HIED 657 Organization and Governance in Higher Education

COURSE SYLLABUS: **Fall 2025**

INSTRUCTOR INFORMATION

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

Office Hours: Available virtually. You are encouraged to make an appointment.

University Email Address: david.tan@etamu.edu

Preferred Form of Communication: Email**.** A reply can be expected within 48 hours (except on weekends, holidays, or when I am on business travel).

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. (2023). Leadership in education: Organizational theory for the practitioner. Third Edition. Long Grove, IL: Waveland Press. ISBN-13: 978-1478649823.

- Publications Manual of the American Psychological Association (strongly recommended, if you do not already have a copy).

Course Description

This course examines organizational theories, models, policies, and cultures; external and internal governance and management processes; leadership theories and practices; and critical roles and responsibilities affecting a variety of college and university administrative and instructional units.

Student Learning Outcomes

Upon completion of this course, you 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

- Discussion Forum: There will be four discussion forum assignments, each carrying a 15% weight to your final grade. 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. This component of the course constitutes 60% of your grade.

- Written Assignment 1 (Applied Leadership Paper): This paper will constitute 15% of your final grade.

- Written Assignment 2 (Term Paper): This will constitute 25% of your final grade.

The final grade will be based on the following ranges:

The *syllabus/schedule are subject to change.*

- 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

You must familiarize or knowledgeable with D2L, Microsoft Word, and library resource access and retrieval.

Instructional Methods

The course is conducted completely online. You will get feedback on your papers via D2L or email. Please be sure to submit all written assignment in MS Word format, not PDF, unless instructed to do so.

Student Responsibilities or Tips for Success in the Course

Course Engagement

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.

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" grade. Please pay careful attention to deadlines, due dates, and other requirements.

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.

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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. Please be careful about AI usage.

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

- "Plagiarism and How to Avoid It" (University of Oklahoma)
- "How to Recognize Plagiarism: Tutorials and Tests" (Indiana University)

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:
https://community.brightspace.com/s/article/Brightspace-Platform-Requirements

LMS Browser Support:
https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

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@etamu.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, an ETAMU campus open computer lab, etc.

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COMMUNICATION AND 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. Other support options can be found here:
https://community.brightspace.com/support/s/contactsupport

Interaction with Instructor Statement

Email me at david.tan@etamu.edu. I will reply to email messages within 48 hours, except on the weekends and holidays. Use your ETAMU 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

Writing Center

- Students are encouraged to visit the East Texas A&M University 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.

ETAMU Attendance

For more information about the attendance policy please visit the Attendance webpage and Procedures 13.99.99.R0.01
http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

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Academic Integrity

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

Undergraduate Academic Dishonesty 13.99.99.R0.03
Undergraduate Student Academic Dishonesty Form

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf

Graduate Students Academic Integrity Policy and Form

Graduate Student Academic Dishonesty Form

https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf

Students with Disabilities—ADA Statement

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
East Texas A&M University
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu

Website: Student Disability Services

https://www.tamuc.edu/student-disability-services/

Nondiscrimination Notice

East Texas A&M University 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.

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Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 East Texas A&M University 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.
Web url:
http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf

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

East Texas A&M University Supports Students' Mental Health

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit **www.tamuc.edu/counsel**

Mental Health and Well-Being
The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

http://telusproduction.com/app/5108.html

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AI Use Policy [Draft 2, May 25, 2023]

East Texas A&M University 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

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