We interrupt your regularly scheduled appointment:

How Academic Affairs Administration becomes a moving target when forced to deal with change, disruption, and transition.

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Approaches to understanding change and transition

- Bridges: Endings/Lostness & Emptiness/Beginning Anew
- Schlossberg: Situation/Self/Support/Strategic
- Ebaugh “The Ex Role”

A positive approach can instill a sense of:
- how the opportunity that arises from such a change can be used to advance significant priorities and planning efforts for the institution
- the professional growth opportunities that emerge out of significant episodes of instability and change
- resources and literature that can be drawn upon for assisting individuals swept away in transitions facilitated by others’ departures from the scene
“Ten Steps for Opening Yourself up to Change” (Deep and Sussman)

- Examine your history regarding change
- Identify the change most troubling to you
- Be certain you understand the change
- Uncover the reasons for your resistance—the losses you fear
- Determine how much those losses may be imaginary or overblown
- Determine how much those losses, while real, can be lessened to make the change tolerable
- Determine how much those losses may prove eventually to be advantageous to you
- Identify the pain of not changing
- Don’t compromise your values
- Take action
• “Destiny is not a matter of chance, it is a matter of choice; it is not a thing to be waited for, it is a thing to be achieved.” -William Jennings Bryan

• “One of the best lessons children learn through video games is that standing still will get them killed quicker than anything else.” -Jinx Milea and Pauline Little

• “I skate to where the puck is going to be, not where it is.” -Wayne Gretsky

• “If you don’t know where you are going, you might wind up someplace else.” –Yogi Berra

• “If you see in any given situation only what everybody else can see, you can be said to be so much a representative of your culture that you are victim of it.” -S.I. Hayakawa

• “The best way to predict the future is to invent it.”–Alan Kay

• “Be the change that you want to see in the world.” –Mahatma Gandhi

• "To live is to change, and to be perfect is to have changed often." -John Henry Neumann
Careers in Academic Affairs: Imagine the End  - William Plater

- “standard patterns” really just an ideal type

- “chance favors the prepared mind.”

- Begin an appointment by imaging the ‘fall’ as well as the ‘rise’. Imagine your end as well as your beginning.

- “Trying” new roles at progressively higher, more complex, and more responsible levels can be achieved because of others’ departures.
CAO information (from American Council on Education (ACE) 2009 Census report on Chief Academic Officers)

From Where for CAO?

- Internal Hire
- External Hire

Ave. Tenure

- President
- CAO
CAO Top Frustrations (most to least common)

1. Never enough money
2. Difficulty with cultivating leadership in others
3. Belief that you are infinitely accessible
4. Curmudgeonly faculty
5. Campus infighting
6. Unresponsive campus governance structures
7. Unclear expectations and metrics of success
The darker side to transitions:

- Lines of authority can change, which may affect the personal relationships of those doing those jobs before the change.

- New leaders come in with their own ideas about how to do a particular job or even what duties a particular job should entail.

- Disruption can be caused all down the line because it’s no longer clear to whom to go for what.

- INSTITUTIONS go through transitions too, in which all the players remain in place but because of accreditation, new programs being planned, being implemented, or coming online, people’s day-to-day responsibilities change, even when no change in job titles.
From the ACAD Deans Handbook (2nd ed), George Allan—“Helping Your Successor”

- You should do for your successor precisely as you wish your predecessor had done for you.

- Repeat what you appreciated what was done for you.

- Do not repeat whatever proved useless, counterproductive, or an outright hindrance.

- Add those things that your predecessor gave you no forewarning but could have.
From the ACAD Deans Handbook (2nd ed), George Allan-“Helping Your Successor”

- Keep good records
  - Checklists of immediate tasks to be done
  - Calendar of annual office responsibilities
  - Highlight important files
  - Provide a paper trail of anything….
    - Legally sensitive
    - Smacking of a “promise” made to a program, department, or group

- Collect all documents that are “deanly ‘vision things’”
  - Long-range plans
  - Mission statements
  - Self-studies
  - Presentations by the President
From the ACAD Deans Handbook (2nd ed), George Allan-“Helping Your Successor”

• DO NOT:
  • Provide a new person with your personal views on the virtues and vices of administrative and faculty colleagues
  • Tie others hands by making irreversible decisions on controversial matters
  • Put off difficult decisions (not inconsistent with the previous bullet)

“The office of the dean is more important than you are. Even though without you that office would be an empty shell, without it you are just another Joe or Jane. Act always with an eye on the office and the purposes for which it exists.”
Scenarios of disruption/change

“The highways of academe are littered with the bones of careers that were caught in the wakes of changes of leadership”
Spencer Johnson’s “The Handwriting on the Wall”

- Change Happens: They Keep Moving the Cheese
- Anticipate the Change: Get Ready for the Cheese to Move
- Monitor Change: Smell the Cheese often so you know when it is getting old
- Adapt to Change Quickly: The quicker you let go of old Cheese, the sooner you can enjoy new Cheese
- Change: Move with the Cheese
- Enjoy Change!: Savor the adventure and enjoy the taste of new Cheese
- Be Ready to change quickly and enjoy it again and again: They Keep moving the Cheese
Suggestions from the audience

- Transparency
- “Short wins” and keep moving forward
- Previous person being available for questions/shadow if available
- Admin assistants
- Other institutional officers need to help
- Mentoring
- Clarify “interim”—long-term possible?

- Good organization and record keeping, including:
  - Key institutional documents and events
  - Information on personnel issues
  - A brief procedure manual with well-established exceptions to policies and procedures
  - Use a shared drive for documents