A Conversation About Campus Leadership and Leadership Development:

An Overview of The Rutgers PreDoctoral Leadership Development Institute (PLDI)

Brent Ruben
Rutgers University

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Prepared for The Committee on Institutional Cooperation (CIC)
Academic Leadership Program Planning Conference
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PreDoctoral Leadership Development Institute (PLDI)

Rationale, Goals, Structure, Outcomes

Academic Leadership Program	PreDoctoral Leadership Development Institute	The Rutgers Leadership Academy
ALP seminars focus on current issues and topics in university leadership of interest to department chairs and deans.	**PLDI** provides doctoral students with the knowledge and competencies necessary for future academic roles.	**RLA** helps to prepare faculty and staff for future leadership roles within their department, school and the University.

PLDI . . .

- Now in its fifth year, the Rutgers PLDI Fellows program offers a unique two-year educational experience for approximately 15 students per cohort
- An "early intervention" program
- Open to any Rutgers University doctoral student
- Multidisciplinary in terms of program, faculty, students
- Nominations by a program director, department chair, dean, or vice-president
- Emphasis on recruiting women and minorities in order to enhance diversity among future academic administrators nationally

The PreDoctoral Leadership Development Institute

is sponsored by

The Center for Organizational Development and Leadership,
The Graduate School-NB, and
The Graduate School of Education

with support from

The Office of the Executive Vice President for Academic Affairs and
The School of Communication and Information

ODL Leadership Development Programs – of which PLDI is a signature program – have been generously supported by grants and contributions from
Johnson & Johnson, AT&T, the Mellon Foundation, Anne Thomas, Francis and Mary Kay Lawrence, and other Rutgers faculty and staff.

For further information:
http://www.odl.rutgers.edu/pldi/index.html

or contact
Brent D. Ruben, Ph.D.
Distinguished Professor and Director, PLDI
bruben@rutgers.edu

Goals: Through Completion of the PLDI Program will . . .

- Become familiar with contemporary challenges and issues facing higher education and higher education leaders
- Develop an understanding of fundamental perspectives and concepts of leadership as they apply in higher education settings
- Enhance their awareness of the multiple factors, constituencies, perspectives, policies, practices and other factors, that influence decision-making in higher education
- Become familiar with important dimensions of higher education and administration in colleges and universities, including mission, organizational structure, governance, finance, legal and regulatory issues, diversity, and ethics
- Acquire an understanding of leadership styles and strategies and their impact, and develop an analytic/critical perspective relative to leadership perspectives and concepts
- Be able to assess and effectively utilize interpersonal, group and organizational leadership practices and strategies
- Acquire the skills and commitment necessary for self-assessing leadership performance, and enhance personal and professional leadership competence

More generally…

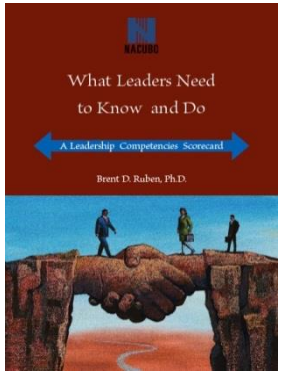
- ***Stimulate increased teaching/learning and reflection on leadership practice among university leaders involved with the PLDI program***

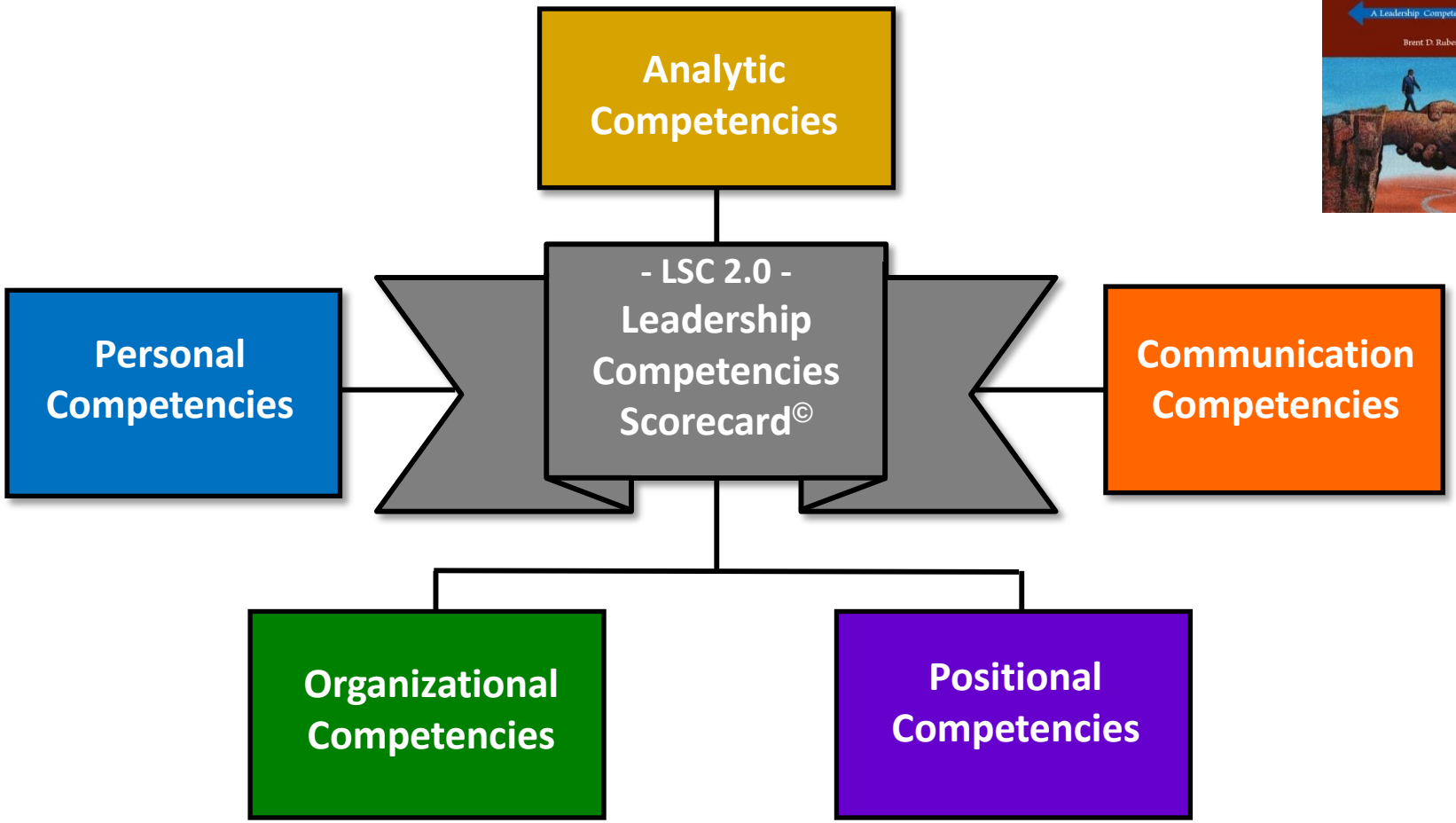
Program Components

The Four Course Sequence

Leadership Issues in Higher Education (501 & 502)		
Leadership Field Experiences (503)		
Capstone Seminar (504)		
Leadership Series and Roundtable	Washington Higher Education Forum	**Next Steps:** **-E-Leadership Portfolios** **-Collaborations**

Leadership Competencies Scorecard (LSC 2.0)

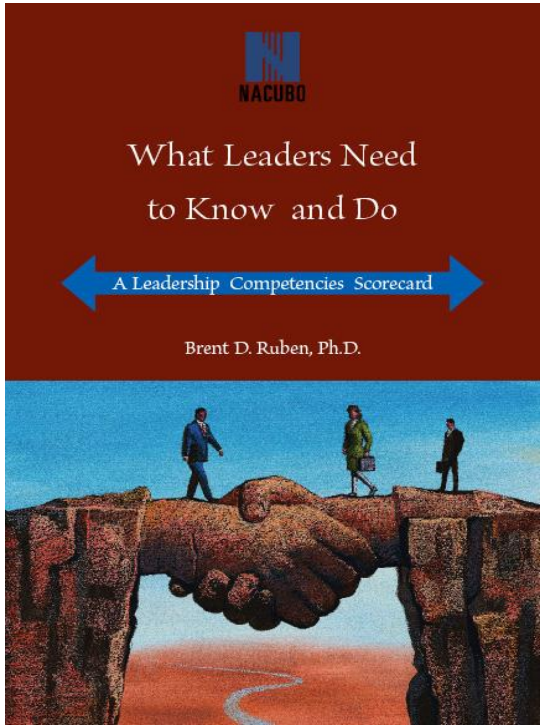




From: B.D. Ruben, *What Leaders Need to Know and Do,* Washington: National Association of College and University Business Officers (NACUBO), 2006

What Competencies Matter for Excellence in Leadership?

- A thematic framework of competencies based on a broad review and synthesis of leadership literature (quantitative/qualitative, higher education/other sectors; theoretical/practice-based)
- Provides lists of specific competencies/ activities/examples associated with each theme
- A useful tool for self- or third-party assessment, for personal and organizational leadership development efforts



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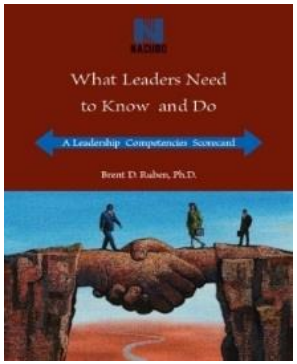
Competencies Important to Effective Leadership



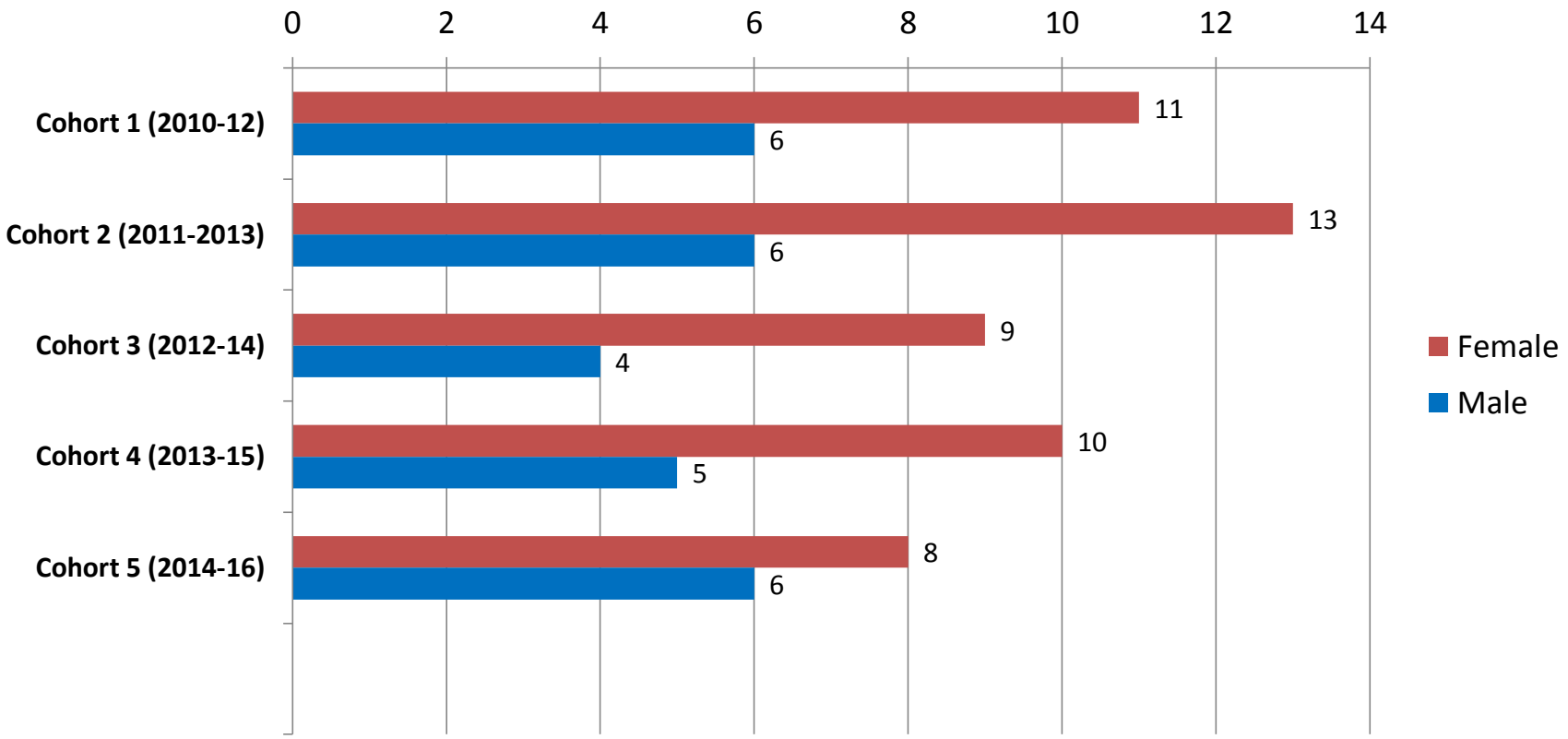
- ***Positional Competencies*** — Knowledge and skills related to the particular discipline, context, or sector
- ***Analytic Competencies*** — Thoughtful reflection on one's own and others' behaviors, and careful consideration of the consequences of alternative leadership options and strategies
- ***Personal Competencies*** — Standards, character, and expression of values
- ***Communication Competencies*** — Knowledge and skills necessary for effective interaction in interpersonal, group, organizational, and public settings
- ***Organizational Competencies*** — Administrative capabilities important for leading in organizations of varying purpose, function, and size

An Interdisciplinary Program in Terms of Students

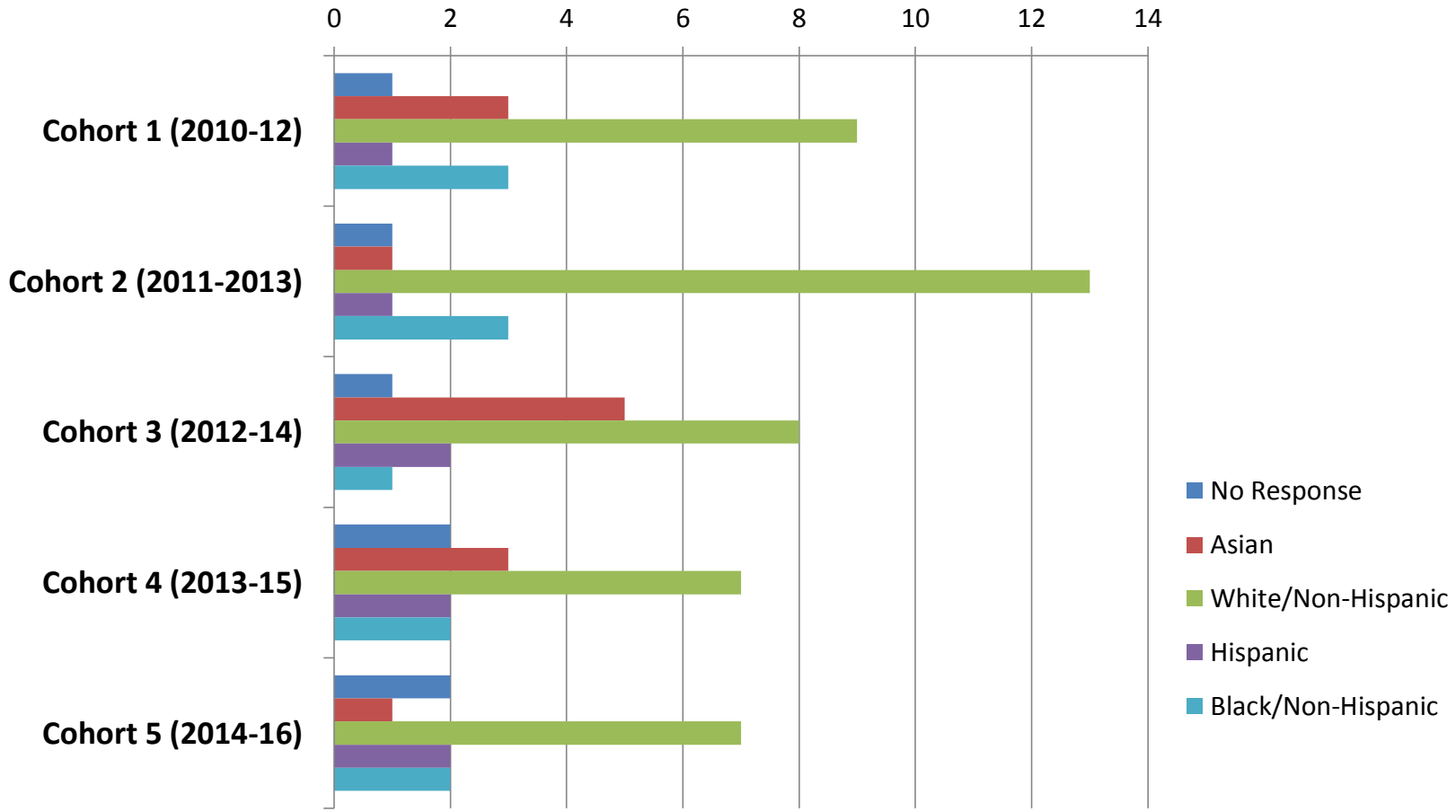
Academic Discipline	10/12	11/13	12/14	13/15	14/16
Anthropology		2			2
Art History			1		
Biomedical Engineering	1		1		1
Bilingualism/Language Acquisition			1	1	1
Business			1		
Chemistry & Chemical Biology		1		1	
Classics	1		1		
Communication & Information	2		1		
Comparative Literature		1			
Computer Science		2			
Criminal Justice		1			
Ecology and Evolution	1			1	
Education	2	2	2	4	3
Educational Psychology			1		
Electrical & Computer Engineering	1				
Environmental Science				1	1
Food Science	2	1			1
German & Comparative Literature					1

Academic Discipline	10/12	11/13	12/14	13/15	14/16
History	1				1
Humanities		1			
Italian Studies		1			1
Library & Information Sciences	1				
Management & Labor Relations	1				
Microbial Biology			1		
Nutritional Sciences					1
Organizational Communication		1	1	1	
Organizational Management		1		1	
Pharmacology				1	
Physics and Astronomy				1	
Plant Biology	1		1		
Planning and Public Policy			1		1
Political Science	1				
Social Work		2	1		
Sociology	1		2	2	
Spanish and Portuguese Studies	1			1	
Women's and Gender Studies			1		

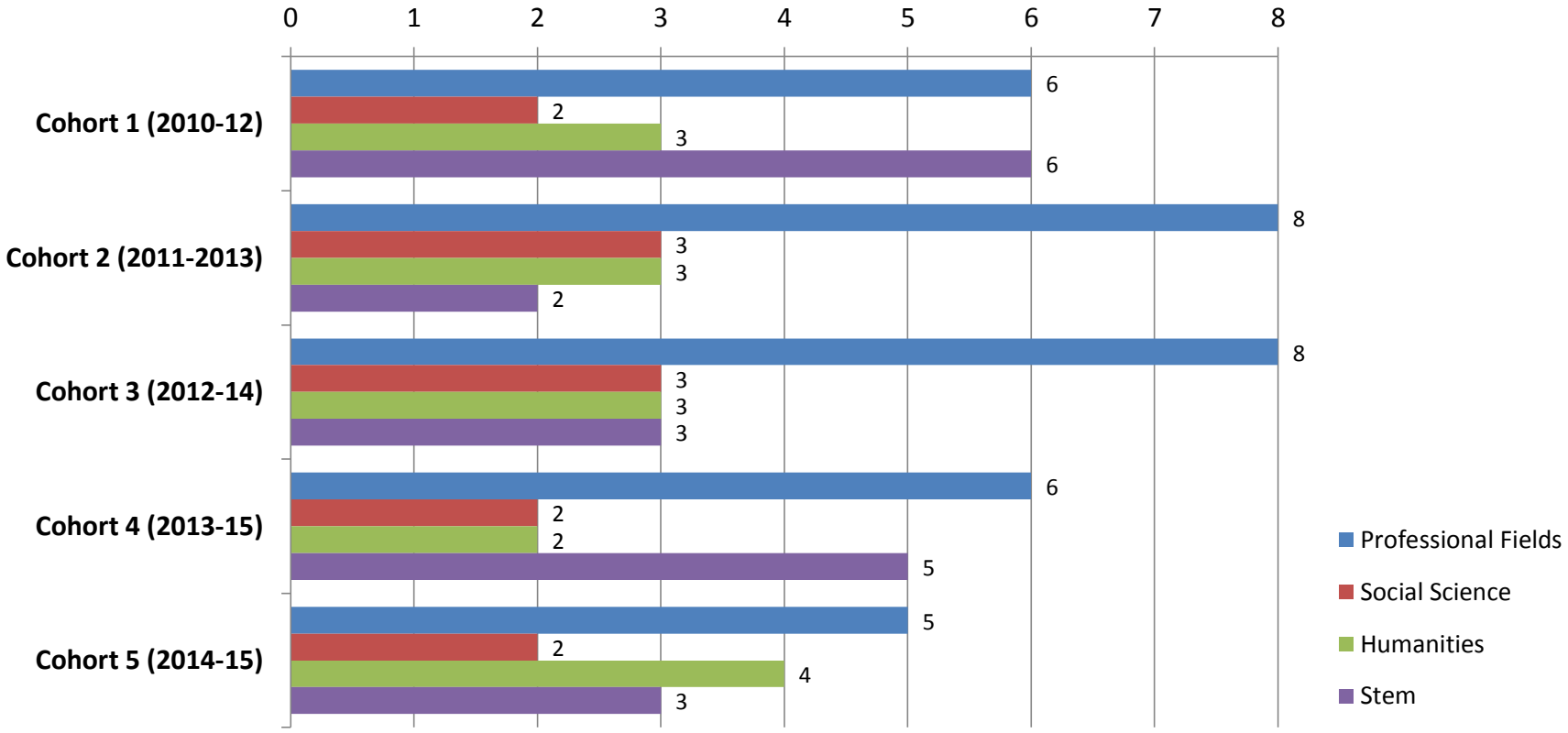
PLDI Fellows: Gender



PLDI Fellows: Ethnicity



PLDI Fellows: Area of Study



An Interdisciplinary Faculty

- Joseph Barone, Pharm.D. – Acting Dean, Ernest Mario School of Pharmacy
- Monica Barrett, J.D. – Interim Senior General Counsel
- Barbara E. Bender, Ed.D. – Associate Dean, Graduate School-NB
- Joan W. Bennett, Ph.D. – Professor, Engineering and Mathematics
- Gregory S. Blimling, Ph.D. – Lecturer, Graduate School of Education
- Kenneth J. Breslauer, Ph.D. – Professor and Vice President, Health Science Partnerships
- Raphael J. Caprio, Ph.D – University Professor and Professor of Public Administration
- Alberto M. Cuitino, Ph.D. – Professor, Mechanical and Aerospace Engineering
- Richard De Lisi, Ph.D. – Professor and Dean Emeritus, Graduate School of Education
- Bruce C. Fehn, CPA – Senior Vice President, Finance and Administration
- Vivian Fernandez, M.A. – Vice President, Faculty and Staff Resources
- James Giarelli, Ph.D. – Professor and Chair, Educational Theory, Policy and Administration
- Gary A. Gigliotti, Ph.D. – Associate Vice President, Academic Affairs-Teaching and Assessment Research
- Robert M. Goodman, Ph.D. – Executive Dean, School of Environmental and Biological Sciences
- Robert J. Heffernan, Ph.D. – Director, Institutional Research and Planning
- Kathleen M. Immordino, Ph.D. – Director, University Human Resources
- James E. Kohl – Vice President, Administration and Public Safety
- Jerome J. Kukor, Ph.D. – Dean, The Graduate School
- Susan E. Lawrence, Ph.D. – Dean for Educational Initiatives and the Core Curriculum, School of Arts and Sciences
- Barbara A. Lee, J.D., Ph.D. – Professor, Human Resource Management, School of Management and Labor Relations
- Laurie K. Lewis, Ph.D. – Professor and Chair, Department of Communication, School of Communication and Information
- Jacquelyn Litt, Dean, Douglass Residential College
- Richard D. Ludescher, Ph.D. – Campus Dean, Cook Campus
- Jennifer S. Mandelbaum, Ph.D. – Professor, School of Communication and Information
- Richard L. McCormick, Ph.D. – University Professor, and President Emeritus, Rutgers, The State University of New Jersey
- Christopher J. Molloy, Ph.D., R.Ph. – Interim Chancellor, Rutgers Biomedical Health Sciences
- Francine Newsome Pfeiffer – Assistant Vice President of Public Affairs, Federal Relations
- Richard Novak, Ed.D. – Vice President for Continuing Studies
- Brent D. Ruben, Ph.D. – Distinguished Professor, Communication and Executive Director, Center for Organizational Development and Leadership
- Jorge Reina Schement, Ph.D. –Vice President, Diversity and Inclusion
- Donald E. Smith, Ph.D. – Vice President, Information Technology
- Alfred F. Tallia, M.D., MPH – Professor and Chair, Department of Family Medicine and Community Health, Robert Wood Johnson Medical School
- Sherrie Tromp – Associate Director, Center for Organizational Development and Leadership
- Harvey Waterman, Ph.D. – Associate Dean, Graduate School-NB
- Nancy S. Winterbauer – Vice President, University Budgeting

Assessment of Outcomes: A Progress Report

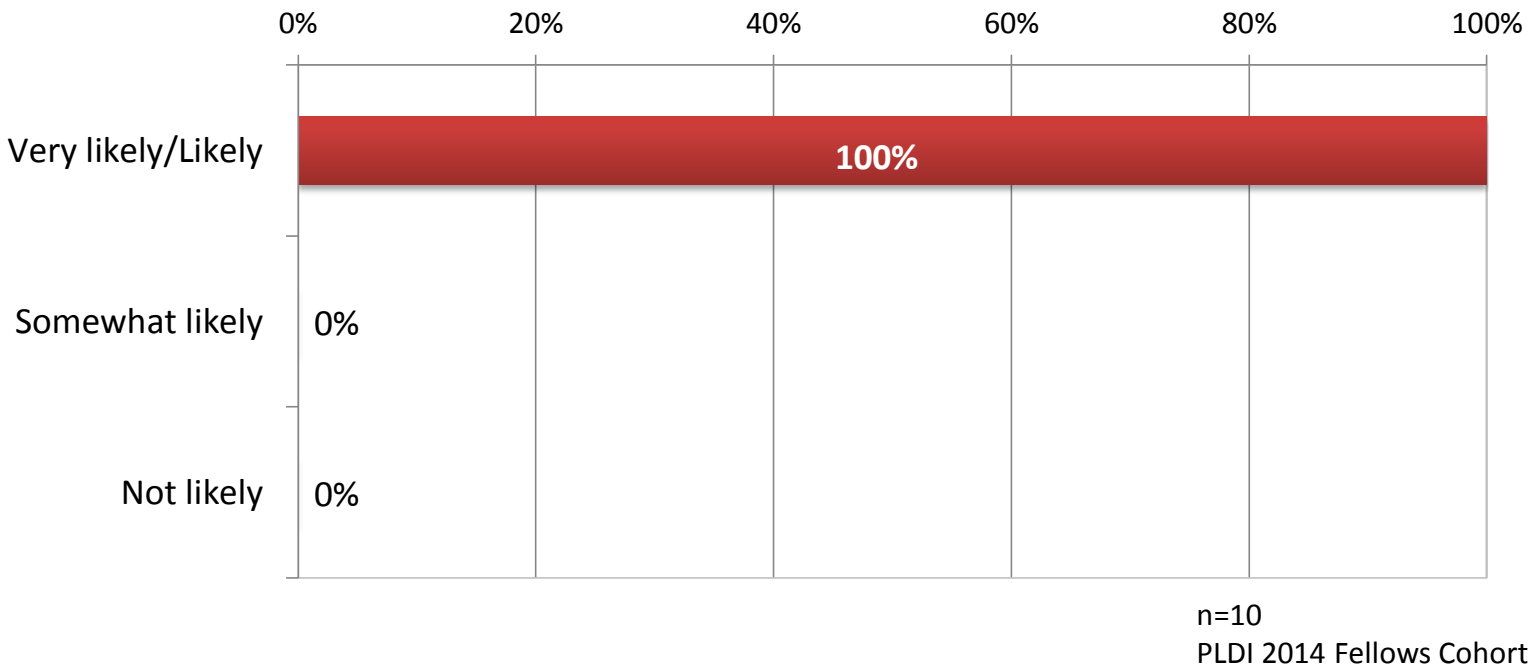
What is your overall evaluation of the course?

Course	Scale 1-5
501 Leadership in Higher Ed (2013-2015 Cohort, n=13)	4.0
502 Leadership in Higher Ed-Special Topics (2013-2015 Cohort, n=9)	4.7
503 Leadership Field Experience (2012-204 Cohort, n=7)	4.3
504 Capstone (2012-2014 Cohort, n=10)	4.6
PLDI Program as a Whole	**4.4**

2014 Course Evaluations

Assessment of Outcomes: A Progress Report

How likely would you be to recommend this program to others?



The Perspective of Two Recent PLDI Graduates . . .

"I am so grateful to PLDI for preparing me to be in a leadership role. I never thought I would be in this role so soon and without the program, I don't think I would have made it."

"PLDI proved integral during my interview process . . . By using examples learned as a PLDI Fellow, I impressed the interviewers with my gained knowledge from the course. This proves that the program is not only providing effective leaders within higher education, but better preparing graduates for industrial leadership positions as well."

About PLDI…

- http://www.odl.rutgers.edu/pldi/index.html
- Rutgers Program Helps Ph.D. Students Learn the Ropes of Academic Leadership, *The Chronicle in Higher Education*, Dec. 10, 2010 http://chronicle.com/article/Rutgers-Program-Helps-PhD/125679/?sid=at&utm_source=at&utm_medium=en
- Preparing Future Academic Leaders in Graduate School, *Academic Leader*, Oct. 2013
- Preparing the Next Generation of Academic Leaders: New Rutgers institute trains pre-docs for transition from faculty to administration, *Rutgers Focus,* October,2011 http://news.rutgers.edu/focus/issue.2010-10-06.0799872240/article.2010-10-11.4776230290
- Rutgers Pre-Doc Leadership Program Holds First Washington Forum, *Rutgers Focus,* June 6, 2011 http://news.rutgers.edu/medrel/special-content/summer-2011/rutgers-pre-doc-lead-20110602

PLDI Executive Committee

Brent D. Ruben, Ph.D. – Director, PLDI Program; Distinguished Professor of Communication and Executive Director, Center for Organizational Development and Leadership

Barbara E. Bender, Ed.D. – Associate Dean, Graduate School - New Brunswick

Richard De Lisi, Ph.D. – Professor and Dean Emeritus, Graduate School of Education

Jerome J. Kukor, Ph.D. – Professor and Dean, Graduate School - New Brunswick

Susan Lawrence, Ph.D. – Associate Professor of Political Science and Dean for Educational Initiatives and the Core Curriculum, School of Arts and Sciences

PLDI Course Coordinators

501 Brent D. Ruben, Ph.D.
502 Barbara E. Bender, Ed.D.
503 Richard De Lisi, Ph.D. and Jerry Kukor, Ph.D
504 Brent Ruben, Ph.D., and Susan Lawrence, Ph.D.

- Questions, Comments?
- Thoughts about leadership challenges, and/or strategies that CIC ALP and DEO might adopt/promote?
  - Improving linkages between CIC and campus programs
  - Collecting and sharing bibliographies and campus leadership development materials
  - Others?