

The Best Way To Earn An Administrative Appointment

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The best way to earn an administrative appointment is to

1. Establish yourself as an exemplary scholar/teacher. Universities of high standards want their administrators to have earned the stamp of approval from their disciplinary peers. Academic administrators are expected to be role models and mentors for those whom they will lead.
2. Become visible and eligible for a senior administrative position by performing with excellence in your current administrative appointment.
3. Let the administrative position find you. Campus-based search committees, executive-search firms, informal networks of colleagues, and sitting senior administrative friends are continually looking for people who are making an impact in their current performance. Believe that strong people are sought out and found! The nomination and recruitment system usually works quite well.
4. While you are waiting to be discovered, continue to prepare yourself for the position to which you aspire. Take on additional responsibilities in your present appointment, attend seminars and short courses in higher education administration (the Harvard, Bryn Mawr and American Council of Education are good programs with national visibility), publish in journals which focus on issues of higher education, and read the literature in this area of interest. Reach out beyond your own department, school, and even your employer university. Remember, all that you need to know in terms of content and people is not likely to be found in Communication Science and Disorders journals, nor are they likely to be at the ASHA Convention.
5. Even as a senior administrator, try hard to remain active in your academic area of specialty. You must retain the option of returning to your field if the senior level administrative position ceases to remain your "pleasure."

6. Be thoughtful and considerate of the people you meet on the way up the administrative ladder. You will certainly have to work with them when you reach the top rung and you will surely meet them again if you descend the ladder.
7. Administrative stars are seldom born overnight. It is perhaps a cliché, but true nonetheless, that success in finding the job of your life occurs when preparation meets opportunity. Your job is to be deep into preparation.