Prevent “Burn-Out”

“Burn Out” is the current jargon that formerly was described as “overworked.” On the college campus — and particularly in Student Affairs — there seems to be no end to the work load ... at least as we view it.

On top of that, we “student development types” take the virtuous stance that our expertise is the answer to “all existing ills.” With this mind set, we quickly speed down the broad but crowded road to “Burn Out.” Let’s prevent it!

Here are five general areas from which an expansive prevention program can be developed:

1) Setting realistic expectations with consideration to work load, time, energy and individual ability. This may include variation for seasonal ups and downs associated with the academic calendar.

2) Establishing clear goals which assist the professional in making a connection between the overall mission of the office or university and his or her daily work routine. This will involve careful integration of long-range and long-range planning as well as periodic review for updates and revisions.

3) Opening channels of communication is an important factor on both formal and informal levels. Presenting a

NOTE!

KOINONIA is the official publication of ACSD and is published three times yearly. Due to printing and postage costs, this will be the last copy non-members will receive. If you are not a current member of ACSD and want to keep “in touch” with the news of the organization, please contact Kermit Zopfi for membership information:

Kermit Zopfi, Treasurer ACSD
Dean of Students
Bryan College
Dayton, TN 37321
Meet Your Candidates
for President ...

**JAY BASLER**  
Bethel College  
North Newton, KS

Jay was born in Pittsburgh, is married and has three sons and one daughter. He is a graduate of Geneva College, Pa. and of Gordon-Conwell Theological Seminary.

He holds an M.A. in Student Personnel Services and a Ph.D. in Higher Education Administration Management, both from the U. of Iowa. He is a member of ACPA (American College Personnel Association) and of NASPA (National Association of Student Personnel Administrators.)

Jay has had wide experience in student development. He is at present serving as Dean of Students at Bethel College in North Newton, Ks.

**RUTH BAMFORD**  
Wheaton College  
Wheaton, IL

Ruth was born in Detroit. She attended Wayne State U., received her B.A. from Wheaton College and an M.A. from Michigan State U.

She has taught music in public schools and been involved in church music. She served as Counselor and Dean of Student Development at West Suburban Hospital in Oak Park, II. She is a member of NAWDAC (National Association of Women Deans and Counselors) and of NASPA (National Association of Student Personnel Administrators).

With Pioneer Girls, Ruth has been a leader, a writer and worked on staff development. She is presently the Associate Dean of Students and Dean of Women at Wheaton College.

**for Secretary ...**

**RUTH IRVINE**  
Moody Bible Institute  
Chicago, IL

Ruth is a graduate of Moody Bible Institute, Trinity College, and of Eastern Michigan U. where she received her M.A. in Guidance and Counseling. Both she and her husband are doing doctoral work at Loyola U. — she in Counseling, he in History.

She has had experience as Assistant Resident Adviser, Women's Head Resident Adviser, and serves at present as the Assistant Dean of Students at Moody Bible Institute.

**BRENT GARRISON**  
LeTourneau College  
Longview, TX

Brent and his wife, Margaret, are in Longview, Texas, where he is the Dean of Men at LeTourneau College.

He received his B.A. from Indiana U., has an M.A. from Grace Theological Seminary, and is a candidate for a doctorate from Pensacola Christian College.

He has had experience as an assistant pastor and as a high school teacher.

**ACSD Goes To San Francisco**

The National Association of Women Deans, Administrators and Counselors convened in San Francisco March 21, 1981, and ACSD was there!

Tuesday morning ACSD sponsored a breakfast for Christians at the conference. We were pleased to have ten women attend (several others wanted to come but had a conflicting breakfast). Women from Indiana, Georgia, California, New Jersey and Minnesota were there. The fellowship was great. It is always heartening to sense an "instant" bond of oneness in Jesus Christ with people you have never met.

Plans for Indianapolis 1982 are already in the hopper.

**CHANGE?**

Recently a student provided the following inscription, reportedly from an Assyrian tablet dated 2800 B.C.:

"The earth is degenerating these days. Bribery and corruption abound. Children no longer mind parents, every man wants to write a book, and it is evident the end of the world is approaching fast."

New Staff

At Messiah College in Grantham, PA:
Jay Barnes, Director of Student Development
Annette Richardson, Director of Student Life
Dr. Philip Lawlis, Director of Counseling Services
Donna Dentler, Director of Career Development
(his second year at Messiah)
At Marion College in Marion, IN:
Bonnie Mills, Assistant Dean of Students

Study On Discipline

by Brent Garrison, Dean of Men at LeTourneau College, Longview, Texas

The most demanding area in student personnel work is that of disciplining students. As Christian colleges, we strive to maintain high standards in both attitude and behavior. When students fail to abide within certain guidelines outlined in the student handbook, they often come in contact with the dean and are introduced to Student Affairs from a negative perspective.

Christian education must teach students to live responsibly before God. Since Christian education has the added dimension of the spiritual life, we must approach discipline from a biblically-based philosophy.

I have been a dean for only two years but have experienced some unbelievable emotions and changes in my philosophy. First, I feel the position of dean in a Christian college is the most demanding one imaginable, yet it holds great blessing and reward. Secondly, I have felt guilt at times when placed in the position of disciplinarian. Who am I to judge the behavior of others? Yet we are not to judge the offender, only the offense, and through discipline, God will work out His perfect plan through His ministers, us! We must live a godly life, remembering we are regarded as a spiritual example.

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What Did You Say?

We talk profusely about the importance of listening and our ability to be a good listener. In fact, listening tops the list of the characteristics of a good counselor. Check your listening skills with the following nine guidelines:

1. Keep the focus of the conversation on the speaker. Don't steal the spotlight by talking about your own experiences, giving advice, making interpretations, or offering suggestions. Keep the speaker in center stage.

2. Look directly at the speaker.

3. Nod your head and say "uh-huh" or "mm-hmm" from time to time to signal that you are paying attention.

4. Don't be afraid of silence. When the speaker pauses, resist the impulse to fill the silence with chatter. The speaker will probably continue talking when it's apparent you are willing to continue listening.

5. Draw out the speaker with questions. Use open-ended questions to encourage the speaker to talk some more: "How did you feel about that?" "Can you tell me more about that?"

6. Do not use questions to lead the speaker to see things your way. "Leading" questions discourage the speaker rather than indicate that you wish to hear the speaker's point of view.

7. Use perception checks (restating what you have heard) to make sure you have understood accurately what the speaker said. When it is clear the speaker has finished one aspect of the discussion, paraphrase or summarize the main idea expressed, asking the speaker to correct you if you have misunderstood. A perception check often starts with a phrase like, "Then you're saying that ..." or "It seems that you're saying ..." or "You think ... is that right?"

8. Respond to "feeling messages." Show that you understand how the person is feeling as well as what he or she is saying. Statements like these often begin, "You must be feeling pretty angry about that" or "I guess you're feeling pretty ..."

9. Delay expressing your agreement or disagreement with the speaker until you have understood as much as you can about the way he or she sees things.

Resource Materials

Films

"College Can Be Killing" — distributed through Indiana U., deals with the topic of student suicide. It was originally done by Channel 11 television in Chicago and is related to the campuses at Northwestern U. and the U. of Wisconsin at Madison.

"The Potter" (listed in January KOINONIA) — obtain by contacting: Jay Workman
One Way Communications
6060 Grand Ledge
Sunfield, MI 48890

Books


New Directions in Student Services, a series of eleven booklets, published quarterly by Jossey-Bass. Very helpful. Some titles:

- Applying New Developmental Findings (theory)
- Evaluating Program Effectiveness
- Reducing the Drop-Out Rate
- Training Competent Staff
- Establishing Program Effectiveness
- Redesigning Campus Environments

Evaluation in Student Affairs, by George Kuh, put out by the American College Personnel Association.

Student Development and Education in College Residence Halls, by David DeCoster & Phyllis Mable, recently updated.
For me, one chapter in Scripture has proven true time and time again. Hebrews 12 has given invaluable guidance to me in dealing with disciplinary situations that demand serious action.

Hebrews 12:1 calls every believer to a holy life: "Lay aside every encumbrance and the sin that easily entangles us." Those who have made a profession in Christ — faculty, staff and students — must make that break with sin. We are expected to emulate our Lord in action and attitude. It is one thing to decide to break with sin but quite another to become discouraged when that decision is somewhat less than reality in our life. The writer of Hebrews here knows the nature of man and gives us the standard toward which we must strive, that standard being Christ. Christ, the sinless God-man who in all areas was tempted, yet knew no sin.

In verse 5 we are admonished to regard the discipline in our life as a serious occurrence. Often students fail to take discipline to heart. Discipline, in verse 11, is a trainer and should drive us to righteous living.

We want all discipline to be redeeming in nature. When a student transgresses in one minor point, we may show mercy and give minimal discipline in the hope that it will be enough to make him realize the direction he is going. However, that same student is often back in the dean’s office with another infraction. Discipline needs to be such that students do not regard it lightly; not that we should become so regimented that students simply become another "case." Rather, we must be sensitive to the Spirit’s leading in all our dealing with disciplinary incidents.

In verse 6 there is a test of God’s love: “For those whom the Lord loves he disciplines.” God brings discipline into our lives to show His love for us and to prove we are His children.

Verse 9 moves from earthly discipline to the perfect discipline that comes from God who disciplines eternally and for our good.

Finally, verse 11 contains one of the greatest understatements we may ever consider. The student involved in harsh discipline may show great sorrow, "yet to those who have been trained by it, afterward it yields the peaceful fruit of righteousness." What a joy to know that a student can produce righteous fruit through discipline, if he will only be trained by it!

In these years, I have seen students trained by discipline to the point of having their lives turned completely around. I don’t believe we will ever be able to recognize whether the students we discipline will in fact be trained by the experience. But if we fail to administer discipline, we may rob a student of the opportunity to be "trained" through this important instrument of change.

It would be absurd for a dean to think, "I know all there is to know about discipline." Yet if we fail to see the precious wisdom of God (James 1:5) in disciplining students, we are insensitive to the leading of the Lord in that student’s life. Discipline has never been easy nor enjoyable, but it has caused me to seek God’s wisdom and to realize in my own heart my spiritual responsibility to God.