

FUNDAMENTALS FOR CHIEFS OF STAFF: UNDERSTANDING YOUR ROLE AND ENSURING SUCCESS FROM THE START

July 15 - 17, 2019 | Denver, CO



Set yourself up for success in the chief of staff role.

The role of chief of staff looks very different at each institution and requires a unique skill set for continued success. During this workshop, we will look at how you can maintain a balance in your professional life while completing a demanding, never-ending, and often thankless workload. We have assembled four current and former chiefs of staff to help you:

- Define the right role for yourself
- Navigate the massive and ambiguous workload with the appropriate tools
- Mitigate stress, maintain energy, and keep a positive attitude
- Establish and maintain critical internal and external relationships
- Handle presidential transitions, conflicts, and crises with confidence

PRE-CONFERENCE WORKSHOP: ENSURING SMOOTH PRESIDENTIAL TRANSITIONS

As a Chief of Staff, you will often be looked to for providing calm consistency during presidential transitions. The incoming President will likely look to you as he or she acclimates to a new environment while your colleagues will rely on you to convey the new President's priorities. Learn how you can best serve in your role during these times of change. In this workshop, you will hear from two current Chiefs of Staff who have served through several presidential transitions. Tom Hennessey will share his processes, strategies, and tips for helping organizations stay focused during these times of transition.

POST-CONFERENCE WORKSHOP: MARKETING YOUR SKILLS AS CHIEFS OF STAFF

This post-conference event will focus on skill sets you are building as you serve as Chief of Staff and how you can use those in other capacities, both present and future. Presented by Chris Romano, VP of Enrollment Management and Student Affairs at Ramapo College, we will discuss transferable skills, options, and furthering your development for success.

WHO SHOULD ATTEND

This program is designed for new or emerging chiefs of staff who have been in the role for 3 years or less, as well as professionals aspiring to the chief of staff position. Those with a higher level of experience in the position will benefit from our sister training: Institute for Experienced Chiefs of Staff: Improving Your Processes, Communications, and Relationships.

If you have questions about which level is right for you, please reach out to our Senior Program Manager, Elizabeth Ross Hubbell at elizabeth@academicimpressions.com.

AGENDA

Day 1 | July 15, 2019

Continental Breakfast (included in workshop registration fee) for Pre-conference Attendees

8:30 - 9:00 a.m.

Pre-Conference Workshop: Ensuring Smooth Presidential Transitions

9:00 a.m. - 12:00 p.m.

As a Chief of Staff, you will often be looked to for providing calm consistency during presidential transitions. The incoming President will likely look to you as he or she acclimates to a new environment while your colleagues will rely on you to convey the new President's priorities. Learn how you can best serve in your role during these times of change. You will hear from two current Chiefs of Staff who have served through several presidential transitions. Tom Hennessey will share his processes, strategies, and tips for helping organizations stay focused during these times of transition.

Lunch for Pre-Conference Attendees (included in registration fee)

12:00 - 1:00 p.m.

Main Conference Registration

12:30 - 1:00 p.m.

Welcome and Introductions

1:00 - 1:30 p.m.

In this opening activity, you will meet your facilitators and engage in an activity to define your current challenges and what you most hope to get out of this conference.

Defining Your Role on Campus

1:30 - 2:30 p.m.

We will discuss how the role of Chief of Staff can have a wide variety of models and structures. Your university size and the needs of your President and Board will largely determine the role you serve. In this hour, you will learn which questions to ask to clarify of your role and methods you can use to help others on campus understand your function from the start.

Strategies to Meet Your President's Goals

2:30 - 3:30 p.m.

As the Chief of Staff, you are often faced with implementing changes and initiatives set by the President, Board, and Executive Cabinet. This role can be challenging as those around you express concerns and questions regarding changes. By utilizing key negotiation and communication strategies, you can help implement these initiatives while also hearing and addressing concerns of staff and faculty.

Break

3:30 - 3:45 p.m.

Working Session/Day 1 Close

3:45 - 4:30 p.m.

In this final session, you will have an opportunity to discuss what you have learned in Day 1, strategies you plan to adapt or adopt, and share with colleagues for feedback.

AGENDA

Day 1 | July 15, 2019 (CONTINUED)

Networking Reception (included in registration fee)

4:30 - 5:30 p.m.

Day 2 | July 16, 2019

Continental Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Five Paths to Leadership: Understanding How You Manage Stressful Situations

9:00 - 10:15 a.m.

One of the keys to success is having an awareness of how you manage stress, being prepared for your strengths and challenges during stressful situations, and being aware of how your President and close co-workers manage stress. In this session, you will use the results from an assessment you will complete on-site to engage in a discussion on how you act when under stress and how to manage potential pitfalls.

Break

10:15 - 10:30 a.m.

Spotting Trends and Issues

10:30 - 11:45 a.m.

One of your hardest, yet most critical, roles is to be an “ear to the ground” so that you are aware of emerging trends and issues on and outside of campus. By noticing trends, you can capitalize on them early and help your constituents to be proactive in preparing for emerging developments. By being able to spot potential issues, you can be a catalyst in mitigating a situation before it becomes a crisis. In this session, you will learn ways other Chiefs of Staff have successfully connected themselves across campus so that they have a hyper-awareness of happenings.

Lunch (included in registration fee)

11:45 a.m. - 1:00 p.m.

Challenging Situations: Managing Internal Conflicts and External Crises

1:00 - 2:15 p.m.

In spite of your best efforts of mitigating issues, you will likely be faced with a conflict or crisis on campus during your tenure as Chief of Staff. Managing internal conflicts requires you to work with parties with different opinions while maintaining focus on initiatives set by the President. Crisis management requires key communication skills with both external and internal audiences and close collaboration with the President to ensure your messages are in sync. The lessons provided will help you prepare for these challenges and give you resources for when you need them.

Working Session

2:15 - 3:00 p.m.

You will have an opportunity to reflect on and discuss what you have learned and begin outlining action steps to take once you return to campus.

AGENDA

Day 2 | July 16, 2019 (CONTINUED)

Working with your Board and Executive Cabinet

3:00 - 4:15 p.m.

In this session, you will gain strategies and tips for best working with your Board and Executive Cabinet. Setting clear expectations, leading productive meetings, and establishing clear communication guidelines will be discussed.

Day 2 Wrap Up

4:15 - 4:30 p.m.

Day 3 | July 17, 2019

Continental Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Q&A/Action Plan

9:00 - 10:15 a.m.

In this session, you will have an opportunity to consider what you have learned over the past two days, create action steps for when you return to campus, and ask general questions of the speaker panel.

Break

10:15 - 10:30 a.m.

Panel Discussion: Handling the Workload

10:30 - 11:15 a.m.

During this panel discussion, you will have a chance to hear from all speakers on their strategies for maintaining balance with their professional and personal lives while performing at their best on a daily basis.

Final Working Session

11:15 - 11:45 a.m.

In this final working session, you will have an opportunity to set goals and actions for your return to campus.

Conference Wrap Up

11:45 a.m. - 12:00 p.m.

AGENDA

Day 3 | July 17, 2019 (CONTINUED)

Lunch for Post-Conference Attendees (included in workshop registration fee)

12:00 - 1:00 p.m.

Post-Conference Workshop: Marketing Your Skills as Chiefs of Staff

1:00 - 4:00 p.m.

This post-conference event will focus on skill sets you are building as you serve as Chief of Staff and how you can use those in other capacities, both present and future. Presented by Chris Romano, VP of Enrollment Management and Student Affairs at Ramapo College, we will discuss transferable skills, options, and furthering your development for success.

INSTRUCTORS

Nate Bryant, Ed.D.

Chief of Staff, Salem State University

Dr. Nate Bryant joined Salem State in 1987 and today brings his 30 years of leadership at the university to his role as Chief of Staff. In his role, Nate is responsible for the oversight of the president's office, including: overseeing the offices of Civic Engagement, External Affairs, Grants, and Public Relations. Nate provides oversight for the president's office day-to-day activities, supports the work of the Board of Trustees, and administers coordination between the president's senior leadership team and their respective offices.

Nate has previously held the positions of Dean of the Center for Academic Excellence, Assistant Dean of Students, and Director of Admissions. Nate received his Bachelor's in Business Administration and Master's of Education from Salem State University; he received his Doctorate in Education from the University of Massachusetts Boston. A resident of Salem, MA, Nate currently serves his community in various capacities, including: Board of Directors, Salem Boys and Girls Club; Board of Directors, Salem Chamber of Commerce; Corporator, Marblehead Bank; and former two-term School Committee member for the Salem Public Schools. Nate also volunteers at the Haven from Hunger Food Pantry.

Brittany Goldstein

Chief of Staff, Ramapo College

Ms. Williams-Goldstein serves as the primary liaison to the President's Cabinet and the Board of Trustees. She is responsible for the strategic development, implementation, and coordination of Cabinet and Board activities as well as the coordination of the Office of the President. She chairs the Space Management and Allocation Committee. During her tenure at Ramapo, she has served as a member of the Campus Facilities Master Plan Steering Committee, Position Review Committee, and the Strategic Planning Task Force.

Ms. Williams-Goldstein began her professional career as a journalist and later transitioned into higher education as an instructor of Spanish and English as a Second Language. She has also fulfilled roles as Designated School Official, chief human resources officer, and executive assistant to the president. She has presented nationally on board of trustees development and was awarded the Professional Board Staff Member Award (Northeast) by the Association of Community College Trustees.

She earned her M.S.Ed. in Higher Education Management from the University of Pennsylvania and her B.A. in Communications/Journalism from William Paterson University. She is a graduate of the Chair Academy for Leadership, is certified in Affirmative Action Complaint Processing, and is a trained Title IX investigator. She is a member of the Public Relations Society of America and the Board Professionals network of the Association of Governing Boards.

INSTRUCTORS

Tom Hennessey, Ph.D.

Chief of Staff Emeritus, George Mason University

Dr. Hennessey received his bachelor's degree in English and History and his Masters of Public Administration from Eastern Kentucky University. He was one of the first doctoral graduates of the Institute of Public Policy, now the Schar School of Policy and Management at George Mason University and received his doctorate shortly after his retirement from active duty in 1993. Dr. Hennessey served in the United States Army for 28 years.

After retirement from the Army, Dr. Hennessey joined George Mason University and was appointed University Chief of Staff. As Chief of Staff, Dr. Hennessey was responsible for all administration in the Office of the President, served as the University Legislative Liaison to the General Assembly of the Commonwealth of Virginia, University Liaison to the Board of Visitors, and the chair of multiple University-wide committees. During his tenure as Chief of Staff, he was twice recognized by Student Government as the Outstanding Administrator of Year. Outside the university he served as the Chair of the Commonwealth Homeland Security Foundation (CHSF) Board until 2012 and Chairman of the Board of the Virginia Economic Bridge (VEB) until 2010. In 2008 he was appointed by Governor Tim Kaine to the Secure Commonwealth Panel, the executive board responsible for reviewing all aspects of emergency preparedness in the Commonwealth.

Since 2005 Dr. Hennessey has served as the founder and president of Hennessey Management Consulting, LLC a consultancy with clients in the federal and state governments. He currently serves as a Board Member on the North Florida/South Georgia Research and Education Board, North Florida/South Georgia VA Hospital, Commander of the Gainesville Military Order of the Purple Heart Chapter 0823, Treasurer of the Gainesville Fisher House Foundation and Adjutant for the Military Order of the Purple Heart Department of Florida.

Chris Romano

Vice President of Student Affairs and Enrollment Management, Ramapo College

In his current role, Christopher leads the division of enrollment management, including the offices of admissions, advising and first-year experience, career services, financial aid, marketing and web administration, athletics, residence life, the Educational Opportunity Fund, public safety, and the division of student affairs. Christopher chairs the strategic enrollment management planning committee and is responsible for the development and maintenance of Ramapo's strategic enrollment management plan aimed at defining targets for rates of enrollment, persistence, and graduation, but also developing strategies to help the college reach its optimum enrollment levels. He serves as a member of the president's cabinet as well as other administrative bodies to ensure that institutional conversations and decisions take into account the impact not only on incoming student enrollment, but also on the way those decisions impact the perception, experience, and ultimate success of current students. Prior to serving as the vice president, Christopher served as the associate vice president of enrollment management and as the special assistant to the president of Ramapo College, where he was responsible for strategic planning, resource allocation, and institutional effectiveness.

Christopher earned his bachelor's degree in international relations from Saint Joseph's University (PA) and a master's in higher education administration from Harvard University. He has presented nationally on strategic enrollment management as a model for implementing change, the student engagement project at Ramapo, marketing/branding in the context of enrollment management, developing an institutional model for student success and utilizing data and modeling to predict student retention. His professional work concentrates on strategic planning, student success, higher education leadership, student engagement, and using data to drive decision making.

ACADEMIC IMPRESSIONS STAFF

Elizabeth Ross Hubbell

Senior Program Manager

Elizabeth Ross Hubbell is an educator, author, and speaker with more than 20 years' experience across many levels of education. She serves as Program Manager for Student Affairs where she conducts market research on current trends and issues impacting Higher Education, collaborates with subject matter experts, and designs professional learning experiences. Her primary topics of interest include women in higher ed leadership and new innovations in advising and career services. Prior to joining Academic Impressions, Elizabeth served as a K12 consultant, focusing on instructional strategies and technologies. She has presented at ASCD, ISTE, Colorado TIE, Learning Forward, SREB, NSBA's T+L, and EARCOS conferences. Elizabeth is a former Montessori teacher.

LOCATION

July 15 - 17, 2019 | Denver, CO

Hotel:

The Curtis Hotel
1405 Curtis Street
Denver, CO 80202
303.571.0300

Room rate:

\$189 + tax

Room block dates:

The nights of July 14, 15 and 16, 2019.

Room block cutoff date:

June 21, 2019.

Reserve Your Room: Please call 303.571.0300 and indicate that you are with the Academic Impressions group to receive the group rate. Please book early - rooms are limited and subject to availability.

The Academic Impressions Experience



Intimate, workshop-style trainings with personalized attention



Trainings are practical and action oriented so you can hit the ground running



Carefully-vetted expert instructors who are also practitioners in the field



Learner-centric and designed for interaction and collaboration



Highly recommended:
9 out of 10 participants recommend our trainings to colleagues