Book Series

Contemporary Perspectives on Leadership Learning

Series Editors
Kathy L. Guthrie, Florida State University

This series is dedicated to contemporary perspectives on leadership learning, which includes leadership teaching, education, development, and scholarship. The series is intended to appeal to academic researchers, leadership scholars, leadership educators, and university instructors looking for thought provoking reference material for classroom use. The purpose of the series is to highlight foundational knowledge and emerging innovations in scholarship on curriculum, pedagogy, and methodology of teaching and learning in leadership. The series will feature entire volumes written by authors and edited volumes with multiple contributors. Each volume will showcase a different topic critical to the research and practice of leadership teaching and learning. With this approach, the mission of the series is to examine the complexities of leadership learning from a variety of perspectives to give the audience access to breadth and depth of scholarship in this area, as well as provide contemporary reference material and textbooks for leadership learning in the classroom.

Books in this series:

- Navigating Complexities in Leadership
- Operationalizing Culturally Relevant Leadership Learning
- Shifting the Mindset
- Engaging in the Leadership Process
- Transforming Learning
- Thinking to Transform
- Thinking to Transform Companion Manual
- Changing the Narrative
- The Role of Leadership Educators

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Navigating Complexities in Leadership: Moving Towards Critical Hope emerged in response to the confluence of complexities experienced by leadership educators and practitioners amidst global pandemics. It is a guide for those seeking to learn through critical perspectives, and seek more agile, responsive tools for navigating complexity, change, and disruption. The audience for the book ranges from new and entry-level leadership educators to senior scholars in higher education.

This book frames leadership learning and development as a process of adaptive action in complex systems. It brings to light patterns of complexity in current times through the lens of educators and practitioners in higher education. Readers are invited to actively engage with the text from an inquiry stance. Through curiosity, shared exploration, self-reflection we hope readers will discover patterns and insight that resonate and challenge their own experiences, find energy to engage the complexities being faced, and build adaptive capacity to live, work, teach, and lead in critical hope and possibility. The book concludes with questions and considerations that allow educators and practitioners to reflect on their own roles and contexts and move towards critical hope in navigating the complexities we will continue to face.


Operationalizing Culturally Relevant Leadership Learning

Cameron C. Beatty, Florida State University; Kathy L. Guthrie, Florida State University


This book is a practical resource designed to raise leadership educators understanding of culturally relevant leadership pedagogy for the purpose of creating inclusive learning spaces that are socially just for students. For leadership educators
seeking personal and professional development to assist in building and enhancing their levels of cultural competence in leadership education, this book is a guide. The audience for the book ranges from new and entry-level leadership educator roles to senior scholars in leadership education.

Operationalizing Culturally Relevant Leadership Learning, provides leadership educators with a substantive and comprehensive approach to the topic, offering personal narratives from leadership educators who have operationalized the model in their own personal and professional contexts. We believe that reframing leadership education with the culturally relevant leadership learning model, leadership educators will be able to integrate new insights into their own pedagogy and practice and move towards action. This book illustrates how leadership educators can shift the way they experience and facilitate leadership learning. By framing the operationalization of culturally relevant leadership learning, this book discusses the why, who, what, where, when, and how of developing culturally relevant and socially just leadership education. Readers of this text are encouraged to actively engage in the content through the questions each chapter pose and consider for themselves how culturally relevant leadership learning can be implemented in their own context.

Endorsements for Operationalizing Culturally Relevant Leadership Learning:

"What's that you ask? What does Culturally Relevant Leadership Learning actually look like? Well, you've come to the right place! Operationalizing Culturally Relevant Leadership Learning utilizes narratives of seasoned and emerging leadership educators to construct clear examples of how to effectively operationalize the CRLL model is practice. Using this book will assist you in reimagining your leadership education offerings – guaranteed!"
Vernon A. Wall, Director of Business Development – LeaderShape, Inc. and President: ACPA – College Student Educators International 2020 - 2021

"This deeper exploration of the culturally relevant leadership learning (CRL) model guides leadership educators in reconstructing not only what and how we teach, but who needs be included and why. At the cusp of the next phase of leadership education, this book is an invitation to deeply explore CRL and its place in changing the direction of how we define, teach, practice, and embody leadership."
Christie Navarro, Director, Center for Leadership Learning, Office of Undergraduate Education, University of California, Davis

"Operationalizing Culturally Relevant Leadership Learning is a beautiful and timely roadmap for integrating critical perspectives and social justice into leadership learning. Beatty and Guthrie accomplish what has alluded so many others: they capture the complexity of the abstract with the pragmatism of the how. Narratives bring to life content in new and powerful ways that showcase not just why we need this approach, but how to implement it today."
John P. Dugan, Executive Director, Youth Leadership Programs, The Aspen Institute


Shifting the Mindset
Socially Just Leadership Education
Kathy L. Guthrie, Florida State University; Vivechkanand S. Chunoo, University of Illinois at Urbana-Champaign

Calling others in to lead for social justice has never been more important. In a world plagued by multiple and overlapping pandemics and other crises, the cost of leadership failures is constantly rising. Leadership education is responding to these challenges by centering cultural relevance, critical pedagogies, and important issues of identity, capacity, and efficacy in the preparation of emerging learners. Meeting the global demand for social justice requires thoughtful, innovative, and engaged praxes by all leadership educators. Alongside a cadre of diverse authors, we intend to shift the mindset of leadership education toward forward-thinking and holistic solutions, empowering our students to build a fairer and more equitable world for themselves and others.

Shifting the Mindset: Socially Just Leadership Education widens and deepens the discourse begun in Changing the Narrative: Socially Just Leadership Education. Our contributors’ ideas occur into two parts: the first examines student social identities otherwise underrepresented in existing leadership education literature. The second portion illuminates key factors of leadership learning contexts frequently under- or unattended in both leadership education and social justice education. Every chapter includes critical considerations and practical guidance for educators striving to meet the leadership demands of an increasingly unjust world. Taken together, these thinking, planning, and acting tools augment the potential of educators who are preparing leaders under uncertain conditions.

We envision this book as an essential element of the leadership learning toolkit of socially just leadership educators at all levels, between contexts, and across varying amounts of education, influence, and experience. You are needed now more than ever before. We, once again, invite you to our ongoing fight for fairness, freedom, and a brighter future for all.


Engaging in the Leadership Process Identity, Capacity, and Efficacy for College Students

Kathy L. Guthrie, Florida State University; Cameron C. Beatty, Florida State University; Erica R. Wiborg


This book introduces readers to process-based understandings of leadership, providing language and tools for engaging in the leadership process for all involved. This practical book was designed for college student leaders and educators or professionals who work with student leaders on college campuses. However, it is also accessible for high school students and graduate students to reflect on their identity, capacity, and efficacy as leaders. Based on their experiences as leadership educators, the authors offer grounding concepts of leadership and examples illustrating the complexity of culturally relevant leadership learning.
Identity (who you are), capacity (your ability), and efficacy (what you do) are important for students to explore leadership development. These three concepts are core to this book, filling a gap in college student development literature by defining, illustrating, and questioning how they matter to leadership learning.

Framing leadership as a journey, this resource offers key learning opportunities for students to engage with others through a range of contexts. Each chapter is organized with various features, engaging readers to get the most out of this book. Features include “call-in boxes” to prepare for learning and “pause for considerations” to apply to personal experiences. Chapters conclude with personal reflection questions, discussion questions, and activities to take leadership learning further. The features are designed to be accessible for utilization in classes, organizations, community work, groups, and individual reflection opportunities.


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**Thinking to Transform**

Reflection in Leadership Learning

Jillian M. Volpe White, Florida State University; Kathy L. Guthrie, Florida State University; Maritza Torres, University of Central Florida


In an era of constant connection, it can be challenging to prioritize time for reflection. Taking time to think can feel like a luxury or even a waste time. People facilitating complex leadership processes may feel the least able to pause and reflect. However, it is through intentional reflection that we make meaning of experiences, connect ideas, question assumptions, and generate innovative possibilities. By taking time to reflect, individually and with others, learners can see the full picture of an experience, understand their thought processes, and enhance their capacity for leadership. Beyond individual reflection, by engaging in reflection on social issues with others, leaders can be empowered and enabled to create positive changes. This book is a clarion call for educators and learners to make reflection a central priority.
Reflection, the process of making meaning of experience, and leadership, a relational process for affecting change, are enhanced by one another. Together, they strengthen the potential for leadership learning through experience. This book addresses challenges for reflection in leadership learning while also connecting it to timely topics. It begins with connections between reflection and leadership and then introduces a framework for reflection in leadership learning. Reflection is a powerful strategy curricular and co-curricular learning; for instruction and assessment, reflection in leadership learning can benefit from both intentional framing and feedback. As socially constructed concepts, both reflection and leadership have historically lacked clarity; to add to the confusion, critical reflection is often interchanged with reflection. This book introduces a continuum of critical reflection in leadership learning. In order to facilitate reflection in leadership learning, educators must engage in the inner work of becoming reflective educators. Finally, in the face of complex social challenges, reflection, leadership, mindfulness, and resilience are juxtaposed in order to highlight how these concepts are reliant upon one another.

Reflection in leadership learning is essential for anyone who wants to develop their capacity for leadership. When faced with complex social issues and challenges at a global scale, the only way to make progress is through collective action that results from critical reflection. To develop more resilient and mindful learners who can adapt to changing circumstances, educators must center reflection in leadership learning as a philosophy, pedagogy, outcome, and strategy. This book provides a balance of theory and practice to empower and enable educators to engage in reflective leadership learning.


Through courses, internships, community engagement, social organizations, and daily interactions with others, every day we accumulate experiences; however, learning does not happen through experience but from reflection on experiences. This manual provides guidance for facilitating reflection in leadership learning and features over 50 activities from 52 reflective leadership educators. Guided by a framework for reflection in leadership learning, we focus on six methods for reflection: contemplative, creative, digital, discussion, narrative, and written. Through prioritizing time, holding space, and asking questions that challenge assumptions, educators facilitate reflection in leadership learning. This intentional focus on making meaning of leadership processes enhances the capacity of learners to work collaboratively for change.


Social justice and leadership education are inextricably linked. In order to move social justice forward, we need to develop leaders with knowledge, skills, and values to engage effectively in the leadership process.

We need socially just leaders now more than ever. At a time when our elected and appointed officials agree on very little, our communities are divided and distrusting of one another, and individual citizens struggle for fairness in the face of
discrimination, society is at a crossroad. In one direction lies the reproduction of oppression and marginalization, continued distrust, and further fragmentation. In the other, a route toward healing, compassion, and fairness. How then do we prepare our leaders of tomorrow to walk the path of justice rather than take the road to ruin?

Changing the dominant narratives in society involves preparing skilled social critics and knowledgeable advocates for positive and sustainable change through education. However, when leadership education fails to consider social justice issues, or when social justice education omits leadership learning, both fall short of their goals. This texts links issues of social justice, equity, and equality, to leadership knowledge, skills, and values, with the intent of offering theoretical, practical, and policy recommendations to improve the work of educators charged with preparing undergraduates for the complexities of leadership in all its forms. Collectively, the contributors inform much needed practices and pedagogies toward socially just leadership education.

No single one of us can change the narrative alone, but together, we can amplify the voices of those leading toward justice. The perspectives offered here are but a sample of the work being done to make the future a brighter place for all. We invite you to be part of the conversation.


The Role of Leadership Educators Transforming Learning

Kathy L. Guthrie, Florida State University; Daniel M. Jenkins, University of Southern Maine


Leadership, as a discipline, leadership education, as a field, and leadership educator, as a profession are still in their infancy and rapidly evolving. As professionals in higher education, we are constantly asked to provide opportunities for students to learn leadership, whether that is inside or outside of the classroom. However, very little, if any professional development occurs in how to create such learning opportunities.

This book provides resources for leadership educators in three sections. The first section sets the stage for leadership education and the professional work of leadership educators, culminating with a variety of professional development resources for leadership educators. The second section introduces a leadership learning framework, provides characteristics and examples of strong leadership programs and assessment practices, and describes the transformative practice of leadership education. The third and final section offers specific instructional and assessment strategies ranging from discussion, case study, and reflection, to team-based- and service-learning to self-assessments, role-play, simulation, and games, to fulfill learning outcomes.
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