

Eastern Illinois University
Department of Counseling and Student Development
CSD 5750: Governance and Finance in Higher Education
Spring 2006

Instructor: Dr. James A. Wallace, Assistant Professor
Class Meetings: Wednesdays 4:00 - 6:30P, Buzzard Hall Rm. 1140
Office Hours: Tuesday 10:00A – 12:00N; 2:00- 3:30P; Wednesday 11:00A -12:00P
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Purpose of Course

The purpose of CSD 5750 is to expose future student affairs practitioners to both theoretical and applied concepts of governance and finance structures in higher education in America. Emphasis will be on organizational structures, financial operations, terminology, successful administrative and /management practices and models prevalent in higher education settings. Through intensive class discussion and the completion of course assignments, students will have the opportunity to focus in detail on specific issues of interest and utility to the Student Affairs profession and their individual career interests.

The instructor will facilitate the learning process through the utilization of lectures, guided discussions, individual and group projects, and case studies. In addition, extensive reading of current and relevant literature is required. This is a reading intensive course, requiring comprehensive understanding of assigned readings, concepts, and institutional and situational uniqueness. The instructor and students will define jointly problems and issues, explore various perspectives and options, and use an interdisciplinary approach to conceptualization and learning. As with any graduate seminar, class participation and attendance are required. Required reading materials have been selected to provide students with wide exposure to the theories and practices of higher education fiscal management, governance structures and planning processes.

With the exception of the In-Class statement, all written assignments must be submitted in electronic format (as email attachments in Microsoft Word – 10-11 pt. font) and must follow the guidelines recommended in the 5th edition of the Publication Manual of the American Psychological Association (2000).

Course Texts*

*Breneman, D.W., Leslie, L.L., & Anderson, R.E. (Eds.) (1993). *ASHE reader on finance in higher education*. Needham Heights, MA: Ginn Press.

Brown, M.C., II. (Ed.). *ASHE reader on organization & governance in higher education (5th Ed.)*. Boston, MA: Pearson Custom Printing.

Owen, R.B. (2004). *Organizational behavior in education (8th ed)*. New York: Pearson Publishing, Inc.

***This text is no longer available. Copies of assigned readings will be provided by Instructor.**

Course Calendar

Wk 1 Jan 11	Introduction of course and students, review of course syllabus, examination of required text(s). Owens: In Search of a Paradigm <i>In-Class Written Assignment Due</i>	01-35
Wk 2 Jan 18	Brown: Classic Organizational Theory Duryea: Evolution of University Organization Owens: Toward a Theory of Practice	01-15 36-44
Wk 3 Jan 25	Owens: Toward a Theory of Practice (Cont.) Brown: Classic Organizational Theory (Cont.) Cohen & March: Leadership in Organized Anarchies Weick: Educational Organizations as Loosely Coupled Systems Mintzberg: The Professional Bureaucracy BLA: Financing Education	44-72 16-35 36-49 50-70 37-48
Wk 4 Feb 01	Owens: Mainstreams of Organizational Thought: All Sections Brown: Classic Organizational Theory (Cont.) Peterson: Emerging Developments in Postsecondary Organization Theory & Research Dill: The Nature of Admin. Behavior in Higher Education Clark: The Organizational Saga in Higher Education Froomkin: The Impact of Changing Levels of Financial Resources on the Structure of Colleges and Universities	74-86 71-82 92-110 153-159 116-119
<i>Wk 5 Feb 08</i>	<i>No Class Meeting due to NASAP Conference (Hampton, VA)</i> <i>Brown: Leadership Analysis</i> Pfeffer: The Ambiguity of Leadership Bensimon, Neumann, & Birnbaum: Higher Education and Leadership Theory Bensimon & Neumann: What Teams Can Do <i>Brown: Management Principles</i> Dill: The Management of Academic Culture	203-213 214-222 224-258 261-273
Wk 6 Feb 15	Brown: Management Principles (Cont.) Dill: The Management of Academic Culture Greenwood & Hinings: Understanding Radical Organizational Change Owens: Mainstreams of Organizational Thought <i>Article Critique I or Interview I Due</i>	261-272 313-336 86-103
Wk 7 Feb 22	Brown: Perspectives on Race & Gender Nkomo: Race in Organizations Chesler & Crowfoot: An Organ. Analys. of Racism in HIED Nemetz & Christensen: Harnessing a Diversity of Views... Owens: Organizational Theory in the Modern Period	417-435 436-469 470-489 104-118
Wk 8 Mar 1	BLA: State Budgeting and Policy	

	Ahumada: An Analysis of Formula Budgeting in HIED	331- 345
	Hurtado: The Campus Racial Climate: Contexts of Conflict and Harmony	182-202
	Owens: Organizational Theory in the Modern Period	119- 138
Wk 9 Mar 8	Brown: Critical Approaches to Organizational Governance	
	Tierney: Critical Leadership and Decision Making in a Postmodern World	537-549
	Boland: Postmodernism and Higher Education	566-588
	Owens: Organizational Theory in the Modern Period	139-149
<i>Wk 10 Mar 15 – No Class due to NASPA Conference (Washington, DC) & Spring Vacation</i>		
Wk 11 Mar 22	ACPA Conference – No Class	
	BLA: Financing Students: Access & Choice	
	Kramer: Stresses in the Student Financial Aid System	247-254
	Owens: The Human Dimension of Organization	152-166
	<i>Article Critique II or Interview II Due</i>	
Wk 12 Mar 29	BLA: Financing Higher Education	
	Alchian: The Economic & Social Impact of Free Tuition	5-14
	Leslie & Johnson: The Market Model & Higher Education	69-84
	Owens: Organizational Culture and Organizational Climate	175-216
Wk 13 Apr 05	BLA: Financing Higher Education	
	Alexander: The Value of an Education	85-112
	BLA: What Determines the Costs of Higher Education	113-128
	Anderson: College and University Accounting: An Introduction	461-464
	Anderson: The Economy and Higher Education	419-476
Wk 14 Apr 12	BLA: Federal Programs and Policies	
	Breneman: Guaranteed Student Loans: Gr. Success of Dismal Failure?	377-388
	Hansen & Gladieux: New Ways of Paying for College: Should the Fed. Gov. Help?	389-396
	BLA: State Budgeting and Policy	
	Fischer: State Financing of HIED: New Look...Old Problem	359-376
Wk 15 Apr 19	BLA: Financial Management of Higher Education	
	Skolnik: If the Cut is So Deep, Where is the Blood? Problems in Research on the Effects of Financial Restraint	563-578
	<i>Group Presentations</i>	
Wk 16 Apr 26	BLA: Federal Programs and Policies	
	Reich: A Budget Cure-All	397-400
	Hansen & Stampen: Financial Squeeze, HIED Institutions & Students: Balancing Quality and Access in the Financing of Higher Education	291-302
	<i>Article Critique or Interview III Due</i>	

Grading

Each written assignment or oral presentation will be graded A-F. There will be no opportunities to re-submit papers. Final grades for this course will be assigned on the basis of Instructor assessment of individual effort in class discussions and preparation via readings, technology use, written assignment performance and exam scores.

Assignments

In-Class Writing Assignment on “Personal Knowledge of HIED Finance and Governance”

Article Critique or Interview I (Financial Officer)	Due 2/15
Article Critique or Interview II (Administrative Officer)	Due 3/22
Article Critique or Interview III (Student Government Leader)	Due 4/26
Group Project or /Presentations or Individual Project/Presentations:	TBA
Final Exam (Take Home & Comprehensive Covering Entire Semester)	Due 5/03
Class Participation (Unexcused Absences decrease final grade; e.g., 1 absence changes A to B)	

Class Writing Assignment - Students will prepare (during 1st class meeting) and submit a statement regarding higher education governance and finance. Statements should be titled “Personal Knowledge of HIED Finance and Governance” and reference any prior experience (professional or para-professional) with organizational governance and finances in a higher education setting.

Group Project – Working in groups of 3-4, students are to create a fictional institution of higher education. Emphasis must be placed on institutional mission (provide statement), organizational governance structure; staffing (including responsibilities and salaries); and physical plant. Presentation of project must include each group member. Each group member will submit a written evaluation regarding the contributions of each group member. Evaluations should include grade recommendations for each group member. Class presentations are limited to 15 minutes.

OPTION

Individual Project – Students not participating in a group project will be required to complete an individual assignment to be determined during discussion with the Instructor. Students will have one month from the beginning of classes to inform the instructor of plans and commit to an individual project. An example of a project would be the creation of a Student Affairs subunit (e.g., Office of DisAbled Student Support complete with staffing, mission statement, facilities, budget, location considerations, etc.).

Article Critiques – As indicated, a critique of an article reflecting the perspective of each officer should not be longer than 3 pages. Articles may come from Student Affairs, Business, or Finance discipline journals and other academic publications.

Interviews – Select an individual representing a leadership role and through a 30 to 60 minute interview, obtain this individual’s perceptions regarding their institution’s mission, governance/organization structure, current budget status, and future plans.

Final Exam – The final examination for this course will be comprehensive. It will be distributed *at least* one week prior to the due date and may contain multiple choice, essay and case study items.

Disability: If you have a documented disability and wish to receive academic accommodations, please contact the Coordinator of the Office of Disability Services as soon as possible @ 581.6583.