Leadership and Governance: Taking Personal Responsibility for University Ethics and Effectiveness

SENATE WORKSHOP ON GOVERNANCE
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CHANCELLOR HACKLEY
Essential Focus for Success

Education Mission
(... and so it may be that he is satisfied to lead his chosen life and to be no more than just himself. ... but it may be he thinks that a few uncertain souls, drawn to him like moths to a candle, will be brought in time to share his own glowing belief... “

from The Razor's Edge W Somerset Maugham
Shared Governance

Purpose

To aid the institution to perform at a high level of excellence in every area of endeavor. Provide advice to the chancellor on matters pertaining to the advancement of the university's mission. Serve as advisors to the Chancellor concerning the management and development of the institution.

Faculty, Staff, Students, Managers, the CEO, the Trustees, the UNC President, the CODE
The Principal Responsibility of Shared Governance

To ensure that board members, CEO, faculty members, managers, staff members and students work together in such a way as to improve the likelihood that the two prime beneficiaries of education, the individual student and the nation, will receive the very best application of resources as necessary to achieve the best outcomes that intellectual and ethical development can provide.
Educational Politics

Shared Governance/educational politics in an institution of higher education, like government and politics in a nation, that is not directed toward solving the most serious problems of the institution, is immoral, unethical and dangerous, because relatively minor problems will worsen over time, principally for the students.
Is FSU a Moral Educational Community?

Is this community, moral or not, on a mission?

Failure to develop, promulgate and foster a mission that applies to all units, groupings and individuals will result in an inadvertent mission that will be revealed in the gap between what should be the moral mission and what predominates as institutional outcomes.
The people, processes and systems in place when effectiveness, efficiency and ethics declined cannot be expected to bring about the changes necessary to move organizations to higher levels of performance.

This assertion does not have to be true for all situations and all institutions!
Devolution to the condition we see at FSU required the involvement of “leaders” at various levels committing, omitting, or tolerating ineffective, inefficient, immoral, and unethical activities.

Nevertheless: Prognosis: Positive
A MOST SERIOUS DILEMMA!

How to tell good people, doing good work in good units that we are failing as an educational community without having them attack the truth and protect ineffective systems, mal-intentioned leaders, incompetent colleagues and hypocritical friends.
He Who Lies To Me Or Withholds The Truth from me is A Criminal, Coward, Or Both!
A Lethal Combination: Hypocrisy and Rationalization
Personal, social and professional competence becomes a moral issue when the lives of other human beings are affected in any way by your decisions and behavior.
ETHICS CHECK*

You might be unethical:
If you take a job for which you know you are not qualified to do

If you take a job for which you thought you were qualified, and find out that you can not do it, **but keep the job anyway**

If you find out you are ineffective, refuse to seek education and training to become more effective, **but keep the job anyway**

If you attempt to upgrade your competence and find that you cannot acquire the knowledge and skill as necessary for effectiveness, **but keep the job anyway**

(*Things your best friends won’t tell you!*
Beware of Hypocrisy

Hypocrisy: pretending to have values that one truly does not accept for one’s self. Since one’s real beliefs are not really known by other people, the only way one person can make conclusions, valid or not, about what another values is by observing the other’s behavior. Good or bad, the hypocrisy judgment will be based on whether one’s behavior is consistent with what one states or by the signature on a contract.
Hypocrisy, however it is dressed or explained, seems harsh and will result in a prickly, negative reaction by anyone who understands the appellation if it is applied to him or her. However, the objective standards we apply to individuals, families and neighborhoods must be applied to all organizations and institutions that are responsible for assisting children to succeed.
**Hypocrisy: 50,000 Foot View**

**Method:** cover up the decision-making processes and structures, and disregard the professed intentions. Look only at needs of this democratic nation for an educated citizenry and the needs of the students for an education that will lead to a better life; consider the resources that taxpayers have infused into the system; and then evaluate the results of policies implemented, e.g., outcomes.
Exposing the institution’s reputation to danger, suspicion, or disrepute by failing to adhere to the highest level of ethics, principles, ideals, morals and honor in decision-making or other professional and personal conduct.
Leaders compromise their moral authority to lead when they commit acts of misfeasance or malfeasance; omit actions that are demanded for progress in the organization; or tolerate bad actions by their own supervisors, their peer-managers or their subordinates.
Commission, Omission, Toleration

When moral authority to lead collapses, everybody in and related with the institution will be affected, whether they were directly involved in the misfeasance or not.
Even the most ethical people are apt to become dishonest and unmindful of their moral and ethical responsibilities when they work in a corrupted environment. People’s personal values get challenged on a daily basis by unethical behavior of colleagues and leaders.
Employees feel free to make their own “ethics” or to redefine the organizations’ ethics and standards, deciding for themselves what is the organizations’ best interests.
Ethical Malfeasance

Violations of law (policies) are bad for an institution. This is malfeasance.
Acts of Ethical Misfeasance are more likely, more numerous and are much more harmful to institutions than are acts of is malfeasance.
Violations of traditions, expectations, and desired behavior -- i.e., trustworthiness, respect, responsibility, fairness, compassion, and good citizenship, the inextricable pillars that define a moral community -- that have not been codified into policies, e.g., laws, are difficult to "punish" and, thereby, curtail.
Ethical Misfeasance Leads to:

- Ineffective management
- Financial malfeasance
- Moral bankruptcy
- Physical/mental incapacity
- Poor plan implementation
- Low employee morale
- Community unrest
- Cynical press scrutiny
- Criminal prosecutions
- Self-reporting requirements
Change is most frightening to people when they lack a firm foundation on which to stand. If they have a strong base of unchanging bedrock values, they are better equipped to weather any storm.

That is why the best leadership in times of change is values-based leadership. When leader/manager and colleagues know they share a foundation of basic values ... they can move forward together with some measure of confidence despite tremendous change even in stressful times.

Modified From Morris
Leaders’ Moral Authority

Subordinates become obstacles to success if they do not move beyond the leader's violation, particularly when their responses have also been violations, no matter how justified they feel.
There is no difference between people who deal in *Lies* by starting Lies or perpetuating them by retelling what was told to them, *and* those people who start *Rumors* and perpetuate them.

Within the realm of the eight kinds of intentional falsehoods (Rumors), the worst three are:

1. Lies of malicious intent
2. Lies to protect the guilty
3. Lies of self-aggrandizement*
Lies of malicious intent are told for the sole and conscious purpose of harming another person or institution. In the case of an educational institution, the result may be loss of reputation, financial support, internal morale, or student enrollment.

Lies to protect the guilty are told to cover the tracks of the liar himself or of another wrongdoer.

Lies of self-aggrandizement are lies told to gain or hold for the liar himself money, power, status, fame, possessions, pleasure, satisfaction, or security.

Lies of self-aggrandizement are perhaps even more common than Lies of malicious intent and Lies to protect the guilty; but all three types create havoc in the lives and careers of the liars and are ultimately in their consequences for institutions, organizations, communities and families.

Tom Morris
The Power and Peril of History

While it may be true that those who do not remember the past are doomed to repeat it, it is more likely to be true that those who remember only the past are doomed to repeat it, for they cannot respond appropriately to new threats and new opportunities.

Hackley