Introduction
The primary purpose of this course is to introduce you to some of the research and theoretical perspectives that have shaped the field of leadership studies. Readings will cover traditional, contemporary and critical approaches to understanding leadership. Particular attention will be paid to understanding leadership within the context of higher education. Administrators in higher education will be faced with diverse challenges including budget issues, personnel management, organizational change, curriculum/academic issues, changing student demographics etc. Class discussion and activities will provide an opportunity for you to explore in great detail your own and other’s leadership experiences. It is essential that students are actively engaged in discussions of the readings and willing to critique and debate the points raised in the readings and in class. Finally, the materials in this course will help you in understanding other areas in higher education such as administration, policy and the college environment. Essentially as you learn about various leadership styles and theories you will be able to apply these frameworks along with your understanding of organizational functioning and policy development.

What students can expect to gain from this course:

1. An understanding of the leading theories that have shaped the field of leadership studies.

2. An understanding of how leadership relates to a range of issues in higher education management such as faculty issues, curriculum and teamwork.

3. Opportunities to explore individual leadership through new knowledge, theories and reflection.

Academic Integrity
Your work should be characterized by academic integrity and honesty. All students are expected to abide by the code of academic integrity throughout this course. Academic dishonesty, including cheating, fabrication, and plagiarism will not be tolerated and will be reported to the
Student Honor Council. The full text of the code is available on the web at www.inform.umd.edu/JPO. If you have any questions regarding the university’s policy on academic integrity, please talk to me.

**Academic Accommodations for Students with Disabilities**

If you have a documented disability that is relevant to the work that you will do in this course, please contact me as soon as possible so that appropriate accommodations can be made.

**Religious Beliefs and Practices**

Students will not be penalized because of observances of their religious beliefs. Whenever possible, students will be given reasonable time to make up any academic assignment that is missed due to participation in a religious observance. It is the student’s responsibility to inform the instructor as soon as possible of any intended absences for religious observances.

**Required Readings**

**Books Required**


5. **Selected text**: Each student will select an additional text to be approved in advance.

6. **Leadership examples to share**: This is not required for the class however if students find interesting articles about leadership in the general press as well as research articles that they find interesting to share please bring these to class.

**Additional Books to Consider:**


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Course Requirements

The requirements of the course include a number of activities, as described below.

Participation in Class (15% of grade)
Students are expected to share their perspectives on the required readings and to participate in class discussions and assignments extensively. Your reactions, thoughts and comments on the readings are critical. This class is highly interactive with round table discussions on the readings.

Individual appointment (10%)
Each student will be required to schedule at least two individual appointments to follow up on class discussions and to review any questions regarding individual research projects. Students will have an opportunity to

Paper # 1: (30% of grade)
Each student will prepare a 10-12-page paper critiquing a particular concept or issue in the readings. Students should focus on an area of leadership that the readings helped you to better understand such as values and assumptions, ethics, effective leadership, context issues, leadership theory etc. The paper should include a discussion and critique of the issue supported
by additional references on the topic. Be sure to develop a focused paper with a clear purpose that is organized and analytical. Although students have significant latitude in selecting a topic you are encouraged to select a topic that is related to your final paper. If the subject is connected to the final paper you will be allowed to use parts of this first paper to complete the final project.

Paper due date to be determined March 28th.

**Paper # 2 (45% of grade)**

**Part one:**

The field of higher education is challenged by a number of leadership issues. In this paper students are asked to select at least one major leadership issue that impacts higher education management. There is the option to examine more then one issue however no more than three leadership topics are advised. Keep in mind that examining multiple topics in the paper means that you must provide clear connections and analysis across all of the themes.

This paper should clearly identify the leadership issue that you are examining and the challenges that exist in the research regarding the topic. Your paper should provide a larger context of the issues as well as specific themes in the literature. There are a wide range of topics that you can potentially examine including those that impact all leaders as well as specific issues impacting women/ethnic minorities and research on leadership theory such as understanding the context for leadership. Again be sure to support your observations and arguments with literature. The final topic for the paper should be approved in advance.

**Part two:** A final segment of this paper includes a personal reflection (no more than 5 pages) of how you believe your own leadership style has been challenged by the readings and class discussions. Put differently what do you think will be your challenges as a leader in higher education? How do you see your leadership style expanding and or changing based upon the readings? The paper should not exceed 25 pages including both parts and references. Paper will be due on May 9th.

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**Class Schedule**

| January 24 | **Full Class meeting:** Introduction and overview of the course. |
| January 31 | Independent study time |
| February 7 | Independent study time |

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February 14  

February 21  
Independent study time

February 28  
Independent study time: Read

March 7  

March 14  
Independent study time: Read

March 21  
Spring Break

March 28  

April 4  
Independent study time

April 11  
Independent study time

April 18  
**Full Class Meeting: Read** Bolman L.G & Gallos, J.V. (2012?) Reframing Academic Leadership.

April 25  
Independent Study Time

May 2  
Independent study time

May 9  
**Full Class Meeting: Read** selected text (Dinner at SFB House)
Final Paper due

Class celebration dinner out location TBA