

**Heather Maldonado, Ph.D.**  
**Candidate Statement 2021**

As the State University of New York (SUNY) addresses the challenges created by the pandemic, social injustice, and political unrest combined with what are likely to be significant budget constraints across New York State, shared governance will be indispensable to ensure thoughtful, well-considered approaches are chosen to address these challenges and move SUNY forward out of these difficult times. If elected as the next UFS President, I intend to build on what we have already done as a body and strengthen our voice within and across SUNY.

UFS is a body that represents the whole, so it will be important to continue the successful work of President Kay as we strengthen communication, relationships, and diversity, equity, and inclusion (DEI). We must build on the communication enhancements President Kay and her Executive Committee have made in order to further improve communication within and outside of our body. Building responsive relationships with Senators, campus and SUNY leadership, the Board of Trustees, and entities who do work related to ours such as the Faculty Council of Community Colleges, CUNY University Faculty Senate, the SUNY Student Assembly, and the National Council of Faculty Senates will be essential to advancing the agenda of UFS. Strengthening and building on the DEI work already being done by UFS to advance an equity agenda that aligns with SUNY's and the State of New York's mission will help create space within the body and on our campuses for the inclusive and thoughtful consideration of ideas.

My leadership training and experiences aligns with the four frames of structural, political, human resources, and symbolic leadership. While my structural leadership skills are often one of the first things people notice (as evidenced by the "She runs a great meeting!" quote being repeated in multiple support letters for my Chancellor's Award for Professional Service) it is because of my human resource-centered leadership skills that people often remember me as a "connector" due to the inter-personal connections I help people make to ease their work—and to make their work more enjoyable. My use of symbolic leadership, such intentional use of modes of communication and the nurturing of traditions, and knowing the value of the political frame to help an organization succeed in its initiatives are further examples of the leadership intentionality I would bring to UFS in my service as President. These skills would be used within the Executive Committee, planning and running plenaries, visiting campuses, service on SUNY committees, and while representing UFS with System Administration and the Board of Trustees.

President Kay, and the UFS Presidents before her, excelled at helping UFS efficiently and effectively fulfill its purpose of being the entity "through which the University Faculty engages in the governance of the University" through its concern with "effective educational policies and other professional matters within the University." Much has been done and there is still much for UFS to do to fulfill our purpose. As President of UFS I will provide leadership that allows UFS to strengthening our institutions, the SUNY system, and each other as we recover from the challenges of the past and move into a future that is full of opportunity.