

# Academic Leadership Through Transition



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Academic Leadership  
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2024 Institute for Chief Academic Officers and Their Teams // November 1-4, 2024  
Hilton Portland Downtown // Portland, Oregon

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## Presenters

**Marlene Collins-Blair**, Interim Chief Academic Officer and Vice President for Academic Affairs, Roberts Wesleyan University (NY)

**Jay Roberts**, Provost and Dean of the Faculty, Warren Wilson College (NC)

**Jeff Rutenbeck**, Provost and Senior Vice President for Academic Affairs, Arcadia University (PA)

## Chair

**Joretta Nelson**, Vice Chairman/Owner, Credo

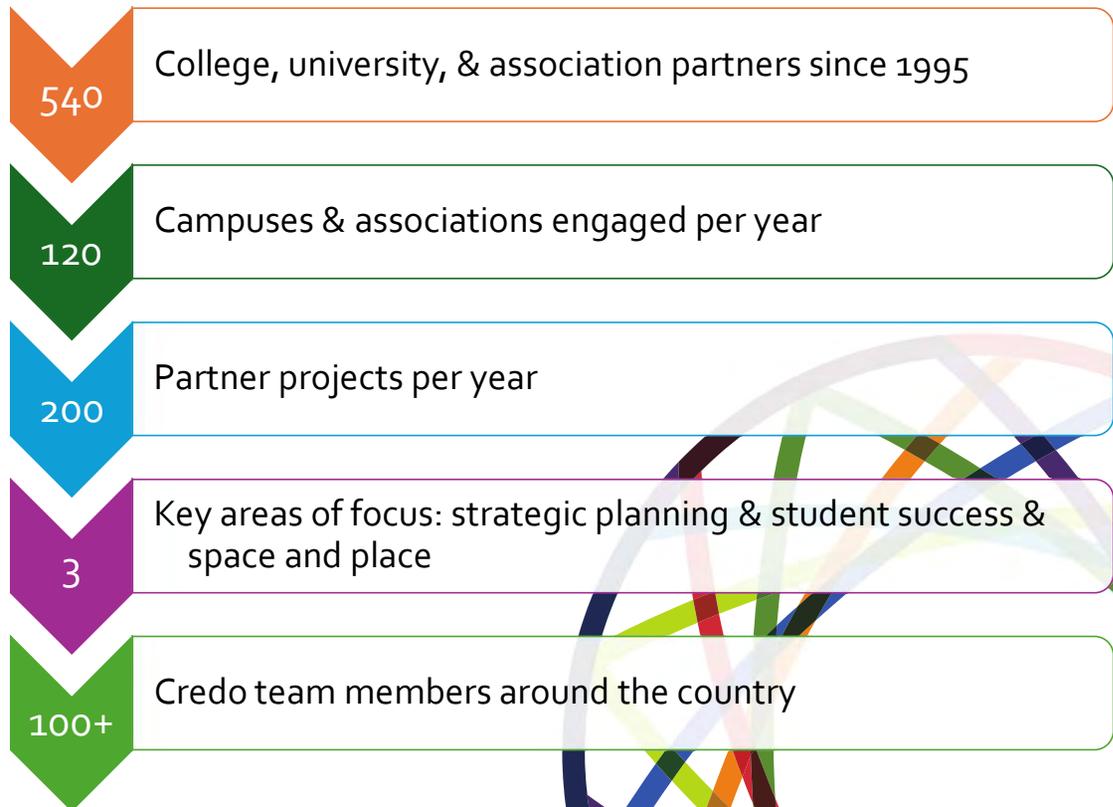
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# About Credo



# Agenda



Introductions



Finding our Way: Navigating Complex Change



Campus Stories: Challenges & Leadership Lessons



Wrap-up & Questions

Academic  
Leadership  
Through  
Transition

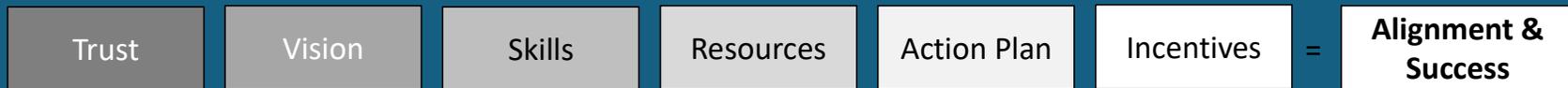




# **Finding Our Way:**

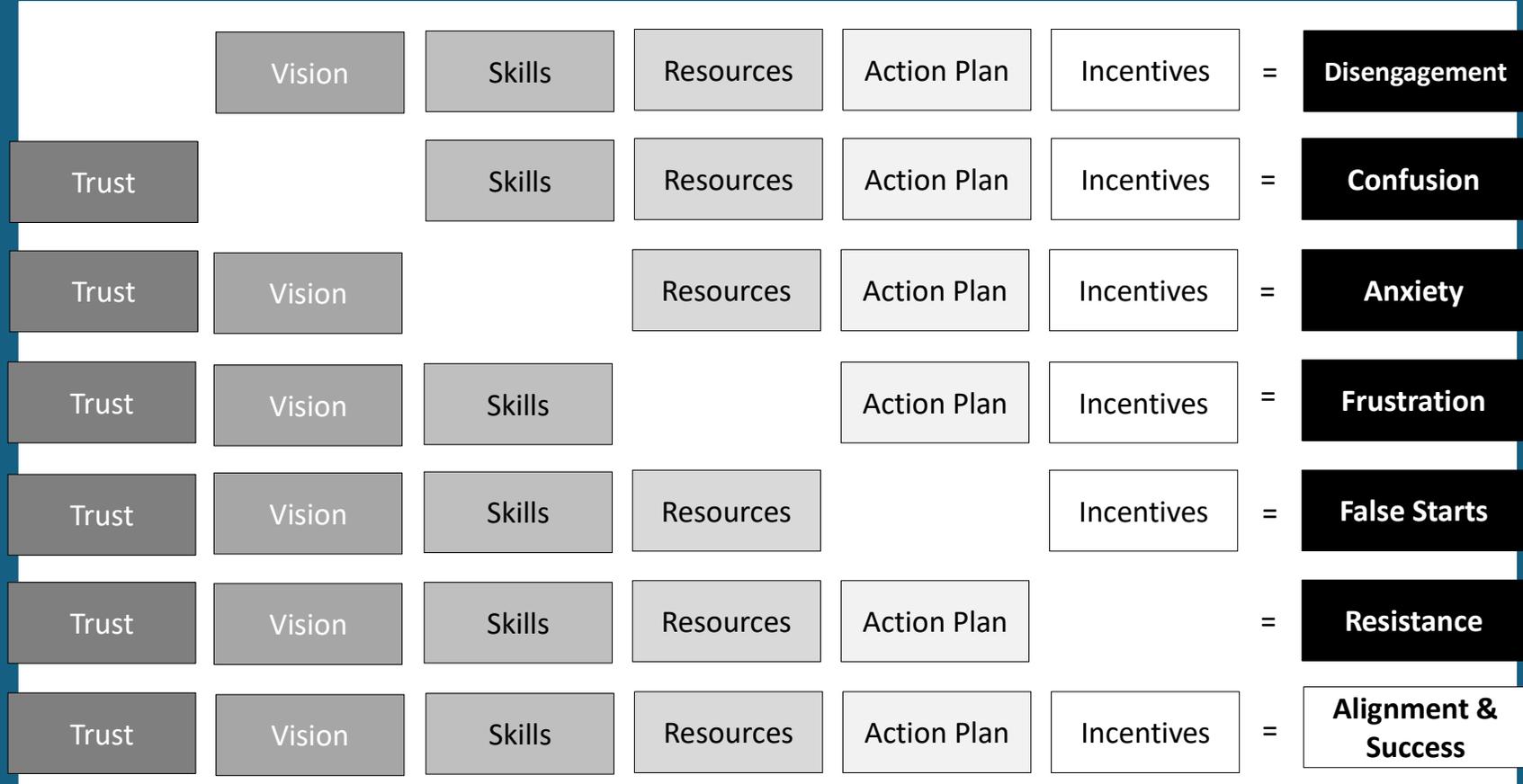
Navigating Complex Change

## Finding our Way: Navigating Complex Change

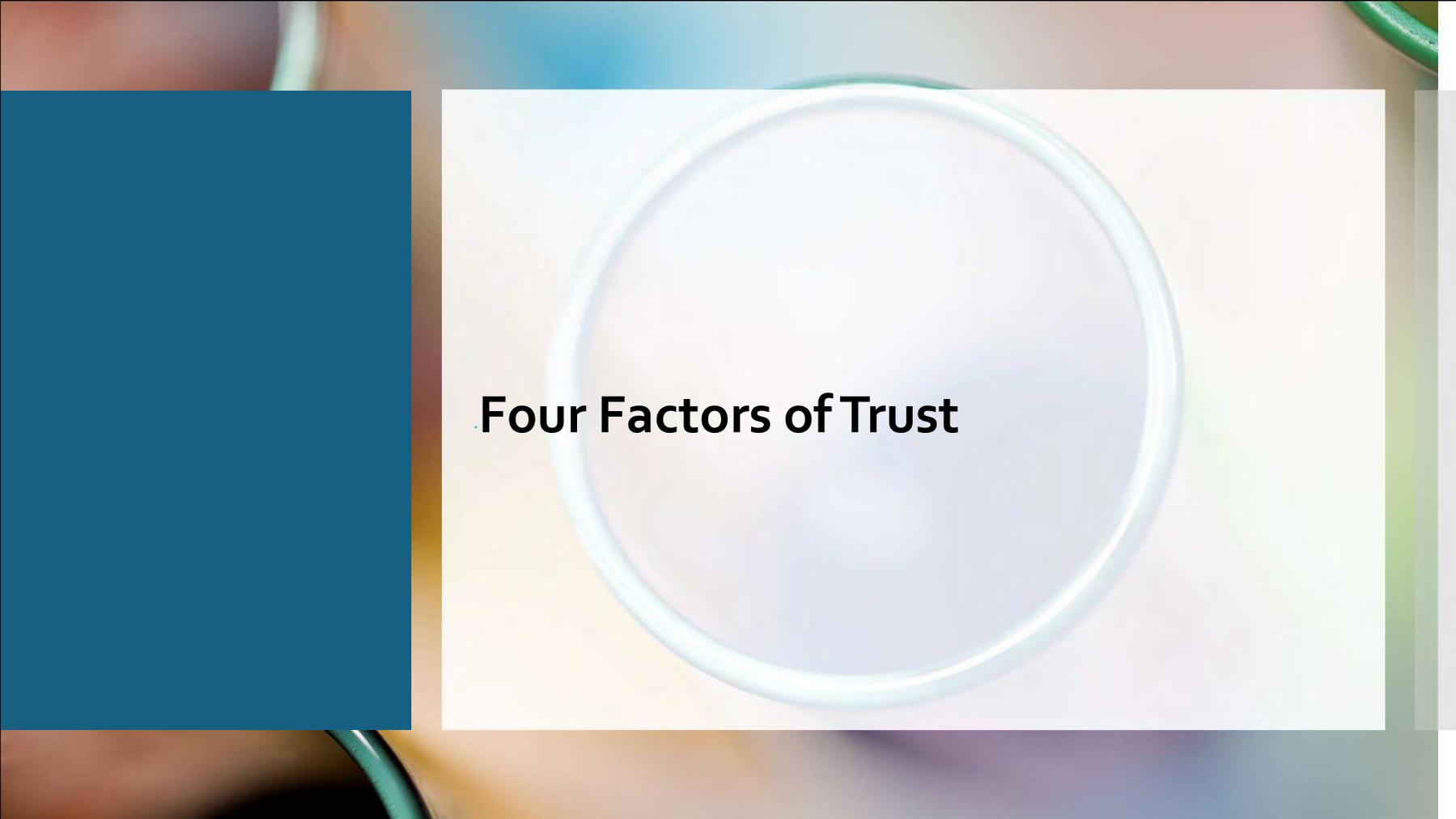


Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.

## Model for Complex Change

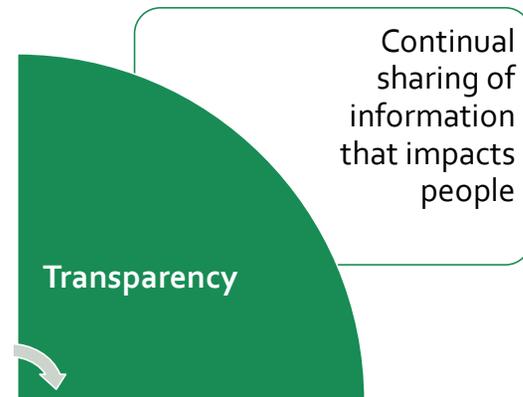


Knoster's Model for Complex Change: Adapted from Knoster, T. (1991) Adapted by Knoster from Enterprise Group, Ltd.



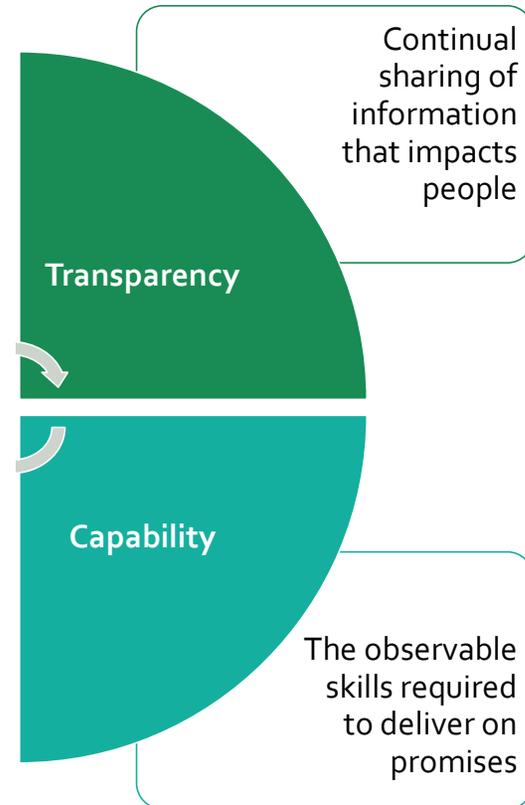
## **Four Factors of Trust**

# Four Factors of Trust



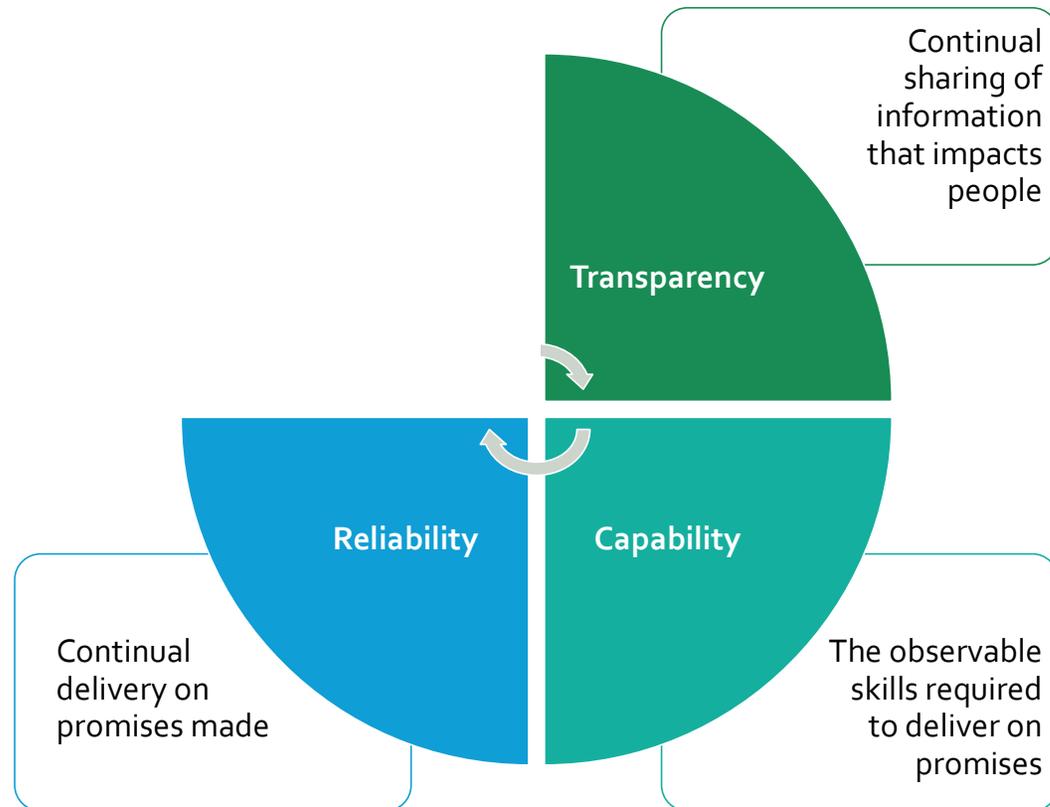
Source: [Deloitte](#)

# Four Factors of Trust



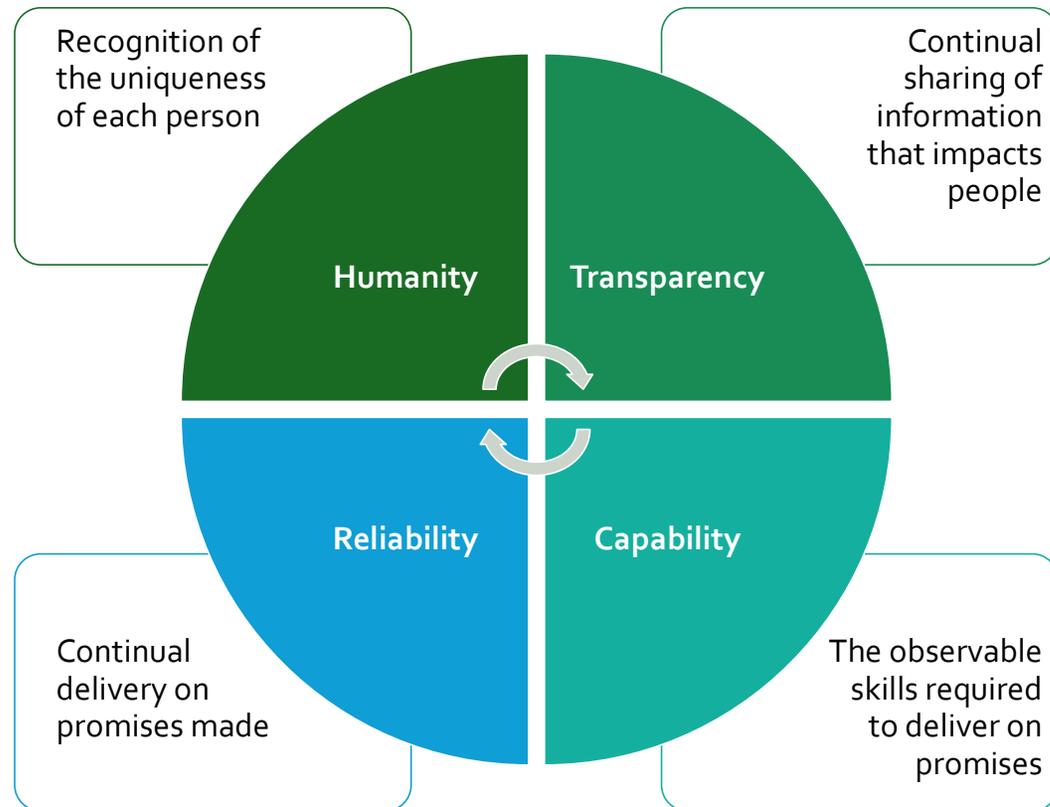
*Deloitte Consulting: The Four Factors of Trust*

# Four Factors of Trust

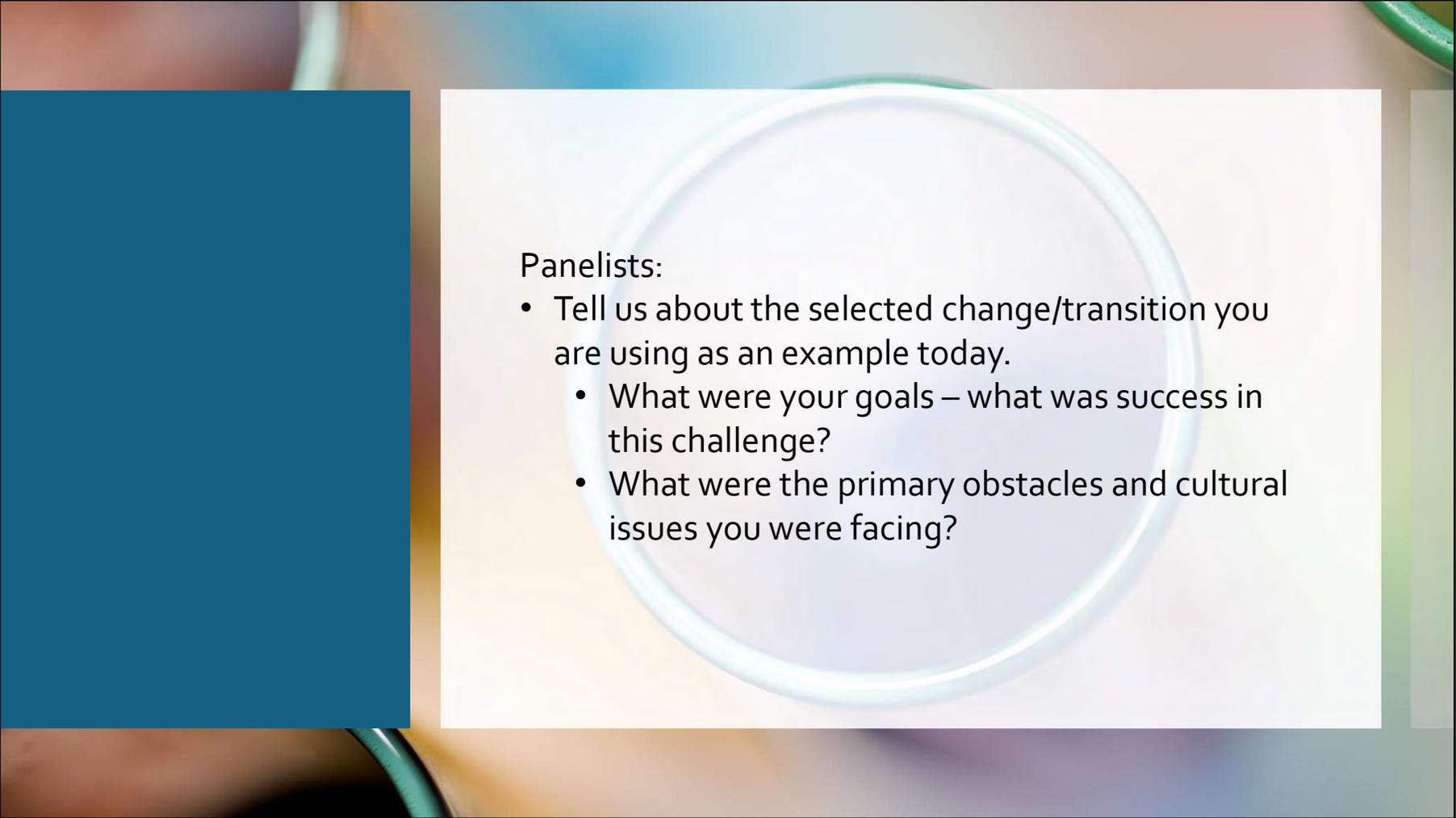


Deloitte Consulting: The Four Factors of Trust

# Four Factors of Trust

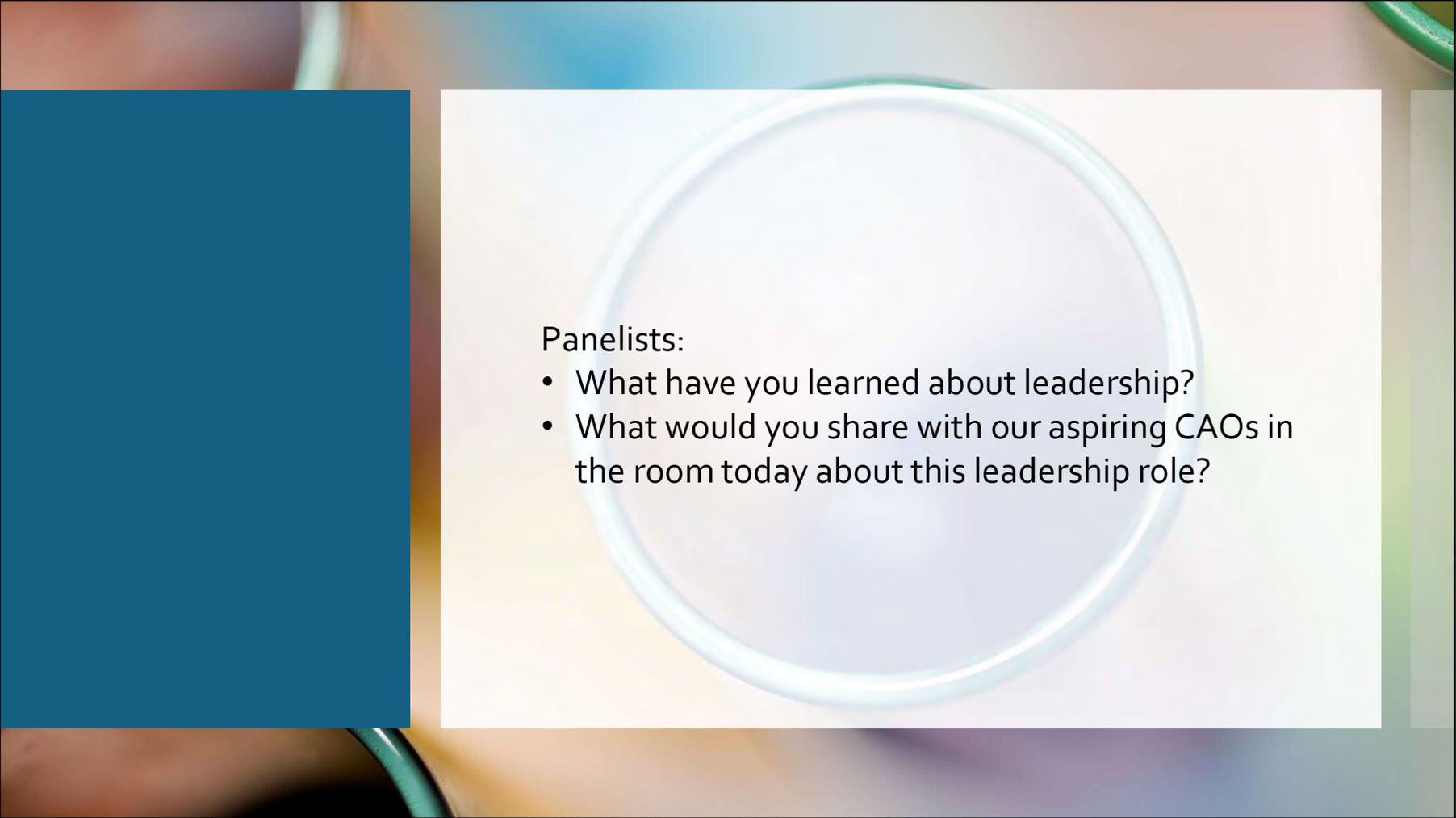


Deloitte Consulting: The Four Factors of Trust



Panelists:

- Tell us about the selected change/transition you are using as an example today.
  - What were your goals – what was success in this challenge?
  - What were the primary obstacles and cultural issues you were facing?



Panelists:

- What have you learned about leadership?
- What would you share with our aspiring CAOs in the room today about this leadership role?

**Q&A**



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**Dr. Joretta Nelson**  
Vice Chairman / Owner, Credo

**Dr. Marlene Collins-Blair**  
Interim Chief Academic Officer & VPAA  
of Academic Affairs, Roberts Wesleyan  
University

**Dr. Jay Roberts**  
Provost, Warren Wilson College

**Dr. Jeff Rutenbeck**  
Provost, Arcadia University

“Hope is a social gift. It does not happen in isolation. It happens in relationship with others. Our connectedness with is one of the single strongest predictors of hope.”

Chan Hellman, Ph.D.  
Professor of Social Work  
Director of Hope Research  
University of Oklahoma

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**Thank you for attending  
this session!**

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