Contents

Acknowledgments, vii Preface, ix

PART I

Background and Context, 1

- 1. Grassroots Leadership: Making the Invisible Visible, 3
- 2. Framing the Study: Tempered Radicals Framework, 29
- Developing a Study of Grassroots Leaders: Approach to Inquiry, Assumptions, and Institutional Descriptions, 44

PART II

Individual and Group Grassroots Phenomena, 69

- 4. Meet the Grassroots Leaders, 71
- 5. Tactics and Strategy for Creating Meaningful Change, 97
- Analyzing and Overcoming Obstacles and Challenges for Grassroots Leadership, 121
- Encounters with Authority and Power: Ways Grassroots Leaders Navigate Resistance and Oppression, 148
 - Grassroots Leaders' Understanding of Power and Effects on Leadership Style, 177
 - 9. Remaining Resilient, 199

vi Contents

PART III

Organizational Grassroots Phenomena, Implications, and Conclusion, 225

10. Top-Down Meets Bottom-Up: Challenges and Opportunities, 227

11. Leading in a Time of Corporatization: The Impact of Institutional Structures and Culture, 250

12. Encouraging and Supporting Faculty and Staff Grassroots Leadership, 266

 Moving Forward: Leadership Implications and Future Research, 287

Appendix: Grassroots Leadership, 317 Notes, 335 References, 341 Index, 349