



New Academic Compact

Revisioning the Relationship
between Faculty
and Their Institutions

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The Changing Landscape of the Academic Profession Vicente M. Lechuga, 2005-12-13 The rapid success of for profit colleges and universities FPCUs only recently has caught the attention of scholars in academe The continuing expansion of the proprietary higher education sector has lead to fundamental questions regarding the purpose and function of FPCUs As new technologies continue to emerge education is becoming of increasing import to employees seeking to upgrade their skills and employers in search of individuals who possess the necessary expertise and training to help their organizations succeed For profit institutions challenge traditional notions of the academy such as shared governance tenure and academic freedom by utilizing administrative practices that more aptly apply to the corporate arena Moreover they exclusively employ non tenure track faculty members This study provides a framework for understanding faculty roles and responsibilities at for profit colleges and universities The author employs a series of in depth interviews with 53 faculty members from four for profit institutions Utilizing a cultural framework the study explores the attitudes beliefs and perceptions of faculty work with particular consideration given to faculty member s non tenure track status participation in decision making activities and academic freedom The study examines the culture of the faculty work by asking how the profit seeking nature of the institution affects their efforts inside and outside of the classroom The author introduces a new component to the cultural framework that illustrates how the close ties between FPCUs and business and industry affect the nature of faculty work

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 **Envisioning the Faculty for the Twenty-First Century** Adrianna Kezar, Daniel Maxey, 2016-09-12 The institution of tenure once a cornerstone of American colleges and universities is rapidly eroding Today the majority of faculty positions are part time or

limited term appointments a radical change that has resulted more from circumstance than from thoughtful planning As colleges and universities evolve to meet the changing demands of society how might their leaders design viable alternative faculty models for the future Envisioning the Faculty for the Twenty First Century weighs the concerns of university administrators professors adjuncts and students in order to critically assess emerging faculty models and offer informed policy recommendations Cognizant of the financial pressures that have led many universities to favor short term faculty contracts higher education experts Adrianna Kezar and Daniel Maxey assemble a top notch roster of contributors to investigate whether there are ways to modify the existing system or promote new faculty models They suggest how colleges and universities might rethink their procedures for faculty development hiring scheduling and evaluation in order to maintain a campus environment that still fosters faculty service and student centered learning Even as it asks urgent questions about how to retain the best elements of American higher education Envisioning the Faculty for the Twenty First Century also examines the opportunities that systemic changes might create Ultimately it provides some starting points for how colleges and universities might best respond to the rapidly evolving needs of an increasingly global society **Academic**

Turnarounds Terrence MacTaggart, 2010-02-16 What are the hallmarks of a lasting institutional turnaround It is too easy to mistake a single initiative_ mounting a new marketing program for example or bringing in a million dollar donation_ for a true turnaround Successful turnarounds involve profound often difficult actions that affect the finances academic offerings and reputations of colleges and universities They take institutions to new levels of performance and then present new challenges MacTaggart examines the several stages that comprise institutional turnarounds and offers practical advice on setting and reaching higher levels of performance MacTaggart also discusses the early indicators of a college or university's need for a turnaround He and his colleagues outline financial trends and other indicators of distress as well as benchmarks for the various stages in an effective turnaround strategy Academic Turnarounds will help trustees presidents and faculty members diagnose whether or not they are in denial over the true condition of the institution they are charged with preserving Donors state officials accreditors and others interested in the quality and vitality of American higher education will find direction in this book

On Becoming a Scholar Susan K. Gardner, Pilar Mendoza, 2023-07-03 Despite considerable research that has provided a better understanding of the challenges of doctoral education it remains the case that only 57% of all doctoral students will complete their programs This groundbreaking volume sheds new light on determinants for doctoral student success and persistence by examining the socialization and developmental experiences of students through multiple lenses of individual disciplinary and institutional contexts This book comprehensively critiques existing models and views of doctoral student socialization and offers a new model that incorporates concepts of identity development adult learning and epistemological development The contributors bring the issues vividly to life by creating five student case studies that throughout the book progressively illustrate key stages and typical events of the socialization process These fictional

narratives crystallize how particular policies and practices can assist or impede the formation of future scholars The book concludes by developing practical recommendations for doctoral students themselves but most particularly for faculty departments universities and external agencies concerned with facilitating doctoral student success **A Companion to Hrotsvit of Gandersheim (fl. 960)** Phyllis R. Brown, Stephen L. Wailes, 2012-10-12 Hrotsvit wrote stories plays and histories during the reign of Emperor Otto the Great 962 973 12 original essays survey her work showing historical roots and contexts Christian values and a surprisingly modern grappling with questions of identity and female self realization

Challenging Racism in Higher Education Mark Chesler, Amanda E. Lewis, James E. Crowfoot, 2005-08-11 Challenging Racism in Higher Education provides conceptual frames for understanding the historic and current state of intergroup relations and institutionalized racial and other forms of discrimination in the U S society and in our colleges and universities Subtle and overt forms of privilege and discrimination on the basis of race gender socioeconomic class sexual orientation religion and physical ability are present on almost all campuses and they seriously damage the potential for all students to learn well and for all faculty and administrators to teach and lead well This book adopts an organizational level of analysis of these issues integrating both micro and macro perspectives on organizational functioning and change It concretizes these issues by presenting the voices and experiences of college students faculty and administrators and linking this material to research literature via interpretive analyses of people s experiences Many examples of concrete and innovative programs are provided in the text that have been undertaken to challenge ameliorate or reform such discrimination and approach more multicultural and equitable higher educational systems This book is both analytic and practical in nature and readers can use the conceptual frames reports of informants actual experiences and examples of change efforts to guide assessment and action programs on their own campuses **Higher Education for the Public Good** Adrianna Kezar, Anthony C.

Chambers, John C. Burkhardt, 2015-06-22 This important book explores the various ways that higher education contributes to the realization of significant public ends and examines how leaders can promote and enhance their contribution to the social charter through new policies and best practices It also shows how other sectors of society government agencies foundations and individuals can partner with institutions of higher education to promote the public good Higher Education for the Public Good includes contributions from leaders in the field many of whom participated in dialogues hosted by the National Forum on Higher Education for the Public Good These leaders are responsible for creating successful strategies programs and efforts that foster the public s role in higher education **How to Get Tenure** Michael S. Harris, 2018-06-22 Helping assistant professors and pre tenure faculty balance competing obligations in teaching research and service this comprehensive book explores the challenging path toward tenure Drawing from research literature on faculty development pedagogy and psychology How to Get Tenure covers topics such as productivity research agendas publication service and preparing a dossier Whether read from beginning to end or used as a reference this book provides clear concrete and

accessible advice on the most effective and efficient strategies for navigating the inherent ambiguity of the tenure process tackling the challenges and complexity of the tenure track and building a strong case for tenure Strategic Leadership Richard L. Morrill, 2010-04-16 Strategic Leadership addresses deep and continuing issues relating to strategy governance management and leadership in higher education during a period of rapid change Each of these themes is at the heart of current debates about the capacity of universities to respond to new expectations market realities reduced state funding globalization technology and a long list of other challenges Dealing with these issues can immobilize colleges and universities or it can cause them to become so market driven that they will sacrifice their own legacy of academic values This book places strategic planning in a new conceptual framework that is oriented to interactive leadership rooted in human agency and values It will assist academic professionals stakeholders such as trustees and students of higher education to better understand and use strategic planning as an effective process and as a method of collaborative leadership The Uncertain Future of American Public Higher Education Daniel M. Johnson, 2018-12-19 This book addresses the costly non sustainable policies programs practices and priorities currently driving the tuition crisis in American public higher education In this era of growing competition among public colleges and universities for more students and higher rankings their leaders and governing boards have lost sight of student centered missions in favor of more and greater non education related amenities facilities programs and practices that have added substantially to the cost of a college degree without increasing its quality This book is an appeal to all interested taxpaying citizens public officials governors governing boards and university presidents to take a second look at these costly decisions and begin a new era of placing the higher education needs and interests of students above all We have created this tuition crisis now we must solve it The Challenge of Independent Colleges Christopher C. Morpew, John M. Braxton, 2017-12 Weerts Cynthia A Wells Letha Zook William T Luckey President Lindsey Wilson College Higher Education: Handbook of Theory and Research J.C. Smart, 2005-04-13 Published annually since 1985 the Handbook series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities Each chapter provides a comprehensive review of research findings on a selected topic critiques the research literature in terms of its conceptual and methodological rigor and sets forth an agenda for future research intended to advance knowledge on the chosen topic The Handbook focuses on twelve general areas that encompass the salient dimensions of scholarly and policy inquiries undertaken in the international higher education community The series is fortunate to have attracted annual contributions from distinguished scholars throughout the world *Shaping Work-Life Culture in Higher Education* Laura Koppes Bryan, Cheryl A. Wilson, 2014-07-11 Shaping Work Life Culture in Higher Education provides strategies to implement beneficial work life policies in colleges and universities As compared to the corporate sector higher education institutions have been slow to implement policies aimed at fostering diversity and a healthy work life balance which can result in lower morale job satisfaction and productivity and

causes poor recruitment and retention Based on extensive research this book argues that an effective organizational culture is one in which managers and supervisors recognize that professional and personal lives are not mutually exclusive With concrete guidelines recommendations techniques and additional resources throughout this book outlines best practices for creating a beneficial work life culture on campus and documents cases of supportive department chairs and administrators A necessary guide for higher education leaders this book will inform administrators about how they can foster positive work life cultures in their departments and institutions Community Engagement in Higher Education W. James Jacob, Stewart E. Sutin, John C. Weidman, John L. Yeager, 2015-06-17 There seems to be renewed interest in having universities and other higher education institutions engage with their communities at the local national and international levels But what is community engagement Even if this interest is genuine and widespread there are many different concepts of community service outreach and engagement The wide range of activity encompassed by community engagement suggests that a precise definition of the community mission is difficult and organizing and coordinating such activities is a complex task This edited volume includes 18 chapters that explore conceptual understandings of community engagement and higher education reforms and initiatives intended to foster it Contributors provide empirical research findings including several case study examples that respond to the following higher education community engagement issues What is the community and what does it need and expect from higher education institutions Is community engagement a mission of all types of higher education institutions or should it be the mission of specific institutions such as regional or metropolitan universities technical universities community colleges or indigenous institutions while other institutions such as major research universities should concentrate on national and global research agendas and on educating internationally competent researchers and professionals How can a university be global and at the same time locally relevant Is it or should it be left to the institutions to determine the scope and mode of their community engagement or is a state mandate preferable and feasible If community engagement or community service are mandatory what are the consequences of not complying with the mandate How effective are policy mandates and university engagement for regional and local economic development What are the principal features and relationships of regionally engaged universities Is community engagement to be left to faculty members and students who are particularly socially engaged and locally embedded or is it or should it be made mandatory for both faculty and students How can community engagement be better integrated with the other two traditional missions of the university research and teaching Cover image The Towering Four fold Mission of Higher Education by Natalie Jacob

Higher Education: Handbook of Theory and Research John C. Smart, Michael B. Paulsen, 2011-03-24 Published annually since 1985 the Handbook series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities Each chapter provides a comprehensive review of research findings on a selected topic critiques the research literature in terms of its conceptual and methodological

rigor and sets forth an agenda for future research intended to advance knowledge on the chosen topic The Handbook focuses on twelve general areas that encompass the salient dimensions of scholarly and policy inquiries undertaken in the international higher education community The series is fortunate to have attracted annual contributions from distinguished scholars throughout the world

Putting Students First Larry A. Braskamp, Lois Calian Trautvetter, Kelly Ward, 2016-01-19 In *Putting Students First* the authors argue that colleges can and should invest in holistic student development by recognizing and building on the students search for purpose in life intellectually spiritually and morally Based on a study conducted at ten religiously affiliated schools the book urges all colleges to rethink their approach to teaching and advising the increasingly diverse students of today their critical mission should be to prepare students to become ethically responsible and active contributors to society as well as critical thinkers and skilled professionals *Putting Students First* offers perspectives and recommendations in areas of holistic student development such as Understanding millennial college students The role of faculty in defining culture The design and implementation of curriculum The impact of cocurricular involvement Fostering relationships with on campus and off campus communities By organizing the campus environment into 4Cs culture curriculum cocurriculum and community the authors create a conceptual framework for faculty student affairs staff and administrators to discuss plan and create college environments that effectively support the learning and development of students Each chapter includes an introduction evidence and analysis a summary and questions to help readers consider how to develop students holistically on their own campuses

The Future of Higher Education Frank Newman, Lara Couturier, Jamie Scurry, 2010-04-30 A powerful look at the risks inherent in the trend toward making higher education a market rather than a regulated public sector *The Future of Higher Education* reveals the findings of an extensive four year investigation into the major forces that are transforming our American system of higher education The book explores the challenges of intensified competition among institutions globalization of colleges and universities the expansion of the new for profit and virtual institutions and the influence of technology on learning This important resource offers college and university leaders and policy makers an analysis of the impact of these forces of change and includes suggestions for creating an effective higher education market as well as a call for a renewed focus on the public purposes of higher education

Academic Life John B. Bennett, 2008-04-01 In this profound look at the academy John Bennett reminds us that our leadership decisions always presuppose our philosophies of life and that understanding precedes practice How we understand the communities we lead informs the many practical judgments we make about directions to take structures to create processes to initiate and values to uphold Bennett argues that faculty may understand their departments or institutions in one of two ways as simply aggregations of individuals or as communities of intertwined persons From these views two different leadership values and positions emerge The first disposes us toward seeing academic conflict as inevitable and elevates heroic leadership styles where power is understood in terms of advancing one agenda over

competitors The second underwrites leadership as supposing openness to others and emphasizes the vital contributions that can follow By providing specific illustrations of the two modes of leadership and the nature of hospitality and openness Academic Life presents a strong platform from which to build a rich and rewarding academic community Contents include The nature of insistent individualism Why the prevalence of insistent individualism Hospitality as an essential virtue Self others institutions and the common good Conversation as an essential metaphor The uses of conversation Community and covenant Engaged but not heroic leadership

Development of a Training Program for Frontline Service Employees' Improvement of Student Services Debbie S. Persaud, 2005-11-04 Frontline employees represent the bloodline of an organization This applied dissertation focused on development of a training program to improve skills necessary for quality student customer service Six research questions were answered First what skills are required to enhance customer service satisfaction Second what are employees perception of attitudes and expectations relative to delivery of goods and services Third what action is required to improve employees performance to effect customer satisfaction Fourth what content knowledge skills and procedures are necessary for inclusion in the training plan Fifth how can training best be structured and developed to improve the necessary skills Sixth how and by whom should the plan be implemented and if implemented how should it be evaluated The development problem solving methodology was used to answer the research questions Additionally a Frontline Service Employees Perceived Training Needs Survey was administered to gather information relative to the recommended training program The research questions were answered through procedures that involved formative and summative committees examination of the program content format design and evaluation method The final project was a recommended frontline service employees training program Conclusions drawn from the study revealed the following a a training program should be implemented to enhance skills required for better student customer services within the organization b a training program for frontline employees should include skills pertaining to active listening trust and rapport telephone etiquette problem solving and conflict resolution and clear understanding and knowledge of the organization s policies and procedures c trainees should have the choice and flexibility of mode of instruction and location of training and d an evaluation plan should be established posttraining to ensure that quality and program objectives are continuously being met The recommended training program was submitted to the leaders of the organization who have the authority to approve its implementation

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