The Council of Independent Colleges

Creating **Tomorrow's Institutions,** Together

2026 Institute for Chief Academic Officers with Chief Advancement, Enrollment, Financial, and Marketing Communication Officers

November 7–10, 2026 ■ Baltimore, Maryland

When Leadership Comes at a Cost: Planning for Faculty-to-Administrator Transitions

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Presenters

- Brad Fuster
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  San Francisco Bay University
- Peter White
  Liberal Education Director
  Colby-Sawyer College
- Erlinda Lopez-Rodriguez
  Associate Provost of Academic Innovation and Partnerships
  University of the Incarnate Word



WELCOME: ORIGIN STORY

The Dark Side

The Dark Side (IHE, August 2020)
https://www.insidehighered.com/advice/2020/08/20/faculty-member-describes-lessons-hes-learned-moving-administrative-position



THE SPLIT ROLE



THE GOOD/BAD (AND UGLY) PARADOX



Breakout: Share experiences and observations from your institution.

OVER-RELIANCE ON SAME GROUP



MISALIGNMENT BETWEEN SERVICE EXPECTATIONS AND REWARD STRUCTURES



EXPANSION OF ADMINISTRATIVE RESPONSIBILITIES WITHOUT ROLE CLARITY



EARLY-CAREER SERVICE TRAP FOR UNDERREPRESENTED FACULTY AND HIGHLY ENROLLED MAJORS



WALKING THE ADMINISTRATIVE TIGHTROPE

RECOMMENDATIONS

When Leadership Comes at a Cost: Planning for Faculty-to-Administrator Transition (May 2026)
https://acad.org/resource/when-leadership-comes-at-a-cost-planning-for-faculty-to-administrator-transitions/



WHERE DO WE GO FROM HERE?



Q & A

AI was used for image generation in this presentation

Thank you for attending this session!