

Dancing With a New Partner

How to Efficiently and Effectively Support a Leadership Transition

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COLLEGE
of the
DESERT



St AMBROSE
UNIVERSITY

Rhythm:

A strong, regular, repeated pattern of movement or sound.

The Rhythm is off in Higher Education

- In 2017 more than 50% of University Presidents reported they plan to leave in 5 years.
 - ([Inside Higher Ed September 2020, Retirement Wave Hits Presidents Amid Pandemic](#))
- “... a difficult environment is likely driving presidents away.”
 - ([Inside Higher Ed August 2023, Abrupt Presidential Exits Underscore Jobs](#))



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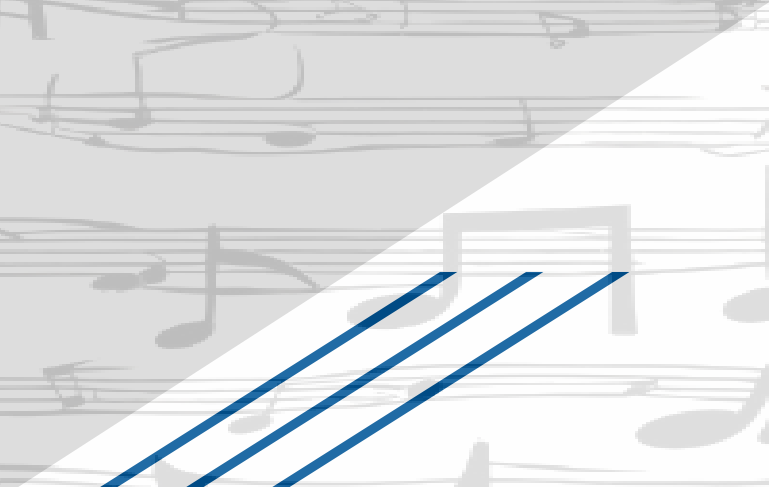
You're Not Alone!



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Agenda

- Tempo of Transition
 - Preparing for the Change
 - Learning New Styles
 - Leading the Leader
 - Practice, Practice, Practice!
 - Taking Lessons
- 

Tempo:

The speed at which a passage of music is or should be played.

Retirement Celebration or Farewell

- **Come in many shapes and sizes**
- **Usually have time to plan**
- **Generally positive**

Termination or Resignation

- **Come in many shapes and sizes**
- **Usually abrupt or unexpected**
- **Potentially scandalous**

Onboarding has its own tempo to consider.

Preparing for Change

Things to consider before your new partner arrives.

Offboarding

- Stay engaged
- Consider workload
- Prepare outgoing needs and communication
 - Internal
 - External



Onboarding Prep

- Reach out early
- Prepare for Day 1
 - Internal meetings
 - External introductions
- Connect with former assistants if applicable
 - Learn about your future boss

Learning New Dance Styles

Revert Back to Assistant Fundamentals

- **Communication is key**
 - **Preferences**
 - **Ask questions**
- **Follow instructions**
 - **Compartmentalize**
- **Offer information and support**

You will take for granted the things that became unspoken routine.

Leading the Leader

Mutual Learning Period

- Institutional Knowledge is a resource
 - Policies and Practices
 - Personalities
- Insight can be Invaluable
- Embrace New Perspectives and Ideas

Recommendations

- Know when to suggest an alternative
 - Flag concerns

Look out for the unspoken needs

- Lunches, office time, “villain” support



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Practice, Practice, Practice!

The Learning Phase Can Feel Like Extra Work

Key Skills to Keep Practicing:

- Communication
- Flexibility
- Optimism

“It is the best day ever. So was yesterday, and so is tomorrow, and every day from now until forever.” - Barbie

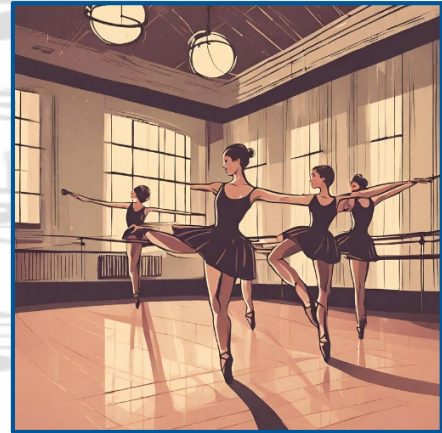


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Taking Lessons - Continue to Grow and Learn

Resources:

- **NAPAHE e-Round Table**
 - **Forum of information sourced from all NAPAHE members!**
- **Book Recommendations**
 - **“Succession Planning for the Higher Education Presidency” By Rita Bornstein, AGB Press**
 - **“From Presidential Transition to Integration: Strategies to Avoid Early Derailment”, by Patrick Sanaghan, Academic Impressions**
- **Professional Development**
 - **Make yourself the best partner!**

The background of the slide is a light gray field filled with faint, stylized musical notes and staff lines. The notes are scattered across the page, creating a musical theme. In the top right corner, there are three parallel red diagonal lines. In the bottom left corner, there are three parallel yellow diagonal lines. The bottom of the slide features a blue border with white diagonal stripes on the right side.

Thank you!

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