Making Leadership Everybody's Business

Higher Learning Commission
Annual Conference

Monday, April 2, 2012

Pittsburg State University
Pittsburg, Kansas

Presenters

- **Dr. Steve Scott**
  University President

- **Dr. Brad Hodson**
  Vice President for University Advancement

- **Dr. Jan Smith**
  *Professor of Psychology and Counseling and
  Special Assistant to the Provost for HLC Accreditation*

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- Public, four-year university (classified as a Master's L institution by Carnegie Found.);

- 7,277 students (mostly full-time, on-campus);

- 416 faculty / 538 staff;

- HLC Pathway Pioneer.

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Context for Leadership PSU

- In 2006, the university was facing retirements in several key leadership positions;

- PSU had untapped leadership potential at the second and third tiers of the university;

- As a result, a visionary Provost saw the need for an in-house leadership program.

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Creation of Leadership PSU

- In Fall 2007, Leadership PSU was launched;

- First cohort had 17 members from across the institution (faculty and professional staff);

- Program designed to foster the attitudes and skills that promote participatory leadership;

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Purpose of Leadership PSU

- Provide a forum for development of leadership skills among the university's faculty and staff;

- Prepare the institution for the future by developing a cadre of capable leaders throughout the organization;

- Create a culture that values leadership and makes it everyone's responsibility.

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Purpose of Leadership PSU

- Facilitate cross-campus communication, interaction, and decision making to strengthen PSU's learning community.

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Distributed Leadership

- Leadership PSU is based on the distributed leadership model;

- Rather than being focused on a single leader, distributed leadership engages everyone in the leadership process;

- Focus on a lateral structure rather than a hierarchical one.

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Distributed Leadership

- Distributed leadership embraces diverse leadership styles;

- Creates an integrated framework of thinking, behavior, context and interaction;

- Defines leadership as interactions between leaders, followers, and the situation.

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Distributed Leadership

- In Distributed Leadership, the focus is on a "web of leaders, followers, and situations that give activity its form." (Spillane, et. al. 2004);

- Leadership PSU teaches participants to appreciate all three elements together as a system of leaders that is "more than the sum of its parts." (Spillane, et. al. 2004).

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Structure of Leadership PSU

- Participants – Cohort of 17 faculty and staff;

- Format – Seven session per year;

- Topics – Leadership and university topics;

- Evaluation – Satisfaction survey.

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Participants

- Vice presidents and academic deans select 17 participants each year from their staffs;

- Twelve from Academic Affairs;

- Two each from University Advancement and Administration and Campus Life;

- One from President's Office.

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Format

- Seven meetings throughout the academic year (monthly except December and May);

- Participant directed (2-3 cohort members take responsibility for planning each session);

- Each session lasts 2½ hours;

- Highly interactive format.

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Format

- Each class meeting is divided into two sections (each one hour in length):
  - Leadership development topic
  - University topic

- Each planning team was responsible for selecting topics and booking speakers;

- No release time or extra duty compensation.

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Sample Leadership Topics

- Conflict management and resolution;

- Leading people through change;

- Generational differences;

- Gaining and maintaining credibility;

- Motivating followers.

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Sample University Topics

- The budget process;

- Decision making at different levels of admin.;

- Shared governance;

- The role of intercollegiate athletics;

- History of the university.

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Session Evaluation

- At the conclusion of each class session, participants complete a survey;

- Survey results aid future classes in selecting topics and speakers;

- The results of the surveys are discussed with the class at the closing session.

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"Graduation"

- High-impact speaker draws Leadership PSU alumni to closing session;

- University president and VPs attend;

- Each participant is presented with a certificate of completion and has a photo taken with the university president.

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Professional Development

- Each participant is provided with $1,000 in professional development funds at the end of the Leadership PSU year;

- Funds are to be used to continue participant's leadership education at a professional conference or meeting;

- Funds must be expended within one year.

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Evaluating Leadership PSU

- In order to assess the perceived impact of the program on participants, a survey was sent to all Leadership PSU alumni;

- Surveys were sent to 42 previous participants (years 1-4);

- Responses were received from 26 participants (63% response rate);

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As a result of my participation in Leadership PSU . . .

I have an improved understanding about specific aspects of leadership.

	Response Percent
Strongly Agree	23.8%
Agree	59.5%
Neutral	9.5%
Disagree	7.1%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

I have a greater appreciation for the shared responsibility of leadership across the institution.

	Response Percent
Strongly Agree	41.5%
Agree	48.8%
Neutral	4.9%
Disagree	4.9%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

I have a broader understanding of current issues pertaining to the operation of the university.

	Response Percent
Strongly Agree	38.1%
Agree	47.6%
Neutral	9.5%
Disagree	7.1%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

I have increased connections with individuals outside of my own academic department or co-curricular unit.

	Response Percent
Strongly Agree	52.4%
Agree	31.0%
Neutral	11.9%
Disagree	4.8%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

I think more strategically about my future and what I need to do in order to further my career goals.

	Response Percent
Strongly Agree	21.4%
Agree	40.5%
Neutral	26.2%
Disagree	11.9%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

I have become a student of leadership and continue to increase my knowledge of leadership through readings, workshops, etc.

	Response Percent
Strongly Agree	19.0%
Agree	54.8%
Neutral	14.3%
Disagree	11.9%
Strongly disagree	0.0%

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As a result of my participation in Leadership PSU . . .

My leadership responsibilities have increased since participating in Leadership PSU.

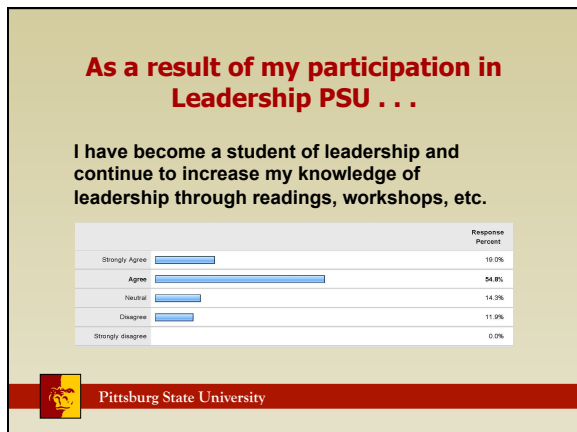|	Response Percent
Strongly Agree	21.4%
Agree	31.0%
Neutral	35.7%
Disagree	7.1%
Strongly disagree	4.8%

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As a result of my participation in Leadership PSU . . .

Overall, I would recommend this program.

	Response Percent
Strongly Agree	57.1%
Agree	38.1%
Neutral	4.8%
Disagree	0.0%
Strongly disagree	0.0%

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Describe how participation in Leadership PSU has impacted you (in terms of behaviors, knowledge, etc.).

- **Broader Perspective**
  "The program broadened my thinking about my place within the department."
- **Networking**
  "I learned more about the workings of the university and had an opportunity to meet people I would never have met on campus because of the program."
- **Change in attitudes**
  "I saw that I need to take a more active role on a broader level, outside of the department."

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Describe how your leadership responsibilities have changed since participating in Leadership PSU.

- **Increase in leadership behaviors**
  "I have taken a more active role on university-wide committees."

- **Increase in willingness to accept leadership responsibility**
  "I am more likely to step up when a need is present."

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What did you find most helpful about your Leadership PSU experience?

- **Connections**
  "*Networking with other colleagues across campus.*"
- **Learning about leadership**
  "*… gave an overview of the variety of leadership roles, challenges, and solution.*"
- **Learning from Leaders**
  "*Hearing leadership success stories.*"

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What did you find least helpful about your Leadership PSU experience?

- **Nothing**
  "*Nothing – I enjoyed it all!*"

- **Varying relevance of speakers**
  "*Some of the presentations.*"

- **Practical aspects**
  "*Arranging for leaders was a challenge.*"

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What Have We Learned?

- Program is highly-valued by participants;

- Informal and formal leaders already exist, Leadership PSU helps to connect them;

- Allows university to elevate and show faculty and staff it values their competencies;

- Celebrates leadership.

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What Have We Learned?

- Risk of participants assuming they will be selected for future leadership roles;

- Need to fin topics that appeal to a broad cross-section of campus;

- Have faith in the process and that the participants will come up with good ideas.

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What Have We Learned?

- Hit and miss with speakers – maybe need better preparation;

- Almost full attendance at each session;

- Participants have difficulty spending professional development funds.

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Questions?

Thank you!

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