



Stewardship and the Future of Higher Education

National Distance Education Week

November 9, 2022



Introduction

This session shares challenges, a focus on self-care and belonging, lessons learned and possibilities for higher education curated during the summer and fall of 2021, and spring 2022 from research and one-on-one conversations with 22 college presidents and other higher education professionals from 10 states.

Questions Asked



What strategies or lessons learned during the pandemic do you expect will continue moving forward in education?



How did the last 2 years months impact, influence or alter your institution's ecosystem or that of higher ed?



In examining ongoing present challenges new and existing leadership are facing during this Covid-19 era, could you describe the character, characteristics or approach that would best serve leaders to thrive during these uncertain times?



How did your approach or style change? What if any changes to your own style did you make during this time?



“Few myths are as pervasive as the notion that leaders ought to appear tough and confident.

Or at least, that was the case prior to the current pandemic, which has exposed the many weaknesses of forceful, dominant leaders and highlighted the superiority of those who have the courage to reveal their vulnerabilities.”



Significance of Conversations

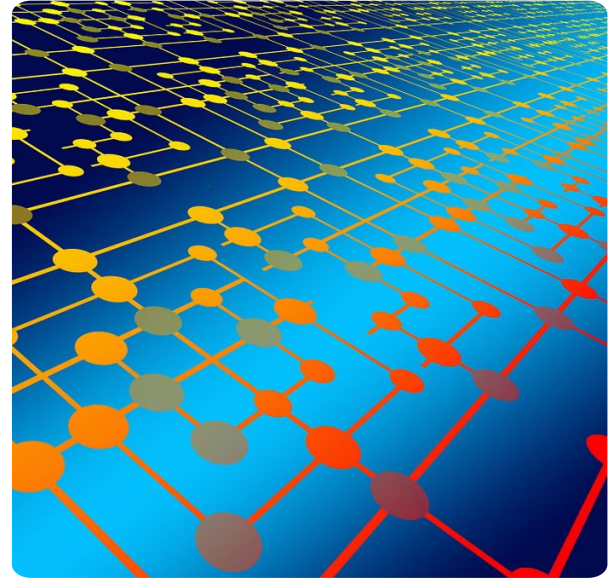
- Important Questions
- Lessons Shared
- Crucial Conversations
- Tough Decisions
- Realizations
- Agency
- Impact on present and futures





Higher Education Systems

- *Higher ed is the sum of its interconnected systems.*



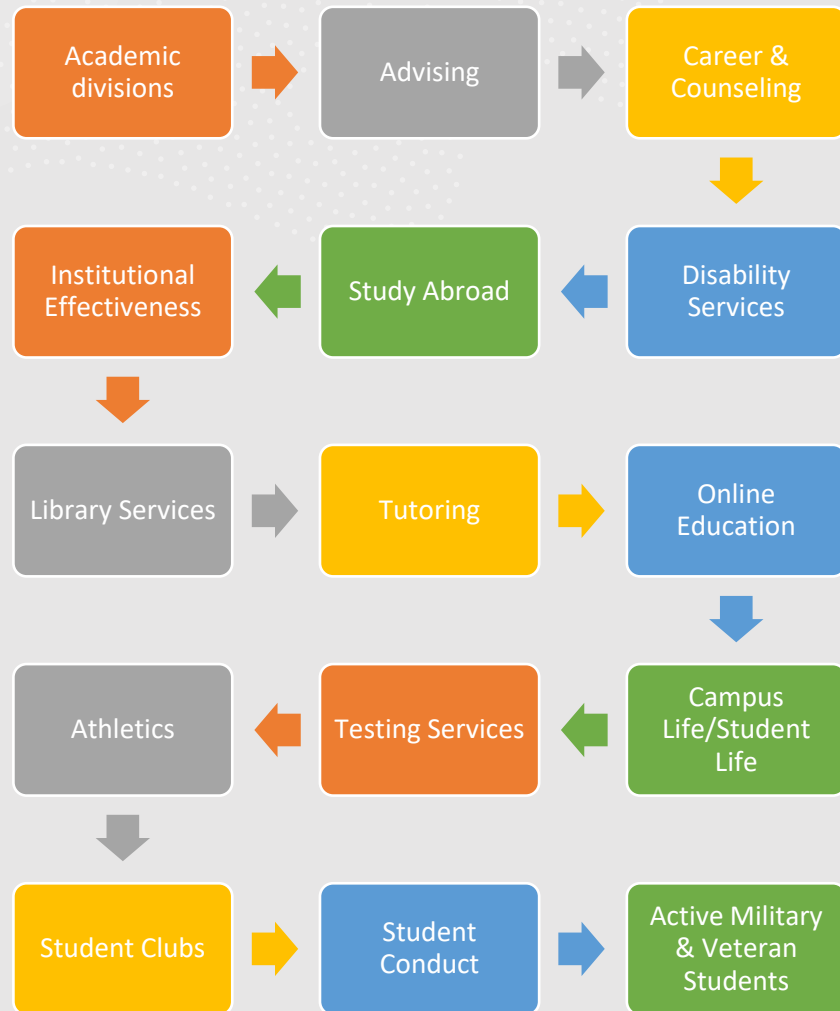


Higher Ed as an Ecosystem

- Academic Affairs,
- Student Affairs,
- Information Technology,
- Institutional Research,
- Advancement



Academic Affairs & Student Affairs





College Enrollment & Admissions

- Recruitment
- Registration
- Admissions
- Financial Aid





Dr. Shanna Jackson, EdD, president,
Nashville State Community College, TN

*"You have to be able to separate
sometimes personally from what is best for
the college. You'd have to remain positive
...as a leader you have to be decisive in the
moment."*

Dr. Karl Brooks, Vice President for Student
Affairs, Oakton Community College,
Bolingbrook IL

*"Never waste a good crisis... We would
have never transitioned, and really pooled
our resources to deliver virtual services in
the way that we did without something like
a crisis like the pandemic."*



Information Technology & Digital Ecosystems

- Multichannel communication systems
- Self-service
- Call Centers
- Chatbots
- 24/7 tech support



“Dr. P. Wesley Lundburg, PhD,
President, San Diego Miramar
College

*“Flexibility. we need to be nimble
and responsive in order to meet the
needs of the students.”*

Michael Cioce, President at Rowan
College at Burlington County, NJ,
while COVID was tragic *“it also
helped to accelerate some of the
changes that I think higher ed,
needed... we're desperately in need
of that accelerant.”*



Telling it Like it Is



Facing strengths



Acknowledging and addressing
deficiencies



Learning to listen and communicate



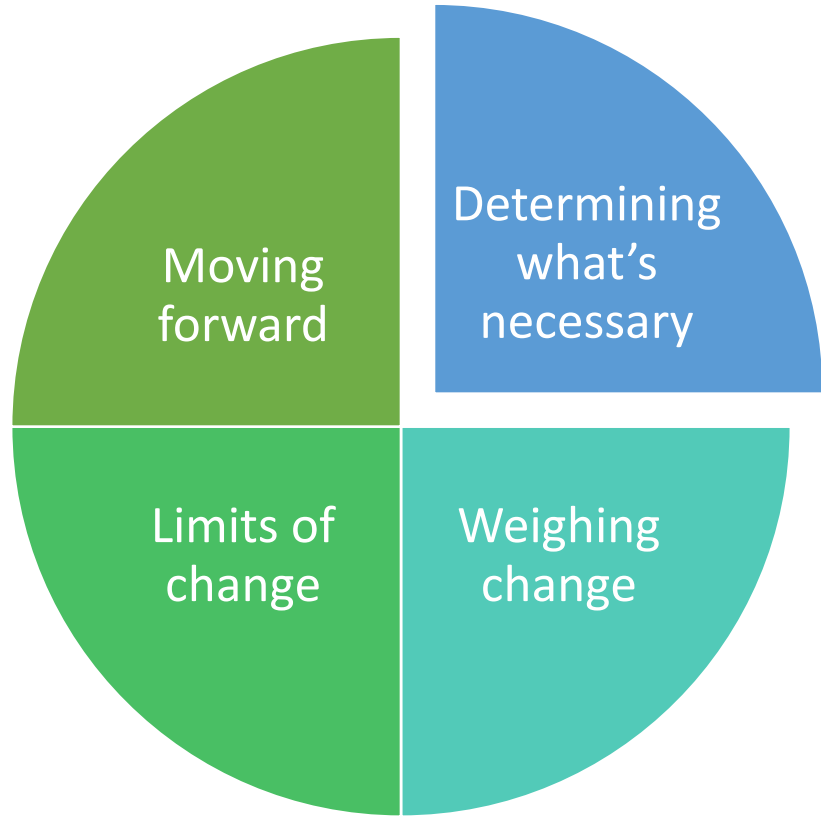
Realizing comfort zones



Practicing the art of questioning



Embracing Change





New Leadership



Onboarding



New Faces



New Priorities



Organizational Structures



Ecology of Higher Ed



HIGHER ED AS A SERVICE
SYSTEM



SERVICE THINKING
SYSTEMS THINKING
MINDSETS



ECOSYSTEMS AS
INCUBATORS FOR
INNOVATION



Inoculating Lessons

Ongoing Preparedness

Urgency Sight Lines

Aligning Mission with Current State of
Affairs

Customer Service

Negotiating the New Normal



Futuring

“Plausible Futures”



“From bewilderment comes clarity and insight”



Understanding Generations

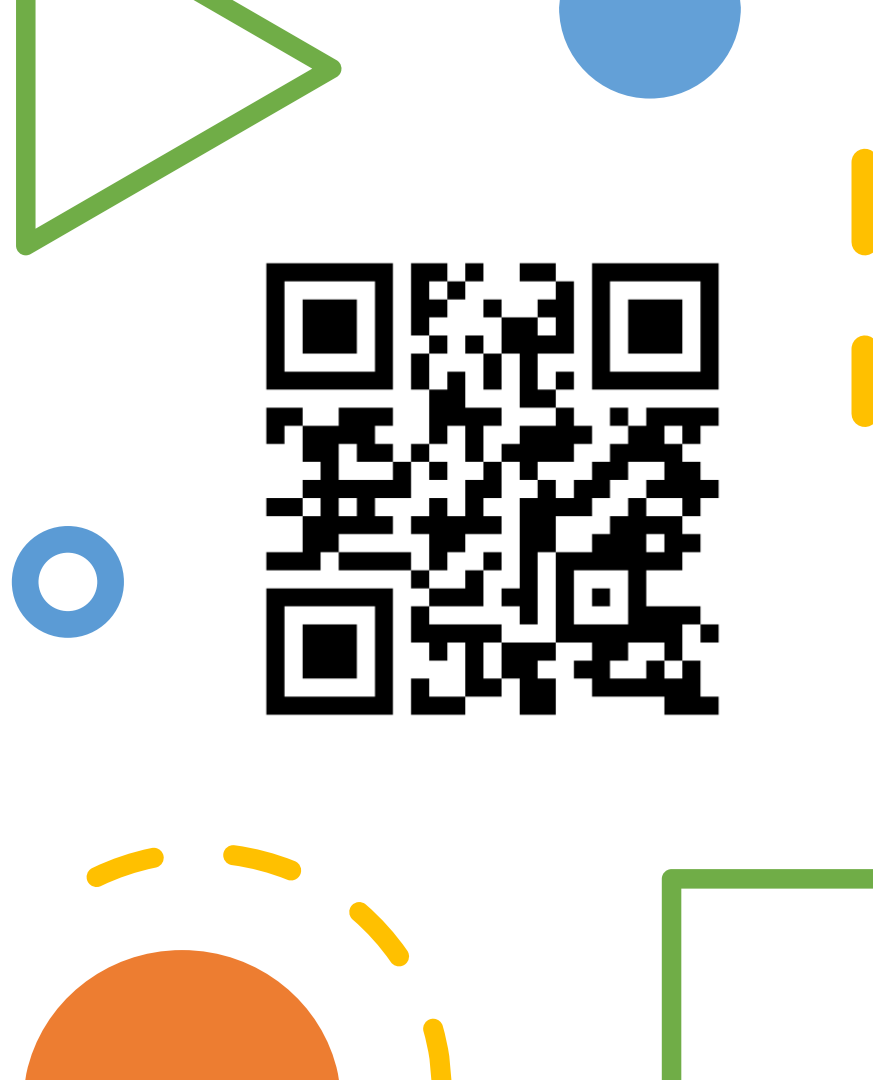


Partnerships



How do you visualize higher ed in the future?

- <https://www.menti.com/g4jcnjomho>
- Voting Code: 9659 3569





- Questions? Comments?
- Thank you.
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