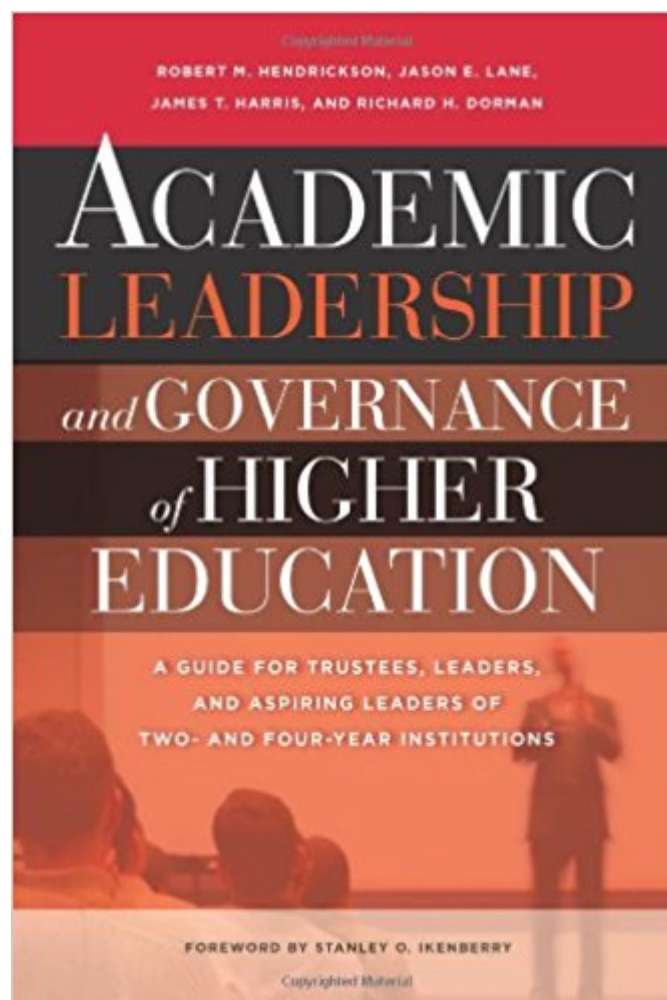




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# Academic Leadership And Governance Of Higher Education: A Guide For Trustees, Leaders, And Aspiring Leaders Of Two- And Four-Year Institutions





## Synopsis

To meet the new and rapidly changing demands facing today's higher education managers and leaders from department chairs to trustees this book offers guidance on how to effectively discharge their responsibilities and how to develop their skills for managing their relationships with internal and external stakeholders. It also provides a broad understanding of the structure and functions of their institution and of the appropriate loci of decision-making. The authors go beyond the "positions" of leadership to emphasize the qualities of creativity, commitment, collaboration, delegation and courage that are essential to steer a unit, college or university through successful and enduring change. Recognizing that the hallmark of higher education in the United States is a diversity of institutional types, this book enables the reader to relate issues of environment, organization and management to his or her specific institution, from not only the presidential perspective, but from the vantage point of trustees, provosts, vice presidents, deans, and department heads. By covering all these functions as well as the role of external stakeholders in a single volume, this book offers readers a comprehensive view of how institutions respond to external forces and internal issues, and how these impact organizational structure, functions and decision-making in their roles, and the institution at large. The book is informed by these three essential principles: Sound institutional decisions must be based on a clearly articulated mission and set of core values; Successful institutional adaptation to a changed environment must be grounded and aligned with the fundamental mission and core values; and Successful academic leaders must be able to create and foster partnerships, bringing diverse individuals and interests together around a shared vision and mission grounded in common values. This handbook is divided into five units. The first introduces the reader to the scholarly field of higher education and establishes the contextual framework for the rest of the book. The second investigates the multifaceted and often complex relationships that exist between institutions of higher learning and the external constituencies. The third focuses how college and university presidents and their board of trustees keep an institutional mission focused while adapting to changes in the environment, while the fourth analyzes how colleges and universities fulfill their core mission through shared democratic partnerships. The concluding unit concerns how effective academic leaders implement their institution's academic mission. Both scholarly and accessible, this book is intended to be of interest to a broad audience, ranging from graduate students in higher education administration programs to members of institutional governing boards, and everyone in leadership positions in between. All of the authors have completed graduate work in a higher education administration program, and collectively have had experience with academic

administration at every level through to the university presidency. Two of the authors are currently faculty in leading higher programs teaching classes in administration and organizational theory and have published widely in the scholarly field. One has been a member of a governing board. Study questions suitable for leadership training and graduate courses are provided online. See hot link at top right of this page.

## **Book Information**

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## **Customer Reviews**

"Enabling our colleges and universities to reach their highest academic and economic potential requires a commitment to the core values of higher education and to cultivating the partnerships in community, business, and government that allow us to bring those values to scale. Academic Leadership and Governance of Higher Education is a mindful handbook that leaders will find themselves referring back to often as the mission of higher education continues to evolve." - Nancy L. Zimpher, Chancellor, State University of New York

"This encyclopedic compendium of the history and challenges of virtually all aspects of higher education will serve as a handy reference for academic leaders and scholars. It should find a place in all college and university libraries as well as in the personal libraries of presidents. The book's perspective is that, to be successful, academic leaders must be focused on vision, mission, and core values; be able to adapt to a rapidly changing environment; and include key constituents in decision-making. The book is an important contribution to the higher-education literature." - Rita Bornstein, PhD, President Emerita & Cornell Professor of Philanthropy & Leadership Development, Rollins College

"This hefty volume consists of short

articles about an amazingly wide array of topics in higher education and will be a welcome reference work for professionals in the field as well as trustees and donors. Those who need to know something quickly about an aspect of higher education that is outside their immediate experience will find the succinct treatment and comprehensive approach of great value. Each section also includes a lengthy bibliography for those who wish to learn more." - Richard Ekman, President, Council of Independent Colleges

"A treasure trove of important concepts and practical wisdom for anyone interested in mastering the nuances of effective academic leadership in higher education. The authors combine key theory and real-world insight in ways that are incisive, interesting, and informative. A comprehensive guide and valuable resource for seasoned administrators and newly appointed board members alike." - Joseph P. Zolner, Senior Director of Higher Education Programs, Harvard Graduate School of Education

"Academic Leadership and Governance of Higher Education is as handy as it is scholarly. Its scope of coverage and its level of detail make this book not just a 'must-have' but a 'must-refer-to' resource for scholars and practitioners alike. In particular, those new to higher education leadership, including board members and new presidents, will find higher education's more puzzling features--such as shared governance, academic culture, and external influences--clarified in ways that will contribute to greater effectiveness." - Susan Whealler Johnston, Executive Vice President, Association of Governing Boards of Universities and Colleges (AGB)

Dr. Richard H. Dorman is the 14th President of Westminster College (PA), recently named the #1 college in America for women in the science, technology, engineering, and math (S.T.E.M) disciplines. He has served in various senior administrative capacities as Vice President for Institutional Advancement at Otterbein College, and Assistant Vice President at the University of Louisville overseeing all development operations for the Health Sciences Center.

Dr. James T. Harris III is President and Professor of Education at Widener University. Under his leadership, Widener has been recognized by The Chronicle of Higher Education as a "Best College to Work For" and Newsweek ranked Widener in the top 10 nationally for community service. Prior to Widener, he served as President of Defiance College.

Dr. Harris has served on the national boards of the Campus Compact, the NCAA, the National Association of Independent Colleges and Universities, the Coalition of Urban and Metropolitan Universities and the Council for Advancement and Support of Education.

Dr. Robert M. Hendrickson is a Professor of Education in Higher Education, Senior Scientist in and Interim Director of the Center for the Study of Higher Education at Penn State. His research and teaching interests include legal issues,

organizational theory, administration and governance, and faculty employment issues. From 2001 thru 2007 he served as Associate Dean for Graduate Programs, Research, and Faculty Development within the College of Education. Dr. Jason E. Lane is Director of Education Policy Studies at the Nelson A. Rockefeller Institute of Government, the public policy think tank of the State University of New York (SUNY). He is also an associate professor of educational administration and policy studies and a senior researcher with the Institute for Global Education Policy Studies at the University at Albany, SUNY, where he co-directs the Cross-Border Education Research Team (C-BERT).

It is for my son he needs

Good book to understand governance

While this textbook is purchased for a graduate education course, it's logically laid out, easy to reference, and has been a go-to source for foundational understanding.

great

This textbook is required for a course in my Higher Education Administration master's program. There are a couple/few references to Reframing Organizations (Bolden). I'd recommend reading that book in addition to this one. The 5th edition of Reframing Organizations just has an updated Preface. The Table of Contents is the same, verbatim (to edition 4, 2008). The author split paragraphs (same verbiage) from 2 paragraphs to 3, for example, to make the book look different. Total ripoff; thankfully my school library had a copy. Academic Leadership and Governance of Higher Education is a multidisciplinary book (covering such topics as education law, higher ed organizational structure and roles, systems theory, etc.). I read the book in 7 or 8 days. I enjoyed it very much. The best part of the book involves best practices recommendations by the authors. They are not provided at the start or end of any of the chapters; you have to read the book cover to cover to get them (and there are a lot of them). There are a lot of defined terms throughout the reading. My biggest criticisms are: 1. The author didn't reference everything in the index. I found myself writing where things are mentioned in the book in the index. 2. Sometimes, terms are used (like Ivory tower). It's mentioned, first, on p. 15. It's not defined till p. 85. It's used again on pp. 180-181. Thankfully I kept a sheet of paper of words (and concepts) not defined and what pages they were

on. If I didn't, it would have driven me nuts looking for the information presented earlier; this early information makes the ideas/definitions more complete.<sup>3</sup> You can't skip around too much; the reading is progressive (important verbiage, referenced early, is used in later chapters). If you read the chapters out of order, you will miss a lot. Overall, I would recommend this book. I learned a lot. I am in the midst of making a digital writeup for facilitation of course requirements. There is A LOT of information in the relatively small book. Enjoy!

This book is very practical and easy to read.

The authors have a very good range of understanding on the topic.

Excellent book with a full coverage of important issues in Higher Education governance and leadership. Great balance of topics, I recommend it for HI ED students, and of course for HI ED administrators and wanting to be leaders. It could be an excellent present for new board members, too.

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