

Leadership

- Interim recommendations from the Taskforce on Workplace Standards and Employee Wellness
- Updates from the Taskforce Leadership Working Group

Key concepts about leadership

- Leadership is service
- Broad definition of a leader
 - someone who impacts culture or personnel
- All faculty are leaders because of their roles in shared governance, impact on culture, personnel, students etc.
- Concept of a *responsible leader*

Responsible Leader

- Goes beyond adherence to the Core Values to exemplifying and promoting them
- Maintains a high minimum threshold on their personal standards, values, integrity
- Looks out for those who work or learn under them by eliciting and attending to concerns, fostering an environment of well-being and fairness, and promoting growth and career development
- Consults with faculty or staff as part of shared governance
- Participates annually in leadership training

Recommendations have two themes:

- How we hire and evaluate our leaders
- How we expect our leaders to behave

How we hire and evaluate our leaders

- Enhanced background checks to gain insights into whether an appointee will fit with our Core Values
- 360° evaluations
- Faculty be more of a full partner in academic appointments, seeing full dossiers and providing input on person, not just accomplishments

How we expect our leaders to behave

- No tolerance for toxic behavior (overt or insidious), not part of a trade-off in hiring decisions
- Expectation for exemplary behavior rises as responsibility rises
- Consultation with faculty/staff for key decisions
- Final decisions communicated back and explained
- State of the unit reports/speeches to reflect on Core Values

Center for Leadership

- led by Vice Provost for Leadership, Development and Evaluation

- Promotes the concept of leadership as service
- Promotes a culture of involvement in shared governance
- Provides training/coaching for new leaders
- Assists in evaluation of leaders, and provides training/coaching in response to reviews of leaders
- Helps to train future leaders, esp. from under-represented groups

Taskforce Leadership Working Group

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