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Academic Chairpersons Conference  
Proceedings

36th Academic Chairpersons Conference,  
Houston, TX

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### Collaborative College Leadership

Maureen E. Wilson

*Bowling Green State University - Main Campus, mewilso@bgsu.edu*

Dawn M. Shinew

*Bowling Green State University, dshinew@bgsu.edu*

Brian M. Campbell

*Bowling Green State University, campbeb@bgsu.edu*

Trinka E. Messenheimer

*Bowling Green State University, trinka@bgsu.edu*

Mary M. Murray

*Bowling Green State University, mmurray@bgsu.edu*

*See next page for additional authors*

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#### Recommended Citation

Wilson, M. E., Shinew, D. M., Campbell, B. M., Messenheimer, T. E., Murray, M. M., Pauken, P. D., Seals, M. A., Wooldridge, D. G. (2019, February). Collaborative college leadership. Presented at the Academic Chairpersons Conference, Houston, TX.

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**Presenter Information**

Maureen E. Wilson, Dawn M. Shiness, Brian M. Campbell, Trinkia E. Messenheimer, Mary M. Murray, Patrick D. Pauken, Mark A. Seals, and Deborah G. Wooldridge

**Collaborative College Leadership  
2019 Academic Chairpersons Conference  
Houston, Texas**

**Abstract**

With the collaborative leadership style of a new dean, the Dean's Executive Council (associate deans, school directors, chair) in the BGSU College of Education and Human Development transformed operations of the team and our work with college faculty. This has reenergized the college and garnered substantial faculty support and engagement.

**Session Description**

Kezar and Holcombe (2017) argued that shared leadership helps develop and capitalize on leaders throughout the organization, not only those in roles of authority. Organization learning, innovation, performance, and adaptation to internal and external challenges benefit from shared leadership. Kezar and Holcombe (p. 3) shared common characteristics of shared leadership:

1. A greater number of individuals in leadership than traditional models.
2. Leaders and followers are seen as interchangeable.
3. Leadership is not based on position or authority.
4. Multiple perspectives and expertise are capitalized on for problem solving, innovation, and change.
5. Collaboration and interactions across the organization are typically emphasized.

With the appointment of a new dean in the Bowling Green State University College of Education and Human Development, we have transformed our work with the Dean's Executive Council (DEC; associate deans, school directors, chair) and our work with college faculty and staff. In this best practice session, members of DEC, including the dean, will talk about strategies for improving transparency and collaboration among unit heads, enhancing faculty engagement, and achieving college and university priorities (e.g., reviewing and revamping college committee purposes and structures, approving new merit policies and reappointment, tenure, and promotion policies for all six units in the college, new college-wide policy for professional development), college learning communities, reducing costs for part-time instructors, systemically examining class size, data informed program improvement, and more. Additionally, we revamped strategic planning processes to enrich faculty input, leadership, and engagement.

This session is relevant to both deans and academic unit leaders who may benefit from practical ideas for changing college operations and structures to capitalize on strengths of college leaders, develop leadership and engagement from college faculty, and boost morale. We will engage the participants through dialogue and have space for others to share successful strategies for fostering collaborative leadership and improving the college climate.

Members of DEC attending the conference and co-facilitating the session include:

Dawn M. Shinew, Dean

Brian Michael Campbell, Associate Dean

Trinka Ellen Messenheimer, School Director

Mary M Murray, Associate Dean

Patrick David Pauken, School Director

Mark A Seals, School Director

Maureen E. Wilson, Department Chair (coordinating presenter)

Deborah Gay Wooldridge, School Director

#### Reference

Kezar, A. J., & Holcombe, E. M. (2017). *Shared leadership in higher education: Important lessons from research and practice*. Washington, DC: American Council on Education.