

# Cultivating Leadership Teams That Work Well Together



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





# 2022 Institute for Chief Academic Officers

with Chief Financial and Chief Enrollment Officers

**TENACIOUS. CONFIDENT. FORWARD-LOOKING.**



The Council of  
Independent Colleges

guidebook



EAB

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.

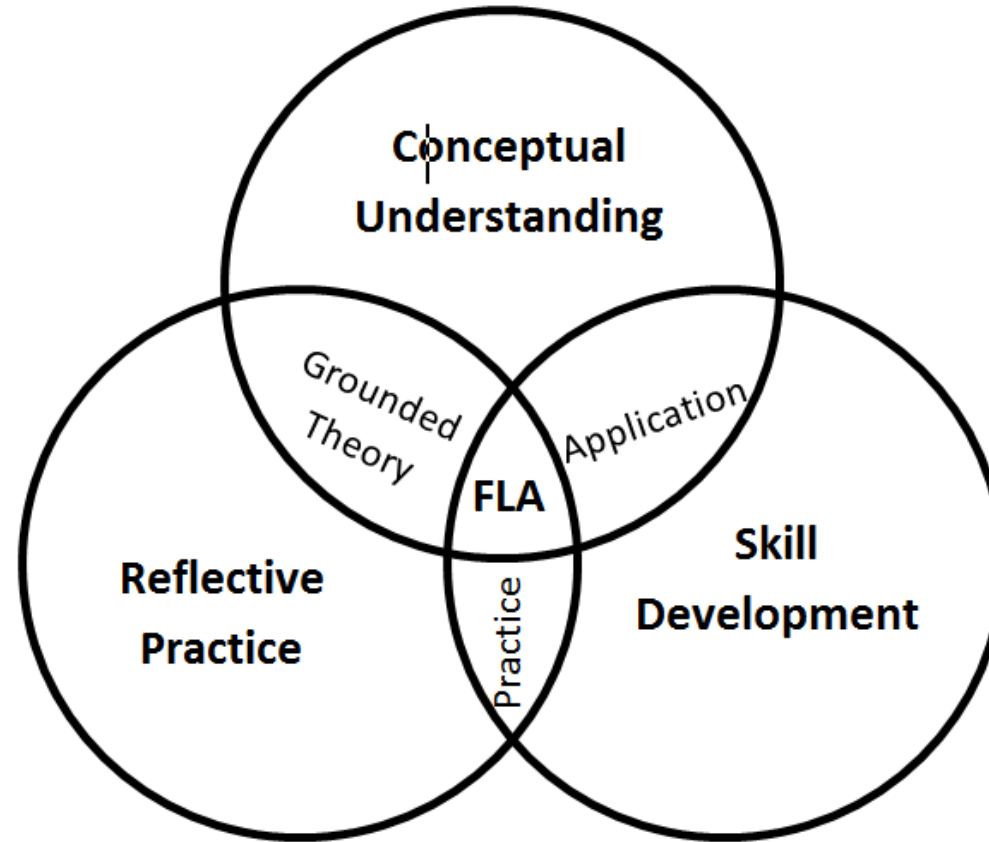
# Faculty Leadership Academy Goals

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



Gmelch, W., & Buller, J. (2015). *Building academic leadership capacity: A guide to best practices*. San Francisco, CA: Jossey-Bass.



# Current Guiding Framework

Intellectual Sophistication	Intrapersonal Conviction	Interpersonal Maturity
Higher education readings	Mission, vision, goals and purpose discernment	Strengths-based teams approach
Administrator and visits	CliftonStrengths training	Conflict management
Financial literacy training	One-on-one coaching	Managing-up strategies
Shared governance discussions	Mindfulness strategies	Job shadowing

# 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

Food & Space Rental	\$ 850	
Supplies	\$1,050	
Facilitator Stipend	\$4,000	
Faculty PDF	\$4,800	
		\$10,700

## Year 2

Food	\$1,200	
Supplies	\$ 200	
Facilitator Stipend	\$4,000	
Faculty PDF	\$4,800	
		<u>\$10,200</u>
	<b>Total</b>	<b>\$20,900</b>

(~\$2,600/faculty member)

# A Vision of Success







# QUESTIONS?

2022 Institute for  
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# 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



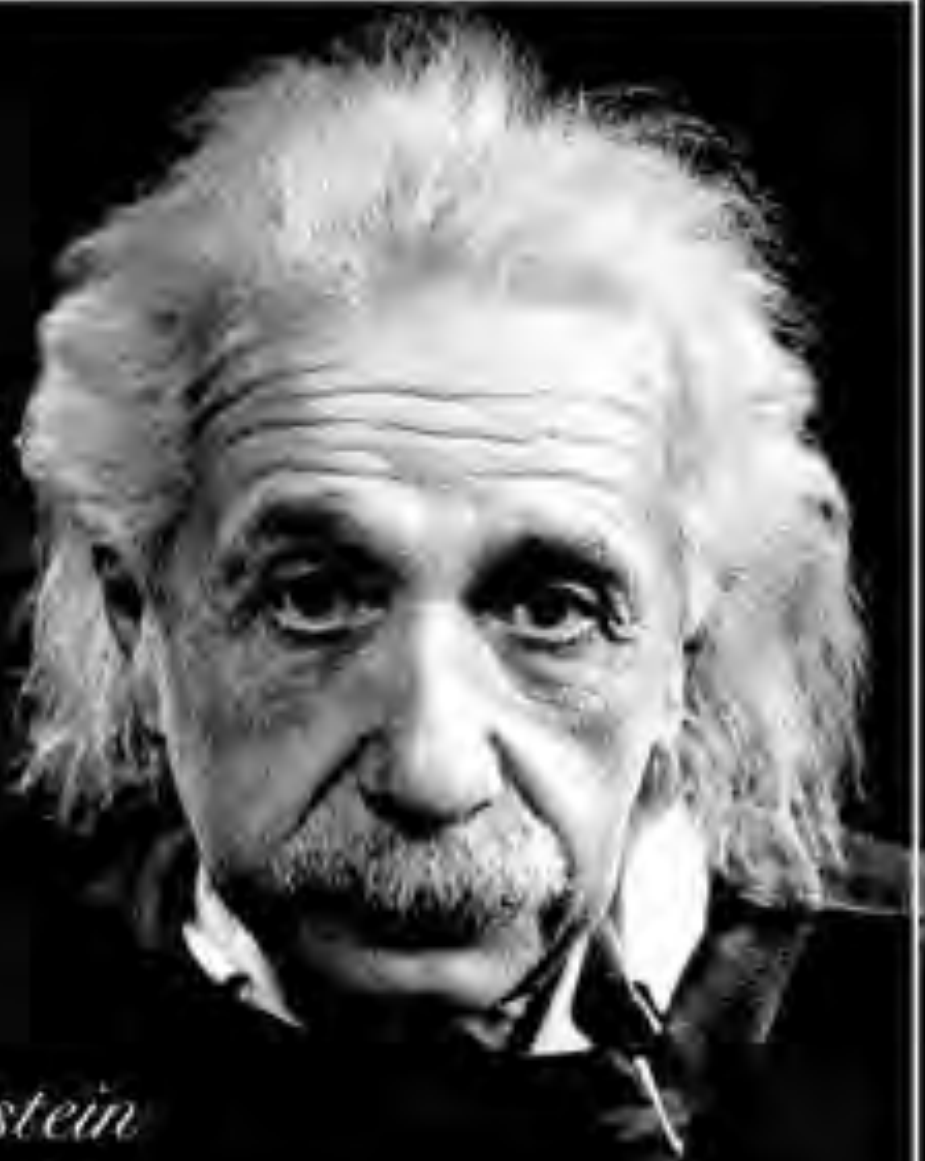
## Ansoff Matrix



Collaboration leads to change.

Insanity:  
doing the same thing  
over and over again  
and expecting  
different results.

*Albert Einstein*





# Reframe the conversation to get others on board!

Old	New
Either/Or	Both/And
Growth	Sustainability
Our Expectations	Their Expectations
Replace	Enhance/Enrich
Price	Value
Liberal Arts	Digital Liberal Arts

# 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  
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# THANK YOU



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