

American Academic Leadership Annotated Reading List
6-13-16

Anyone should be able to edit this document, so just drop in any recommended readings you have. If you feel like writing a little blurb or including a link to the article or where one could buy the book, so much the better. We will drop in periodically and keep things tidy. :)

Allen, David. [Getting Things Done: The Art of Stress-Free Productivity](#). Penguin, 2001.

Archibald, R.B. & Feldman, D. H. (2010). [Why Does College Cost So Much?](#) Oxford University Press. Excellent analysis of the real cost of college. Recommended by Tom Kepple

Berman, Karen and Joe Knight with John Case. (2013) [Financial Intelligence, Revised Edition: A Manager's Guide to Knowing What the Numbers Really Mean.](#) Harvard Business Review Press.

Bennis, Warren and Nanus, Burt (1985) [Leaders - The Strategies for Taking Charge.](#) Harper and Row. Classic book on Leadership and recommended by Tom Kepple

Bolman, Lee and Joan V. Gallos. (2011) [Reframing Academic Leadership.](#) Wiley.

This book served as a centerpiece of the Institute for Management and Leadership and Education at Harvard a couple of years ago. Superior book for thinking through how we tend to frame issues and address problems through particular frames while ignoring others. Recommended by Tom Kepple

Bolman, Lee and Deal, Terrence. (2008). [Reframing Organizations: Artistry, Choice, and Leadership.](#) Jossey Bass

Bowen, William G. and McPherson, Michael S. [Lesson Plan: An Agenda for Change in American Higher Education.](#)

Buller, Jeffery. (2014). [Are you tough enough?](#). *Academic Leader* newsletter.

An article from the Academic Leader newsletter on going beyond "toughness" as an academic leader.

[Academic Leadership and the M-Word.](#) *Academic Leader* newsletter.

Another Buller article that discusses motivation. References Ken Blanchard's work.

Cloud, Henry. *Necessary Endings: The Employees, Businesses, and Relationships That All of Us Have to Give Up in Order to Move Forward.* New York: Harper Business, 2010.

Cole, Jonathan R. The Great American University: Its Rise to Preminence, Its Indispensable National Rose, Why It Must Be Protected.

Collins, Jim. (2001). Good to Great: Why Some Companies Make the Leap and Others Don't. New York: HarperBusiness. Also by Collins - Good to Great and the Social Sectors - a monograph to accompany Good to Great.

Highly recommended by Tom Kepple on the 7/10/14 conference call. Collins' website also has lots of articles: <http://www.jimcollins.com/index.html>

Collins, Jim & Hansen, Morten. Great by Choice: Uncertainty, Chaos, and Luck – Why Some Thrive Despite Them All. New York: HarperCollins Publishers, Inc, 2011

Covey, Stephen. (2005). 7 Habits of Highly Effective People. DC Books.

A classic in the management field, which helps with personal as well as professional prioritization.

Delbanco, Andrew. (2012). College: What It Is, Was, and Should Be. Princeton.

Delbanco is an "old school" guy who came up through the academic ranks, and he looks at the current state of affairs in light of the long view of things. It's a fair, comprehensive, smart look at the institution.

Dickeson, Robert C. Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance. Rev. ed. San Francisco: Jossey-Bass, 2010.

A practical and succinct resource for structuring academic program review and prioritization. Very well written, so it's a relatively quick read.

OK, so the subtitle is an exaggeration, but if you are looking for a system to help keep better track of all of the personal and professional things you are juggling, I've found Allen's to be a good one.

Fisher, James et.al. (1988) The Effective College President. MacMillan Publishing. Excellent overview of the presidency. Recommended by Tom Kepple

Freeland, Richard M. Academia's Golden Age: Universities in Massachusetts, 1945-1970.

Fullan, Michael. Leading in a Culture of Change. San Francisco: Jossey-Bass Publishing Company, 2001.

Samuel B. Griffith. (1963) Sun Tzu - The Art of War. Oxford University Press. There are numerous translations of Sun Tzu's philosophy. Classic recommended by Tom Kepple

Heath, Chip & Heath, Dan. (2010) Switch - How to Change Things When Change is Hard. Broadway Books.

Hendrickson, Robert M. et.al. (2013). *Academic Leadership and Governance of Higher Education*. Excellent overview of the structural areas of higher education. Recommended by Tom Kepple

Keller, George (2004) [Transforming a College: The Story of a Little-Known College's Climb to Distinction](#) Baltimore: The Johns Hopkins University Press.

An inspiring case study of leadership, intentionality, and aligned initiatives that somehow came together to effect real change. There's a new 2014 edition as well. A classic - Tom Kepple

Jackson, Phil. (2013). *Eleven Rings*.

Non traditional book on leadership. Excellent for basketball fans or fans of any sport. Phil writes about his leadership style and dealing with strong personalities. He is into mindfulness and zen, so interesting for those of us who practice yoga. I am not a basketball fan yet I enjoyed the book.

Kotter, John P. *Leading Change*. Boston: Harvard Business School Press, 1996.

Great book. Recommended by Tom Kepple

Kouzes, Jim & Posner, Barry. *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. San Francisco: Leadership Challenge (5th Edition, 2014).

Recommended by Tom Kepple

Massy, William F. *Reengineering the University: How to Be Mission Centered, Market Smart, and Margin Conscious Hardcover*.

Maxwell, John C. *The 21 Irrefutable Laws of Leadership* (1998)

Miller, M.D. (2014) Minds online: *Teaching Effectively with Technology*. Harvard University Press, Cambridge, MA.

Consider it a "must read" for any university administrator or faculty member who has an interest in using technology to improve learning outcomes. Recommended by Michael Stevenson

Morrill, Richard. (2010) *Strategic Leadership - Integrating strategy and Leadership in Colleges and Universities*. Bowman & Littlefield Publishers. Excellent overview and recommended by Tom Kepple

Niccolo Machiavelli translated by Daniel Donno (1966) - *The Prince*. There are numerous translations of this classic leadership text. Recommended by Tom Kepple.

In 1513 Machiavelli said this: "It must be realized that there is nothing more difficult to plan, more uncertain of success, or more dangerous to manage than the establishment of a new order of government; for he who introduces it makes enemies of

all those who derived advantage from the old order and finds but lukewarm defenders among those who stand to gain from the new one. Such a lukewarm attitude grows partly out of fear of the adversaries, who have the law on their side, and partly from the incredulity of men in general, who actually have no faith in new things until they have been proved by experience. Hence it happens that whenever those in the enemy camp have a chance to attack, they do so with partisan fervor, while the others defend themselves rather passively, so that both they and the prince are endangered.” Sounds like Iraq to me!

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). [Crucial Conversations](#). McGraw-Hill. Provides skills related to initiating and conducting conversations that are necessary to address problems, but that no one particularly likes to have.

Patterson, K., Grenny, J., McMillan, R. & Switzler, A. (2010). [Crucial Confrontations](#). McGraw-Hill. A sequel to Crucial Conversations, which addresses how to effectively negotiate getting people to live up to their promises.

Plutarch. Lives of the Noble Greeks and Romans.

Okay, none of these men profiled here chose higher education as a career, but even so, there are lots of lessons about leading people. (I'm a humanities person, and I think that it's right and good for us folk to look at the lessons our own disciplines offer us in taking up this enterprise.)

Rhodes, Frank H.T. [The Creation of the Future: The Role of the American University](#)

Scott, Susan (2004) [Fierce Conversations](#). New York: The Berkley Publishing Group.
and Scott, Susan (2011) [Fierce Leadership](#) New York: Crown Business.

This book lights a fire to urge one to engage in those essential, but dreaded, conversations that are necessary to resolve simmering issues or to make forward progress. Even if you don't have time to read either of these, take a look at the "memo to leaders" on pages 4-6 of [Fierce Leadership](#) using the "look inside" feature on Amazon.

Selingo, J. (2013). [College Unbound: The Future of Higher Education and What It Means to Students](#). Harvest Press.

A great view of the transformative influences higher education currently faces.

I second this recommendation--- helpful big picture context, especially for those in CIC-type institutions, whether or not one agrees with all of Selingo's conclusions.

Provides an overview of the factors which have contributed to rising tuition. Easy for non-economists to understand!

Shakespeare, William. The Second Henriad (Richard II - Henry V).

If Plutarch is good, Shakespeare may be even better.

Solidaty, Joanne & Rick Mann. (2013). Surviving to Thriving: A Planning Framework for Leaders of Private Colleges and Universities. North Carolina: Credo.

Easy read, interesting, important especially to small independent colleges. Our newly minted president gave a copy to all in leadership positions and we are having discussion groups. Very fun.

Rumelt, Richard. (2011) Good Strategy, Bad Strategy: The Difference and Why it Matters. Crown Publishers.

The book is easy to read, provides concrete steps for developing a good strategy, explains why each element is good or not and is peppered with examples that effectively illustrate the point.

Zaiontz, D. (2015) #Follow the Leader: Lessons in Social Media Success from #HigherEd CEOs. St. Louis, MO: EDUniverse Media. Recommended by Michael Stevenson

Also biographies are highly recommended by Tom Kepple (I know we need some female Bios - please suggest some.). Some Bios of note include:

John Adams. David McCullough (2001)

Catherine the Great – Portrait of a Women. Robert K. Massie (2011)

Benjamin Franklin. The Americanization of Benjamin Franklin. Gordon S. Wood (2004)

Ulysses S. Grant - Soldier and President. Geoffrey Perret (1997)

Hannibal - Scourge of Imperial Rome. Mary Dolan (1955)

Isabella – The Warrior Queen. Kirstin Dpowney (2014)

Andrew Jackson. American Lion. Jon Meacham (2009)

Dwight D. Eisenhower. Ike the Soldier - As They Knew Him. Merle Miller (1987) and Ike's Bluff – President Eisenhower's Secret Battle to Save the World. Evan Thomas

John Lewis. Walking with the Wind. Autobiography (1998)

Theodore Roosevelt. The Rise of Theodore Roosevelt (1979)

George Washington. Patriarch, by Richard Norton Smith (1993)

Daniel Webster - The Man and His Time. Robert Remini (1997)

Books written by college and university presidents. List compiled by Rich Ekman, President, Council of Independent Colleges:

Peter Tyrell Flawn

A Primer for University Presidents: Managing the Modern University

William M. Chace

One Hundred Semesters: My Adventures as Student, Professor, and University President, and What I Learned along the Way

William G. Bowen

Lessons Learned: Reflections of a University President
The Board Book: An Insider's Guide for Directors and Trustees
Inside the Boardroom: Governance by Directors and Trustees
Ever the Teacher: William G. Bowen's Writings as President of Princeton

Jill Ker Conway

A Woman's Education

James L. Fisher

Presidential Leadership: Making a Difference
Positive Power: 5 Keys to a Higher Leadership Profile
The Board and the President
The Entrepreneurial College President
Power of the Presidency
Born, Not Made: The Entrepreneurial Personality
Effective College President

Norman R. Smith

From Bottom to Top Tier in a Decade: The Wagner College Turnaround Years

James O. Freedman

Finding the Words: The Education of James O. Freedman

Arthur Padilla

Portraits in Leadership: Six Extraordinary University Presidents

Stephen Joel Trachtenberg

Big Man on Campus: A University President Speaks Out on Higher Education

Helen S. Astin and Carole Leland

Women of Influence, Women of Vision

Howard R. Bowen

Academic Recollections

Leroy Davis and John Hope Franklin

A Clashing of the Soul: John Hope and the Dilemma of African American Leadership and Black Higher Education in the Early Twentieth Century

