

29TH ANNUAL

SEM

STRATEGIC ENROLLMENT
MANAGEMENT CONFERENCE



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INSTITUTIONAL
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STUDENT
SUCCESS

Grow Your **Enrollment.**
Develop Your **Career.**

November 3-6, 2019
Hilton Anatole • Dallas, Texas

The Leadership Challenge in SEM

Presented by: John D. Head, Ed.D.

Gordon State College

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10:30 AM

Learning Outcomes

- Learning the five leadership practices from *The Leadership Challenge*.
- Understand the core competencies of each leadership practice.
- Learn how to employ the practices to promote cultural change in order to create an Enrollment Management culture.

My Background

- Thirty-one years of admissions and enrollment management experience at both public and private institutions in the southeast.
- Experience in both public and private institutions.
- I have led enrollment management efforts at institutions that achieved significant enrollment growth, and I have been at institutions where the culture was diametrically opposed to anything that resembled or rhymed with change.
- These experiences have informed and shaped the way I think about SEM Culture and the approach I lead cultural change efforts on my campus.
- Full Transparency – This presentation mostly comes from one of the best and worst experiences I have had in my career, all at the same institution. This isn't coming from a spirit of bitterness, but rather from the growth I had as a leader by experiencing and witnessing things first-hand.

My First Job as an Enrollment Manager!

- Hired as the 1st VP for Enrollment Management at College X – 2002
- Attended my first SEM Conference that fall – I came back with pages full of ideas!
- One of those ideas was to implement learning communities on my campus.
- I told the Provost about my idea!
- He told me to “Stay in your lane!”
- That same Provost becomes President in 2005!
- 2007 – Record freshmen class, up 7%, but overall enrollment dropped 1%!

A Critical Moment!

- How could I “manage-up” to a President who really didn’t understand what enrollment management was, and how could I get him on board so we could achieve our goals?
- How could I leverage this critical moment to educate my campus about enrollment management?
- How could I lead my team who just recruited a record class, but yet still felt defeated, in order to do the work necessary to be successful the next year?

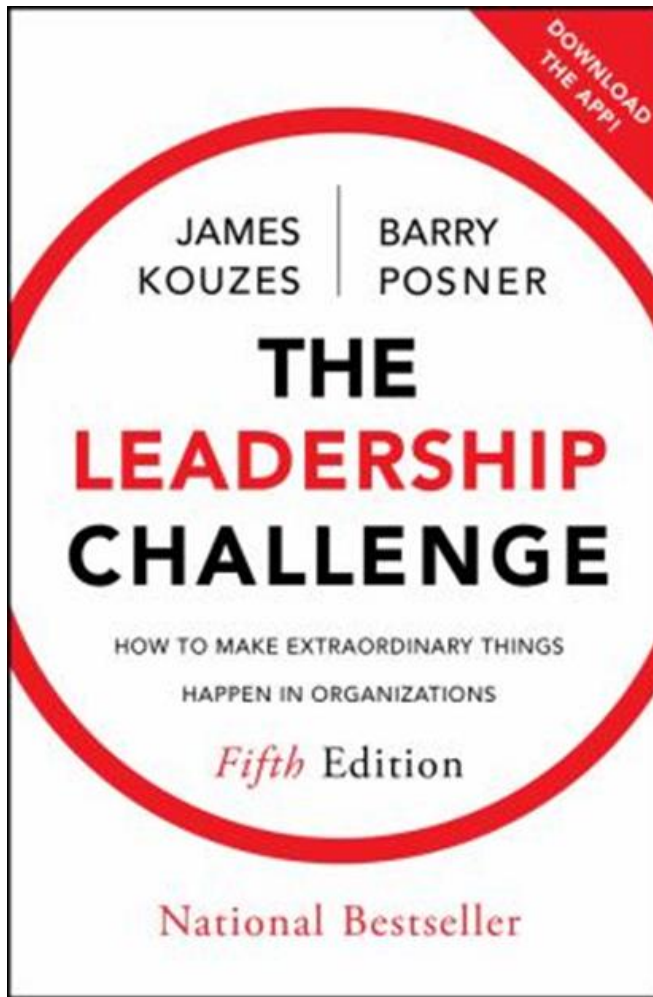
Turning to a Mentor!

- Our new Provost was someone who had been promoted from within the faculty ranks, and had been somewhat of a mentor to me.
- I asked him to attend the AACRAO SEM Conference that fall because I wanted him to get a glimpse of what I wanted to work towards, creating a SEM Culture on our campus!
- On the plane ride back he told me that he got it! He said he would help, but this really needed to be something that I should lead.

Turning to a Mentor!

- He gave me three pieces of advice:
 1. You better “know your stuff!” You have got to know the data. You have to be the expert on campus when it comes to information about student success, demographics and what’s coming down the road.
 2. You have to sell them on the vision of what you want to do, what you think we really need to do to build enrollment.
 3. You need to grow a thick skin, your talking about change and people are going to push back. You can’t take it personally!
- When he said the word vision, my mind immediately went a book I had read in my doctoral program that had made an impression on me.

The Leadership Challenge



- Written by Jim Kouzes and Barry Posner
- First published in 1987, it is now in it's sixth edition.



The Leadership Challenge

When making extraordinary things happen in organizations, leaders engage in what we call the Five Practices of Exemplary Leadership. They:

- 1. Model the Way*
- 2. Inspire a Shared Vision*
- 3. Challenge the Process*
- 4. Enable Others to Act*
- 5. Encourage the Heart*

Our Goal Today

- Go through these five practices and translating them to higher education.
- Relay to you how I have used these practices to build a SEM Culture on the campuses I have served.
- Provide opportunity for dialogue and discussion.



Model the Way

- *Everybody is a leader whether you supervise a group of people or not.*
- *Titles don't make you a leader, it's how you behave that makes a difference.*
- *Exemplary leaders know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others.*

pp. 16-17



Model the Way

- In order to effectively Model the Way, leaders have to:
 - Find their Voice
 - Affirm Shared Values



Model the Way: Finding Your Voice

1. Finding your Voice

- What is your leadership style?
- Are you being authentic, or merely mimicking someone you think is an effective leader?
- Are you consistent in your leadership behaviors?



Model the Way: Finding Your Voice

- To find your authentic voice as a leader, you have to clarify who you are what you believe in!

Values impact every aspect of your life: your moral judgements, your responses to others, your commitment to personal and organizational goals. Values set the parameters for the hundreds of decisions you make everyday, consciously and subconsciously.

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Model the Way: Finding Your Voice

- You have to express and clarify your values in your own voice. Being vulnerable and authentic will gain the trust of the people you are leading.

People don't follow your position or your technique. They follow you. If you are not the genuine article, can you really expect others to want to follow?

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Model the Way: Affirm Shared Values

2. Affirming Shared Values

- Your staff has values of their own.
- Their personal values will impact their commitment to you and the institution.
- Leaders build on agreement or common ground!



Model the Way: Affirm Shared Values

- Give People a Reason to Care

Recognition of shared values provides people with a common language. Tremendous energy is generated when individual, group and organizational values are in sync.

People have reasons for caring about their work. When individuals care about what they are doing, they are more effective and satisfied.

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Model the Way

- Leaders Model the Way by setting the example.
- Leaders Model the Way by being authentic and by living out the shared values.
- Leaders encourage others to be authentic and model the shared values in their own way.



Model the Way: Higher Ed

- I knew that in order to create the climate I wanted at College X, I would have to get buy-in from others. I needed people to be open to new ideas and not assume that I had all the answers.
- If I wanted others to work with me on my terms, I had to be open to working with them on their terms.
- What was our common ground? How could I ignite a passion in them?



Model the Way: Higher Ed

- Created a Campus-Wide Committee that I co-chaired with the Provost: Connections, Success, and Integrations
- CSI was tasked with taking everything we did with students down to the bare bones and examining it. From our media and admissions publications, through the admissions process, advising, course scheduling, campus activities, all the way through to graduation.



Inspire a Shared Vision

- *Leaders envision the future by imagining exciting and ennobling possibilities.*
- *You have to enlist others in a common vision by appealing to shared aspirations.*
- *Unity of purpose is forged when you show your constituents how the dream is a shared dream and how it fulfills the common good.*

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Inspire a Shared Vision

- To Inspire a Shared Vision, leaders must:
 - Imagine the Possibilities
 - Find a Common Purpose



Inspire a Shared Vision: Imagining Possibilities

- Imagine the Possibilities:
 - What would the best version of our organization look like?
 - What do we want people to think or say about us?
 - What grabs our attention and excites us?



Inspire a Shared Vision: Imagining Possibilities

- Imagine the Possibilities:
 - Reflect on the Past to understand the things that brought us here.
 - Attend to the Present to understand the environment in which you have to operate today.
 - Prospect the Future to know the trends, pitfalls and opportunities that lie ahead.
 - Feel Your Passion to obtain the motivation necessary to move forward.



Inspire a Shared Vision: Find a Common Purpose

- Find a Common Purpose:

All too often, leaders have come to assume that it is solely their responsibility to be the visionaries... That is not what constituents expect... They want to see how their own visions and aspirations will come true, how their hopes and dreams will be fulfilled.

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Inspire a Shared Vision: Find a Common Purpose

- Find a Common Purpose:
 - Listen Deeply to Others to learn about their ideas, hopes and dreams.
 - Make it a Cause for Commitment to understand what gives meaning to the work that people do. People commit to causes, not to plans.
 - Look Forward in Times of Change – Having a clear vision of where the organization is going helps people look to the future instead of dwelling in the past.



Inspire a Shared Vision: Higher Ed

- Back to CSI at College X:
 - We asked our selves the following questions:
 - Who are we as a college? Are we living into our mission and values?
 - What do we want the student experience to be? From their first contact with us all the way through graduation, what do we think is critical?
 - What would we have to change to be the kind of college we want to be?



Inspire a Shared Vision: Higher Ed

- We broke up into sub-committees to take on different questions and areas of concern.
- We held town halls and listening sessions.
- By giving everyone on campus the opportunity to have their voices heard, we were able to get buy-in from most of the campus.
- We had a common vision and purpose!



Challenge the Process

Leaders venture out; they don't sit idly by waiting for fate to smile on them.

Leaders are pioneers, willing to step out into the unknown. But leaders aren't the only creators or originators of new products, services or processes. In fact, it is more likely that they're not. Innovation comes more from listening than telling.

(Leaders) create a climate for experimentation in which there is recognition of good ideas, support of those ideas, and the willingness to challenge the system.

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Challenge the Process

- Leaders can Challenge the Process by:
 - Searching for Opportunities by seizing the initiative and looking outward for innovative ways to improve.
 - Experimenting and taking risks by constantly generating small wins and learning from experience.



Challenge the Process: Searching for Opportunities

- Seize the Initiative

When people recall their personal-best leadership experiences, they always think about some kind of challenge. Why? Because personal and business hardships have a way of making people come face-to-face with who they really are and what they are capable of becoming.

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Challenge the Process: Searching for Opportunities

- Seize the Initiative:
 - Make Something Happen – Ask why things are the way they are, and look for opportunities to improve across the organization.
 - Encourage Initiative in Others – Your team has ideas, encourage them to speak up and take ownership. They will be more invested when they have been part of the idea-generation process.
 - Challenge with Purpose – This isn't change for change's sake. Leaders should challenge processes or the status quo from a desire or passion to make things better.



Challenge the Process: Experiment and Take Risks

Nothing new and nothing great is achieved by doing things the way you've always done them. You have to test unproven strategies. You have to break out of the norms that box you in. You have to do the things you think you cannot. You have to venture beyond the limitations you normally place on yourself. Making extraordinary things happen in organizations demands a willingness to try new things and take chances with new ideas.

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Challenge the Process: Experiment and Take Risks

Leaders have to take this one step further. Not only do they have to be willing to test bold ideas and take calculated risks, but they also have to get others to join them on these adventures in uncertainty. It's one thing to set off alone into the unknown; it's entirely another to get others to follow you. The difference between an exemplary leader and an individual risk-taker is that leaders are able to create conditions where people want to join with them in the struggle.

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Challenge the Process: Experiment and Take Risks

- Generate Small Wins
 - Build Psychological Hardiness – Don't be debilitated by difficult situations. Sometimes a challenge can be exciting, and sometimes they can be stressful, but we experience growth by leaning into those challenges.
 - Break it Down – Big things are done by doing lots of small things.
 - Celebrate the Small Wins – Take the time to recognize improvement and the small steps. Show others how this moves them one-step closer to the goal.



Challenge the Process: Experiment and Take Risks

- Learn from Experience
 - Be An Active Learner – Learning never stops. Exemplary leaders approach new challenges with a willingness to learn, instead of assuming they have all of the answers.
 - Create a Climate for Learning – You have to create a space where people are secure in knowing that if they try and fail, it will be okay. The key is to assess what we learned in the process and improve.
 - Strengthen Resilience – Taking on new challenges or dealing with adversity is hard, and it takes time. When we don't succeed, it is easy to get discouraged. We have to maintain the course and keep pushing forward.



Challenge the Process: Higher Ed

- CSI at College X:
 - By doing the work to create a common vision and purpose, we had a culture that was willing to look at everything we were doing.
 - We began looking for ways to innovate and improve the institution and the student experience.
 - We added new athletic teams, new majors and we were willing to take risks.
 - Failing wasn't a failure, it was a learning experience.



Enable Others to Act

Leaders invest in creating trustworthy relationships.

Leaders make others feel like owners, not hired hands.

Leaders bring people together, creating an atmosphere where people understand that they have a shared fate and that they should treat others as they would like to be treated.

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Enable Others to Act

Mutual respect is what sustains extraordinary group efforts. Leaders nurture self-esteem in others. They make others feel strong, capable and confident to take both initiative and responsibility. They build the skills and abilities of their constituents to deliver on commitments. They create a climate where people feel in control of their own lives.

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Enable Others to Act

- Exemplary leaders Enable Others to Act by:
 - Fostering Collaboration by building trust and facilitating relationships.
 - Strengthening Others by increasing self-esteem and developing competence.



Enable Others to Act: Foster Collaboration

- Fostering Collaboration by building trust and facilitating relationships
 - Create a climate of trust
 - Dr. Brené Brown defines it this way: “Trust is choosing to make something important to you vulnerable to the actions of someone else.”
 - Do we trust others to do the important things that are critical to a project?
 - If it is a colleague or peer, we have to be willing to take the first step.
 - If we don’t trust our own team members, then we have failed as leaders because we either hired them or we have failed to properly train them so that they can be trusted.
 - By allowing others to do important work, we build their trust, their skill set and their confidence.



Enable Others to Act: Foster Collaboration

- Fostering Collaboration by building trust and facilitating relationships
 - Facilitate Relationships
 - Develop cooperative goals and roles. Be mindful of calling on people from across the organization to participate.
 - Don't just call on your fans or those that agree, include people who disagree or have a different opinion.
 - Make sure that everyone understands how dependent we are on each other to achieve the goals.



Enable Others to Act: Strengthen Others

- Enhance Self-Determination
 - Leaders accept and act on the paradox of power: you become more powerful when you give your own power away.
 - Share information: Knowledge is power. You empower others when you are open and transparent with information.
 - Provide the latitude for people to make choices on how they achieve the desired outcome.



Enable Others to Act: Strengthen Others

- Develop Competence and Confidence
 - Invest in professional development, provide opportunities for people to learn new skills and have new experiences.
 - Find ways to engage team members in new ways. Don't always call on the same people to do the work. Place different people on committees instead of always asking the usual suspects.
 - Create a climate of accountability: By clearly defining expectations, we provide the boundaries/parameters in which people know they need to operate.



Enable Others to Act: Higher Ed

- CSI at College X:
 - The hardest lesson that I had to learn in this process was that if we truly had a shared vision, I had to trust that others were just as committed to the success of the institutions as I was. That meant that things didn't have to operate exactly the way that I thought they should. $2+2=4$. But so does $3+1$, $8/2$ and $16/4$ and so on...
 - Everyone who disagrees is not against me, they just have a different experience or perspective. We are stronger and yield better results when we are willing to be open to critical discussion and learn from different perspectives.



Enable Others to Act: Higher Ed

- We began to see collaboration and cooperation across the campus from people that were not involved in the CSI committee.
- While CSI was busy working on the goals that we had identified, we also began to see new projects and initiatives spring up that were totally off our radar.
- We were creating a culture where people felt secure in trying new things and pursuing their passions.



Encourage the Heart

Leaders encourage others to continue the quest. They inspire others with courage and hope. Leaders give heart by visibly recognizing people's contributions to the common vision. With a thank-you note, a smile, and public praise, the leader let's others know how much they mean to the organization.

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Encourage the Heart

- Exemplary leaders Encourage the Heart by:
 - Recognizing contributions by showing appreciation for individual excellence.
 - Celebrate the Values and Victories by creating a spirit of community.



Encourage the Heart: Recognize Contributions

- Recognize Contributions
 - Expect the Best. Exemplary leaders believe in the abilities of their people. Nobody wakes up every day and says “I am really going to stink it up today!”
 - Are we creating a culture where we encourage people to give their best effort and facilitate making that possible?
 - People act in ways that are consistent with others expectations of them.
 - People need encouragement to function at their best and persist in difficult times. People need emotional fuel to replenish their spirits.



Encourage the Heart: Recognize Contributions

- Recognize Contributions
 - Be Clear about Goals and Expectations
 - Does your team know what is expected of them everyday?
 - Are you willing to have the difficult conversations when someone is not performing? The rest of your team is looking to you to handle it.
 - Do you provide meaningful performance evaluations? If everyone is “exceeding expectations”, then maybe your expectations aren’t high enough.
 - Leaders who just say everyone is exceeding expectations are like those bad parents at the kids soccer game. They see their child’s performance as a reflection of them as parents. It is not about me as a leader, it is about being true to our values, our vision, and the professional growth of the employee.



Encourage the Heart: Recognize Contributions

- Personalize Recognition
 - Get to know your team. Learn something about them and try to make a connection.
 - Say thank you! Have the one on one conversation with team members and just say thank you.
 - Acknowledge accomplishments and make your praise meaningful: Instead of “Your doing a good job”, make it more specific, “I heard about the scholarship day that you organized and how well it went. Several faculty members mentioned how many great students that they spoke to that day and how smoothly things ran.”



Encourage the Heart: Celebrate

- Celebrate Values and Victories

People are meant to do things together, to form communities, and in this way demonstrate a common bond. When social connections are strong and numerous, there's more trust, reciprocity, information flow, collective actions, and happiness---and more wealth.

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Encourage the Heart: Celebrate

- Celebrate Values and Victories
 - Celebrate accomplishments publicly. It not only recognizes the contribution of the team/individual in front of their peers and colleagues, it is a way to acknowledge that we “do what we say we will do!” We are working toward our goal and making progress, and we acknowledge those actions and behaviors that contribute to our success.
 - Healthy teams matter! Supportive relationships at work are essential to provide motivation to serve. Working with others on the team should be energizing, rejuvenating, inspirational and fun!



Encourage the Heart: Celebrate

- Get personally involved
 - Leadership is about relationships. People are much more likely to enlist in initiatives led by those with whom they feel that they have a personal attachment.
 - Management by Walking Around! On your way to and from meetings, go through the various departments and talk to people at all levels of the organization. Learn their names and something about them.
 - Tell stories. Everyone loves a story. When you learn stories of success and can tell those, it has an impact. Stories about employee accomplishment or success shows that you are aware of their work and it makes our values come alive.



Encourage the Heart: Celebrate

- Make Celebrations a Part of the Organizational Culture
 - Celebrate achieving goals
 - Celebrate individual achievements
 - We can't always reward people monetarily, but we can always find ways to acknowledge their contributions.



Encourage the Heart: Higher Ed

- CSI at College X:
 - We made celebration a part of annual traditions
 - Celebrating the work everyone achieved throughout the academic year with an event simply called *Celebrate “College X!”*
 - Student Achievement in Athletics, Academics, and the Arts
 - Student Research Presentations
 - Faculty and Staff recognitions
 - Celebrating enrollment each year to acknowledge the hard work to bring in a new class, retain students and start a new year.
 - Holiday Celebrations



Results

- Over a 10 year period, we grew by over 70%
- We launched new academic programs, started online education, started new athletic teams, and expanded the physical plant by building new buildings and taking over empty properties adjacent to the campus.
- It was the most collaborative experience I have had the chance to work in, one of the best example of a SEM culture I have witnessed.



What Happened Next?

- The Strategic Plan was in place. Best Practices were in place.
- People were invested and committed to success.
- A change in leadership brought a dramatic shift in culture.
- The leadership style of the new president began to erode the culture we had worked to build.



What Happened Next?

- Under the new president, decisions were made behind closed doors.
- Those who disagreed were isolated.
- Siloes began appearing!
- A “bunker” mentality developed and people became less collaborative.
- The focus was on survival and not on growth.



What Happened Next?

Lesson Learned:

Culture Eats Strategy for Breakfast!!!



A Lesson in Leadership

- Leadership Matters!
- Leadership is about relationships, about credibility, and about what you do!
- Leadership can be learned, but it also must be intentionally practiced.
- Keep working to develop your leadership skills.
- Leadership is a journey, not a destination!
- If you haven't read it, I highly encourage you to read *The Leadership Challenge!*



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Q&A and Follow-up

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