
**FROM THE DESK OF WENDI B CARPENTER
PRESIDENT SUNY MARITIME COLLEGE**

I am honored to have joined the SUNY Maritime Nation as its 10th President. This is a benchmark institution and I view my position here as a sacred trust.

With the change in office, I am certain that many of you may have questions about who I am, what motivates me, and what I view as important.

Therefore I am sharing with you now, a few of the things that are principles of leadership and life - what I hold deeply as some personal philosophies on life and leadership, as well as general approaches to how I believe that we must operate in order to achieve the mission of the College and move to the next level of global impact.

- Think strategically, act deliberately. It saves a lot of cleanup time and regrets. Most importantly this allows all of us, as a team or as individuals, to be best poised to take advantage of opportunities or overcome challenges.
- Time is your most important asset. Invest it wisely, but you will find there is never enough and some things never get done. Learn to prioritize. The word "no" is an important tool in your kit, as you seek to know what is the most important (an that is not necessarily the most pressing.) Invest time in relationships, as they will be a significant area of return and satisfaction.
- Seek to leave a legacy of leadership by doing the right thing and doing things right. I care more about your integrity and passion for excellence than about any rank on your shoulder, position, money or power.
- The future is built one action at a time. Actions are most often the result of habits. Habits are built by choices. *Choose carefully and wisely.*
- Seek to be significant and not just successful. Significance is about impact and sense of purpose. Purposes last.
- Attitude is pervasive and affects almost everything you do in life. Attitude is a choice. As Yogi Berra said: "Life is like baseball; its 95% mental and the other half is physical."
- Communicate, communicate, communicate. Communication is about developing mutual understanding. Sending an email is not communicating

unless you verify the actual receipt of the intended message, and I do not mean receipt of the electrons. The phone is still an asset.

- Trust and relationships are force multipliers. They both require diligence, attention and maintenance. Once damaged they are very difficult to rebuild. So take care with them.
- I like to fish; I like teaching others to fish.

Organizational Culture:

- We must be vigilant stewards of all the resources entrusted to us. That includes the minds and the futures of people, not just money.
- Strategic planning and execution means saying “no” to some things.
- We should seek to frame our thinking with an “effects based” approach – put another way, we start with the end in mind. We are interested in effects, not just activity. Put another way, seek to generate torque and not just RPM. Torque not rpm is what provides momentum to move forward. Learn to assess effect.
- We must be a learning and innovating organization. That requires conversation, collaboration and listening across all ages, all levels and all parts of the organization.
- We should embrace uncertainty because it brings opportunity and the possibility of gaining strategic advantage.
- It is imperative that everyone routinely challenges the assumptions. We must question our actions and ask if we are doing the right things and doing them correctly. If actions do not support the desired end state, then we need to ask why they are being done. “Because we have always done it that way” is not the reason for continuing on the same path or with the same process.
- Process is important. *How we achieve what we achieve is important.* The processes by which we accomplish our goals must be viewed under the context of contribution to mission through effective and efficient means.
- We should emphasize teamwork and a holistic approach that considers the whole, not just parts. We should seek to be a highly collaborative organization; methods employed should contribute to the building of partnerships and teamwork in a broader sense that values and leverages other organizations’ contributions. Bridge building is a team sport.

-
- We should routinely assess how we are meeting the needs of our partners and customers, both internal and external.
 - We should seek execution of sound ideas and be willing to take risk on the strength of analysis, judgment and experience.

People:

- Our people are our most important resource – students, alumni, faculty and staff. It is from our people that great ideas arise and are matured. We will invest in the people of our SUNY Maritime Nation and strive to offer challenging work and meaningful reward and recognition for outstanding performance and contribution. We will be the best at the basics and overlook no detail that contributes to the good of the whole.
- Everyone is of value and contributes to the team no matter their position. But that also means everyone will be held accountable. Our team will be actively mentored and challenged to rise to the next level. Staff and faculty should be training his or her relief. No one of us should be indispensable, including me.
- Diversity is a strategic advantage; we embrace it as a force multiplier and believe that it contributes to better solutions and the best decision-making. We treat everyone with dignity and respect and tolerate nothing that would be detrimental to our valuation and equal treatment of all members of our Maritime Nation.

Mission:

- We should view all of our actions through the lens of “does it contribute to advancing the unique mission of SUNY Maritime and “does it positively and directly impact the SUNY priorities.”

Ultimately, in the case of SUNY Maritime we should be motivated to pursue that which not only best equips our students for the uncertain future which they will face, but ensures they rise to be the leaders of tomorrow in whatever their chosen field of endeavor.



Wendi B. Carpenter
Rear Admiral, USN Retired
President SUNY Maritime

“I long to accomplish a great and noble task; but it is my chief duty and joy to accomplish humble tasks as though they were great and noble.” Helen Keller