

HIED 5302 Planning and Resource Management in Higher Education
Section 115/125; CRN 10757/11311
Spring 2021 (First 8-weeks)
Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

Dates: January 19 - March 12, 2021

Mode of instruction and course access: This is an 8-week 100% online course, and uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com/>].

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Lisa Bunkowski, Ph.D., Ed.D.

Office: 322-K Warrior Hall

Phone: 254.501.5866

Email: lisa.bunkowski@tamuct.edu

Office Hours: For the Spring semester, I will mostly work from my home office. I have set office hours for Mondays & Wednesdays, 8–10 am & 2–4 pm, or by appointment. Student appointments will be held via web-conferencing (WebEx). Please contact me via Canvas Inbox, email, or leave a message on my office phone number to arrange an appointment.

Student-instructor interaction:

I will provide a response within 24 hours to student messages received between 6 AM on Mondays and 5 PM on Thursdays. Emails sent during the weekend may not be responded to within the same timeframe.

WARRIOR SHIELD

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

Warrior Shield 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 Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [<https://portal.publicsafetycloud.net/Account/Login>] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COVID-19 SAFETY MEASURES

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, Texas A&M University-Central Texas has adopted policies and practices to minimize virus transmission. All members of the university community are expected to adhere to these measures to ensure their own safety and the safety of others. Students must observe the following practices while participating in face-to-face courses, course-related activities (office

hours, help sessions, transitioning to and between classes, study spaces, academic services, etc.) and co-curricular programs:

- **Self-monitoring**—Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction. Students required to quarantine must participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities.
- **Face Coverings**— Face coverings must be worn inside of buildings and within 50 feet of building entrances on the A&M-Central Texas Campus. This includes lobbies, restrooms, hallways, elevators, classrooms, laboratories, conference rooms, break rooms, non-private office spaces, and other shared spaces. Face coverings are also required in outdoor spaces where physical distancing is not maintained. The university will evaluate exceptions to this requirement on a case-by-case basis. Students can request an exception through the Office of Access and Inclusion in Student Affairs.
 - o If a student refuses to wear a face covering, the instructor should ask the student to leave and join the class remotely. If the student does not leave the class, the faculty member should report that student to the Office of Student Conduct. Additionally, the faculty member may choose to teach that day’s class remotely for all students.
- **Physical Distancing**—Physical distancing must be maintained between students, instructors, and others in the course and course-related activities.
- **Classroom Ingress/Egress**—Students must follow marked pathways for entering and exiting classrooms and other teaching spaces. Leave classrooms promptly after course activities have concluded. Do not congregate in hallways and maintain 6-foot physical distancing when waiting to enter classrooms and other instructional spaces.
- The university will notify students in the event that the COVID-19 situation necessitates changes to the course schedule or modality.

COURSE INFORMATION

Course Overview and description: This course provides an overview of the economics and finance of higher education in the United States, with an emphasis on the analysis of financial policies and current issues at the national, state, and institutional levels.

Course Objectives:

1. Develop a strategic perspective of resource management and an understanding of how finances impact operations and planning processes.
2. Describe current and future higher education finance issues and trends.
3. Apply a broad understanding of resource allocation dynamics to current issues and trends in higher education.

Required Textbooks (electronic versions are fine):

Barr & McClellan. (2018). *Budgets and Financial Management in Higher Education*, 3rd ed. ISBN 9781119287735

Dickeson. (2010). *Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance, revised and updated*, 2nd ed. ISBN 9780470559680

For several of our course assignments you will read various articles from academic journals and professional publications available online through the University Library.

In addition, throughout the program, we will use the *Publication Manual of the American Psychological Association*. Washington, DC: American Psychological Association. Because the APA has recently changed from the 6th to the 7th editions, you may use either.

COURSE REQUIREMENTS

1. **Syllabus Review** (0 points). Before starting Unit 2, you will need to mark the Syllabus as reviewed. This is completed in Canvas in Week 1.
2. **Graded Discussions** (5 points total; 2.5 points each) – You will participate in graded discussions, responding to questions related to the readings during Unit 2 and Unit 3. Contributions to the discussion forum are assessed on the content of your comments, and your engagement with fellow students, the course materials, and the instructor. Comments are also assessed on format which includes writing mechanics and proper APA formatting of any citations.
3. **Journal Entries** (5 points total; 2.5 points each) – You will submit two brief journal entries (reflection essays). Entry #1 is due at the end of Week 2, and Entry #2 is due at the end of Week 8. The essays should be 250-500 words in length. Essay responses are assessed on content of your entries, which includes the completeness of your response to the prompts, communication of your perspective, and connection to the readings where relevant. In addition, reflection essays are assessed on length and APA formatting of any citations.
4. **Annotated Bibliography** (20 points) - You will submit an annotated bibliography of at least ten articles related to course topics – which are briefly noted in the course schedule below. Additional details about this assignment, including expectations, requirements, types of articles and sources to be used, as well as the assessment rubric are provided in Canvas.
5. **Critical Article Review** (20 points) – You will write a 4-5-page (not including the title page) critical review essay of one of the articles from your annotated bibliography for this assignment. Your paper will be assessed on essay organization, critical analysis, APA formatting and length. Additional assignment details and the assessment rubric are provided in Canvas.

6. **Leadership Interview Questions & Essay** (25 points total) – **This section has been modified due to accelerating COVID-19 crisis**

Students will collaborate on a brief interview guide by submitting two questions related to leadership and planning and resource management in higher education. Details are provided in Canvas (due end of Week 3). The instructor will conduct short interviews with several different higher education leaders from different universities using the class-created guide. Students will review the recorded interviews and submit a reflective essay of at least five pages in length. In the essay, you should do more than simply summarize the interviews; you should identify themes in the responses and reflect upon their meaning to your practice. Your essay will be assessed on organization, analysis, APA formatting and length requirements. More details about expectations and a rubric are provided in Canvas.

7. **Final exam** (25 points) – You will demonstrate your understanding of course content and concepts through an online final exam. The Final exam will be taken online during Week 8. More detailed Instructions and the assessment rubric for essay responses is provided in Canvas.

Grading Criteria Rubric and Conversion

90-100 percent = A

80-89 percent = B

70-79 percent = C

60-69 percent = D

Less than 60 percent = F

Please note, you must complete the Final Exam and Leadership Interview assignment to pass the course.

Instructor's Policies

- Students will submit their work through the assignment submission pages in Canvas. The instructor will review and return student work through the Canvas grade book.
- Assignments are due by midnight (Killeen, Texas time) on the posted due dates.
- Brief assignments such as discussion participation will be returned no later than the following Wednesday morning. Longer assignments, such as the Annotated Bibliography and Critical Reviews will be returned no later than the following Sunday. You will be notified of any delays due to unforeseen circumstances.
- Late work will only be accepted if students have made arrangements for an extension prior to assignment deadline. Maximum penalty for late work is 10% deduction. No work will be accepted after the end of the course (March 12, 2021).
- **Online course etiquette.** Many of our readings this term address very sensitive topics. We need to be particularly respectful of each other and think through before responding.

COURSE OUTLINE AND CALENDAR

Unit 1 – Introduction and Overview (Course Outcome 2)

Week 1: January 19-24 (begins on Tuesday)

Read: Syllabus and Introduction Unit 1 materials in Canvas

Assignments: Introduction Discussion (optional)

Unit 2: Budgets & Financial Management (Course Outcome 1)

Week 2: January 25–31:

Topic: Fiscal Context and Budget Managers

Read: Week 2 materials in Canvas and Ch.1 in Barr & McClellan

Assignments: Journal Entry #1

Week 3: February 1–7

Topic: Revenue & Expenses, Understanding Budgets, Budget Cycles

Read: Week 3 materials in Canvas and Ch.2, 3, & 4 in Barr & McClellan

Assignments: Annotated Bibliography, Submit two Interview Questions

Week 4: February 8–14

Topic: Types of Budgets, Challenges, Managing Fluctuations

Read: Week 4 materials in Canvas and Ch.5, 6, & 7 in Barr & McClellan

Assignments: Complete Unit 2 Discussion

Unit 3: Reallocating Resources to Achieve Strategic Balance (Course Outcome 3)

Week 5: February 15–21

Topic: Need for Reform

Read: Week 5 materials in Canvas and Ch.1 in Dickeson

Assignments: Critical Article Review

Week 6: February 22–28

Topic: Responsible Leadership, Institutional Mission, Programs, Selection Criteria

Read: Week 6 materials in Canvas and Ch.2, 3, 4, & 5 in Dickeson

Assignments: Leadership Interview Essay

Week 7: March 1–8

Topic: Prioritizing, Process Issues, Program Decisions, Achieving Strategic Balance

Read: Week 7 materials in Canvas and Ch.6, 7, 8, & 9 in Dickeson

Assignments: Complete Unit 3 Discussion

Unit 4: Wrapping Up (Course Outcomes 1, 2, & 3)

Week 8: March 9-12 (ends on Friday)

Assignments: Final Exam, Journal Entry #2

IMPORTANT UNIVERSITY DATES: ALWAYS check the calendar to verify

<https://www.tamuct.edu/registrar/academic-calendar.html>

- January 19, 2021 Classes Begin for Spring Semester
- January 21, 2021 Deadline for Add, Drop, and Late Registration for 16- and First 8-Week
- January 26, 2021 Deadline to Drop First 8-Week Classes with No Record
- February 26, 2021 Deadline to Drop First 8-Week Classes with Quit (Q) or Withdraw (W)

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email 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

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.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty 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. Once you submit the completed 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, working with others in an unauthorized manner, 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 referred 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.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html),
[https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

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 Office 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 Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required)
[https://tamuct.instructure.com/courses/717]

Important information for Pregnant and/or Parenting Students

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 [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) [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](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, 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 Associate Dean in

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, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@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 online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Spring 2021 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. 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. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WCOonline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

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].

For Spring 2021, all reference service will be conducted virtually. Please go to our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index] to access our virtual reference help and our current hours.

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/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University

Police at 254-501-5800.

INSTRUCTOR POLICIES.

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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**Any future modifications, such as correction of typographical errors or adjustments due to environmental issues or the current COVID-19 crisis will be noted in the copy of the course syllabus in Canvas, and communicated via Canvas course announcements.