A Message From The President

As I sat on the platform at the close of the Spokane conference, my mind wandered only twice. I thought I would share both wanderings with you.

The first mental journey took me back to those early years in my career when I was just beginning as Assistant Registrar and attended my first PACRAO meeting in Portland, Oregon. I remember the richness of that meeting and how thrilled I was with each session, with the knowledge and experience of the presenters, and with the collegiality of the people. State Rep. Edith Green was the keynote speaker at that conference. That was more than 20 years ago.

The other wandering was to reflect on the richness of the Spokane conference and on how PACRAO has continued to provide professional development opportunities for members as well as timely information on issues we deal with at our colleges and universities. Conference programs have continued to energize and inspire us. Newsletter have kept us informed. Summer Success Seminars have reached out to people who cannot attend annual conferences.

I hope that if your mind wanders, it will head for the November conference in Newport Beach, California, and that you will let your feet follow. The Local Arrangements Committee, chaired by Michael Thompson and Elaine Wheeler, has planned a spectacular conference. Faith Reese and the Program Committee have planned a rich program that will improve your knowledge and excite your spirit. Mark your calendar now for PACRAO November 5-8.

Here is the second Lesson From the Geese from Milton Olsen, a naturealist as told by Annelise Aries:

“Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the lifting power of the bird immediately in front.”

Lesson: If we have as much sense as a goose, we will stay in formation with those who are headed where we want to go, and will be willing to accept their help as well as give ours to the others.

— Melanie Moore Bell
PACRAO President

High Performance Organizations: Human Potential Released

Perhaps the greatest challenge before our profession rests with how effectively leadership copes with the human element involved in change. Change is never easy and to move to a high performance organization will require time — time to develop and strengthen leadership skills, time to invest in staff development programs (technical, interpersonal, administrative), time to develop supportive and trusting environments which enable staff to unleash their imagination by feeling "safe" in risking a new idea, and time for building empowered teams across organizational boundaries who continually strive to improve customer driven processes. This new leadership paradigm, which Ed Oakley and Doug Krug have labeled Enlightened Leadership (also title of their book), illustrates how leadership must change in order to be effective and responsive to the rapid changes in higher education.

Enlightened leadership focuses on unleashing the infinite resource of human imagination in each staff member by creating a vision for the future and a trusting environment which encourages innovation from all members of the staff. No longer are managers and leaders expected to have all the answers, or to tell staff what to do and how to do it — our worlds are too complex and changing rapidly. Instead, the role of managers and leaders needs to evolve into "coaches" of teams who are focused on improving processes and services to meet the ever changing needs and demands driven by our students, constituents or external regulatory agencies. The new focus is on guiding staff towards the fulfillment of the vision through:

- words of encouragement — consistent recognition, constructive feedback, opportunities for growth
- support — emotional, training resources, technical resources
- empowerment — responsibility and authority in the decision-making process, coupled with accountability for the results.

Leaders need to model "responsive" behavior. This concept comes from Stephen Covey's, 7 Habits of Highly Effective People, and illustrates this special quality. The basic premise is, no matter the circumstance or situation, effective people always control their responses. Their response is not reactive and is not based on how the other person is making them feel at that moment. It is our actions which staff evaluate and they need to consistently see congruence between our words and actions, or another way to say it, leaders must "walk their talk." Therefore, modeling "responsive" behavior and teaching staff can do and an action that is done in the moment, as an example of the leaders, is an important step in the leader's professional development.

In the future, the new leadership is focused on high performance organizations, where we can all achieve high performance.

THE FUTURE

Focus on productivity — leading
Commitment to openness and sharing information — builds trust
Involves others in decision-making — collaborative
Leads through asking effective questions — listens to staff
Views people as assets
Uses a network of contacts throughout the organization to achieve goals
Seeks positive change — adaptable, flexible, can-do attitude
Listens to intuitions and facts
Focuses on building on strengths — of people and the organization
Generates lasting commitment
Risk-taking encouraged and teaches how to learn from mistakes
Models self-responsibility and teaches importance of self-responsibility

THE PAST

Pushes the organization toward a vision — leading
Committed to secrecy — builds distrust
Isolated decision-making — competitive
Manages by telling staff what to do and how to do it
Views people as costs
Uses hierarchical structure to achieve goals

Seeks security of current state — entrenched, inflexible, neophyte
Listens only to facts and analysis
Focuses on finding and fixing problems

Creates sporadic motivation
Status quo maintained. Quick to fire those who fail
Is in self-protect mode and teaches staff to expect direction

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UPCOMING MEETINGS:
1995 ACRRAO Annual Meeting: April 16-20, 1995, Indianapolis, IN.


WHAT TO LOOK FOR AT PACRAO '95 IN NEWPORT BEACH
Reason Number 1: FOR YOUR HEALTH
Back by popular demand: The FERPA Doctor
If you're a participant in the 1995 conference you're no doubt looking forward to the "Annual FERPA Seminar" being held on March 27-29. This one-week conference will be focused on the Family Educational Rights and Privacy Act (FERPA) and other laws that pertain to student privacy. The seminar will cover such topics as:
- The law and all of the ramifications involved.
- How to deal with FERPA in the most effective manner possible.
- How to communicate the law to your students and parents.
- How to deal with questions and complaints that may arise.

The seminar is designed for those who are new to FERPA, as well as those who have dealt with the law in the past and need a refresher course. The seminar will be held at the Newport Beach Marriott, and will include three days of instruction and two days of hands-on practice.

Reason Number 2: WATCH FOR MORE IN NEXT EDITION
-Felicia West
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PACRAO NEWS
Published quarterly by Seattle Pacific University
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