Pathways from SIO to President, Chancellor, or Provost

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• Jenifer Cushman, Penn State University Beaver
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Dafina Blacksher Diabate, EdD  Welcome and Introductions
Hilary Link, PhD  Leading with Intercultural Competence
Jenifer Cushman, PhD  Vision and Perspective
Elaine Meyer-Lee, EdD  Building Visionary Change
Audience  Questions and Discussion
Hilary Link
President
Primary Defining Skill #1: Cultural Competency

• National Center for Cultural Competence at Georgetown University states that the elements contributing to an institution’s cultural competence are:
  
• Valuing diversity
• Having the capacity for cultural self-assessment
• Being conscious of the dynamics inherent when cultures interact
• Having institutionalized culture knowledge
• Having developed adaptations to service delivery reflecting an understanding of cultural diversity
Cultural Competency=Changing Your Perspective

• Cultural Competency Demands: Flexibility/Open Perspective/Respect/ Curiosity

• For me, Cultural Competence is the ability to understand the world, and ourselves, through multiple lenses and to shift flexibly among those
My Journey Toward Cultural Competence

• High School
• College
• Graduate School
• Higher Education Administration—
  • SIO—Barnard College
• Higher Education Leader Abroad—Dean of Temple University Rome
• Allegheny College President
Cultural Competence/Cultural Agility & Flexibility of Perspective

• 1434 Leon Battista Alberti, “On Painting”: “Let us...investigate in what manner the qualities of the plane appear to change. This has to do with the power of sight, for as soon as the observer changes his position these planes appear larger, of a different outline or of different colours.” (45).

• In other words, change where you stand, change what you see.
Crisis Management Demands Agility

- COVID
- RACIAL RECKONING AND UNREST
- FINANCIAL CRISIS
- POLITICAL DIVISION
Jen Cushman
Chancellor, Penn State Beaver
Elaine Meyer-Lee

Provost and Senior Vice President for Academic Affairs
My pathway
Professional Development Programs
What convinced me to move on from SIO

• Natural evolution of work leading toward more complex issues facing higher ed
• Recruiters
• Mentors
• Faculty & Staff Colleagues
• Consulting to other schools
• Realization of need for transferrable skills: creating buy-in on for large-scale visionary change, crisis management, fundraising, external relations, conflict transformation, etc.
Challenges, opportunities, advice

• The Provost role is very doable, and with healthy cabinet dynamics, can have an enormous impact on internationalization and much more
• Do not assume doors are closed without every qualification
• Cultivate wide network, mentor generously, listen to counsel
• Be open to leaving before you feel ready
• Focus on results & grow your skills, especially finance-related
• For Provost, maintain faculty status and an active research agenda, with publications & presentations
Discussion and Questions
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