

Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service
 Compiled & edited by VCC Library
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Top Management Journals

Young, J. R. (2012, June 14). 4 Professors Discuss Teaching Free Online Courses for Thousands of Students. *Chronicle of Higher Education*. Retrieved from <http://chronicle.com/article/article-content/132125/>

What is it like to teach a free online course to tens of thousands of students? Dozens of professors are doing just that, experimenting with a format known as Massive Open Online Courses. And there are more providers than ever, some working with elite universities, and others that allow any professor to join in. The Chronicle asked four professors, teaching on different platforms, to share their thoughts on the experience so far. The responses are based on e-mail interviews, which have been condensed and edited for publication.

Christensen, C. M. (2010). How Will You Measure Your Life?. *Harvard Business Review*, 88(7/8), 46-51.

Harvard Business School's Christensen teaches aspiring MBAs how to apply management and innovation theories to build stronger companies. But he also believes that these models can help people lead better lives. In this article, he explains how, exploring questions everyone needs to ask: How can I be happy in my career? How can I be sure that my relationship with my family is an enduring source of happiness? And how can I live my life with integrity? The answer to the first question comes from Frederick Herzberg's assertion that the most powerful motivator isn't money; it's the opportunity to learn, grow in responsibilities, contribute, and be recognized. That's why management, if practiced well, can be the noblest of occupations; no others offer as many ways to help people find these opportunities. It isn't about buying, selling, and investing in companies, as many think. The principles of resource allocation can help people attain happiness at home. If not managed masterfully, what emerges from a firm's resource allocation process can be very different from the strategy management intended to follow. That's true in life too: If you're not guided by a clear sense of purpose, you're likely to fritter away your time and energy on obtaining the most tangible, short-term signs of achievement, not what's really important to you. [ABSTRACT FROM AUTHOR]

Kaplan, R. S., & Norton, D. P. (2008). Mastering the Management System. *Harvard Business Review*, 86(1), 62-77.

Companies have always found it hard to balance pressing operational concerns with long-term strategic priorities. The tension is critical: World-class processes won't lead to success without the right strategic direction, and the best strategy in the world will get nowhere without strong operations to execute it. In this article, Kaplan, of Harvard Business School, and Norton, founder and director of the Palladium Group, explain how to effectively manage both strategy and operations by linking them tightly in a closed-loop management system. The system comprises five stages, beginning with strategy development, which springs from a company's mission, vision, and value statements, and from an analysis of its strengths, weaknesses, and competitive environment. In the next stage, managers translate the strategy into objectives and initiatives with strategy maps, which organize objectives by themes, and balanced scorecards, which link objectives to performance metrics. Stage three involves creating an operational plan to accomplish the objectives and initiatives; it includes targeting process improvements and preparing sales, resource, and capacity plans and dynamic budgets. Managers then put plans into action, monitoring their effectiveness in stage four. They review operational, environmental, and competitive data; assess progress; and identify barriers to execution. In the final stage, they test the strategy, analyzing cost, profitability, and correlations between strategy and performance. If their underlying assumptions appear faulty, they update the strategy, beginning another loop. [ABSTRACT FROM AUTHOR]

Ramage, T. (2011). What is next? Futuristic thinking for community colleges. *New Directions For Community Colleges*, (154), 107-115. doi:10.1002/cc.451

Today's society is marked by massive political, social, and scientific transformations on a daily basis. However, these transformations are rarely discussed in the context of what it means to be an educated person. Our efforts to forecast, even for periods as little as five or ten years out, have been predicated on the assumption that the current rate of progress will continue into the future. A brief analysis of data at all scales and scopes, in different time scales, and for a wide variety of technologies ranging from the electronic to the biological-illustrates that our notion of static rates of change is incorrect: Change, progress, and advancement are all happening at an accelerating rate. [ABSTRACT FROM AUTHOR]

EDUCAUSE

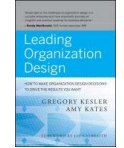
Grajek, S., & Pirani, J. A. (2012). Top-Ten IT Issues, 2012. *EDUCAUSE Review*. Retrieved from <http://www.educause.edu/interarticle/top-ten-it-issues-2012>

The EDUCAUSE annual publication of top IT issues has long resonated as a yearly snapshot of the most pressing issues for IT leaders in higher education. In 2000, EDUCAUSE changed the method by which the issues were selected and ranked, instituting a member survey. For twelve years, members were asked to select the five most-important IT issues out of a selection of about thirty in each of four areas: (1) issues that are critical for strategic success; (2) issues that are expected to increase in significance; (3) issues that demand the greatest amount of the campus IT leader's time; and (4) issues that require the largest expenditures of human and fiscal resources.

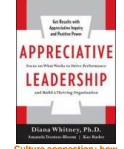


BOOKSHELF SPOTLIGHT

Leading organization design : how to make organization design decisions to drive the results you want



Appreciative leadership : focus on what works to drive winning performance and build a thriving organization



Culture connection : how developing a winning culture will give your organization a competitive advantage

