



Academic Leadership Case Studies

Faculty, Department Chairs, Deans Chief Academic Officers, and Presidents

Faculty	 "Too Busy "	A request from the Chair tips the scales for a colleague trying to balance responsibilities to family and to academia.
	 "Seven Is Forever"	The tenure clock continues to run as an assistant professor lives as if there is no urgency about using the years wisely.
	 "Academic Integrity -- 4 Vignettes"	"Another Einstein?" "Just a Quick Question," "Protecting the Standards," and "The Data That Wasn't The Data."
	 "The Reader of Signs"	A faculty mentor receives an e-mail from an anxious colleague asking for assistance in looking for a job at a different institution.
	 "The Decomposing Constructivist"	A faculty mentor must figure out how to help a colleague who seems to have serious classroom management problems.
	 "The Holiday Blues"	A phone call from a student raises questions about a colleague's integrity and good judgment. What to do?
	 "Grade, Grade Me Good"	A faculty member must respond to a student who complains about a grade, asserts the faculty member is being arbitrary, and believes a much higher grade is essential.
Chairs	 "The Core Course Setback"	A faculty colleague fails to complete a curricular project of vital importance to the future of the department.
	 "The Defenders of the Right"	A student, encouraged by a faculty member, appeals to the Chair to change a final grade assigned by an obstreperous professor.
	 "The Innocent Gift"	A faculty member gives an administrative assistant a gift as compensation for unauthorized overtime work.
	 "Moonlight and Sunshine"	Faculty moonlighting causes hard feelings in the department and creates potential conflicts of interest.
	 "A Rock and a Hard Place"	A Chair tries to sort out the rights and responsibilities of the departmental administrative assistant vis-à-vis the expectations of different departmental faculty.
Chairs and Deans	 "Clearing Trees and Planting Seeds"	A Chair seeks the Dean's advice on making a very difficult colleague take on a needed assignment.
	 "Rumors and Ruminations"	Senior faculty members compare inconsistent interpretations of college budget policy.
	 "Eye of the Beholder"	The new Chair's evaluation of an untenured faculty colleague is seriously inconsistent with the past Chair's.
	 "You Can't Copyright an Idea"	An angry and aggrieved assistant professor accuses a senior colleague of plagiarizing research.
Deans and Associate	 "The Dean Team"	The strength of an established leadership team is threatened by divergent expectations and aspirations.



Dean Leadership Teams	 "Let Me Count the Ways"	A good Associate Dean struggles with the approaches taken by a newly appointed Dean.
Deans	 "The Power-diving Probationer"	A new assistant professor alienates almost all departmental colleagues in record time.
	 "The Evaluation Appeal"	A faculty member appeals an unfavorable departmental evaluation on grounds of both merit and disability.
	 "Welcome Back, Popper"	Just before the term starts the Dean learns that a tenured professor, whose courses are fully enrolled, may need a disability leave relating to substance abuse.
	 "Friends and Family"	A Chair's enthusiasm for hiring a talented friend threatens to generate multiple problems.
	 "Never Again: The Promotion Denial"	A new President, seeking to raise standards, denies promotion to a long serving associate dean whom the Dean wants to support.
Chief Academic Officers	 "The One-time Budget Fix"	An in-basket awash in budget problems leads the Vice President seriously to consider selling parts of the curriculum.
	 "Serving the Stockholder's Interests"	An influential benefactor and an angry President demand that an offending assistant professor be summarily fired.
	 "The Free Market of Ideas"	Questions of intellectual property rights and curricular control emerge when a star professor's course is sold.
	 "The Husband's Wife's Professor"	The husband's attorney demands that college take steps to end an alleged affair between the wife and her professor.
Presidents	 "Thanks" or "No Thanks"	A trustee offers you a 1.5M piece of property and a 40M building, but the gift comes with a few strings.

Faculty Evaluation Rubric

[Faculty evaluation vignettes and a rubric for peer professional evaluation](#)

Developing as an academic leader is part of the career progression of mid-career faculty in colleges and universities. Workshops and retreats provide ideal venues for structured academic leadership development activities as they allow the time for reflection and growth. Do not let the urgent trump the important. Have an experienced Measured Reasons facilitator who has genuine on-campus academic faculty and administrative experience facilitate your leadership development workshops.

Faculty, Chairs, and Deans	 "Eleven Faculty Evaluation Vignettes and a Rubric for Faculty Evaluation"	Peer evaluation is a vital professional responsibility of faculty. Clarify expectations, develop consistent standards of evaluation, and surface areas for potential policy development by applying the five-level faculty evaluation rubric to the vignettes.
Chairs and Deans	 "A Dozen Questions for Chairs"	A series of questions for conversation and reflection that expand the horizons of one's vision of the leadership opportunities for department Chairs.
Deans and Academic Vice Presidents	 "Areas of Professional Leadership Responsibility"	A list of areas of potential responsibility for those academics of vision who would be leaders, and not merely managers or administrators.
	 "Planning a Chair Retreat"	Topics and ideas for designing a leadership retreat for one's department Chair colleagues.