



Role of the CSSO: Equity-Minded Leadership

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CSSO President-Elect

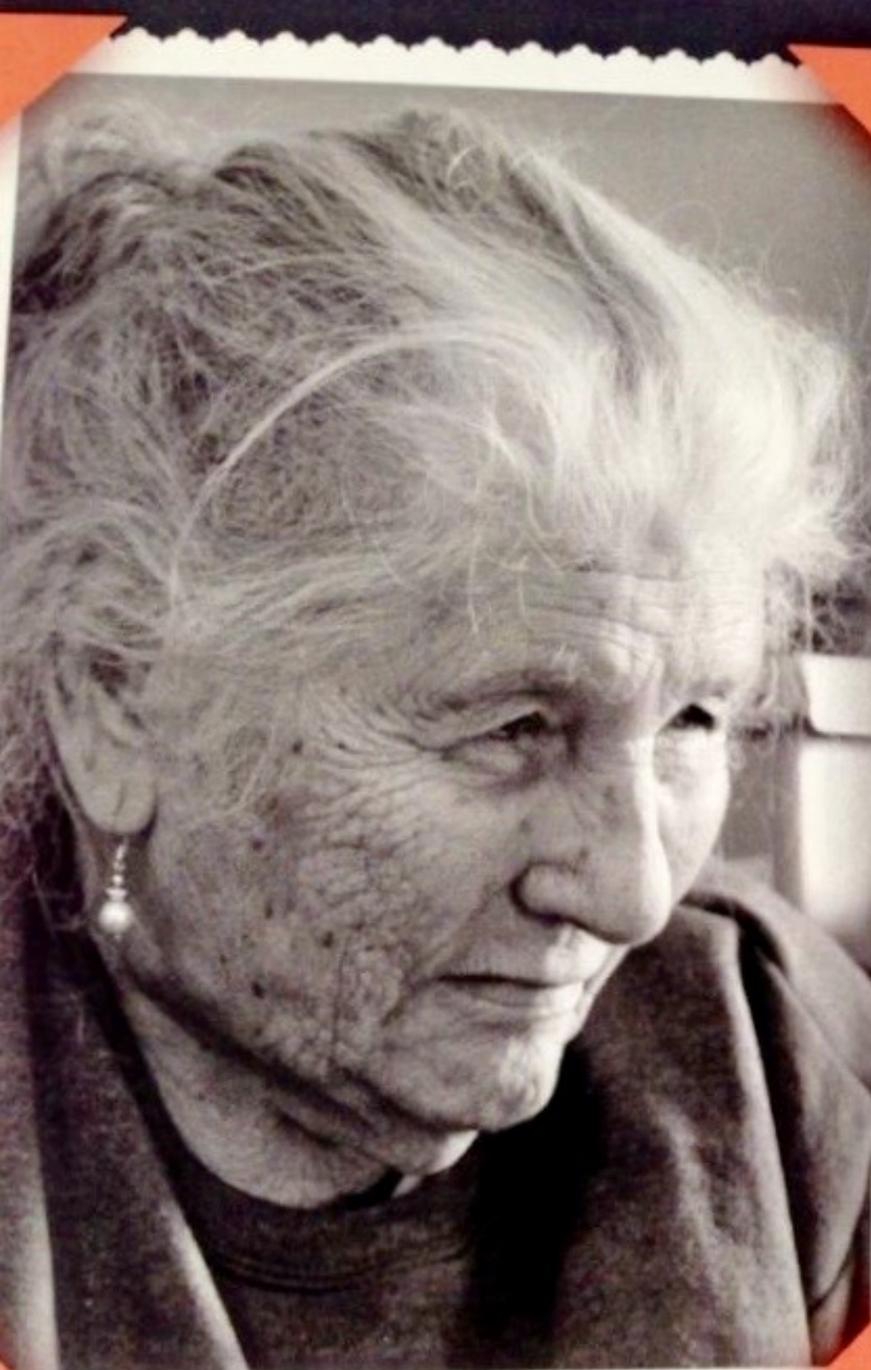
September 22, 2019

New CSSO Development

Honoring our Indigenous Ancestors

- Nisenan (Southern Maidu)





Romana Zamora

Bisabuela

1866 – 1968

Maria Soto Cabrera

Abuelita

August 30, 1914 – May 20,
2019

Rancho Carricitos
Tamaulipas Mexico

Immigrated to U.S. 1943



From one VPSS to
another.....

*“Ancestral Wisdom” that is taught
from one generation to the next
generation as a “powerful piece of
our legacy” that is healthy and
necessary for survival.*

Sara Lawrence-Lightfoot, 1994

Learning Outcomes

- Critical components to foundational knowledge
- CSSOs contribute to organizational success
- Role of leadership philosophy
- Promoting racial equity



Sacred Minute(s)

- Find your “sole” mate
- Each person will have 2 minutes
- Share what you love/appreciate/honor most about your name.
- When did you know you wanted to be an educator?
- Which aspect of your identity supports you in your role as a CSSO?
- Community Discussion

Chief Student Services Officer

Executive with “Student” in title

Vision for Student Services Division

- Access through to Completion

Leadership for safe, healthy, and thriving learning environment

Equity/Cultural Code Translator

Diverse Technical Expertise

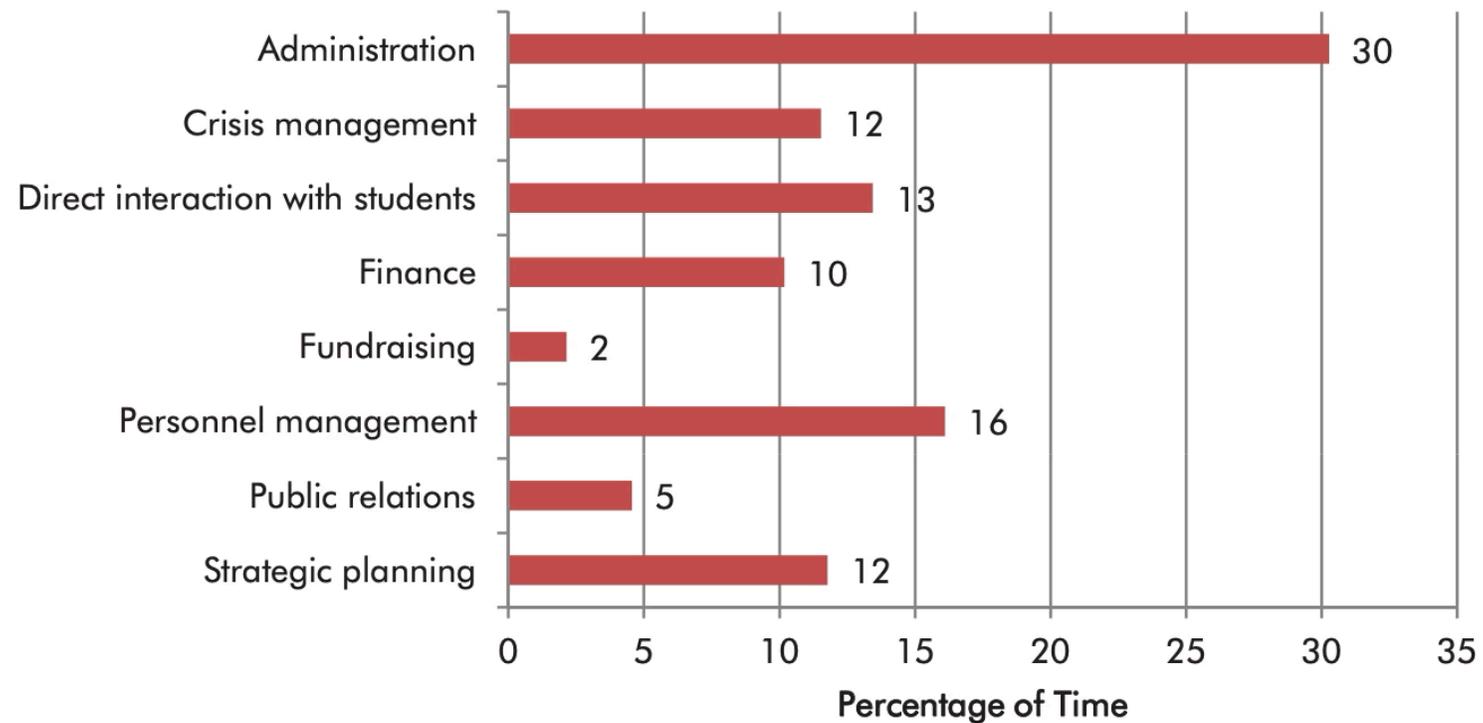
NASPA VPSA Census 2014

Top Three Administrative Issues on Campus	
Rank	Issue
1	Diminishing resources
2	Compliance and regulatory requirements
3	Strategic planning
4	Managing crises on campus
5	Construction of new facilities
6	Reorganization
7	Development of online student services
8	Social media strategy
9	Fundraising
10	Outsourcing

- Do these hold true for you?
- Do any of the others listed rise to you top 3?

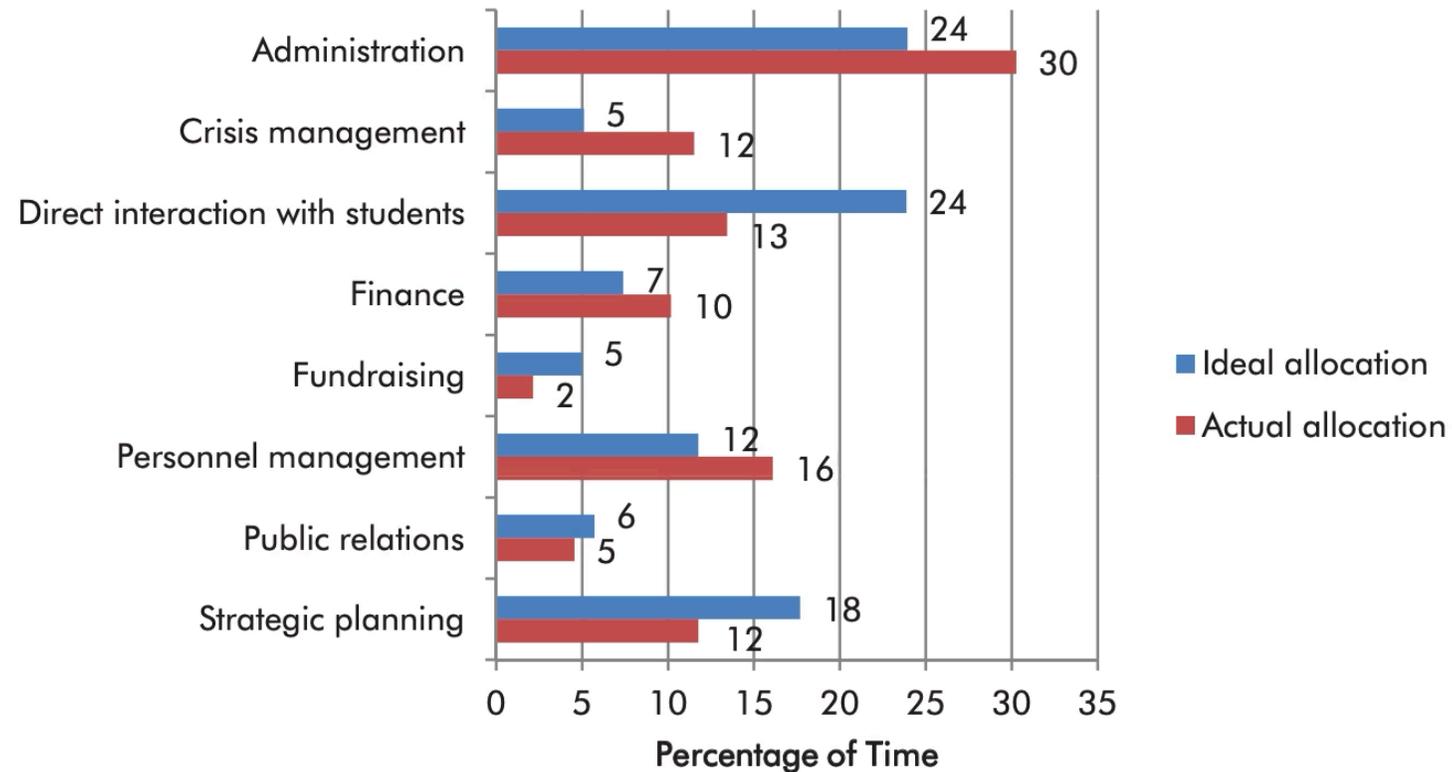
How *do* we spend our time?

Figure 8 | Average Percentage of Time Spent Performing Various Executive Tasks



What if we ruled time?

Figure 9 | Comparison of Current Time Allocation to Ideal Time Allocation

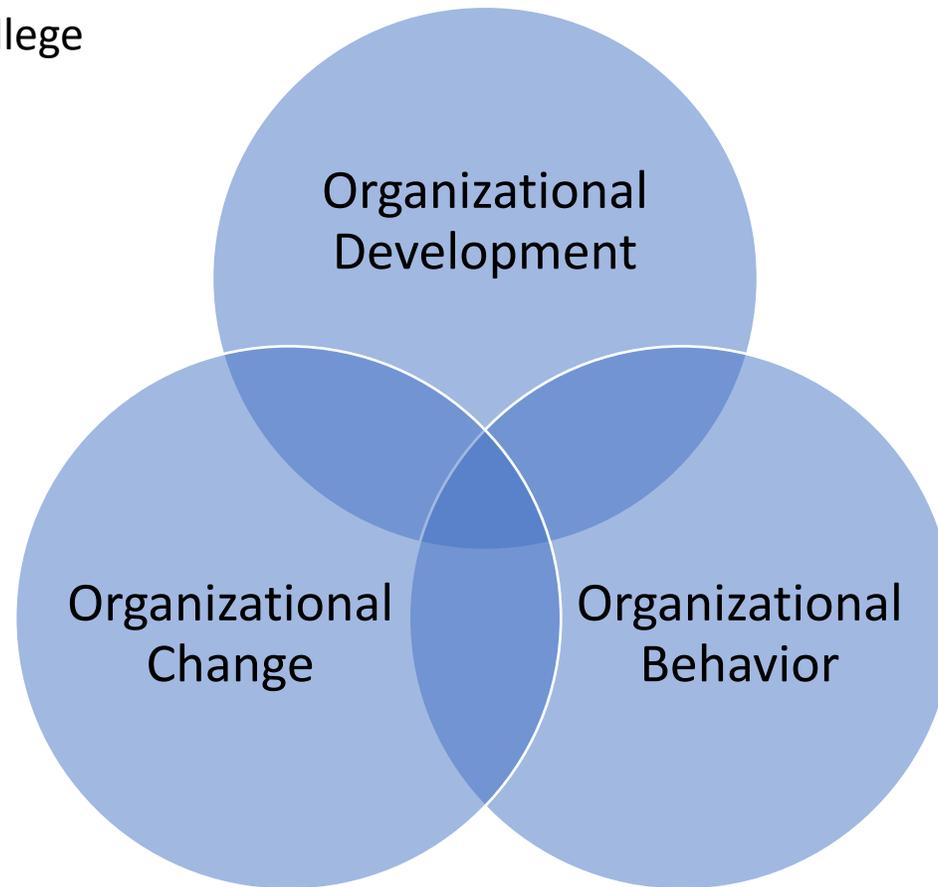


CSSO – Building the Foundation

- Power of Information
 - Cabinet Colleagues
 - Student Services Team
 - Faculty, Classified Professionals
 - Students
 - Community
- Building Trust – *Be impeccable with your word*
- Strong Relationships – *meaningful and authentic*
- Effective Communication – *consistent, diverse, and frequent*
- Data Informed- *close racial equity gaps*
- Quality Leadership-Critical for Organizational Success

CSSO- Contribute to Organizational Success

Process by which college
sustains itself



How individuals act within
the college and/or district

Manner in which it is modified
or adapted over time

Know your
college...really,
know it

- Interconnectedness of organizational dynamics
- Interactive Systems (*relationships and processes interwoven*)
- Formal & Informal Power
- Organizational Culture (*driven by values, dispositions, practices*)
- Organizational Phases (*cyclical, multidimensional, dynamic*)

It's all about STUDENTS

Top Three Campus Culture Issues on Campus	
Rank	Issue
1	Changing student demographics
2	Diversity, equity, and inclusion
3	Campus safety
4	Campus-community relations
5	International students
6	Athletics/student athlete concerns

Top Three Student Learning and Success Issues on Campus	
Rank	Issue
1	Completion/Graduation rate
2	Persistence
3	Assessment and accountability
4	Cocurricular learning outcomes
5	Civic learning and democratic engagement
6	Parental involvement
7	Study abroad



NASPA
Identifies
Effective
Traits of
VPSAs

Vision

Integrity

Confidence

Courage

Technical Knowledge

Collaborators

Persistence

Good Judgment

Desire to Lead

CSSO Leadership

Compliance & Technical Knowledge

- State & Federal (e.g. A&R, Fin Aid, Categorical Programs etc.)
- Student Code of Conduct
- Title IX
- ADA
- HIPAA

Cultural

- Student Development
- Equity, Diversity, & Inclusion
- Addressing needs of diverse students
- Contribute to Cabinet leadership
- Challenge the “Ivory Tower” of the Academy

Articulating Your Leadership Purpose

- What is your purpose?
 - How would your team describe your leadership?
 - How does your leadership support the mission of your college?
- Worldviews (lens through which you engage the world)
 - Clear framework for student services team
 - Students deserve a CSSO that centers their cultures, herstories, strengths, and experiences

Pair/Share: Choose one question to share with your partner.



Leadership Purpose

- Equity Minded
- Ser Educada
- Centers Racial Equity

To honor and activate the herstory...the trenzas, of my ancestors to fight injustice.



Leading To Transgress

- Leading to liberate, strengthen, and educate.
- Leading to free the oppressed and to change the racist and sexist structures of power and privilege.
- Leading to develop the depth of humanity to maximize human potential.
- Leading to make a difference in this world.

Dr. Regina Stanback Stroud, Leading to Transgress
President Emerita, Skyline College

Centrality of racial equity

Race neutral

- No discussion of race in team meetings
- Racelessness in written equity plans (and all plans)
- No remediation of racial illiteracy among team members
- Unacknowledged tensions between team members
- No student participation

Impact

- Insufficient understandings
- Inadequate interventions
- Wasted resources
- Unfulfilled commitments
- Sustained racial inequities

Art of Distraction

“The very serious function of racism ... is distraction. It keeps you from doing your work. It keeps you explaining, over and over again, your reason for being. Somebody says you have no language and so you spend 20 years proving that you do. Somebody says your head isn't shaped properly so you have scientists working on the fact that it is. Somebody says that you have no art so you dredge that up. Somebody says that you have no kingdoms and so you dredge that up. None of that is necessary.”

~Toni Morrison

Keynote Address to Portland State University, 1975



Art of Distraction - Examples

- What are the ways in which racism might “distract” us in discussions and efforts to successfully implement the following reforms?
- AB 705
- SCFF
- Guided Pathways



It's a complex system...community

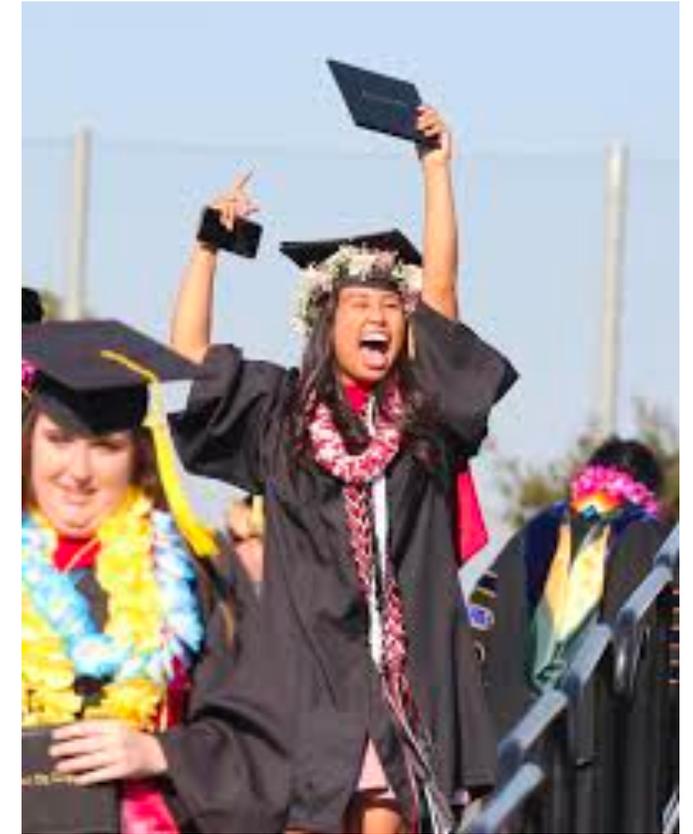
- Focus on the mission of the college
- Know the students: their needs, hopes, aspirations
- Know your cabinet
- Know the data
- Communicate often
- Collaborate as much as possible
- Be unapologetic about your leadership

bell hooks

Solidarity is not the same as support. To experience solidarity, we must have a community of interests, shared beliefs and goals around which to unite, to build, to sisterhood. Support can be occasional. It can be given and just as easily withdrawn. Solidarity requires sustained, ongoing commitment.

Build Your Community- Solidarity Resources

- VPSS at Sister Colleges
- Regional Network
- CSSO Statewide Network
- Chancellor's Office Colleagues
- Professional Associations
- Ongoing Professional Development (refine your craft)
- Focus on Students



Student Success!
