Organization and Administration in Higher Education – 3rd Edition

Chapter Two:
Key Leadership Positions and Performance Expectations

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Responsibilities of senior-level administrators vary distinctly by position.

This chapter focuses on how the interaction of key leaders and key constituent groups forms the foundation for university advancement.
Chapter Authors

Chapter 2:
Key Leadership Positions and Performance Expectations

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Lydia Snover is the Senior Advisor to MIT's Institutional Research Office. She became the founding Director of Institutional Research in 1986 and has been with MIT since 1971. She received a BA in Philosophy and an MBA, both from Boston University. The first part of her career at MIT was spent in departmental and research administration in several academic departments. The MIT Office of Institutional Research has a broad range of responsibilities, including maintenance of institutional databases on faculty, graduate admissions, honors and awards, and faculty productivity; survey research, responding to external requests for institutional data, distribution of MITx data, preparation of briefing documents for external review committees and support for ABET and NEASC reaccreditation. The office provides analytical support for senior administrators, the Office of the Dean for Graduate Education, the deans of undergraduate education and student life as well as academic departments and programs, research laboratories and centers. Lydia has represented MIT in the Association of American Universities Data Exchange (AAUDE) and the Consortium on the Financing of Higher Education (COFHE) Institutional Research Group. In 2019 she was awarded the John Stecklein Distinguished Member Award from the Association for Institutional Research, for advancing the field of institutional research through extraordinary scholarship, leadership, and service.
Chapter Outline

1. Introduction
2. Governing Boards
3. System Leadership
4. Academic Leadership
   a. Presidents
   b. Provosts
   c. Academic Deans/Associate Deans
   d. Department Chairs
   e. Academic Library Directors
   f. Other Academic Unit/Department Heads
   g. Faculty
5. Student Life Leadership
   a. Vice President/Dean
6. Administrative Leadership
   a. Vice President for Research
   b. Vice President for Human Resources
   c. Vice President for Business, Administration and Finance
   d. Chief Investment Officer
   e. Chief Legal Officer
   f. Chief Information Officer
   g. Vice President for Development
   h. Vice President for Enrollment Management
   i. Chief Diversity Officer
   j. Chief Innovation/Digital Learning Officer
   k. Vice President for Research Carnegie Overall

7. Student Leadership

8. Conclusion
Higher education institutions are complex structures that branch and connect, each forming a distinctive administrative pattern.
Key Chapter Takeaway

Four Areas of Institutional Leadership:

• Academic Leadership
• Student Life Leadership
• Administrative Leadership
• Student Leadership
Academic Leadership

- Presidents - public faces of their institutions
- Provosts
- Academic Dean/Associate Deans
- Department Chairs
- Academic Library Directors
- Other Academic Unit/Department Heads
- Faculty
Sample Academic Leadership Org Chart

President

Executive Assistant

Assistant to the President, Access and Diversity

Clerk, Access & Diversity

Director Communications

Director Human Resources

Director Athletics

Vice President, Academic Affairs

Vice President, Student Affairs

Vice President, Finance and Administration

Vice President, Williamson Campus & External Services

Vice President, Advancement and Government Relations

Assoc Vice President Planning, Effectiveness & Special Projects

Director Internal Audit

Title IX Coordinators (Employee) (Student)
Sample Academic Leadership Org Chart

Massachusetts Institute of Technology Organization Chart

President

Chancellor
- Vice Chancellor for Undergraduate & Graduate
- Vice Chancellor & Dean for Student Life

Vice President for Research
- Director, Lincoln Laboratory

Vice President for Open Learning

Provost
- Dean, School of Architecture and Planning
- Dean, School of Engineering
- Dean, School of Humanities, Arts, & Social Sciences
- Dean, Sloan School of Management
- Dean, MIT Stephen A. Schwarzman College of Computing
- Associate Provost
- Assoc Provost & Assoc Vice President for Research
- Assoc Provost
- Director of Libraries

Executive Vice President and Treasurer
- Vice President for Human Resources
- Vice President for Campus Services & Stewardship

Vice President and General Counsel
- Chief Executive Officer, MIT Alumni
- Vice President & Secretary of the Corporation
- Chancellor for Academic Advancement
- Vice President for Communications
- Vice President for Resource Development

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Student Life Leadership

Vice Presidents/Deans of Student Life promote student success and enrich the student experience through a multitude of services that address all aspects of the students' lives outside the classroom. Their areas of responsibility can include:

- Residence and dining halls
- Clubs and student organizations
- Spirituality and religious life
- Health and well-being, including student health centers and recreational sports
- Special services to student groups such as: commuter students, international students, minority students, students with disabilities, and lesbian, gay, bisexual, and transgender (LGBT) students and veterans
- Student Code of Conduct
Sample Student Life Org Chart

The Ohio State University Org Chart for the Division of Student Life

Senior Vice President for Student Life

Associate Vice President for Health and Well-being

Dean of Students and Associate Vice President for Student Engagement and Support

Human Resources Business Partner

Associate Vice President for Belonging and Inclusion

Associate Vice President for the Residential Experience

Associate Vice President for Academic Partnership and Career Success

Associate Vice President for Business Advancement and Student Life

Associate Vice President for Business and Administration

Associate Vice President and Chief of Staff

Senior Director of Development
Administrative Leadership

- Vice President for Research
- Vice President for Human Resources
- Vice Presidents for Business, Administration, and Finance
- Chief Investment Officer
- Chief Legal Officer
- Chief Information Officer
- Chief External Affairs Officer
- Vice President for Development
- Vice President for Enrollment Management
- Chief Diversity Officer
- Chief Innovation/Digital Learning Officer
Student Leadership

• Undergraduate and graduate students serve at various levels throughout their colleges and universities, and their opportunities for leadership and input are as varied as the institutions they attend.

• The most visible role is as a member or officer of a student government or other official student body.

• Students may also serve on their institution’s board of trustees, and in leadership roles within their college, school, or department.
Discussion Prompts
Discussion Prompts

1. How does the role of an institution’s governing board differ from that of the institution’s senior leadership, including the president and provost?

2. Describe the structure and responsibilities of the governing body that has oversight of the institution at which you are a student.

3. Find or create a high-level organization chart for the institution at which you are a student. How do the reporting lines compare with those provided in Figures 2.1 and 2.2?

4. Discuss the different challenges presented by leading an academic unit as a dean, associate dean, or department chair versus leading a non-academic unit as a vice president.
5. According to data from the National Center for Education Statistics, private and public not-for-profit universities reported 24% of management employees as American Indian or Alaskan Native, Asian, Black or African American, Hispanic, Native Hawaiian or other Pacific Islander, or Two or More Races. HBCUs and tribal colleges reported 85% of management employees as identifying in one of those categories. What is the reported race/ethnicity percentage of management at your institution? How does that compare to the institutions you would like to work at?

6. While there may be some few exceptions, academic departments are, as a general rule, led by faculty department chairs. Given that these department chairs are tasked with managing the day-to-day operations of their unit, what are the advantages of this structure as opposed to appointing fiscal/human resources experts to lead academic departments?
Discussion Prompts

7. Why do most colleges and universities consider it important for faculty not serving in administrative roles to have a significant voice in determining institutional priorities?

8. Several senior leadership positions, such as the Chief Investment Officer or the Chief Financial Officer, might be assumed to have little day-to-day contact with faculty and students. How can leaders assure that they are getting the input they need without creating an undue burden for themselves and their constituents?

9. While each of the senior leaders has a portfolio of work for which they are responsible, much of their work affects and is affected by the work of other senior leaders. Select two of the senior leadership positions described in this chapter and discuss the impact of the performance of the two on each other's work.
10. Discuss specific ways in which student leaders can support the work of student affairs and other administrative leaders.

11. The criteria listed for the Chief Information Officer Innovation Leadership Award given annually by MIT are provided earlier in the chapter. How would you revise and broaden those criteria so that they would be applicable to all senior leadership positions?
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