



# Leading from the Middle

What it means and how to do it well

The Subtle Art of Managing

# LEAD YOUR BOSS

JOHN BALDONI  
Author of GREAT COMMUNICATION SECRETS OF GREAT LEADERS

## Presentation Framework

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- Lead Your Boss: The Subtle Art of Managing Up  
BALDONI, J. (2018). Lead your boss: The subtle art of managing up. AMACOM.
- My own 26 years in higher education, as a team member and leader.

# About Me



**Amanda Cornelius**  
WASFAA President  
president@wasfaa.org

## Departments

- Admissions
- Registrar
- Orientation
- Advising
- Financial Aid
- Enrollment Management

## Organizations

- Universities
- Community College
- AASFAA / WASFAA / NASFAA
- HOAs
- Committees

## Titles

- Advisor (Admissions, Academic, FinAid)
- Secretary, Chair, President
- Program Manager
- Director
- Associate Vice President

# Group Share

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What do you think leading from the middle means?

*Let's dig in....*



A row of wooden figures, with one red figure in the center, symbolizing leadership.

## Part 1

What does the leader need?

## Enrollment Management

August 2023

**Anika Olsen**  
Vice President

**Susan Gillette**  
Executive Assistant Sr

**Marcela Pino Alcaraz**  
Chief of Staff

- Arizona Innovation Alliance
- FACTS Program
- Financial and Budget Oversight
- Operations Management

**Amanda Cornelius**  
Associate Vice President

- Jacks on Track
- OSFA Client Services
- OSFA Operations and Compliance

**Chad Eickhoff**  
Associate Vice President

- Enrollment Assessment and Analytics
- Admissions and Enrollment Services

**Chris Mott**  
Associate Vice President

- Graduate and Online Recruitment
- Statewide Enrollment Services
  - Yuma Success Team
- University Admissions Processing

**Tim Pettry**  
Associate Vice President

- Enrollment Contact Center
- Enrollment Management Communications
- Enrollment Technical Services

# Know the Mission, Know Yourself



A large group of skydivers in various colorful suits (red, blue, yellow, green, black) are falling in formation against a clear blue sky. The skydivers are arranged in a large, roughly circular pattern, with some in the center and others towards the edges. The text "Part 2" is centered over the middle of the formation.

## Part 2

What does the team need?



Associate Vice President

Director Client Services

Director Operations & Compliance

Assistant Director Financial Oversight

Assistant Director Client Services

Assistant Director Scholarships

Assistant Director Operations & Compliance

Business Analyst, Lead

Accountant, Sr.

Accountant, Int.

Manager

FA Advisor, Int. Phoenix-based

Manager Front Counter Operations

Manager NAU Foundation

FA Advisor, Int. Private Donor

FA Advisor, Int. AZ Teachers Academy

Manager FA Processing

Manager Personalized Learning

Business Analyst, Int.

Business Analyst, Int.

Business Analyst, Int.

Assistant Manager FWS, Study Abroad, eTRP

FA Advisor, Int. FWS

FA Advisor, Int. Grants

FA Advisor, Int. Graduate Programs

FA Advisor, Int. Communications

FA Advisor, Sr. ScholarshipUniverse

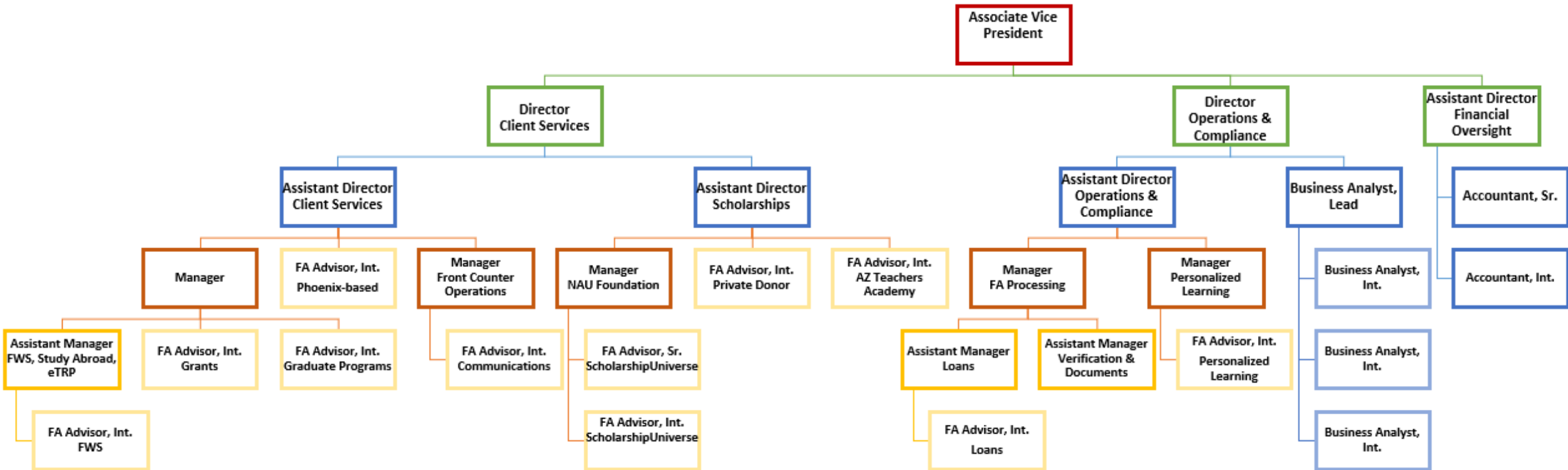
FA Advisor, Int. ScholarshipUniverse

Assistant Manager Loans

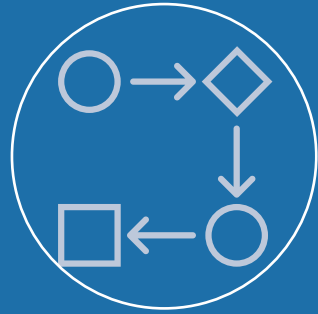
FA Advisor, Int. Loans

Assistant Manager Verification & Documents

FA Advisor, Int. Personalized Learning



# Embrace the Big Picture, Know Your People



Letting Others  
Create the How



Breaking Down  
the Doors



Working the  
System



A 3D rendering of a puzzle with one red piece standing out among many grey pieces. The red piece is in the center, and the grey pieces are arranged around it, some slightly raised and some slightly recessed, creating a sense of depth. The background is a light grey color.

## Part 3

What can I do to help the leader  
and the team succeed?

# Share the Knowledge & Move Forward





# Contact Info



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