

Developing Academic Leaders

Definition of Academic Leadership:

"The act of building a community of scholars to set direction and achieve common purposes through the empowerment of faculty and staff."

(Wolverton and Gmelch, 2002)

The leadership dimensions and their identifying actions are shown below. This list can be used as a tool for self-assessment of leadership effectiveness.

Building Community

- ☐ I show I care about others.
- ☐ I show concern for the feelings of others.
- ☐ I involve others in new ideas and projects.
- ☐ I support effective coordination by working cooperatively with others.
- ☐ I communicate feelings as well as ideas.
- ☐ I treat others with respect regardless of position.
- ☐ I provide opportunities for people to share ideas and information.
- ☐ I make others feel a real part of the group or organization.

Setting Direction

- ☐ I communicate a clear sense of priorities.
- ☐ I encourage others to share their ideas of the future.
- ☐ I engage others to collaborate in defining a vision.
- ☐ I willingly put myself out front to advance group goals.
- ☐ I have plans that extend beyond the immediate future.
- ☐ I am oriented toward actions rather than maintaining the status quo.
- ☐ I consider how a specific plan of action might be extended to benefit others.
- ☐ I act on the basis that what I do will have an impact.

Empowering Others

- ☐ I make sure people have the resources they need to do a good job.
- ☐ I reward people fairly for their efforts.
- ☐ I provide information people need to effectively plan and do their work.
- ☐ I recognize and acknowledge good performance.
- ☐ I help people get the knowledge and skills they need to perform effectively.
- ☐ I express appreciation when people perform well.
- ☐ I make sure that people know what to expect in return for accomplishing goals.
- ☐ I share power and influence with others.

Source: University of California, Irvine - PAID Program, Developing Academic Leaders

<http://paid.uci.edu/Developing%20Academic%20Leaders.pdf>

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