

# Collaborating with faculty and staff in higher education

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The leader builds mutual respect and trust with workers ..  
fostering teamwork to improve quality. (*Deming*)

Leaders believe people have intrinsic value beyond tangible  
contributions. (*Greenleaf*)

Leaders inspire, empower and stimulate people so that all are  
involved in the execution of the vision. (*Fullan*)

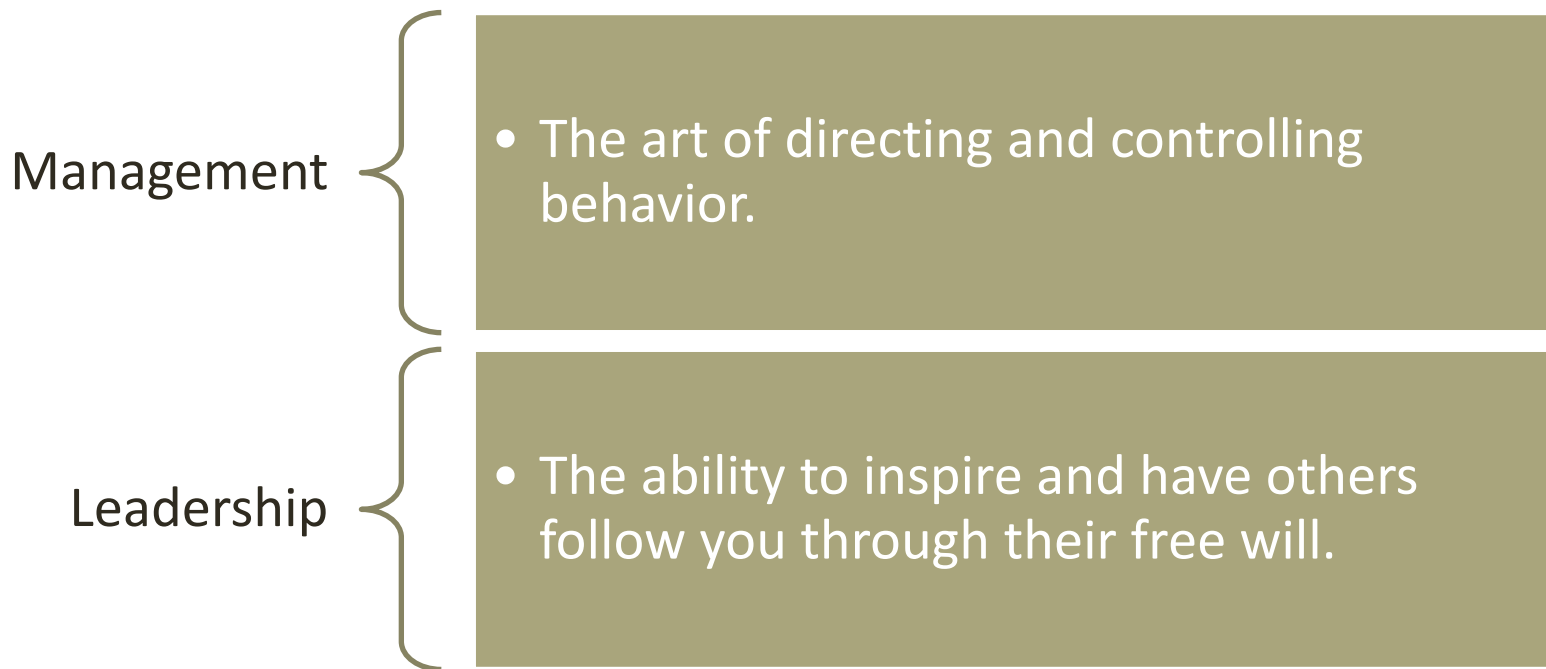
The best people don't need to be managed ... first who, then  
what. (*Collins*)

Leaders build a learning organization .. where people  
continuously expand their capacity to create results, new  
thinking is nurtured and people continuously learn together.  
(*Senge*)

If you can win with people, you can win. (*Maxwell*)

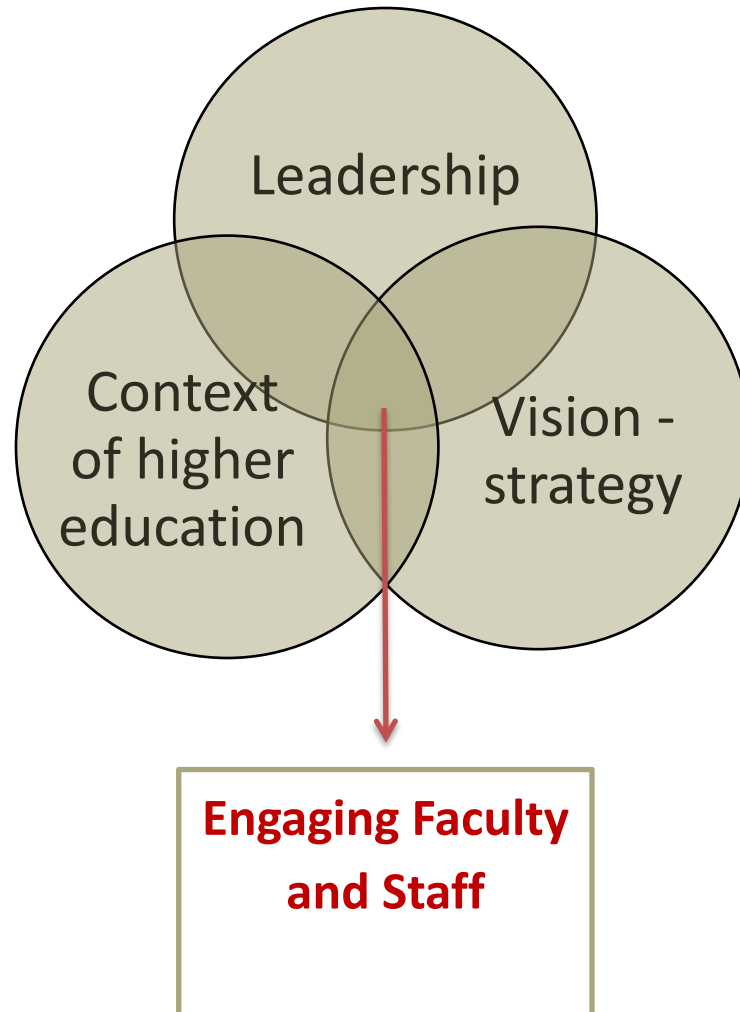
# Roles in ...

## Management vs. Leadership



**There is a difference between leadership and management. Leadership is of the spirit, compounded of personality, vision, and training. It is the personality of an art. Management is the science of the mind. Managers are necessary – leaders are indispensable.**

# Considerations for Collaboration



# Discussion: Perceptions of Faculty and Administrators

- Faculty are:
  - Faculty care about:
  - Faculty strengths are:
  - Faculty weaknesses are:
- 
- Administrators are:
  - Administrators care about:
  - Administrators' strengths are:
  - Administrators' weaknesses are:



**A Modest Proposal: Higher Education #The Cheesecake Factory**

## specialties

### PASTAS

LOUISIANA CHICKEN PASTA 15.95 <i>Parmesan Crusted Chicken Served Over Pasta with Mushrooms, Peppers and Onions in a Spicy New Orleans Sauce</i>	
PASTA DA VINCI 16.50 <i>Sautéed Chicken, Mushrooms and Onions in a Delicious Madeira Wine Sauce Tossed with Penne Pasta and Parmesan</i>	PASTA CARBONARA 13.95 <i>Spaghettini with Smoked Bacon, Green Peas and a Garlic-Parmesan Cream Sauce with Chicken 16.95</i>
FOUR CHEESE PASTA 13.95 <i>Penne Pasta, Mozzarella, Ricotta, Romano and Parmesan Cheeses, Marinara Sauce and Fresh Basil with Chicken 16.95</i>	EVELYN'S FAVORITE PASTA 13.95 <i>Sauteed Shrimp with a Very Spicy Jamaican Black Pepper Sauce. Served with Rice, Black Beans, Plantains and Cool Mango Salsa with Chicken 15.95</i>
FETTUCCHINI ALFREDO 13.95 <i>A Rich Parmesan Cream Sauce with Chicken 16.95</i>	PASTA MARINARA 11.95 <i>Spaghettini with Tomato Sauce and Fresh Basil with Chicken 16.95</i>
PASTA WITH MEAT SAUCE 14.50 <i>A Rich Meat Sauce Slowly Simmered with Tomatoes, Garlic and Herbs</i>	
FETTUCCHINI WITH CHICKEN AND SUN-DRIED TOMATOES 15.95 <i>In a Sun-Dried Tomato Sauce with Garlic, Cream and Parmesan Cheese</i>	
FARFALLE WITH CHICKEN AND ROASTED GARLIC 16.50 <i>Bow-Tie Pasta, Chicken, Mushrooms, Tomato, Pancetta, Peas and Caramelized Onions in a Roasted Garlic-Parmesan Cream Sauce</i>	
GARLIC NOODLES 13.50 <i>Spaghettini, Fresh Asparagus, Shitake Mushrooms, Oven-Roasted Tomatoes and Parmesan in a Delicious Garlic Sauce with Shrimp 17.95</i>	
SPICY CHICKEN CHIPOTLE PASTA 15.95 <i>Penne Pasta, Honey Glazed Chicken, Asparagus, Red and Yellow Peppers, Peas, Garlic and Onion in a Spicy Chipotle Parmesan Cream Sauce</i>	
THAI CHICKEN PASTA 15.95 <i>Linguini with Sautéed Chicken, Julienne Carrots, Green Onion and a Spicy Peanut Sauce Topped with Fresh Bean Sprouts</i>	BISTRO SHRIMP PASTA 17.50 <i>Crispy Battered Shrimp, Fresh Mushrooms, Tomato and Anguilla Tossed with Spaghettini and a Basil-Garlic-Lemon Cream Sauce</i>
SHRIMP WITH ANGEL HAIR 16.95 <i>Large Shrimp Sautéed with Lemon, Garlic and Herbs on Top of Angel Hair Pasta with Tomato Sauce and Fresh Basil</i>	
CAJUN JAMBALAYA PASTA 16.95 <i>Our most popular pasta dish! Shrimp and Chicken Sautéed with Tomato, Onions and Peppers in a Very Spicy Cajun Sauce. All on Top of Fresh Linguini (Full-size portion only)</i>	
Lunch-Sized Portions are Available until 5:00 P.M. 8.95 to 14.50	

## specialties

### FISH & SEAFOOD

SHRIMP SCAMPI 19.95 <i>Paris Bistro-Style Sautéed with Whole Cloves of Garlic, White Wine, Fresh Basil and Tomato. Served with Angel Hair Pasta</i>	
SHRIMP AND CHICKEN GUMBO 16.95 <i>Shrimp, Chicken, Andouille Sausage, Tomatoes, Peppers, Onions and Garlic Simmered in a Spicy Cajun Style Broth with Cream. Topped with Steamed White Rice</i>	
JAMAICAN BLACK PEPPER SHRIMP 17.95 <i>Sautéed Shrimp with a Very Spicy Jamaican Black Pepper Sauce. Served with Rice, Black Beans, Plantains and Cool Mango Salsa with Chicken 15.95</i>	
HERB CRUSTED FILET OF SALMON* 19.95 <i>Fresh Salmon with a Delicious Lemon Sauce, Asparagus and Mashed Potatoes</i>	
MISO SALMON* 19.95 <i>Fresh Miso Marinated Salmon Served with Snow Peas, White Rice and a Delicious Miso Sauce</i>	
MAHI MAHI MEDITERRANEAN 19.95 <i>Crumb Crusted Fresh Mahi with Tomatoes, Artichokes, Capers, Fresh Basil and Balsamic Vinaigrette. Served over Mashed Potatoes</i>	
FRESH GRILLED SALMON* 18.95 <i>Served with Potato and Vegetable</i>	FRESH GRILLED MAHI MAHI 19.95 <i>Served with Potato and Vegetable</i>
WASABI CRUSTED AHI TUNA* 21.95 <i>Spicy Wasabi Crusted Fresh Rare Ahi Served with Julienne Vegetables, Miso Sauce and Rice</i>	

### FACTORY COMBINATIONS

SHRIMP SCAMPI AND STEAK DIANE* 19.95	
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Or Any Combination of the Above	

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## Fort Lauderdale Menu

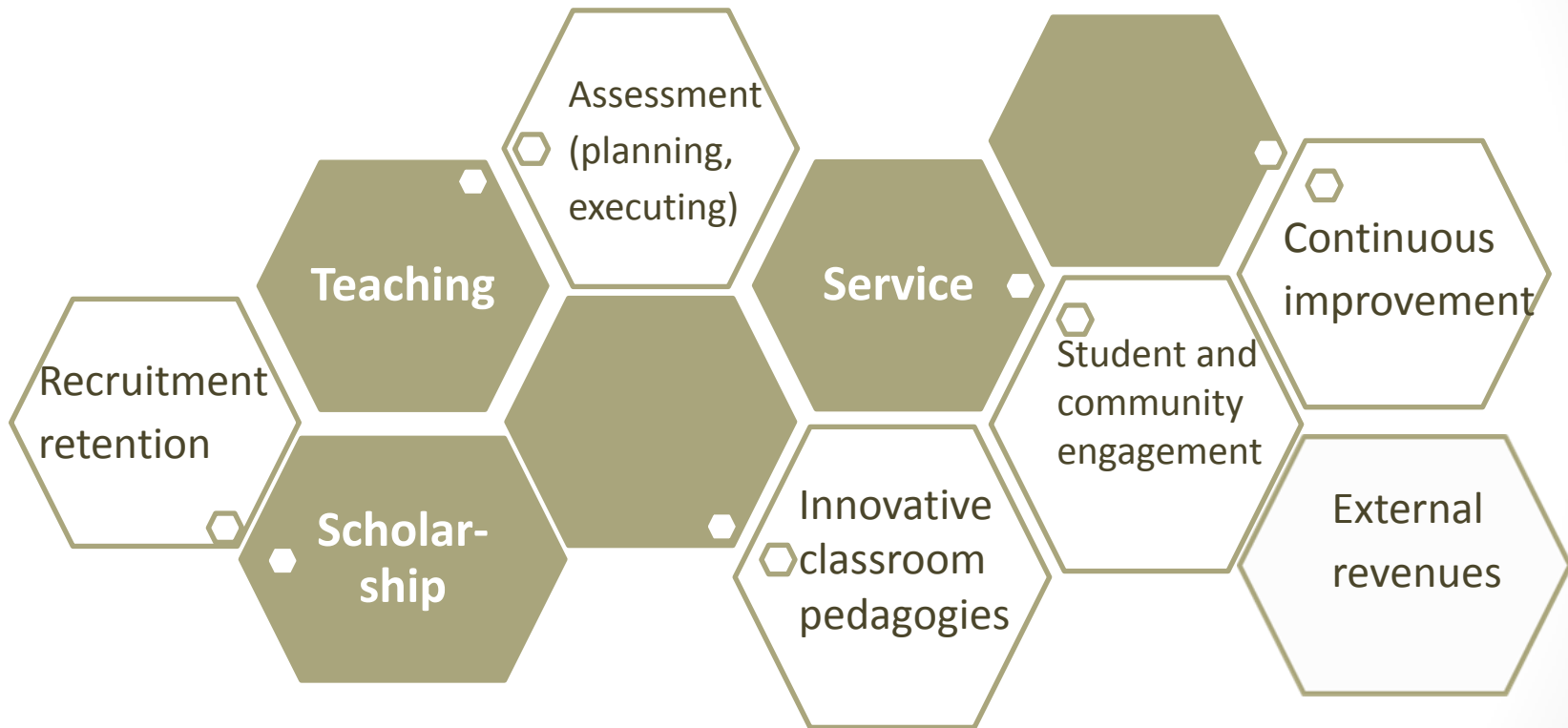
## Palo Alto Menu

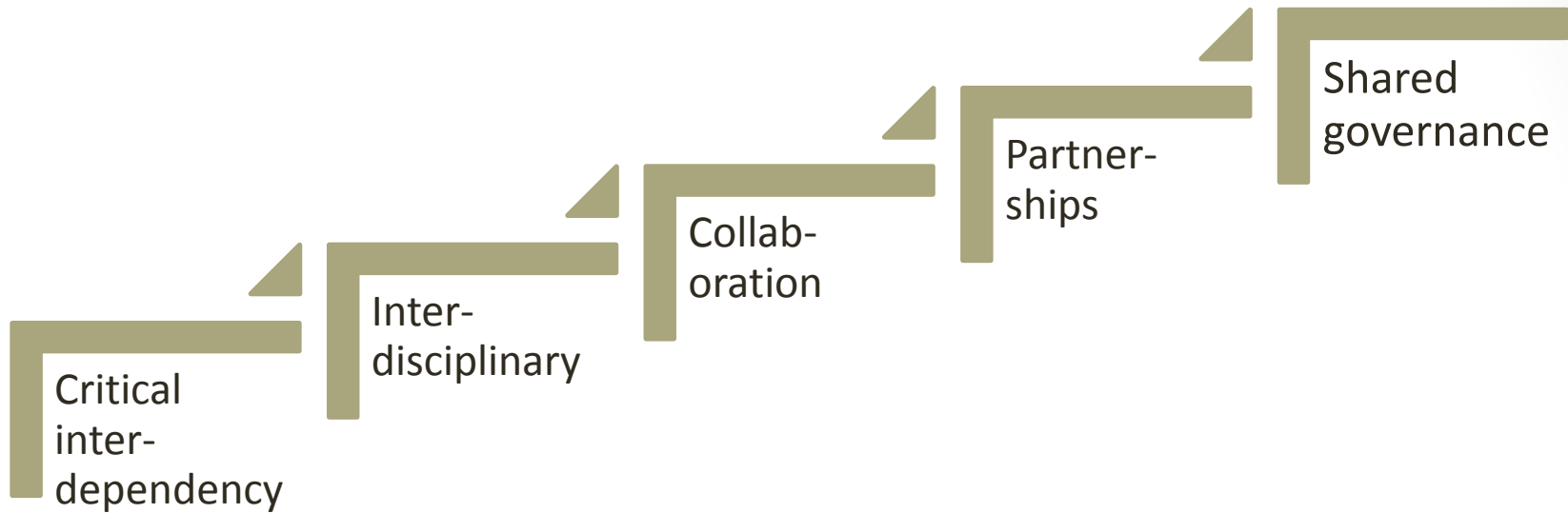




College Students#Pasta

# Expanding Roles of Faculty





## Conversations about Collaboration

At your table:

- a. Match the cards (**title, concept**)
- b. Select one area:  
Provide an **example from your campus;**
- c. **How do you foster this collaboration at your institution?**

**Collaboration and governance**

# Collaboration tips

- **Specify the nature of collaboration**
  - Make sure that people understand roles and responsibilities and how this affects the areas in which people work.
- **Explain why**
  - Explain the university's expectations.
- **Explain a reciprocal benefit**
  - Some people may perceive being negatively impacted (what is it in for me). Being open about all good and bad aspects help people contribute.

# Collaboration tips

- **Develop creative communication**

- Don't just rely on one method of communication. Use word, verbal, written, and in different formats; use diagrams; hold discussions.

- **Manage the negatives**

- As negatives occur, make sure they are anticipated and managed.

- **Explain what success looks like**

- Make sure people can work towards a future vision.

- **Explain what's in it for people**

- Try to identify what will be a benefit to each individual in the new world. This helps people with the incentive to manage the added work and disruptions that change causes.

# Collaboration - motivation and modeling

- **Consider motivation**
  - Motivation is different for everyone – consider the myths and realities.
- **Make communication two-way**
  - A key part of people's motivation will stem from their ability to be involved. Provide the opportunity for feedback, discussion and debate.
- **Model interdependencies and collaboration**
  - You will be communicating with your words and actions. People will look to you for cues, right down to your enthusiasm and perceived body language.

# Speaking of motivation: The myths

1. Some people are motivated; some are not.
2. Everyone works for money.
3. People need to be pushed to perform.
4. Participation in a professional development program will increase productivity.
5. The absence of expressed concerns indicates that morale is good.
6. Tell faculty and staff what you expect from them, let them do it their way, and then reward/reprimand accordingly.
7. All faculty and staff respond positively when asked to “participate” in work-related decision-making.



# Advantages of Collaboration (and motivated teams)

Increased productivity

Higher quality of work

Improved morale

Heightened contributions: promotion/tenure

Greater engagement levels

# Working with faculty and staff: Where are you as a leader?

- Readiness (prepared for the relationship)
- Connection (focus on others)
- Trust (build mutual trust)
- Investment (invest in others)
- Synergy (win-win)

# A learning community... a thinking community?

- ... a group of people who share common values and beliefs, actively engaged in learning together ... from each other;
- .... supports and inspires the intellectual and personal development of all the community. It fosters an environment that values diversity, differences, and the rights of all individuals;
- .... creates a synergy for knowledge creation;
- .... works beyond product orientation to changes in the way group members think about the outcomes (enhancing learning);
- .... supports and creates new knowledge through research and scholarly inquiry on the part of faculty, staff and candidates, and it shares that knowledge with the broader community.

# References

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# Cards: Shared governance

- **Card:** Set of practices under which college faculty and staff participate in significant decisions concerning the operation of their institutions.
- **Card:** Faculty and professional staff are in the best position to shape and implement curriculum and research policy, to select academic colleagues and judge their work and the perspective of all front-line personnel is invaluable in making sound decisions about allocating resources, setting goals, choosing top officers and guiding student life.
- **Card:** Structures and processes through which faculty, professional staff, administration, governing boards and, sometimes, students and staff participate in the development of policies and in decision-making that affect the institution.
- **Card:** Systematic approach to ensuring timely and effective decisions and courses of action, while fully respecting and enhancing the historic lead roles of faculty in decision-making related to academic freedom, peer review, and control of curriculum.
- **Card:** Can bring greater benefits in terms of implementation, focus on outcomes, and improved internal morale and communications.
- **Card:** Goals include ability to address new challenges, more effective implementation, mutual investment in outcomes, satisfying participation.

# Cards: Partnerships

- **Card:** Evokes much sensitivity with its implicit connotations of sharing and trust.
- **Card:** suggests equality, respect, reciprocity and ownership.
- **Card:** cooperative agreement between a higher education institution and another distinct organization to coordinate activities, share resources, or divide responsibilities related to a specific project or goal.
- **Card:** Facilitates the achievement of a goal that could not be achieved alone by the individual entities and often requires both parties to significantly alter the way they operate in order to combine resources, jointly manage projects, and expand the collaboration into new areas.
- **Card:** Discovering and nurturing the strengths of each other; challenging each other; deepening respect.

# Cards: Interdisciplinary

- **Card:** Relating to more than one branch of knowledge
- **Card:** Emanates from an understanding and appreciation of the roles and contributions of each discipline
- **Card:** Variety of disciplines collaborate through joint planning, decision-making, and goal setting.
- **Card:** Inter-professional role awareness leading to collaboration and enhanced benefits (outcomes – services)
- **Card:** Representatives (members) from diverse fields, working together in a coordinated fashion toward a common goal.
- **Card:** Based on mutual understanding and respect for the actual and potential contributions of the disciplines; designed to enhance the practice of each discipline

# Cards: Critical Interdependency

- **Card:** Single system level and/or system-of-systems level.
- **Card:** Gain a fundamental understanding of the behavior of infrastructure.
- **Card:** Actions of one affect outcomes of another – highly valuable for successful outcomes.
- **Card:** Function best as innovation when we work toward interdependence. (Covey)