

**INSTRUCTOR:** Dr. Ben Littlepage

**DEPARTMENT:** Educational Studies, Leadership and Counseling

**COURSE PREFIX:** PSE    **COURSE NUMBER:** 760    **CREDIT HRS:** 3

**I. TITLE:** Organization and Operations in Postsecondary Education

**II. COURSE DESCRIPTION AND PREREQUISITE(S):**

The focus of this course is the management and planning functions within postsecondary education institutions. Students will examine the competencies and training necessary to address key operational and leadership roles specific to the allocation and management of resources to meet the mission of the institution.

**Prerequisite(s):** None

**III. COURSE OBJECTIVES:**

Students will be able to

- A. Associate how the mission and strategic vision guide an institution's unique budgetary needs,
- B. Conceptualize the budget cycle for public and private not-for-profit institutions,
- C. Recognize funding dynamics at the macro and institutional level,
- D. Identify traditional revenue sources,
- E. Identify institutional costs, containment measures and expenditures, and
- F. Understand facilities management responsibilities and the unit's role with institutional finances.

**IV. CONTENT OUTLINE:**

- A. Organizational Culture & Budgetary Needs
- B. Strategic Vision
- C. Budgeting Fundamentals
- D. Budget Cycle Process
- E. Revenue Sources - Appropriations
- F. Revenue Sources – Tuition & Fees
- G. Revenue Sources – Private Donations
- H. Revenue Sources - Auxiliary
- I. Costs, cost containment and expenditures
- J. Facilities Management & Maintenance
- K. Facility Planning & Sustainability
- L. Preventative Maintenance

**V. INSTRUCTIONAL ACTIVITIES:**

- A. Video lectures and discussions
- B. Engaged online discussion via Canvas
- C. Group activity
- D. Interviews
- E. Problem-based research projects
- F. Reading contemporary articles
- G. Reflective journaling

**VI. FIELD, CLINICAL, AND/OR LABORATORY EXPERIENCES:**

Two field interviews and a college / university board meeting

**VII. TEXT(S) AND RESOURCES:**

None

**VIII. EVALUATION AND GRADING PROCEDURES:**

Evaluation and grade will be determined by assignments, tests, and projects based on text, supplementary readings in professional journals, lectures, presentations, group activities, and class discussions.

Discussion Board Forums (10x4)	40 pts	A = 90 – 100%
Administrative Field Trip	20 pts	B = 80 – 89%
Chief Finance Officer Interview	20 pts	C = 70 – 79%
Chief Facilities Officer Interview	20 pts	D = 60 – 69%
<u>Bridging the Financial Gap</u>	<u>40 pts</u>	E = below 60%
Total	140 pts	

**Discussion Board Forums:** During the semester students will participate in four discussion board forums regarding aspects of organizational administration, facility management and finance;

**Board Meeting Reflection:** Students are expected to attend one Board of Regents / Trustees meeting and write a three to four page summary and reflection on the experience;

**Chief Finance Officer Interview** - Students will interview the Chief Financial Officer at a university/community college to discuss and investigate the financial and budget perspective of that institution. Students will be expected to share information with the class; and

**Chief Facilities Management Officer Interview** – Students will be expected to meet with the Director of Facilities, or person in similar capacity, to discuss needs assessment and financial planning in the area of facility maintenance. Students must discover how decisions are made regarding the facilities operating procedures, funding, remodeling, upgrading or demolition. Students will be required to write a two page summary and reflection of the experience.

**Bridging the Financial Gap** – Students will submit a collective report on how best to bridge a financial gap in operating expenses resulting from a loss in projected revenue. The solution cannot impact instruction and must be fiscally sustainable. Students will explain in the report the 1.) process for review, 2.) stakeholders, 3.) solution, 4.) justification, 5.) plan for implementation, and 6.) unintended consequences.