

**PRESIDENTIAL TRANSITION  
IN HIGHER EDUCATION**

*Managing Leadership Change*

**James Martin, James E. Samels  
& Associates**

# Presidential Transition In Higher Education Managing Leadership Change

**Joseph A. Allen, Roni Reiter-Palmon**



## **Presidential Transition In Higher Education Managing Leadership Change:**

**Presidential Transition in Higher Education** James Martin, James E. Samels, 2006-01-04 Zimpher University of Wisconsin Milwaukee *Presidential Transition in Higher Education*, 2006 **The Cambridge Handbook of Organizational Community Engagement and Outreach** Joseph A. Allen, Roni Reiter-Palmon, 2019-01-03 This is an ideal reference for those looking to understand study and practice community engagement and outreach It discusses the different ways individuals including faculty administrators and management in organizations engage in their communities It supplies case studies best practices and theoretical approaches to the study of community engagement Scholars active in this field can use this book as an integration of the current knowledge concerning community engagement and as an inspiration for future research agendas Whilst directing how to implement effective community engagement practices the book also facilitates the application of organizational theory to community engagement It will appeal to academics who are interested in the theoretical background of community engagement *Portraits in Leadership* Arthur Padilla, 2005-01-01 Leading complex organizations is never easy or simple In this book Padilla uses the university as the organizational vehicle through which to examine the phenomenon of leadership and followership in complex entities The unique characteristics of universities as organizations are discussed and the leadership experiences of six well known university presidents are analyzed within an original framework of leadership Just as John Kennedy's Profiles in Courage considered the notion of political courage within the institutional setting of Congress this book explores leadership within the context of the modern American university The roles of persuasion and communication are highlighted as the author weaves the principal patterns from each of the six case studies to the situational conditions that faced these extraordinary individuals Padilla offers valuable suggestions on how to improve selection of leaders and increase organizational effectiveness The author's plan follows three circles that overlap to form its basic framework 1 The university as a complex organization 2 Leadership its patterns theories and commonalities and 3 Case studies of exemplary leaders which highlight their early experiences and actions The overlap of the three circles defines the conclusions and synthesis Each leader's story covers four areas Childhood background formal schooling education senior leadership roles and major defining events successes and failures and forecasts for higher education and its leadership The book includes an assortment of public and private universities which provides a diversity of leaders who face significant differences in terms of control financing and oversight This diversity allows for more useful comparisons and contrasts The author explains the enormous role that persuasion rather than domination or power plays in successful leadership It is clear that persuasion is effective in many settings and not just in the university environment but it is particularly effective **Searching for Higher Education Leadership** Jean A. Dowdall, 2009-11-16 Dowdall's book offers sample documents for candidates as well as for the search committees and includes a substantive bibliography From her vantage point outside the institution Dowdall is able to provide a unique point

of view and insightful comments on the complex and often daunting process of the academic executive search Key selling points include The eagerness for career advice that exists both from candidates Part I of the book and search committees Part II of the book a visible author who writes a monthly column in the Chronicle of Higher Education and lectures often at leadership seminars and information on this subject which covers all institutional types including liberal arts colleges comprehensive institutions research universities and community colleges

**Leadership Under Fire, Second Edition** Ross H. Paul, 2015-04-01 While the role of the university president has evolved dramatically in recent years the recruitment pool and selection process have changed little since the 1960s In Leadership Under Fire Ross Paul combines leadership theory interviews with eleven of Canada's most successful presidents and thirty five years of personal experience to shed light on the complexity and importance of leading a university and identifies some of the critical challenges and opportunities facing Canadian universities today Paul illuminates some of the ways in which Canadian universities are unique and uses these differences to make clear the importance of organizational cultural and institutional fit for leaders confronting critical academic issues such as academic leadership and accountability student success and support university funding and fund raising strategic planning government and community relations and internationalism His analysis reaffirms some long standing practices while arguing that changes are badly needed in others While much has been written about university leadership elsewhere Leadership Under Fire focuses on Canada and some of the men and women who have made a real difference to the quality of its post secondary institutions Paul builds on their stories to offer useful perspectives and advice at a time when the quality of universities was never more critical to the country's economic social and political success

**Unlocking Opportunity through Broadly Accessible Institutions** Gloria Crisp, Kevin R. McClure, Cecilia M. Orphan, 2021-12-29 This groundbreaking resource highlights the unique mission and purpose of bachelor's degree granting accessible institutions BAIs exploring the challenges and opportunities present within these institutions and offering a counterpoint to the current dialogue that frames these institutions with a deficit perspective Featuring a broad range of esteemed and influential voices in the field of higher education policy research and administration this unique collection argues that BAIs are an important but overlooked category of institutions in American post secondary education and demonstrates the critical role that BAIs play in the higher education landscape distinct from traditional community colleges and elite universities Chapters cover key issues such as educational policy leadership opportunities faculty the role of geography racial equity and developmental education Ultimately this edited volume challenges damaging assumptions about the organizational nature purpose and role of BAIs in shaping educational opportunity for diverse student populations and therefore contributes valuable scholarship to the ongoing dialogue and debate around achieving equity in higher education access in the United States

*Stepping Away* Lisa Jasinski, 2023-07-14 In no other professional field do senior leaders habitually return to the rank and file workforce in the twilight of their careers Corporate CEOs rarely conclude their working

lives by resuming the duties of a mid level account executive on the verge of retirement four star generals do not return to the infantry But in academia former senior leaders often conclude their careers by reprising the roles and responsibilities of a professor Until now leaders and institutions have been left to navigate these transitions on their own often learning hard lessons that might have been avoided Stepping Away moves beyond the well worn clichés of stepping down to examine how senior leadership role changes impact individuals and the institutions they serve Drawn from empirical research involving more than fifty college presidents provosts and deans this book delivers fresh understanding of the challenges and opportunities leaders face as they assume a new place in the social architecture of their campus Bridging the gap between theory and practice Stepping Away translates research into practical strategies that leaders can use to make this change successfully providing guidance about when to speak up and when to remain quiet how to develop new relationships where to office whether to apply for new jobs and how to use their knowledge and skills to add value to their campus communities on campus and off

**Iconic Leaders in Higher Education** Roger L. Geiger, 2011-12-31 Iconic leaders are those who have become symbols of their institutions This volume of historical studies portrays a collection of college and university presidents who acquired iconic qualities that transcend mere identification with their institution The volume begins with Roger L Geiger's observation that creating and controlling one's image requires managing publicity Andrea Turpin describes how Mount Holyoke Seminary's evolution into a modern women's college required reshaping the image of Mary Lyon its founder Roger L Geiger and Nathan M Sorber show how College of Philadelphia provost William Smith's partisan politics and patronage tainted the college he symbolized Joby Topper reveals how presidents Seth Low of Columbia and Francis Patton of Princeton mastered the modern art of publicity Katherine Chaddock explains how John Erskine the Columbia University English professor responsible for the first Great Books program and his unusual career inverted the normal route to iconic status In contrast Christian Anderson's analysis of John G Bowman chancellor of the University of Pittsburgh shows how he substituted architectural vision for academic leadership James Capshew explores the background that made Herman Wells a revered leader of Indiana University Nancy Diamond details how building Brandeis University involved a challenging series of decisions successfully navigated by founding president Abram Sachar Finally Ethan Schrum depicts how Clark Kerr's controversial understanding of the role of contemporary universities was formed by his earlier career in industrial relations This study of iconic leaders probes new dimensions of leadership and the construction of institutional images

**Presidential Transitions** Patrick H. Sanaghan, Larry Goldstein, Kathleen D. Gaval, 2009-11-16 A presidential transition has a major impact on the life of an institution Hundreds of presidential transitions take place annually and when they are not amicable and carefully orchestrated they can scar both the institution and the president Sanaghan Goldstein and Gaval estimate that more than one third of the presidential transitions in higher education are involuntary and have a negative effect on the institution This book is designed to provide assistance to presidents trustees faculty and other important

stakeholder groups and help them avoid the pitfalls of poorly managed transitions The authors discuss how with proper planning care and execution this presidential passage can be an opportunity for a transitioning president and those who surround him or her to write a positive chapter in the campus history Readers will discover that appropriately addressing the anxiety that accompanies major transitions\_for both those joining the institution and those already present\_is essential Dozens of presidents chancellors board members and other senior executives were interviewed for this book Each major chapter includes selected personal observations from these interviews which illustrate the critical issues addressed in the book     Presidential Transitions Patrick Sanaghan,Larry Goldstein,2009-11-01 A presidential transition has a major impact on the life of an institution Hundreds of presidential transitions take place annually and when they are not amicable and carefully orchestrated they can scar both the institution and the president Sanaghan Goldstein and Gaval estimate that more than one third of the presidential transitions in higher education are involuntary and have a negative effect on the institution This book is designed to provide assistance to presidents trustees faculty and other important stakeholder groups and help them avoid the pitfalls of poorly managed transitions The authors discuss how with proper planning care and execution this presidential passage can be an opportunity for a transitioning president and those who surround him or her to write a positive chapter in the campus history Readers will discover that appropriately addressing the anxiety that accompanies major transitions\_for both those joining the institution and those already present\_is essential Dozens of presidents chancellors board members and other senior executives were interviewed for this book Each major chapter includes selected personal observations from these interviews which illustrate the critical issues addressed in the book

**The Role of Leaders and Actors in Academy-Business Partnerships: Issues of Risk, Trust, Power, Ethics, and Cooperation**

Clevenger, Morgan R.,Kretovics, Mark,Watts, Jessica Shepard,2024-09-17 In academic business partnerships many challenges plague both sides of the equation From navigating complex power dynamics to ensuring ethical conduct managing risk and fostering trust these collaborations often seem to walk a tightrope without a safety net The critical actors involved such as university leaders corporate executives and government policymakers often struggle to strike the delicate balance required for success It is a world where mishaps are as common as best practices and the potential for growth and innovation remains untapped due to these hurdles The Role of Leaders and Actors in Academy Business Partnerships Issues of Risk Trust Power Ethics and Cooperation emerge as the guiding light in this labyrinthine journey This book does not just highlight the issues it presents concrete solutions By offering a comprehensive exploration of the roles and responsibilities of key players from university presidents to corporate executives it equips readers with the knowledge and tools needed to navigate the intricate dynamics of these partnerships successfully With real world examples of best practices and the cautionary tales of the dark side of leadership this book empowers academic scholars and corporate leaders alike to make informed decisions and forge collaborations that truly benefit both sides     **WPAs in Transition** Courtney Adams

Wooten, Jacob Babb, Brian Ray, 2018-04-23 *WPAs in Transition* shares a wide variety of professional and personal perspectives about the costs, benefits, struggles, and triumphs experienced by writing program administrators making transitions into and out of leadership positions. Contributors to the volume come from various positions as writing center directors, assistant writing program administrators, and WPAs in mixed settings including community colleges, small liberal arts colleges, and research institutions, and a range of career stages from early to retiring. They recount insightful anecdotes and provide a scholarly context in which WPAs can share experiences related to this long-ignored aspect of their work. During such transitions, WPAs and other leaders who function as both administrators and faculty face the professional and personal challenges of redefining who they are, the work they do, and with whom they collaborate. *WPAs in Transition* creates a grounded and nuanced experiential understanding of what it means to navigate changing roles, advancing the dialogue around WPAs and other administrators' identities, career paths, work-life balance, and location, and is a meaningful addition to the broader literature on administration and leadership. Contributors: Mark Blaauw, Hara Christopher, Blankenship, Jennifer Riley, Campbell, Nicole I., Caswell, Richard, Colby, Steven J., Corbett, Beth, Daniell, Laura J., Davies, Jaquelyn, Davis, Holland, Enke, Letizia, Guglielmo, Beth, Huber, Karen, Keaton, Jackson, Rebecca, Jackson, Tereza, Joy, Kramer, Jackie, Grutsch, McKinney, Kerri, K. Morris, Liliana, M., Naydan, Reyna, Olegario, Kate, Pantelides, Talinn, Phillips, Andrea, Scott, Paul, Shovlin, Bradley, Smith, Cheri, Lemieux, Spiegel, Sarah, Stanley, Amy, Rupiper, Taggart, Molly, Tetreault, Megan, L., Titus, Chris, Warnick. **Faculty and Student Research in Practicing Academic Freedom** Enakshi Sengupta, Patrick Blessinger, 2020-10-22 Including case studies from Turkey, Iraq, Pakistan, and Hungary, the authors in this edited collection examine the role of racial and gender biases paired against rights and responsibilities to highlight the drivers of restrictions on academic freedom against a backdrop of globalisation. **The Sustainable University** James Martin, 2012-03-14 Colleges and universities are at the forefront of efforts to preserve the earth's resources for future generations. Carbon neutrality, renewable energy sources, green building strategies, and related initiatives require informed and courageous leaders at all levels of higher education. James Martin and James E. Samels have worked closely with college and university presidents, provosts, and trustees to devise best practices that establish sustainable policies and programs in the major areas of institutional operations. While almost seven hundred chief executive officers have signed the American College and University Presidents' Climate Commitment, several thousand have yet to do so. This book identifies four of the most formidable challenges facing these presidents and leadership teams, along with solutions to address them effectively: institutionalizing sustainability thinking, developing an efficient, flexible system of sustainability benchmarks, implementing an accountable university budget model, and engaging boards of trustees in the campus sustainability agenda. The volume's contributors, including recognized authorities on sustainability as well as campus executives with broad-ranging experience, consider these challenges and discuss specific action plans, best practices, and emerging trends in sustainability efforts. They offer sustainability solutions for almost every

major operational area of campus and consider what sustainability means for colleges and universities and the legacy of those entrusted with shaping their future The meaning of sustainability is evolving and it differs from one campus to the next This timely and comprehensive volume guides institutional leaders past the myths and misconceptions to the sustainable university     Turnaround James Martin,James E. Samels,2009-01-01 Nearly one thousand colleges and universities in the United States face major challenges from catastrophic hurricanes to loss of accreditation to sagging enrollment What can leaders of such at risk institutions do to improve their situation Turnaround gives college and university leaders the tools they need to put their fragile institutions back on a path to success This comprehensive handbook outlines how board members presidents and administrators can identify their institutions weaknesses implement plans for improvement and mitigate existing damage Turnaround also identifies the legal pitfalls that often accompany institutional change offering solutions for how to overcome such obstacles or avoid them altogether Evaluating the experiences of two hundred college leaders the contributors share such critical information as 20 indicators of institutional vulnerability 10 necessary skills for presidents directing a turnaround 5 characteristics of institutions that have completed successful turnarounds 10 lessons of successful turnarounds Featuring candid advice from decision makers who have faced severe challenges Turnaround is a valuable resource for college and university leaders facing tough times     **Consolidating Colleges and Merging Universities** James Martin,James E. Samels,2017-02-06 Index A B C D E F G H I J K L M N O P Q R S T U V W Y Z

**Glocalization and the Development of a Hybrid Leadership Model** Qingyan Tian,2020-10-26 Through in depth interviews with the presidents of major Chinese universities this text explores the changing demands on leaders in Higher Education in the wake of globalization and develops a contemporary model of Hybrid Leadership Glocalization and the Development of a Hybrid Leadership Model examines the leadership philosophies and practices of Chinese university presidents and presents new insights and perspectives on the meaning and practice of leadership in a global era Drawing on data from a unique methodological process which integrates Western and Eastern approaches chapters foreground the experiences of leaders in higher education to demonstrate how they perceive and balance diverse and potentially conflicting local and global demands and ensure effective leadership by combining leadership philosophies and practices from local and global contexts Ultimately this informs the development of new model of leadership characterized by the hybridization of the global and local at the contextual and personal levels and marked by global competency multiple cultural and sectoral mindsets and geographically adaptable skill sets Challenging and enriching the existing theories of leadership for higher education this text will be of interest to scholars post graduate students and academics in the fields of educational leadership international and comparative education higher education and leadership studies It will also be of interests to the practitioners of leadership in general and higher education leadership in particular     The Provost's Handbook James Martin,James E. Samels,2015-04-15 A go to resource to help provosts deans presidents and trustees effectively meet the



challenges of leading a college or university As the chief academic officer the provost plays the central role in the contemporary university or college He or she leads the faculty and serves as their key representative to the administration while simultaneously acting as the administration's spokesperson to the academic faculty How has this essential leadership position evolved over the past few decades and what are the best practices to adopt for succeeding in specific operational areas In seventeen essays written by some of the most successful chief academic officers in the United States The Provost's Handbook outlines key topics related to the changing environment of higher education while explaining what constitutes effective leadership at the college and university level How for example does the provost lead in a time of disruption and shifting needs What skills should he or she nurture in new faculty What role should data and institutional research play in decision making How can a provost navigate the often stormy situations of shared governance These questions and many more challenges presented by this role are addressed in this essential volume Assembled by James Martin and James E Samels accomplished authors and scholars of leadership in higher education The Provost's Handbook is destined to become the go to resource for deans presidents trustees and chief academic officers everywhere

*Dynamics of the Contemporary University* Neil J. Smelser, 2013-03-15 This book is an expanded version of the Clark Kerr Lectures of 2012 delivered by Neil Smelser at the University of California at Berkeley in January and February of that year The initial exposition is of a theory of change labeled structural accretion that has characterized the history of American higher education mainly but not exclusively of universities The essence of the theory is that institutions of higher education progressively add functions structures and constituencies as they grow but seldom shed them yielding increasingly complex structures The first two lectures trace the multiple ramifications of this principle into other arenas including the essence of complexity in the academic setting the solidification of academic disciplines and departments changes in faculty roles and the academic community the growth of political constituencies academic administration and governance and academic stratification by prestige In closing Smelser analyzes a number of contemporary trends and problems that are superimposed on the already complex structures of higher education such as the diminishing public support without alterations of governance and accountability the increasing pattern of commercialization in higher education the growth of distance learning and for profit institutions and the spectacular growth of temporary and part time faculty

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