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Welcome to Private Colleges as Formal Organizations!

About Me

I'm originally from Cortland, NE, and I am a Husker Fan (Go Big Red!). I attended the University of Nebraska - Kearney for my undergraduate work. I married my wife in 1985 who is also a UNK alum. After several moves, we ended moving to Minnesota where I completed my Master's degree and Ph.D. at the University of Minnesota. My main areas of interest are family and small college administration. My dissertation research focused on how organizational culture at small colleges lead to stated and unstated institutional outcomes.

I have taught Educational Psychology, Research Methods and Statistics, and Organizational Behavior. I have been teaching the online over ten years.

On a more personal note, in addition to being an instructor at the University of Minnesota and Crown College, I am a college administrator. I have been in administration for over 15 years and worked in higher education for over 25 years. I have two adult children who are gainfully employed. I enjoy traveling with my wife and seeing new places.

I look forward to working with you and hopefully getting to know a bit about each of you as well.



Scott Moats

How to Contact Me

I will visit the course site regularly and will respond promptly to the questions posted in the discussion forums. If you have any private questions or concerns that aren't appropriate for the

public forums, I encourage you to contact me directly.

Frequency of site visits: I will generally visit the course site at least five times per week to respond to your messages and postings.

E-mail: moatss@crow.edu

Phone: XXX-XXX-XXXX

Office Hours: By appointment - Email me for an appointment or to open correspondence.

Course Tour

Course Tour Video - <https://www.youtube.com/embed/nQzmJJ5iWi0>



Module 1

Purpose

This module is designed to get you oriented to the course and to develop a learning community. We will also define organizational management and the need to understand theories of college leadership and administration.

Learning Outcomes

Upon completion of this module, you will be able to:

- Define organizational development
- Articulate the need to understand organizational development theory in private colleges

- Identify other students in their small discussion groups

Learning Resources

Required Resources

- [Welcome to Module 1 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 1-2.
- Levy, D. (2015). Private higher education: patterns and trends. International higher education, (50).
- Orians, E. L., & Bergerson, A. A. (2014). Lessons Learned Mountain College in the Midst of Change. Journal of Cases in Educational Leadership, 17(3), 59-69.

Learning Activities

Important Notice:

As you read the material each week (Bolman and Deal and the individual articles, I want you to ask this simple question, "how is this similar to my institution or how is this this different than my institution?"

Too often the material written is for the larger institutions and is not as applicable to small institutions. This course will hopefully force you to think about how the material will be applied to the small, independent institution.

At the end of the course, I would like to hear from you on how you did with this cognitive assignment.

Learning Evaluation

Assignments:

- Introduction Flipgrid
 - Introduce yourself to your peers via Flipgrid. You have 90 seconds to record your introduction. This is your opportunity to meet your classmates and introduce yourself; please take a moment to tell us a little about you: (For example, your name, where you are from, what you enjoy doing outside of class, etc.)
- Forum 1
 - In the Bolman and Deal text, you are introduced to their "Four Frame Model" (Exhibit 1.1, p. 18, Fourth Ed). The Exhibit gives the Four Frames and the various names attached to each Frame. As you review this exhibit, reflect on the words used for each Frame and indicate which word speaks loudest to you in your early stages of our investigations in formal organizations. (Note: This post is personal opinion and literature based. Quoting this and other texts is appropriate as you formulate your response.)

Points Awarded	Criteria
1 Point	Well-formed, personal opinion on the discussion topic
2 Points	Well-formed, personal opinion with at least one thought or idea from another source
3 Points	Well-formed, personal opinion with a multiple thoughts or ideas from our course readings
4 Points	Well-formed, personal opinion with multiple thoughts or ideas from our course readings with appropriate, in-text citation

Module 2

Purpose

In this module we will discuss the concepts within the structural frame.

Learning Outcomes

Upon completion of this module, you will be able to:

- Name the core concepts of the structural frame
- Identify two ways the structural frame manifests at private colleges

Learning Resources

Required Resources

- [Welcome to Module 2 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 3-5.
- Mintzberg, H. (1980). Structure in 5's: A Synthesis of the Research on Organization Design. *Management Science*, 26(3), 322-341.

- Smith, A. (1868). Of the division of labor. In *An inquiry into the nature and causes of the wealth of nations* (Chapter 1, pp. 2-6). London: T. Nelson and Sons.
- Taylor, F. W. (2005). The principles of scientific management. In J. M. Shafritz, J. S. Ott, & Y. S. Jang (Eds.), *Classics of organization theory* (6th ed.) (pp. 61-72). Boston, MA: Thomson Wadsworth. (Original work published 1916)
- Weber, M. (1958). Bureaucracy. In H. H. Gerth & C. W. Mills (Eds. and Trans.), *From Max Weber: Essays in sociology* (pp. 196-204). New York, NY: Oxford University Press.
- Xenophon. (1894). Chapter IV: Socrates discovers generic management. In J. S. Watson (Trans.), *The anabasis or expedition of Cyrus and the memorabilia of Socrates* (pp. 430-433). New York: Harper & Brothers.

Recommended reading:

- Mintzberg, H. (1979). Five basic parts of the organization. In *The structuring of organizations: A synthesis of the research* (pp. 18-34). Englewood Cliffs, NJ: Prentice Hall

Learning Evaluation

Assignments:

- Forum 2
 - Using Mintzberg's Model (p. 79, Fourth Edition, course reading Mintzberg) of five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy, describe your institution or an institution you are familiar with most recently. Does your institution have an appropriate structure for its form and function?
 - Guest Lecturer
 - Find a colleague who works in the Private College sector and schedule a conversation with them. You might ask about their job responsibilities, challenges they identify in the sector, opportunities they see in the sector, what is on their reading list, etc. The challenge here is to select someone who you aspire to be in the future. This interview can help you identify characteristics of a position that you would like. The interview can help you experience the challenges of leadership in your context.
 - Post a synopsis of your conversation on the the discussion board. Read your classmates' posts and pose at least one question to another student about their interview.
-

Module 3

Purpose

In this module we will discuss private college business models and operations.

Learning Outcomes

Upon completion of this module, you will be able to:

- Name and explain the key components of a business model relevant to private colleges
- Explain how this business enhances the understanding of operating a private college

Learning Resources

Required Resources

- [Welcome to Module 3 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 6-8
- Barnard, C. I. (1938). The economy of incentives. In The functions of the executive (pp. 139-160). Cambridge, MA: Harvard University Press.
- Cyert, R. M., & March, J. G. (1959). A behavioral theory of organizational objectives. In M. Haire (Ed.), Modern organization theory (pp. 76-90). New York, NY: John Wiley & Sons.
- Follett, M. P. (1926). The psychological foundations: The giving of orders. In H. C. Metcalf (Ed.), Scientific foundations of business administration (pp. 132-149). Baltimore, MD: Williams & Wilkins Company.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370-396.
- Simon, H. A. (1946). The proverbs of administration. *Public Administration Review*, 6, 53-67.

Learning Evaluation

Assignments:

- Forum 3
 - Bolman and Deal write, "The human resource frame highlights the relationship between people and organizations. Organizations need people . . . and people need organizations. . . , but their respective needs are not always well aligned. When the fit between people and organizations is poor, one or both suffer . . . (Bolman and Deal, p 137, fourth edition). Reflect upon your current institution or an institution

you are familiar with today and apply the Human Resource Frame to the evaluation of the people and their fit.

- Interpretive Presentation
 - This presentation is an interpretation or translation of a journal article as it relates to the private college context. The article must be selected from the course readings. Please prepare a script and PowerPoint slides for a talk that you might give to a private college that would benefit from the ideas in the article you have selected. Tell your audience how they could address an issue or solve a problem, based on core findings from the article. Be very specific in connecting the article's findings to your chosen organization's issue or problem. You will then work with a partner to arrange a time to give your presentations (via an online meeting tool). Presentations will count as your participation points for the week assigned.
 - Your presentation will be evaluated by your partner (both presentation and PowerPoint) and the instructor (PowerPoint only). Your presentation will be evaluated on:
 1. Identify the organization's issue or problem.
 2. Present the relevant core findings from the article.
 3. Clearly connect the two.
 4. Assess the degree of fit between the findings and the problem or issue. That is, address the relevant differences between the article's context and the organization that strengthen or compromise the article's relevance to the institution's situation.

Module 4

Purpose

In this module we will discuss the political frame.

Learning Outcomes

Upon completion of this module, you will be able to:

- Name the core components of the political frame
- Identify two ways the political frame manifests at private colleges

Learning Resources

Required Resources

- [Welcome to Module 4 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 9 - 11
- Cohen, M. D., March, J. G., & Olsen, J. P. (1972). A garbage can model of organizational choice. *Administrative Science Quarterly*, 17(1), 1-25.
- Emerson, R. M. (1962). Power-dependence relations. *American Sociological Review*, 27(1), 31-41.
- French, Jr., J. R. P., & Raven, B. (1959). The bases of social power. In D. Cartwright (Ed.), *Studies in social power* (pp. 150-167). Ann Arbor, MI: Institute for Social Research, University of Michigan.
- March, J. G. (1966). The power of power. In D. Easton (Ed.), *Varieties of political theory* (pp. 39-70). Englewood Cliffs, NJ: Prentice Hall.
- Mintzberg, H. (1983). The power game and the players. In *Power in and around organizations* (pp. 22-30). Englewood Cliffs, NJ: Prentice Hall.
- Pfeffer, J. (1981). Understanding the role of power in decision making. In *Power in organizations* (pp. 1-33). New York NY: Harper Business.

Learning Evaluation

Assignments:

- Forum 4
 - Bolman and Deal (fourth edition) quote J.P. Kotter (1985, p 11) and write, "Organizational excellence . . . demands a sophisticated type of social skill: a leadership skill that can mobilize people and accomplish important objects despite dozens of obstacles; a skill that can pull people together for meaningful purposes despite the the thousands of forces that push us apart; a skill that can keep our corporations and public institutions from descending into a mediocrity characterized by bureaucratic insights, parochial politics, and vicious poser struggles."
 - Using the political frame, reflect on your personal skills as a political leader. What are your strengths and weaknesses as a political leader in private, higher education? If you do not have higher education experience, what are your skills in the institution you are in presently?
- Google Hangout Summary 4
 - Twice during the course you will have the opportunity to interact with classmates "face to face". The instructor will assign your hangout group at the beginning of the course. You can choose a Google hangout, Skype session, or conference call. This will give you the opportunity to have a live discussion with a subset of

your cohort. One person will post a synopsis of the group discussion on the course site in the Google Hangouts Summary Forum.

Module 5

Purpose

In this module we will discuss the symbolic frame.

Learning Outcomes

Upon completion of this module, you will be able to:

- Name the core components of the symbolic frame
- Identify two ways the symbolic frame manifests at private colleges

Learning Resources

Required Resources

- [Welcome to Module 5 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 12 - 14
- Morphey, C. C., & Hartley, M. (2006). Mission statements: A thematic analysis of rhetoric across institutional type. *The Journal of Higher Education*, 77(3), 456-471.

Learning Evaluation

Assignments:

- Forum 5
 - Bolman and Deal write, "Every group develops words, phrases, and metaphors unique to its circumstances. A specialized language both reflects and shapes a group's culture. Shared language allows team members to communicate easily, with minimal misunderstanding (fourth edition, p 284).

- Reflect on your current institution and or an institution you are familiar with today, and provide evidence of the "specialized" language that uniquely communicates with your constituents.

Module 6

Purpose

In this module we will analyze private college culture.

Learning Outcomes

Upon completion of this module, you will be able to:

- Explain the nuances of culture at private colleges

Learning Resources

Required Resources

- [Welcome to Module 6 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 15-18
- Ouchi, W. G. (1981). The Z organization. In *Theory Z: How American business can meet the Japanese challenge* (pp. 71-94). Reading, MA: Addison-Wesley.
- Schein, E. H. (1992). Defining organizational culture. In *Organizational culture and leadership* (2nd ed.) (pp. 3-15). San Francisco, CA: Jossey-Bass.
- Senge, P. M. (1990). A shift of mind. In *The fifth discipline: The art and practice of the learning organization*(pp. 68-92). New York, NY: Doubleday.
- Smircich, L. (1983). Concepts of culture and organizational analysis. *Administrative Science Quarterly*, 28(3), 339-358.
- Weick, K. (1993). The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster. *Administrative Science Quarterly*,38(4), 628-652.

- Cook, S. D. N., & Yanow, D. (2005). Culture and organizational learning. In J. M. Shafritz, J. S. Ott, & Y. S. Jang (Eds.), *Classics of organization theory* (6th ed.) (pp. 368-382). Boston, MA: Thomson Wadsworth. (Original work published in 1993)
- Cox, Jr., T. (2001). The challenge of managing diversity. In *Creating the multicultural organization: A strategy for capturing the power of diversity* (pp. 1-16). San Francisco, CA: Jossey-Bass.
- Martin, J. (2002). Introduction and overview and pieces of the puzzle. In *Organizational culture: Mapping the terrain* (pp. 3-7, 55-92). Thousand Oaks, CA: Sage Publications

Learning Evaluation

Assignments:

- Forum 6
 - Bolman and Deal write, "Managers can use frames as scenarios, or scripts, to generate alternative approaches to challenging circumstances. In planning for a high-stakes meeting or a tense encounter, they can imagine and try out novel ways to play their roles" (fourth edition, p 340).
 - Think about a meeting or a committee assignment in your current institution or an institution you are familiar with today that is dealing with a difficult subject matter. "Run" at least two potential "scripts" and compare and contrast the conclusions. Share your reflections in this week's post.
- Frameworks Paper
 - This paper is an application of Bolman and Deal's frames to a private college in which you work or have familiarity. Decide which frame best accounts for the things that happen in your institution or the way in which they happen, and analyze a particular recent event, issue or problem in terms of that frame. Consider also what aspects of the event or problem cannot be adequately explained with that frame, and suggest more appropriate explanations derived from the remaining three frames. Conclude with a critical evaluation of the relevance and applicability of the frames for the institution in question. Your paper must make direct and copious references to specific points in the literature related to each frame. The paper should be 6-8 pages in length.
 - Your paper will be evaluated on:
 1. Describe the relevant aspects of the institution you are analyzing.
 2. Analyze a recent event, issue or problem in terms of one of Bolman and Deal's frames.
 3. Use the other three frames to address the analytic deficiencies of the chosen frame.
 4. Evaluate the relevance and applicability of the frames for the institution in question.
 5. Write carefully.

Module 7

Purpose

In this module we will discuss innovation in private college leadership.

Learning Outcomes

Upon completion of this module, you will be able to:

- Define multiple types of innovation

Learning Resources

Required Resources

- [Welcome to Module 7 Video](#)
- Bolman, L.G., and Deal, T.E., (2013). Reframing organizations, 5th edition. San Francisco: Jossey-Bass. Chapters 19-21
- Dooley, K., & Van de Ven, A. (1999). Explaining Complex Organizational Dynamics. *Organization Science*, 10(3), 358-372.
- Russ M. (2005). Anti-Positivist Theories of Organization. *In, Leadership in education: Organizational theory for the practitioner*. Long Grove, Ill: Waveland Press, Inc, 163-224, 252-331, 332-359.
- Katz, D., & Kahn, R. L. (1966). Organizations and the system concept. *In The social psychology of organizations* (pp. 14-29). New York, NY: John Wiley & Sons.
- Meyer, J., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure as Myth and Ceremony. *American Journal of Sociology*, 83(2), 340-363.
- Pfeffer, J., & Salancik, G. R. (2003). An external perspective on organizations. *In The external control of organizations: A resource dependence perspective* (pp. 1-22). Stanford, CA: Stanford University Press.
- Santos, F., & Eisenhardt, K. (2005). Organizational Boundaries and Theories of Organization. *Organization Science*, 16(5), 491-508.

Learning Evaluation

Assignments:

- Forum 7
 - Bolman and Deal title Chapter 18 "Reframing Change in Organizations." After reading this chapter and book, how would you as a leader in your institution or in an institution you are familiar with today lead a change movement. Be specific on how you would use the Four Frames in each stage of your change initiative.
 - Google Hangout Summary 7
 - Twice during the course you will have the opportunity to interact with classmates "face to face". The instructor will assign your hangout group at the beginning of the course. You can choose a Google hangout, Skype session, or conference call. This will give you the opportunity to have a live discussion with a subset of your cohort. One person will post a synopsis of the group discussion on the course site in the Google Hangouts Summary Forum.
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Module 8

Purpose

In this module we will discuss change in private college leadership as well as wrap up our course objectives.

Learning Outcomes

Upon completion of this module, you will be able to:

- Explain the nuances of change in private colleges

Learning Resources

Required Resources

- [Welcome to Module 8 Video](#)
- Chaffee, E. (1984). Successful Strategic Management in Small Private Colleges. *The Journal of Higher Education*, 55(2), 212-241.
- Romanelli, E., & Tushman, M. (1994). Organizational Transformation as Punctuated Equilibrium: An Empirical Test. *The Academy of Management Journal*, 37(5), 1141-1166.
- Van de Ven, A., & Poole, M. (1995). Explaining Development and Change in Organizations. *The Academy of Management Review*, 20(3), 510-540.

- Washington, M., & Ventresca, M. (2004). How Organizations Change: The Role of Institutional Support Mechanisms in the Incorporation of Higher Education Visibility Strategies, 1874-1995. *Organization Science*, 15(1), 82-97.

Learning Evaluation

Assignments:

- Forum 8
 - Now that you have read the all of the material and had a chance to work through the material interacting with your institution and with you classmates, what is the most significant concept you learned from this material?
 - Instead of covering a lot of material, uncover the one or two most important concepts. The question you should reflect on is, "what is the most significant learning experience I had this last eight weeks that will change my behavior as a leader in the private, higher education sector?"
- Final Paper: Critical Analysis
 - This paper is a critical analysis of a topic of your choosing related to the private college context. Based on course readings (other than Bolman and Deal) and additional readings you may find on your own explore a problem faced by private colleges or organizations that lacks sufficient exploration in the current literature. Discuss the problem, the background, and rationale for studying the problem, the purpose of such a study, and what this study could contribute to the field. Conclude with proposed questions, either in terms of further theory development or in terms of empirical analyses needed. The paper should be 6-8 pages in length.
 - Your paper will be evaluated on:
 1. Carefully specify the aspect of organizations under consideration.
 2. Critically analyze this aspect of organizations, basing your analysis on your readings.
 3. Proposed questions
 4. Write carefully.



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