

Leadership for Learning: Report Out from Academy Session, June 2008

Leadership Qualities Necessary

- ◆ Credibility to close the gap between faculty & admin--w/o it--may not have significant following
- ◆ Enthusiasm/commitment
- ◆ Someone who is sustainable--has committed to and will stay, rooted in the institution
- ◆ Trustworthy (don't sell me a fad--shifting next year)
- ◆ Motivate people (focus on students)
- ◆ Clear and consistent communication
- ◆ Flexibility & openness to change
- ◆ Non-threatening, no fear of retribution for risk
- ◆ Interpersonal skills--able to connect groups
- ◆ Perseverance (sticking with it despite the adversity--keeps process moving via comm. & positive comm. skills)
- ◆ Holds institutional knowledge/political savvy
- ◆ Resourceful, innovative, know how to utilize resources
- ◆ Must understand the teaching & learning process

Needed from Leaders

- ◆ Follow-through
- ◆ Ability to learn and acknowledge mistakes
- ◆ Ability to allocate resources
- ◆ Honesty & directness--be willing to decide no
- ◆ Ability to link and connect diff. groups
- ◆ Provide overall vision--focused on students
- ◆ Basic knowledge of what we're trying to do--not expert but some knowledge
- ◆ Time and resources
- ◆ Accountability, good managerial skills
- ◆ Having the awareness of the college's culture and of sub-cultures--affects ability to negotiate the work
- ◆ Ability to empower the community--create ground-up effort
- ◆ Good listener
- ◆ Sense of humor
- ◆ Respect for all--from learners up

Biggest Gaps

- ◆ Traditional that exist btn. faculty & admin.
- ◆ Ability to alleviate the barriers--take away the challenges, fears
- ◆ Avoiding thinking about Admin.'s fear
- ◆ Lack of understanding on all sides
- ◆ Gap in priorities & gap between Faculty/admin. priorities
- ◆ Gap in goal vs. reality--disconnect with the models (language)
- ◆ Can't be flavor of the month--lack of consistent, sustained commitment
- ◆ Difficulty in linking assessment with larger planning of the institution
- ◆ Lack of sensitivity to work load issues