

# How Provosts (CAOs) Can Successfully Work with Their Chief Business Officers (CBOs) to Ensure Student Success



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# Session Objectives



- Understand inherent conflicts in priorities between the roles.
- Develop strategies to foster a culture of collaboration, on behalf of the institution.
- Learn key concepts to forge strong relationships between the roles to promote connectivity, mutual respect, individual responsibility, and collective action.
- Learn new tools that can be used by other institutions to drive success.

# University of Washington Bothell



- Founded 1990, along with UW Tacoma
- Co-located with Cascadia College (3000 students)
- \$120 m total budget
- 6000 state based FTE (600 grad)
- 48% Pell eligible students
- 290 in housing
- 96 degree programs
- 5 Schools
- 360 staff, 360 faculty







# CAO/CBO Natural Tensions

- Both are senior leaders
- Both have proven track records of success
- Often come from different backgrounds (academic/administrative)
- Different focus areas
- CBO — manage and safeguard assets of the institution
- CAO — drive academic mission
- Run large portfolios
- Competing priorities and realities
- Limited resources
- Can see the entire institutional view, from different lenses
- Both need to lead change
- Note: Requires commitment, persistence and humor

**Remember, this is about the student experience!**

**Also, remember, the President/Chancellor, Cabinet and Board need you both to have a productive and collegial relationship!**

# A Note About Faculty

## (adopted from Susan Christy, Ph.D)

### Faculty:

- Love learning, teaching, research, discovery, etc.
- Some are driven by need for grants/research
- Enjoy academic freedom
- Are used to critique
- Gain success from their colleagues in their distinct discipline
- Independent (not used to being on teams)
- Learn to teach by teaching
- Enjoy being part of the academic process

### Can be frustrated by:

- Administrative process(es)
  - *Don't understand the why/WIIFM*
- Not being able to use research dollars as they wish
- Pressure to get promoted, get tenure, etc.
- Teaching workload
- Service (committees) expectations
- Not being consulted for decision making

# A Note About Staff

(adopted from Susan Christy, Ph.D)

## Staff:

- Want to understand the goals of the organization and how they fit
- Want to support the faculty and academic administration
- Are attuned to compliance requirements
- Are often generalists
- Know how to and get things done
- Are structures in their work and work expectations
- Understand need for process improvement and standardization
- See themselves as critical to student success and retention

## Can be frustrated by:

- People not following or caring about the rules
- Last minute requests
- Too much work
- Directness or perceived lack of respect
- Lack of recognition for good work
- Unrealistic expectations
- Not being valued as a partner

# Your experience with the CAO/CBO relationship?


- What have you observed at your institutions?
- What do you see as the biggest challenges for CAOs working with CBOs?
- What do you see as the biggest challenges for the CBOs working with CAOs?
- How does the CAO and CBO work with students? CSO?



# Role of the Provost (or is it all leaders?)

- Strategic planning and achieving strategic priorities
- Key decision making on budget allocations (often 60% or more of the budget resides in academic affairs)
- Great facilitator
- Build Support for Change
- Collecting and using data to inform decision making
- Communication
- Aligning resources to academic goals
- Time management

“All of your rewards come from seeming to know a lot about a very wide range of subjects. That breadth is a challenge in the beginning.” — Peter Lange, former Provost at Duke University

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- Delegate
  - Consult widely
  - Be as forthcoming as possible
  - Don't work too hard

The Path to Change Runs Through the Provost's Office —  
CHE, Lee Gardner, 2019 (updated from 2015)

**4 Things New  
Provosts Need  
to Know**



- Learn about organizational communications and development, workplace culture
- Learn about budgets, people management, program development, project management
- How to leader through crisis
- Do a 360 — degree performance assessment
- Learn Fund raising
- Know Trends in HE (Hanover) — enrollment, diversity, career connectedness
- Understand how shared governance works

Adapted from: 8 Deans Share: What I Wish I Had Known — CHE, January 2019

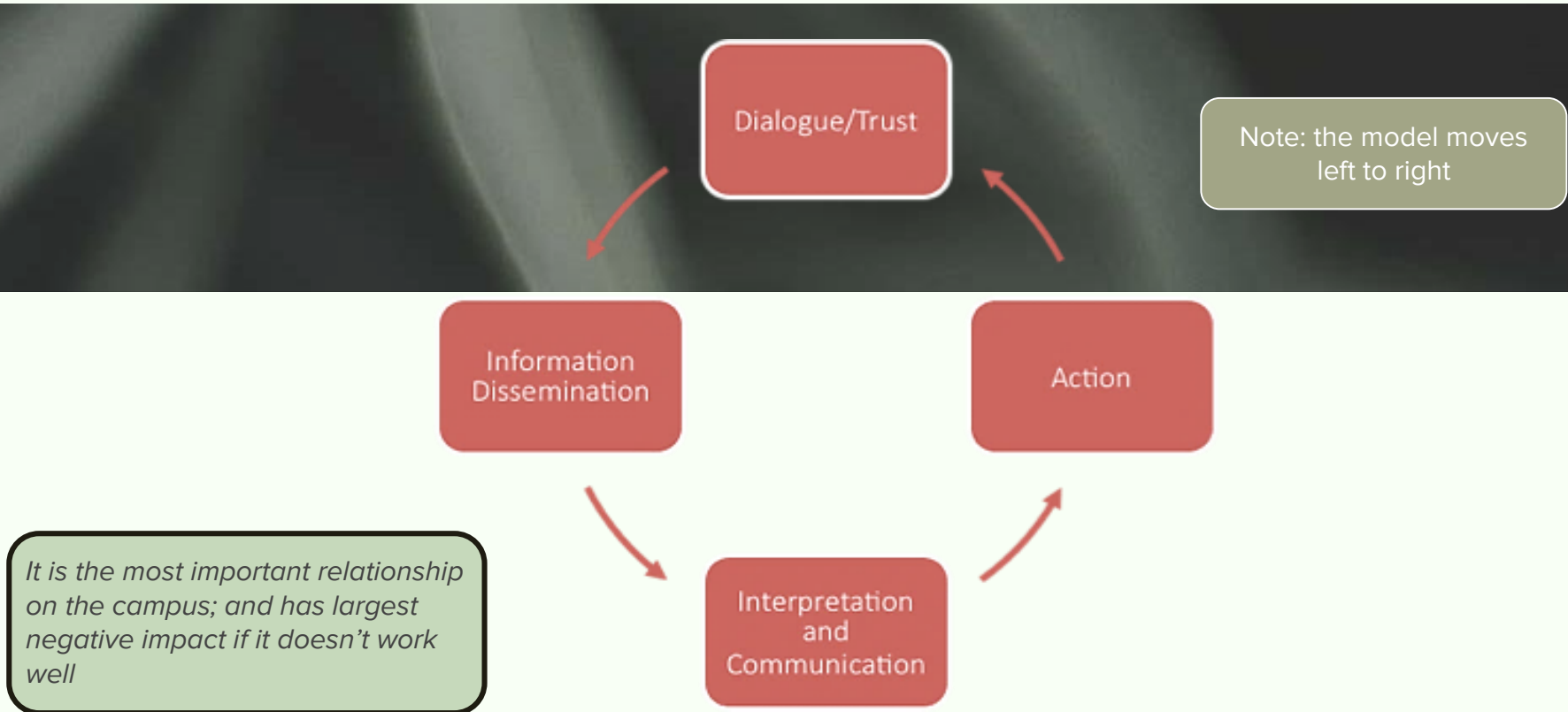
## How to be Prepared

# Influence without Authority Model

The Cohen-Bradford IWA Model



# CAO – CBO Collaboration Cycle (NACUBO)





## Dialogue/Trust:

- Forthright sharing of information — continuous, genuine, visible
- Proactively share information
- Encourage staff to work together across the organizational lines
- Trust well-thought out decisions
- 4 dimensions of trust: competence, sincerity, reliability and care

## Information Dissemination:

- All parts of the organization receive complete, consistent messages
- Be as inclusive as possible in decision making
- Join each other's meetings
- Be data driven — collect data, benchmark

# The Model





## Interpretation and Communication:

- Collaborate on key initiatives
- Must process info quickly and accurately
- Understand context
- Deliver key messages together
- Hold open meetings, listening sessions with no agenda

## Action:

- Attend each others' meetings
- Do stuff together/share initiatives
- Demonstrate visible partnership
- Prepare and empower people at all levels to act
- Provide timely feedback
- Move the institution ahead (not about the CBO or CAO)

# The Model (cont.)

# Tools to Help



# UW Bothell Chancellor's Executive Team

## Strategy Map for 2017 - 2020



# UW Bothell Collaboration Principles

(Adopted campus-wide for use with budget recalibration)

- Align with institutional mission and goals
- Demonstrate a UW Bothell-first, rather than School/Unit-first, approach to planning activities
- Optimize programs and services
- Recognize and support the greater good of UW Bothell's value to the community
- Use evidence to inform decisions, assess results and make improvements

# CAO/CBO Role in Ensuring Student Success


- Work with Chief Student Affairs Officer
  - Organizational structure
  - Staff engagement
  - Put the student in the center of decision making
- Work with Student Government
- Work with Chancellor's Advisory Council on Students
- Work with Campus Safety
- Work with Residential Life
- Work with Faculty
- Work on select initiatives



- How do your CAO/CBO interact with students on your campus?
- What more could they do?
- How could they better impact the student experience?
- What do you do now to ensure student success?
- What could you do in the future?

# Your Observations



- 
- Appear together at key meetings
  - Back each other up/united front
  - Have regular meetings
  - Do some social things together (lunch, happy hour)
  - Share some initiatives
  - Build trust and respect
  - Review key communications in advance of sending
  - Engage with faculty councils, together
  - Understand the various nuances of shared governance (not just faculty, but also how students and staff contribute)
  - We are stronger together

## Tips for Success

**Thank you!**

