

Syllabus

SCHOOL OF EDUCATION AND LEADERSHIP
LDRD 657: Academic Governance and Resource
Allocation

3 Credits
Effective 7/1/2016

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

COURSE DESCRIPTION

This course analyzes the models of academic governance and the economic factors that govern resource allocation decisions in today's colleges and universities. Students will examine the various models of academic governance and their origins, as well evaluate their impact on a higher education institution's financial policies and resource allocation decisions.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under *Course Information* in Blackboard as well as from the library homepage.

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available at no cost to students.

Students in Canada will see required resources they need to purchase tagged “Purchase from the Canadian Bookstore.” Students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

COURSE OUTCOMES

In this course, learners:

- Analyze various governance models, economic factors, and policies that impact higher education institutions.
- Construct a governance and finance model for a higher education institution that takes into account access, quality, fiscal responsibility, and the impact of these finance and governance decisions on stakeholders.
- Evaluate a current budget in higher education focusing on governance structure, fiscal policies, and best practices.

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

| <i>Overview of Required Assignments</i> | <i>% of Final Grade</i> |
|--|-------------------------|
| Academic Governance Models Analysis Paper | 25% |
| Construct Resource Allocation Plan | 25% |
| Evaluate Current Higher Education Resource Allocation | 30% |
| Formative Assessments | 20% |
| TOTAL | 100% |

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Academic Governance Models Analysis Paper

Students will identify a specific institution of higher education, then analyze the institution's academic governance system for its stakeholder involvement and mission fulfillment. The paper will include:

- (a) an introduction and summary of the higher education institution selected for the assignment: its mission, vision, type of institution, number of students served, organizational structure, and other relevant demographic or institutional data;
- (b) an analysis of the institution's current academic governance system;
- (c) a set of at least three recommendations based on the literature for improving the governance model, with clear mechanisms for including key stakeholders; and
- (d) a conclusion.

The final paper will be eight to ten pages (2800-3500 words), double-spaced in 12pt. Times New Roman font. A minimum of eight (8) authoritative resources and adherence to APA writing conventions is required.

| Components | % of Grade |
|---|-------------------|
| Recommendations for Improvement | 25% |
| Writing and Organization | 20% |
| References and APA | 10% |
| Introduction and Summary of the Institution | 20% |
| Analyze Governance Model | 25% |
| TOTAL | 100% |

Construct Resource Allocation Plan

Students will construct a resource allocation plan for a higher education institution or department. The institution or department will not be the same as the previous assignment. The plan should be informed by research and best practices with an emphasis on the human impact of resource allocation decisions. The plan will include:

- (a) an introduction and detailed description of the type of higher education institution or department where the resource allocation plan would take place. The description will include the type of institution (public, private, for-profit, community college), the type of academic governance structure that would be used and the institution or department, and the student population the institution or department serves;
- (b) a discussion of how the main funding sources for the institution or department and total current expenditures/revenues will be effectively allocated with an emphasis on the human impact of resource allocation decisions;
- (c) a discussion of how the institution or department will respond to changes and fluctuations in financing due to either governance, economic, or external changes that affect resource allocation;
- (d) how the research and best practices informs the areas listed above as well as the overall scope of the plan; and
- (e) a conclusion.

The final paper will be 8 to 10 pages (2800 to 3500 words), double-spaced in 12pt. Times New Roman font. A minimum of eight (8) authoritative resources and adherence to APA writing conventions is required.

| Components | % of Grade |
|--|-------------------|
| Writing and Organization | 20% |
| References and APA | 10% |
| Description and Background | 15% |
| Plan for how Funding is Allocated | 20% |
| Responses to Changes and Fluctuations | 15% |
| Informed by Research and Best Practice | 20% |
| TOTAL | 100% |

Evaluate Current Higher Education Resource Allocation

Students will identify a specific institution of higher education, for which they will evaluate the governance model and the model's impacts on resource allocation for that institution or department. The institution selected will not be the same institution used for previous assignments. The paper will include:

- (a) a summary of the higher education institution or department selected for the assignment: its mission, vision, type of institution, number of students served, the governance structure, and other relevant demographic or institutional data;
- (b) the current state of the institution or department's budget and resource allocation system including any major external trends that affect it;
- (c) an evaluation based on best practices of at least three strengths of the institution's governance model and how those strengths impact resource allocation decisions, emphasizing the human impact of resource allocation decisions;
- (d) a set of at least three recommendations for improving the resource allocation system and governance model, with clear mechanisms for evaluating success; and
- (e) a conclusion.

The final paper will be 10 to 12 pages (3500 to 4200 words), double-spaced in 12pt. Times New Roman font. A minimum of eight (8) authoritative resources and adherence to APA writing conventions is required.

| <i>Components</i> | <i>% of Grade</i> |
|--|--------------------------|
| Writing and Organization | 20% |
| References and APA | 10% |
| Summary of Institution or Department | 15% |
| Recommendations | 15% |
| Current State | 15% |
| Evaluation of Model on Resource Allocation | 25% |
| TOTAL | 100% |

Formative Assessments

Class participation through formative assessments is an integral part of this course. Formative assessments can be journals, papers, activities, quizzes, discussions, wikis, or other activities determined by the course manager and instructor. Each formative assessment includes its own rubric and/or due date as outlined within the activity to balance participation and enhance learning. Whether in class, online, or in a mixed mode setting, students will be graded on their ability to present, explain, or defend alternative viewpoints and the degree to which they have mastered the concepts and principles inherent in the study of leadership. Written work is assessed on relevance to the subject presented, adherence to writing mechanics and organization, and professional presentation.

| Components | % of Grade |
|------------------------|-------------------|
| Use of Course Concepts | 100% |
| TOTAL | 100% |

COURSE POLICIES

Late Assignments

Students are required to submit all assignments by the due dates stated in the course schedule. A late assignment is one that is submitted after the due date or after any extension has expired.

If circumstances prevent a student from meeting the due date, the student needs to contact the instructor and request an extension at least 48 hours prior to the date the assignment is due.

Emergency situations will be considered on a case-by-case basis.

Being busy, pressured with outside work, technical issues, or having competing academic commitments are not valid reasons to grant extensions. A student who receives an extension in advance of the due date and abides by the agreement with the instructor is not subject to late penalties.

Without prior arrangement with the instructor, students who submit assignments late will receive a 5% deduction in grade each day or part of the day that the assignment is late up to a maximum of 25% off. Coursework received after 10 days will not be graded and will receive a zero grade, unless prior arrangements have been made.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

Participation

Participation is determined through your active engagement in classroom activities each week. This can be measured through your discussion board posts or by submitting an assignment when due.

UNIVERSITY POLICIES

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Misconduct

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Academic Integrity Policy* under *Student Rights & Responsibilities*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly. Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A

complete copy of this policy can be found in the [University Catalog](#) in the section titled *Attendance* under *Student Rights & Responsibilities*.

Final Assignments Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.2369.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with your course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services](#) online, 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have 24/7 access to free online tutoring offered through Smarthinking, including writing support, from certified tutors. Contact CityU's Student Support Center at mycityusupport@cityu.edu to request a username and password.