

# Contents

*Foreword by Mark D. Gearan* . . . . .ix

Introduction . . . . . 1

*James Soto Antony, Ana Mari Cauce,  
Lynn M. Gangone, and Tara P. Nicola*

## **NARRATIVE ESSAYS**

CHAPTER 1      *Becoming a University President: A Narrative Essay* . . . . . 7  
*Ana Mari Cauce*

CHAPTER 2      *Stories, Lessons, and Reflections: A Narrative Essay* . . . . . 19  
*Kathleen McCartney*

CHAPTER 3      *Assuming the Presidency: A Narrative Essay* . . . . . 31  
*David W. Oxtoby*

## **TACTICAL CHAPTERS**

CHAPTER 4      *Choosing a Presidency* . . . . . 43  
*Carol T. Christ*

CHAPTER 5      *Shared Governance in American Research Universities* . . . . . 53  
*Michael H. Schill*

CHAPTER 6      *Working with Your Board* . . . . . 65  
*Mary Sue Coleman*

CHAPTER 7      *State and Federal Government Relations* . . . . . 79  
*Janet Napolitano*

CHAPTER 8	The President and Athletics . . . . .	93
	<i>Bob Kustra</i>	
CHAPTER 9	Academic Medical Centers and Health Enterprises . . . . .	113
	<i>Michael V. Drake, MD</i>	
CHAPTER 10	Turning Point: American Higher Education and the Challenge of Access . . . . .	125
	<i>Eduardo J. Padrón</i>	
CHAPTER 11	Building Your Executive Team . . . . .	143
	<i>Cynthia Teniente-Matson</i>	
CHAPTER 12	Managing Financial Resources and Strategic Planning . . . . .	159
	<i>Susan D. Stuebner</i>	
CHAPTER 13	Strategic Financial Management and the College President . . . .	171
	<i>Ross Gittell</i>	
CHAPTER 14	The Role of the President in Promoting Diversity, Equity, and Inclusion. . . . .	185
	<i>Sheila Edwards Lange</i>	
CHAPTER 15	Remember the Reason We Are Here: Working with and Supporting Students . . . . .	193
	<i>Susan E. Borrego</i>	
CHAPTER 16	Fundraising and Advancement. . . . .	207
	<i>Barry Mills</i>	
CHAPTER 17	The Importance of Alumni Relations . . . . .	219
	<i>Patricia McGuire</i>	
CHAPTER 18	The Power of Communication. . . . .	231
	<i>Santa J. Ono</i>	
CHAPTER 19	Navigating and Communicating About Controversial Situations . . . . .	237
	<i>Ronald A. Crutcher</i> <i>With Andrew R. Tillman and Ashleigh M. Brock</i>	
CHAPTER 20	Leading Through Disaster with Courage, Purpose, and Resilience. . . . .	249
	<i>Gayle E. Hutchinson</i>	

CHAPTER 21	Design-Build: Making Sense of Routine and Transformational Change in Higher Education . . . . .	273
	<i>Michael M. Crow and Derrick M. Anderson</i>	
CHAPTER 22	Work-Life Balance in the Presidency: Juggling Competing Priorities . . . . .	291
	<i>Pamela J. Gunter-Smith</i>	
CHAPTER 23	Being “Contemplatives in Action”: Purposeful Planning for Life After the Presidency . . . . .	297
	<i>Daniel R. Porterfield</i>	
CHAPTER 24	The Post–COVID-19 Era: What Future and New Presidents Might Consider . . . . .	305
	<i>James Soto Antony, Ana Mari Cauce, Lynn M. Gangone, and Tara P. Nicola</i>	
	<i>Notes</i> . . . . .	311
	<i>About the Editors</i> . . . . .	321
	<i>About the Contributors</i> . . . . .	323
	<i>Index</i> . . . . .	329