CHRIS LU’S ADMINISTRATIVE PHILOSOPHY

Values
Organization and individuals are driven by values. Among all values for higher education, I consider the following the most important:
1. Highest quality of education for students
2. Creation of an environment that promotes excellence and diversity
3. Commitment of continuous development in teaching, scholarship, and professional service for faculty and staff
4. Support of open and collegial processes
5. Prudent use of human and fiscal resources
6. Partnership with others to fulfill community responsibility

Work Ethics
Zealously pursuing excellence, seeking improvement and quality, accepting responsibilities and keeping promises are important work ethics. I believe in positive attitude, welcoming and embracing changes, appropriate professional behavior while at work, and creating an unobstructed pathway for personal growth and professional advancement.

Motivation and Communication
Motivation and communication hold the key to a successful administration. Employees should be encouraged when they are doing well. Reprimands should be used sparingly and effectively. I believe that the most effective way to reprimand an employee is to do it in private with an educational purpose. Praise and reprimands should always relate to personal and organizational goals.

Listening attentively to employees is one of the important elements for a successful communication. I believe in two-way communication: information must flow from top-down and from bottom-up. Non-verbal messages have greater impact than words. To empower staff, it is important to regard their self-esteem. Factors such as practices, conditions, structures that demoralize faculty and staff must be addressed.

Team Building
The whole is much greater than the sum of the parts. In order to accomplish organizational goals under a rather complex environment in higher education, teams must be created and sustained. However, one must recognize that some people are not well suited to work on teams. In order to build an effective team, clear and engaging direction must be given, open communication and mutual trust should be practiced, and supportive environment must be provided.

Accountability and Leadership
Higher education system, like all other social systems, is confronted with economic problems. An institution must be able to undertake the responsibility to demonstrate the accomplishment of certain goals by employing the most efficient means. An institution of higher learning must maintain accountability for teaching, research, public service, learning and administration (including fiscal). Effective resources allocation is as important as securing resources. Accountability, an indication of effectiveness and efficiency, should be measured by internal performance (graduate rates, market share of applications, teaching evaluation), operation (unit cost, staff load, diversity of options offered), external performance (employment, reputation), and research (number of publications, share of contract research, citations).

Leadership is the crucial element of organizational effectiveness. A leader must demonstrate high
energy level, physical durability, intelligence, good judgement, willingness to accept responsibilities, task competence, understanding of the needs of constituents, skill in dealing with people, courage, resolution, steadiness and capacity to win trust, and set priorities.