

# Leadership in American Higher Education: Examining the Key Traits of Successful University Presidents

Alain J. Michel, MBA, PhD Student

University of the Cumberland, Department of Leadership Studies

Email: amichel22773@ucumberlands.edu

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## Abstract

University presidents play an important role in shaping institutional success. As higher education faces increasing complexities, the leadership of university presidents becomes even more crucial in fostering innovation, maintaining financial stability, and ensuring institutional resilience. This paper examines key leadership traits and behaviors necessary for effectiveness, focusing on transformational, servant, and situational leadership models. Successful presidents demonstrate strategic vision, adaptability, academic credibility, financial acumen, and strong interpersonal skills. Transformational leaders drive innovation, servant leaders prioritize ethical leadership, and situational leaders adapt to institutional challenges. Additionally, effective university presidents navigate political landscapes, engage external stakeholders, and manage crises. While academic expertise enhances credibility, leadership competencies such as collaboration, inclusivity, and sustainability are crucial. By providing a nuanced understanding of leadership models and their applicability in university administration, this study contributes to the broader discourse on higher education leadership and aims to bridge the gap between leadership theory and practical application. The findings offer valuable insights for governing boards, search committees, and aspiring leaders, guiding institutions in selecting and developing effective presidents.

**Keywords:** University Presidents, Transformational Leadership, Higher Education Administration, Servant Leadership, Educational Leadership, Academic Leadership.

## Introduction

The leadership of a university or college president plays a crucial role in shaping the institution's direction, culture, and success. University presidents are responsible for fostering academic excellence, securing financial resources, managing institutional crises, and navigating complex political and social landscapes. As higher education continues to evolve in response to societal shifts, the demand for effective and visionary leadership has never been greater. This paper explores the essential traits and behaviors that define successful university and college presidents, examining their leadership styles, decision-making strategies, and challenges in today's academic environment.

By examining these essential leadership qualities, this paper aims to contribute to the broader discourse on effective academic leadership, providing insights that can inform university boards, policymakers, and leadership development programs. As higher education continues to evolve, identifying and cultivating the traits of successful university presidents will be crucial in sustaining and advancing institutional excellence.

### *Purpose and Roadmap*

This paper will analyze the leadership characteristics necessary for effective university leadership, organized into four key chapters. Chapter II will present a literature review summarizing findings from existing research on academic leadership, including perspectives on transformational and servant leadership models, crisis management, and political navigation within higher education. Chapter III will analyze the findings in the context of contemporary higher education challenges, examining the interplay between leadership style and institutional success. Finally, Chapter IV will summarize the key insights gained and offer recommendations for aspiring and current university leaders.

### *Significance of the Topic*

Higher education institutions are critical for knowledge, innovation, and social mobility. The success of these institutions often depends on the effectiveness of their leadership. University presidents must be skilled in managing diverse stakeholder relationships, securing financial stability, and fostering a culture of academic excellence and inclusivity. Understanding the leadership qualities that contribute to success can help governing boards make informed decisions when selecting and developing future university leaders. The role of university presidents is more critical than ever as higher education institutions navigate financial constraints, evolving academic landscapes, and increasing public scrutiny. This study seeks to explore the traits and behaviors essential for successful university leadership, providing a framework for future research and practical application. Moreover, this paper contributes to the ongoing discourse on leadership in academia, providing insights that can be applied in leadership development programs and institutional governance.

### *Summary of Results*

A literature review suggests that successful university presidents exhibit a combination of transformational, situational, and servant leadership qualities. They inspire faculty, staff, and students with a compelling vision while demonstrating a commitment to service and collaboration. Strong decision-making abilities, crisis management skills, and political acumen are also essential for navigating the complexities of higher education administration. Additionally, the most effective leaders prioritize strategic networking, donor engagement, and policy advocacy to secure institutional resources and influence higher education policy. These findings highlight the importance of adaptive leadership styles and a deep commitment to the academic mission in ensuring the long-term success of a university.

## **Literature Review**

### *Leadership in Higher Education*

Leadership in higher education has undergone significant transformation in response to changing societal, economic, and technological demands. University and college presidents are no longer solely academic figures; they must act as strategic visionaries, financial

stewards, crisis managers, and political navigators. The modern university president must balance the institution's academic mission with external pressures such as declining public funding, heightened accountability, and increasing competition for students and faculty. This evolving role has made leadership in higher education more complex and dynamic than ever before. The leadership approaches adopted by university presidents significantly influence institutional success, affecting student outcomes, faculty engagement, research productivity, and financial stability (Duderstadt, 2007).

Historically, university presidents were seen primarily as academic leaders, focusing on curriculum development, faculty recruitment, and scholarly pursuits (Goodall, 2009). However, contemporary university presidents must navigate an increasingly complex landscape that includes financial sustainability, political advocacy, crisis management, and public accountability (Freeman et al., 2016). The growing emphasis on performance metrics, funding challenges, and institutional competitiveness has reshaped the expectations placed on higher education leaders (Christensen, 2024).

### *The Role of University Presidents*

University leaders are expected to secure funding through private donations, corporate partnerships, and government grants, often engaging in extensive lobbying and external networking (Rabovsky & Rutherford, 2016). In addition to fundraising, university presidents must manage large budgets, oversee campus expansions, and address labor relations, making their roles comparable to those of corporate executives.

Another crucial aspect of modern university leadership is crisis management. From student protests to financial crises, university presidents must respond to challenges that can threaten the institution's reputation and stability. Effective crisis leadership requires adaptability, decisiveness, and navigating politically sensitive issues (Berman & Weiner, 2019). The COVID-19 pandemic further emphasized the need for university leaders to be proactive and resilient, as they had to implement rapid transitions to online learning, ensure student and faculty safety, and address the financial impact of reduced enrollments.

### *Leadership and Institutional Governance*

University presidents operate within a shared governance structure that requires collaboration with faculty, trustees, students, and external stakeholders. Unlike corporate executives who often have unilateral decision-making power, university presidents must build consensus among multiple groups with distinct interests and priorities. The governance model in higher education demands a leadership style that is participatory, inclusive, and diplomatic (Casper, 2014). Presidents who fail to engage key stakeholders risk facing resistance from faculty and administrative staff, which can hinder institutional progress.

Effective university leadership also requires a keen understanding of political and social dynamics. State and federal policies influence public universities, requiring presidents to advocate for funding, legislative support, and regulatory flexibility. The ability to navigate the political landscape, build relationships with policymakers, and align institutional priorities with public interests is essential for long-term success in higher education administration.

### **Theoretical Perspectives on University Leadership**

Leadership in higher education is often examined through various theoretical frameworks that explain how university presidents influence their institutions. Transformational, servant, and situational leadership are some of the studied models.

#### *Transformational Leadership in University Presidents*

Transformational leadership is a widely studied model emphasizing vision, inspiration, and motivation to drive institutional change. Initially introduced by Burns in 1978 and expanded by Bass and Avolio (1993), transformational leadership is characterized by leaders who inspire their followers to exceed expectations, embrace innovation, and commit to a shared vision. In the context of higher education, university presidents who adopt transformational leadership practices are often viewed as catalysts for institutional progress, fostering a culture of academic excellence, research innovation, and student success (Bass & Avolio, 1993; Neale, 2005).

The impact of transformational leadership on higher education is significant, influencing multiple aspects of university administration. University presidents are crucial in setting long-term institutional goals and aligning them with broader societal and technological trends. Leaders who successfully implement strategic visions often emphasize interdisciplinary collaboration to enhance institutional competitiveness (Duderstadt, 2007). Transformational leadership also enhances faculty and student engagement. Research suggests that presidents prioritizing faculty development and student success create a supportive academic community that fosters institutional loyalty and productivity (Freeman et al., 2016).

In addition to internal engagement, transformational leadership significantly influences external relations, particularly fundraising and advocacy. University presidents must engage with donors, policymakers, and industry leaders to secure financial resources and influence higher education policy. Transformational leaders leverage their vision and charisma to articulate institutional goals compellingly, leading to increased financial support for scholarships, research initiatives, and campus infrastructure (Rabovsky & Rutherford, 2016). Furthermore, transformational leadership is instrumental in navigating institutional crises. Universities often face financial instability, declining enrollments, or public relations challenges, and transformational presidents are adept at fostering resilience and adaptability within their institutions. Their ability to inspire confidence and implement effective solutions helps maintain institutional stability during challenging times (Berman & Weiner, 2019).

#### *Servant Leadership and Academic Administration*

Servant leadership, a concept first introduced by Robert Greenleaf in 1977, prioritizes service to others as the core function of leadership. Unlike traditional leadership models that emphasize authority and decision-making from the top down, servant leadership is centered on empathy, stewardship, and the development of individuals within an organization. In higher education, university presidents who adopt a servant leadership approach focus on fostering an inclusive, supportive, and community-driven institutional culture. Rather than leading from a position of power, these presidents emphasize collaboration, mentorship, and the well-being of students, faculty, and staff (Greenleaf, 2007).

Servant leadership in academic administration is built on the premise that a university functions best when its leaders prioritize the needs of those they serve. This philosophy aligns well with the values of higher education, which emphasize student learning, faculty development, and institutional integrity. University presidents who embody servant leadership ensure that faculty members are empowered to excel in their teaching and research, that students receive the support they need to succeed, and that staff feel valued and motivated. By fostering an environment of trust and mutual respect, these leaders create institutions where innovation, academic freedom, and shared governance can flourish (Letizia, 2016).

One of the defining characteristics of servant leadership is listening and empathy. Servant university presidents actively seek faculty, students, and administrative staff input before making significant decisions. This consultative approach fosters a sense of shared responsibility and ensures that institutional policies reflect the needs and aspirations of the university community.

Servant leaders advocate for policies that enhance student engagement, support diverse learning needs, and create an inclusive campus culture. For example, initiatives aimed at first-generation college students, underrepresented minorities, and students from economically disadvantaged backgrounds are often championed by servant leaders who recognize the transformative power of higher education (Sickinger, 2018).

A notable example of servant leadership in higher education is William G. Bowen, former president of Princeton University, who was known for his commitment to faculty development, shared governance, and ethical leadership. During his tenure, Bowen emphasized faculty and student inclusion in decision-making processes, demonstrating his belief that a university president's role is to serve the institution's members rather than dictate from the top down (Chang & Chang, 2012).

### *Situational Leadership and Crisis Management*

Situational leadership is a flexible approach that suggests no single best way to lead; effective leadership depends on specific circumstances and followers' readiness. Originally developed by Paul Hersey and Kenneth Blanchard, situational leadership theory argues that leaders must adjust their style based on their organization's needs, their team's capabilities, and the challenges they face. In higher education, university presidents who embrace situational leadership can navigate the complexities of institutional governance, respond to crises effectively, and lead through periods of transformation with agility and resilience (Graeff, 1983).

Crisis management is one of the most critical aspects of situational leadership in academic administration. Universities frequently face unexpected challenges, including financial crises, enrollment declines, faculty disputes, public relations scandals, and campus safety incidents. Effective university presidents must be able to assess crises quickly, determine the best course of action, and adapt their leadership style accordingly. Financial and budgetary crises are among the most pressing issues in higher education, with many institutions facing declining state funding and increasing operational costs. University presidents must make difficult decisions regarding budget cuts, tuition increases, and

resource allocations while balancing institutional priorities and stakeholder expectations (Duderstadt, 2007).

### **The Role of Political Acumen**

University presidents are responsible for the internal governance of their institutions and for fostering relationships beyond the campus community. Engaging with external stakeholders, including government agencies, donors, industry leaders, and the public, is critical to ensuring financial stability, policy influence, and institutional success. External networking refers to a university president's ability to cultivate relationships with key stakeholders outside the institution. These relationships are essential for securing philanthropic donations, establishing corporate partnerships, influencing public policy, and maintaining a positive public image. Networking is particularly crucial for public universities, which often rely on state and federal funding. By building relationships with government officials, presidents can advocate for higher education policies that benefit their institutions, such as increased research funding, student financial aid, and favorable regulatory frameworks (Rabovsky & Rutherford, 2016).

### **Analysis**

The previous chapters explored the traits and leadership styles that contribute to success in the role of a university president, including transformational leadership, servant leadership, and situational leadership. This chapter analyzes how these leadership traits interact with the contemporary challenges faced by university presidents, the external expectations placed upon them, and the evolving nature of higher education. By synthesizing theoretical frameworks with real-world applications, this analysis provides a deeper understanding of how successful university presidents navigate leadership complexities.

#### *Transformational Leadership and Institutional Change*

Transformational leadership is widely recognized as a driving force behind innovation and growth. University presidents who adopt this leadership style inspire faculty, staff, and students through a compelling vision, motivating them to embrace institutional goals. Given the increasing demand for interdisciplinary research, digital transformation, and workforce-oriented education, transformational leaders are crucial in shaping universities for long-term success (Neale, 2005).

While transformational leadership encourages institutional progress, it can also face resistance from faculty members who perceive rapid change as threatening academic traditions (Duderstadt, 2007). This challenge underscores the need for transformational leaders to balance innovation with shared governance to foster long-term institutional commitment.

#### *Servant Leadership and Student-Centered Administration*

Servant leadership emphasizes a leader's role in serving the needs of others, aligning well with the student-centered mission of higher education (Greenleaf, 2007). University presidents prioritizing this approach emphasize fostering an inclusive, supportive academic environment that enhances student success and faculty well-being (Letizia, 2016). This leadership style has been instrumental in improving student retention rates, expanding diversity and inclusion initiatives, and strengthening faculty development programs.



Despite its many benefits, servant leadership in academia has challenges. Servant leadership can present challenges when immediate, firm decision-making is required, such as in financial crises or public relations controversies (Sickinger, 2017). Therefore, University presidents who adopt this leadership model must develop strategies to balance service-oriented leadership with the need for executive authority in critical situations.

#### *Situational Leadership and Crisis Management*

Situational leadership allows university presidents to adapt their leadership styles based on their circumstances. This approach is particularly relevant in crisis management, where leaders must adjust their strategies depending on the severity and nature of the crisis (Graeff, 1983). During the COVID-19 pandemic, university presidents were required to shift rapidly between directive and participative leadership approaches. Initially, many leaders took a directive approach to enforce campus closures, transition to online learning, and implement safety protocols (Berman & Weiner, 2019). However, as the crisis evolved, participative leadership became essential in engaging faculty and students in discussions on hybrid learning models, mental health support, and long-term institutional planning. The ability to adjust leadership approaches based on situational needs is crucial for university presidents, as a rigid leadership style may fail to address evolving challenges effectively (Neale, 2005).

While situational leadership offers flexibility and adaptability, it also presents challenges. One key limitation is that constantly shifting leadership styles can create inconsistency and confusion among faculty and staff. If a university president frequently changes their approach, stakeholders may struggle to understand expectations and institutional priorities. Additionally, in crises, leaders may face pressure to act quickly, making it difficult to adopt a participative approach when urgent decisions are required.

#### *The Evolution of Higher Education Leadership*

The rise of online education, artificial intelligence, and data-driven learning models has reshaped the role of university presidents. Leaders must now oversee the integration of digital tools while maintaining academic rigor and student engagement. The digital transformation of universities presents opportunities for expanding access to education but also raises concerns about equity, faculty workload, and cybersecurity risks.

University presidents who successfully implement digital strategies invest in infrastructure that supports remote learning, artificial intelligence-assisted education, and digital research platforms (Neale, 2005). However, resistance to technological change from faculty members who prioritize traditional pedagogical methods can create obstacles. Leaders must engage faculty in discussions on how technology enhances rather than replaces classroom instruction, ensuring a balanced approach to digital transformation.

Diversity, equity, and inclusion (DEI) initiatives have also become central priorities for university leaders. University presidents are expected to promote policies that support diverse hiring, equitable access to education, and inclusive campus environments (Letizia, 2016). University presidents must also ensure that DEI policies align with broader institutional goals and do not compromise academic freedom or open discourse on campus (Christensen,

2024). However, DEI efforts often face political resistance, requiring university leaders to navigate ideological debates while maintaining their institution's commitment to diversity.

### Summary

University leadership is an evolving role that requires a deep understanding of academic governance, financial sustainability, political acumen, and crisis management. This paper has explored the essential leadership traits and behaviors needed to be a successful university president, including transformational, servant, and situational leadership. The analysis highlighted how these leadership styles intersect with challenges such as financial constraints, political scrutiny, digital transformation, and diversity initiatives. This chapter summarizes the key findings of this research, discusses their implications for higher education leadership, and provides recommendations for future university leaders.

Transformational leadership allows presidents to articulate a compelling vision and motivate faculty, staff, and students to work toward institutional growth and innovation. This leadership style has proven effective in implementing major academic reforms, expanding research initiatives, and fostering a culture of excellence. However, transformational leadership can face resistance if changes are perceived as disruptive or misaligned with faculty priorities (Duderstadt, 2007).

Servant leadership, by contrast, focuses on student success, faculty engagement, and inclusivity (Greenleaf, 2007). This leadership model is particularly relevant in fostering supportive academic environments and promoting diversity, equity, and inclusion (DEI) initiatives (Letizia, 2016). University presidents who adopt a servant leadership approach are more likely to implement student-centered policies, increase faculty morale, and develop strong mentoring programs. However, servant leadership alone may not be sufficient in times of crisis, as quick decision-making and assertive action are sometimes necessary (Sickinger, 2017).

Situational leadership provides the flexibility to adapt leadership styles based on immediate institutional needs. This adaptability is especially important for university presidents navigating financial crises, political disputes, or public relations challenges (Graeff, 1983). Leaders who successfully employ situational leadership are better equipped to handle emergencies such as budget shortfalls, campus protests, or shifts in higher education policy (Berman & Weiner, 2019). However, inconsistency in leadership styles may lead to confusion among faculty and staff, requiring leaders to balance adaptability with stability.

The challenges faced by university presidents—ranging from financial constraints and political scrutiny to technological advancements and faculty relations—require multifaceted leadership skills. Successful university presidents can communicate a compelling institutional vision, engage stakeholders in decision-making, and navigate external pressures with resilience. University leadership is a dynamic environment that requires a balance of visionary thinking, political strategy, financial management, and adaptability. Transformational, servant, and situational leadership models provide valuable frameworks for university presidents, but their effectiveness depends on the contextual application.



As higher education continues to evolve, future university leaders must be prepared to embrace innovation while preserving academic integrity. Through practical leadership training, strategic networking, and a commitment to institutional excellence, university presidents can shape the future of higher education in ways that benefit students, faculty, and society at large.

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