Slide 1

Principled Academic Leadership

Session 10: Capstone and Conclusion

By the National Center for Principled Leadership & Research Ethics at the University of Illinois at Urbana-Champaign

based on the work of C. K. Gunsalus

PHOTO: Jeremy Thomas

DESIGN: Aaron Robinson

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Slide 2

Homework

1. Prepare a presentation to discuss the Capstone Case at our final session.

2. Review your journal and make notes about specific action you can take or plans for how you will continue your growth as a leader.

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Slide 3

CAPSTONE EXERCISE:

Pulling it all together

Each group will present ideas to the full cohort:

Each group is (together) the department head.

Use everything we have discussed this year.

How will "you" address these challenges?

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Slide 4

Accountability Transparency Process

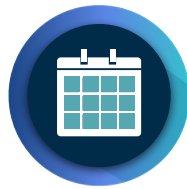ncpre

PRINCIPLED ACADEMIC LEADERSHIP
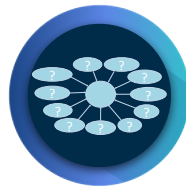
Academic Environment

- Decentralized Environment
- Rewards & Incentives
- Long Term Relationships
- Multiple Constituencies

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Today's World…
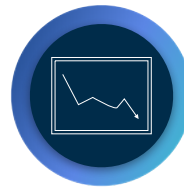
- Volatility
- Uncertainty
- Complexity
- Ambiguity

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Generational Chasm

"Formative Distrust"

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Leading with Intention

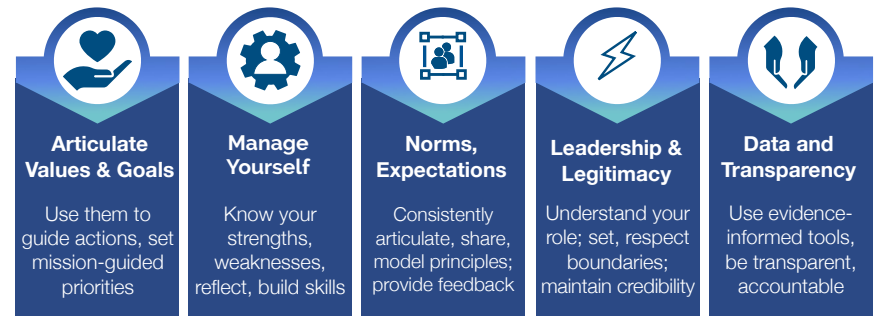Leadership with a clear sense of purpose and direction in mind.

and

How you get there is just as important as *what* you are trying to achieve: the right goal can be undermined by flawed or absent process.

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Slide 9

Leadership Responsibilities

- Establishing and communicating purpose
- Making effective and ethical decisions
- Creating, managing responsive processes
- Cultivating culture of open, frank communication
- Building, empowering a functional team
- Creating a culture where everyone can thrive

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Slide 10

Principled Academic Leadership Foundations

Articulate Values & Goals
Use them to guide actions, set mission-guided priorities

Manage Yourself
Know your strengths, weaknesses, reflect, build skills

Norms, Expectations
Consistently articulate, share, model principles; provide feedback

Leadership & Legitimacy
Understand your role; set, respect boundaries; maintain credibility

Data and Transparency
Use evidence-informed tools, be transparent, accountable

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Tools, Skills, and Concepts

Analytical Decision-Making Framework

communication — listening, asking questions

influence and persuasion — negotiation skills

giving and receiving feedback — critical friends

mentoring and roles — becoming/being an authority figure

dealing with conflict — personal scripts, managing yourself

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Putting Into Practice

- Communicating the framework (assumptions)/modeling the thinking
- Building trusting relationships with people around you
- Creating a practice for trying new things and learning from them

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Reading: What do you want to learn about?

| An overview | Hard conversations | Feedback is helpful | Negotiation skills | Change is hard, and we need it |

- the COLLEGE ADMINISTRATOR'S Survival Guide
- 4 MILLION COPIES SOLD — crucial conversations — TOOLS FOR TALKING WHEN STAKES ARE HIGH
- THANKS FOR THE FEEDBACK — THE SCIENCE AND ART OF RECEIVING FEEDBACK WELL — Douglas Stone & Sheila Heen
- GETTING PAST NO — NEGOTIATING IN DIFFICULT SITUATIONS — WILLIAM URY
- SWITCH — HOW TO CHANGE THINGS WHEN CHANGE IS HARD — CHIP HEATH & DAN HEATH

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NCPRE website

https://ncpre.csl.illinois.edu

Leadership Collection

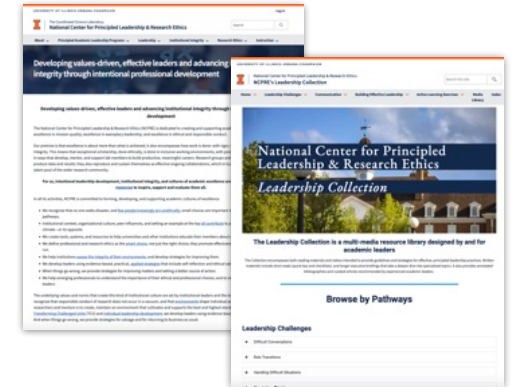*https://lcpathways.web.illinois.edu*

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Slide 15

NCPRE Leadership Collection

Collection of resources for developing yourself, motivating, and leading strategically

Stefan, the department head, discusses a difficult issue with Martha, a member of staff.

Focal Areas
1. Developing Yourself
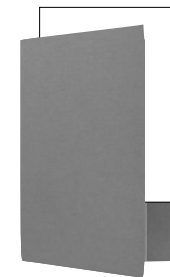2. Leading and Managing a Unit
3. Leading Beyond the Unit

Collections
Just-in-time (now!)
Deep Dive (deep knowledge)

Updates
The Leadership Collection is regularly updated with new resources

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Slide 16

50+ Short Cases

With Answers!

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Into the Future…

What one or two specific goals are you setting for yourself?

What are your metrics?

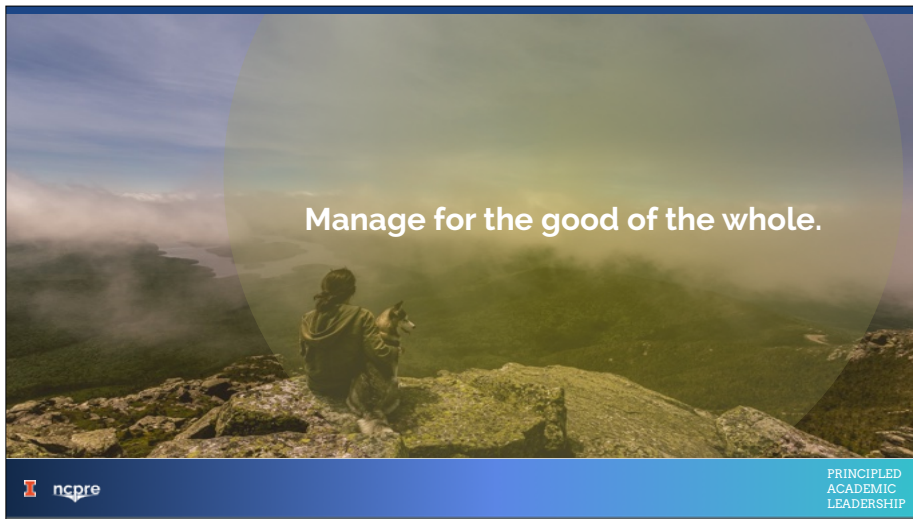*Milestones?*

What will be different if you succeed?

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Take a few moments:

What are your takeaways from this program?

What would you like to learn more about?

The most useful thing I can apply is…

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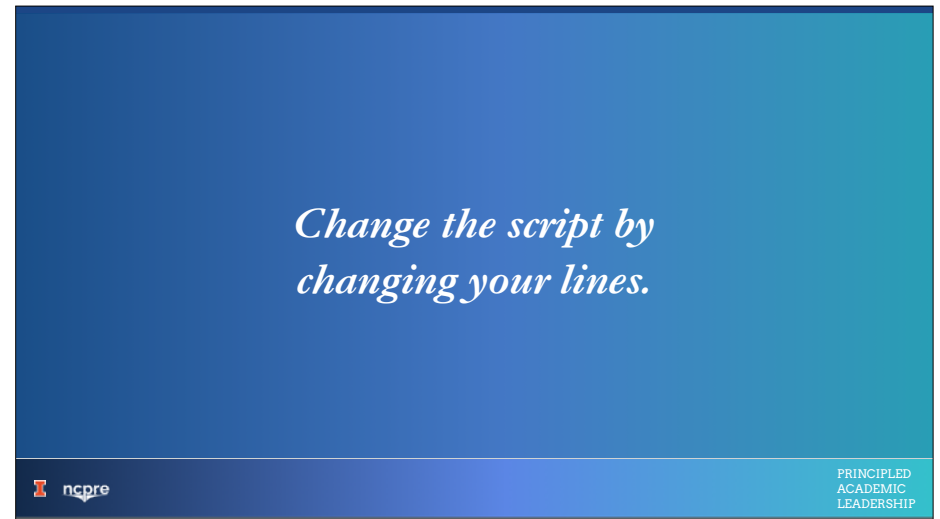Focus on principles and facts.
Don't let it be about you.

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Slide 21

Manage for the good of the whole.

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Slide 22

Change the script by changing your lines.

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Slide 23

Questions or concerns?

Key takeaways?

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Slide 24

Thank you!

Presenters

Ann Briggs Addo, Bob Easter, Kimberly Foster,
C. K. Gunsalus, Janet Jokela, Lloyd Munjanja, Bob Stacey

Guest Speaker
Nick Burbules

Program Leads
Sarah Mustered
Jacob Ryder

Program Support
Sarah Arradondo
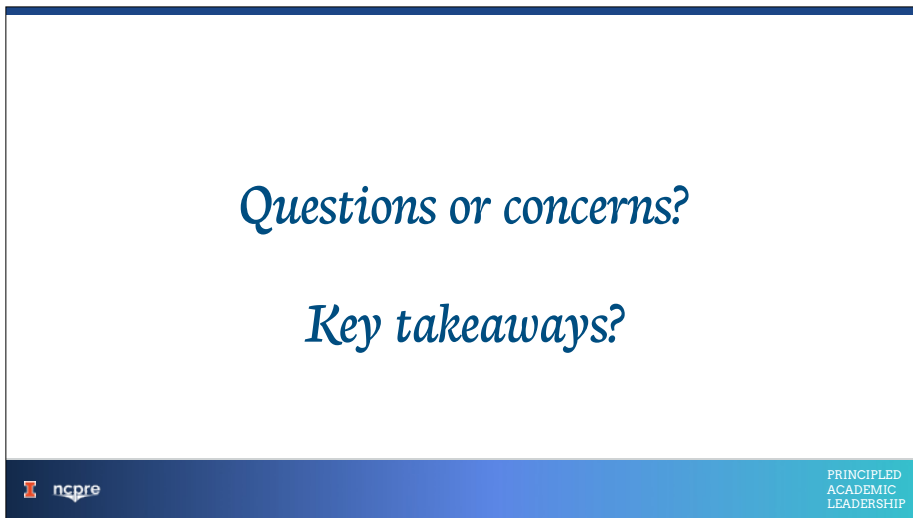Corinne Henderson
Isabel Ryan

Design
Aaron Robinson
Anna Shea

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Please help your colleagues by completing an evaluation.