JUNE 28, 2022
2:00–3:00 p.m. EDT

Student Debt Forgiveness for College and University Employees

VIRTUAL TOWN HALL

Presidential Leadership in Crisis: Sustaining Self and the Future of the Profession
WELCOME

Lynn Pasquerella
President, AAC&U
FACILITATORS

Emma Jones
Executive Vice President
Owner, Credo

Joretta Nelson
Vice Chairman & Founder of Moving the Needle
Owner, Credo
Agenda

- Introduction & Context
- Panel Discussion
- Breakout Group Discussions
- Closing
<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>500</td>
<td>College, university, &amp; association partners since 1995</td>
</tr>
<tr>
<td>120</td>
<td>Campuses &amp; associations engaged per year</td>
</tr>
<tr>
<td>200</td>
<td>Partner projects per year</td>
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<td>2</td>
<td>Key areas of focus: strategy &amp; student success</td>
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<td>200+</td>
<td>Credo team members around the country</td>
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our partners
WHERE thriving institutions focus their energy

The Thriving Framework (2.0)

HOW thriving institutions do their work

Student Learning & Success
Net Revenue & Strategic Finance
Highly-Valued People & Community
Proven Value Propositions
Learning-Focused Environments

Compelling Vision
Culture of Planning & Strategic Risk
Courageous & Collaborative Leadership
Student Learning & Success

The student is the ultimate North Star – at the heart of mission, key beneficiary of the vision, and an anchor for leadership purpose.
Meeting their needs is becoming more challenging for us.

- Talent War
- Shifting Workforce Demands
- National Ideological Divide
- Business Model Challenges
- Cost & Affordability
- Rising Discount Rates
- Student Mental Health
- Declining TUG Enrollment
- Changing Demographics
- Pace/Volume of Change
- Leadership Turnover
- Demand for Inclusive Leadership
- Challenge to Value Proposition
- Unbundling
- Micro-credentials
- Competency-Based Education
- Shared Governance
- Drop in National Retention Averages
- Pandemic Impact on Student Learning & Readiness
- Ransomware Attacks
- Link to Career Readiness
- Regulatory Uncertainty
- Accreditation Demands
- Global Exhaustion
In the midst of these extraordinary shifts, what we’re wondering is...

- How does presidential leadership impact institutional and student success?
- As the average presidential tenure continues to drop, what helps leaders stay?
## Factors Contributing to Leadership Sustainability

<table>
<thead>
<tr>
<th>President + Board</th>
<th>President + Personhood</th>
<th>President + Culture</th>
<th>President + Cabinet</th>
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<tbody>
<tr>
<td>Determining institutional fit</td>
<td>Personal support systems</td>
<td>Power dynamics</td>
<td>Ability to shape the team</td>
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<tr>
<td>Onboarding</td>
<td>Leadership style awareness</td>
<td>Shared governance</td>
<td>Willingness to fire fast</td>
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<tr>
<td>A clear charge</td>
<td>Energy management</td>
<td>Institutional trust</td>
<td>Strong seconds in each functional area</td>
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<tr>
<td>Equitable compensation</td>
<td>Health &amp; Stamina</td>
<td>Risk &amp; change tolerance</td>
<td>Leaders beyond silos</td>
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<tr>
<td>Board structure</td>
<td>Clear “why”</td>
<td>Accessibility</td>
<td>“Team A” mentality</td>
</tr>
<tr>
<td>Board engagement</td>
<td>Alignment of personal identity with institutional values and culture</td>
<td>Visibility</td>
<td>Conflict tolerant, change ready</td>
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<tr>
<td>Board development</td>
<td>Presidential support</td>
<td>Constituent engagement</td>
<td></td>
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<td>Board Chair relationship</td>
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</table>
What does it take for leaders to stay?

For exploration today with our panelists...

- How do presidents maintain their own well-being amid stress and burnout?
- How do presidents navigate culture wars?
- How do we use the presidential voice in a politically divided time?
BARBARA FARLEY
President
Illinois College

MARJORIE HASS
President
Council of Independent Colleges

LARRY JOHNSON
President
Guttman Community College

SUZANNE JOHNSON
President
Green River College