## Index

Activism, 64, 134 student, 36, 46, 64, 126, 134, 135 Adjunct faculty, 14, 87, 88, 92, 126 Adult learners, 14, 126 Affirmative action, 23, 25, 45 Akron Beacon Journal, 67 Alabama State University (ASU), 45, 46, 47, 48, 49 Alfred University, 39 American Association of Colleges and Universities (AACU), 33, 122, 137 American Association of Colleges of	Barbour, Suzanne, 11–15, 126, 136 critical incident. See also Critical incidents, 13 leadership. See also Leadership, 12, 15 pressing issues in higher education, 14 Baric Lab at UNC Gillings School of Global Public Health, 15 Baruch College, 33 Berkeley College, 33, 35, 36 Black Lives Matter movement, 134 Blase, Fran (Frances Rose), 17–21,
Nursing (AACN), 119 American Association of State	126, 129, 131 academic leaders, 19, 20, 21 critical incident. <i>See also</i> Critical
Colleges and Universities (AASCU), 33, 37, 38, 52, 80, 137	incidents, 18 experimentation, 19, 21 leadership. <i>See also</i> Leadership, 17,
American Association of Universities (AAU), 73, 137 American Council of Education	18, 20, 21 Board of the Tennessee Action Coalition, 119
(ACE), 4, 73, 93, 110	Bollinger, Lee, 23, 25, 28
American Disabilities Act (ADA), 60 Appropriations, 39, 47, 131, 137	Business model, 30, 53, 64, 93, 131, 132, 133
Arizona State University (ASU), 33, 95, 96, 97, 98, 99, 132 Artificial intelligence (AI), 53, 105 Associate Dean, 39, 45, 57, 58, 61, 67, 68, 102, 107, 121, 129 Associate Provost, 17, 57, 89, 90, 129 Associate Vice President, 57, 58 Association for Women in Science, 101 Association of Governing Boards of	Calderón, Felipe, 116 California State University Dominguez Hills (CSUDH), 33, 35 California State University Fullerton, 33, 36 Cantor, Nancy, 23–26, 129, 133, 134, 135, 136 critical incident. See also Critical incidents, 25 experiences, 24, 25, 26 leadership. See also Leadership, 23,
Universities, 89	24, 25, 26

	11 25 22 20 51 52 60 00
Carnegie Classification of Institutions of Higher Education, 3, 6	colleges, 25, 33, 38, 51, 53, 60, 89,
Carnegie Corporation's Academic	90, 92, 96, 101, 136 mental health, 20
Leadership Award, 24	testing, 15
Chancellor, 3, 23, 24, 39, 40, 43, 73, 74,	Conscious experience, 5
89, 90, 91, 92, 101, 102, 107	Constituents, 49, 59, 60, 75, 76, 77, 86,
Change, 1, 13, 14, 15, 18, 20, 24, 25, 37,	87, 93, 96, 97, 127, 129, 136
40, 42, 47, 48, 53, 55, 59, 60,	Corporatization of academy, 126
65, 70, 74, 76, 82, 83, 88, 103,	Cost of higher education, 19, 29, 30,
104, 105, 106, 107, 108, 110,	37, 41, 48, 60, 64, 88, 92,
114, 116, 122, 123, 125, 126,	104, 116, 126, 130, 131, 133
131, 132, 133, 135, 136, 137	Critical incidents, 2, 5, 13, 18, 25, 29,
Chicago Tribune, 67	36, 40, 47, 53, 63, 65, 69, 74,
China, 4, 53, 119, 120	81, 87, 91, 92, 97, 103, 109,
City University of New York (CUNY),	110, 122 Criticism 10, 26, 41, 64, 122, 125
33, 34, 52, 89, 101, 102, 103, 104, 105	Criticism, 19, 36, 41, 64, 133, 135 Cross, Ray, 41
Coatsworth, John, 27–32, 31, 128, 131,	C1055, Ray, 41
134, 135	Dean, ix, x, 1, 2, 3, 11, 12, 13, 15, 19,
critical incident. See also Critical	23, 27, 28, 31, 34, 39, 40, 45,
incidents, 29	51, 52, 57, 58, 61, 62, 63, 64,
experiences, 28, 29, 30, 31	67, 68, 69, 74, 79, 80, 85, 86,
leadership. See also Leadership, 27,	87, 95, 96, 97, 98, 102, 104,
28, 29, 30, 31	107, 108, 109, 110, 113, 114,
Collaboration, 11, 12, 13, 15, 18, 24,	119, 120, 121, 122, 126, 129
25, 26, 34, 42, 54, 63, 65, 70,	Decline in enrollment, 88, 126
77, 87, 88, 95, 96, 105, 128,	Decline of financial support from state,
129, 136 Collins, James, 91	126 Decrease in high school graduates, 126,
Colorado State University-Pueblo	132
(CSU-Pueblo), 79, 81, 82, 83	DeDuve, Christian, 101
Columbia University, 27, 28, 29, 30,	Deferred Action for Childhood
31, 34, 38, 73, 105	Arrivals (DACA), 35, 134
Communication, 17, 18, 24, 30, 36, 39, 41,	Demographics, 13, 20, 52, 110, 126, 135
42, 43, 52, 54, 57, 58, 64, 67, 69,	Dipple, Elizabeth, 67
70, 75, 76, 79, 80, 83, 85, 86, 87,	Diversity, 3, 6, 12, 14, 17, 20, 23, 24,
88, 93, 96, 104, 115, 116, 121,	25, 33, 35, 36, 38, 40, 48, 52,
123, 127, 128, 129, 133, 136	55, 61, 62, 82, 87, 92, 99,
Community, 12, 24, 25, 26, 40, 41, 42,	105, 115, 117, 121, 122, 126,
48, 51, 52, 54, 55, 57, 58, 63,	134, 136
79, 81, 82, 83, 96, 97, 98, 99,	Eastern Communication Association
114, 116, 117, 118, 121, 122, 123, 124, 132, 133, 134	Eastern Communication Association (ECA), 85, 86
academic, 21, 104	Emory University, 61, 62
academic, 21, 107	211019 01111010119, 01, 02

Emotional intelligence, 83 Empathetic leadership, 26 Empathy, ix, 24, 36, 97, 99, 103, 106 England, 101 Enrollment, 12, 24, 35, 39, 48, 58, 59, 61, 62, 76, 80, 88, 90, 96, 120, 126, 130, 131, 132, 133	communication, 39, 41, 42 critical incident. See also Critical incidents, 40 experience, 39, 40, 41 free speech on campus, 40, 41 progression, 39 Graduate School, 1, 11, 12, 13, 15, 23, 27, 45, 61, 79, 125, 126, 128,
Ethnicity, 3, 5, 6 Ethnography, 1, 2, 6	132 Graduate students, 12, 13, 15, 28, 29, 46, 49, 57, 89, 108, 132,
Fairleigh Dickinson University (FDU), 101, 102, 103, 104, 105 Finance, 29, 41, 47, 48, 52, 53, 54, 60,	134 Grutter vs. Bollinger 2003, 23
69, 74, 76, 79, 81, 85, 86, 88, 93, 99, 109, 110, 123, 126, 128, 129, 130, 131, 132, 133, 136, 137	Harris, Bill (William), 45–49, 125, 128, 129, 131, 134, 135 critical incident. <i>See also</i> Critical incidents, 47
First generation college student, 19, 20, 33, 34, 35, 37, 95, 111, 137 Fordham University, 57, 58	nontraditional career paths, 48 reflections, 48, 49 Hartley, Nina, 40, 41
Fort Valley State University, 45 Fox, Vicente, 116 Free speech on campus, 18, 36, 37, 40,	Harvard Business School, 64 Harvard Medical International, 119 Harvard University, 27, 30
41, 126, 129 Frontier Set, The, 52	Haverford College, 17, 18 Henderson, Susan, 51–55, 128, 132,
Funding, 11, 12, 14, 28, 40, 47, 48, 49, 52, 54, 62, 68, 74, 80, 82, 85,	133, 134 critical incidents. <i>See also</i> Critical
88, 91, 93, 96, 99, 101, 102, 103, 104, 109, 115, 117, 121,	incidents, 53 GPC, 51, 52
122, 123, 131, 132, 135	mentorship, 54 NJCU, 51, 52, 53, 54, 55
Garcia, Millie (Mildred), 33–38, 128, 129, 131, 134, 135 AASCU, 37, 38 critical incident. <i>See also</i> Critical incidents, 36 CSUDH, 33, 35 leadership skills. <i>See also</i> Leadership, 33, 34, 35, 36, 37, 38 Gender, 3, 4, 6, 14, 62, 65, 77, 105, 135	Higher education, ix, x, 1, 13, 14, 15, 20, 21, 23, 25, 26, 33, 34, 36, 38, 45, 46, 47, 49, 51, 64, 69, 75, 76, 79, 82, 86, 87, 88, 90, 91, 93, 95, 103, 104, 105, 108, 110, 113, 116, 118, 125, 126, 127, 129, 132, 134, 135, 136, 137 analysis, 5–6
Georgia Perimeter College (GPC), 51, 52 Gow, Joe, 39–43, 129, 131, 134, 135 academic expertise, 43	cost of, 19, 29, 30, 37, 41, 48, 60, 64, 88, 92, 104, 116, 126, 130, 131, 133

procedures, 2–5	interpersonal skills, 59
public scrutiny, 26, 134, 135	leadership. See also Leadership, 57,
research design, 2	58, 59, 60
Higher Education Act (HEA), 137	responsibilities, 57, 59
Hispanic Association of Colleges and	story, 60
Universities (HACU), 51,	James, Erika H., 61-65, 131, 134
54, 113, 114, 116, 137	business, 61, 62, 63, 64
Hispanic Serving Institution (HSI), 35,	critical incident. See also Critical
81, 116	incidents, 63, 65
Historically black colleges and	leadership, 61, 62, 63, 65
universities (HBCUs), 4, 45,	revenue-generating responsibilities, 61
67, 137	Jindal, Bobby, 74
Hostos Community College, 34	Joffrey Ballet, 54
Howard University, 67, 68	Johns Hopkins University, 11, 73, 74, 76
Humanities, 30, 60, 68, 69, 96, 104,	· · · · · · · · · · · · · · · · · · ·
109, 126	Knight Report (Knight v. State of
Humor, 42, 88, 97	Alabama, 900 F. Supp. 272),
11011101, 12, 00, 7,	47
Immigrants, 4, 6, 35, 111, 116, 117,	.,
134, 135	Labor organizations, 134
Incident. See Critical incidents	LaGuardia Community College
Inclusivity, 14, 126	(LCC), 34
India, 4, 107, 111	Land-grant institutions, 73, 134, 135
Indiana University, 45, 46, 73	Lanigan's technique, 5
Indiana University Bloomington (IU),	LatinX, 4, 5, 52, 116, 135
73, 74	Lawson-Borders, Gracie, 67–71, 126,
Indiana University Southeast, 73	128
Insider, 1, 97	critical incident. See also Critical
Interim, 17, 28, 39, 40, 45, 52, 53, 57, 58,	incidents, 69
85, 86, 96, 107, 108, 113, 114	leadership, 67, 68, 69, 70
International student, 12, 20, 98, 130,	University of Wyoming, 67, 68
132, 133	Leader knows best attitude, 24
Interviewees, 3–6, 126, 127, 128, 129,	Leaders, ix, x, 1, 2, 3, 4, 5, 12, 14, 15,
130, 132, 133, 134, 135, 136,	17, 19, 20, 21, 24, 25, 26, 27,
137	29, 30, 31, 34, 40, 41, 42, 43,
It-all-depends hypothesis, 127	46, 48, 49, 53, 54, 55, 57, 59,
Ithaca College, 107	60, 63, 64, 65, 67, 69, 70, 73,
1011000 0011050, 107	74, 75, 76, 77, 79, 82, 83, 85,
Jacobson, Ron L., 57-60, 128, 131, 133,	87, 88, 90, 93, 96, 97, 98, 99,
134	103, 104, 106, 107, 109, 110,
Associate Dean, 57, 58	111, 116, 117, 118, 119, 120,
critical incident. See also Critical	123, 124, 125, 127, 128, 129,
incidents, 59	130, 131, 132, 133, 134, 135,
experience, 60	136, 137
· · · · · · · · · · · · · · · · · · ·	,

Leadership, ix, 1, 2, 3, 4, 5, 6, 11, 12,	Massachusetts College of Pharmacy
13, 15, 17, 18, 20, 21, 23, 24,	and Health Sciences
25, 26, 27, 28, 29, 30, 31, 33,	(MCPHS), 120
34, 35, 36, 37, 38, 39, 40, 41,	Mays, Benjamin, 46
42, 45, 46, 47, 49, 53, 57, 58,	McShane, Joseph, 58
59, 60, 61, 62, 63, 65, 67, 68,	Me Too movement, 41, 134
69, 70, 73, 74, 75, 77, 79, 80,	Media, 37, 61, 67, 68, 75, 81, 85, 114,
81, 83, 85, 86, 87, 88, 89, 90,	116, 126, 128, 131, 134, 137
91, 93, 95, 96, 97, 98, 101,	Mental health services, 20, 82, 126
102, 103, 105, 106, 107, 108,	Mentor, ix, x, 11, 12, 14, 17, 19, 26, 29,
109, 110, 111, 114, 115, 116,	34, 37, 46, 49, 54, 68, 69, 79,
117, 119, 120, 122, 123, 124,	96, 101, 110, 113, 114, 117,
125, 126, 127, 128, 129, 133, 134, 136, 137	128, 129, 136 Mentorship, 54, 95, 96, 125, 128, 129
development programs, 30, 40, 51,	Middle States Commission on Higher
122	Education (MSCHE), 35, 51
Lesbian, Gay, Bisexual, Transgender	Montclair State University, 33, 34
(LGBT), 4, 5, 82, 83, 134,	Morrill Act, 134, 135
135	Mottet, Timothy P., 79–83, 125, 129, 132
Liberal arts, 17, 19, 34, 39, 40, 58,	critical incident. See also Critical
63, 64, 85, 86, 89, 90,	incidents, 81
96, 104, 107, 108, 110,	leadership skills. See also
111	Leadership, 79
Lived experience approach, 1, 2, 4, 6,	leadership tasks and responsibilities,
130	80
Lombardi, John V., 73–77, 129,	LGBT issues, 82, 83
131	Mount Sinai School of Medicine, 101
collaboration, 77	Mount St. Mary's University, 85, 86
critical incident. See also Critical	Mueller II, Al (Alfred G.), 85–88
incidents, 74	critical incident. See also Critical
culture of achievement, 74	incidents, 87
leadership skills. See also	ECA, 86 leadership experience, 85, 87
Leadership, 73, 74, 75, 76, 77	working across constituencies, 87
LSU, 74	Muyskens, James, 52
Loss of public trust, 25, 93, 126	widyskens, James, 32
Louisiana State University System	National Child Protection
(LSU), 73, 74	Development and Training
( = - ), , .	Center, 39
Machine learning, 105	National Collegiate Athletic
Manhattanville College, 107, 111	Association (NCAA), 25,
Marietta College, 57, 58	51, 54, 102, 109, 110, 129
Marymount College for Women in	National Institute of Health (NIH), 11,
Tarrytown, 59	119

National Newspaper Publishers	Princeton University, 23
Association, 68	Provost, ix, x, 1, 2, 3, 17, 18, 19, 23, 25,
National Science Foundation (NSF),	27, 28, 29, 30, 31, 39, 40, 52,
11, 12, 13, 14, 15, 17, 105,	53, 57, 58, 59, 64, 73, 74, 77,
126	79, 80, 89, 90, 101, 102, 104,
Nebraska Wesleyan University, 39, 40	107, 108, 109, 110, 120, 122,
Need to diversify faculty, 14, 126	126, 129
Network, 24, 58, 97, 117, 118, 123, 128	Public-private partnerships (P3), 52,
personal, 3	54, 132
peer, 26, 103, 128, 129	
Neumann University, 85, 86	Queens College of the City of New
New Jersey City University (NJCU),	York, 51, 52
51, 52, 53, 54, 55, 132	
New York State Board of Regents, 90	Race, 3, 5, 6, 14, 126, 134, 135
New York Structural Biology Center,	Rankings, 12, 26, 110
101	Ranks (rising through leadership
New York University (NYU), 34, 105	ranks), 11, 17, 21, 27, 45, 46,
Northeast Deans group, 19	59, 61, 67, 74, 79, 81, 85, 87,
Northwest Airlines, 79	88, 90, 113, 120, 121
Northwest Missouri State University,	Recession, 86, 91, 131, 133, 137
79, 80	Regents, 40, 41, 81, 89, 90
	Reilly, Kevin, 89–94, 129, 131, 133,
Oakland Press, The, 67	134
	experiences, 90, 91, 93
Paine College, 45, 46	insights, 92, 93
Parental attitudes, 88	UW System, 89, 90
Peer support, 19, 26, 27, 34, 65, 103,	Relationships, 15, 18, 29, 41, 63, 81,
109, 110, 114, 128, 129	85, 92, 97, 102, 108, 109,
Pennsylvania State University (PSU),	110, 115, 122, 128, 136
39, 85, 86	Retention, 14, 25, 35, 76, 80, 86, 98,
Perimeter College at Georgia State	132
University, 51	Retired, 3, 13, 27, 28, 45, 46, 93, 131
Phenomenological description, 5, 7	Roen, Duane, 95–99, 129, 132, 133
Practical majors, 41, 126	critical incident. See also Critical
President. See also Associate Vice	incidents, 97
President; Vice President, ix,	· · · · · · · · · · · · · · · · · · ·
	education, 95, 96, 98, 99
x, 1, 2, 3, 17, 23, 27, 28, 30,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95,
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42, 43, 45, 46, 47, 48, 49, 51, 52,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98 online courses and degrees, 98, 99
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42, 43, 45, 46, 47, 48, 49, 51, 52, 53, 54, 55, 58, 64, 73, 74, 75,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98 online courses and degrees, 98, 99 Rolling, Danny, 74
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42, 43, 45, 46, 47, 48, 49, 51, 52, 53, 54, 55, 58, 64, 73, 74, 75, 77, 79, 80, 81, 82, 83, 85, 89,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98 online courses and degrees, 98, 99
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42, 43, 45, 46, 47, 48, 49, 51, 52, 53, 54, 55, 58, 64, 73, 74, 75, 77, 79, 80, 81, 82, 83, 85, 89, 90, 91, 93, 102, 107, 108,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98 online courses and degrees, 98, 99 Rolling, Danny, 74 Rutgers University-Newark, 23, 24, 134
x, 1, 2, 3, 17, 23, 27, 28, 30, 33, 35, 37, 38, 39, 40, 41, 42, 43, 45, 46, 47, 48, 49, 51, 52, 53, 54, 55, 58, 64, 73, 74, 75, 77, 79, 80, 81, 82, 83, 85, 89,	education, 95, 96, 98, 99 leadership. <i>See also</i> Leadership, 95, 96, 97, 98 online courses and degrees, 98, 99 Rolling, Danny, 74

School of International and Public	Technology, 1, 20, 40, 52, 53, 58, 59,
Affairs (SIPA), 27, 28	68, 89, 90, 105, 116, 123,
Scott, Bob (Robert), ix, x, xi	126, 136, 137
Science, technology, engineering, and	Tennessee Action Coalition, 119
mathematics (STEM), 14,	Tennessee Association of Nursing
52, 116, 136	Deans, 119
Scientists, 13, 19, 21, 68, 102, 103, 104,	Tenure, 12, 18, 34, 35, 45, 46, 47, 48,
105, 106, 109	58, 61, 79, 85, 110, 115, 120,
Seton Hall University, 109	123, 125, 126
Shared governance, x, 25, 30, 41, 46,	Texas A&I/Texas A&M
49, 88, 126, 129 Silos 13, 30, 60, 63, 65, 70	University-Kingsville, 113
Silos, 13, 30, 60, 63, 65, 70	Texas College, 45
Small, Gillian, 101–106, 126, 129, 133	Texas Education Agency, 113 Texas Southern University, 45
critical incident. See also Critical	Texas State San Marcos, 79
incidents, 103	Thomas More University, 107
CUNY, 101, 102, 103, 104, 105	Title IX, 18, 41
Smith, Molly, 107–111, 128, 129,	Torres, Cheo (Eliseo), 113–118, 125,
135	129, 131, 134, 136
critical incident. See also Critical	career, 113, 114, 115, 116, 117
incidents, 109, 110	cost of education, 116
path to leadership, 107, 110, 111	critical incident. See Critical
UWS, 107, 108, 109	incidents
Social media, 41, 42, 43, 75, 76, 77, 93,	fundraising, 117
116, 128	leadership career, 115
St. Louis University, 107	skills, 114, 116
Staff, 13, 15, 34, 35, 40, 42, 43, 53, 59,	UNM, 113, 114, 115, 116
61, 63, 65, 75, 76, 82, 87,	Tulane University, 61
113, 114, 117, 125, 129, 130,	
137	Unions, 28, 29, 57, 92, 103, 108, 134
Stakeholder, 47, 62, 81, 82, 128	United Auto Workers Union (UAW
State University of New York	Union), 29
(SUNY), 89, 90	University of Aberdeen, 107
Stephen F. Austin State University,	University of Arizona, 96
107	University of Chicago, 27
Stonehill College, 107	University of Cincinnati, 39
Stress, 20, 26, 31, 37, 57, 82,	University of Florida (UF), 73, 74, 75,
111	77, 101, 102
Structural inequities, 49, 130, 135	University of Georgia, 12, 13
Student debt, 41, 48, 126, 131, 133	University of Guam, 57
Student mental health, 20, 82, 126	University of Illinois at
Summers, Larry, 30	Urbana–Champaign
Syracuse University, 23, 24, 96, 134	(UIUC), 23, 25

University of Massachusetts (UMass), of college education, 37 73, 74, 120 core, 20 University of Massachusetts Amherst, Vice President, ix, 1, 2, 3, 34, 37, 52, 73, 74, 77 53, 54, 55, 57, 58, 75, 87, 101, 107, 113, 114, 115 University of Memphis, 119, 120, 121, Virginia Commonwealth University 122 University of Michigan, 23, 61 (VCU), 11 University of New Mexico (UNM), 113, 114, 115, 116, 117, 136 Walker, Scott, 91 University of North Carolina (UNC), Wall Street Journal, The, 41, 137 11, 12, 13, 14, 15, 136 Wells, Herman, 46 University of Oregon, 57 Wesleyan College, 85 University of Pennsylvania (UPenn), West, Cornell, 83 18, 61, 62, 120, 121 Wharton School of Business, 61, 62 University of Texas-Pan American, 80 Wheaton College, 107, 111 University of Virginia, 61 Wilde, Oscar, 43 University of Wisconsin System (UW William Paterson University, ix, xi, 2 System), 40, 89, 107, 108, Winona State University, 39 109 Wisconsin Board of Regents policy, 40, University of Wisconsin-Superior Work-life balance, 20, 26, 31, 83, 88, (UWS), 107, 108, 109 University of Wisconsin-La Crosse, 105, 111, 123 39, 40 Workforce development, 14, 60, 79, University of Wisconsin–Madison, 27, 126 28 World Science Festival, 101 University of Wyoming, 67, 68 University's "meet the President" Yiannopolous, Milo, 36 webpage, 81 Young Republicans, 36 Values, ix, 1, 6, 14, 18, 19, 20, 24, 30, Zhan, Lin, 119–124, 133, 134 33, 35, 36, 37, 38, 43, 48, 53, business of health care, 123 60, 76, 80, 83, 88, 96, 97, 99, community, 121, 122, 123, 124 107, 108, 109, 111, 116, 117, critical incident. See also Critical 123, 125, 126, 128, 133, 135, incidents, 122 136 MCPHS, 120