Contents

Preface xiii

The Author xix

Part One: Understanding Colleges and Universities as Organizations 1

1. Problems of Governance, Management, and Leadership in Academic Institutions 3

Problems of Governance: Trustees and Faculty; Administrators and Faculty; Normative Statements on Governance • *Problems of Organization:* Dualism of Controls; Mission and Management; Power, Compliance, and Control • *Institutional and Organizational Constraints:* Institutions and Environments; Decentralization; Inflexibility of Resources; Confusion of Organizational Levels; Cosmopolitans and Locals: Prestige and Rank; Other Organizational Differences • *The Problem of Leadership:* Leadership Theories; Social Exchange Theory; Leadership as Symbol; Leadership and Environments • *The Nature of Academic Organization—A Summary*

2. Thinking in Systems and Circles: The Structure and Dynamics of Academic Organizations 30

The Nature of Systems: Interacting Components; Boundaries; Inputs and Outputs; Types of Systems • *Tight and Loose Coupling:* Functions and Dysfunctions of Loosely Coupled Systems; Coupling and Survival • *The Contingency Approach:* The Environment of Colleges and Universities; The Technical Subsystem of Colleges and Universities; Differences in Institutional Governance and Management • *Thinking in Circles* • *Implications for Administrators:* Cause and Effect; Time and Administrative Behavior; Predictability; Differences Between Institutions; The Need for Unlearning

3. Making Decisions and Making Sense: The Administrator's Role 56

Being Rational: Problems of Calculation and Comparison; Satisficing; Goals and Rationality; Effectiveness and Rationality; The Rational Institution • *Being Sensible:* The Meaning of Organizing; How Organizing Takes Place; Sharing Meanings; Retrospective Sense Making • *Institutional Culture: Efficiency, Ceremony, and Management:* Forces for Cultural Similarity; Forces for Cultural Differences; Cultural Distinctiveness; Culture and Environment; Myths and Management • *Implications for the Administrator as Decision Maker or Sense Maker*

Part Two: Models of Organizational Functioning 83

4. The Collegial Institution: Sharing Power and Values in a Community of Equals 85

Heritage College as a Collegial System • *Characteristics of Collegial Systems* • *Loops of Interaction in Collegial Systems* • *Tight and Loose Coupling in Collegial Systems* • *Effective Leadership in Collegial Systems:* Live Up to the Norms of the Group; Conform to Group Expectations of Leadership; Use Established Channels of Communication; Do Not Give an Order That Will Not Be Obeyed; Listen; Reduce Status Differences; Encourage Self-Control

5. The Bureaucratic Institution: Rationalizing Structure and Decision Making 105

People's Community College as a Bureaucratic System • *Characteristics of Bureaucratic Systems* • *Loops of Interaction in Bureaucratic Systems* • *Tight and Loose Coupling in Bureaucratic Systems* • *Effective Leadership in Bureaucratic Systems*

6. The Political Institution: Competing for Power and Resources 128

Regional State University as a Political System • *Characteristics of Political Systems* • *Loops of Interaction in Political Systems:* Coalitions; Negotiations • *Tight and Loose Coupling in Political Systems* • *Leadership in Political Systems:* Clarifying Group Values; Reducing the Cost of Participation

7. The Anarchical Institution: Finding Meaning in a Community of Autonomous Actors 151

Flagship University as an Anarchical System • *Characteristics of Anarchical Systems:* Problematic Goals; Unclear Technology; Fluid Participation • *Loops of Interaction in Anarchical Systems* • *Tight and Loose Coupling in Anarchical Systems:* Problems; Solutions; Participants; Garbage-Can Decision Making • *Effective Leadership in Anarchical Systems:* Spend Time; Persist; Exchange Status for Substance; Facilitate Opposition Participation; Overload the System; Provide Garbage Cans; Manage Unobtrusively; Interpret History

Part Three: Integrating the Models 175

8. The Cybernetic Institution: Providing Direction Through Self-Regulation 177

Characteristics of Cybernetic Systems: Thermostats and Feedback Loops; Goals and Subunits; Limiting Uncertainty; Responding to Feedback; Changing Behavior; Collecting Data; The Subunit-Organization Hierarchy: Goals and Controls • *Loops of Interaction*

in Cybernetic Systems • *Tight and Loose Coupling in Cybernetic Systems* • *Effective Leadership in Cybernetic Systems:* Management by Exception; Designing Systems; Directive Cybernetic Leadership; Administrative Intervention; The Role of Analysis; Principles for the Cybernetic Leader

9. Effective Administration and Leadership in the Cybernetic Institution 201

Leading Cybernetically • *Complicating the Controller* • *Learning Accurately* • *Administering Cybernetically:* Persistence and Flexibility; Undermanaging and Overmanaging; Remembering and Forgetting • *Balancing Administration*

References 231

Index 245