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pushers and coasters: the impact of the presidency -- Leadership for a time of change -- Executive leadership -- The executive officer team -- Go downtown and get the money -- Bricks and mortar -- Crisis management -- The challenges of executive leadership -- Academic leadership -- The academic clockwork -- Academic leadership -- Faculty quality -- Selection and recruitment of academic leadership -- Tinkering with time bombs -- The challenges to academic leadership by the president -- Political leadership -- Growing up in a rough neighborhood -- Defending the university -- The loyal (and sometimes not so loyal) opposition -- The president and the governing board -- The broader political agenda of the university and the university presidency -- The hazards of political leadership -- Moral leadership -- The challenges to moral leadership -- Social diversity and academic excellence -- Student affairs -- Institutional integrity -- The bully pulpit -- Pastoral care -- Personal traits and traps -- Strategic leadership -- The approach -- The action plan -- Lessons learned and the growing concern -- Institutional transformation -- Experiments and ventures -- More lessons learned: the challenges of transformation -- The university president: an endangered species? -- Life as a university president -- The president's spouse -- The hired help -- A turn about the university calendar -- Lifestyles of the rich and famous -- On the road -- A matter of style -- Always some doubts -- Tilting with windmills -- Windmill no. 1: the privately supported public university -- Windmill no. 2: college sports -- Windmill no. 3: university governance -- The importance of fighting losing battles -- The endgame -- Survival instinct -- Putting it all on the line -- Wear and tear -- The two-minute warning -- Taking stock -- Fading away -- Years after a decade at the helm -- Whence and whither the university -- Some final thoughts on the university presidency -- Notes.
