Cultivating Faculty Leadership: Best Practices in Institutional Resilience and Change

A Study from the Collaborative on Academic Careers in Higher Ed

AAC&U ANNUAL MEETING, ATLANTA, GA, JAN 25, 2019

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How do we create the conditions in which all faculty do their best work?
Trust
Shared sense of purpose
Understanding the issue at hand
Adaptability
Productivity
Adaptability

Senior Leadership

$R^2$ Linear = 0.599
Identifying Exemplars and Promising Practices

Mixed Methods Study

- COACHE data from 2014-2017 governance module to identify exemplar institutions of various types from among 138 partners
- Interviews with Chief Academic or Faculty Affairs Officers and Chief Elected Faculty Officers
- Institutions: Brown, Iowa State, Kenyon, Middlebury, Stockton, UNC Chapel Hill, Western Carolina

Findings

- No one-size-fits-all approach
- Armchair indicators of health, with follow-up questions
- Expansive view of faculty leadership
Armchair indicators of health

1. Your “best” faculty are seeking out key governance positions
2. Faculty take public stands among one another
3. There are contested elections for key positions or competition for key opportunities
4. Faculty show up in times of institutional stress or crisis
5. Faculty feel they have reasonable access to leaders
Peer learning

On your own (10 minutes):

1. Assess the health of faculty leadership and shared governance on your own campus using the armchair indicators
Peer learning

On your own (10 minutes):

1. Assess the health of faculty leadership and shared governance on your own campus using the armchair indicators

Groups of 4 or 5 neighbors (20 minutes):

1. Share one indicator for which you answered “yes” and your thoughts on why.

2. Share one indicator for which you answered “no” and your thoughts on why.
Bringing it home

Report out:
Share one promising practice you might bring back to your own campus

Big question:
What counts as faculty leadership? How are we defining that key dimension on our own campuses and in the modern university?
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