

# ROWAN UNIVERSITY CURRICULUM PROPOSAL

0827-625

PROPOSAL TITLE: Change in Higher Education

CHECK APPROPRIATE:  UNDERGRADUATE  GRADUATE  SEMESTER HOURS

SPONSOR(S): Educational Leadership Department

DEPARTMENT/TELEPHONE # 4701

CHECK ONE:  COURSE  MINOR PROGRAM  CONCENTRATION  SPECIALIZATION  
 ACHIEVEMENT CERTIFICATE  CERTIFICATION PROGRAM  MAJOR PROGRAM

### Step #1 (Department)

Approved (Date) 9/26/97

Not Approved (Date)

Edward W. White  
Dept. Curriculum Chr.

9/26/97  
Reviewed (Date)

Edward W. White  
Dept. Chr.

### Step #2 (Receipt)

SCC# 97-98-63

10-17-97  
Date Received Senate

J. Reeves  
Senate Curriculum Chr.

### Step #3 (School)

Reviewed Date: 11/3/97

Recommend to Approved

Recommend NOT to Approve

Forward for Open Hearing:

WITHOUT Reservations

WITH Reservations:  
Comments:

L. Marcus  
School Committee Chr.

Step #4 (Academic Dean):  Recommended  NOT Recommended  Conditionally Recommended (See Comments)

Comments:

Dean Signature/Date [Signature] 11-1-97

Step #5 (Senate Curriculum Committee): Open Hearing Date: 1-26-98 Approved by Curriculum Committee Date \_\_\_\_\_

Returned to Sponsor(s) for the following reason:

Step #6 (Senate) Date announced/voted on at Senate: \_\_\_\_\_ If voted on:  Approved  NOT Approved

Date forwarded to Executive Vice President/Provost \_\_\_\_\_

Senate Curriculum Committee chair Signature/Date: [Signature] 2/25/98

Step #7 (Executive Vice President/Provost): Date Received 2/20/98

Approved

NOT Approved If no, reasons are as follows:

Student Credit Hours 3

Faculty Load Hours 3

Equalized Credit Hours \_\_\_\_\_

Official Copy & Approval Sheet Filed (Date) 2/20/98

Executive Vice President/Provost Signature [Signature]

**Registrar**

Date Approved Course Description Received \_\_\_\_\_

Hegis Taxonomy and Course Number Assigned C827-625

Date/Signature of Registrar 4-20-98 [Signature]

**Notification Forward:**

Senate Curriculum Committee Chairperson

Department Chairpersons

Academic Dean(s)

Registrar

Sponsor(s)

*Transmittal*  
~~3/5/98~~  
4/25/98

## Course Proposal

### 1. Details:

- a. Course Title: Change in Higher Education
- b. Sponsors: Educational Leadership Department
- c. Credit hours: 3
- d. Course level: Master's
- e. Curricular effect: Major Requirement
- f. Prerequisite: Legal Issues in Higher Education
- g. Suggested time & scale of implementation: Fall 1999
- h. Adequacy of present staff: The staffing plan for the Educational Leadership Department permits the addition of this course.
- i. Adequacy of library resources: The library development plan for the Ed.D. in Educational Leadership will provide sufficient resources to support this course.
- j. Short term evaluation: N/A: new course

2. Rationale: The existing MA in Community College Education is being converted to an MA in Higher Education and its existing track for administration will be replaced with a track in higher education administration. This change is being made to accommodate students who currently enroll in the master's program for school (K-12) administrators or in the administration track of the Community College Education program, but whose career interests are more broadly focused on higher education. Courses in this track would also serve an emerging higher education track in the Student Personnel Services program (which, too, is currently K-12 focused, but which enrolls many students who plan careers in higher education).

### 3. Essence of the Course

- a. Objectives: This course will focus on the change process in higher education both theoretically and practically. Each student will undertake an action research project that will serve as the basis for the thesis. [Note: The project will be mutually determined by the student, the appropriate supervisor at the site where the project will occur, and the faculty member prior to the beginning of the course, and a preliminary proposal with a review of the appropriate literature will be expected by the first day of class. If the student is not in a work environment where such a project is possible, the thesis shall be an in-depth analysis of a change occurred recently at the institution where the student is employed.] A complete first draft of the thesis will be required by the end of this course.

b. Topical Outline/Content

- (1) Understanding the change process
  - (a) Lewin's model of change
  - (b) Systems and change
  - (c) Understanding why change fails and how to overcome the pitfalls
- (2) Issues of participation by stakeholders
  - (a) Understanding and overcoming resistance to change
  - (b) Whom to involve in a change process and how to involve them
- (3) Planning for change
  - (a) Selecting the target
  - (b) Reviewing literature pertinent to the change
  - (c) Determining the strategy
  - (d) Developing the plan
- (4) Developing an evaluation model
  - (a) Determining criteria for success
  - (b) Identifying appropriate data sources
  - (c) Determining data collection approaches
- (5) Undertaking the change project
  - (a) Initiating the change
  - (b) Identifying and removing hidden barriers
  - (c) Collecting data regarding the effectiveness of the change
- (6) Analyzing the results of the change
- (7) Reflection on what has been learned about the process of change

c. Evaluation and grading procedure of students: Students will submit a completed first draft of their master's thesis. During the semester, they will make presentations to the class regarding progress. The quality of the written work, oral presentations, and class participation will serve as the basis for the grade.

d. Course evaluation: Student evaluations, departmental curriculum review, program review.

4. 4. Results of Consultations: The curriculum for the administration track in the MA in Higher Education has been reviewed by an external consultant, Dr. Jonathan D. Fife, Professor of Higher Education Administration at George Washington University and Director of the ERIC Clearinghouse on Higher Education. His written report states that the track "is a strong program as currently being recommended." He concluded that through careful assessment during the implementation process, Rowan "could easily develop one of the outstanding Master's programs in higher education in the nation." He wrote, "the intellectual discipline needed in developing a thesis and the emphasis placed on integrating research with practical experience can only help to produce a more thoughtful practitioner."

In addition, the curriculum for the administration track in the MA in Higher Education has been developed in consultation with the Student Personnel Services Program in the Special

Education Department. A letter of support from that department is included.

## **Change in Higher Education**

**Catalogue Description:** This course will focus on the change process both theoretically and practically. Each student will undertake an action research project that will serve as the basis for the thesis. A complete first draft of the thesis will be required by the end of this course.

**Prerequisite:** Legal Issues in Higher Education