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**What motivated you to join the student affairs profession?**

My story is a similar narrative we still hear today! As a first generation student with supportive parents, I grew up knowing I would go to college but having no idea what to expect when getting there. I jumped right into my major in mathematics and found ways to get involved on campus. I was an active undergraduate at Florida State University. A member of the President's Advisory Board, a freshman and sophomore class senator, a resident assistant, sorority rush chairperson, member of the SGA president's cabinet and more, I soon realized I enjoyed my activities more than my major. I approached the dean advising SGA one day and asked her how she got the job she had. That process led me over to the College of Education where I visited with Dr. Melvne Hardee and was subsequently admitted the FSU master's program. My motivations were to engage in a career working with college students who would go on to make a major impact in their communities and professions. I was further motivated to make sure institutions were responsive to students and supportive of their development. My interest in leadership studies started at this time (influenced by the activism of the 1960s) and continue to this day.

**How have students and the profession changed during your career?**

Traditional age undergraduate students are remarkably similar over the years: they are anxious yet hopeful, motivated yet flexible, relational yet building interpersonal skills, and seeking independence while learning interdependence. As a group they now include more adult learners, more part time students, fewer men students, more racially diverse students, more on-line learners, and all of them are more technologically savvy than anyone when I started my career in 1969. It is encouraging that higher education is finally attending to graduate student learners as well – they were largely overlooked and forgotten early in my career. The student affairs profession is strong and thriving. We are more grounded in theory and research, more accountable, doing meaningful outcomes-based work with assessments of those outcomes, are partners across campus seeking to accomplish college outcomes. The Council for the Advancement of Standards in Higher Education is testament to our strengths. I remain dismayed that our two major associations (ACPA and NASPA) have not yet found a way to merge or work meaningfully together- this is an unnecessary duplication of our human and fiscal resources and a lost opportunity for professional impact internationally.

**What do you see in the future of the student affairs profession?**

The future is strong and robust. There will always be needs for student affairs and student services functions – admissions, registrar, financial aid, housing, counseling, health services, student unions, activities, career development – and

the educational role of many functions is well grounded – service learning, leadership, internships, study abroad. We will always struggle to be as central to the life of our universities as we think is deserved, but will make remarkable contributions to the student experience and to college outcomes none-the-less. In the future I see more work with adjunct faculty, more integrated services, more enrollment management programs (e.g. degree completion), more civic engagement outcomes, more global awareness, and more institution-wide assessment activities.

**What is one lesson you want to pass on to new professionals?**

A few years ago, NASPA President Mike Segawa asked many of us to write our one piece of advice and that was a hard challenge to think of all the lessons that I have learned that sustained me or helped my work. I will repeat what I wrote in that document to practice the “airline philosophy of life”. When the flight attendant is giving us safety directions, she tells us to put the oxygen mask on yourself first then help the person next to you. It is critical you keep yourself thriving, healthy, and positive—then you can help other people.

**What was your most significant professional achievement?**

I have been fortunate to be part of many wonderful projects and endeavors in my career—working with amazing people and teams. I believe in relational leadership and accomplishments often attributed to me have truly been team and group efforts. I would say I am most proud of the career accomplishments of many of my former staff and graduate students whose quality, energy, and professionalism sustain our field. To know I had something to do with their learning is exceptional rewarding. I am also exceptionally proud of our role in the professionalization of student leadership development particularly at Maryland (e.g., National Clearinghouse for Leadership Programs; books like *Exploring Leadership*, *Leadership for a Better World*, and *the Handbook for Student Leadership Development*; CAS standard on leadership; being on the ensemble that developed the Social Change Model; programs like the National Leadership Symposium; the Multi-institutional Study of Leadership; and more). I am also proud of the work with many good people on the continued professionalization of student affairs (e.g., being on team that wrote *Learning Reconsidered*; being CAS president with new standards on such topics as veteran’s programs, sexual assault, graduate and professional student programs; co-editing two editions of *Student Services*; being ACPA president; and being a practitioner for 18 years contributing to theory-practice applications).

**What was your greatest professional difficulty?**

Many issues come to mind (e.g., working with difficult people, handling huge crises) but they all get handled. My biggest issue relates to the advice I wrote above to new professionals. I worked all the time, too much, and with great joy and commitment. I LOVE this work. I LOVE my family. My wonderful partner, Ralph, and children Rachel and Jeffrey were proud of me and supported every step of the way. They put me on lots of airplanes and saw me typing lots of manuscripts on Sunday afternoons. We all LOVE all we do AND each other—that made it not difficult! Now that I have retired I think back to too many

wonderful things I had to do; they were mostly all great experiences, wish sometimes there had been fewer of them!