# CONTENTS

Preface xiii  
About the Authors xvii  

## CHAPTER ONE: The Time Is Now: A Call for Student-Ready Colleges  
3
- The Quest for College-Ready Students and Redefining Readiness 10
- A Profile of Twenty-First-Century Students 16
- The Science of Student Readiness 22
- The Value of Student-Ready Colleges and the Emerging School-to-Work Economy 25
- The Path Forward: Taking Steps to Transformation 29

## CHAPTER TWO: Leadership Values and Organizational Culture  
33
- New Perspectives on Leadership 37
- Values and the Student-Ready College 39
- Does Collaboration Serve a Greater Good or Is It an End in Itself? 41
- Leadership for Grassroots Empowerment 43
Changing Perspective on Educators
Exemplary Practice: The University of Wisconsin–Whitewater
Positive Vision of Educators
Inclusive Professional Development for Everyone Who Teaches
Student-Ready Practice of Governance
Building Out the Change Effort
Exemplary Practice: Alverno College
A Pragmatic Approach to Shared Governance
A Vision of a Place Ready for Students
Conclusion: A Vision to Guide Collaboration

CHAPTER THREE: Intentionality by Design to Support Student Success
Intentionality by Design: Centering Equity, Diversity, and Belonging
Removing Systemic Barriers and Challenges for Students
A Caring Educator
Embracing a Paradigm Shift
A Culture of Belonging
Defining Student Success as Learning
Promoting Excellence in Student Engagement
Charting Your Course of Action
Conclusion

CHAPTER FOUR: Leveraging Ecosystem Partnerships in Support of Student Readiness
Engaging the Ecosystem
A Critical Survival Instinct: The Opportunistic Self-Awareness of Student-Ready Colleges
Three Levers for Establishing and Aligning Impactful Ecosystem Partnerships 120
Student-Centered Symbiosis in Support of Today’s College Students 130
Questions to Consider in Establishing and Aligning Ecosystem Partnerships 133
Conclusion 139

CHAPTER FIVE: Educating the Whole Student 143
Whole-Person Leadership and Learning 146
Belief in Student Capacity to Learn as a Genuine and Public Commitment 150
Challenges to Belief in Student Capacity to Learn 154
Addressing Deficit-Mindedness 157
Sites for Action 165
The Wealth That Students Bring 167
Institutional Long Views 168
Leadership Responsive to the Ecosystem 172
Conclusion 178

Conclusion 179
References 187
Index 209