HIED 657 Organization and Governance in Higher Education

COURSE SYLLABUS: **Spring 2024**

INSTRUCTOR INFORMATION

Instructor: **David Tan, Ph.D.; Professor**
Department of Higher Education and Learning Technologies

Office Hours: Available virtually by appointment on Tuesdays and Wednesdays from 10:00am to noon. I am available via telephone at 903.886.5619.

University Email Address: david.tan@tamuc.edu

Preferred Form of Communication: Email

Communication Response Time: Email is the best way to reach me as I check it daily. A reply will be sent within 48 hours (except on weekends and holidays), depending upon the time your message was received.

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbooks Required:

- Bess, J. L., & Dee. J.R. (2012). Understanding college and university organization: Theories for Effective Policy and Practice. (Vol. 1). Stylus Publishing, LLC.

- Marion, R., & Gonzales, L. D. (2013). Leadership in education: Organizational theory for the practitioner. Long Grove, IL: Waveland Press.

- Publications Manual of the American Psychological Association.

Course Description

This course will examine critical organizational theories, governance, administrative structures, policies, cultures, and leadership related to American higher education.

Student Learning Outcomes

Upon completion of this course, students will be able to

1. Describe organizational theories, models, and work processes present at the state, system, and institutional level.
2. Explain various state and institutional governance processes related to higher education.
3. Gain understanding of state higher education system governance.
4. Understand the basic organizational arrangements that colleges employ to deliver instruction or services.
5. Identify the roles and responsibilities of leaders at colleges, universities, and higher education systems.
6. Understand the issues and challenges that face university and college leaders.
7. The student will develop their knowledge and understanding of the content through projects, and in-class discussions.
8. Apply theory to practice in a final paper.

Grading

1. Discussion Thread and Participation: We will have discussion assignments. The sharing of feedback with your peers is expected to be an important part of your learning. You are required to post an initial response to each discussion question as well as respond to your peers. Additional information is provided in D2L.

2. Research Article Discussion: There will be an article discussion of a research article that pertains to your organization or theory interest. Each student will select and review a research article and submit. Each review will be uploaded to the designated assignment. Your assignment should include a higher education research article and has the following information: brief overall summary, population, number of cases, institution, instrument, data analysis, and results. Your assignment should be 1-2 double-spaced pages in length.

3. Higher Education System or Governing Organization Paper: Students will identify an organizational arrangement of a state level university/college system in California or Texas. Students will write a 5 to 7-page paper. The purpose of this assignment is to define the organizational arrangement of a state level university/college system in

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California or Texas. These states are examined because of the influence that the two most populous states have on the rest of the country. The project will define the organizational arrangement of state level higher education institutions. Students may outline the purpose and organizational structure of one of the following: the California Master Plan for Higher Education, a California UC, CSU, or community college system, the Texas Higher Education Coordinating Board, one of the Texas university systems, or the Texas A&M System Board of Regents. The beginning of this assignment should include a 2-page literature review discussing organizational arrangements in higher education. Your literature review section of the assignment will include information about the system of choice.

The final grade will be based on the following ranges:
- A=90 to 100%
- B=80 to 89%
- C=70 to 79%
- D=60 to 69%
- F=59% or lower

COURSE REQUIREMENTS

Minimal Technical Skills Needed

Students must familiarize with the use of D2L and Microsoft Word.

Instructional Methods

The course is conducted completely online. You will get feedback on your papers via the tracked feature of MS Word.

Student Responsibilities or Tips for Success in the Course

It is your responsibility to log in the course website regularly (several times each week), to compile with all the course requirements, and to engage actively in all required class activities.

TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

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Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or **point** release of that major version) and the previous major version of iOS (the latest minor or **point** release of that major version). For example, as of June 7, 2017, D2Lsupports

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Device	Operating System	Browser	Supported Browser Version(s)
			iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
    o 512 MB of RAM, 1 GB or more preferred
    o Broadband connection required courses are heavily video intensive
    o Video display capable of high-color 16-bit display 1024 x 768 or higher resolution

- You must have a:
    o Sound card, which is usually integrated into your desktop or laptop computer
    o Speakers or headphones.
    o *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.

- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: JAVA web site http://www.java.com/en/download/manual.jsp

- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.
    Pop-ups are allowed.
    JavaScript is enabled.
    Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
    o Adobe Reader https://get.adobe.com/reader/
    o Adobe Flash Player *(version 17 or later)* https://get.adobe.com/flashplayer/
    o Adobe Shockwave Player https://get.adobe.com/shockwave/
    o Apple Quick Time http://www.apple.com/quicktime/download/

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- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT
Brightspace Support

Need Help?
Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or call the IT Helpdesk on the TAMUC campus.

System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

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Interaction with Instructor Statement

Email me at david.tan@tamuc.edu. I will reply to email messages within 48 hours, except on the weekends and holidays. Use your TAMUC email only with an appropriate message title when communicating with me. I can also be reached on my office phone at (903) 886-5619 or you can visit me in my office on the TAMUC campus.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

Late Assignments

Unless stated differently elsewhere in the syllabus, there will be a 10% penalty for written assignments turned in late. In some instances, failure to turn in an assignment has a rippling effect on other components of the class, such as timely threaded discussions or collaborative exercises. In such cases, you will be assigned an "F" for the class.

Respect Differing Views

As with all graduate courses, this course deals with ideas and opinions. It is important to be courteous and respectful of individuals who have expressed opinions and beliefs that are different from your own. In a disagreement, please ask for an explanation and rationale for their beliefs or opinions. Often, matters are more complicated than they seem. Only civil, sincere, and even-tempered written discussions will be permitted in this course.

Academic Honesty

Academic integrity is a critical part of scholarly experience. Acts of academic misconduct and plagiarism are very serious matters and will severely jeopardize your career as a student here at this institution. Plagiarism within an assignment will result in a failing grade for that assignment. I expect all assignments for this course to be honest and original scholarship produced specifically for this course. At the instructor's discretion, if plagiarism is accidental, an assignment may be rewritten and resubmitted for a maximum grade of 70% of the original total. Work produced, whether in part or in whole, from assignments for other courses will not be accepted for credit and will be considered a form of plagiarism. All acts of academic misconduct will be formally charged.

Students are strongly suggested to visit two of these sites for additional information:

- https://guides.ou.edu/plagiarism
- https://www.indiana.edu/~academy/firstPrinciples/certificationTests/index.html

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Writing Center

- Students are encouraged to visit the A&M-Commerce Writing Center and other locations for writing assistance. Graduate students, especially at the doctoral level, are expected to have a high level of writing ability and skills. Also, the instructor is available to help with the writing process by appointment.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum.

TAMUC Attendance

For more information about the attendance policies, please visit the following links:

- Class Attendance (13.99.99.R0.01)

- General Information

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

- Undergraduate Academic Dishonesty 13.99.99.R0.03

- Graduate Student Academic Dishonesty 13.99.99.R0.10

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ADA Statement

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce
Gee Library- Room 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu

Website: please click here.

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus document and/or consult your event organizer.

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

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Artificial Intelligence Use Policy (May 23, 2023)

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors 'guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty