Cultivating Leadership Teams That Work Well Together

2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers
Presenters

Sarah Coen, Vice President of Strategic Initiatives and Enrollment Management, Transylvania University

Wendy Hilton-Morrow, Vice President for Academic Affairs and Dean of the College, Augustana College (IL)
Cultivating Leadership Teams That Work Well Together

Wendy Hilton-Morrow
VPAA, Provost and Dean of the College
Augustana College
Engaged Faculty Become Leaders

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my organization makes me feel my job is important.

Q12. This last year, I have had opportunities at work to learn and grow.

-From Gallup’s Twelve Elements of Employee Engagement
Augustana College
Faculty Leadership Academy

Inaugural Class (2017-2019)
Faculty Leadership Academy Vision

“Build leadership capacity in higher education through a program that helps faculty leaders recognize their own strengths and how their own roles connect to the broader institution and the larger system of higher education.”
Faculty Leadership Academy Goals

1. Provide a broad overview of the major issues currently facing higher education institutions, particularly small, private, liberal arts colleges.
Faculty Leadership Academy Goals

2. Provide an overarching view of different areas of college operation that illustrate important intersections that influence how we are able to meet our mission of educating our students.
Faculty Leadership Academy Goals

3. Consider the skills and attributes of effective academic leaders, identify your own leadership strengths and make recommendations for working cooperatively with others who may bring their own points of view and/or draw from different leadership strengths.
Faculty Leadership Academy

• Two-year commitment
• Open to all full-time faculty members in fourth year or later
• Eight participants selected for each cohort
• All costs are covered; $1,200 in PDF funds
• Mix of 90-minute and half-day workshops
Initial Guiding Framework

<table>
<thead>
<tr>
<th>Intellectual Sophistication</th>
<th>Intrapersonal Conviction</th>
<th>Interpersonal Maturity</th>
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</thead>
<tbody>
<tr>
<td>Higher education readings</td>
<td>Mission, vision, goals and purpose discernment</td>
<td>Strengths-based teams approach</td>
</tr>
<tr>
<td>Administrator and visits</td>
<td>CliftonStrengths training</td>
<td>Conflict management</td>
</tr>
<tr>
<td>Financial literacy training</td>
<td>One-on-one coaching</td>
<td>Managing-up strategies</td>
</tr>
<tr>
<td>Shared governance discussions</td>
<td>Mindfulness strategies</td>
<td>Job shadowing</td>
</tr>
</tbody>
</table>
Indicators of Success

- Observable changes in behaviors
- Testimonials
- Leadership roles aligned with strengths
- Change in “us” vs. “them” mentality
- Increase in applicants
## The Financial Investment

### Year 1

<table>
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<tr>
<th>Item</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>Food &amp; Space Rental</td>
<td>$850</td>
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<tr>
<td>Supplies</td>
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<tr>
<td>Facilitator Stipend</td>
<td>$4,000</td>
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<tr>
<td>Faculty PDF</td>
<td>$4,800</td>
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**Total** $10,700

### Year 2

<table>
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<th>Item</th>
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<tr>
<td>Faculty PDF</td>
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</tbody>
</table>

**Total** $10,200

**Total** $20,900

(~$2,600/faculty member)
A Vision of Success
QUESTIONS?
Cultivating Leadership Teams that Work Well Together

Sarah E. Coen
Vice President of Strategic Initiatives, Office of the President
Transylvania University
Role and Structure Matter

➢ VP Strategic Initiatives is part of President’s Office

➢ VPSI, CFO, VPAA, VPIR and President make up “Strategy Team”

➢ VPSI – Chairs Enrollment Council
Creation of First Ever Strategic Enrollment Council
The Mission of the Strategic Enrollment Council:

1. Increase demand for a Transylvania Education
2. Define, enhance and promote the applicant to alumni experience

Support and alignment with the University’s Strategic Focus Plan
SEC Membership

- Admissions
- Academics
- Financial Aid
- Student Life
- Retention
- Marketing
- Athletics

- Student Accounting
- Alumni/Development
- Faculty
- Diversity, Equity and Inclusion
- Student Representative
- IT

President and CFO are not members but fully supportive in visual and vocal ways
Enrollment = Recruitment + Retention
Strategic Enrollment Council Approach: Divide and Conquer

- Value Proposition
- Affordability
- Alumni and Community Engagement
- Diversity and Inclusion
- Retention and Student Success
- New Academic Programs
- Global Transy

Strategy identification, action planning, budget/ROI, implementation, sustainability
Collaboration leads to change.
Insanity: doing the same thing over and over again and expecting different results.

~Albert Einstein
SPEED
OF CHANGE
Reframe the conversation to get others on board!

<table>
<thead>
<tr>
<th>Old</th>
<th>New</th>
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<tbody>
<tr>
<td>Either/Or</td>
<td>Both/And</td>
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<tr>
<td>Growth</td>
<td>Sustainability</td>
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<tr>
<td>Our Expectations</td>
<td>Their Expectations</td>
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<tr>
<td>Replace</td>
<td>Enhance/Enrich</td>
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<tr>
<td>Price</td>
<td>Value</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>Digital Liberal Arts</td>
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</tbody>
</table>
Engage with faculty members

“Get the right people on the bus and in the right seat.”

- Jim Collins
Share and Celebrate Success!
Thank you!

Sarah E. Coen  
Vice President Strategic Initiatives  
Office of the President  
Transylvania University  
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QUESTIONS?
2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers

THANK YOU

The Council of Independent Colleges

guidebook

EAB