



EAB

Future Presidents Intensive

President as Leader & Coach

September 26, 2023

Future Presidents Intensive
Session 2

Update Your Name & Institution

The image shows a Zoom meeting interface. The main window displays a slide with the EAB logo and the text "EAB Virtual Meetings 2020". A small video thumbnail of the Meeting Host is visible in the bottom right corner of the main window. The Participants menu is open on the right side, showing two participants: "Test Participant (Me)" and "Meeting Host (Host)". The "Rename" button is highlighted for the "Test Participant (Me)". A dialog box titled "Rename" is open, prompting the user to "Enter a new screen name:" with the text "Jane Doe - Institution" entered in the input field. The dialog box has "OK" and "Cancel" buttons. A callout box with the text "Update your name and add your institution" points to the "Rename" button. Another callout box with the text "Open Participants menu" points to the "Participants" button in the bottom toolbar.

Zoom Meeting ID: 841-573-482

You are viewing Meeting Host's screen

View Options

Speaker View

EAB

EAB Virtual Meetings
2020

Meeting Host

Test Participant

Participants (2)

Test Participant (Me)

Mute Rename

Meeting Host (Host)

Rename

Enter a new screen name:

Jane Doe - Institution

OK Cancel

Mute Me Reclaim Host

Mute Stop Video Invite Participants Share Chat Record Leave Meeting

Open Participants menu

Update your name and add your institution

Curriculum Review & Today's Discussion



VIRTUAL SESSIONS

September 19, 2023

1:00–3:00 pm ET

*Welcome &
Introduction*

October 3, 2023

1:00–3:00 pm ET

*President as
Advocate*

October 17, 2023

1:00–3:00 pm ET

*President as
Storyteller*

September 26, 2023

1:00–3:00 pm ET

*President as
Leader and Coach*

October 10, 2023

1:00–3:00 pm ET

*President as
Enrollment Strategist*

IN-PERSON SESSION | Day 1 & Day 2

Monday, October 23, 2023, at 12 pm ET

Tuesday, October 24, 2023, at 9 am ET

*President as
Visionary*

OPTIONAL SESSION (VIRTUAL)

Tuesday, October 31, 2023

1:00 am–3:00 pm ET

Search Firms Panel

Meet Your Presenter



Savon Sampson

Senior Director

EAB Strategic Research

ssampson@eab.com

Connect with me on LinkedIn!



Welcome Our Guests!



Dr. Chris Roellke
Stetson University
President



Dr. Lori Stewart Gonzalez
Ohio University
President

- 1 A Few Thoughts about Leadership and Board Relations
- 2 Breakout Discussions
- 3 Presidents' Panel on Leadership and Board Relations
- 4 Q&A
- 5 Closing Remarks

EAB's Leadership Development Series



Building Capacity for Strategic Momentum



Compassionate Leadership

Today's Discussion

- Redefines compassion as a skillset, not an inherent trait
- Teaches how to lead with empathy and action, especially amid campus-wide fatigue



Resilient Leadership

EAB's Initial Study

- Helps leaders identify and avoid crisis thinking pitfalls
- Teaches how to craft a long-term strategic mindset in times of disruption



Transitional Leadership

Forthcoming

- Provides strategies for interims to maintain momentum and avoid inaction
- Prepares cabinet members to work with interim leaders effectively

Building leadership skills and behaviors to sustain strategic focus and momentum



The Leadership Stakeholder Divide



Staff Feel Like Second-Class Citizens, Faculty Feel Excluded and Devalued

Leaders Feel Like Punching Bags for Unhappy Constituents

Feel like perspectives, input often ignored or deprioritized in decision making

Heightened conflict between institutional success and employee wellbeing

Loss of trust, confidence in shared governance as a result of pandemic decision-making

Uptick in criticisms from faculty, staff, students, parents, and media

Lack of recognition, respect for staff expertise and mission contribution

Increasing pressure only adds to high rates of presidential, cabinet-level turnover



Compassion Fatigue- Not the Same as Burnout



Important to Acknowledge Burnout's Impact, But Not Our Focus Today

WHO Definition of Burnout

Burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed.



The Three Dimensions of Burnout:

1 Energy depletion of one's emotional or physical resources

2 Cynicism or an excessively detached response to various aspects of the job

3 Reduced professional efficacy or feelings of incompetence or lack of achievement at work

Distinguishing Compassion Fatigue From Burnout

- Compassion Fatigue is the result of being overloaded by other people's stress, not your own
- Characterized by:
 - Psychic numbing, detachment from the people you work with
 - Preoccupation with what you can or cannot do to help your team as a manager

EAB's Forthcoming Resources to Tackle Burnout

Building an Anti-Burnout Workplace Culture in Academic Affairs

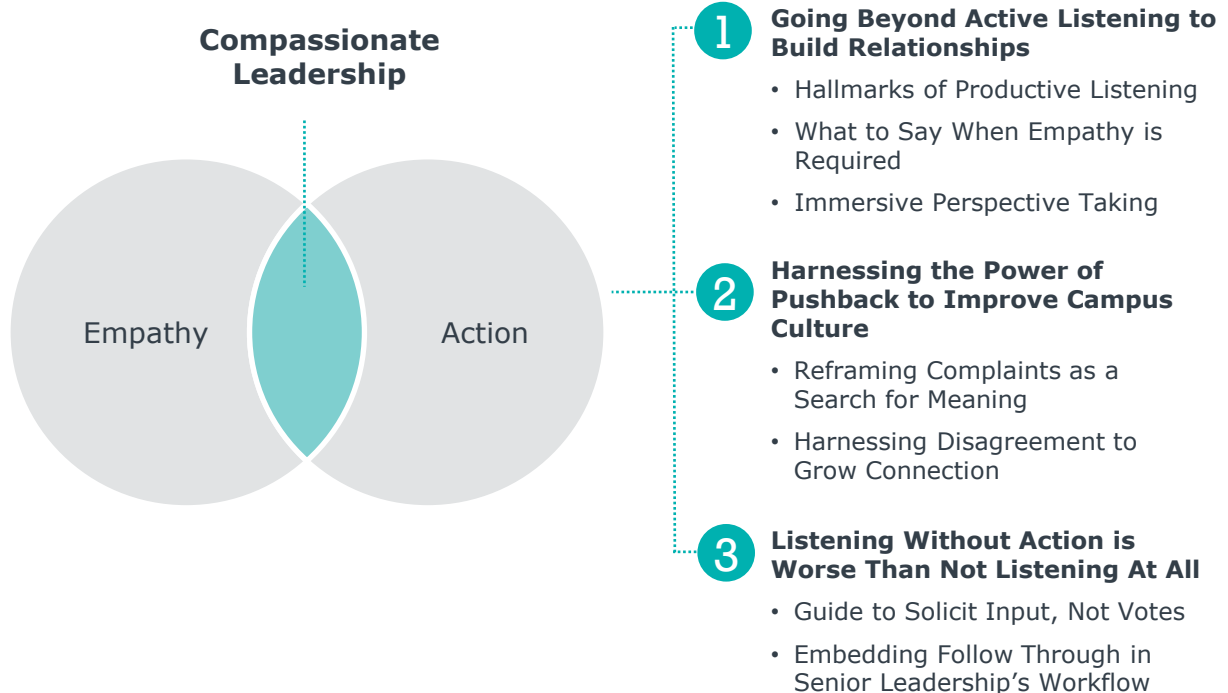
Two-part event series for provosts & vice-provosts:

- Faculty Burnout – A Workplace Problem, Not a Worker Problem
- The Critical Role of Well-Being in Tackling Faculty Burnout

Not About Just Caring More



Compassionate Leadership Means Hardwiring Actionable Skills and Behaviors



Poll

How would you describe your Board experience?

- No experience
- Sporadically attend Board meetings
- Presented to the Board
- Frequently attend Board meetings
- Attend Board meetings and serve on a committee
- Other – chat in your response



Characteristics of the Modern Strategic Board



Macro-Level Visionaries

Bringing the big picture to the table and making decisions in the best interest of students and of the public



Generative

Not as activist or intrusive, but reflective; asking the right question framed in the right way



Stewards of the University

Holding to mission and ensuring university is financially and operationally sound



Exceptional

More than nominal responsibility and lawful mediocrity; address the future, exemplify values, align coherent strategy



Mediators to the Public

Agent between the interests of the institution and the needs of the surrounding society

The Reality of Boards Today



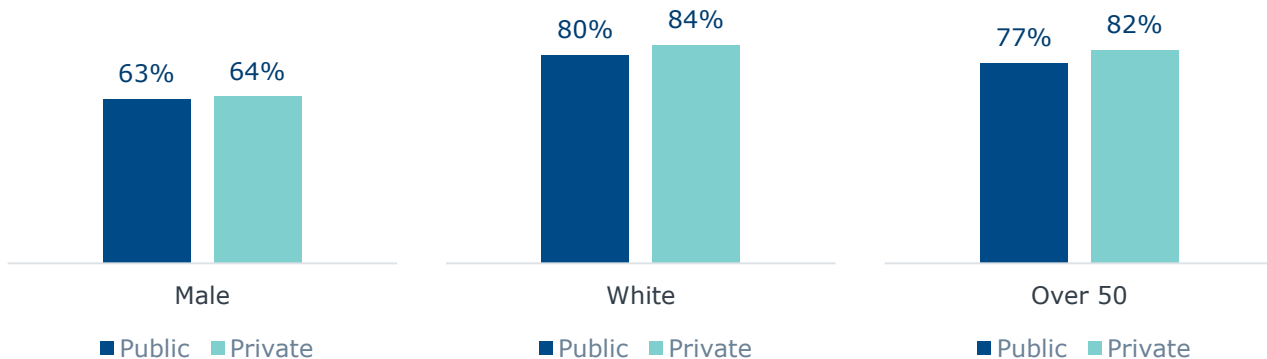
Common Challenges Reported by Presidents

- They are too operational (“in the weeds”)
- They tend to come from a business perspective
- They don’t understand how higher education works
- A few loud and opinionated trustees dominate every conversation
- They are increasingly politically polarized
- They are out of touch with the demographics of our students
- They think that the fact that they hired a woman of color as president means that their diversity work is done
- They expect the President to know everything

Diversity Still a Challenge



Higher Education Board Composition in 2020



“Boards demonstrating **greater diversity** are much more likely to make decisions that financially outperform the national median than less diverse, all-male boards”

1) Data on racial composition excludes boards of Minority Serving Institutions

Discussion Questions

Let's Discuss in our Breakouts...

- What is the biggest barrier or challenge your Board has created?
- How have you seen your President uniquely interact with the Board?
- How has your President successfully navigated a complex situation with the Board?

This Week's Journal Questions

Take a few minutes to reflect in advance of next week...

- How does the experience of Lori and Chris resonate with you in your journey to president? In what ways has your experience looked differently as a result of your own identities and/or experience?
- As you think about your interactions with individual Board members (in your current/previous role or elsewhere in your life), identify at least one individual who demonstrates each of the five characteristics of the modern strategic board as described by Savon. How have you observed the institution's president working with that Board member? Has it been effective (or not), and why do you think that is? What would you replicate or do differently?
- What does the phrase "student centrality" mean to you?

III: President as Student Advocate | Student Experience

Tuesday, October 3 | 1 – 3 pm ET (virtual)



Dr. Houston Davis
University of
Central Arkansas
President



Jennifer Latino
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