



Form A

Academic Affairs - Course Proposal

CALIFORNIA STATE UNIVERSITY, SACRAMENTO

Academic Unit: EDLP		Department Chair: Dr. Edmund Lee	
Type of Course Proposal: New <input checked="" type="checkbox"/> Change <input type="checkbox"/> Deletion <input type="checkbox"/>		Date: September 18, 2006	
Does this course fulfill a requirement for single-subject or multiple subject credential students? Yes ___ No <input checked="" type="checkbox"/>		For Catalog Copy: Yes <input checked="" type="checkbox"/> No ___	CCE: Yes ___ No <input checked="" type="checkbox"/>
		Semester Effective: Fall <input checked="" type="checkbox"/> Spring ___ 2007	
Prefix & No. EDD 600	Title: Transformational Leadership	Units: 3	

Change to:

Prefix & No.	Title:	Units:
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JUSTIFICATION:

The ongoing growth in the size and diversity of the K-14 student population has caused a corresponding need for the reconfiguration of schools and the hiring of more administrators to lead schools and community colleges. The need in developing a transformation leader is of critical importance in increasing the educational outcomes of all students and meeting the demands of a dynamic student population.

NEW COURSE DESCRIPTION: (Not to exceed 80 words, and language should conform to catalog copy.)
 See <http://www.csus.edu/acaf/univmanual/crsppl.htm> - Guidelines for Catalog Course Description

This course is designed to engage students in understanding, implementing, and evaluating strategic leadership practices based on various theories, models, and approaches for achieving organizational transformation. Students will become skilled facilitators of the organizational transformation process by initiating, implementing, sustaining, and evaluating transformation/change efforts. Students will build a solid foundation through the integration of theory and practice in order to implement a planned change process in their home institution.

Note:	
Prerequisite: Admission into the CSUS Ed. D. in Educational Leadership Program	
Corequisite:	
CAN (California Articulation Number):	
Graded: Letter <input checked="" type="checkbox"/> Credit/No Credit ___	Instructor Approval? Yes <input checked="" type="checkbox"/> No ___
Course Classification: C-05	Title for SIS+ (not more than 25 characters) Transformational Leader
Cross Listed? Yes ___ No <input checked="" type="checkbox"/>	If yes, with what course:
How Many Times Can This Course be Taken for Credit? Once	

FOR NEW COURSE PROPOSALS OR SUBSTANTIVE CHANGES ONLY:

Description of the Expected Learning Outcomes: Describe outcomes using the following format: "Students will be able to: 1), 2), etc." See the example at <http://www.csus.edu/acad/example.htm>

Students will be able to:

Reflect on personal leadership practices and cultural perspectives ("know thyself") and recognize their impact and influence on school effectiveness;

Understand, implement, and evaluate strategic practices based on various theories, models, and approaches for achieving organizational transformations;

Analyze and evaluate the role of the strategic leader in planning and guiding the change process;

Examine the dynamics of power and politics in organizational settings, with a focus on the interrelationships of leadership, human capital, vision, organizational culture, and privilege;

Explain characteristics of skilled facilitators of the change process including initiation, implementation, sustainability, evaluation, and continuous improvement;

Develop methods and framework for building leadership capacity, coalitions and constituent support while working with resistance and conflict;

Build a solid foundation through the integration of theory and practice in order to implement a planned change process in their home institution.

**Attach a list of the required/recommended course readings and activities [Note: it is understood that these are updated and modified as needed by the instructor(s).] This attachment should be forwarded only to your Dean's office, not Academic Affairs.

Assessment Strategies: A description of the assessment strategies (e.g., portfolios, examinations, performances, pre- and post-tests, conferences with students, student papers) which will be used by the instructor to determine the extent to which students have achieved the learning outcomes noted above:

Synchronous: attendance to class	5%
Asynchronous: active participation in the Web CT	5%
Individual and group activities	25%
Oral presentation	5%
Written evidence of Case Study	25%
Group research project	25%

For whom is this course being developed?

Students in the CSUS Ed. D. in Educational Leadership Program

Majors in the Dept ___ Majors of other Depts ___ Minors in the Dept ___ General Education ___ Other X ___

Is this course required in a degree program (major, minor, graduate degree, certificate)? Yes X No ___

If yes, identify program(s): **CSUS Ed. D. in Educational Leadership Program**

Does the proposed change or addition cause a significant increase in the use of College or University resources (lab room, computer facilities, faculty, etc.)? Yes ___ No X ___

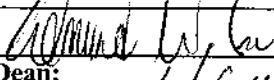
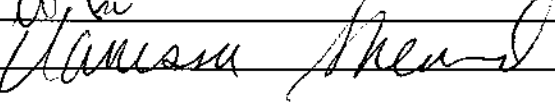
If yes, attach a description of resources needed and verify that resources are available.

Indicate which department or programs will be affected by the proposed course (if any). _____

The Department Chair's signature below indicates that affected programs have been sent a copy of this proposal form.

Approvals: If proposed change, new course or deletion is approved, sign and date below. If not approved, forward without signing to the next reviewing authority, and attach an explanatory memorandum to the original copy.

Signatures:

	Date
Department Chair: 	9-18-2006
College Dean or Associate Dean: 	9/18/2006
CPSP (for school personnel courses ONLY)	
Associate Vice President and Dean for Academic Programs	

Distribution: Academic Affairs (original), Department Chair and College Dean. Dean's office to send original after approval to Jerri McAtee, at zip 6016. An electronic copy must also be sent to mcateeji@csus.edu.

Reading List

- Bolman, L.G. & Deal, T.E. (1997). *Reframing organizations: Artistry, choice, and leadership*. San Francisco: Jossey Bass.
- Peterson, M. W., McLendon, M., & Anderson, A. D. (1998). ED875: *Organizational Change and Transformation in Higher Education - Journal Article Reference List*. Center for the Study of Higher and Postsecondary Education: University of Michigan, Ann Arbor, Michigan.
- Kotter, John P. and Dan S. Cohen, *The Heart of Change*, Introduction: "The Heart of Change," pp. 1-14; Summary pages, Steps 1 through 8; Conclusion: "We See, We Feel, We Change," pp. 179-185. (STUDENT ISSUE)
- Beer, Michael and Nohria, Nitin, "Cracking the Code of Change," *Harvard Business Review*, May-June 2000, pp.133-141.
- Yukl, Gary, *Leadership in Organizations*, (5th Ed.), 2002, "Leading Change in Organizations," pp.273-278 and 288-301.
- Goleman, Daniel, Richard Boyatzis, and Annie McKee, *Primal Leadership*, Chapter 11, "Creating Sustainable Change," pp. 225-234.
- Nutt, Paul C. and Backoff, Robert W., "Organizational Transformation," *Journal of Management Inquiry*, Vol. 6, No. 3, September 1997, p. 235-254.
- Kotter, John P., "Leading Change: Why Transformation Efforts Fail," *Harvard Business Review*, Harvard College, March-April 1995, pp. 59-67.
- Sashkin, Marshall and Molly G. Sashkin, *Leadership That Matters*, Chapter 9, "How Transformational Leaders Construct the Cultural Context," pp. 121-128.
- Young, Gary J., "Managing Organizational Transformations: Lessons From the Veterans Health Administration," *California Management Review*, Fall 2000, pp. 66-82.

BOOKS:

- Goleman, Daniel, Richard Boyatzis, and Annie McKee, *Primal Leadership*, Boston: Harvard Business School Press, 2002, Chapter 11, "Creating Sustainable Change, pp. 225-248.
- Anderson, Linda Ackerman and Anderson, Dean, *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation*. San Francisco: Jossey-Bass/Pfeiffer, 2001.
- Beckhard, Richard and Wendy Pritchard, *Changing the Essence: The Art of Creating and Leading Fundamental Change in Organizations*, San Francisco: Jossey-Bass Publishers, 1992.
- Collins, James C. and Jerry I. Porras, *Built To Last: Successful Habits of Visionary Companies*, New York, NY: Harper Collins Publishers, Inc., 1994.
- Duck, Jeanie Daniel., *The Change Monster: The Human Forces That Fuel or Foil Corporate Transformation & Change*. New York, NY: Random House, 2001
- Kanter, Rosabeth Moss, *e-Volve*, 2001, "Leadership for Change: New Challenges and Enduring Skills," pp.255-284.

Kanter, Rosabeth Moss, Barry A. Stein, and Todd D. Jick, *The Challenge of Organizational Change*, New York: The Free Press, 1992.

Kotter, John P., *Leading Change*, Boston, MA: Harvard Business School Press, 1996.

Mohrman, Allan M, Jr., et. al., *Large-Scale Organizational Change*, San Francisco: Jossey-Bass Publishers, 1991.