



# Fifty Shades of Leadership

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## Summary of the article

### Down with service?

- The three pillars of academic professional advancement: scholarship, teaching and service
- Our institutions could do a better job, of helping to prepare faculty members for the task of institutional leadership

### Meaning of service?

- Obeisance to the institution
- Reinforcing exactly the wrong values
- Implies homage and servitude, servant, and even slave
- Excelling at “service” is not the most esteemed pillar

### Up with leadership!

- Instead of scholarship, teaching and ‘service’ we should say institutional leadership
- Institutions should cultivate, recognize and reward leadership
- Champions faculty governance
- It leads to the ability to work will all viewpoints

The article that sparked the discussion!

Davidson, C. N. (2013, November 11). Down with ‘service,’ up with leadership. *Chronicle of Higher Education*. Retrieved from <http://chronicle.com/article/Down-With-Service-Up-With/147897/>

## Challenges

- New faculty focused on academic development and less experience with service
- Lack of training programs on leadership
- Attrition: less bodies to serve or lead, to get the work done

## Kelly’s view

- Service is not servitude but leading, creating policy avenues
- While doing service one is developing skills to lead in non-scholarly situations
- Found that service skills are recruited to leadership (director) positions on campus
- Proving service is leadership “in training”

## GREY Areas

- Is mentoring leadership or service?
- Chairing a committee is it service or leadership?
- Librarians job status as faculty or not, determines access to service or leadership opportunities?
- Is administration (concept of being paid) leadership or management of a unit?

## Hema’s view

- Service to an extent has some negative connotations
- Path to leadership and administrative positions is blurred
- Leadership only happens after a long period on campus
- Informal ways to lead: mentoring junior faculty, students, staff

## New Librarians

- Pick a committee based on your interest
- Resist serving on unpopular committee
- Learn how service works including shared governance
- Observe “leaders” for potential mentors
- Take on a task in the committee to show your leadership potential