

Leadership strategies for
resilience & adaptation in a
time of tremendous change.

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Objectives

1. Identify leadership strategies in the rapidly changing landscape of higher education.
2. Demonstrate the importance of scenario development and contingency planning.
3. Understand how to use policy awareness & advocacy effectively.
4. Identify essential fiscal literacy skills and habits.
5. Identify strategies for supporting one's self and others.

Changing Attitudes and Perceptions toward Higher Education: Economic, Demographic and Cultural

Crisis versus Disruption

Crisis

- (1) The economic downturn of 2008
- (2) The pandemic of 2020
 - Limited in duration
 - State of emergency
 - Can evoke hasty reactions

Disruption

- No single indicator (start may be subtle and less obvious)
- Not limited to a specific duration
- Characterized by significant contextual change
- Challenges long-held assumptions and practices
- Requires structural, rather than symptomatic, responses

Periods of Change in the Landscape of Higher Education

Through:
Period of
Disruptive
Forces

To:
2025:
Disruption

2008

2009-
2019

2020

2025

From:
Great
Recession of
2008: A Crisis!

To:
The Pandemic
of 2020: A
Crisis!

Great Recession of 2008*

Unemployment

Loss of retirement savings

Loss of housing equity

Decrease net worth

*Severely compromised individuals' ability to pay for HE (gave rise to pre-pandemic disruptive forces through 2019)

2009-2019: Higher Ed Concerns:

The Public

Concerned about:

- The cost of education
- Rising student debt
- Accountability - completion/retention rates
- The value of degrees
- Accreditation requirements
- Lack of diversity/access

The Education Sector

Concerned about:

- Budget shortfalls
- Declining enrollments/shrinking applicant pool
- Changing demographics
- Subpar graduation rates
- Rate discounting

Hopeful that:

- Online technology will change the cost structure

2009-2019

Demographic Changes Impacting HE

The Demographic Cliff:

- By 2026, the traditional college-age population will plunge by 15% (Harvison, 2019; Gardner, 2021a in #3, LeSane II, 2020 in #4)
- Those under 18 and white predicted to be in the minority (Frey cited by Grawe, 2020, p. 29 in #5)
- The pipeline – high school graduate projections (Harvison, 2019)
 - Latinx – spiking by 50%
 - Asian/Pacific – spiking by 30%
 - Black – leveling off or slightly spiking
 - White – falling by 14%

2009-2019 Disruptive Cultural Forces Leadership Pressures: Who's in Charge?

- Shared governance weakening
- 'Adjunctification' – 70% faculty contingent or adjuncts.
Decrease in tenure track faculty
- Unbundling of faculty role (massification, scalability)
- Accountability pressures

HE: Future Trends Projected in 2019

Prospective students and their families would continue to consider educational cost benefits and to need financial aid

More programs would experiment with price adjustments

Pressure to demonstrate outcomes would rise

Online education would make programs more accessible

The Pandemic Crisis

Predictions of doom at the start did not materialize because of two drastic measures:

1. The federal government handed colleges \$77 billion in relief funds
 - Coronavirus Aid, Relief, and Economic Security (CARES) Act; American Rescue Plan Act
2. Colleges/universities slashed expenses, that cost thousands of jobs

Between 2020-2021, state support for HE declined nationwide by \$1.7 billion, but the federal infusion of funds largely offset this loss.

The Pandemic Crisis: Cultural Impact

What Defines the College Experience?

Brick and Mortar Academic Courses

- Campus activities
- Being situated on a campus with ivy-covered buildings
- Living with roommates
- Dining with friends
- Having informal meetings with faculty in and outside of classroom
- In-person lectures/seminars
- Sororities/fraternities/student government
- Supported living away from home - “best halfway house in America”

(Kimbrough, 2020, p. 34 in #5)

Academic Courses Delivered

- Zoom and other platforms
- Chat rooms
- Online videos
- Networking via social media

Can an educational experience be equally engaging in either format?

Pandemic Crisis: Higher Education Needs to ADAPT

- Resource Scarcity
- Changing markets
- A new competitive environment

In order to survive, HE must make fundamental changes in:

- Academic portfolios
- Learning models
- Administrative structure

e.g., Southern New Hampshire University goes from small, private, not-for-profit regional college to global distance learning provider with 130,000 students

#1 KEY TAKEAWAYS

- New Higher Ed educational models needed for a sustainable future
- Institutions with large endowments may not have a firewall
- The financial pressure for most Higher Ed institutions is enormous

#2 KEY TAKEAWAY

“The Academy is becoming a more frugal employer, a more virtual entity, and less of a home to traditional liberal arts.”

Thinking Strategically: Reframing Change

Root Causes of Resistance to Change

1. HOMEOSTASIS
2. FOLLOWING RULES AND PROCEDURES
3. INERTIA
4. SATISFACTION
5. TIMING
6. FEAR
7. SELF-INTEREST
8. LACK OF SELF-CONFIDENCE
9. FUTURE SHOCK
10. FUTILITY
11. LACK OF KNOWLEDGE
12. HUMAN NATURE
13. CYNICISM
14. INDIVIDUAL GENIUS VS. GROUP MEDIOCRITY
15. EGO
16. SHORT-TERM THINKING
17. MYOPIA
18. SLEEPWALKING
19. SNOW BLINDNESS
20. COLLECTIVE FANTASY
21. CHAUVINISTIC CONDITIONING
22. FALLACY OF THE EXCEPTION (CHANGE MIGHT WORK ELSEWHERE, BUT WE ARE DIFFERENT)
23. IDEOLOGY
24. INSTITUTIONALISM
25. THE RECTITUDE OF THE POWERFUL
26. "CHANGE HAS NO CONSTITUENCY"
27. DETERMINISM
28. SCIENTISM
29. HABIT
30. THE DESPOTISM OF CUSTOM
31. HUMAN MINDLESSNESS

Reframing Change

The best thing:

Avoid the word change entirely (replacement view)

Reframe:

- An opportunity to build on solid foundations
- A chance to take full advantage of successes
- A natural development from the foundations of the program
- The next logical step in an ongoing process
- An occasion to grow that's been made possible by the program's established strengths & the realities of today
- Carrying the viable plans that are in place to the next stage

Keys to Bringing About Innovations

LEADERSHIP is not about bullying and high-handedness or even intellectual or financial superiority.

It is about:

- Playing to strengths
- Working around or minimizing weaknesses
- Authenticity
- Remaining unfazed by challenges
- Being straightforward in communication with others, both internally and externally

Starting with Alliances to Facilitate Innovations

Alliance:

The state of being allied;
a bond or connection
between families, states,
parties, or individuals.

An association to work
together and further
common interests of the
members.

Union by relationship in
qualities; affinity.

Reasons to Develop Alliances

ALLIES:

- May know, present, and/or attend to crucial information which we disregard or about which we are uninformed.
- Can advocate for us in arenas where they have, and we lack social capital.
- Can give us credibility.
- Can afford us the opportunity to do something bigger, better, and more impactful.
- Can extend our reach to power brokers and stakeholders.
- Can potentially enable us to offer something more valuable.
- Can say more about us than we can say about ourselves and with more credibility.

Spotting potential alliances

- Where are the natural connections?
 - Across the Academic Enterprise
 - Athletics, Education, Science
 - Into the Community
 - Typical: Community Colleges, Hospitals, Clinics, School Settings, Community Agencies
- Where are the disconnects?
 - What's not working
- Where are the opportunities? Room for innovations?
 - People and places in Everyday Life: Advertising, Sponsoring Special Events, Telling stories
- How can you map an effective strategy to connect?

Strategic Change

Limits of
Strategic
Planning

The
STEEPLED
Approach

Constructing
a Strategic
Compass

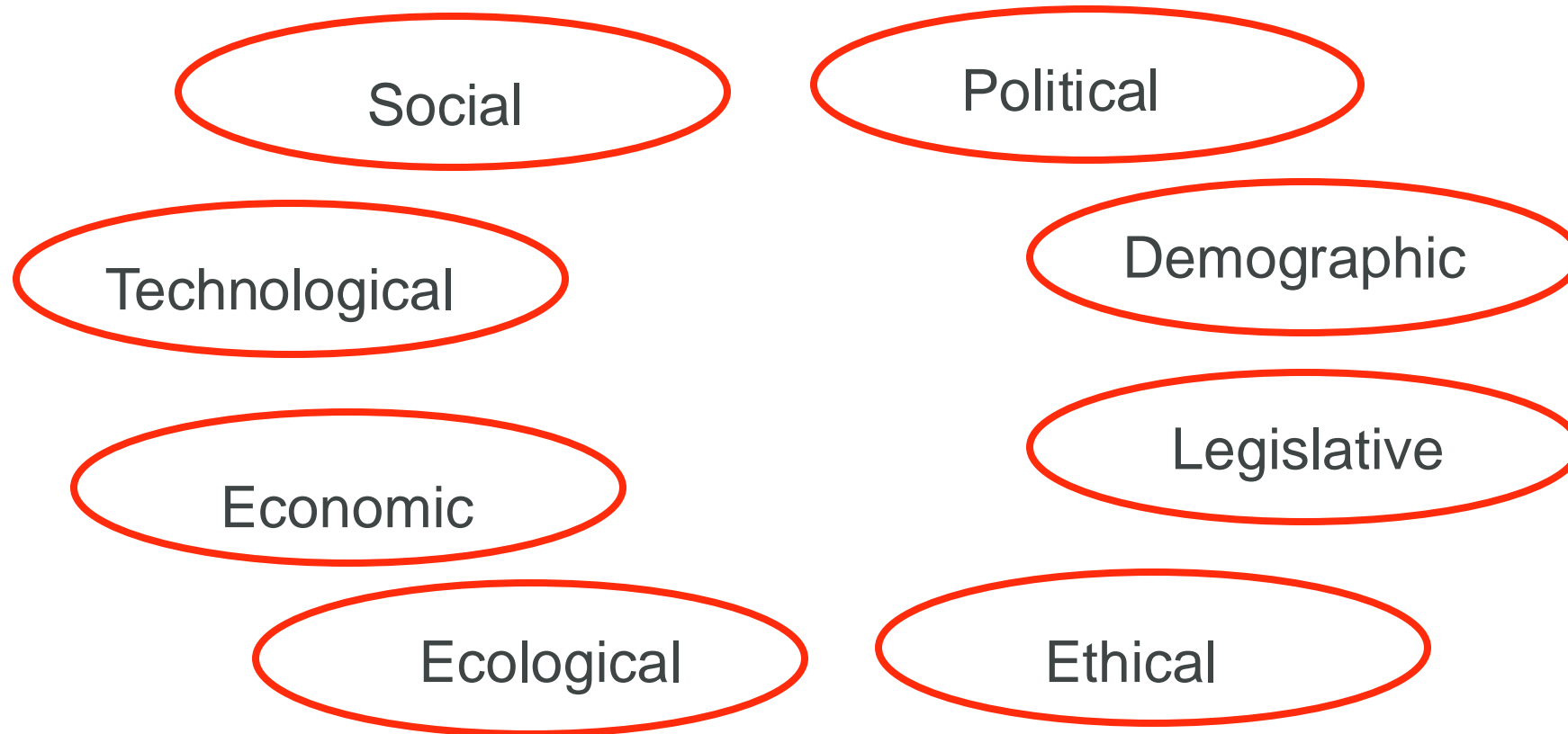
Scenario
Building

Limits of Strategic Plans/Planning

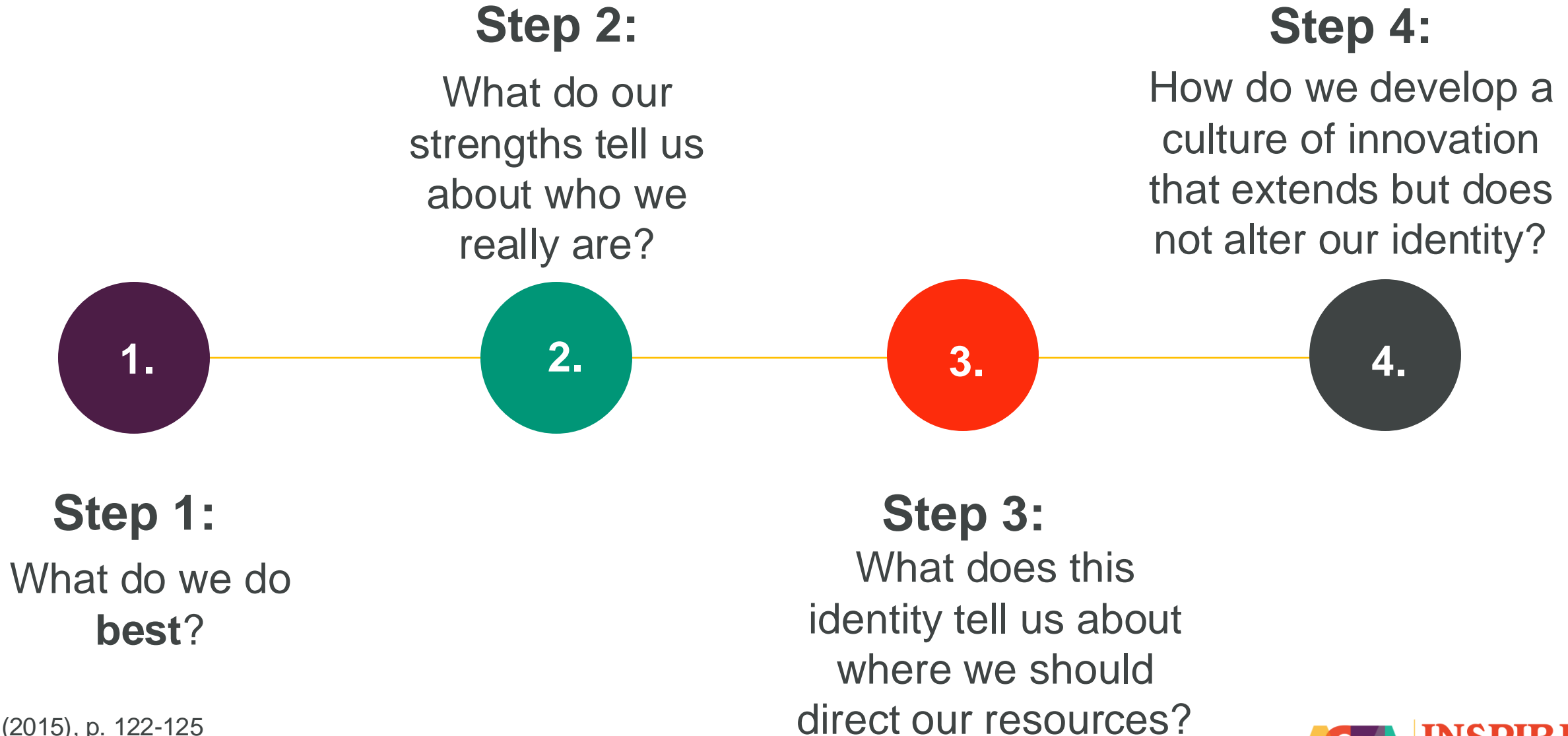
- Overly generic mission statements
- Not all drivers of change are predictable
- Plans may be too general or too specific (limiting options)
- Expensive
- Planning often means becoming bigger (new program); success of program may rest on what it is
- Almost always costs more and takes longer to achieve than in the plan
- SWOT analysis can be shallow
- Students, administrators, and chairs rotate every couple of years

Buller's Recommended Approach to Strategic Change

Conduct a **STEEPLED** analysis of drivers of change:



Constructing a Strategic Compass



Scenario Building

Identify best, most-likely, and worst-case scenarios and create contingency plans for each...

Fiscal Literacy & Resiliency: A Department's Fiscal Profile

About the Budget

- Budget: plan of operation
- Fiscal Year: 12-month period
- Salary Calculations (& Savings)
- Monitor Operating & Year-end Money
- Tuition/Revenue & Surplus
- Cost Relativity



Photo: Ray Reyes-Unsplash

Budget Process Depends on Institution



Size

Mission

Centralized/
Decentralized

Public/ Private

Budgets Reflect What is Important



Dollars allocated

Position

Space

Technology

Your Spreadsheet: Tuition Revenue by Program

- Head count for each Program
- # credits units/semester
- Cost per unit
- Total units
- Total tuition Revenue
- Deductions for Graduate Tax & similar fees (space, technology)
- Net Revenue Dollars allocated

Your Expense Spreadsheet (by Program)

Salary

Faculty
Staff
Sabbatical offset
Post docs
GA stipend
Other (student workers)

Professional Services

M & S
Equipment/Lab
Travel
Student Aid

Operating Fees

Fringe
Tech connect charges
Indirects

TOTALS

NET SURPLUS

Net Revenue - Total Expenses = Net Surplus or Deficit

- For the sample budget, the Net Revenue (\$3,000,000) exceeded the Total Expenses (\$2,000,000) by \$1,000,000 (Net Surplus).
- This budget indicates about 66% of the revenue is being used for department expenses, with over \$1,000,000 in surplus.
- **How is this surplus used?**

Diversifying Funding Sources

- Develop formulas for all programs & opportunities to be offered (for example: How many must attend? How much must they pay? How often should the program run?)
- Develop scenarios for funding activities

Strengthening Financial Sustainability

- Prioritize what, where and when to spend
- Develop scenarios for all financial activities

Strategies for Taking Care of Self and Others

Contemporary approaches to TIME MANAGEMENT focus on:

- “Increasing efficiencies” and “How to get everything done”
- Strategies such as:
 - How to crank through as many work tasks as possible
 - Designing the perfect morning routine
 - Cooking all your dinners for the week in one big batch



How to Manage Your Stress and Time Even Better

[Advanced search](#)

Google Search

I'm Feeling Lucky

- Why is Time and Stress Management So Important?
- Time Management/Self Care and Stress Reduction
- Find More Time in a Busy Schedule for Less Stress
- Time Management to Prevent Stress
- How to Manage Time, Reduce Stress and Increase Happiness
- SOS Effective Techniques Time Management Stress Reduction
- 10 Time Management Methods to Reduce Stress

Stress/Time Management Recommendations

- Learn to Say 'No'
- Organize a Realistic Schedule
- Create a Prioritized To-Do List
- Combine Tasks
- Plan Ahead
- Eliminate Time-Wasting Activities and Procrastination
- Keep a Time Log
- Apply General Stress-Reducing Tips



<https://unsplash.com/s/photos/list>



Photo by [Daria Nepriakhina UA](#) on [Unsplash](#)

The Challenges:

- Overfilled Inboxes
- Lengthy to-do lists
- Haunting guilt to “get more done”

The Problem:

Increasing quantities of activities
vs.

Non-increasing quantity of time

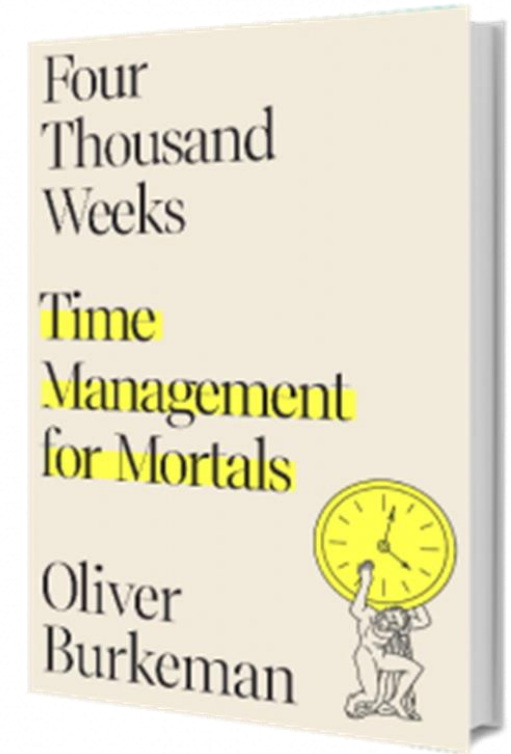
Relating to time feels like running on an **endless wheel – leaving us:**

- Experiencing burnout
- Using self-defeating patterns
- Being more efficient = feeling more rushed
- Worrying
- Working longer hours
- Doing the “wrong things”
- Buying “slivers” of time for the “right things”

Finding a better relationship with time will mean:

- Confronting how limited time is
- Accepting that hard choices about time are inevitable
- Accepting the limited control you have over the “amount” of time you get
- Staring down busyness – the feeling you must do more than you can do
- Recognizing that input is infinite/output is strictly finite
- Focusing on the few things that count

Four Thousand Weeks: Time Management for Mortals By Oliver Burkeman, 2021



“the brevity of life is the defining problem of human existence”

KEY IDEAS:

- The more firmly you believe it ought to be possible to find time for everything → the less pressure you'll feel to ask whether any given activity is the best use for a portion of your time (p. 48)
- In reality, your time is finite, doing anything requires sacrifice → the sacrifice of all the other things you could have been doing with that stretch of time

Making Choices

If I use my time for this, is the sacrifice worth it?

- *Is it too tedious?*
- *Is it too trivial?*
- *Is it something someone else wants?*
- *Is it something I care about?*



Photo by [Kenny Eliason](#) on [Unsplash](#)

What is important?

Philosophical Questions of Human Existence

“The central challenge of human existence means facing up to the fact that we have a finite amount of time”

This warrants taking ownership of our lives and how we use our time

Adopting a new attitude to focus on what matters most

- 🕒 You are doing this instead of that, because this is what counts now
- 🕒 Bestowing meaning to your choice
- 🕒 Feeling comfortable ignoring/neglecting

What about Constructing a Meaningful Life?

- Pay yourself first
- Limit your “work in progress”
- Resist the allure of “middling priorities”



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Academic Leadership

Academic Leadership

“Academic leadership is the act of **empowering** members of the faculty and staff by working with them **collegially** to achieve common goals, build a **community** of **scholars**, and sustain a high level of **morale**.”

Department Chairs, Program Director, Division Heads . . . Call us what you will

The title

Reflects “the democratic and collegial nature” of the enterprise

You sit amidst decisions that need to be made and disagreements to be resolved. It is your perspective & ability to reflect that provide the foundations for creating an atmosphere of collegiality and esprit de corps.

The Opportunity:

Is to create & orchestrate a vision for the academic program, faculty research & scholarship

Characteristics of Leadership

Leadership:

- Is a process
- Involves influence
- Affects a group of people
- Takes people in a shared direction
- Results in movement toward an established goal
- Engages others effectively when it guides them toward a goal

Your World

- The faculty
- Students & families
- Members of the Administration & their Staff
- Alumni
- Your Colleagues in other Departments
- Your Colleagues at other schools (your neighborhood, state, the US, abroad)
- The Community (clinical & non clinical)

Your Roles

- Course assignments
- Budgets
- Promotions
- Hirings, firings, probations, leaves of absence
- Long & short-term goals & accountability for them

Preparing for the Responsibilities of Chair

- Formal Training with Exposure to Best Practices in Academic Department Administration
- On the job training or what I think of as “Trial by fire”

Solutions may include:

Mentors

Networks

Books & Newsletters

TRAINING

Community of Scholars

- Authority not exerted in a rigid top-down manner
- Academic freedom protected
- Research integrity expected

Collegiality

Definition of Collegiality

Wikipedia: “Colleagues are those explicitly united in a common purpose and respecting each other’s abilities to work toward that purpose...an associate in a profession.”

Buller (2012, p. 218): “Central ingredient in academic professionalism.”

Collegiality (cont.)

“Collegiality is not simply a matter of being nice. It consists of behaving in an appropriate professional manner that promotes, to the greatest extent possible, the primary functions of our institutions: teaching, scholarship, and service.”

High Level of Morale

- Feelings of enthusiasm and loyalty that a person or group has about a task or job
- A sense of common purpose with respect to a group
- Esprit de corps

Summary

Three Important Aspects of Academic Leadership

- Builds a community of scholars
- Sets the direction for an entire institution or a unit of that institution
- Empowers others

Types of Academic Leadership

- **Academic Servant Leadership** (Wheeler, 2012) – emphasis on serving needs of constituents
- **Positive Academic Leadership** (Buller, 2013) – emphasis on expanding success by rewarding productive colleagues
- **Academic Appreciative Inquiry** (<https://appreciativeinquiry.case.edu/intro/whatisai.cfm>) – emphasis on figuring out what is working well to increase positive potential
- **Authentic Academic Leadership** (George and Sims, 2007) – emphasis on candor, openness, constructive social values

Academic Leadership: Special Challenges

- Few academics think of themselves as followers
- Academics think of themselves as independent contractors, especially if tenured
- Academics value
 - Freedom
 - A strong sense of independence from dictates of the administration

What Values People Want Their Leaders to Demonstrate

Honesty

Forward
Looking

Inspiring

Competent

Intelligent

Kouzes and Posner Surveys (1987, 2002, 2010): 1500 managers in many fields
cited in Gmelch and Buller, 2015

Differences between Leadership and Management

Leadership

Coping with change

Setting directions

Aligning purpose

Motivating and inspiring

Management

Coping with complexity

Planning and budgeting

Organizing and staffing

Controlling and problem solving

Leadership in a broader sense

Gender bias

- Men as Leaders: Aggressive and Visionary
- Women as Leaders: “Bossy”

The **Conduct of Leadership Interaction** – Meetings and Gatherings

- When do leaders arrive?
- How long do they stay?
- What do they do and say?

The Language of Leaders

- Distinct to the work place and enterprise
- Steeped in the Vision and Outcome
- Focused on the everyday work

Leaders Are:

- Focused on their people
- Able to foster trust and cooperation
- Build a “circle of safety” for the team
- Provide teams with stability, adaptability and confidence
- Offer “protection” while carrying out the “mission”

The Price of Leadership

- The cost of self-interest
- Investment in a mantle of protection
- Maintaining a steady focus
- Providing environments where people matter
- Investing time and energy for a shared dream

Building Community

- Develop a sense of a 'clan'
- Clearly know competitors
- Experience turbulence and grow from it
- Provide opportunities to 'shine a light' on team members
- Build a shield of protection and a code of loyalty
- Model behaviors appropriate for a strong, principled, committed individual



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