Program Goals

Program Goals, often referred to as *Competencies* or *Learning Outcomes*, are what a student will know after completing the program. The HEAL Program Goals were developed based on the Association of the Study of Higher Education (ASHE), Council for the Advancement of Higher Education Programs (CAHEP) master's level goals.

Higher Education Administration and Leadership (HEAL) Program Goals

An Adams State University HEAL Graduate will be able to:

1. Recognize and apply leadership principles, consistent, identification of potential leaders, and delegation and trust in others by inspiring confidence, securing group action, and showing productivity in accomplishing goals and objectives.

2. Identify and explain how mission and vision inform organizational strategy and decision-making.

3. Demonstrate ability to manage the human, physical, and financial resources of Hispanic Serving Institutions.

4. Analyze and evaluate quantitative and qualitative data for continuous improvement including essential and effective steps in the decision-making and problem-solving process for individuals and organizations.

5. Employ effective communication skills—writing, listening, speaking—and how to carry out a communication plan and create a climate that encourages open and non-defensive communication and fosters a learning organization.

6. Demonstrate the ability to work well with others toward a common purpose/good and in a culturally competent and ethical manner based on a core set of values and beliefs that underlie the decision-making process.

7. Illustrate knowledge of the higher education industry in general and Hispanic Serving Institutions specifically.

8. Identify and assess legal and political considerations that influence dimensions of decision-making.

9. Recognize factors that may influence student access and success in Hispanic Serving Institutions.

Program and Course Learning Outcomes Matrix

Program outcomes, in turn, map to individual course learning goals, resulting in a matrix of what competencies students will acquire by the end of the program and in what courses they will acquire them. Courses, learning goals, and program outcomes are outlined in the grid below.

Program Learning Outcomes: MA in Higher Education & Leadership (HEAL) Core Classes & Course Learning Outcomes									
	1	2	3	4	5	6	7	8	9
HEAL 500 Historical & Contemporary Issues									
1. Discuss the educational and social philosophies of American higher education		X			X		X		
2. Describe the major events in the history of American higher education							X		
3. Explain the current issues of higher education today					X		X	X	X
4. Relate historical events to the current issues of importance in the academy				X	X		X	X	X
5. Identify and describe different types of institutions including their evolution, similarities, differences and futures					X		X		X
6. Discuss the relationship between a democratic society and higher education institutions				X	X		X		X
HEAL 510 Administrative & Academic Collaboration									
1. Apply effective staffing practices			X		X	X			
2. Identify and describe the different aspects of faculty work	X		X				X		
3. Examine and explain the opportunities and challenges for collaboration between administrators, faculty, and staff					X	X			
4. Delineate appropriate steps or strategies for enhancing collaboration between administrators, faculty, and staff	X	X							
HEAL 520 Leadership in MSIs									
1. Describe classic and current leadership theories	X					X			
2. Distinguish how different contexts and situations influence what defines the appropriate practice of leadership	X				X				

Program Learning Outcomes: MA in Higher Education & Leadership (HEAL) Core Classes & Course Learning Outcomes	1	2	3	4	5	6	7	8	9
3. Explain one's personal leadership tendencies, and equate those tendencies with the various theories under study					X	X			
4. Analyze different leadership approaches within a higher education context, and specifically within the context of leading HSIs							X		
HEAL 530 Finance and Budgeting in Higher Education									
1. Identify the various sources of revenue			X		X				
2. Explain the budgeting process			X	X	X				
3. Describe expenditure categories			X		X				
4. Compare and contrast the different types of funds— restricted, unrestricted, and temporarily restricted			X	X					
5. Interpret budgets and financial reports			X	X				X	
6. Demonstrate ethical practice in higher education finance			X			X		X	
HEAL 540 Leading for Student Success in MSIs									
1. Identify the factors that will influence minority student success									X
2. Describe strategies and interventions for improving student success		X							X
3. Apply different identity development theories to higher education practice						X			X
4. Explain how institutional environments and experiences facilitate and stifle development and outcomes among diverse groups of college students	X						X		
5. Describe administrative functions involved in student success	X		X				X		
HEAL 550 Politics and Policy in Higher Education									
1. Describe state- and federal-level policies and how they influence the operation and administration of IHEs and HSIs							X	X	X
2. Analyze and distinguish how specific federal and state policies influence student access and success									X

Program Learning Outcomes: MA in Higher Education & Leadership (HEAL) Core Classes & Course Learning Outcomes	1	2	3	4	5	6	7	8	9
3. Explain how state systems of higher education are governed and structured, and how policy drives the creation and change of the governance and structural infrastructure of institutions							X	X	
4. Examine and identify the state's role in achieving higher education outcomes								X	
5. Illustrate the policy process, through various theories of policy development and implementation								X	X
HEAL 560 Data Analysis in Higher Education									
1. Integrate basic descriptive, graphical, and inferential statistical methods for appropriate purposes within the research process				X	X				
2. Combine the logic and process of hypothesis testing, while attending to matters such as error, power, effect size, and sampling.				X	X				
3. Analyze data, including screening data and testing assumptions, using Excel & SPSS				X	X				
4. Communicate effectively with others about basic statistical analyses and the research process (e.g., problems, methods, results, and conclusions)				X	X				
5. Compile and evaluate research for the organizational decision-making process				X	X			X	X
HEAL 570 Legal Issues in Higher Education									
1. Describe the evolution of law as it relates to higher education							X	X	
2. Explain various possible ways that institutions can arrange their legal affairs								X	
3. Discuss the rights and responsibilities of various higher education officials						X	X	X	
4. Identify an institution's rights and responsibilities as it relates to contractual and tort liability			X					X	
5. Examine student, faculty, and staff contractual rights			X			X		X	
6. Delineate student disciplinary procedures and the rights and responsibilities of both an institution and students			X			X		X	
7. Analyze the impact of local ordinances, state, and federal laws and regulations have on higher education			X				X	X	

Program Learning Outcomes: MA in Higher Education & Leadership (HEAL) Core Classes & Course Learning Outcomes	1	2	3	4	5	6	7	8	9
HEAL 580 Planning, IR & Assessment									
1. Identify and describe varying Planning, IR, and Assessment purposes and roles		X		X			X	X	X
2. Identify and describe the role of planning, IR, and Assessment in accreditation.		X		X	X	X		X	X
3. Delineate appropriate methodologies that may be used in practice				X				X	X
4. Apply basic methods to Planning, IR, and Assessment problems				X	X	X	X	X	X
HEAL 581 Practicum in Planning, IR & Assessment									
1. Apply basic methods to Planning, IR, and Assessment problems	X	X	X	X	X	X	X	X	X
2. Develop and demonstrate existing and new administrative skills	X		X	X	X	X	X	X	X
3. Construct a critical perspective on planning, institutional research, and assessment within a higher education institution	X			X				X	X
HEAL 590 Entrepreneurship in HE									
1. Analyze the institution's mission and potential resource development opportunities		X	X						
2. Build strategic skills to initiate and maintain partnerships with external entities			X			X			
3. Appraise the external environment to identify potential opportunities for the expansion of resources and advancement of institutional mission								X	X
4. Recognize and explain the internal institutional processes and policies necessary to compete for funding opportunities and execute a funded initiative		X	X						
5. Describe the principles and best practices that guide the effective management of institutional advancement		X	X						
HEAL 591 Practicum Entrepreneurship in HE									
1. Integrate theories, concepts, and practices presented during the didactic phase with practical work experience in a higher education setting			X						

Program Learning Outcomes: MA in Higher Education & Leadership (HEAL) Core Classes & Course Learning Outcomes									
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
2. Develop a practical knowledge of the administrative elements of an office that works on external relations			X		X	X			
3. Assess the structural and behavioral systems that impact higher education office that work on external relations activities: structure, leadership, workforce diversity, and information systems								X	X
4. Demonstrate professional behavior in communication, interpersonal relations and team- based activity					X	X			
5. Demonstrate a code of personal ethics, a philosophy of management, and a dedication to the high ideals and standards of excellence in higher education administration						X		X	
HEAL 598 e-Portfolio									
1. Discuss what the work compiled in the portfolio indicates about the student and the competencies s/he has learned over the course of the program.	X	X	X	X	X	X	X	X	X
2. Discuss the disciplinary knowledge gained about higher education administration and leadership, specifically in HSIs.	X	X	X	X	X	X	X	X	X
3. Analyze any consistent themes, values, ideas or concerns the portfolio develops or represents.	X	X	X	X	X	X	X	X	X
4. Explain how the competencies learned will be used by the student in a professional setting.	X	X	X	X	X	X	X	X	X
5. Analyze how the HEAL program has shaped the student's understanding of higher education administration and leadership.	X	X	X	X	X	X	X	X	X