



GROW YOUR ROLE



TCNJ THE COLLEGE OF
NEW JERSEY

Heather M. Fehn
VP, Chief of Staff & Board Secretary

NAPAE
Professionals Supporting Higher Education Leaders

WHEN DID YOU
REALIZE HIGHER
EDUCATION IS A
CAREER PATH?



ON THE AGENDA

- UNDERSTANDING THE ROLE
- ADDING VALUE
- NETWORKING
- SETTING GOALS AND CHANGING GOALS
- GROWING OUT OF YOUR ROLE
- PURSUING GRADUATE EDUCATION

UNDERSTANDING THE ROLE(S)

- BEING A GENERALIST
- WORKING BEHIND THE SCENES
- BEING COMFORTABLE WITH AMBIGUITY
- THE ART OF THE WORK – ANTICIPATORY STRATEGIST
- PROTECTING BOUNDARIES/MASTER PRIORITIZER
- SERVING AS A CONFIDENT, COUNSELOR, REFEREE TO THE PRESIDENT, THE BOARD, MEMBERS OF THE COMMUNITY

POWER OR INFLUENCE?

- POWER - THE CAPACITY OR ABILITY TO DIRECT OR INFLUENCE THE BEHAVIOR OF OTHERS OR THE COURSE OF EVENTS.
- INFLUENCE - THE CAPACITY TO HAVE AN EFFECT ON THE CHARACTER, DEVELOPMENT, OR BEHAVIOR OF SOMEONE OR SOMETHING, OR THE EFFECT ITSELF.
- WITH THE PRESIDENT OR BOARD CHAIR
 - “SPEAK TRUTH TO POWER.” (BEHIND CLOSED DOORS)
 - PLAY DEVIL’S ADVOCATE WISELY
- HELP OTHERS HELP THEMSELVES
 - MAKE IT THEIR IDEA
- BE A SOUNDING BOARD
 - DON’T PROMISE MORE THAN YOU ARE ABLE

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ADDING VALUE

- TAKE STOCK OF YOUR SKILLS
- ASK QUESTIONS – ALWAYS BE A STUDENT AND TEACHER
- ANTICIPATE AND PLAN FOR THE UNEXPECTED
- BECOME A RESOURCE
 - DON'T JUST PASS ALONG REPORTS – LEARN THE DETAILS
- TAKE ADVANTAGE OF OPPORTUNITIES
- LEARN WHO DOES WHAT AT YOUR INSTITUTION AND BUILD RELATIONSHIPS
- INNOVATE STRATEGICALLY

COMMUNICATION

- “MANAGING UP”
- GIVING GOOD ADVICE WITH YOUR EAR TO THE GROUND
- BUILDING TRUST WITH CABINET MEMBERS
- CONFLICT RESOLUTION
- TALK WITH YOUR SUPERVISOR, NOT JUST AT EVALUATION TIME
- DISTINGUISHING BETWEEN GOALS FOR YOUR ROLES AND GOALS FOR PROFESSIONAL DEVELOPMENT/ADVANCEMENT

NETWORKING

- ON CAMPUS AND OFF CAMPUS
 - BRING PROFESSIONALS WITH LIKE ROLES TOGETHER
- LEVERAGE INTERNAL DIPLOMACY
 - SCHEDULE TIME WITH CAMPUS LEADERS
- MAKE THE MOST OF PROFESSIONAL CONFERENCES AND MAKE THEM LAST ALL YEAR LONG
 - AGB, NAPAHE, ACE, AAC&U... ATTEND WITH YOUR PRESIDENT, PROVOST, DEAN BOARD MEMBERS
 - BE DELIBERATE AND MAKE A LIST OF ISSUES
- MENTORING
 - BE ONE AND FIND ONE

SETTING GOALS, CHANGING GOALS

- DON'T LET YOUR GOALS GET IN THE WAY OF YOUR DEVELOPMENT, KNOW WHEN TO PIVOT
- LEARN THE ROLES BEFORE YOU SET YOUR SIGHTS ON ONE
- SO, YOU SAY YOU WANT TO BE A:
 - PRESIDENT
 - A VICE PRESIDENT, OF WHAT?
 - CHIEF OF STAFF

YOU MAY
NEED TO
MOVE ON TO
CONTINUE
GROWING



GROWING OUT OF YOUR ROLE

- DIFFICULT CONVERSATIONS REGARDING THE NEEDS OF THE PRESIDENT VS. YOUR DEVELOPMENT
- ARE YOUR SKILLS TAKING YOU IN A DIFFERENT DIRECTION
- DO YOU STILL LOVE WHAT YOU DO, OR ARE YOU “MAKING THE TRAINS RUN ON TIME”?
- WHAT IS EXCITING ABOUT YOUR PROFESSIONAL DEVELOPMENT PLAN?
- WHERE ARE YOUR POINTS OF FRUSTRATION?
- TRANSITION FROM *MANAGING* A PROCESS TO *OWNING* AN OUTCOME

A close-up profile of an elephant's head and trunk, facing left. The trunk is thick and textured, curving upwards. The elephant's skin is dark grey with lighter, mottled patches. The background is a soft-focus tropical forest with palm trees and green foliage. The text "THE ELEPHANT IN THE ROOM" is overlaid in the center in a black, serif font.

**THE ELEPHANT IN THE
ROOM**



TITLES

PURSUING GRADUATE EDUCATION

- DECIDING TO PURSUE GRADUATE EDUCATION – LONG TERM GOALS
- TYPE OF DEGREE
 - TERMINAL - PhD VS. EdD VS. JD
 - HIGHER EDUCATION ADMINISTRATION
 - OTHER ACADEMIC DISCIPLINE
 - MBA
- TUITION REMISSION BENEFITS
- OTHER EXPERIENCES - CERTIFICATES, LEADERSHIP PROGRAMS, ETC.

DISCUSSION

THANK YOU

HEATHER M. FEHN

THE COLLEGE OF NEW JERSEY

HFEHN@TCNJ.EDU

609-771-2104