

CHALLENGES IN HIGHER EDUCATION LEADERSHIP

Practical and Scholarly Solutions

EDITED BY
JAMES SOTO ANTONY,
ANA MARI CAUCE,
AND DONNA E. SHALALA



ROUTLEDGE



"Challenges in Higher Education Leadership provides expert perspectives and advice from cutting-edge researchers and top practitioners who have done the hard work of leading at institutions across the country. This book issues a clear call for educators to get beyond disciplinary and institutional silos in order to tackle the challenges buffeting higher education, such as rapid demographic and technological change; socioeconomic stratification; and disinvestment in research. Most important, the authors provide real examples of how to do just that."

—Freeman A. Hrabowski, III, *President, UMBC*

In this important resource, experienced higher education presidents and senior leaders come together with respected scholars to tackle the most important and timely issues facing leaders in colleges and universities today. *Challenges in Higher Education Leadership* advances critical leadership and management skills across a broad array of topics, including student learning, access and affordability, racism, fundraising, athletics, and new technology. Chapters strike a balance between theory and practical advice while promoting the notion that all leaders can learn lessons from one another that can be useful in their own specific contexts. This book poses strategic questions readers should answer, along with advice about how to effectively address today's challenges, providing leaders with the skills and perspectives necessary to respond to higher education students' needs.

James Soto Antony is Director of the Higher Education Program at the Harvard Graduate School of Education, USA.

Ana Mari Cauce is President of the University of Washington, USA.

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 **Routledge**
Taylor & Francis Group

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ISBN 978-1-138-88487-8



9 781138 884878

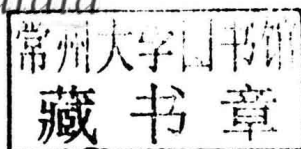
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First published 2017
by Routledge
711 Third Avenue, New York, NY 10017

and by Routledge
2 Park Square, Milton Park, Abingdon, Oxon, OX14 4RN

Routledge is an imprint of the Taylor & Francis Group, an informa business

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Library of Congress Cataloging in Publication Data
A catalog record for this book has been requested

ISBN: 978-1-138-88486-1 (hbk)
ISBN: 978-1-138-88487-8 (pbk)
ISBN: 978-1-315-71584-1 (ebk)

Typeset in Bembo
by Florence Production Limited, Stoodleigh, Devon, UK

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Contributors

James Soto Antony serves on the faculty of the Harvard Graduate School of Education, where he also is Director of the Higher Education Program. His research and teaching focus on the preparation of forward-thinking leaders in college and university settings. The author of five books, and more than 50 other publications, he has published extensively on issues of higher education leadership and management. He lectures, and serves as a leadership development advisor, at colleges and universities throughout the United States and abroad. From 1995 to 2012, he held faculty and leadership roles at the University of Washington, including: Professor in Educational Leadership and Policy and Adjunct Professor in Sociology; Associate Vice-Provost and Associate Dean for Academic Affairs in The Graduate School; and Associate Dean for Academic Programs in the College of Education. While at Washington he also was Director for two different graduate degree programs (the Graduate Program in Higher Education, and the Intercollegiate Athletic Leadership Program) and founding Executive Director of the Center for Leadership in Athletics. From 2012 to 2015 he was an Associate Provost for Yale University, where he worked on issues ranging from faculty development and diversity, to undergraduate leadership development within Yale College. During this time he also held a courtesy faculty appointment as Professor Adjunct in the Yale School of Management, and served one year as a Visiting Professor of Higher Education at Teachers College, Columbia University. A past Fellow of the American Council on Education, and a current Fellow of the Institute of Higher Education at the University of Georgia, he serves on numerous national and international advisory and editorial

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and Sciences of Puerto Rico, and corresponding member of the Mexican National Academy of Engineering. He is also an elected Fellow of AGU, ASCE, AMS and AAAS. Dr. Bras maintains an active international consulting practice. Presently he chairs a panel of experts that supervises the design and construction of a multibillion-dollar project to protect the City of Venice from floods. Dr. Bras has published two textbooks, over 180 refereed journal publications, and several hundred other publications and presentations.

Corbin M. Campbell is Assistant Professor of Higher Education at Teachers College, Columbia University. Campbell's research focuses on developing comprehensive measures of college educational quality (academic rigor, teaching quality, and learning outcomes) at the institution level, with a focus on informing students, parents, and the broader public. Campbell is currently engaged in a multi-institutional benchmarking pilot study, testing innovative methods of measuring educational quality across institutions. Campbell's work has been published extensively in many of the top journals of higher education. Campbell serves on the editorial boards of *Research in Higher Education* and the *Journal of College Student Development*, and also serves as an Academic Fellow for the Institute for Higher Education Policy and the Lumina Foundation's Policy Direct program, aiming to connect higher education research with policy audiences.

Ana Mari Cauce is President of the University of Washington. Prior to this, she served as Provost and Executive Vice President of the University of Washington. She joined the University of Washington faculty in 1986 as an Assistant Professor after earning degrees in English and Psychology from the University of Miami in 1977, *summa cum laude* and with departmental honors, and a Ph.D. in Psychology, with a concentration in Child Clinical and Community Psychology from Yale University in 1984. Cauce holds a joint appointment in American Ethnic Studies, and secondary appointments in Gender, Women, and Sexuality Studies, and in School of Education. She has held numerous administrative positions at the UW, including Director of the UW Honors Program, Chair of American Ethnic Studies, Chair of Psychology, Executive Vice Provost, and Dean of Arts and Sciences. As Provost she is the University's Chief Academic Officer, responsible for overseeing the education, research, and service missions in the Schools and Colleges and other academically oriented units. She is also responsible for resource allocation to maintain excellence throughout

the University and to meet strategic goals. She also works closely with the President on strategic planning and long-term decision making. Cauce maintains an active research program, focusing on adolescent development, with a special emphasis on youth “at-risk.” She has also been active in work encouraging women and minorities to pursue careers in Science, Technology, Engineering, and Mathematics. She is a Fellow of the American Psychological Association and the American Psychological Society. She is a recipient of the Dalmas Taylor Distinguished Contribution Award and the James M. Jones Lifetime Achievement Award from the American Psychological Association and the Distinguished Contribution Award from the Society for Community Research and Action. Her research has been supported by grants from the National Institute of Child and Human Development, The National Institute on Mental Health, and the National Institute on Drug Abuse, as well as the National Science Foundation. She has served as president of the Society for Community Research and Action and associate or contributing editor of *American Journal of Community Psychology*, *Child Development* and *American Psychologist*. Cauce is a recipient of the University of Washington’s Distinguished Teaching Award. She remains active in the classroom and continues to teach and mentor undergraduate and graduate students.

Richard (Rich) A. DeMillo is director of the Center for twenty-first Century Universities and Charlotte B. and Roger C. Warren Chair of Computing and Professor of Management at the Georgia Institute of Technology. He founded and leads a unique institution, the Center for twenty-first Century Universities, Georgia Tech’s “living laboratory” for fundamental change in higher education. He is responsible for educational technology innovation at Georgia Tech and is a national leader and spokesman in the online revolution in higher education. Under his leadership, Georgia Tech’s online enrollment grew to nearly 600,000 in less than two years. He was named Lumina Foundation Fellow in recognition of his work in higher education. From 2002 to 2009 he was the John P. Imlay Dean of Computing and led Georgia Tech’s College of Computing to six consecutive years of growth and international success. During his tenure as dean, DeMillo established seven new degree programs, three academic departments and five internationally acclaimed research centers. Under his leadership, the College expanded its faculty by 70 percent and achieved top ten ranking. He led the design and implementation of the Threads program which

has helped transform undergraduate engineering education in the U.S. and around the world. His influential book *Abelard to Apple: The Fate of American Colleges and Universities*, was inspired by this experience. Before joining Georgia Tech, he was Vice President and Chief Technology Officer at Hewlett Packard, where he had worldwide responsibility for technology and technology strategy. He led HP through technology revolutions in super computing, printing, open source software, information security, and nanotechnology. Prior to joining HP, he was Vice President and General Manager in charge of Information and Computer Sciences Research at Telcordia Technologies (formerly Bellcore) in Morristown, New Jersey, where he oversaw the development of many internet and web-based innovations. He has also directed the Computer and Computation Research Division of the National Science Foundation. During his 20-year academic career, he has also held academic positions at Purdue University, The University of Wisconsin and the University of Padua (Italy). The author of over 100 articles, books, and patents, Rich's research has spanned computer science and includes fundamental innovation in computer security, software engineering and mathematics. His present research interests are focused on information security, software engineering, and educational technology. His book, *Abelard to Apple: The Fate of American Colleges and Universities*, was published by MIT Press in 2011. A sequel entitled *Heroes and Martyrs: How a Small Band of Educators will Redefine Higher Education* was published by MIT Press in 2014.

Laura A. Dunek is a higher education scholar and faculty associate at the University of Wisconsin-Madison. Her research focuses upon the determinative change variables and attributes of high-performing leaders that together will shape the future of higher education within the globalized context that is a hallmark of the twenty-first century. She has written on the topics of higher education leadership, student learning, and student engagement, and is co-author of the book: *Cultivating Inquiry-Driven Learners: A College Education for the 21st Century* (The Johns Hopkins University Press, 2012). She teaches graduate and law school courses on: the legal aspects of higher education, legal writing, mediation, and negotiation. Dr. Dunek received her baccalaureate degree in Liberal Arts from Marquette University, and her law and doctoral degrees from the University of Wisconsin-Madison. She has held prior roles at the University of Wisconsin School of Law where she developed the curriculum for the Legal Writing Program, and at

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John D. Emerson is the Charles A. Dana Professor of Mathematics at Middlebury College in Vermont. He is an applied statistician with interests in resampling methodology, exploratory data analysis, and applications to problems in educational research and medical statistics. John recently was the Principal Investigator for a national longitudinal data collection and analysis project called The College Sports Project, funded by The Andrew W. Mellon Foundation. He has served on several major elected faculty committees, including the Reappointments and Promotions Committees. John has also served in various roles in the administration at Middlebury, as Dean of the College, Vice President for Student Affairs, Secretary of the College, and Dean of Planning.

Mark A. Emmert is the fifth president of the National Collegiate Athletic Association (NCAA), a post he began in October 2010. Prior to assuming his current role, Emmert was president at his alma mater, University of Washington, where he led the university to its standing as second among all public and private institutions in research funding with \$1 billion in grants and contracts per year. Emmert was previously chancellor at Louisiana State University from 1999 to 2004. Among his administrative appointments in higher education, Emmert was chief operating and academic officer at the University of Connecticut (1995 to 1999), provost and vice-president for academic affairs at Montana State University (1992 to 1995), and associate vice chancellor for academic affairs at the University of Colorado (1985 to 1992). Emmert is a member of the Higher Education Working Group on Global Issues as part of the Council on Foreign Relations. He is the former chair of the Executive Group of the Worldwide Universities Network, and served on the National Security Higher Education Advisory Board. He was a National Academy of Public Administration Fellow, an American Council on Education Fellow, and a J. W. Fulbright Administrative Fellow. He has written extensively on higher education and public administration over a career that spans 30 years. A Washington native, Emmert earned his Bachelor of Arts degree in political science from the University of Washington and has both a master's degree and a Ph.D. in public administration from Syracuse University.

Marybeth Gasman is a Professor of Higher Education in the Graduate School of Education at the University of Pennsylvania, and holds secondary appointments in History, Africana Studies, and the School of Social Policy and Practice. Gasman's areas of expertise include fundraising and philanthropy within higher education. Gasman has also written extensively about the history of American higher education, and historically black colleges and universities. Gasman has written or edited 15 books, including *Envisioning Black Colleges: A History of the United Negro College Fund*; *Supporting Alma Mater: Successful Strategies for Securing Funds from Black College Alumni*; *Uplifting a People: African American Philanthropy and Education*; *Gender and Philanthropy: New Perspectives on Funding, Collaboration, and Assessment*; and *Philanthropy, Fundraising, and Volunteerism in Higher Education*. Eight of Gasman's books have won research awards, and Gasman's work has been featured in the *New York Times*, the *Washington Post*, the *Wall Street Journal*, *Time*, *Newsweek*, *US News*, CNN, and on National Public Radio.

Ross Gittell has served as Chancellor of the Community College System of New Hampshire since 2012. He holds the James R. Carter Professorship in the Department of Management at the Peter T. Paul College of Business and Economics at the University of New Hampshire where he was a faculty member prior to becoming Chancellor. His teaching career in management and economics spans over 20 years and includes, in addition to the University of New Hampshire, teaching at Harvard College and at the Kennedy School of Government. Chancellor Gittell holds a Ph.D. in Public Policy from Harvard University, a Master's in Business Administration from the University of California, Berkeley, and a Bachelor's degree in economics from the University of Chicago. He is active on numerous boards and commissions, including Vice President, forecast manager and board member of the New England Economic Partnership, a Director of the Exeter Trust Company, a board member of the New Hampshire Charitable Foundation, and a board member of Exeter Hospital. Chancellor Gittell is extensively published, including three books, and over 150 articles and professional studies.

William Scott Green joined the University of Miami as Senior Vice Provost and Dean of Undergraduate Education in July 2006. In the newly created position, he has overall responsibility for enhancing the quality of the undergraduate experience and strengthening the integration of university-wide undergraduate curricular and co-curricular

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Shaun R. Harper is Professor of Higher Education at the University of Pennsylvania, where he founded and serves as executive director of the Center for the Study of Race & Equity in Education. He studies topics pertaining to race and gender in education and social contexts, equity trends and climate issues on college campuses, Black and Latino male student success in high school and higher education, and college student engagement. Professor Harper is author of over 100 peer-reviewed journal articles and other academic publications, and recipient of nearly \$12 million in research grants. *Review of Research in Education*, *Teachers College Record*, *Harvard Educational Review*, *Journal of Higher Education*, and *The Review of Higher Education* are some journals in which his studies are published. The *New York Times*, *Washington Post*, *Wall Street Journal*, *Chronicle of Higher Education*, and over 11,000 other newspapers have quoted Dr. Harper and featured his research. He has been interviewed on CNN, ESPN, and NPR. He was recently elected president of the Association for the Study of Higher Education, and recognized in *Education Week* as one of the 12 most influential professors in the field of education.

Catharine Bond Hill is Managing Director of Ithaca S + R, President Emerita of Vassar College, and a noted economist, whose research on the affordability of and access to higher education has been influential in expanding opportunities for students from all socio-economic backgrounds to attend college. Her scholarly work also focuses on economic development and reform in Africa. After graduating summa cum laude from Williams College, Ms. Hill earned B.A. and M.A. degrees at Brasenose College, University of Oxford, with first-class honors in Politics, Philosophy, and Economics. She completed her Ph.D. in Economics at Yale in 1985. At the start of her career, she

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Robert Kustra is in his tenth year as president of Boise State University, Idaho's largest public university with an enrollment of more than 22,000 students served by 2,400 faculty and staff. Early in his tenure, he established a strategic goal for Boise State as a metropolitan research university of distinction. The last decade has seen unparalleled growth that has redefined the university in academics, research, and athletics, including a 20 percent increase in student enrollment, nearly a tripling of faculty awards and grants for research, and 17 major construction projects. He is also instrumental in the fundraising drive to expand Bronco Stadium and the launch of a new scholarship campaign. With a long and distinguished career in public service in Illinois, Dr. Kustra served two terms as lieutenant governor, following 10 years in the Illinois legislature, where he served in leadership. He also chaired the Illinois Board of Higher Education, responsible for funding and oversight of the state's nine public universities. Prior to joining Boise State, Dr. Kustra served a term as president of the Midwestern Higher Education Commission, following his presidency of Eastern Kentucky University. He has held faculty positions at Northwestern University, the University of Illinois-Chicago, Loyola University of Chicago, and the University of Illinois-Springfield. Dr. Kustra was a member of the NCAA Division I board of directors and executive committee and served on the Presidential Task Force on the Future of Intercollegiate

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Mary J. Meehan is the seventh President and first lay President of Alverno College, an independent, Catholic, women's liberal arts college located in Milwaukee, Wisconsin. Alverno College is widely considered an institutional trailblazer in aligning curricula with student learning goals and outcomes. In 1973, Alverno College created a curriculum based upon eight abilities integrated within the content of the disciplines. This model has been the subject of numerous studies and brought much positive attention to Alverno College, making it and its faculty an exemplar other institutions seek to emulate. Prior to beginning the presidency at Alverno, Meehan served as the Executive Vice President of Seton Hall University in South Orange, New Jersey.

Jessica Fisher Neidl is the University Editor for The State University of New York. Before coming to SUNY in 2010, Neidl served as a writer and editor for the New York State Assembly and as a project manager at a small publishing firm that specializes in architectural history, historic preservation, and preservation engineering works. She holds a bachelor's degree in English Literature and a master's in Classical Archaeology, both earned at the University at Albany. With SUNY Chancellor Nancy L. Zimpher, Neidl is co-author of the chapter, "Statewide University Systems: Taking the Land-grant College to Scale in the Twenty-first Century," in *Precipice or Crossroads: Where America's Great Public Universities Stand and Where They Are Going Midway through Their Second Century* (SUNY Press, 2010). She has also contributed editorial support to several other chapters authored by Zimpher, including, "Public University Systems in Action: Embracing Mobility and Adaptability in the 21st Century," which will appear in a forthcoming publication by Johns Hopkins University Press. In addition to serving as University Editor, Neidl is also the SUNY system's Director of Local Government Relations in Albany. In this role she works with diverse stakeholders, including the City of Albany, the New York State Museum, and several local organizations in the state's capital city to create cultural and heritage tourism projects that drive place-making and economic development in Albany's historic downtown, where SUNY's System Administration is headquartered. This work is part of SUNY's commitment, as put forth in its strategic plan, *The Power of SUNY*, to creating vibrant communities throughout the state.