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Dedicated to Jerry Sullivan, AACRAO Executive Director 1998–2012

Jerome (Jerry) Sullivan served as the Executive Director of AACRAO for fourteen years, from 1998 to 2012. His outstanding service to AACRAO and higher education resulted in a reinvigorated national organization. During those years, AACRAO priorities included sustainability and increased value for its members, including advocacy at the federal level. Jerry guided AACRAO through very lean years, and turned the financial position of the organization from critical lows to consistent strength. During Jerry's tenure, AACRAO focused on electronic standards, privacy issues in higher education, distance education, comparative international education research, and transfer credit.

Jerry's career in higher education began in 1966 at the University of Maine, and was followed by key administrative appointments at Kent State University, Iowa State University, and the University of Colorado at Boulder. Consistently known for innovation, he was among the early advocates of administrative process reengineering in higher education, and developed a national reputation for innovative uses of information technology to streamline service delivery on campuses where he worked. His contributions in this area resulted in a one-year appointment in 1995 to the U.S. Department

of Education to lead the reengineering of the federal government's student financial aid delivery system. Jerry has written and lectured on a variety of topics ranging from process redesign to the student loan financing system. He holds a master's degree in public administration from the University of Maine.

Preface

For better or worse, I've spent 47 years in roles that demanded leadership for success. During that time I have read hundreds of books, articles, and essays on leadership. What they all have in common is a short list of leadership skills or behaviors; no single one, in my mind, particularly helpful in the long run. Hollywood, of course, usually gives the worst examples of leadership by presenting domineering generals or hard charging CEOs.

Those of us who are practitioners know that circumstances and changing times require a leader to constantly adapt and rebalance personal preferences against what is required for organizational success, and that no set of rigid principles will ever see us through. In particular, the public non-profit sector is led by shifting stakeholders who are not shy about demanding outcomes that favor their particular needs. Here, the ability to adapt to the situation is the only way to succeed.

I am pleased with the diversity of leadership styles described in *Leadership Lessons* and the underlying themes of adapting to new conditions to achieve organizational success. Leadership requires constant balancing, and I am honored to be associated with such a tremendous publication.

Jerry Sullivan
AACRAO Executive Director 1998–2012

Introduction

At the AACRAO Annual Meeting in Seattle in 2011, we were panelists in a session called Writing for AACRAO where some audience members pointed to a gap in the AACRAO literature about leadership. Several people agreed to write articles on the subject and Wayne Childs, now retired from Brigham Young University, offered to invite additional professionals to write short articles on leadership for *College and University*. The goal was to pass on stories to the next generation about how leaders came to be where they are, including their values, vision, and lessons learned.

As these articles arrived, we realized that we loved reading them and because Louise has been a devoted fan of Manager's Corner in the Sunday New York Times and the resulting book, she cast the net wider and invited other experienced professionals to contribute to a book about leadership. We're delighted that the seed planted in Seattle, nurtured by Wayne Childs, resulted in articles with themes that we never would have envisioned. The writers share many common core values and give voice to similar practices, but they have independently shaped their articles in ways that inspire, motivate, and may even bring a tear to your eye.

Since the leadership series originated with Wayne Childs, we begin with his article in which he writes about becoming an educational leader, and more specifically an educator, reminding us that we will become better leaders by teaching others what we know. He speaks to the value of self-awareness, problem solving, advocacy, and bridge building.

Dan Bender advises newcomers and established members of the profession to think about their role in the profession, and to think about themselves as professionals. Dan reminds us that being a professional implies a commitment to the profession, involvement in setting standards and practices, lifelong learning, and ethical behavior.

Meredith Braz draws on the theme of the registrar as an inconspicuous leader, often unseen and sometimes unsung, yet quite present and surprisingly influential. She succeeds by developing trust, planning strategically, and taking action to achieve outcomes, which at the end of the day is all that matters.

Sharon Cramer draws on her experience as the leader of a student system implementation to encourage enrollment professionals to look at exceptional circumstances in a new way, as a greenhouse for facilitating the development of leadership perspectives and unique opportunities for mentoring. She reminds us that these painful times can offer chances for learning and growth.

Hansford Epes, a 35-year professor of German turned registrar, knew he would have to learn and lead, instantly. He describes his felicitous transition to a profession of procedures, politics and people, and explains how the act of learning is itself an act of leadership.

Susan Gottheil traces her career starting with her days as a student activist before she, like many of us, found herself working as a student employee in a campus office. Realizing that change could come from within, she documents a career where she led change, took risks, and strove to make a difference in the lives of others.

Karen Gualtieri shares management epiphanies including ways to lead by example, pinpoint talent, learn from decisions gone wrong, and understand what it takes to accomplish the work.

Bill Haid has adopted a leadership style that he refers to as leadership by respect. He defines his style with a set of core values, explains how he puts these into practice in the workplace, and concludes with examples from his AACRAO and campus experiences.

Christine Kerlin grounds her reflections on leadership in the theory of Warren Bennis and John W. Gardner and writes about building a shared vision and the contagion that spreads from an overriding passion for the promise of what we are doing.

Gary Kramer explains how the bellwether, originally the sheep who led the flock, now refers to a leader or pacesetter. He shows how today's bellwethers can lead, promote their own success, and promote student success by fostering the five C's of bellwethers.

Susan Leigh came to her enrollment management leadership role after a 20-year career in theatre. She draws on her experience as an actor and director to create a vision of the future that propels people toward it. She reminds us that we all bring unique skills and interests, and encourages us to draw on those to fuel our contributions.

Paul Marthers spent his formative years in a cheese factory where he was tapped at the tender age of 16 to lead the block cheddar crew. Now a vice president, he offers leadership lessons learned from a career that has taken him from the east coast to the west coast and back, working at nine different institutions.

Bryan Newton's passion for higher education is evident in his expressed gratitude for a career as a higher education leader and scholar. He encourages young leaders to strive for excellence, learn from failure, help develop followers, and exercise flexibility by gaining an understanding of each individual's situation.

Lisa Mosele Scully tells about the importance of leading from the heart, building an office culture of mutual respect and trust, and fostering open communication.

Clayton Smith draws on the wisdom of Dumbledore of Harry Potter fame and proves that mentors are everywhere, within and outside the profession. He encourages us to seek them out, ask for help, and stay connected. He also reminds us of our duty to the next generation.

Paul and Kim Taylor first met twelve years ago at a state conference. So, it comes as no surprise that they share a passion for the leadership opportunities resulting from involvement in state, regional, and national professional associations. See how they walk the talk when it comes to volunteering, mentoring, and networking.

Roger Thompson quotes Yogi Berra and recommends a leadership style personified by decisive action. He notes the importance of empowering others to make decisions close to the source, and explains how he once rewarded and energized staff by taking them on a cruise!

Sue Van Voorhis began to think more seriously about leadership six years ago when she realized over half the staff in her division were eligible to retire soon. She writes about a career grounded in listening, a lesson learned as a young child running for school “president for a day.”

Jim Wager begins with a leadership lesson learned from his grandfather before describing five key leadership traits including discipline, humility, accountability, perseverance, and vision.

Janet Ward challenges us to consider how we want to be remembered and offers lessons learned over a career that exposed her to the range of functions within enrollment services. Her humanistic philosophy is supplemented with practical advice and creative solutions.

Beth Weckmueller is in the midst of a career transition, moving to a new role where she will focus on planning and policy develop-

ment. She took the opportunity to reflect on the mentoring of younger colleagues, and encourages aspiring professionals to find their own style, characterized by authenticity, equanimity, compassion, and humility.

We conclude with an article Louise wrote reflecting on her 40-year career at Boston College. She writes about hiring and retaining outstanding staff, embracing change, and the importance of communication and data-based decision making. She reminds us that relaxation and balance often impacts our professional insight.

We would like to thank Kelly Stern for her assistance with copy editing. We hope you will enjoy these articles as much as we have and will share this book with colleagues who can benefit from the lessons learned by these remarkable, wise, and wonderful professionals who represent a collective total of roughly 500 years in the business.

Louise Lonabocker

Director of Student Services and University Registrar,
Boston College
Editor-in-Chief, *College and University*

Heather Zimar

Managing Editor, *SEM Quarterly*; *College and University*

About the Authors

Daniel J. Bender

Daniel Bender is Assistant Dean for Academic Affairs and Registrar at the University of the Pacific, Arthur A. Dugoni School of Dentistry in San Francisco, CA. In 2005 he earned an Ed.D. in Learning and Instruction from the University of San Francisco. He is an active member of AACRAO and the American Dental Education Association, and has been an officer, presenter, and facilitator at national meetings for both groups. Dr. Bender's research interests include race and gender issues in health care and health care education, diversity and inclusion, student support services, teaching and learning, and faculty development.

Meredith Braz

Meredith Braz is a graduate of St. Lawrence University in Canton, N.Y., and she received a Master of Arts in Teaching from Smith College. She spent fifteen years in the Bates College registrar's office, starting as Assistant Registrar in 1991 and progressing to Registrar and Administrative Dean for Academic Systems before coming to Dartmouth as Registrar of the College. Prior to her tenure at Bates, she taught in Massachusetts and Vermont schools. Braz also

worked in the Sophia Smith Collection, a Women's History Archive at Smith College, at Williston-Northampton School and at the Yarmouth Historical Society. She has done consulting work for the American University of Kuwait.

Braz has served as Vice President for Professional Development and as President of the New England Association of Collegiate Registrars and Admissions Counselors (NEACRAO). She has also served as a member of the AACRAO task force to study the impact of utilizing outsourcing in Registrar and Admissions offices, as a member of the AACRAO Public Policy Committee, and as a member of the Nominations and Elections Committee.

M. Wayne Childs

Wayne Childs has worked in academic student services at Brigham Young University (BYU) for the past 30 years. He has served as Associate Registrar and Director of Assessment and Planning. He earned his master's and education specialist degrees in Education Leadership and his doctorate in Higher Education Leadership from BYU.

Sharon F. Cramer

Sharon Cramer, Ph.D. is a SUNY Distinguished Service Professor Emerita. During her career at Buffalo State College, (1985–2011), she served in many roles, including faculty member, Department Chair, and Chair of the College Senate. From 1999 to 2004, she was Executive Director of the SABRE Project, an implementation of the Oracle Student System for web-based delivery of student services. She was an officer, on the Board of Directors, of four professional and governance organizations, and received the highest award from each of them during her career.

Her publications include *Student Information System: A Guide to Implementation Success* (2005) as well as articles in *College and Uni-*

versity (2003). Dr. Cramer has given over 100 presentations and keynotes in 20 states and Canada. She completed her Ph.D. studies at New York University, earned an M.A.T. from Harvard University and a B.A. from Tufts University. She has been listed in *Who's Who in America* and *Who's Who in American Education* since 2006.

Hansford M. Epes

Hansford Epes is Registrar Emeritus and Professor Emeritus of German and Humanities at Davidson College. Originally from Lynchburg, Virginia, Hansford obtained a Bachelor of Arts in English and German from Davidson College and a Ph.D. from the University of North Carolina in Germanic Languages and Literatures. He served as Professor of German and Humanities at Davidson College from 1964 to 2012, and was recognized with the Sears-Roebuck Foundation Award for Teaching Excellence and Campus Leadership, the Omicron Delta Kappa award for Leadership and the Thomas Jefferson Award. A teacher at heart, Hansford continued teaching while serving as the Registrar for Davidson College from 2000 to 2012.

He is a member of SACRAO and AACRAO, and served on the Editorial Advisory Board for *College and University* from 2001 to 2012. Epes' career has not been all work and no play; he has acted, directed, coached College Bowl teams and even appeared on Jeopardy four times in 1993!

Susan Gottheil

Susan Gottheil has more than 30 years of leadership experience in the Canadian postsecondary sector helping institutions to promote and expand academic programs, increase student recruitment and retention, enhance learning and development, improve student and academic support services, and promote collaborative partnerships. With an undergraduate degree from McGill University and

an M.A. in Women's History, Susan began her career at Vanier College CEGEP in Montreal where she spent nine years teaching before moving into senior administrative positions at Carleton University. In 2006, she moved to western Canada to help Mount Royal transition from a college to a university and roll out new undergraduate degree programs. Susan currently serves as Vice-Provost (Students) at the University of Manitoba, and has also helped a number of Canadian institutions develop strategic enrollment plans in her role as Senior Consultant with AACRAO Consulting. Susan and Clayton Smith have organized the Canadian SEM Summit over the past five years and co-edited the 2011 AACRAO book *SEM In Canada: Promoting Student and Institutional Success in Canadian Colleges and Universities*.

Karen P. Gualtieri

Karen Gualtieri has served at Rockland Community College, a unit of the State University of New York, as Registrar, Dean of Enrollment Management, and Vice President of Student Development. Previously she worked at Orange County Community College as Assistant to the Dean for Academic Services and as a Management Analyst/Health Care Planner with the Veterans Administration. She received her Bachelor of Arts summa cum laude and her Master's of Public Administration from Ohio State University.

William R. Haid

William Haid is University Registrar at the University of California–San Diego. He previously served as Assistant Vice President for Enrollment and Access and Executive Director of Enrollment Services at Colorado State University. In his career, Bill has always placed an emphasis on organizational development for his teams and career development for those with whom he has worked. Of all the experi-

ences, accomplishments, and achievements from a career as registrar and enrollment manager at large public institutions, what Bill cherishes most is the growth, development, and advancement of so many of the people he has mentored over the years, who have also risen to positions of leadership in their professional careers. Bill is an AACRAO Past President (1999–2000) and has served in leadership roles in AACRAO, RMACRAO and NMACRAO. He has a bachelor's degree in Business Administration from San Jose State University and a Master of Business Administration from Arizona State University.

Christine Kerlin, Ed.D.

Christine Kerlin retired from the position of Vice President at Everett Community College, WA, having served in leadership roles for the University Center, Strategic Planning and Enrollment Management from 1996 to 2012. Prior to arriving at Everett in 1996, Christine served as Director of Admissions and Records at Central Oregon Community College and as the Director of Admissions at The Evergreen State College. She is currently a senior consultant for AACRAO Consulting.

Gary L. Kramer

Gary Kramer is Professor of Counseling Psychology and Special Education and Associate Director in the Center for the Improvement of Teacher Education Department, McKay School of Education, Brigham Young University. A former Dean of Students, Director of Student Services, and Associate Dean of Student Academic Services, Kramer received his Ph.D. from Oregon State University.

Susan Leigh

Susan Leigh joined DePaul University as faculty at the Theatre School, but is now Associate Vice President for Enrollment Man-

agement and Marketing. Susan oversees Student Records and led the creation of the DePaul Central offices, a one-stop for integrated student services that includes a contact center offering students answers to questions about student records, financial aid and student accounts. Susan did her undergraduate study in theatre at Rhode Island College in Providence, and earned her MFA in Acting from Temple University in Philadelphia. In addition, Susan was certified to teach speech for the stage by the late Edith Skinner. Her resume credits more than 100 productions nationally in both professional and university theatre. Most recently, Susan has taught as an Associate Professor in the Women and Gender Studies Department at DePaul, as well as the Study Abroad London Program, with a focus on the representation of gender onstage.

Louise Lonabocker

Louise Lonabocker is Executive Director, Student Services, and University Registrar at Boston College. She is a past president of AACRAO and editor-in-chief of *College and University*.

Paul P. Marthers, Ed.D.

Paul Marthers is Vice President for Enrollment at Rensselaer Polytechnic Institute (NY). Marthers has also worked at Reed College (OR), Oberlin College (OH), Phillips Academy (MA), Boston College (MA), Duke University (NC), Vassar College (NY), and Bennington College (VT). His articles have appeared in *Academe*, *American Educational History Journal*, *College and University*, *History of Education Quarterly*, *The Journal of College Admission*, *The Journal of Higher Education Outreach and Engagement*, *The Journal of Graduate Liberal Studies*, *InsideHigherEd.com*, *Liberal Arts Online*, *The School Counselor*, *University Business* and a chapter in *College Unranked* (published in 2005 by Harvard University Press). He is the author of *Eighth Sister No More: The Origins and Evolution of Con-*

necticut College (Peter Lang Publishing, 2011). A first generation college graduate, Marthers has a B.A. (English) from Oberlin College, a M.Ed. (counseling) from Boston University, a M.A. (liberal studies) from Reed College, and an Ed.D. (higher education management) from the University of Pennsylvania.

Bryan Newton

Bryan Newton is Associate Vice President of Marketing and Enrollment Management at Aiken Technical College in Aiken, SC. He has a B.A. from Southern Illinois University at Edwardsville and a J.D. from The Ohio State University College of Law. He is currently pursuing a Ph.D. in higher education leadership from Colorado State University.

Lisa Mosele Scully

Lisa Mosele Scully is Senior Assistant Registrar and Manager of Student Academic Records in the Office of the Registrar at Indiana University, Bloomington. She is a graduate of Indiana University Bloomington with a master's degree in College Student Personnel Administration and holds a Bachelor of Arts degree, with a major in English literature.

Clayton Smith

Clayton Smith is Vice-Provost, Students and International at the University of Windsor, where he also serves as Dean of Students. Smith has served as the University's Registrar and Secretary of Senate. Prior to becoming Vice-Provost, he held senior enrollment management positions at the State University of New York College of Agriculture and Technology at Cobleskill, Tallahassee Community College in Florida and the University of Maine at Augusta. Dr. Smith holds a Bachelor of Arts degree in Political Science from the University of Southern Maine, a Master of Arts degree in Political

Science from Drew University, a Master of Public Administration degree from the University of Maine, and a Doctor of Education degree in Higher Education from Florida State University. He currently serves on the editorial boards for *College and University*, *Journal of Student Affairs Research & Practice*, and the *Journal of International Students*, and he co-chairs the annual Canadian Strategic Enrollment Management Summit. Dr. Smith is a senior consultant with AACRAO Consulting and a frequent national and international presenter on strategic enrollment management, student engagement, student affairs and internationalization topics and has consulted at a wide range of postsecondary educational institutions in Canada, the U.S., and abroad.

Kim Taylor

Kim Taylor has spent 30 years in higher education as Registrar at Texas A & M Commerce, Registrar and Associate Director for Information Technology at Northern Kentucky, and as Associate Registrar at the University of Texas at Austin. She served on Texas ACRAO's N&E and Program Committee, as president of Kentucky ACRAO, as SACRAO Local Arrangements Chair, and is currently a Member at Large of SACRAO's Executive Committee.

Paul Taylor

Paul Taylor spent more than 30 years in higher education at the University of Kentucky and Lexington Community College, where he served as Dean and Vice President of Enrollment Management and Student Affairs. He has served as President of Kentucky ACRAO, SACRAO, and AACRAO. He has worked as a Regional Director at the National Student Clearinghouse since September 2005.

Roger J. Thompson

Dr. Roger Thompson is the Vice President for Enrollment Management, serving as the chief enrollment management officer for the University of Oregon, and is responsible for student recruitment and retention. During his tenure, enrollment at the University of Oregon has reached record levels for total enrollment, academic quality and diversity, both in terms of ethnicity and social economic status and international status. Additionally, freshmen-to-sophomore retention has increased to 86 percent, which is also a university record. Roger has been a frequent presenter at national and regional conferences throughout the country and has published in the areas of college choice, student persistence, student success, and affordability issues in higher education.

A native Oregonian, Roger served in similar positions at Indiana University and the University of Alabama prior to joining the University of Oregon. He earned a B.A. in Broadcasting from California State University, Long Beach; an M.S. from the University of Central Missouri; and a doctorate in Higher Education Policy and Administration from the University of Southern California.

Susan Van Voorhis

Sue Van Voorhis is Director of Academic Support Resources and University Registrar at the University of Minnesota. During her 25 years in this profession, she has led the successful implementation and enhancement of ERP software, the One Stop Student Services Center and the Office of Classroom Management for the University of Minnesota and previously at Montana State University, Bozeman. Van Voorhis, who has many other administrative assignments at the university, also was involved in the institution's conversion to semesters, renovation of several campus buildings, reengineering of university wide processes and policies, and also serves as a consul-

tant to other colleges and universities. She regularly volunteers and presents at AACRAO and UMACRAO.

J. James Wager

James Wager is Vice-President and Chief Information Officer of SCRIP-SAFE® International, Inc. Before retiring from Pennsylvania State University after more than three decades of service, Wager served as Assistant Vice President for Enrollment Management and as University Registrar.

Janet Ward

Janet Ward has worked in higher education administration for 35 years. Since 1988 she has worked at Seattle Pacific University, beginning as University Registrar and today serving as Associate Vice President for Information and Data Management. Janet has also provided leadership within various higher education professional associations, including WACCRAO, PACRAO, and AACRAO. She is a graduate of Washington State University, and holds an MPA from The Evergreen State College.

Beth L. Weckmueller

Beth Weckmueller has had a long and distinguished career in higher education, primarily at the University of Wisconsin-Milwaukee where she has taught and held a variety of administrative positions related to admissions, records, registration and enrollment management. After serving for 15 years as the Executive Director of Enrollment Services, Weckmueller currently holds the position of Senior Associate for Enrollment Initiatives within the newly created Office of Enrollment Management at UW-Milwaukee. Among other publications, she is the co-editor (with M. Therese Ruzicka) of *Student Records Management: A Handbook* (The Greenwood Educators' Reference Collection, 1997).