Course: MSHE-460, Fall 2013  
Location: Annenberg, Room 303  
Time: Wednesday, 6:00 – 8:30 p.m.

Instructor: Eugene Y. Lowe, Jr.  
Office: Crown 2-120 (633 Clark Street, just west of Chicago Ave.)  
Office Hours: By Appointment  
Telephone: (847) 491-5255  
E-mail: eyljr@northwestern.edu

Teaching Associate: Ray Mitic  
Office: N/A  
Office Hours: By Appointment  
Telephone: (708) 420-7882  
E-mail: radomir.mitic@northwestern.edu

### Course Description
This course provides an overview of the evolution and present structure of post-secondary education in the United States. It is intended to acquaint students with the values, processes and language of American higher education as it explores a number of critical issues facing American colleges and universities. It will emphasize “thick description” of different institutional settings using basic ethnographic tools of analysis. The course will also introduce a range of professional development and career options in higher education.

### Required Work
1. Attend all classes, complete assigned readings, prepare for, and participate actively in class discussions. (20%).

2. Critical Commentary (6 pages): Formulate a critical response to *A Brief Guide to U.S. Higher Education*, based on assigned readings and course materials. In formulating your response, it is important to consider the implications of the institutional diversity of higher education in the U.S., and how institutional contexts and missions shape administrative practice and leadership. Due: October 9. (15%).

3. Literature Review Paper (10 pages): Write an analysis of one of the chapters in Part IV of *American Higher Education in the Twenty-First Century: Social, Political, and Economic Challenges* that is not an assigned reading in the course. Formulate a critical analysis based on your reading of the chapter which might include assessment of other materials offering an alternative or a more recent perspective on your topic. Outside materials can include appropriately cited works in the professional literature of higher education, examples of which are included at the end of the syllabus. Due: November 6. (30%).

4. Final Case Study Paper (10 pages): We will provide more detail about this about this project during the third class session. Presentations will be made during the last classes (December 4 and December 9). Paper Due: December 9. (35%).
Grading
Grades for the course will use an A-F scale.

Academic Integrity
Students in this course are expected to comply with the policies found in the booklet, “Academic Integrity at Northwestern University: A Basic Guide.” All papers submitted for credit in this course must be sent electronically as email attachments as well as delivered in printed form. Your written work may be scanned tested for plagiarized content. For details regarding academic integrity at Northwestern, visit: http://www.northwestern.edu/uacc/. If you need a copy of the brochure, visit the SESP Student Affairs Office.

Accommodations for Students with Disabilities
In compliance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act, Northwestern University is committed to providing equal access to all programming. Students with disabilities seeking accommodations are encouraged to contact the office of Services for Students with Disabilities (SSD) at 467-5530 or ssd@northwestern.edu. SSD is located in the basement of Scott Hall. SSD also has an excellent web site which is viewable at http://www.northwestern.edu/disability/.

Required Readings – Books - Available for purchase at the Norris Center Bookstore:


Course Outline

**Part I: Ecology and Taxonomy of American Higher Education**

Session I: 9/25/2013

**Course Introduction**
- Topic One: Course Overview
- Topic Two: Institutional Demography and Higher Education

**Readings:**
- *A Brief Guide to U.S. Higher Education*
  (Accessible through the NU network. For off-campus computers, please follow instructions)
  [http://www.it.northwestern.edu/auth-svcs/passport/index.html](http://www.it.northwestern.edu/auth-svcs/passport/index.html)
- Carnegie Foundation Classification of Higher Education Institutions

Session II: 10/2/2013

**Backgrounds and Contexts of Higher Education and Northwestern**

**Guest:** Kevin Leonard, Northwestern University Archivist

- Topic One: “The History of Northwestern University, viewed from the Archives”
- Topic Two: Institutional Demography and Higher Education (continued)

**Readings:**
- *College Success*: “Heterogeneity in Higher Education,” pp. 131-141
Part II: Institutional Types and Stakeholders

Session III: 10/9/2013

DUE: Critical Commentary on *A Brief Guide to U.S. Higher Education*

**Faculty and Students – Internal Stakeholders – The Liberal Arts College**
Guest: Elizabeth Hayford, Retired President, Associated Colleges of the Midwest

In preparation for our guest, review the Associated Colleges of the Midwest website: [www.acm.edu](http://www.acm.edu)

- Topic One: The Liberal Arts College
- Topic Two: “Thick Description” in Higher Education

**Readings:**
- *The Chronicle of Higher Education* articles:
  “Admissions and Student Aid,” Section B 7/17/2006, v. 52, no. 44. Read all articles in Section B. (Accessible through NUcat)
- *Daedalus: Distinctively American: The Residential Liberal Arts Colleges* (articles below)
  Lang E.M. “Distinctively American: The Liberal Arts College” (On Blackboard)
  Hawkins H. “The Making of the Liberals Arts College Identity” (On Blackboard)
  McPherson M.S. and Schapiro M.O. “The Future Economic Challenges for the Liberal Arts Colleges” (On Blackboard)

**Web Resources:**
- AAUP (American Association of University Professors) [www.aaup.org](http://www.aaup.org)
- NASPA (Student Affairs Administrators in Higher Education) [www.naspa.org](http://www.naspa.org)
- ACPA (American College Personnel Association) [http://www.myacpa.org/index.cfm](http://www.myacpa.org/index.cfm)

Session IV: 10/16/2013   **Meet in MAIN LIBRARY**: go to Library Forum Room, Second Floor.

**Part One: Researching Higher Education – Electronic Resources and More**
Guest : Qunying Li, Bibliographer for East Asian Studies and Education

**Web Resources:**
Northwestern Library webpage on education: [http://libguides.northwestern.edu/content.php?pid=30336](http://libguides.northwestern.edu/content.php?pid=30336)

**Part Two: A New Kind of Institution: The Proprietary Sector**

Publicly Sponsored Higher Education

- Topic One: Overview of Higher Education in Illinois
- Topic Two: Community Colleges, Evolving Missions, and Educational “Multi-Tasking”
- Topic Three: The Land Grant Tradition in Higher Education
- Topic Four: Thick Description and Learning Contexts
  o Changing patterns of faculty and student demography, Students as consumers, Faculty as “employees,” Distance Learning, Curriculum Transformation

Readings:
- Illinois Board of Higher Education Directory (on Blackboard)
- *College Success*: “Questioning Our Assumptions About College Requirements,” pp. 107-118

Web Resources:
- AGB (Association of Governing Boards of Universities and Colleges) [www.agb.org/](http://www.agb.org/)
- The Carnegie Foundation for the Advancement of Teaching – [www.carnegiefoundation.org](http://www.carnegiefoundation.org)
- The National Center for Public Policy and Higher Education – [www.highereducation.org](http://www.highereducation.org)
Session VI: 10/30/2013

Resources, Culture and Process—The Missions of the Research University
Guest: Eugene Sunshine, Senior Vice President, Business and Finance, Northwestern University

- Topic One: Governance and Management Stakeholders
- Topic Two: Institutional Culture, Process
- Topic Three: Politics and Educational Excellence

Readings:

Web Resources:
- National Association of College and University Business Officers (NACUBO): http://www.nacubo.org/
  - “Latest News” and Business Officer magazine

Part III: Current Issues

Session VII: 11/6/2013

DUE: Literature Review

External Stakeholders, Communications, and Technology
Guest: Storer H. Rowley, Director of Media Relations, University Relations, Northwestern University

- Topic One: Communicating with Institutional Stakeholders On the Campus and Beyond the Campus including Alumni, Parents and Families, Government, Legislature, Employers, Foundations, and Media
- Topic Two: Evaluating Educational Outcomes

Readings:
- College Success: “Measuring College Success: Evidence and Policy Changes,” pp. 119-130
Session VIII: 11/13/2013

Intercollegiate Athletics: Opportunities, Dilemmas and Prospects
Guest: James J. Phillips, Vice President of Athletics and Recreation, Northwestern University

- Topic One: Athletics and Undergraduate Education: Mediating Institutional Values and Cultures
- Topic Two: Gender Equity (Title IX) and Higher Education

Readings:
- “Facing up to the Conflict Between Athletics and Academics,” AGB Priorities, no.16, Summer 2001 (on Blackboard).
- Chronicle of Higher Education articles:
  - “Have Money, Will Travel: the Quest for Top Athletes,” by Sanders, L., 8/1/2008, v. 54, no. 47.

Web Resources:
- http://www.ncwge.org/pubs-reports.html - on Title IX
- NCAA – www.ncaa.org
- Big Ten Conference – www.bigten.org

Session IX: 11/20/2013

Diversity: Pursuing Excellence with Equity and Pursuing Equity with Excellence

DVD: What’s Race Got To Do With It?

- Topic One: Evolution of Affirmative Action Policy in Higher Education
- Topic Two: Pursuing Diversity in Different Higher Education Contexts

Readings:
Web Resources:
- www.diversityweb.org
- “Diversity Digest”: www.diversityweb.org/Digest

11/27/2013 No Class – Thanksgiving Break begins at 6:00 p.m.

Session X: 12/4/2013
- DUE: Case Study Papers
- Case Study Presentations: 6-9pm

Session XI: Monday 12/9/2013
- Case Study Presentations: 6-9pm
Bibliography of Useful Resources – possible outside sources for literature review


