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Making the Hard Decisions to
Eliminate Academic Programs



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Changing Course Making The Hard Decisions To Eliminate Academic Programs

**Kenneth P. Mortimer, Colleen O'Brien
Sathre**



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Changing Course Peter D. Eckel, 2003 Explores the process of eliminating college and university programs during times of economic hardship The Essential Academic Dean Jeffrey L. Buller, 2007-11-09 The role of an academic dean is extremely complex involving budgeting community relations personnel decisions managing a large enterprise mastering numerous details fundraising and guiding a school or college toward a compelling vision for the future But no academic dean can quickly master all of the intricacies involved in this challenging position For instance how do you build support for a shared vision of your unit s future How do you interact effectively with all of the different internal and external constituencies that a dean must serve How do you set supervise and implement a budget How do you handle the volume of documents that cross your desk How do you fire someone ask a chair to step down respond to a reporter on the telephone and settle disputes about intellectual property rights How do you know when it s time to consider leaving your current position for another opportunity The Essential Academic Dean is about the how of academic leadership Based on a series of workshops given by the author on college administration and management each topic deals concisely with the most important information deans need at their fingertips when faced with a particular challenge or opportunity Written both as a comprehensive guide to the academic deanship and as a ready reference to be consulted when needed this book emphasizes proven solutions over untested theories and stresses what deans need to know now in order to be most successful as academic leaders *Reimagining Effective Stakeholder Governance Practices in Higher Education* Felix Omal, 2023-06-22 This book examines the role of the university governing council and the changing nature of university governance using a case study from a South African university The book considers the key challenging features of South African higher education in relation to current competing international trends in higher education governance It shows how major decision makers within the university operate within competing governance knowledge domains to exercise good practice within turbulent institutional contexts These diverse institutional cultures are examined in terms of their contribution to various governance practices presenting an emerging model of university governance known as the structural systemic cultural model Throwing light on the nature of challenges associated with the governance of universities in the post apartheid era this book will be of interest to academics researchers and postgraduate students in the fields of higher education comparative education and education governance Also it will appeal to university councils and management across Africa **International Handbook of Higher Education** James J.F. Forest, Philip G. Altbach, 2008-01-18 This book provides a central authoritative source of reference on the most essential topics of higher education The International Handbook of Higher Education combines a rich diversity of scholarly perspectives with a wide range of internationally derived descriptions and analyses Chapters in the first volume cover central themes in the study of higher education while contributors to the second volume focuses on contemporary higher education issues within specific countries or regions Together these volumes provide a centralized

easily accessible yet scholarly source of information Quality Management Implementation in Higher Education: Practices, Models, and Case Studies Sony, Michael, Karingada, Kochu Therisa, Baporikar, Neeta, 2019-08-02 Although initially utilized in business and industrial environments quality management systems can be adapted into higher education to assess and improve an institution's standards. These strategies are now playing a vital role in educational areas such as teaching learning and institutional level practices. However, quality management tools and models must be adapted to fit with the culture of higher education. *Quality Management Implementation in Higher Education: Practices, Models, and Case Studies* is a pivotal reference source that explores the challenges and solutions of designing quality management models in the current educational culture. Featuring research on topics such as Lean Six Sigma, distance education, and student supervision, this book is ideally designed for school board members, administrators, deans, policymakers, stakeholders, professors, graduate students, education professionals, and researchers seeking current research on the applications and success factors of quality management systems in various facets of higher education.

American Higher Education in the Twenty-First Century Michael N. Bastedo, Philip G. Altbach, Patricia J. Gumport, 2016-03-30 American Higher Education in the Twenty-first century offers a comprehensive introduction to the central issues facing American colleges and universities. The contributors address major changes in higher education including the rise of organized social movements, the problem of income inequality and stratification, the growth of for-profit and distance education, online education, community colleges, and teaching and learning will place American higher education and its complex social and political context. Cover American Higher Education in the Twenty-First Century Philip G. Altbach, Patricia J. Gumport, Robert O. Berdahl, 2011-04-12 First published in 1998, *American Higher Education in the Twenty-First Century* offers a comprehensive entree to the central issues facing American colleges and universities today. This thoroughly revised edition brings the volume up to date on key topics of enduring interest. Placing higher education within its social and political contexts, leading scholars discuss finance, federal and state governance, faculty, students, curriculum, and academic leadership. Contributors also address major changes in higher education, especially the influence and incorporation of the latest technologies and growing concern about the future of the academy in a post-Iraq War setting. No other book covers such wide-ranging issues under the broader theme of higher education's relationship to society. Highly acclaimed and incorporating cutting-edge research, *American Higher Education in the Twenty-First Century* remains the standard reference in the field. Contributors: Philip G. Altbach, Benjamin Baez, Michael N. Bastedo, Robert O. Berdahl, Marjorie A. E. Cook, Melanie E. Corrigan, Judith S. Eaton, Peter D. Eckel, Gustavo Fischman, Roger L. Geiger, Lawrence E. Gladieux, Sara Goldrick-Rab, Patricia J. Gumport, Fred F. Harclerod, D. Bruce Johnstone, Adrianna Kezar, Jacqueline E. King, Aims C. McGuinness Jr., Amy Scott Metcalfe, Michael Mumper, Michael A. Olivas, Robert M. O. Neil, Gary Rhoades, Frank A. Schmidlein, Sheila Slaughter, Daryl G. Smith, John Willinsky. *Higher Education Policy Shared Governance in Higher Education, Volume 2* Sharon F. Cramer, 2017-10-26 Offers valuable insights into the governance process in higher

education Building on the resources offered in the first volume of this series this second volume offers governance members leaders and other academics valuable insights into the governance process in higher education In a chapter drawn from his keynote address at the March 2015 SUNY Voices conference Steven Bahls president of Augustana College provides a critical study of institutions of higher education Nine additional chapters offer a thorough analysis of academic processes that are usually hidden from view including development of a sexual assault policy faculty review of administrators and successful use of task forces Contributors describe subtle considerations and compromises which effective governance leaders can incorporate into collaborations leading to effective outcomes Readers of this volume will better understand how to avoid pitfalls of their own as contributors illustrate hard earned wisdom and lessons learned Practical insights and guidelines on leadership development budget development involving governance leaders and mentoring are provided This volume will provide readers faculty staff students and administrators with the pragmatic resources they need to recognize and resolve governance challenges on their own campuses

Shared Governance in Higher Education Sharon F. Cramer, 2017-11-01 Offers valuable insights into the governance process in higher education Shared Governance in Higher Education Set Volumes 1 2 and 3 Building on the resources offered in the first volume of this series this second volume offers governance members leaders and other academics valuable insights into the governance process in higher education In a chapter drawn from his keynote address at the March 2015 SUNY Voices conference Steven Bahls president of Augustana College provides a critical study of institutions of higher education Nine additional chapters offer a thorough analysis of academic processes that are usually hidden from view including development of a sexual assault policy faculty review of administrators and successful use of task forces Contributors describe subtle considerations and compromises which effective governance leaders can incorporate into collaborations leading to effective outcomes Readers of this volume will better understand how to avoid pitfalls of their own as contributors illustrate hard earned wisdom and lessons learned Practical insights and guidelines on leadership development budget development involving governance leaders and mentoring are provided This volume will provide readers faculty staff students and administrators with the pragmatic resources they need to recognize and resolve governance challenges on their own campuses

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

Managing Diversity Flashpoints in Higher Education Joseph E. Garcia,2010-04-16 Covering a timely topic which is more and more frequently in the news this book offers vignettes that will sharpen the reader's ability to recognize and respond to difficult situations sparked by identity differences among faculty staff and students in college and university settings The authors provide a systematic guide to addressing interpersonal conflicts that arise out of issues of identity difference both for individuals and for campus work teams who provide direct service to students Managing Diversity Flashpoints in Higher Education empowers readers to diagnose diversity flashpoint situations and positively address them without creating defensiveness and barriers to dialogue The authors include an overview of the changing ethnic racial and gender composition of students in higher education in the United States and the major trends in campus responses to the changing student population They offer an approach to creating higher education environments that welcome people of all cultural characteristics and promote civility on campus The book is founded on the authors research on diversity flashpoints in higher education for which they interviewed a national sample of student affairs professionals The authors identified uncomfortable interpersonal situations with faculty members in which the discomfort arose from student identity difference This process led to the formulation of strategies for using vignettes resulting from interviews in professional development sessions

The "How To" Grants Manual David G. Bauer,2011-05-16 Although the current grants marketplace is rife with changes this book provides the most current data and techniques to keep grant seekers ahead of the curve The author offers step by step advice for seeking grants from foundations the corporate sector and the government and explains exactly how to achieve success particularly in the present economic climate This new edition of The How To Grants Manual seeks to improve success rates to an even higher percentage

The Art and Politics of Academic Governance Kenneth P. Mortimer,Colleen O'Brien Sathre,2010-02-15 Using case studies and relevant literature this book illustrates the challenges to legitimate Shared governance domains when the routine of the academy is forced to deal with big issues often brought on by external forces Mortimer and Sathre have gone beyond a discussion of faculty administrative behavior by focusing on what happens when the legitimate governance claims of faculty trustees and presidents clash They place these relationships in the broader context of internal institutional governance and analyze the dynamics that unfold when advocacy trumps collegiality The book closes with a defense of shared governance and offers observations and practical suggestions about how the academy can share authority effectively and further achieve its mission

The Indispensable University Eugene P. Trani,Robert D. Holsworth,2010-03-16 The Indispensable University describes the innovative transformation of institutions of higher education HEIs across the world in response to the emerging realities of the twenty first century global knowledge based

economy as well as describes how HEIs are defining many of today's economic realities on a regional level HEIs continue to drive economic development through their traditional roles of purchaser employer real estate developer workforce developer and community developer But these roles now must be executed more strategically and collaboratively Also the twenty first century economy offers universities unique opportunities to generate the intellectual and financial capital that drives emerging knowledge based industries Case studies are drawn from urban America rural America Europe the Middle East and emerging countries Some of the topics covered include the following the role of university presidents as change leaders the relationship between higher education institutions and the political leadership of cities states and nations successful models of partnerships between higher education and the private sector and future challenges and opportunities facing the modern university

The Essential Academic Dean or Provost Jeffrey L. Buller, 2015-09-08 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

Innovations in Higher Education Allan M. Hoffman, Stephen D. Spanghel, 2011-12-01 Rising costs and increasing global competition press institutions to do more with less At the same time deep budget cuts and a general social and political impatience have revived calls for reform in educational affordability curriculum and outcome measurement Yet within this environment a myriad of success stories are being forged among educational institutions supporting industries and educational consortia that are embracing innovative

approaches to all aspects of the higher education system This book spotlights those fresh approaches and aims to bring higher education professionals together as part of a broad national movement to motivate reflection and encourage similar dynamic efforts The editors and expert contributors focus in particular on areas such as measures of academic quality benchmarking faculty development retention curriculum development technology and facilities In each case this book illustrates successful pilot programs and documents tools that have proven to maximize efficiencies crucial to the continued success of the entire higher learning community *Leading the Campaign* Michael J. Worth, 2010-04-15 The ability to lead a campaign is essential to success for today's college or university president And campaign experience at some level is generally now a prerequisite credential for presidential candidates as well as deans and other academic leaders on both public and private campuses This book discusses fundamental campaign principles but is not intended as a how to guide Rather its emphasis is on the strategic decisions that a campaign requires and on campaign leadership It will be of interest to trustees advancement professionals and others concerned with the future of colleges and universities But consistent with its sponsorship by the American Council on Education it emphasizes the campaign leadership of presidents **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

Learning to Lead James R. Davis, 2003-02-28 Leadership is an activity that not only manifests itself in formal positions but also bubbles up in various places within an organization Perhaps given the importance of leadership to any endeavor the literature on this topic has burgeoned Yet among these titles Learning to Lead stands out as one of the best texts available on leadership for college and university administrators Critical skills such as managing people resolving conflict and making rational and legal decisions are explored within the context of the campus The book also addresses the needs of those who facilitate leadership workshops serve as mentors to potential leaders and teach courses on higher education leadership and administration While presenting all sides of key issues the author calls for the reader to define his or her own position through a series of provocative reflection questions in each chapter Thus the book invites interaction and teaches administrators not what to think about leadership but how to think about it **Higher Education Assessments** Gary L. Kramer, Randy L. Swing, 2010-10-16 Higher Education Assessments Leadership Matters by Gary L Kramer and Randy L

Swing reflects the work of a select group of researchers scholars and practitioners in higher education assessment The contributors bring to the forefront key issues relevant to advancing assessments in higher education principles that culminate in improving student learning and development The extraordinary scholarship of the authors and contributors summarizes essential imperatives to which senior leaders may apply their political wisdom and leadership talents before during and after assessments have taken place

Whispering the Techniques of Language: An Emotional Quest through **Changing Course Making The Hard Decisions To Eliminate Academic Programs**

In a digitally-driven earth where screens reign supreme and immediate interaction drowns out the subtleties of language, the profound secrets and psychological nuances hidden within phrases frequently move unheard. Yet, situated within the pages of **Changing Course Making The Hard Decisions To Eliminate Academic Programs** a captivating fictional prize blinking with fresh emotions, lies a fantastic quest waiting to be undertaken. Published by a talented wordsmith, this enchanting opus encourages viewers on an introspective trip, gently unraveling the veiled truths and profound influence resonating within the very fabric of each word. Within the emotional depths with this poignant evaluation, we will embark upon a sincere exploration of the book's core subjects, dissect its captivating publishing style, and succumb to the powerful resonance it evokes deep within the recesses of readers' hearts.

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