Course Outline

Course number and title: IU 272 Leadership in the Higher Education Environment

Credits: 3 (2-0-1)

Term to be offered: Fall

Prerequisites:
• Written permission by instructor

Course Description:
Examination of personal leadership and diversity theories.

Instructors: Dr. Paul Thayer, PhD
Executive Director, Center for Advising and Student Achievement

Taë Nosaka
Coordinator, Center for Advising and Student Achievement

Selected Readings from:


Depree, Leadership is an Art, New York: DTP, 1990.


Flick, From Debate to Dialogue: Using the Understanding Process to Transform Our Conversations, Orchid, 1998.


Murray, Training for Student Leaders.
Palmer: “Shadows and Spirituality” from *Let Your Life Speak: Listening for the Voice of Vocation*.


**Course Description:**

Leadership plays a major part in our lives. It is a key element of public life and influences events and policies that affect our everyday lives. It is a critical ingredient in the effectiveness of small and large organizations to which we belong and it plays a major role in our informal peer groups. Understanding leadership helps us to interpret events and forces around us. Developing leadership skills and qualities allows us to affect our environment, gives us a sense of empowerment, and enriches our lives and those of others around us.

Leadership can be understood in the abstract as **Theory**, can be assessed in **Practice**, and can be developed as a personal **Skill**. This course will address the phenomenon of leadership on each of these levels by presenting curriculum that challenges students to understand and apply various leadership skills that will serve them as students and as citizens. The facilitators and guest lecturers will also present material in class and engage students in activities that address their needs as students striving for academic success and, ultimately, graduating from Colorado State University.
**Instructional Methodology:**
This class will use a seminar/workshop format and will meet for three hours once a week. It will be comprised of a combination of lectures, discussions, instructor presentations, student presentations, readings, reflection papers, structured small group activities, research, and a service-learning project.

**Mode of Delivery:**
- Lecture
- Guest Presentations
- Large and small group discussions
- Case Study
- Group Projects
- Service-learning project

**Course Objectives:**
Students will be able to:

- Recognize and describe the types of leadership and the basis of each type’s authority;
- Identify the essential functions of leadership as an individual, in a group, and in society;
- Describe the role of “diversity” in group settings, and identify leadership behaviors that are effective in multicultural settings;
- Cite examples of effective leadership in the campus environment and evaluate leaders’ use of exemplary leadership skills;
- Identify attributes and skills in their own personal repertoire and understand the interplay of their skills with the skills of other student leaders;
- Reflect the role and civic responsibility of service in leadership through the implementation of a service learning project;
- Demonstrate effective interpersonal communication skills; and
- Develop a campus network through various assignments and interactions with campus staff, faculty, and services.
Course Topics/Weekly Schedule

**Week 1: Class Expectations, Syllabus, Full Value Contract, What is Leadership?**
*Readings (In Class): “What is Leadership?” from Leadership is an Art*

**Assignment Due Next Week:**
1. Leadership Discussion Paper
2. Reading: “Theories of Leadership” from Training for Student Leaders
3. Reading: “The Practices and Commitments of Exemplary Leadership” from The Leadership Challenge

**Week 2: An Overview of Leadership Theories and Practices.**
*Discussion: Compare and Contrast the ideas presented in “The Practices and Commitments of Exemplary Leadership” and “Theories of Leadership”*

**Assignment Due Next Week:**
1. Reading: “Knowing Yourself” from On Becoming a Leader

**Week 3: Understanding Yourself – Values/Ethics/Personality in Leadership**
*Guest Lecturer: Anne Thompson, Career Services*
*Case Study: Career Services Consultation*

**Assignment:**
1. Career Services Assessment

**Assignment Due Next Week:**
2. Reading: Chapters 1 and 2 From Debate to Dialogue

**Week 4: Communication/Conflict Management Skills in Leadership**
*Guest Lecturer: Dr. Blanche Hughes, Assistant Vice President of Student Affairs*

**Assignment:**
1. Career Services Assessment

**Assignment Due Next Week:**
2. Communication Self-Assessment

**Week 5: Leadership Styles**
*Discussion: Leadership in a Changing World*

**Assignment Due Next Week:**
1. Career Services Assessment
2. Leadership Style Reflection Paper
3. Reading: A Social Change Model of Leadership Development

**Week 6: Organizational Behavior/Community Service Project Presentations**
*Guest Lecturer: Service Learning and Volunteer Programs*
*Case Study: Community Service Project*
*Discussion: A Social Change Model of Leadership Development*

**Assignment:**
1. Community Service Project (CSP)
Assignment Due Next Week:
2. Reading: “The Complexity of Identity” from “Why Do All of the Black Kids Sit Together in The Cafeteria?”

Week 7: Leadership and Diversity: Race and Ethnicity
Guest Lecturer: Blane Harding, Academic Advisor/Coordinator, College of Liberal Arts
Discussion: “The Complexity of Identity” from “Why Do All of the Black Kids Sit Together in The Cafeteria?”
Assignment:
1. Community Service Project
Assignment Due Next Week:
2. Diversity Reflection Paper

Week 8: Leadership and Diversity: Ability Based/Campus Ecology
Guest Lecturer: Dr. Jim Banning, School of Education
Discussion: “Integration: Out of Shadowland” from No Pity.
Assignment:
1. Community Service Project
Assignment Due Next Week:
2. Bring a Spring 2004 Course Catalog, a list of all of the classes you have taken to this point, and a list of the required classes for graduation from your college or desired college.
3. Reading: Leading With Soul

Week 9: Personal Vision and Goal Setting as a Leader
Guest Lecturer: David Spight, Center for Advising and Student Achievement
Case Study: Academic Planning
Assignments:
1. Community Service Project
Assignment Due Next Week:
2. Reading: Leading With Soul.
3. Reading: “Shadows and Spirituality” from Let Your Life Speak.
4. Vision for the Future Exercise

Week 10: Leadership and Diversity: Spirituality
Discussion: Leading With Soul, and “Shadows and Spirituality”.
Assignment:
1. Community Service Project
Assignment Due Next Week:
2. Your Annual Budget/Financial Plan
3. Leading From Within Essay

Week 11: Using Personal and Environmental Resources as a Leader
Guest Lecturer: Neal Lujan and Connie Jaime-Lujan, Enrollment Services and Student Financial Services
Case Study: Understanding and Availability of Financial Resources for College Students

Assignment:
1. Community Service Project

Assignment Due Next Week:
2. Personal Resources Paper

Week 12: Leadership and Diversity: Sexual Orientation

Guest Lecturer: Randy McCrillis, Director of GLBT Student Services (5-7pm)

Assignment:
1. Community Service Project

Assignment Due Next Week:
2. Sexual Orientation Reflection Paper
3. Reading: “The Early Years” from “Why Do All the Black Kids Sit Together in the Cafeteria”.

Week 13: Leadership and Diversity: Allyism/Multiculturalism

Discussion: How can I become an ally to others? Use “The Early Years” as a reference.

Assignment Due Next Week:
1. Community Service Project
2. Community Service Project Presentation to Class
3. Reading: “Organizing Groups and Teams” from Reframing Organizations

Week 14: Organizational Behavior/Community Service Project Presentations

Case Study: Group Dynamics of Community Service Project Group

Discussion: Community Service Project Group Presentations and What Dynamics from Reframing Organizations did you see in your Community Service Project Group?

Assignment:
1. Final Exam Group Presentation Assigned. Due During Final Exam.

Assignment Due Next Week:
2. Reading: Excerpts from Leadership is an Art starting with Pink Ice in The Urinal
3. Group Dynamics Leadership Paper

Week 15: Semester Reflection/Leadership Call to Action

Assignment: TBD

Week 15/Final Exam

Schedule:
Final Group Presentation
Class Evaluations

Expectations:

1. Students will attend ALL classes unless previous arrangements have been made in advance with instructors.
2. All assignments, including readings, exercises and activities will be completed on time.

3. Students will actively engage and participate in class.

4. Students and instructors will demonstrate respect toward all class members and guests.

**Method of Evaluation**
Students will be evaluated on the following assignments.

1. Class Participation/Preparation 40 points
2. Leadership Discussion Paper 10 points
3. Career Services Assessment 20 points
4. Communication Self-Assessment 10 points
5. Leadership Style Reflection Paper 10 points
6. Community Service Project 30 points

- 20 points assigned by group members,
- 10 assigned based on CSP Reflection Paper

7. Diversity Reflection Paper 10 points
8. Vision for the Future Exercise 10 points
9. Leading From Within Essay 20 points
10. Personal Resources Paper 10 points
11. Sexual Orientation Reflection Paper 10 points
12. Community Service Project: Class Presentation 10 points
13. Group Dynamics Leadership Paper 10 points
14. Final Group Presentation 30 points
15. Quizzes on Readings 45 points

**Total: 275 points for the semester**

**Grading Scale:**
A=275-248 (90-100%)
B=247-220 (80-89%)
C=219-193 (70-79%)
D=192-165 (60-69%)
F=Below 165 points