



# NERCHE

NEW ENGLAND  
RESOURCE CENTER for  
HIGHER EDUCATION

TO: Members of the Academic Affairs Think Tank (A2T2)  
FROM: Cathy Livingston, A2T2 Group Coordinator  
Glenn Gabbard, Associate Director, NERCHE  
DATE: April 17, 2007  
RE: Upcoming Think Tank Meeting – April 27, 2007

The next meeting of the A2T2 group will be held on

April 27, 2007 at  
Merrimack College  
North Andover, MA  
Sakowich Campus Center, Meeting Room B  
(Directions and campus map are enclosed)

Please RSVP to NERCHE by April 23, 2007  
by phone (617) 287-7740 or via email at [nerche@umb.edu](mailto:nerche@umb.edu).

## Agenda

- 10:00 - 10:20 AM WELCOME & INTRODUCTIONS
- 10:20 - 10:40 NEWS FROM NERCHE
- 10:40 - Noon DISCUSSION TOPIC  
“Leading Change and Sustaining Your Identity as a Leader”  
*Facilitator: Tom Wylie, New England Institute of Technology*

To adapt to a continuous state of change, institutions of higher education must be pliant and innovative. It is the chief academic officer who plays a critical role in leading institutions through complicated and often difficult times—a role that presents considerable challenges to the preservation of one’s identity as a leader.

The challenges that academic leaders face are comprehensive, reaching deep into our core selves. David Hock argues that leaders must first learn to manage “one’s own integrity, character, ethics, knowledge, wisdom, temperament, words, and acts.” Marilyn Amey characterizes leadership in times of complexity as a cognitive process. “By conceptualizing leadership as learning, one relinquishes the need for a specific career orientation, and can look at the ways in which leadership is developed and shared throughout the organization; leadership is no longer a phenomenon that emerges with a specific organizational role within the hierarchy. Instead of clamoring to identify the next generation of skills and techniques, approaching leadership as learning aims to uncover the mental models (Senge, 1990) that affect how administrators see the world and, therefore, act within

any environment.” Heifetz and Linsky argue for deep self knowledge and habits and practices to keep the “spirit intact.”

Today’s conversation will focus on issues of leadership, specifically the ways that one can sustain their individuality and character as a leader during turbulent periods of change. Please read the enclosed readings and come prepared to talk through the some of the complexities of leadership, change, and identity maintenance

### **Questions for Discussion:**

1. What has been your experience leading change on your campus? What have been the challenges? the surprises? the opportunities?
2. Heifetz and Linsky note that “[t]o meet adaptive challenge, people have to go through a period of painful adjustment. Leading people to make these changes is risky, because you are asking them to absorb various forms of loss....” In thinking about your own leadership, how have you been able to maintain your identity as a leader during the most difficult times? What could have been a support to you at this time?
3. Dee Hock argues that “[t]he first and paramount responsibility of those who purport to manage is to manage self. . . . The second responsibility is to manage those who have authority over us.” Assuming you agree with this position, what are the implications for the sustaining one’s identity as a leader?

12:00- 12:45 PM      LUNCH

12:45 - 2:00      ROUND ROBIN

In the NERCHE spirit of collective sharing and reflection, we reserve time at each meeting to share new developments on our campuses. It is also a time to discuss personal and professional successes and challenges. The Round Robin is anchored in a collective commitment to empathy, collegial problem-solving and personal support in a confidential Think Tank setting.

2:00      MEETING ADJOURNED

### **Enclosed Readings:**

Amey, M.J. (2005). Leadership as learning: Conceptualizing the process. *Community College Journal of Research & Practice*, 29, 689-704.

Heifetz, R.A. & Linsky, M. (Fall 2002). Leading with an open heart. *Leader to Leader*, 26.

Hock, D. (Winter 2000). The art of chaordic leadership. *Leader to Leader*, 15.

### **Suggested Readings on Leadership:**

Drucker, P. (1996) .*The leader of the future*. San Francisco: Jossey-Bass.

Gardner, J.W. (1990). *On leadership*. New York: The Free Press.

Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York: Paulist Press. (25<sup>th</sup> anniversary edition)

Wergin, J.F. (2007). Why We Need “Leadership in Place.” *Leadership in Place*. Bolton, MA: Anker Publishing.