CONCENTRATION:  
Master of Arts in Higher Education (MA) with a concentration in Management and Organizations

FACULTY ADVISORS:  
While this program draws on the expertise of many higher education faculty members, advising is provided by Dr. Michael Bastedo, Dr. John Burkhardt, Dr. Betty Overton, and Dr. Julie Posselt.

TIME TO DEGREE:  
Typically 3 semesters (1 ½ years) if enrolled as a full-time student starting Fall Term. Part-time students (including U-M employees) are welcome, and work at their own pace. Students wanting more extensive preparation should consider the dual-degree program in Higher Education (MA) and Business Administration (MBA).

FOR MORE INFORMATION:  
Please contact the CSHPE office at cshpe.info@umich.edu.

CENTER FOR THE STUDY OF HIGHER AND POSTSECONDARY EDUCATION (CSHPE)

CONCENTRATION OVERVIEW

This concentration encompasses research, scholarship, and practice involving the structure and dynamics of postsecondary educational organizations. Students in this concentration explore and research the administration, governance, management, leadership, organizational strategy, planning and budgeting, and institutional research and assessment of postsecondary educational organizations. This concentration attracts developing scholars and practitioners who will make significant contributions to postsecondary education institutions as administrators and leaders, training and development professionals, and consultants.

CAREER PREPARATION

Students who focus in higher education management and organizations often pursue careers in administration, including academic affairs, administration and finance, planning, institutional advancement, student affairs, or external relations. Knowledge is gained in organizational strategy and functioning, management and governance, planning and resource allocation, human resource management, and institutional research/assessment in the postsecondary sector. Individuals interested in training and development or consulting careers will transfer skills to a diverse array of business-related venues.

This concentration is distinctive in several ways:

- Students pursuing this concentration will benefit from not only the academic rigor of the master’s program at large, but also from an understanding of postsecondary education institutions as complex organizations—their socio-political, economic, and global context, as well as their internal dynamics and functioning.
- Students will possess a strategic perspective and a capacity to see the larger picture that enables them to effectively understand postsecondary education, anticipate change, and inspire others to higher performance.
- In addition to coursework, students will be given practical work experience through a program-approved internship where they will be exposed to and work on higher education management and organizational issues.

ACADEMIC FOCUS

Graduate study in this concentration considers the organizational dynamics of colleges and universities. This requires a fundamental understanding of the internal dynamics of higher education and the environment in which higher education is situated. Coursework thus provides an introduction to the major theories of higher education organization, in-depth understanding of certain functional units (such as finance and development), and addresses issues of effective management and leadership of higher education organizations.

The selection of specific courses and complementary activities (including cognate courses and experiential activities) will be determined by the student and advisor, depending on the student’s selected area of focus.
### PLAN OF STUDY

**Students are required to take:**
- **EDUC 561** - *Introduction to Higher Education*
- **EDUC 761** - *Postsecondary Institutions as Complex Organizations*

**HEMO students must elect nine (9) credits in CSHPE courses that address organizational and/or management issues, and three (3) additional credits in CSHPE courses.**

Courses previously offered that address organizational and management issues include:
- **EDUC 663** – *Organizing for Learning*
- **EDUC 669** – *Development and Advancement in Higher Education*
- **EDUC 763** – *Financial Management and Strategy in Postsecondary Education*
- **EDUC 863** – *Planning, Analysis, and Institutional Research*
- **EDUC 867** – *Seminar in Organizational Theory*
- **EDUC 868** – *Philosophy of Academic Leadership*
- **EDUC 874** – *Law and Higher Education*
- **EDUC 875** – *Managing Change and Quality in Higher Education Institutions*
- **EDUC xxx** – *Other CSHPE courses as approved by the advisor*

**Courses previously offered that address organizational and management issues include:**

Chosen in consultation with an advisor, students are required to enroll and complete six credits of cognate coursework. At least three of these credits will be from courses that address organizational and/or management issues.

**RESEARCH PREPARATION REQUIREMENT**
- **EDUC 695** – *Research and Educational Practice*, or
- **EDUC 793** – *Introduction to Quantitative Methods in Educational Research (or equivalent)*

**PRACTICUM EXPERIENCE**
- **EDUC 777** – *Administrative Practicum*

Students can fulfill the experiential component of this concentration by completing an approved internship experience in a setting that focuses on organizational and management issues. Requests to substitute other experiential learning opportunities that fall outside CSHPE internship settings may be made to the advisor. Approval for these internships and alternate experiences will be made by the MA Program Coordinator.

All of our internships address significant organizational and management issues. Some of our internship opportunities include:

- National Forum on Higher Education for the Public Good
- National Center for Institutional Diversity
- Taubman College
- Michigan Engineering First Year Program
- Office of Curriculum and Learning, Oakland Community College
- Residential College
- Integrative Systems and Design (ISD), College of Engineering

**COMPLETION OF MA**