**Leadership Philosophy**  
The Leader as a Teacher  The Professional Vision of Chris Townsend

**Positional Leadership**  
*People are different.* It is critical, as a leader, to remember that faculty members, staff members, and students walk into the university environment with different motives. Each person has different experiences with which to relate and different styles for working with others. Leaders must be able to sense motivations and know how to influence all concerned to accomplish a common goal. Therefore, at times, I employ a Theory Y orientation where people have the flexibility to set their own agenda. Other times, when the group does not have experience within the context, I must employ a Theory X orientation.

*Behavior is caused.* It is the leader’s responsibility to create an environment where people want to succeed and continually improve the organization. If I can demonstrate why continual improvement is advantageous, people’s natural curiosity can be aroused and they can work toward a shared vision for excellence. I strive to utilize the Transformational Leadership Model. It is my responsibility, as a leader, to set up an environment where all of the group can be transformed into the best they can be.

*People are 24 hour.* Human beings encounter various forces and pressures for their time 24 hours each day. Perspective from a leader is important. In addition, the demographics of faculty, staff, and students are changing and it is important for the leader to remember that culture affects how people manage, prioritize, and utilize their time. The Leader-Member-Exchange Theory of leadership is my best reference for continuing efforts to include all people within the “in-group” of the organization. As we work together to make continuous improvement, it is critical to involve all people with their various skills in this critical mission.

*People are the same.* The paradox of working with human beings is that, although different, all people have the same need. People need to feel important. Therefore, I believe that leaders must share their power and rewards. People, when responsible for their activities, are motivated to succeed. All of us respond to motivation and I seek to utilize the positive reinforcement techniques to reward excellence that is observed each day.

**Teaching and Learning Leadership**  
Transformational leadership provides the framework for my leadership philosophy in the classroom. My goals are to reinforce the excellence and sense of curiosity within students that allows each student to reach their own peak of performance. As a transformational teacher, it is important to understand that my way is not always the best way... People are naturally lifelong learners and it is my job to open their minds to what can be. My vision and philosophy are to directly affect the learning of all types of students. I seek to develop a sense of enthusiasm and application in my classes and enrich students in all levels of education. I believe students, regardless of their age or experience, should learn to solve problems, find the answers to their inquiry, and think creatively. If students learn to apply theory to become better human beings or to improve the quality of life for others, I am successful and I have made a contribution to society.

My contribution to learning is to directly affect the scholarship of all types of students. I have always sought to develop a sense of enthusiasm and application in my classes and I have been able to enrich students in all levels of education including formal teaching in high school, undergraduate classes, and graduate courses. I believe students, regardless of their age or experience, should learn to solve problems, find the answers to their inquiry, and think creatively.
Personal Philosophy
Taking a Stand: The Personal Vision of Chris Townsend

**Self-image**
I stand for fairness to all people, doing what is right. I stand for projecting myself in a manner that others know my stand—no hidden agendas, no mixed messages, no games. My image is to be positive, satisfied, and enthusiastic; honest and energetic; visionary and risk-taking. My quest is to be a role model for others so they aspire for a positive future.

**Tangibles**
I stand for being thankful for what I have. Reflecting on things...I have many toys but justify them with a quest to work and play hard. I stand for a balanced budget and fiscal responsibility for the future.

**Home**
I stand for a place of retreat and reflection. Home can be anywhere and it is not tied to a structure or place. Home is where family and friends can laugh, learn, and relax. Home is where memories are made and shared.

**Health**
I stand for being in control of my health. I stand for maintaining physical and mental health through the future; I stand for eating healthy and enjoying the fun foods in life.

**Relationships**
I stand for positive relationships with family. Family is everyone. I want to take time for others and to make time for others. I stand for sharing my time with those who need me but also I stand for knowing when to give help and when to leave others alone.

**Work**
I stand for a positive work ethic and for working hard. I strive for balance and understanding that others are not just like me. I want to work hard, fair, honestly, and ethically.

**Community**
I stand for community where everyone has opportunity. My perfect community is populated by individuals who have education, food, housing, people-care, and freedom. I believe all human beings have a will to succeed but some fall into a cave without opportunity. Because I am a teacher and a leader, I try to instill the desire and fun of learning to all.

**Personal Pursuits**
I stand for being a life-long learner. My personal pursuit is to continue to learn. Learning is not a quest for some reward or gain. Rather, I hope to give back to the community what it has given me. I stand for developing days filled with new adventures and experiences.

**Life Purpose**
My purpose in life is to advance human-kind with my humble educational contributions, to keep laughter as a part of the human spirit, and to practice what I teach.