

FIELD GUIDE TO
**ACADEMIC
LEADERSHIP**

A Publication of the National Academy for Academic Leadership

Robert M. Diamond
EDITOR



Field Guide To Academic Leadership

Susan Stavert Roper, Terrence E. Deal



Field Guide To Academic Leadership:

Field Guide to Academic Leadership Robert M. Diamond, Bronwyn E. Adam, 2002-10-09 Once again Bob Diamond has cut to the heart of the matter and has given us a field guide actually a handbook of real hands on academic leadership He has assembled an elite group of contributors who provide insights and guidance which will be useful for all academic leaders new and old public or private CEO or assistant Charles E Glassick senior associate emeritus The Carnegie Foundation The Academic Library Administrator's Field Guide Bryce Nelson, 2014-06-13 The daily administration of an academic library often leaves you needing quick advice on the topic at hand Nelson an experienced administrator writing from first hand knowledge delivers such advice in 30 topical chapters **The Jossey-Bass Academic Administrator's Guide to Exemplary Leadership** James M. Kouzes, Barry Z. Posner, 2003-06-03 Written by James M Kouzes and Barry Z Posner two of the foremost experts on the topic of leadership the Jossey Bass Academic Administrator's Guide to Exemplary Leadership clearly shows how anyone can develop the key leadership skills needed to get extraordinary things done on their campuses This important resource outlines the principles and practices that are solidly based in more than two decades of quantitative and qualitative research The Jossey Bass Academic Administrator's Guide to Exemplary Leadership Describes the proven Five Practices of Exemplary Leadership Explains the fundamental principles that support the key leadership practices Provides actual case examples of real people on college and university campuses who demonstrate each practice Offers specific recommendations on what to do to own these practices Shows how to continue to develop as a leader Academic Leadership and Governance of Higher Education James T. Harris, Jason E. Lane, Jeffrey C. Sun, Gail F. Baker, 2023-07-03 Winner of the 2012 ASHE CAHEP Barbara Townsend Lecture Award To prosper and thrive in an increasingly unpredictable national and global environment U S higher education will need to adapt innovate and evolve once again as it has during every major societal change over the past four centuries The purpose of this new edition published a turbulent decade after the first is to provide institutional leaders from department chairs to trustees with a broad understanding of the academic enterprise strategic guidance and key principles to assist them in navigating the future and drive the success of their institutions as they confront the unimaginable Recognizing that the hallmark of higher education in the U S is the diversity of institution types each of which is affected differently by external and internal influences the authors provide examples and ideas drawn from the spectrum of colleges and universities in the not for profit sector This book covers the major functions and constituent departments and units within institutions the stakeholders from students and faculty through the echelons of administration the external environment of elected officials foundations philanthropists and the new changing media and innovations in teaching technology data analytics legal frameworks as well as economic demographic and political pressures The book is informed by the proposition that adhering to four principles which the authors identify as having enabled institutions of higher education to successfully navigate ever changing and volatile pasts will enable them to flourish in the

coming decades The four principles are 1 Be mission centric by making all key decisions based on a core mission and set of values 2 Be able to adapt to environmental change in alignment with the mission and core values 3 Be committed to democratic ideals by seeking to promote them and modeling democratic practices on and off campus 4 Be models for inclusion equity and positive social change

Resource Handbook for Academic Deans Andrew Adams, 2023-01-17 This essential guide addresses the expanding multifaceted role of college and university academic leaders The new edition of the Resource Handbook for Academic Deans one of the most important offerings to the academic community by the American Conference of Academic Deans is written by and for academic leaders to address the expanding multifaceted role of college and university administrators Each chapter explores a topic related to how higher education leaders are influenced by national events local partnerships or on campus collaborations Among the topics covered are understanding educational policy at the national level working with leaders from department heads to provosts engaging with external partners leading collaborative change at small colleges and universities shifting toward student centered campuses making data informed decisions embracing diversity equity and inclusion managing and balancing salaries building effective leadership teams and mentoring future leaders holding difficult conversations returning to the faculty after leadership Providing helpful advice that can be studied in short chapters and inspiring content based on personal experience the forty three authors in this volume hold positions from department chairs to presidents at four year and community colleges across the country Written during the COVID 19 pandemic and amid calls for greater diversity equity and inclusion in higher education each chapter offers perceptive insights from experienced leaders who serve a broad range of institutional types

Leadership in Higher Education Jim Kouzes, Barry Posner, 2019-09-17 The authors of the classic bestseller The Leadership Challenge bring their expertise to higher education offering five practices that can make any college or university leader into an exemplary leader Drawing on the same pioneering research that formed the foundation of their classic bestseller The Leadership Challenge over 2 7 million copies sold James Kouzes and Barry Posner offer a set of leadership skills and practices that will make a significant difference in every area of higher education faculty administration library services career counseling auxiliary services campus safety and more It s about the behaviors that leaders regardless of their position use to transform values into actions visions into realities obstacles into innovations segments into solidarity and risks into rewards Kouzes and Posner tell the leadership story from the inside and move outward describing it first as a personal journey and then as mobilizing others to want to do things they have never done before The Five Practices of Exemplary Leadership is the operating system for this adventure Leadership in Higher Education explains the fundamental principles that support these practices and provides case examples of people in higher education who demonstrate each one A core theme that weaves its way through all the chapters is that whether it s one to one or one to many leadership is a relationship between those who aspire to lead and those who choose to follow We need leaders who can unite us and ignite us This book lights the way Rethinking the

"L" Word in Higher Education: The Revolution of Research on Leadership Adrianna Kezar, Rozana Carducci, Melissa Contreras-McGavin, 2011-10-19 In these times of change and challenge in higher education pleas for leadership have become frequent However the type of leadership required within this new context of globalization demographic changes technological advancement and questioning of social authority may call for different skills requiring a re education among campus stakeholders if they want to be successful leaders In the past twenty years there has been a revolution in the way that leadership is conceptualized across most fields and disciplines Leadership has moved away from being leader centered individualistic hierarchical focused on universal characteristics and emphasizing power over followers Instead a new vision has emerged leadership that is process centered collective context bound non hierarchical and focused on mutual power and influence processes This volume summarizes research and literature about new conceptualizations of leadership to inform practice This is volume 31 number 6 of the ASHE Higher Education Report a bi monthly journal published by Jossey Bass See our entire list of ASHE Higher Education Report titles for a wide variety of critical issues facing Higher Education today

The Department Chair Primer Don Chu, 2012-02-07 If higher education is to fulfill its vital social mission new department leaders must be prepared for their positions and get up to speed on the basics quickly educating themselves about the role and continuing to learn on the job In this second edition of his classic resource Don Chu outlines the proven ideas and strategies new department chairs need in order to do their jobs well Thoroughly revised and updated The Department Chair Primer contains information that addresses the current pressures and challenges in higher education and offers practical suggestions for responding to them Filled with illustrative examples the book gets straight to the heart of challenges and issues Each chapter details a particular problem includes a brief introduction to the topic and provides tips on how to deal with the situation Covering a wealth of topics The Department Chair Primer Explores the chair's role as department leader Offers suggestions for handling stress and conflict Includes information on budgeting resource management and development Contains strategies for professional development people management and working with challenging personnel Presents ideas for handling department communications student development and strategic positioning Written in a concise and accessible manner The Department Chair Primer is an ideal resource for the busy new department chair

The Essential Academic Dean or Provost Jeffrey L. Buller, 2015-09-04 The go to reference for academic leaders seeking practical answers to everyday challenges The Essential Academic Dean or Provost explains the how of academic leadership providing a practical comprehensive reality based reference for almost any problem challenge or opportunity This updated second edition includes new chapters on the difference between leadership and management in higher education leadership in politically charged environments effective strategies for making decisions and working with associate deans or provosts plus new case studies new research and ten additional chapters available on the companion website Each topic deals concisely with the most important information deans and provosts need when faced with a

particular situation providing both a comprehensive guide to academic leadership as well as a ready reference to be consulted as needed The role of a dean or provost at a modern university is extremely complex involving budgeting community relations personnel decisions management of a large enterprise fundraising and guiding a school college or entire institution toward a compelling vision of the future The details academic leaders have to deal with are numerous and critical and every little thing matters This invaluable guide provides the answers you need when you need them and gives you framework for successfully navigating your job s many competing demands Build support for a shared vision of the future Interact effectively with different internal and external constituencies Learn decision making techniques specific to the academic environment Set supervise and implement a budget that allows your programs to flourish Academic leaders need a handy focused reference that provides authoritative answers to the many issues and questions that arise every day With proven solutions to a multitude of challenges The Essential Academic Dean or Provost shows academic leaders what they need to know in order to successfully guide their institutions into the future *Proceedings of IAC-ETeL 2013* Collective of authors,2013-10-10

Peak Performance for Deans and Chairs Susan Stavert Roper,Terrence E. Deal,2010-01-16 Deans and chairs like other leaders everywhere often rely on narrow views of their organizations that capture only part of the real picture As a result they miss out on a rich array of options available to them Peak Performance for Deans and Chairs molds deans and chairs into better leaders by teaching them a new way of thinking about their universities colleges and departments Reframing is the ability to examine a situation through multiple lenses which not only enhances understanding of challenges leaders face but also suggests strategies for moving forward Entertaining and realistic scenarios show deans and chairs grappling with common problems as they attempt to implement change manage the faculty deal with budget cuts and win over the higher ups Some leaders are successful others fail This book analyzes the behavior of chairs and deans through the political structural human resources and symbolic frames Lessons learned from the negative as well as the positive scenarios are highlighted enabling deans and chairs to easily adapt them to their own situations The book is the result of a combined effort by a veteran university administrator with many years in the roles of dean and chair and by an internationally known expert on leadership Together they have produced a rare volume that is as strong in its practical application as it is in its theoretical foundation The fact that it is also engaging and a fast read should put it on the top of deans and chairs must read lists [Managing Effective Relationships in Education](#) Carol Cardno,2012-04-04 Combining a theoretical and a practical approach this book provides a guide to educational administration management and leadership across sectors The author focuses on two particular topics organizational learning and dilemma management More specifically the author looks at how to bring about productive relationships in order to solve complex problems showing how effectiveness is enhanced when complex problems are resolved collaboratively and trustingly This book will stimulate and support practicing and aspiring educational leaders at all levels and in all types of educational organizations **Student**

Affairs for Academic Administrators T. Lynn Hogan, 2023-07-03 Co published with In these days when every college or university needs to make the best use of resources Student Affairs for Academic Administrators is intended to help academic administrators make the best use of one vital campus resource student affairs By providing this concise introduction to student affairs as a discipline and a profession the authors of this volume provide a foundation for working together to improve the student experience and enhance learning Since academic administrators typically come up through the faculty ranks they are unlikely to have a good grasp of what their student affairs colleagues bring to the common work of education To provide a better understanding the chapters in this volume cover topics such as The history of student affairs and functions typically associated with student affairs divisions Current thinking and research in student development theory Theoretical constructs underlying contemporary student affairs practice and ways to employ these theories in academic administration Diversity issues and their impact on student outcomes in the collegiate environment After a chapter on how to build successful collaborations between academic affairs and student affairs two final chapters explore specific examples of how such collaborations work in practice Academic honor codes and undergraduate research While written for academic administrators the book also provides valuable insights for those in student affairs seeking to improve understanding and facilitate collaboration with colleagues in academic affairs

Women's Ways of Making It in Rhetoric and Composition

Michelle Ballif, D. Diane Davis, Roxanne Mountford, 2010-03-17 This volume explores how women in the fields of rhetoric and composition have succeeded despite the challenges inherent in the circumstances of their work Focusing on those women generally viewed as successful in rhetoric and composition this volume relates their stories of successes and failures to serve as models for other women in the profession who aspire to make it too to succeed as women academics in a sea of gender and disciplinary bias and to have a life as well Building on the gains made by several generations of rhetoric and composition scholars this volume provides strategies for a newer generation of scholars entering the field and in so doing broadens the support base for women in the field by connecting them with a greater web of women in the profession Offering frank discussion of professional and personal struggles as well as providing reference materials addressing these concerns solid career advice and inspirational narratives told by women who have made it in the field of rhetoric and composition this work highlights such common concerns as dealing with sexism in the tenure and promotion process maintaining a balance between career and family struggling for scholarly and or administrative respect mentoring junior women finding one's voice in scholarship and struggling to say no to unrewarded service work The profiles of individual successful women describe each woman's methods for success examine the price each has paid for that success and pass along the advice each has to offer other women who are beginning a career in the field or attempting to jumpstart an existing career With resources and general advice for women in the field of rhetoric and composition to guide them through their careers as they become survive and thrive as professionals in the discipline this book is must have reading for every woman making her career in the rhetoric

and composition fields Engaging the Six Cultures of the Academy William H. Bergquist, Kenneth Pawlak, 2007-10-19 In *The Four Cultures of the Academy* William H. Bergquist identified four different yet interrelated cultures found in North American higher education: collegial, managerial, developmental, and advocacy. In this new and expanded edition of that classic work, Bergquist and coauthor Kenneth Pawlak propose that there are additional external influences in our global culture that are pressing upon the academic institution, forcing it to alter the way it goes about its business. Two new cultures are now emerging in the academic institution as a result of these global external forces: the virtual culture prompted by the technological and social forces that have emerged over the past twenty years, and the tangible culture which values its roots, community, and physical location and has only recently been evident as a separate culture, partly in response to the emergence of the virtual culture. These two cultures interact with the previous four, creating new dynamics.

Leadership in Theological Education, Volume 3 Fritz Deininger, Orbelina Eguizabal, 2018-10-14 The ICETE Programme for Academic Leadership (IPAL) was officially established in 2010 and arose out of the need to provide training to theological institutions in different regions of the world. IPAL provides a three-year cycle of seminars for the professional development of evangelical academic leaders and administrators to help institutions in their pursuit of quality and excellence in theological education. This publication is the third and final volume intended to accompany and support the IPAL seminars as well as be an independent resource to aid theological institutions with faculty development. Faculty development is at the heart of theological education. This book lays the foundation for institutions to equip, train, and release emerging academic leaders to advance their careers and improve the standards of their teaching and research. The contributors to this volume share the findings of research conducted at evangelical academic institutions in various contexts around the world so that other senior administrators can enhance the quality of theological education at their own institution.

A Handbook for Seminary Presidents G. Douglass Lewis, 2006-06-13 There are now over 250 theological seminaries in the United States and Canada. Leading these diverse institutions is a difficult task that combines elements of executive management, academic prowess, master storytelling, and spiritual discipline. Apart from informal mentoring relationships, however, there has been no resource specifically designed to impart collected presidential wisdom. Douglass Lewis Lovett Weems and the four dozen other presidential contributors to this volume, a project of the Association of Theological Schools in the United States and Canada, together possess hundreds of years of combined experience in institutional leadership. They pass along sage advice on everything from boards and enrollment to facilities and institutional advancement, with special discussions of women in leadership, Canadian schools, and the challenges of university-based programs. Any person in administration at a seminary recognizes that leadership in theological education presents a unique set of challenges. *A Handbook for Seminary Presidents* aims to make this task easier and more fulfilling, not only for the presidents themselves but also for deans, faculty, support staff, and all who seek to effectively prepare the next generation of Christian leaders. Contributors: Daniel Aleshire, Harold W. Attridge, Albert Aymer.

Rebekah Burch Basinger Michael Battle Maxine Beach Charles E Bouchard C Samuel Calian Cynthia Campbell John Canary Robert Cooley Vincent Cushing Marvin Dewey David Draper Ward Ewing Frederick J Finks Dorcas Gordon Thomas Graves Heidi Hadsell Adolf Hansen Martha Horne James Hudnut Beumler ByronKlaus Christa Klein Steven Land Robert Landrebe Robert F Leavitt G Douglass Lewis David Maldonado Kevin Mannoia David McAllister Wilson William McKinney Laura Mendenhall Ron Mercier Donn Morgan Richard J Mouw David Neelands Anthony Ruger Donald Senior Jean Stairs Brian Stiller Susan Thistlethwaite David L Tiede Timothy Weber Kent M Weeks Louis Weeks Lovett H Weems Jr Edward Wheeler Craig Williford Wilson Yates

Black Women, Academe, and the Tenure Process in the United States and the Caribbean Talia Esnard, Deirdre Cobb-Roberts, 2018-08-06 This book explores the meanings experiences and challenges faced by Black women faculty that are either on the tenure track or have earned tenure The authors advance the notion of comparative intersectionality to tease through the contextual peculiarities and commonalities that define their identities as Black women and their experiences with tenure and promotion across the two geographical spaces By so doing it works through a comparative treatment of existing social in equalities educational disparities and injustices in the promotion and retention of Black women academics Such interpretative examinations offer important insights into how Black women's subjugated knowledge and experiences continue to be suppressed within mainstream structures of power and how they are negotiated across contexts

The Relevance of Higher Education Timothy Simpson, 2013-09-24 Most statements today about higher education begin with the assumption that it should be relevant That it should be relevant however does not settle the matter The significance of relevance depends on the power of something else that is more fundamental Relevance may be a true standard of judgment but it does not stand by itself Assuming higher education should be relevant the question emerges relevant to what Why How At what costs And relevant in what sense These are some of the central questions animating this study The Relevance of Higher Education Exploring a Contested Notion edited by Timothy L Simpson examines the relevance of higher education by bringing together the work of historians political scientists and educational philosophers The contributors probe the meaning of relevance in its many guises providing an historical and philosophical account of the roots of this concept and its impact on the institution of higher education Furthermore The Relevance of Higher Education provides a critical evaluation of the impact of relevance on our understanding of the political and economic relationship between higher education and society This study suggests views of relevance that could guide the future of higher education By providing penetrating analysis this text thoroughly explores relevance and its underlying assumptions potential implications and long lasting effects on higher education and society The Relevance of Higher Education provides the tools necessary to develop a rich framework for understanding relevance and its impact on higher education and society

The Essential Department Chair Jeffrey L. Buller, 2012-01-24 THE ESSENTIAL DEPARTMENT CHAIR This second edition of the informative and influential The Essential Department Chair offers academic chairs and department heads the

information they need to excel in their roles This book is about the how of academic administration for instance how do you cultivate a potential donor for much needed departmental resources How do you persuade your department members to work together more harmoniously How do you keep the people who report to you motivated and capable of seeing the big picture Thoroughly revised updated and expanded this classic resource covers a broad spectrum of timely topics and is now truly more than a guide it s a much needed desk reference that tells you everything you need to know to be a department chair The Essential Department Chair contains information on topics such as essentials of creating a strategic plan developing and overseeing a budget key elements of fundraising preparing for the role of chair meeting the challenges of mentoring to increase productivity and creating a more collegial atmosphere The book also explores the chair s role in the search process shows how to conduct a successful interview and what to do when it s time to let someone go And the author includes suggestions for the best practices to adopt when doing an evaluation or assessment The Essential Department Chair Second Edition contains a wealth of new realistic case studies to equip leaders in this pivotal position to excel in departmental and institutional life

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