

WELCOME

Critical Student Affairs
Perspectives for 2021

Town Hall with Dr. Blanche Hughes, Colorado State University

Dr. Kevin P. Jackson,

Baylor University

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 (1500×1137) (time.com)

1930 Economic Depression



economic depression 1930 - Bing images

1969 Civil Rights Events



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

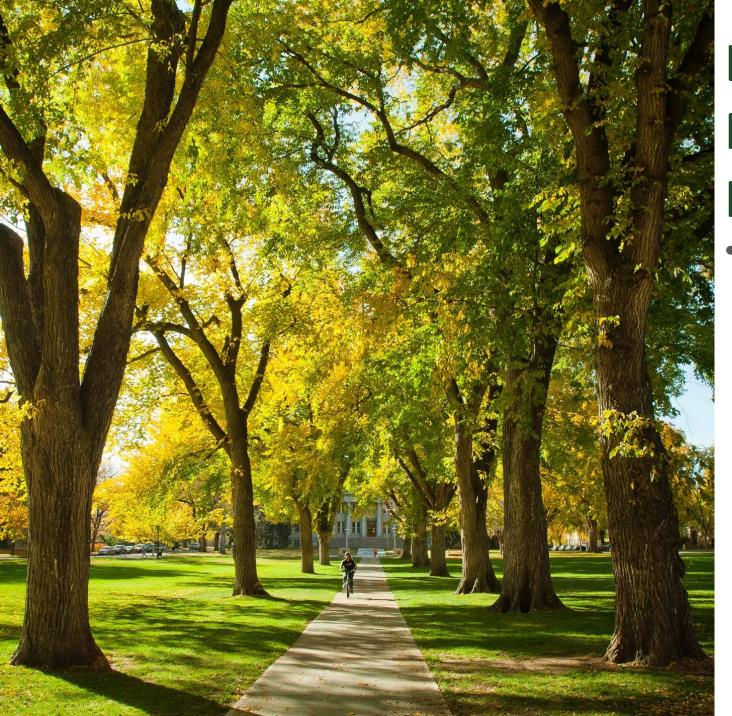
Dr. Blanche Hughes, Vice President for Student Affairs, Colorado State University

January 14, 2021

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

