What I Sort of Knew But Had(ve) to Learn As An Institutional Leader:
10 Items In No Particular Order

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Number 0:

- Don’t take yourself too seriously
Number 1:

- What Got You Here Won’t Keep You Here
Number 2:

• Learn to delegate – and make sure you have the right team
Number 3:

• It’s not about you (anymore)
Number 4:

- We’re all in this together as leaders
Number 5:

• Manage up, across but not over or around
Number 6:

• It’s more difficult to change a faculty member’s behavior than you might think
Number 7:

• There’s no such thing as a fully supported scientist
Number 8:

- One of your big jobs is to help faculty protect their academic time – and they’re often their own worst enemies
Number 9:

• Make a considerable effort to build relationships with your fellow institutional leaders
Number 10:

• Get out of the office – you’re more useful (in so many ways) when you’re visible
Number 11:

- Another of your big jobs is recruiting – and this is REALLY important
“Nothing in the world can take the place of Persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press On' has solved and always will solve the problems of the human race.”  

Calvin Coolidge