



Provost's Leadership Academy

Valerie Jenness

Past Dean

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Criminology, Law and Society

Sociology (by courtesy) and Nursing (by courtesy)

In the beginning and at the end...



First public talk as dean, 2009



Last public talk as dean, 2015

People, Purpose and Place



“As an experienced dean, I have come to appreciate that along with fiscal challenges and rapidly changing structures of higher education come unique opportunities to engage in creative strategic planning that include the development of a philanthropic culture, the implementation of organizational efficiencies, and most importantly the creation of working environments that encourage faculty, staff, students, administrators, alumni, and donors to work together to achieve common goals and fulfill the honorable mission of public research universities.”



The nature of the work....



Relationships: Lessons from Experience

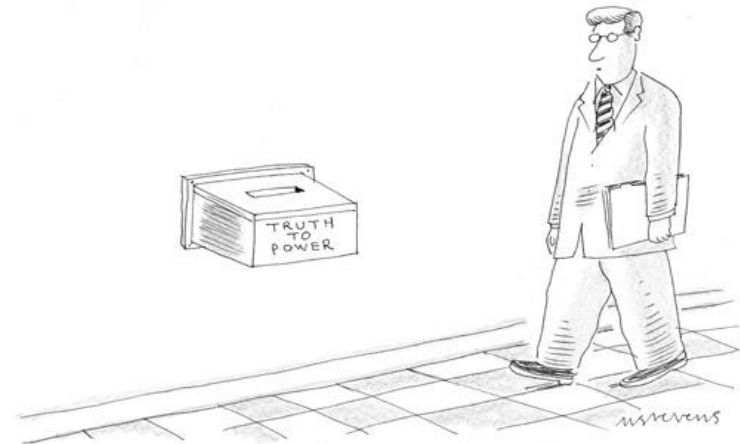


Leadership Lessons from the Dancing Guy

<https://www.youtube.com/watch?v=fW8amMCVAJQ>



Going along to get along AND Speaking Truth to Power



A photograph of a dirt road winding through a forest. The road is covered in dry leaves and grass, and the trees on either side are mostly bare, suggesting autumn. The lighting is soft and diffused, creating a calm atmosphere.

If you want to get
along, go along.

Sam Rayburn

quotezancy

Lessons from History



“He that fights and runs away, may turn and fight another day; But he that is in battle slain, will never rise to fight again.”

-- Tacitus

On the flip side...



Gwendolyn L. Ifill



“I believe if we only are talking to people who agree with us, we are failing in some way to understand our world and our country.”



“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

-- Marian Anderson

ETHICS



Ethics are the moral standards and principles by which entities (individuals and organizations) govern their behaviors and decision-making.

Exercise

Identify a management challenge that can raise ethical issues—write it down on a piece of paper and, if you’re comfortable doing so, share it with others in the “chat”.

As you do, think about the topic, why it raises ethical concerns, and what you think a good academic leader can and should do in response to the issue and attendant challenge(s)?

Examples

- Engaging in financial mismanagement
- Engaging in “bad faculty behavior”
- Lapses in academic integrity
- Managing conflicts of interest
- Breaches of confidentiality
- Managing conflicts in shared governance
- Engaging in, reporting, and responding to sexual harassment

Things to Keep in Mind

- An ounce of prevention is worth a pound of cure
 - preemptive steps can avoid problems that lead to ethical lapses;
- Know the policies guiding expectations & expected actions;
- Secure counsel from relevant experts-you are not alone
 - (legal counsel, HR expertise, VP for Academic Personnel, etc.);
- Bring witnesses to meetings;
- It (usually) does not have to be resolved immediately; and
- Personal integrity and a keen sense of right and wrong will take you very far.

For More Information

Ethical Principles for Higher Education Administrators: A Case Study Approach

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Thank You

