



REINVENTION  
COLLABORATIVE

# WELCOME

## Critical Student Affairs Perspectives for 2021

Town Hall with  
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&  
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# Adaptive Leadership: Becoming Stronger From the Experience of Leading Through a Crisis

Kevin P. Jackson, Ph.D.

# 2020: A Most Unusual and Challenging Year

1918 Spanish Flu



[042814-influenza-pandemic.jpg \(1500x1137\) \(time.com\)](#)

1930 Economic Depression



[economic depression 1930 - Bing images](#)

1969 Civil Rights Events



[civil rights events 1969 - Bing images](#)



# In Our Current Season: What Have We Lost?

We miss or yearn for certain aspects of our personal and professional lives that we enjoyed before COVID-19 struck.

What are some of these?

# In Our Current Season: What Have We Learned?

We have been challenged to adapt in multiple areas of our personal and professional lives.

What have we learned through these experiences?

# Becoming Stronger From the Experience: Leading Through a Crisis

## Conditions of a Crisis

- High Stakes
- High Uncertainty
- High Sense of Urgency (Time Compression)

## Phases of a Crisis

- Acute Phase
- Adaptive Phase

# Becoming Stronger From the Experience: Leading Through a Crisis

## Acute Phase (Survive)

Stabilize the situation, protect the organization, and maintain confidence and hope in the moment; “blizzard mentality”

## Adaptive Phase (Thrive)

Address the underlying issues and opportunities that we have not had the capability/will to confront before the crisis; “Ice age mentality”

# Becoming Stronger From the Experience: Leading Through a Crisis

“Adaptive leadership is not finding a new inspiring vision but reframing an original or enduring vision of the organization that allows everyone to see a new, compelling future for their beloved organization that is worth the sacrifice and commitment” (Bolsinger, p. 174).

Source: Bolsinger, T. (2020). *Tempered resilience: How leaders are formed in the crucible of change*.



# Critical Perspectives: Lessons Learned from COVID-19

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Dr. Blanche Hughes, Vice President for Student Affairs, Colorado State University

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Reinvention Collaborative Town Hall

# Lessons Learned: Normal to New Normal

## Acute Phase-Survive

- Acknowledge anger, fear, pain and loss
- Patience, flexibility, grace, and joy
- Previously unseen contributions of student affairs
- Social norming
  - Assessments





# Lessons Learned: Normal to New Normal

- Dual pandemics: COVID-19 and racism/systemic bias and oppression, and political unrest



# Lessons Learned: New Normal to ???

## Adaptive Phase-Thrive

- Hybrid service delivery
  - Giving student options
- Student, staff, and faculty activism increasing
- New technologies/remote work flexibility
- Viewing policy through lens of equity



# Lessons Learned:

- Disproportionate tax/labor
- Transparent, authentic, and vulnerable leadership is expected



# Thank you



Colorado State University