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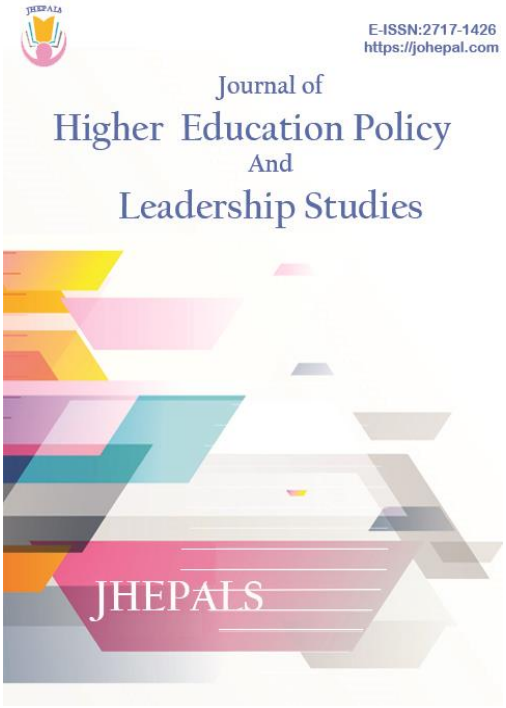

Book Review:
Academic Leadership and Governance of Higher Education: A Guide for Trustees, Leaders, and Aspiring Leaders of Two- and Four-Year Institutions (2nd ed.)

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Book Review

Academic Leadership and Governance of Higher Education: A Guide for Trustees, Leaders, and Aspiring Leaders of Two- and Four-Year Institutions (2nd ed.)

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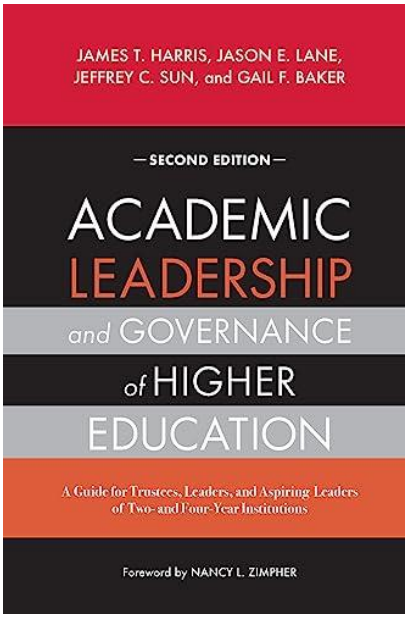

Mustafa Kayyali *

Keywords: Academic Leadership; Governance; Higher Education; Adaptability; Democratic Ideals; Social Change

Academic Leadership and Governance of Higher Education: A Guide for Trustees, Leaders, and Aspiring Leaders of Two- and Four-Year Institutions is a comprehensive and insightful exploration of the multifaceted world of academic leadership and governance within higher education. Published by Routledge, this edition serves as a guiding manifesto for leaders in academia, offering a comprehensive framework that emphasizes adaptability, democratic engagement, and inclusion as core principles for institutional success. The authors contextualize their analysis by delving into the historical evolution of higher education, recognizing its resilience in the face of change. They construct a narrative that underscores

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the importance of visionary leadership in a dynamic world, emphasizing the shifting demands placed on leaders such as academic presidents and department chairs.

Introductory Notes

At the heart of this edition are four core principles—mission-centric decision-making, adaptability, democratic ideals, and inclusion—that form the philosophical foundation for effective leadership. These principles are interwoven throughout the book, offering readers a compass to navigate the complexities of decision-making and organizational management within academia. The book's relevance is further enhanced by its exploration of the engaged college or university, which highlights the transformative potential of higher education institutions in addressing societal challenges. The authors emphasize the cultivation of civic engagement, social responsibility, and ethical leadership, aligning academic institutions with the broader aspirations of positive societal transformation. The authors examine the intricate relationships between higher education and external constituencies, including federal and state governments, courts, and supporting organizations. By elucidating these dynamics, the authors empower leaders to navigate the regulatory and societal frameworks that impact their institutions.

The book's discussion on global engagement underscores the imperative for internationalization in an interconnected world, providing insights into the complexities of global partnerships and cultural competence. Additionally, the authors address the role of technology in education, advocating for its strategic integration to enhance pedagogy and align with modern learners' expectations. "Academic Leadership and Governance of Higher Education" emerges as a seminal work that bridges theory and practice in the realm of academic leadership. Its comprehensive exploration of leadership principles, societal engagement, and the evolving landscape of higher education governance positions it as an indispensable resource for leaders, educators, policymakers, and researchers committed to shaping the future of academia. This edition encapsulates the collective wisdom of its authors and serves as an enduring testament to the power of adaptive, inclusive, and visionary leadership in higher education.

Review of Academic Leadership and Governance of Higher Education

The authors offer a sharp and thorough examination of the complex landscape of higher education administration and governance. This second edition, released by Routledge, comes at a pivotal time for higher education. It provides institutional leaders looking to handle the complex problems offered by a constantly changing educational environment with insights and advice. In this painstakingly prepared version, the authors delve into the core of academic leadership, revealing a thorough awareness of the many factors that influence contemporary institutions of higher learning. The book begins with a crucial acknowledgement of the educational industry's dynamic character, highlighting the need for adaptability, innovation, and a clear sense of mission to succeed in a continuously shifting environment.

The book's acknowledgment of the wide range of institution types within the higher education sector is one of its significant strengths. Readers will find valuable insights adapted to their particular situations, regardless of whether they are affiliated with research-intensive institutions, liberal arts colleges, community colleges, or professional

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schools. This acknowledgment not only highlights the book's relevancy but also the authors' dedication to diversity and thorough coverage. The authors' approach to presenting their content is well-structured and academically rigorous. The book is divided into five distinct sections that systematically cover critical aspects of academic leadership and governance. The chapters within each section are thoughtfully organized to provide an in-depth examination of topics ranging from the history, politics, and globalization of higher education to the roles of external constituencies, boundary spanners, academic core, and the implementation of the academic mission. This meticulous arrangement contributes to the book's coherence and ease of navigation, facilitating an immersive learning experience.

One of the book's standout features is its incorporation of real-world examples and case studies from a wide range of institutions. By grounding their discussions in practical scenarios, the authors bridge the gap between theory and application, making the content accessible and relatable to both seasoned administrators and those new to academic leadership roles. The integration of these case studies provides a rich tapestry of experiences, illustrating the nuances of decision-making, collaboration, and the challenges faced by academic leaders. A central theme that emerges from the book is the articulation of four principles for successful academic leadership: mission-centric decision-making, adaptability aligned with mission and values, commitment to democratic ideals, and modeling inclusion, equity, and positive social change. These principles, distilled from historical successes and failures, form the bedrock of the authors' approach to effective leadership and governance. The authors substantiate these principles by drawing on a wealth of research and expert opinions, thereby grounding their recommendations in a robust academic foundation.

The book's engagement with external constituencies adds a layer of depth to its analysis. Whether exploring federal engagement, state and local government relationships, or the role of courts in higher education, the authors illuminate the intricate web of influences that shape institutional decisions and policies. This multidimensional perspective fosters a holistic understanding of the challenges and opportunities that academic leaders encounter. The book's discourse on governance structures, the academic core, and the implementation of the academic mission provides a panoramic view of the mechanisms that underpin higher education institutions. The authors delve into the complexities of shared governance, the roles of departmental leaders and faculty, and the student experience. This comprehensive analysis empowers readers with a well-rounded comprehension of the intricate interactions that define academia.

As higher education increasingly intersects with global forces and technological advancements, the book's exploration of topics such as global engagement and the role of supporting organizations is especially relevant. The authors' insights into evaluation, accreditation, membership organizations, and foundations shed light on the external support systems that both challenge and enrich academic leadership. The book's structure and organization enhance its effectiveness as a comprehensive academic resource. Each section and chapter flows logically, building a cohesive narrative that progressively deepens the reader's understanding of the subject matter. By addressing various facets of academic leadership and governance, the authors skillfully foster a holistic perspective, illustrating how each component interacts and influences the others.

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The authors' adeptness at balancing theoretical frameworks with practical insights is evident throughout the book. For instance, their exploration of the academic presidency demonstrates a keen awareness of the evolving nature of this pivotal role. They delve into the challenges and responsibilities faced by academic presidents, emphasizing the delicate balance between honoring institutional mission and fostering democratic partnerships. This analysis is enriched by real-world examples and anecdotes that provide readers with a nuanced understanding of the complex decisions and negotiations that define the academic presidency.

Equally commendable is the authors' examination of faculty roles within academic institutions. By addressing faculty demographics, contingent faculty concerns, and matters of academic freedom, they acknowledge the critical role that faculty members play in shaping the academic core. Their discussion on fostering faculty development and enhancing teaching through technology underscores the importance of continuous improvement in teaching methodologies, ensuring that institutions remain dynamic and responsive to the evolving needs of students. Additionally, the book's emphasis on assessment, planning, and budgeting is especially pertinent in the current higher education landscape. The authors adeptly navigate the nexus between national priorities, institutional strategic planning, and the necessity for accountability. By advocating for a deliberate process of strategic planning and a culture of evidence-based decision-making, they pave the way for institutions to navigate fiscal challenges and shifting educational paradigms effectively.

In the era of globalization, the book's dedicated exploration of international engagement of colleges and universities provides valuable insights. The authors outline the various dimensions of global growth in higher education, from student mobility to international programs and partnerships. Their discussion on the complexities of accreditation, federal regulations, and legal considerations pertaining to global engagement equips academic leaders with the tools necessary to navigate a rapidly globalizing academic landscape. The book's engagement with the concept of shared governance is a salient aspect that underscores its commitment to democratic ideals in academia. By examining the interplay between faculty, administration, and governing bodies, the authors navigate the complexities of decision-making and leadership distribution within educational institutions. They advocate for an inclusive approach that integrates various stakeholders, fostering a sense of ownership and collaboration that can lead to more effective and sustainable outcomes.

In their exploration of the engaged college or university, the authors delve into three educational movements—educating responsible citizens, service-learning, and community-based learning, and democratic partnerships. By demonstrating how academic institutions can serve as catalysts for positive social change, the authors position the book as a guide for educators aspiring to create well-rounded individuals equipped to contribute meaningfully to society. This approach illuminates the role of higher education not only in transmitting knowledge but also in fostering a sense of civic responsibility and community engagement. The book's focus on external influences and the role of supporting organizations highlights the interconnectedness of higher education with external bodies and the need for institutions to navigate a complex web of relationships. Whether discussing evaluation

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through accrediting bodies, membership organizations, or foundations, the authors provide a comprehensive understanding of the external frameworks that institutions must align with. This perspective equips academic leaders with tools to strategically position their institutions while remaining true to their core values and missions.

The inclusion of a range of voices through forewords, contributions, and case studies adds depth and authenticity to the book. These voices provide varied perspectives that enrich the discourse, and their inclusion underscores the collaborative and democratic ethos that the authors champion. By embracing diversity in thought and experience, the book models the very principles it advocates for in academic leadership.

Looking ahead, the book serves as a compass for academic institutions to navigate an increasingly uncertain landscape. With the global emergence of new challenges and opportunities, the principles outlined in this edition are primed to guide institutions in fostering resilient leadership, adapting to change, and fostering positive impact. Its comprehensive exploration of academic leadership and governance positions it as an enduring resource that will remain relevant for generations of leaders in higher education. "Academic Leadership and Governance of Higher Education" stands as a magnum opus in the realm of academic literature. For established and aspiring academic leaders alike, its thorough coverage, thought-provoking ideas, and dedication to democratic norms in leadership make it an essential resource. This version contains the knowledge the writers have accumulated through many years of research and experience, making it a reliable source that will be used in future citations, studies, and discussions.

The principles and suggestions contained in this book offer leaders a strong platform to build on as higher education continues to change. By providing a road map for navigating the challenges of leadership, governance, and change, it acts as a catalyst for discussions on the future of academia. Using the transformative power of education, "Academic Leadership and Governance of Higher Education, Second Edition" serves as a beacon of inspiration, reminding us that effective leadership entails more than just managing organizations; it also involves empowering people, promoting inclusivity, and making positive contributions to society. The second edition of "Academic Leadership and Governance of Higher Education" is recognized as an authoritative and perceptive study that goes beyond the confines of conventional scholarly literature. Its thorough research, thoughtfully organized chapters, useful case studies, and astute recommendations combine to produce a comprehensive manual for navigating the many difficulties faced by contemporary academics. The book's significance as a crucial tool for academic leaders, politicians, researchers, and students interested in the future of higher education is cemented by this second edition. As institutions of higher learning confront unprecedented changes and uncertainties, the wisdom contained within these pages remains a beacon of guidance. The authors' commitment to inclusive, adaptable, and ethically-grounded leadership provides a roadmap for academic institutions to not only weather the storms of change but to thrive and contribute positively to society. "Academic Leadership and Governance of Higher Education" is a testament to the authors' expertise, dedication, and profound understanding of the intricate tapestry that is higher education. This text is bound to leave a lasting impact, shaping the minds and strategies of those responsible for steering the course of academia into the future.

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In conclusion, "Academic Leadership and Governance of Higher Education" serves as an indispensable resource for institutional leaders, administrators, faculty, and students aspiring to understand and engage with the intricate landscape of higher education. With its meticulous research, robust theoretical underpinnings, practical case studies, and insightful recommendations, the book stands as a beacon of guidance in a rapidly evolving educational ecosystem. This second edition not only builds upon the strengths of its predecessor but also reflects the authors' commitment to embracing change and shaping the future of higher education through effective leadership and governance.

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Dr. Mustafa Kayyali is an ardent advocate for excellence in higher education, driven by a relentless pursuit of quality, recognition, and innovation. As an entrepreneur, researcher, translator, and publisher, he is deeply involved in various facets of the academic world. His diverse interests encompass Management, Translation, Interpretation, and Academic consulting, contributing to a well-rounded understanding of the industry. Throughout his career, he has made significant contributions to academic literature, with more than 30 published papers and 15 book chapters to his name. Additionally, he takes pride in having translated 5 books, bridging language gaps, and promoting knowledge exchange on a global scale. He is committed to fostering positive change in higher education and contributing to its continuous improvement.

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