute recorded interview with an approved individual currently employed at an institution of higher education and submit a reflective essay of at least five pages. Interview questions should emphasize the individual's leadership philosophy within the context of organizational change. Students must submit digital recordings of the interviews for verification purposes.
3. **MODULE 3: Challenges for Change Agents in our Time (11/17-12/7)**
  - a. **Critical text review- 25 points-** Students will submit a critical review of at least five pages of the Kezar (2014) text. The review should not only summarize the author's central points, but students should also attempt to integrate complementary and competing opinions from other works and their own experiences.
  - b. **Content exam- 25 points-** Students will complete one cumulative content exam that addresses major questions connected to course content and includes the comprehensive exam question(s) associated with the course.

## **Grading Criteria Rubric and Conversion**

Grading rubrics for assignments are available on Canvas.

## **Posting of Grades**

**All grades will be posted to Canvas.**

## **COURSE OUTLINE AND CALENDAR**

- 10/26: On-Campus Session 1
- 10/26-11/2: Module 1
- 11/3-11/16: Module 2
- 11/17-12/7: Module 3
- 12/7: On-Campus Session 2

## **TECHNOLOGY REQUIREMENTS AND SUPPORT**

### **Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

### **Other Technology Support**

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

*Please let the support technician know you are an A&M-Central Texas student.*

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## **UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**

### **Drop Policy.**

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [[https://www.tamuct.edu/registrar/docs/Drop\\_Request\\_Form.pdf](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf)].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

### **Academic Integrity.**

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on

an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

### **Academic Accommodations.**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

### **Tutoring.**

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are

interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at [deeadra.albertgreen@tamuct.edu](mailto:deeadra.albertgreen@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

**University Writing Center:** Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-4pm Monday-Thursday during the summer with online hours available Monday-Thursday from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu).

### **University Library.**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library.

Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

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#### **OPTIONAL POLICY STATEMENTS:**

##### **A Note about Sexual Violence at A&M-Central Texas**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

#### **INSTRUCTOR POLICIES.**

You are an aspiring leader, so conduct yourself accordingly. Model the leadership qualities you value, respect everyone, and question everything,

##### **Copyright Notice.**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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