EDD 608: DIVERSITY & EQUITY IN COMPLEX ORGANIZATIONS

DOCTORAL PROGRAM IN EDUCATION LEADERSHIP
CALIFORNIA STATE UNIVERSITY, SACRAMENTO
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Class Dates	Meeting Time	Class Location
Saturday, March 22	8:00-5:00pm	Eureka 223
Saturday, April 12	8:00 am- 5:00 pm	Eureka 111
Friday, April 18	5:30-9:30 pm	Eureka 223
Friday May 2	5:30-9:30 pm	Eureka 223
Friday May 16	5:30-9:30 pm	Eureka 223
Saturday May 17	8:00-am-5:00 pm	Eureka 111

Conceptual Framework

The CSUS Independent Ed.D. in Educational Leadership and Policy is designed to prepare leaders to address the achievement needs of diverse students in the region. Graduates of this program will be expected to lead the educational environments that promote learning, equity, and achievement for all students. Armed with real-world, problem-based learning, program graduates will be ready to manage the complexities of educational organizations, effect school change processes, and shape the educational policies that bear on the practice of education in the public setting. Graduates of this program will be a "transformational leader" who understands, implements, and evaluates strategic practices based on theories, models and practical approaches for achieving organizational transformation. Graduates will also be able to critically analyze policy perspectives shaped by political, economic, social and cultural factors.

Course Description:
This seminar is designed to engage students in the analysis of structural issues involved with diversity, equity, access and excellence in complex organizations, with a focus on schools and colleges. Candidates will study current research on diversity and equity and learn how to advocate and promote excellence in schooling through the application of theory and research. Students will develop the ability to build cross-cultural relationships across multiple constituents for the purpose of improving student performance, promoting social justice and building community.

Course Objectives - Student will be able to:

Use introspection and personal analysis to increase awareness of the complexity of power and privilege in multicultural settings and to challenge their own assumptions about cross-cultural relationships;

Apply theoretical frameworks and research to promote equitable, excellent educational institutions;

Demonstrate an understanding of 'best practices' and political environment used to promote success among underserved groups and/or under performing students;

Demonstrate the capacity to develop cross-cultural relationships across multiple constituents for the purpose of improving student performance and promoting social justice;

Be courageous change agents in assuring educational organizations provide access and equity to achieve academic excellence and positive social-emotional growth;

Contextualize local challenges within the framework of international, societal and political issues to problem solve and to create new holistic and inclusive structures.

Required Texts
Scheurich, J.J. & Skrla, L. (2003). *Leadership for Equity and Excellence: Creating High-Achievement Classrooms, Schools, and Districts*. Corwin Press, Inc., Thousand Oaks, CA.

Heifetz, R.A. & Linsky, M. (2002). *Leadership on the Line: Staying Alive through the Dangers of Leading*. Harvard Business School Press. Boston, MA

Additional Articles will be provided in class, through WebCT, & internet.

Attendance
Absences will impact final grade. No incompletes nor make-up assignments will be allowed.

Grading Policy
15% Class attendance and participation (readings, discussion forum, group work etc.)
15% Reflections in class and on WebCT
35% Organizational Assessment Paper
25% Diversity Issue Literature Review Paper
10% Issue Paper Presentation

Scale

100-93 = A	86-83 = B
92-90 = A-	82-80 = B-
89-87 = B+	79-77 = C+

Writing Requirements
All work submitted is expected to be clear and concise; free from grammatical and spelling errors; thoughtful and analytical. In addition, writing is to draw and refer to the reading assignments and follow the APA style.

Technology Limitations
The use of cell phones, blackberries, laptops and other technological devices are to be used only during break times. In advance, your cooperation is greatly appreciated.

Reflections
Reflections will alternate between in class reflections and outside-of-class.

Diversity Issue Literature Review Paper
Select a diversity topic relevant to your work environment and/or your current research interests. Conduct a literature review on the topic (7 citations minimum). The page limit for this paper is 7-10 pages, and properly cited.

Organizational Assessment Paper
The framework to be addressed encompasses leadership and diversity.

1. List resources used to gain this information including formal/informal interviews, personal experience and school/college literature (all three sources are required).

2. Describe your school or college sites' demographics (racial/ethnic composition, social economic status (SES), commuter college, graduation rates,

percentage of English learners, percentage of students receiving free and reduced lunch, state ranking API.

3. Self-evaluate your school or college by inquiring responses to the following questions:

Self-awareness
- Have we explored our own perceptions and beliefs regarding diversity?
- Have we considered our strengths and areas for growth as leaders, including communication skills, persistence, motivation, creativity and willingness to take risks?

Interaction
- Are we apprehensive about how to interact appropriately with people of diverse groups?
- Are we fearful of making mistakes when interacting with people of diverse groups?

Culture, structure policies
- Do we have a written diversity policy for our school or college?
- Do people, including individuals of color, become active and stay members over the long haul?

Programs and Projects
- Are we successfully recruiting new members, including people of racial and ethnic heritages?
- Do we choose issues for study and action that we know are of interest to diverse groups in the organization and community?

Continuous Learning
- Have we researched the demographic makeup of our community?
- Do we know about the issues that concern people of color in the community?

4. Employing leadership skills as discussed in *Leadership on the Line*
- Identify the technical and adaptive challenges you face.
- What strategies will you employ given the more substantive adaptive challenges?
- How will you know that you have made a difference?

5. Personal Reflection
- What is your personal reaction to revealing findings reaching in completing this assignment?

This paper should draw on your own experience and observations and related to readings and lectures. The page limit for this paper is 12-15 pages, and properly cited.

Presentation
The findings of the Diversity Issue Literature Review paper & Organizational Assessment papers will be presented on Sat. May 17. The presentation should last 7 minutes and 3 minutes for questions and answers. Discussion of possible research topics will follow each presentation.