

Creativity

Couple the imagination of employees and the inspiration of a leader that encourages the use of such expressive powers, and the department will potentially comprise a full complement of creativity that begets vision, innovation, and application to benefit students, faculty, staff, programs, services, and spaces. From generating new ideas, to revitalizing past ones, inviting creativity of thought and discovering ways to enact upon it, within the specified parameters, gives agency to the individual and emboldens the future of the college as both a convener and collaborator in career and community development and growth.

Care

Although oversimplifying his philosophy here, Heidegger's¹ elevation of *care* as substantive to *being-in-the-world* makes excellent sense since it is normally the first affirmation of existence through parental instinct. That said, care should be relatively instinctual—or at the very least one of the first elements a leader learns to exhibit—in order to create a successful pattern of leadership. Care is fleshed out in many ways. Particularly, care coincides with commitments to diversity, equity, and inclusion. It manifests in policies and procedures that provide a sense of belonging through ensuring access for all, embracing alternative viewpoints in curriculum and programming, and generally meeting the needs of the (academic) community. Care is demonstrated through a mentality of servant-leadership, including listening and *then* communicating; demonstrating fair-mindedness, empathy and humility; creating an ethos of trust and respect; increasing accountability and fiscal responsibility; and advocating for the community. Care is time and timing (*chronos* and *kairos* as the ancient Greeks would say), appreciation and authenticity, support and acceptance.

Character

Growing the credibility of leadership strengthens the character of the institution in general. To that end, leaders must create public and internal relations that effect an ethos that emphasizes character more than a conversion. By that, I mean that leaders must develop a level of authenticity and goodwill (and perhaps even a vulnerability at times) with those in the department and others outside of it, rather than just working to win them over. Specifically when working to develop and expand programs, becoming part of the culture is beneficial. Time spent circulating among faculty and staff—with an authentic motive and listening ear—can go a long way. Breaking down silos with willing and intentional communication and collaboration will expand a leader's reach and reputation and push toward a unity for the department as a whole.

¹ I am aware of Heidegger's anti-Semitic attitudes and do not endorse such prejudices in any form by mentioning his work here.

Calculation

Strategic planning and leadership begin with data-informed decision-making. Leaders should use calculative processes to measure the usage of programs and services, find gaps and opportunities, and make correlations between programs and learning. That said, quantitative measurements do miss out on personal affect among students and faculty, and that is why point-of-service and annual surveys are important, to measure the needs of constituents and make changes accordingly. Additionally, case studies and ethnographies are meaningful ways to evaluate and assess programs and the needs of students and faculty.

Context

Understanding context within a college could have a variety of meanings, but mostly, I turn here to its ecology, focusing on the network that a leader must consider. While a democratized or flat way of being might be ideal, the college remains influenced by the politics of hierarchy, including—but not limited to—legislative, institutional, organizational, and technological contexts that a leader must identify and negotiate. In such an ecology, the college becomes only as strong as its advocates, and that is why leaders must keep a keen eye on not only the everyday details but also the bigger picture: the need to create college, community, and political partners to help fund and further the future of higher education.