

# FIRST AMONG EQUALS

*The Role of the  
Chief Academic Officer*

James Martin, James E. Samels  
& Associates

# First Among Equals The Role Of The Chief Academic Officer

**Kathleen Manning, Jillian Kinzie, John H  
Schuh**

## **First Among Equals The Role Of The Chief Academic Officer:**

*First Among Equals* James Martin, James E. Samels, 1997-10-31 Each chapter of *First among Equals* explores a different aspect of the chief academic officer's primary responsibilities including relations with the president and the board academic governance curriculum development new instructional technologies financial planning enrollment management legal affairs and faculty development

**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

**Hidden Academics** Indhu Rajagopal, 2002-01-01 Rajagopal examines the multiple ways contract faculty have emerged as an underclass in academia with differences in status compensation career opportunities and professional development

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

*Governance and the Public Good* William G. Tierney, 2012-02-01 The public good is not merely an economic idea of goods and services but a place where thoughtful debate and examination of the polis can occur In differentiating the university from corporations and other private sector businesses *Governance and the Public Good* provides a framework for discussing the trend toward politicized and privatized postsecondary institutions while acknowledging the parallel demands of accountability and autonomy placed on sites of higher learning If one accepts the notion of higher education as a public good does this affect how one thinks about the governance of America's colleges and universities Contributors to this book explore the role of the contemporary university its relationship to the public good beyond a simple obligation to educate for jobs and the subsequent impact on how institutions of higher education are and should be governed

**Presidential Transition in Higher Education** James Martin, James E. Samels, 2006-01-04 Zimpher University of Wisconsin Milwaukee

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

**Facilitating a Collegial Department in Higher Education** Robert E. Cipriano, 2011-06-24 Facilitating a Collegial Department in Higher Education Written for department chairs and deans this well researched resource offers a practical reference for how to create and sustain a more civil and harmonious departmental culture Filled with useful information including relevant case law the book gives readers what they need to know to enhance the climate culture and collegiality in an academic department as well as the university Praise for Facilitating a Collegial Department in Higher Education Bob Cipriano has provided a book that addresses department civility a critical ongoing problem in higher education The book is rich in examples best practices and strategies for dealing with individuals as well as ways to build collegial departments Not only is the book packed with information the author also has an engaging writing style and wit DANIEL W WHEELER higher education consultant professor emeritus and former head University of Nebraska Lincoln Pull out a fresh highlighter before opening this book Be prepared to immediately collect practical usable tools for building civility in your department from an experienced chair and successful workshop presenter SHARON BROOKSHIRE director of conferences Division of Continuing Education Kansas State University Department chairs greatest job dissatisfaction emanates from colleagues in conflict Bob Cipriano teaches and guides us first how to deal with toxic colleagues and then how to turn your department into a collegial environment WALTER GMELCH dean School of Education University of San Francisco

**The Chief Academic Officer's Handbook** Gregor Thuswaldner, 2025-09-16 This book provides practical advice and tools to support provosts in managing the academic enterprise addressing challenges and advancing institutional

excellence in higher education Provided by publisher **Turnaround** James Martin, James E. Samels, 2009 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 Claire Van Ummersen Vice President Center for Effective Leadership American Council on Education Times Higher Education Supplement Higher Education: Handbook of Theory and Research J.C. Smart, 2012-12-06 **Provost** Larry A. Nielsen, 2023-07-03 What is a Provost and what does a Provost do Don't look for the answers on the bookshelf There is scant literature devoted to the Provost ship for which the author advances a number of hypotheses so until this informal and autobiographical account there has been little for aspirants or new appointees to draw on for guidance or to provide a feel for what the role entails Larry Nielsen offers a highly personal account of his tenure as Provost of North Carolina State University from his unexpected invitation by the Chancellor to act as interim Provost to the events that forced his resignation four years later and brought him unwanted notoriety In a fast paced self deprecating style he invites the reader to share the activities that crowded his schedule the symbolic character of the role its opportunities to shape policy and its limitations as well as the joy and satisfaction he derived from making a difference in people's lives and the institution We see him in action and get a sense of the role as he addresses problems large and small He shares insights on the governance of a large public institution on how monies are allocated and funds made available for strategic initiatives By the end of the book we gain an understanding of the myriad roles of the number two position of the institution responsible for the direction and functioning of all its academic and curricular affairs that Larry Nielsen characterized for himself as the University's stay at home Dad He concludes the book with a look back at the Provost's job from his renewed perspective as a faculty member further demonstrating the truth of his assertion that where you stand depends on where you sit This is an entertaining and insightful read for anyone who wants to get a glimpse of how a large university functions as seen through the eyes of an ultimate insider For those interested in taking on the highest administrative positions in higher education it offers a window into that world including the perils to which incumbents can be exposed when their actions become front page news **Handbook of Strategic Enrollment Management** Don Hossler, Bob Bontrager, 2014-10-20 Improve student enrollment outcomes and meet institutional goals through the effective management of student enrollments Published with the American Association for Collegiate Registrars and Admissions Officers AACRAO the Handbook of Strategic Enrollment Management is the comprehensive text on the policies strategies practices that shape postsecondary enrollments This volume combines relevant theories and research with applied chapters on the management of offices such as admissions financial aid and the registrar to provide a comprehensive guide to the complex world of Strategic Enrollment Management SEM SEM focuses on achieving

enrollment goals and sustaining institutional revenue and serving the needs of students It provides insights into the ways SEM is practiced across four year institutions community colleges and professional schools More than just an enhanced approach to admissions and financial aid SEM examines the student s entire educational cycle From entry through graduation this volume helps SEM professionals and graduate students interested in enrollment management to anticipate change and balancing the goals of revenue access diversity and prestige The Handbook of Strategic Enrollment Management Provides an overview of the thinking of leading practitioners that comprise SEM organizations including marketing recruitment and admissions tuition pricing financial aid the registrar s role academic advising and retention Includes up to date research on current issues in SEM including college choice financial aid student persistence and the effective use of technology Guides readers creating strategic enrollment organizations that fit the unique history culture and policy context of your campus Strategic enrollment management has become one of the most important administrative areas in postsecondary education and it is being adopted in countries around the globe The Handbook of Strategic Enrollment Management is for anyone in enrollment management admissions financial aid registration and records orientation marketing and institutional research who wish to enhance the health and vitality of his or her institution It is also an excellent text for graduate programs in higher education and student affairs

*The Essential Academic Dean or Provost*  
Jeffrey L. Buller, 2015-09-04 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      **Planning for Higher Education**, 1997      One Size Does Not Fit All Kathleen Manning, Jillian Kinzie, John H Schuh, 2012-10-02 Though student affairs has been a recognized field of its own since 1937 most literature on the subject takes a one size fits all approach giving little attention to the differing models of student affairs practice and their diversity across institutions This book departs from such a uniform approach to explore instead eleven possible models of student affairs practice including both traditional and innovative programs Based on a longitudinal research project of 20 institutions *One Size Does Not Fit All* highlights a variety of policies practices and programs that can all contribute to student success and learning      *Leadership in Theological Education, Volume 1* Fritz Deininger, Orbelina Eguizabal, 2017-04-14 The ICETE Programme for Academic Leadership IPAL was officially established in 2010 and arose out of the need to provide training to theological institutions in different regions of the world IPAL provides a three year cycle of four day seminars for the professional development of evangelical academic leaders to help institutions in their pursuit of quality and excellence This publication is the first of three volumes intended to accompany and support the IPAL seminars as well as independently providing wider access to the principles required by academic leaders for institutional development Each chapter shares and illustrates the contributors expertise in and understanding of education leadership and administration in the field of evangelical academic institutions With an intentional awareness of a wide range of non Western contexts this volume is a much needed guide for senior administrators around the world      *The Insider's Guide to Working with Universities* James W. Dean Jr., Deborah Y. Clarke, 2019-08-13 Colleges and universities stand to benefit greatly when businesspeople engage with them whether through governing boards alumni associations consulting arrangements philanthropy or other channels But many businesspeople are frustrated by the way institutions of higher education work or rather how they don't work Why do decisions in universities take so long and involve so many people Why aren't profit and growth top priorities for colleges Why can't the faculty be managed like any other employees Shouldn't alumni have a greater say as they continue to invest in their alma mater As leaders in higher education James W Dean Jr and Deborah Y Clarke have years of experience addressing these questions for a wide range of professionals outside the academy This book draws on their expertise to offer real world guidance for businesspeople who work with and seek to improve colleges and universities Dean and Clarke differentiate and clarify the motivations and structures that make universities unique among American enterprises And while they acknowledge the challenges that businesspeople often face when working with academic institutions they explain that understanding the distinct mission of higher education is essential to being able to effect change within these organizations Presenting insights from interviews with a wide range of stakeholders Dean and Clarke give succinct and practical advice for working with universities      *Administratively Adrift* Scott A. Bass, 2022-06-09 An innovative analysis of the residential university's structure culture and functions and their impact on student well being and success      **The New American**

**College Town** James Martin, James E. Samels, 2019-11-19 A new perspective on the relationships among colleges universities and the communities with which they are now partnering Colleges and universities have always had interesting relationships with their external communities whether they are cities towns or something in between In many cases they are the main economic driver for their regions State College Pennsylvania or Raleigh North Carolina for example and in others they exist side by side with thriving industries In *The New American College Town* James Martin James E Samels Associates provide a practical guide for planning a new kind of American college town one that moves beyond the nostalgia tinged stereotype to achieve collaborative objectives What exactly is a college town in America today Examining the broad range of partnerships transforming campuses and the communities around them the book opens by detailing twenty characteristics of new American college towns Subsequent chapters invite presidents provosts planners mayors architects and association directors to share their views on how college town relationships are shaping new generations of students and citizens The book tackles urban and rural institutions as well as community colleges and closes with predictions about what college towns will look like in twenty five years Contributors include presidents from Lehigh Portland State New Jersey City and Connecticut College along with five college town mayors and the current or former executive directors from the International Town Gown Association the Association for the Study of Higher Education and others The book also traces how town gown relations are expanding into innovative areas nationally and internationally moving beyond familiar student life programs and services to hundred million dollar downtown developments The first comprehensive single volume resource designed for leaders on both sides of these conversations *The New American College Town* includes action plans lessons learned and pitfalls to avoid in developing transformative relationships between colleges and their extended communities Contributors Robert C Andringa Aaron Aska Beth Bagwell Katherine Bergeron Kelly A Cherwin Phillip DiChiara Lorin Ditzler Mauri A Ditzler Kevin E Drumm Erin Flynn Michael Fox Joel Garreau Susan Henderson Andrew W Hibbel Patrick Hyland Jr Jay Kahn James Martin Miguel Martinez Saenz Fred McGrail Kim Nehls Krisan Osterby Tracee Reiser Stuart Rothenberger Kate Rousmaniere James E Samels Rick Seltzer John D Simon Jefferson A Singer Allison Starer Wim Wiewel Eugene L Zdziarski II



## Reviewing **First Among Equals The Role Of The Chief Academic Officer**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing. Within the pages of "**First Among Equals The Role Of The Chief Academic Officer**," an enthralling opus penned by a very acclaimed wordsmith, readers attempt an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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