Leadership Alerts

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

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Quality Assurance Framework Green Paper

The Green Paper on the Quality Assurance Framework for B.C.'s post-secondary institutions responds to feedback from more than 100 submissions in 2012. It outlines the proposed framework to support continual improvement in the post-secondary education sector. Key components of this model include: Streamlining Processes , Respecting Existing Good, Enhancing the Student Experience and Strategic System Development to ensure that a broad range of educational choices and opportunities are available to learners at various stages of their lives.

Lindbeck, R., & Fodrey, B. (2009). **Using Technology in Undergraduate Admission: Current Practices and Future Plans**. *Journal Of College Admission, (204), 25-30.*
The article presents study which identifies the practices and future plans for using technology in educational admission practices at four-year colleges and universities in the U.S. The study used collected data from an online survey which was quantitative but included several qualitative questions and focused on 12 broad categories of technology. The study found out that colleges and universities are using technology into the recruiting and admission process. The results of the study led researcher to suggest that there is a need for several opportunities for additional research on this topic. [ABSTRACT FROM AUTHOR]

Capaldi, E. D., & Abbey, C. W. (2011). **Performance and Costs in Higher Education: A Proposal for Better Data.** *Change, 43*(2), 8-15. doi:10.1080/00091383.2011.550250
The article offers ways for presenting financial data necessary for the efforts of colleges and universitie**s** to maximize cost efficiency and to

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Top Management Journals

BOOKSHELF SPOTLIGHT

The new psychology of leadership : identity, influence, and power

THE NEW PSYCHOLOGY OF
LEADERSHIP
Identity, Influence and Power

S. Alexander Haslam, Stephen Reicher
and Michael J. Platow

Becoming a resonant leader : develop your emotional intelligence, renew your relationships, sustain your effectiveness

improve performance. It argues that even though the accounting systems used by universities comply with the accounting rules by auditors, these systems fail to inform institutional managers or the public about the productivity, profit and loss, and efficiency of various activities. It also describes some important financial information included in higher education budgets including the operating budgets and revenue sources, and suggests that introducing simple changes in spending these costs can help improve academic administration. [ABSTRACT FROM PUBLISHER]

Hope, J., & Fraser, R. (2003). **Who Needs Budgets?**. *Harvard Business Review, 81*(2), 108-115.

Budgeting, as most corporations practice it, should be abolished. That may sound radical, but doing so would further companies' long-running efforts to transform themselves into devolved networks that can nimbly adjust to market conditions. Most other building blocks are in place, but companies continue to restrict themselves by relying on inflexible budget processes and the command-and-control culture that budgeting entails. A number of companies have rejected the foregone conclusions embedded in budgets, and they've given up the self-interested wrangling over what the data indicate. In the absence of budgets, alternative goals and measures--some financial, such as cost-to-income ratios, and some nonfinancial, such as time to market--move to the foreground. Companies that have rejected budgets require employees to measure themselves against the performance of competitors and against internal peer groups. Because employees don't know whether they've succeeded until they can look back on the results of a given period, they must use every ounce of energy to ensure that they beat the competition. A key feature of many companies that have rejected budgets is the use of rolling forecasts, which are created every few months and typically cover five to eight quarters. Because the forecasts are regularly revised, they allow companies to continuously adapt to market conditions. [ABSTRACT FROM AUTHOR]

Schwartz, T. (2007). **Manage Your Energy, Not Your Time.** *Harvard Business Review, 85*(10), 63-73.

As the demands of the workplace keep rising, many people respond by putting in ever longer hours, which inevitably leads to burnout that costs both the organization and the employee. Meanwhile, people take for granted what fuels their capacity to work -- their energy. Increasing that capacity is the best way to get more done faster and better. Time is a finite resource, but energy is different. It has four wellsprings -- the body, emotions, mind, and spirit -- and in each, it can be systematically expanded and renewed. In this article, Schwartz, founder of the Energy Project, describes how to establish rituals that will build energy in the four key dimensions. When organizations invest in all dimensions of their employees' lives, individuals respond by bringing all their energy wholeheartedly to work -- and both companies and their people grow in value. INSET: Are You Headed for an Energy Crisis?. [ABSTRACT FROM AUTHOR]

Neilson, G. L., Martin, K. L., & Powers, E. (2008). **The Secrets to Successful strategy execution**. (cover story). *Harvard Business Review, 86*(6), 60-70.

When a company finds itself unable to execute strategy, all too often the first reaction is to redraw the organization chart or tinker with incentives. Far more effective would be to clarify decision rights and improve the flow of information both up the line of command and across the organization. Then, the right structures and motivators tend to fall into place. [ABSTRACT FROM AUTHOR]
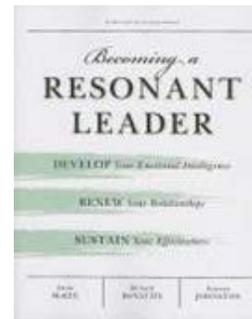
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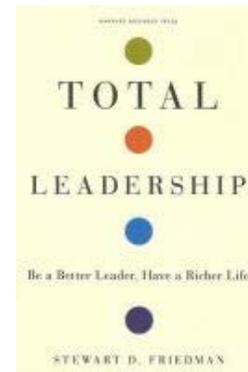
Being the boss : the 3 imperatives for becoming a great leader
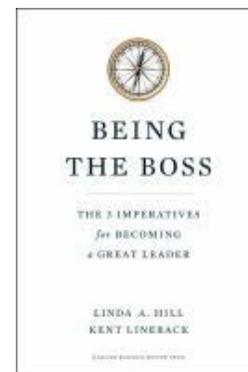
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