

INVISIBLE STUDENTS:
AN ISSUE BROUGHT
TO LIFE FOR
FUTURE
STUDENT
AFFAIRS
LEADERS

NAPSA 2019



The Invisible Leaders Student Affairs Midmanagers

Ashley Tull, Linda Kuk, Paulette Dalpes



The Invisible Leaders Student Affairs Midmanagers:

The Invisible Leaders Robert B. Young, 1990 This monograph intended for a broad range of student affairs practitioners provides eight papers on mid level managers in higher education student affairs whose needs have perhaps been subsumed within other aspects of career tenure or career specialty The following papers are included Defining Student Affairs Mid management by Robert B Young Moving In Out Up or Nowhere The Mobility of Mid managers by Meg Benke and Carol S Disque Mid management Role Issues Expectations Conflicts and Ambiguities by J Roger Penn Press and Stress A Comparative Study of Institutional Factors Affecting the Work of Mid managers by Janet White Laura Webb and Robert B Young Through the Looking Glass A Case Study of Perceptions of and about Mid managers by Frances Lucas Professional Development and Career Issues for Mid managers by D Stanley Carpenter Professional Development Strategies by William A Bryan and Richard H Mullendore and Making the Most of Mid management by Robert B Young Most of the chapters offer extensive references JB

The Handbook of Student Affairs Administration George S. McClellan, Jeremy Stringer, 2011-01-11 What issues and trends affect higher education and student affairs today In this fully updated handbook leading experts discuss the answer to this and other essential questions They provide a definitive reference for student affairs professionals at all levels of administration and management The handbook offers specific practical advice as well as broad approaches to planning and problem solving It contains modernized discussions on such critical topics as institutional mission institutional governance understanding campus environments finance and budgeting assessment program planning staff selection training and evaluation and much more

Becoming Socialized in Student Affairs Administration Ashley Tull, Joan B. Hirt, Sue Saunders, 2023-07-03 Effective socialization of new student affairs professionals is essential both for the individual success of these practitioners and for the work of a college or university that promotes student learning It enables new professionals to manage the important personal and professional transitions they experience throughout their careers engage in continuous professional development and achieve high levels of productivity It also counteracts the high attrition rate among new hires with all the attendant costs to the institution in terms of resources spent on recruiting hiring training supervising and developing staff talent The socialization process for new professionals includes formal and informal elements that influence both success and quality of work life This process is far more complex than a single orientation program organized by a unit or division Rather it is a comprehensive process where both the new professional and organization learn about and from each other in ways that influence working relationships and individual and organizational outcomes Part I of this book defines the concept explains its value and offers a model of socialization Part II examines the institutional context in which the socialization of new professionals occurs and describes how different institutional types influence the socialization process It considers the changing characteristics of college students and how these impact the work of student affairs In addressing the extra institutional and professional contexts Part III considers the role that graduate

education plays in preparing new professionals for work in student affairs and offers guidance to faculty and practitioners involved in graduate education about what they can do to introduce graduate students to professional life. It addresses the importance of professional orientation activities, the roles of supervision and mentorship as well as the impact of peers and institutions on the socialization process. It concludes with a discussion of the role and importance of professional associations. This book is intended for graduate program faculty, for senior student affairs officers concerned about developing and retaining the new staff and for administrators and leaders in student affairs shaping the future of the profession. For new professionals themselves, it offers insights on the path to professionalization.

Advancing Equity and Diversity in Student Affairs Jerlando F. L. Jackson, LaVar J. Charleston, Cornelius Gilbert, 2017-03-01. This Festschrift has a dual purpose: a) to highlight how student affairs has grown as a field of practice in response to the growth of student diversity on college campuses and b) to honor the remarkable career of Melvin C. Terrell. As one of the unique contributions to higher education attributed to the United States, the practice of student affairs has played a significant role in supporting students' access to college. In turn, key principles of practice had to evolve to appropriately take into consideration diverse student development theory and needs. The span of Melvin C. Terrell's legendary accomplishments neatly aligned with the professional evolution of student affairs. Each of the chapters in this Festschrift artfully straddles the dual purpose of this volume. Researchers, practitioners, and key decision makers will equally be empowered to employ the lessons and approaches informed by the evolution of student affairs over the past 30 years. Presents cutting edge and thought provoking chapters on the evolution of student affairs practice shaped by the diversification of the student body and practitioners' contributions from some of the best minds and practitioners in the field. Includes curated chapters that capture advancements in student affairs practice informed by equity and diversity while honoring the unique contribution of Melvin C. Terrell to the field.

Handbook for Student Affairs in Community Colleges Ashley Tull, Linda Kuk, Paulette Dalpes, 2023-07-03. In addressing the unique issues related to the delivery of student services in the community college setting, this book fills a longstanding need to provide practitioners with a contextual framework for their work. Starting by providing the historical context to the development of student affairs in community colleges, this handbook describes the organization of key functions and current practice and looks at the specific constraints, opportunities, changes, and future challenges that practitioners face. Community colleges are grappling with the realities of shrinking resources, an increasingly diverse and disparate student body with many attending part-time, demands for greater accountability, a generational change in leadership, and pressures to expand their missions as well as adopt educational technology, all of which have an impact on the role of student affairs. Among the topics covered are Partnering with Academic Affairs, Financing Student Affairs, Legal and Policy Issues, Strategic Planning and Assessment, Accreditation and Accountability, Technology for Communication and Engagement, Academic Support Services, Student Life and Student Engagement Programs and Services, Enrollment

Management and Services for Special Populations This handbook is intended for student affairs administrators and professionals at all stages of their careers as well as for students in graduate preparation programs

The Professional Student Affairs Administrator Roger B. Winston, Don G. Creamer, Theodore K. Miller, 2013-08-21 Styled as a complete update to the 1991 book *Administration and Leadership in Student Affairs* this work addresses issues of importance to student affairs professionals Grounded in human development learning leadership group dynamics management theories and social science research and evaluation methods this book articulates the means for college student affairs administrators to function in the forefront of student learning and personal development initiatives The book focuses on the three essential roles played by student affairs administrators as educators who play a significant role in addressing the academic goals of their institutions as leaders who help to shape the vision of their institution s student affairs practice and education mission and as managers who are responsible for co ordinating programs and services supervising staff and overseeing university facilities and budgets

Creating Sustainable Careers in Student Affairs Margaret Saltee, 2023-07-03 This book argues that the current structure of student affairs work is not sustainable as it depends on the notion that employees are available to work non stop without any outside responsibilities that is the Ideal Worker Norm The field places inordinate burdens on staff to respond to the needs of students often at the expense of their own families and well being Student affairs professionals can meet the needs of their students without being overworked The problem however is that ideal worker norms pervade higher education and student affairs work thus providing little incentive for institutions to change The authors in this book use ideal worker norms in conjunction with other theories to interrogate the impact on student affairs staff across functional areas institutional types career stage and identity groups The book is divided into three sections chapters in the first section of the book examine various facets of the structure of work in student affairs including the impact of institutional type and different functional areas on employees work lives Chapters in the second section examine the personal toll that working in student affairs can take including emotional labor s impact on well being The final section of the book narrows the focus to explore how different identity groups including mothers fathers and people of color navigate work life issues Challenging ideal worker norms all chapters offer implications for practice for both individuals and institutions

Supervision in Student Affairs Virginia E. Randall, 2007

The Handbook of Student Affairs Administration Margaret J. Barr, Mary K. Desler, 2000-03-17 Sponsored by the National Association of Student Personnel Administrators What issues and trends affect higher education and student affairs today What skills and competencies will student affairs administrators need to confront change and future challenges What opportunities and choices will they discover as they strive to develop professionally In this fully updated handbook thirty nine experts discuss the answers to these and other essential questions Together they provide a definitive reference for student affairs professionals at all levels of administration and management Organized into five distinct sections and over thirty insightful chapters The Handbook of Student Affairs Administration offers specific

practical advice as well as broad approaches to planning and problem solving Readers will find modernized discussions on such critical topics as institutional mission strategic planning change management finance and budgeting staff selection training and evaluation conflict resolution fundraising legal and ethical behavior service development technological innovation diversity leadership and more In addition there are new chapters that explore The history and philosophy of student affairs How to plan and finance campus facilities The role and value of assessment in student affairs How to translate theory and assessment results into practice How to create successful partnerships with academic affairs The impact of fundraising and development The standards and principles of good professional practice Filled with thoughtful advice from the field s foremost authorities this comprehensive handbook reflects the most current and effective practices in college student affairs Praise for the Classic First Edition Each chapter is designed to stand alone as a source of information for new chief student affairs officers individuals new to the student affairs field doctoral students chief student affairs officers seeking professional renewal college presidents and other administrative officers who want to know more about student affairs work Many of the chapters in this handbook are filled with ah hahs quiet smiles and those private revelations that people have when reading an insightful statement they wish they themselves had made As is true for most of the Jossey Bass professional handbooks each chapter stands alone and offers varying degrees of information and usefulness Journal of Higher Education The authors address the critical issues and skills necessary for higher education administration The book covers a wide range of topics that would be appropriate for the beginning administrator as well as the seasoned veteran The essays provide information on the practical day to day activities of higher education administration as well as the more abstract concepts of strategic decision making and the political realities that surround university life The book is recommended it has such a broad brush approach that it is practical for an introductory course in higher education as well as a solid reference for the practicing administrator Choice

Identity in Supervision Roger 'Mitch' Nasser, 2023-06-01 This book will discuss the intersection of personal identity professional identity and positionality with supervision techniques The structure of the text will outline historical contexts to supervision development of models connection to identity and impact of position while providing a framework for self reflection Various populations including new professionals middle managers senior administrators faculty and graduate students will connect to the themes of the text Readers will benefit from self reflection review and understanding Identity in Supervision Understanding Who Works for You and Who You Work for in Higher Education will introduce faculty staff administrators and graduate students in higher education to the intersection of identity and positionality to the supervision experience Specifically this publication centers on understanding the people behind the positions and how best to support them The text is constructed in four sections Section 1 Understanding Supervision in Higher Education contains chapters which provide an overview of supervision This overview is essential as later chapters examine specific populations and positions Section 2 The Impact of Identity on Supervision in Higher Education includes

chapters which ask readers to reflect on how their own identities impact their supervision experience and the experience of their colleagues

Section 3 The Impact of Professional Experience on supervision reviews the specific needs of professionals at different experience levels Readers will improve their understanding of both those they supervise and their supervisors

Finally Section 4 The Impact of Functional Area on Supervision contains chapters reviewing the specific needs of professionals in positions in residence life academic advising judicial affairs etc Supervisors will find this section useful in understanding and supporting these professionals Each chapter will conclude with two or three reflection questions supporting application As a result of engaging with this text readers will be better equipped to understand the impact of identity experience and functional area on supervision They will learn techniques to improve their current practice reflect on their own needs and combine ideas from chapters to provide a better experience for all employees

ENDORSEMENTS

Higher education and student affairs professionals deserve skilled supervisors Our organizations rely on excellence from professionals and yet the preparation of supervisors has been sorely lacking in this field

Roger Mitch Nasser and the contributors of this text weave together a compelling set of resources and insights that help supervisors and those who report to them to think through how to best build a good relationship This text can and should be used by professionals at all levels to inform our practice This resource balances theory practice story and inspiration to progress the field into a new way of honoring the identities that inform the critical relationship between staff and supervisor

Molly A Schaller Saint Louis University Believe me this book from the intro on was the truth I wish I had this before I started supervising This book is a tool for all of us

Jerome Holland Jr Regis University Dr Nasser has gathered a thoughtful mix of quality emerging and seasoned professionals practitioners and scholars as well as authors representing a myriad of social identities and functional areas who offer deep insights into one of the most important competencies in higher education practice This will be the one book I use to teach about supervision

Tracy Davis Western Illinois University This book is long overdue I only wish I had it sooner From the sharing of personal narrative to the deep review of theories on supervision this book brings the perfect blend of theory and practice to the forefront of our work It is a must have on your shelf for reference and use

Laura L Arroyo University of Colorado Boulder

Unveiling the Magic of Words: A Overview of "**The Invisible Leaders Student Affairs Midmanagers**"

In a world defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their ability to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**The Invisible Leaders Student Affairs Midmanagers**," a mesmerizing literary masterpiece penned by way of a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve in to the book is central themes, examine its distinctive writing style, and assess its profound impact on the souls of its readers.

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The Invisible Leaders Student Affairs Midmanagers Introduction

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