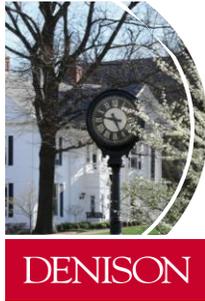


Reflecting on the Moment and Assessing the Opportunities and Challenges

CIC Workshop for CAOs in Their Third or Fourth Year of Service
11/5/2022



1

DENISON Reflecting on the moment ...

“**Taking the long view** – extending in both directions, into the future and the past – is a necessary habit for campus leaders who hope to foster innovation. Discerning where one’s own college fits into academic, economic, and social trends requires well-honed judgment. And most trends will not wash over all colleges in the same way or at the same time.”

“Taking the Long View,” Richard Ekman, CIC Independent, Spring 2021

2

DENISON 3rd-4th year CAO moment

- 93% CAOs satisfied/extremely satisfied with jobs
- but those in years 2-5 reported most dissatisfaction

“A Study of Chief Academic Officers at Independent Colleges and Universities, 2009-2019” CIC Report, Oct. 2019

3

DENISON 3rd-4th year CAO moment

- What are key questions, opportunities, and challenges at this moment?

4

DENISON 3rd-4th year CAO moment

- Mastered fundamentals of role; measure of ease in work
- Greater opportunities to **lead rather than manage**

5

DENISON Management and Leadership

<u>Management</u>	<u>Leadership</u>
Working IN	Working ON
Clear expectations	Clear direction
Doing	Thinking

J. Tankersley, ReMix, Denison, September 2019
G. Wickman, R. Boer, How to Be a Great Boss, 2016

6

DENISON Management and Leadership

“Managers promote stability while leaders press for change, and only organizations [CAOS] that embrace both sides of that contradiction can thrive in turbulent times.”

“What Leaders Really Do” J. Kotter, Harvard Business Review, Dec. 2001

7

DENISON Management and Leadership

- Being a great leader **and** manager can be simple
- Personal style doesn't have to change
- **Must genuinely care about your people**
- Must want to be great

Tankersley, ReMix, 2019

8

DENISON Leadership Skills to Practice

- Shape exciting and challenging vision for team
- Translate vision to strategy
- Recruit, develop, reward team to carry out strategy
- Focus on measurable results
- Foster innovation, learning to sustain team and grow leaders
- Lead yourself

“The 6 Fundamental Skills Every Leader Should Practice” R. Ashkenas, B. Manville, Harvard Business Review, 10/24/18.

9

DENISON Constantly overwhelmed?

- Focus on tasks that are stressing you most; Finish big project or break complicated goal into manageable pieces
- Are your perfectionist tendencies getting in the way? What does good enough look like? Will spending more time make it better?
- Which to-dos are a good use of your time? Delegate those that aren't.

Harvard Business Review, Mgmt Tip of Day, 11/1/19

10

DENISON Discussion

- Thoughts on leadership and management?
- 6 leadership skills – Most relevant at this moment? Most challenging?

11

DENISON

Break

12

Vision and Strategy in Times of Change: Leadership Legacy and Professional Development

CIC Workshop for CAOs in Their Third or Fourth Year of Service
11/5/2022



13

DENISON Times of Change in Higher Ed: Challenges Facing Leaders

- Traditional business model – is it broken?
 - Relevance of educational model – are we undermining it?
 - Change is needed quickly, but higher ed doesn't work this way
 - Value of degree increasing, public skepticism increasing
- [The Future of Higher Education](#), Mrig & Sanaghan, Acad. Impressions, 2018

COVID accelerated and deepened all of these changes

14

DENISON Strategies for Leaders

- Student success
- Leverage creativity, flexibility, energy of faculty who see need for change
- Turn to models of innovation, in and out of higher ed
- Develop leadership capacity (transformational vs transactional)

[The Future of Higher Education](#), Mrig & Sanaghan, Acad. Impressions, 2018

15

DENISON Leadership Skills Needed

- Anticipatory thinkers
- Risk tolerant; supportive of innovation
- Effective conveners/facilitators
- Bold decision makers
- Resilient and able to “fail forward”

What would you add?

[The Skills Future Higher-Ed Leaders Need to Succeed](#)

Mrig & Sanaghan, Acad. Impressions 2017

16

DENISON Times of change for you:
What’s the next project?

- What’s the next big important project?
- What steps need to take place for this project to occur?
- What is the timeline for each of these steps?
- What resources – money, experience, personnel, knowledge – are necessary in order for this project to occur

17

DENISON What is your legacy?

- Write it out
- What steps do you need to take to leave this legacy at your institution?
- What is the timeline for each of these steps?
- What resources – money, experience, personnel, knowledge – are necessary in order for this project to occur?

18

DENISON What will your next position be?

- How will you know when it's time to consider another position?
- What are the elements that will make this position attractive to you?
- How will you make yourself ready for this position?
- What skills, experiences, contacts, and/or knowledge do you currently lack for the next position? How will you gain these?

19

DENISON Additional resources

- Lencioni, **The Advantage: Why Organizational Health Trumps Everything Else in Business**, Jossey-Bass, 2012.
- Lencioni, **The Motive: Why So Many Leaders Abdicate Their Most Important Responsibilities**, Wiley, 2020.
- Scott, **Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity**, St. Martins Press, 2017.

20