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**Basic Principles of the College's Leadership Team:
Collaborative and Individual Responsibility in College Leadership**

Members of the leadership team of the Tseng College are first and foremost senior professionals who are responsible for ensuring the evolution and success of the Tseng College. This college-level responsibility is carried out through 1) the collaborative creative, strategic, tactical, and implementation planning work done with the rest of the college leadership team through the work of The Tseng College Development Team; 2) through the positive and proactive communication and ongoing education of others each member of the leadership team provides consistently within the college and outside of the college to present the work of the Tseng College and its work to the advantage of the College and the University; 3) through the individual choices each member of the leadership team makes within his/her own area of individual leadership responsibility to realized the College plans and goals, to support the work of other leaders and units, and to create a culture of professionalism and collaborating within each unit that fosters unit level achievements while cultivating respect and appreciation of the work of other units and the important contributions each makes in support of the ongoing success and evolution of the Tseng College.

In addition to being evaluated for the performance of their unit, each member of the Tseng College leadership team will also be evaluated on their effectiveness as a College leader in keeping with the roles and responsibilities outlined below.

What We Do to Collaboratively Shape the Future of the Tseng College Through the Work of the Development Team

Yearly Budget Planning and Approval – Developing our unit-to-unit and overall budget plans and goals for the year ahead in open discussion.

Ongoing Review of the Achievement of Financial Goals – Ongoing periodic review of both the expense and revenue goals of the College overall and each unit and program.

Collaborative Development of the Five Year Strategic Vision -- Development of the longer-range broad directions and aspirational goals/vision for the future of the College. Yearly review of the longer-term plan and refinement of it as needed.

Collaborative Development of the Three-Year Plan – Development of a more specific and tactical plan for the evolution of programs and services and core capacities looking ahead about three years. This plan is refined and extended year to year – it includes a rough financial projection for the three years ahead.

Collaborative Development of Staffing Plans and Structures in Light of the Three-Year Plan – this informs the budgeting and financial goals for the coming years.

Collaborative Development of Yearly College and Unit Goals – Development of the specific goals for the College and each unit that move the College forward step at a time year-to-year in light of the five-year vision and the three-year plan. This includes a close discussion of what we need to achieve as a College and what we need from each unit and from one another to move the College forward – this includes discussion of changes in services, the creation of new services and capabilities, the creation and implementation of new programs and partnerships, staff development, new organizational structure and cross-unit initiatives, evolution of external working relationships, and the like – and setting goals for the year ahead accordingly.

Collaborative and Co-Creative Development of New Program and Service Concepts to move the College Forward – This work is guided by the longer term vision, the changing national and international context of higher education and professional preparation for a changing economy, the changing strategies of competitors, and the like. It is also informed by the criteria for developing and maintaining excellence and distinction developed by the leadership team.

The Ongoing Leadership and Communications Responsibilities of Member of the Leadership Team

In Keeping with the Longer-Term Vision and Plans of the College and the Yearly Budget and College and Unit Goals Each Unit Leader is Expected to Use their Best Judgment to Manage Their Unit and Achieve the Goals with the Resources Allotted – Each unit leader has the responsibility to use their best professional judgment and creative capabilities to achieve the goals agreed upon. Each unit leader has wide latitude to do what is needed to move their unit forward. Each keeps the dean informed of their approaches and seeks guidance about new options and strategies as needed. The approaches used must support the work of the College overall and respect the need to balance demands for services and resources among units in keeping with the agreed upon plan, goals, and budget. It is understood that each unit's work is important to the College as a whole but that each has a different range of work and responsibilities and, in that light, it is expected that each units will work in ways appropriate to its responsibilities and the distinctive nature of its work. Each unit leader must operate in keeping with University policies and Tseng College Basic Principles and values but are free to apply those, as the unit leader deems most appropriate.

Respect, Trust, and Support One Tseng College Leader to Another – Each member of the leadership team is expected to respect the capabilities, authority, and responsibility of other leaders in the College to run their unit as the deem appropriate. The measure of success for any unit and the viability of unit leadership's choices and strategies will be achievement of the goals set for the unit in keeping with the budget set. Each member of the leadership team having participated in developing the near and longer-term plans, yearly goals, and budget for the College as a whole and for each unit is expected to then support one another as each unit leader exercises their leadership responsibilities to move their unit forward. It is never appropriate (given the different work of each unit and the importance of all to the overall success of the College) for one leader to second-guess another or make unfounded or comparative assumptions about

the value or rigor of one unit's work compared to another (or allow staff to do so without corrective guidance).

Cultivation of a College Culture of Engagement, Understanding, and Mutual Respect

– Each member of the leadership team is expected to be a voice for understanding and mutual respect within and across units in all formal and informal exchanges with staff within or across units. Each member of the leadership team is expected to help staff at all levels understand the Five Year Vision, Three Year Plan, and year-to-year budget and goals so they understand what the College is working to achieve and how each unit contributes to the College's overall success. Each member of the leadership team is expected to actively engage their unit staff in the development of unit goals each year, in the generation of ideas to be brought by the unit leader to the full Tseng College Development Team, and to encourage staff to be more actively engaged in the creative evolution of the College at the unit level and the College level working with and through the unit leader. Each member of the leadership team is expected to act quickly to correct misperceptions or rumors, inappropriate negative comparative comments about other units and their work, and the like. This is important to keep all the College's talent positively and productively engaged in shaping the future of the unit and the College. No College staff member should be confused about what the purpose and goals of the College are and why those are important for the College, the University, and those we serve. If a member of the leadership team feels she/he does not know enough about the work of another unit to represent it well (accurately and positively) to staff or clients he/she is expected to take steps to gain the knowledge needed by, for example, arranging to spend time doing "field work" in another unit – spending several days or a week learning how the other unit works and what they do day-to-day first hand before making assumptions and providing inaccurate information to staff).

Representing and Presenting The Tseng College and Its Full Range of Achievements and Capabilities

– Each member of the Tseng College leadership team is always a spokesperson for the Tseng College as a whole and should be able to talk about the Tseng College – its distinction, excellence, capabilities, and value (to the University, the region, the students, the employers served, etc). Each member of the Tseng College leadership team is expected to open new doors for the College, build new relationships, and bring new ideas and possibilities back to the College.

Addressing and Resolving Problems – If a member of the leadership team has difficulty getting the support and services needed for their unit's success from another unit, the first approach to addressing these concerns is a face-to-face open, respectful, and conversation with both parties entering into the exchange with a focus on cocreative problem solving. Careful listening and defining of the issue should be a key part of the exchange. If the problem is not successfully addressed with direct collaborative conversation, both unit leaders can bring it forward to the dean for consideration of additional approaches to resolving the issue.

We commit to the following:

Productive Team Functioning

- Have open and frequent contact and dialogue
- Promote collective ownership of successes and failures
- Provide mutual support and encouragement
- Use of multiple frames

Forward Progress

- Take informed risks
- Support others' risk taking
- Balance chaos with stability

Effective and Efficient Processes

- Focus on the real issues
- Be timely and accurate
- Work horizontally
- Be mindful of context
- Use broad consultation
- Don't assume closure – confirm it

Esprit de Corps

- Stay committed and invested
- Keep everyone informed
- Reconcile and heal relationships when necessary
- Be positive in public about opportunities, challenges, and decisions

Mindfulness of Public Perception

- Reinforce collective ownership
- Verbalize support of colleagues publicly
- Criticize privately
- Reinforce mutual support through shared activities