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To: [St. Jean, Cynthia J.](#)
Cc: [Strong, Michael W.](#); [Wurtz, Keith A.](#); [Sosa, Giovanni W.](#); [Spencer, Delmy G.](#)
Subject: FW: Addressing burnout in Crafton Council
Date: Tuesday, March 1, 2022 9:07:29 AM

From: Bailes, Brandi A <bbailes@craftonhills.edu>
Sent: Friday, February 18, 2022 11:41 AM
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Subject: Addressing burnout in Crafton Council

Hi Prez Kev,

I'm writing with yet more requests. YAY! Thanks for hearing me out again.

I would like to use CC to address fatigue and burnout on campus. I'd like to have a discussion on how to incorporate methods into our equity work so that it becomes a part of the work instead of another separate thing to deal with.

I would really like to ask members of CC to review these articles and then discuss ways we can build solutions into our work. CC feels like the best place to do that because it is our 'big picture' committee and we can find ways to work solutions into college-wide processes.

I think it is particularly important to discuss the impacts of the pandemic as a lasting trauma and steer conversations away from 'back to normal,' as this can make those struggling with anxiety/burnout/depression feel like their experience does not matter.

- [Burnout is Coming to Campus](#) - Ed Surge
 - Highlights:
 - Making the Academic Workplace More Humane
 - Break the Silence and Stigma Around Burnout
 - Simplify and Reduce Work Whenever Possible
 - Evaluate and Improve Work Conditions
 - Embrace Flexibility
- [A call to action: exploring and responding to educational developers' workplace burnout and well-being in higher education](#) - International Journal for Academic Development
 - Highlights:

- ... noted the importance of building and maintaining relationships and social connections with colleagues, through informal activities (e.g. coffee breaks, walking meetings), as well as more structured team building and work gatherings.
 - Participants emphasized the importance of effective leadership and management practice including the need for: 'greater transparency about workload' across roles; clear strategic planning and goal setting to give focus and to support workload prioritization; flexibility in work hours and the ability to occasionally 'work from home'; and providing 'more autonomy for each employee'
- [Higher Ed, We've Got a Morale Problem — And a Free T-Shirt Won't Fix It](#) - Ed Surge
 - Highlights
 - Stories have chronicled [boycotts of in-person teaching](#), [protests and die-ins to demand mask and vaccine mandates](#), [faculty senate resolutions](#), and even [faculty members walking away from jobs](#).
 - Leaders are exercising a sort of selective amnesia about the trauma of the past 18 months.
 - Students' success is inextricably linked to staff and faculty working conditions.
 - Save the T-shirts for another day and start building the type of organizational culture that staff and faculty can believe in again.
- [How Universities Avoid Employee and Faculty Burnout](#) - The Change Leader Inc
 - Highlights:
 - Rather than adapting to change, people are finding that their stress levels continue to get higher as the pandemic continues.
 - Leaders also need to consider simplifying what they are doing in leading their teams. In order to try to maintain a sense of normalcy, many will try to find things they can do to feel they are still in control. **This could mean that a leader might decide to roll out a new program or operating procedure.** It might make the leader feel better temporarily but will add to the already-high stress level of his or her team.
 - Higher education institutions are facing huge amounts of stress in the current environment. These stressors include the pandemic, race relations, financial issues, the upcoming election cycle, and the institution's own challenges of making changes.
 - Leaders need to use empathy when assessing how faculty and staff are functioning in the workplace. They also should be aware of their own as well as

everyone's stress levels and monitor their own expectations for performance.

- When faced with extreme stress, people make terrible decisions with a great deal of speed.
- It's important to talk about and remove the stigma around burn-out.
- The current situation is not the time to start a new program, process, or initiative. It's far better to simplify than to add complexity.
- Leaders need to focus on controlling their own reactions to both unfolding situations and others. This will make more of a difference in the current environment than anything else.
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