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

“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

3rd-4th year CAO moment

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

3rd-4th year CAO moment

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

3rd-4th year CAO moment

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

Management and Leadership

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Working IN</td>
<td>Working ON</td>
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<td>Clear expectations</td>
<td>Clear direction</td>
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<tr>
<td>Doing</td>
<td>Thinking</td>
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</tbody>
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J. Tankersley, ReMix, Denison, September 2019
G. Wickman, R. Boer, How to Be a Great Boss, 2016
“Managers promote stability while leaders press for change, and only organizations (CAOS) that embrace both sides of that contradiction can thrive in turbulent times.”


• 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

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

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_

Discussion

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

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

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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

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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
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

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

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?
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?

Additional resources