

## **Leadership in the Academy: The Scholarship of Administration**

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**Description:** This presentation will seek to define the importance of leadership and the scholarship of leadership in the land grant university. We will also describe types of scholarship, outlets for scholarly work and appropriate scholarly roles for university leaders.

### **Objectives of the Presentation:**

This presentation seeks to define and raise awareness of the scholarly nature of work in administration in the land grant university and define that scholarly work as leadership.

The presenters will challenge administrators to view their work as leadership and scholarly, not merely administrative, and share their contributions broadly.

The presenters seek to simulate and increase the debate about leadership in the academy and compare its value to that of scholarship in the sciences.

### **Content:**

Outreach scholarship has gained some increased legitimacy among campus based faculty. University administrators have spoken out in favor of the role these functions of the modern university. The role of the university beyond the campus has become a more integral part of the university's mission. However, there remains an important area of evolution for leaders and administrators in university outreach roles, that being the area of scholarship of leadership and administration.

Since Boyer's book, *Scholarship Reconsidered*, universities have started to broaden their definition of scholarship beyond research and classroom teaching. The scholarship of discovery has not been diminished and some may argue has been increased. The scholarship of sharing knowledge has increased to include teaching beyond credit course teaching to extension, continuing education, and other outreach methods of teaching.

The scholarship of integration and the application of knowledge are still in their infancy as far as recognition, but have been widely used throughout the history of higher education. These two areas of scholarship must gain broader recognition within the walls of the university.

University administrative positions have long been filled by individuals with outstanding scholarly records in research and teaching. These individuals often have stepped away from scholarly work because of the difficulty of continuing the work of their discipline while in a leadership position.

The key shift most administrators fail to make when moving to an administrative position is a shift in discipline. For example, an entomologist who builds a distinguished record of entomological research must realize their discipline has shifted to include leadership, management, and organizational behavior. Many university administrators tend to turn away from the scholarly responsibility of their new positions.

Some university leaders will favor an attempt to remain active in their original discipline in order to remain "scholarly". These leaders fail to embrace the scholarly responsibility of their new roles, often in favor of maintaining ties to their former disciplines. These are often inadequate to fully contribute or to remain current. The true loss is in their professional development as leaders.

The body of knowledge for outreach administration can be found in many areas including business, education administration, leadership and others. Many great minds are not maximizing their contribution because they do not share what they learn as administrators. Consequently, there are limited sources of study for new department heads, unit leaders, deans and directors.

The presenters will contend that leadership in the academy will not be broadly recognized as a major contributor to the university's mission until it is recognized for its scholarly contribution. Our universities will not be recognized as leaders until we are recognized as builders of the body of knowledge in university leadership and administration.

Outreach administrators will not be recognized, appreciated and heard until they distinguish themselves as leaders in the scholarship of outreach administration.

The presenters will define and identify methods for documenting scholarship in administration. The scholarship of application and integration will be discussed in length. The importance of discovery will be highlighted. Specifically, the scholarship of discovery in applied research to address issues will be discussed. The strength of many outreach entities in the scholarship of sharing knowledge will be discussed along with the importance of documenting effectiveness and impact.

Administrators often have a difficult job with little appreciation for the value they add. A stronger scholarly approach to their work along with sharing knowledge gained with colleagues may greatly improve the understanding and appreciation for administrative work. It may also attract more talented individuals to this important work.

### **Presenters short biographical statements**

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Dr. Jackson has ten years experience in university leadership positions. These range from county, district and state level responsibilities within cooperative extension organizations in Mississippi, Ohio and Pennsylvania.

Dr. Jackson has published in areas such as collaboration, leadership and futuring. Current interests include defining scholarship outside the university walls for field based educators and the scholarship of administration.

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Dr. Alter has served as a leader in the university for nearly 20 years. He started his academic career as a faculty member in Agricultural Economics and moved on to become regional director, department head, acting dean and associate dean and vice president positions at Penn State University.

Dr. Alter has continued to be active in scholarly endeavors in areas of leadership. He has written and spoken widely on the subject.

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Dr. McPheron distinguished himself as a scholar in the area of entomology. His work with the Mediterranean Fruit Fly is recognized worldwide. Dr. McPheron moved into his administrative role after an internship and displaying interest and ability to provide leadership in the area of research.

Dr. McPheron is relatively new to administration. He is typical of many faculty members who find themselves in administrative positions with science training. Maintaining his scholarly contributions in entomology continues to be a challenge while trying to build competency and recognition as a leader in academic administration.