



## Student Development in Higher Education Program

Signature Assignment for SDHE 549

Frames Memo

### Student Learning Outcome(s) Assessed:

SLO #4: Apply basic leadership and organization theories along with core management skills (planning, environmental scanning, legal compliance, risk management, use of technology, budgeting, and human resource management) to student affairs practice as reflected in case studies and in practicum and fieldwork experiences.

### Description of the Signature Assignment

The frames memo is the signature assignment for the course and assesses SDHE program SLO #4. The purpose of this assignment is for you to develop skill in applying multi-frame analyses to organizational challenges and change initiatives.

Candidates are expected to complete a 5-8 page memo in which they apply Bolman's and Deal's organizational frames to a particular problem in their organization. They are to identify the problem, analyze it through one of the frames and propose solutions, then analyze it through additional frames and propose additional solutions. The assignment is to take the form of a memo to their vice-president.

### Directions for Students

You have been appointed as the assistant vice president for organizational effectiveness and one of your first projects is to conduct an analysis of a problem (either on the campus or within student affairs) using Bolman's and Deal's concept of organizational frames. Your task is to draft a memo (to the president or the VP for student affairs) analyzing the problem and suggesting ways to address it. You should begin by identifying a problem at an institution with which you are highly familiar.

You will develop your memo in 3 stages:

#### **Stage 1: Describe the Problem and the Context**

Describe the organization (an institution and/or division) where the problem exists and explain the problem. "Problems" generally fall into one of two categories:

- Some project or program that currently exists is "wrong" and must be addressed. For example, students seem to constantly complain about the financial aid office not helping them and you have the impression they're correct. Or maybe the college has a multicultural center that has been approved and exists in name but not in reality or just can't get traction to be effective. Or there's a living-learning center that exists but isn't thriving.
- There is some new initiative that you want to implement and the "problem" is how to do so. For example, maybe you see the need to start a living-learning center on campus, or create an office to serve international students.

In either case, describe the institution or division. What is its purpose or mission? Its main activities? About how many staff are there in the unit you're focused on?

Then, explain the nature of the problem and why is it a problem. Why should we care about this issue? Provide enough detail to convey the nature and scope of the problem, and explain why it is a problem or a need that must be addressed. Review other BeachBoard postings to get a sense of what others are doing as well as the feedback I am providing.

### ***Stage 2: Analyze the Problem Using the Frames***

Look at the problem through at least two, but preferably three or four, of Bolman and Deal's organizational frames. Identify the predominant frame, and analyze the problem through this frame first, using examples from your situation/scenario that are relevant illustrations of that frame. Then, do the same thing for each of the secondary frames you think are relevant. The goal is for you to discuss and illustrate how each of the frames you select adds to our understanding of the situation. Think about what each frame would say about why the issue you've raised is a problem. For instance, "It's a structural problem because..." Then provide examples and analysis to make the case that there is a breakdown in each of the frames you identify.

### ***Stage 3: Final Memo***

Your final memo should incorporate and build on the first two stages, while presenting proposed solutions appropriate to each of the frames you identified in Stage 2. For each of the solutions you present, articulate the frame(s) that are relevant to the solution. In total, your final memo should:

1. Present a general overview of the problem and the context.
2. Employ multiple frames to analyze the nature of the problem and help us understand the nature of the problem (usually with one predominant frame and one or more secondary frames).
3. Identify strategies to address the problem that are appropriate to the frames you used to analyze the nature of the problem; link the strategies to the relevant frames.
4. Provide a concise summary of which frames apply to the problem, the value of multi-frame thinking, and your proposed multi-frame solution strategy.

Your memo is likely to be 8-12 pages in length. A rubric is posted online. Be sure to refer to it, as well as the directions and discussions in class, it as you develop your memo.

**Management of Student Development in Higher Education (SDHE 549)**  
**Frames Memo: Scoring Rubric**

Student Name: \_\_\_\_\_

Criteria	10 = Exceeds expectations	7-9 = Meets expectations	4-6 = Meets some expectations	0-3 = Does not meet expectations/ missing or incomplete work	Score
Description of problem and context	<ul style="list-style-type: none"> <li>Description is detailed, thorough, and complete</li> <li>Description is nuanced, reflecting the complexities of the situation and using examples to illustrate</li> </ul>	<ul style="list-style-type: none"> <li>Description of the problem is thorough, giving the reader a good sense of the main issues by summarizing them</li> </ul>	<ul style="list-style-type: none"> <li>Description of the problem is vague, cursory, unclear</li> </ul>	<ul style="list-style-type: none"> <li>The problem description is missing or so vague as to not permit understanding of the situation</li> </ul>	
Application of frame	<ul style="list-style-type: none"> <li>The choice of the initial frame used is clearly relevant</li> <li>Analysis using this frame is complete</li> <li>Discussion of other frames is accurate and shows strong grasp of the strengths and weaknesses of each frame</li> </ul>	<ul style="list-style-type: none"> <li>The initial frame is a logical fit to the problem and the analysis with this frame is sound</li> <li>Discussion of other frames is generally solid but sometimes vague, inaccurate or missing a frame; grasp of strengths/weaknesses is generally clear</li> </ul>	<ul style="list-style-type: none"> <li>The initial frame is an inappropriate choice and/or not fully described or explained</li> <li>Discussion of other frames is weakly developed, and/or little understanding of the strengths/weaknesses of each</li> </ul>	<ul style="list-style-type: none"> <li>The application of the frames is missing or so vague as to not demonstrate understanding</li> </ul>	
Use of examples	<ul style="list-style-type: none"> <li>The examples used are appropriate to each frame</li> <li>The examples are presented in clear, detailed way showing a grasp of each frame</li> </ul>	<ul style="list-style-type: none"> <li>The examples use are generally appropriate to each frame, although some are absent, inappropriate or unclear</li> </ul>	<ul style="list-style-type: none"> <li>Few examples are provided</li> <li>The examples generally seem unrelated to the frame and/or are not fully developed</li> </ul>	<ul style="list-style-type: none"> <li>Examples are missing or so vague or unrelated as to not demonstrate understanding</li> </ul>	
Proposed solutions	<ul style="list-style-type: none"> <li>Solutions are relevant, comprehensive, aligned with problems and frames</li> <li>Solutions address multiple frames as presented</li> <li>Solutions are synthesized at the end of memo</li> </ul>	<ul style="list-style-type: none"> <li>Solutions are generally relevant and thorough given the problems</li> <li>Some solutions appear to be not fully aligned with the problem and/or the frame(s)</li> <li>Solutions are synthesized at the end of memo</li> </ul>	<ul style="list-style-type: none"> <li>Solutions are presented in a cursory way, not fully explained or developed</li> <li>There is no clear link between the proposed solutions and the problems/frames</li> </ul>	<ul style="list-style-type: none"> <li>Solutions are missing or so vague as to not demonstrate understanding</li> </ul>	
Quality of writing	<ul style="list-style-type: none"> <li>Clear, active writing</li> <li>No or very few errors</li> <li>Proper APA format</li> </ul>	<ul style="list-style-type: none"> <li>Writing is professional</li> <li>Errors are intermittent</li> <li>APA format generally appropriate, some errors</li> </ul>	<ul style="list-style-type: none"> <li>Writing has multiple errors, is unclear, and/or APA formatting is not followed</li> </ul>	<ul style="list-style-type: none"> <li>Writing has frequent errors, APA formatting not followed</li> </ul>	
<b>Total</b>					

## Legend

<b>Total Points</b>	<b>College of Education Assessment Scale Equivalent</b>
<b>45-50</b>	4 (Exceeds Expectations)
<b>40-44</b>	3 (Meets Expectations)
<b>35-39</b>	2 (Meets Some Expectations)
<b>30-34</b>	1 (Does Not Meet Expectations)
<b>&lt;29</b>	0 (Can't Score)