

## 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

Taé Nosaka  
Coordinator, Center for Advising and Student Achievement

**Selected Readings from:**

Astin et.al., *Social Change Model of Leadership*, 1988.

Bennis, Warren, *On Becoming a Leader*, Reading, MA: Addison-Wesley, 1989.

Bolman and Deal, *Leading With Soul*, San Francisco, Jossey Bass, 2001.

Bolman and Deal, *Reframing Organizations: Artistry, Choice, and Leadership*, San Francisco, Jossey Bass, 1997.

Depre, *Leadership is an Art*, New York: DTP, 1990.

Higher Education Research Institute, *A Social Change Model of Leadership Development*, Version III, University of California, Los Angeles, 1996.

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

Komives, S.R., Lucas, N., & McMahon, T.R. *Exploring Leadership: For College Students Who Want to Make A difference*. San Francisco: Jossey Bass, 1998.

Kouzes and Posner, *The Leadership Challenge*, San Francisco: Jossey Bass, 2002.

Murray, *Training for Student Leaders*.

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

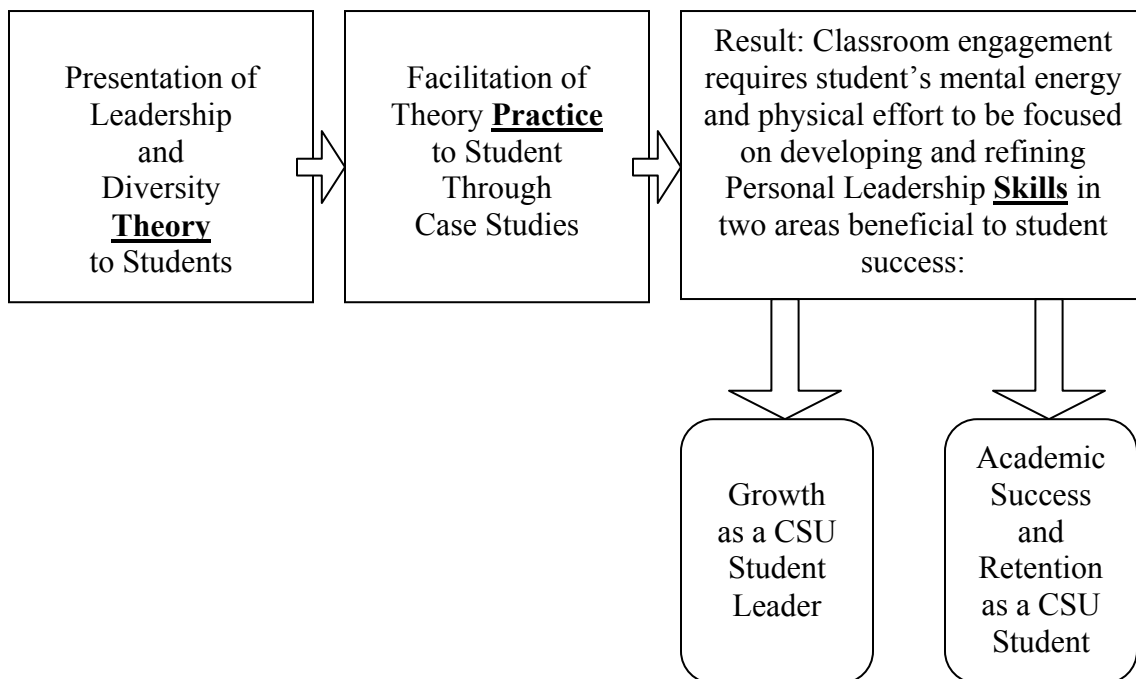
Shapiro, *No Pity: People With Disabilities Forging a New Civil Rights Movement*, New York: Times Books, 1994.

Tatum, “*Why Are All the Black Kids Sitting Together in the Cafeteria?*” and *Other Conversations About Race*, New York: Dell, 1997.

### **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
3. Reading: Part One: Leadership in a Changing World. From *Exploring Leadership: For College Students Who Want to Make A difference*.

### **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
3. Reading: "Integration: Out of Shadowland" from *No Pity*.

**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