## REACH Team Gives Colloquium Talk – Open to the Public

Please join the REACH team 3:30-5 p.m. Tuesday, December 3, for a presentation titled "Universities as Places of Community Enfranchisement: Salisbury University's REACH Initiative." Presented as part of the Fulton Faculty Colloquium, the REACH team presents an overview of the REACH Initiative and next steps. The talk takes place in Conway Hall Room 152 and is free and open to the public. If you are coming from off campus, Parking Lot A is closest to Conway; see **campus map**. Visitors should obtain a **free parking pass online** in advance.

Upcoming Moves

Over the past four years, the REACH Initiative has been funded with grant support from the National Endowment for the Humanities. With the conclusion of our grant in 2025, we are in the process of transitioning the work of REACH into a permanent home on our campus. We anticipate some changes as we phase out some aspects of REACH and branch out into new areas. Please stay tuned for additional plans as they are developed.

Praxis Makes Progress: Strengthening Ethical Leadership Skills
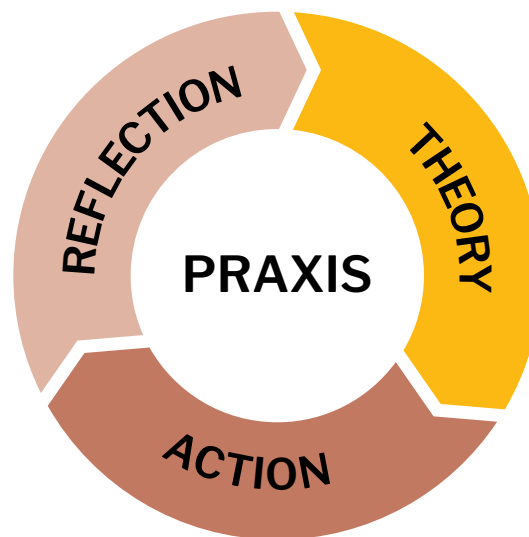
The following article is based on a conversation between REACH Co-Director Dr. Tim Stock and Dr. Ron Siers, professor of physical and secondary education

How can leaders enhance their ability to engage in *ethical* leadership?

This is a question that Dr. Ron Siers, who teaches Ethics in Leadership courses, grapples with. There exists a growing body of literature on how leaders can engage in ethical planning, decision-making and group management. Yet, there is also a very well-established "judgment-action gap": that is, leaders often fail to translate their knowledge of ethics into their day-to-day decisions.

One strategy for addressing the judgment-action gap is to engage in praxis. Praxis, in short, is "learning by doing." Engaging in praxis means engaging in a continual, cyclical process of implementing theory into practice, engaging in critical reflection on what worked and what to adjust, and refining and enhancing understanding of theory.

Engaging in praxis has several benefits, among them are strengthening one's ability to bridge theory and practice, developing a well-rounded set of real-world leadership skills, increasing leader's ability to engage in purposeful action, and helping leaders define clear objectives.

In order to achieve the benefits of practice, it is important that leaders engage in continual, critical self-reflection. Engaging in critical self-reflection is a skill that, with practice, can improve over time. To improve critical self-reflection, leaders can engage in a series of thought-exercises known as the "what/so what/now what" approach, developed by American psychologist Dr. David A. Kolb.

The "What" stage is an objective description of what occurred. "What" questions include:
- What happened?
- Who was involved?
- When and where did it happen?
- How did it happen?

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The "So What" stage is a subjective interpretation of what occurred. "So What" questions include:

- How did I feel about the situation?
- What are the implications of this situation?
- What implications does this situation have on group functioning?
- On people's relationships with me and with each other?
- On the ability of the organization to achieve its mission?

The "Now What' stage is the stage in which the leader develops an action plan to guide future decisions and behavior. "Now What" questions include:

- What can I do to improve this situation?
- How can I act differently next time?
- What can I do to prevent negative outcomes?

The critical self-reflection required for praxis requires ongoing effort. However, by engaging in praxis, leaders can bridge the "judgment-action gap," increasing their ability to effectively apply ethical leadership principles in their day-to-day decisions.

ETHICS PROFILE: Doncella Wilson

Minary's Dream Alliance, Inc.

Tell us about your organization and what you do.

The organization that I founded in May 2020 is Minary's Dream Alliance, Inc. I currently serve as the executive director. The mission of Minary's is to transform the lives of youth, families and communities through education, resource development and community engagement. We currently have several programs across the Eastern Shore of Maryland that focus on prevention activities for young people, identifying resources for families and community outreach.

What drew you to be a part of the Community Ethics Network?

I was drawn to the Community Ethics Network to understand how institutions of higher education can utilize their resources, such as research, to inform communities of the disparities and how to leverage resources.

How does ethics improve your work?

Ethics improves the work that I do as it helps to inform my decision-making process as it pertains to resources that families and communities may need. Ethics also play a role in evaluating our current programs and services.

Want To Be Featured in Our Newsletter?

We welcome contributions for our Ethics Profile. Anyone within our Community Ethics Network is invited to be featured in our newsletter. Contact us at **REACH@salisbury.edu** to be featured in an upcoming newsletter.

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