

## Leadership Philosophy

Leaders live each day completely open to the possibility of their impact. Leadership is not an 8-5 job or something to put on a resume. Leaders live with purpose and integrity. Leaders understand their impact on the lives of stakeholders; leaders recognize both the honor and weight of the responsibility.

I believe people are the heart of an institution. Supporting developing, and empowering people within the institution will lead to increased performance. I believe we all perform to the highest of our abilities when expectations are clear and input is valued. Leaders have a responsibility to expect high performance from every individual within the institution. I believe if the culture does not have high expectations and a culture of mutual respect, the institution cannot be high performing.

I believe in shared accountability across the organization. Leaders need perspectives from all levels of the organization to move the organization forward. Most often, the best ideas, decisions, and perspectives come from people closest to the idea, concern, or activity. Leaders need to hire the right people for the right jobs and to continuously focus on the development of those people.

I believe the foundation of leadership, and perhaps one of our biggest challenges as leaders, is to stay true to who we are and to remain focused on the mission of the institution. As we face increased accountability measures and pressures, I believe it is too easy for leaders to default to a check-box approach to leadership. Leaders are falling into a trap of rushing to demonstrate they are doing *something* to meet the accountability challenges (checking a box). I believe leaders will see results if they stay true to the institutional mission and involve stakeholders in dialog about the institution's future.

Leaders should never compromise integrity or institutional values in order to see increased performance in a metric or measurement. However, as we face new challenges and opportunities in education, I also believe leaders need to work with stakeholders to redefine the college strategy on a regular basis.

At the core, I believe leaders need to focus on personal and institutional integrity, relationships built on trust, and win-win partnerships as the foundation of every decision and interaction.

