

# Table of Contents

<b>Preface</b> .....	xxi
<b>Acknowledgment</b> .....	xxix
<b>Chapter 1</b>	
Strategic Leadership Development in Research-Intensive Higher Education Contexts: The Scholarship of Educational Leadership .....	1
<i>Harry T. Hubball, The University of British Columbia, Canada</i>	
<i>Anthony Clarke, The University of British Columbia, Canada</i>	
<i>Marion L. Pearson, The University of British Columbia, Canada</i>	
<b>Chapter 2</b>	
Educational Administration and Leadership in Francophone Africa: 5 Dynamics to Change Education .....	20
<i>Boniface Toulassi, Regent University, USA</i>	
<b>Chapter 3</b>	
Scholarly Praxis at the Edges: Why Responsible Academic Leadership Matters in Developing Faculty Scholarship.....	46
<i>Linda Schwartz, Ambrose University, Canada</i>	
<i>Christina Belcher, Redeemer University College, Canada</i>	
<b>Chapter 4</b>	
Increasing Failure Rates in Canadian University Leadership: Causes and Solutions.....	63
<i>Ross H. Paul, University of British Columbia, Canada</i>	
<b>Chapter 5</b>	
Learning and Space Mean Communication: Theories Rooting in China, India, and Europe.....	81
<i>Gilbert Ahamer, Graz University, Austria</i>	
<b>Chapter 6</b>	
Investigating the Roles of Neuroscience and Knowledge Management in Higher Education.....	112
<i>Kijpokin Kasemsap, Suan Sunandha Rajabhat University, Thailand</i>	

<b>Chapter 7</b>	
Ongoing and Systematic Academic Program Review .....	141
<i>Neal Shambaugh, West Virginia University, USA</i>	
<b>Chapter 8</b>	
Organizing Digital Production in a Classic Higher Education Institution: The Case of the University of Salamanca .....	157
<i>Fernando Almaraz-Menéndez, University of Salamanca, Spain</i>	
<i>Alexander Maz-Machado, University of Córdoba, Spain</i>	
<b>Chapter 9</b>	
The Impact of Social Media on Policy Decisions in International Higher Education.....	173
<i>Pamela A. Lemoine, University of Louisiana at Lafayette, USA</i>	
<i>P. Thomas Hackett, Columbus University, USA</i>	
<i>Michael D. Richardson, Columbus University, USA</i>	
<b>Chapter 10</b>	
English Teaching and Andragogy in Transitioning Students from Secondary to Higher Education in China.....	200
<i>Victor C.X. Wang, Florida Atlantic University, USA</i>	
<i>Theresa Neimann, Oregon State University, USA</i>	
<b>Chapter 11</b>	
Language Policy Execution: The Case of South African Universities .....	220
<i>Paul Hendry Nkuna, University of South Africa, South Africa</i>	
<b>Chapter 12</b>	
Advancing Women Leaders in Academe: Creating a Culture of Inclusion .....	256
<i>Cynthia Roberts, Indiana University Northwest, USA</i>	
<b>Chapter 13</b>	
“Theory of IRE with $(\alpha, \beta, \gamma)$ Norm”: An Engineering Model for Higher Education Management (HEM) & Policy Administration in India .....	274
<i>Ranjit Biswas, Jamia Hamdard University, India</i>	
<b>Chapter 14</b>	
A Typology of Supports for First Generation College Students in the U.S. The Role of Leadership and Collaboration.....	348
<i>Brooke Midkiff, University of North Carolina at Chapel Hill, USA</i>	
<i>Leslie Grinage, Duke University, USA</i>	

## **Chapter 15**

Change Leadership, Management and Strategies to Promote Quality University Teaching and Learning ..... 377

*Lynne Hunt, University of Southern Queensland, Australia*

*Denise Chalmers, University of Western Australia, Australia*

## **Chapter 16**

An Assessment Study of Quality Model for Medical Schools in Mexico ..... 404

*Silvia Lizett Olivares Olivares, Tecnológico de Monterrey, Mexico*

*Alejandra Garza Cruz, Tecnológico de Monterrey, Mexico*

*Mildred Vanessa López Cabrera, Tecnológico de Monterrey, Mexico*

*Alex Iván Suárez Regalado, Tecnológico de Monterrey, Mexico*

*Jorge Eugenio Valdez García, Tecnológico de Monterrey, Mexico*

## **Chapter 17**

Department Chair Perspectives About Contingent Faculty in Higher Education: Leadership Theory ..... 440

*Lorna C. Timmerman, Ball State University, USA*

*Thalia M. Mulvihill, Ball State University, USA*

## **Chapter 18**

Leadership and Followership in Post-1992 University Business Schools in England..... 461

*Thomas Charles Bisschoff, University of Birmingham, UK*

*Michael Lewis Nieto, Regent's University London, UK*

## **Chapter 19**

Performance Funding of United States' Public Higher Education: Impact on Graduation and Retention Rates ..... 496

*Mark M. Polatajko, Kent State University, USA*

*Catherine H. Monaghan, Cleveland State University, USA*

## **Chapter 20**

Social Inclusion and Intercultural Values in a School of Education..... 518

*Olga M. Alegre de la Rosa, University of La Laguna, Spain*

*Luis M. Villar Angulo, University of Seville, Spain*

## **Chapter 21**

The Evolving Discourse of the Purpose of Higher Education: The Rhetoric of Higher Education Reform ..... 532

*Mary Runté, University of Lethbridge Alberta, Canada*

*Robert Runté, University of Lethbridge Alberta, Canada*

**Chapter 22**

Global Higher Education and VUCA – Volatility, Uncertainty, Complexity, Ambiguity..... 549

*Pamela A. Lemoine, University of Louisiana at Lafayette, USA*

*P. Thomas Hackett, Columbus State University, USA*

*Michael D. Richardson, Columbus State University, USA*

**Compilation of References** ..... 569

**About the Contributors** ..... 665

**Index**..... 674