Statement of Administrative Philosophy
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My leadership takes into account the needs of students, the talents of faculty, and the various missions of the university. My leadership appreciates the history of the institution, assesses present opportunities and risks, and commits to a dynamic future, charting a map for growth and development while encouraging participation in the decision-making process by all relevant constituencies. My leadership fosters conscientious change, particularly in times of transition, and it privileges first and foremost the students, faculty, and staff whose educations and careers will be affected by the changes my leadership introduces. Above all, my leadership is informed by my commitments to clarity, consistency, transparency, and equity.

Clarity
As a leader, I value open lines of communication. I am committed to making clear to all involved the requirements expected of them and to providing the support needed for all to meet those requirements. I consider carefully any change in policy or procedure by taking into account the perspectives of all parties to be affected by such a change. When making change, I communicate clearly and immediately the basis for the change, the mechanism that will activate the change, and the timeline for the change.

Consistency
The cornerstone of strong, stable leadership is predictability. I make decisions that are based on best practices and are clearly related to a university’s stated missions and strategic goals. I set precedent only when existing procedures have broken down or have become outdated, in which cases I do so only after collaboration and conversation with all who will be affected by precedent-setting decisions—and then only after careful, conscientious consideration.

Transparency
I work to articulate clearly and to follow through meaningfully with stated commitments, and I regularly seek input from all relevant constituencies as I determine how best to meet those goals. Once I have made decisions, I stand willing to discuss the bases for my decisions as well as the rationale for any changes they precipitate, speaking as and for myself while reflecting on input from all constituencies participating in and affected by change.

Equity
I appreciate each and every stakeholder in the university community. I am committed to creating and maintaining an environment in which all voices will be heard, all contributions will be valued, and all who participate in our campus culture will be equally well received. At the same time, I take seriously my responsibility to carry out the charges issued by those to whom I report, and I do so by working closely with faculty, staff, and students to bring about meaningful results that are consistent with the university’s missions and its strategic plan.

In times of great change, leaders who prioritize clarity, consistency, transparency, and equity are best able to marshal the energies of those most affected by the change—negative energies as well as positive—in order to ensure a results-based evolution that remains true to the university’s missions and that best meets the needs of its students, faculty, and staff. All the while, effective leaders recognize the talents, encourage the participation, and reward the contributions of all members of the university community. As such a leader, I continually put into action the administrative philosophy I have described, relying on clarity, consistency, transparency, and equity as the bases for each and every recommendation and decision I make.