Snapshots of Academic and Senior Administrator Leadership Programs at Committee on Institutional Cooperation (CIC) Universities

Center for Organizational Development and Leadership

Rutgers University

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Leadership Development Programs at CIC Institutions

Preface

In discussions of the critical challenges facing higher education, few topics are mentioned more frequently than leadership. By its very nature, leadership is a multidisciplinary topic, and not surprisingly, there are many views as to how it should be conceptualized, and what knowledge- and skill-sets are necessary for effective leadership in colleges and universities.

Most perspectives on the subject acknowledge the importance of having an appropriate understanding of higher education institutions, their mission, their cultures and their challenges, in addition to more general leadership knowledge and skills in such areas as collaborative planning and decision-making, change management, collegial decision-making strategies, conflict and crisis prevention and resolution, and effective communication with internal and external constituencies.

While there are differences in thinking as to the specific capabilities required of leaders, and the balance of capabilities required for specific leadership roles, there is a remarkable agreement with regard to the pressing need for colleges and universities to become more adept at identifying, attracting, developing, assessing, recognizing, retaining, and appropriately rewarding outstanding leaders for all areas, at all levels, and within all institutions.

In efforts to advance our understanding of these issues, one very valuable method is to examine existing approaches that are designed to facilitate the preparation of higher education leaders.

Issues related to leadership effectiveness provide the foundation for much of the activity of B1G/CIC (Committee on Institutional Cooperation). The CIC provides a broad range of peer-to-peer and institution-to-institution programs, each of which promotes leadership networking and the sharing of practices among individuals who occupy comparable leadership roles in particular academic and administrative specialty areas. The CIC also sponsors the Academic Leadership Program and the Departmental Executive Officers Seminars, both developed with the explicit purpose of identifying and helping to prepare more effective higher education leaders.

Additionally, the CIC universities have developed and implemented a number of their own programs designed to advance leadership capabilities within member institutions. This publication provides a collection of “snapshots” of the academic and senior leadership education programs offered by these institutions. The brief overviews are accompanied by links to relevant websites to enable interested readers to easily access more detailed descriptions.

The snapshots describe differentiated activities and services for academic leadership development which vary in size, duration, sponsoring department(s), program theme(s), and targeted audiences. A variety of approaches and methodologies are described. The programs variously include classroom instruction, workshops, experiential activities, self-assessment inventories, conversations with campus leaders, project team assignments, leadership coaching, and activities aimed at cultivating smaller communities of practice, and in some cases including structured feedback and one-on-one mentoring experiences.

At Rutgers, we have found a review of program descriptions to be an extremely valuable benchmarking activity, one that serves to identify important commonalities as well as differences. It is also a process that inspires creative thinking in our own program development. We hope others will find the collection of descriptions equally useful.
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University of Chicago

Program: The Chicago Booth Executive Program

Coordinating Office: Chicago Booth

Website: http://booth.chicagoexec.net/programs/epel.aspx

Program Description:

EPEL is designed for University of Chicago administrators with high potential. It will deliver new approaches to leadership development, build and develop high-performance teams, manage cross-functional and cross-organizational relationships, and craft strategy. This program will benefit administrators responsible for improving the performance of their organizational unit, as well as contributing to the University of Chicago's broader strategic goals.

The content is based on the general management and leadership programs at the University of Chicago Booth School of Business. EPEL features highlights from our best programs taught by our own thought-provoking faculty. This program also offers specific content sessions led by officers, vice presidents, and deans focusing on critical challenges and opportunities at the University of Chicago.

Program: Human Resources Course Offerings

Coordinating Office(s): Human Resources

Website: http://humanresources.uchicago.edu/training/index.shtml

Tools:

- To access our Career and Learning framework, click here (https://humanresources.uchicago.edu/training/Career%20and%20Learning%20Essentials.pdf).
- For a catalog of our FY14 workshops, click here (https://humanresources.uchicago.edu/training/Catalog.pdf).
- For dates of our FY14 scheduled workshops, click here (https://humanresources.uchicago.edu/training/FY14%20Calendar%202014.docx).

Program Description:

We provide a wide variety of learning solutions for individuals, teams, and leaders across the University community, in a variety of accessible formats. Our workshops are designed to help employees improve their skills and capabilities in their current jobs, as well as support their ongoing career development. The workshops we offer fall into the following categories (these are considered our "Open Enrollment" workshops):

- Individual Development
- Management Development
- Webinars
- Writing courses
- Computer courses
University of Chicago (continued)

We also provide consulting to assist units, divisions and departments with specific learning and training needs. Through a working partnership, we can help leaders assess their training needs as well as identify solutions to help them meet their objectives. Examples of solutions and consulting services include:

- Strategic planning and goal setting
- Leadership development
- Team development, team building and team effectiveness

Other training offered outside of HR includes Continuing Education/Graham School and University Administration.
Leadership Development Programs at CIC Institutions

University of Illinois

Program: Leadership Seminar Series

Coordinating Office: Office of the Provost

Website: http://provost.illinois.edu/als/index.html

Program Description:

The Academic Leadership Seminar Series is a yearlong program for academic unit leaders including department heads and chairs, program and center directors, and assistant and associate deans. It consists of two separate series of seminars, one for new executive officers and one for all executive officers.

New Executive Officer Leadership Seminars
The New Executive Officer Leadership Seminar Series is designed to help acquaint newly appointed executive officers with university policies and procedures. It also provides a forum in which executive officers can meet with colleagues, share experiences, and gain knowledge of pertinent on-campus resources. Programs focus on helping the executive officer better understand the overall strategy and mission of the campus and the university.

Executive Officer Roundtables
The Executive Officer Roundtable Series is designed for new and experienced Executive Officers who wish to engage in dialogue and discuss best practices pertaining to current issues affecting academic leaders. In-depth discussion of topics such as leadership challenges, financial and strategic planning, and faculty development are featured.
Leadership Development Programs at CIC Institutions

University of Illinois (continued)

Program: Provost Fellows Program

Coordinating Office: Office of the Provost

Website: http://provost.illinois.edu/als/index.html

Program Description:

The Provost Fellows Program provides academic leadership experience in key campus administrative roles for distinguished faculty at the University of Illinois at Urbana-Champaign. It is designed to develop leadership skills at the campus level for some of our most accomplished tenured faculty. Fellows participate in a range of mentoring and learning opportunities, collaborate with colleagues in the Provost's and Chancellor's Offices and in other academic and administrative offices across campus, and assume leadership roles on critical campus strategic initiatives and projects, designed in conjunction with fellows' individual interests and longer-range career goals. The goal of the program is to provide exceptional faculty members with a more expansive range of leadership experiences at the campus level. As part of this experience, Fellows participate in a range of learning opportunities, including serving as a member of the Provost's Cabinet. In addition, each fellow works with a primary mentor in the Provost Office.

Appendix:
University of Illinois (continued)

**Program:** Leadership Series for New Deans

**Coordinating Office:** Office of the Provost

**Program Description:**

This program is designed for deans who are new to their positions. It consists of a yearlong set of monthly sessions around pertinent topics, during which new deans can engage in conversation about challenges and issues they are facing and learn more about resources available on campus. For each session, key campus leaders are invited to share best practices and experiences. Some of the leaders are veteran deans who have faced similar challenges in creative ways and others are experts at the university who can be helpful.

**Program:** Senior Leadership Retreat

**Coordinating Office:** Office of the Provost

**Website:** [http://provost.illinois.edu](http://provost.illinois.edu)

**Program Description:**

The Senior Leadership Retreat is an annual two-day orientation for new deans, directors, department heads, and unit leaders. It provides a forum for discussion of the campus strategic goals, policies, and procedures. It focuses on the responsibilities of leaders within the university and the resources available to support them in fulfilling those responsibilities. The program addresses issues of value to newer leaders through presentations by key campus leaders and experienced administrators, case studies, and group interactions. The retreat also provides additional opportunities for the new leaders to interact with the university leadership (Chancellor and Provost).

**Program:** Emerging Women Leaders

**Coordinating Office:** Office Diversity, Equity and Access

**Website:** [http://provost.illinois.edu](http://provost.illinois.edu)

**Program Description:**

The Emerging Women Leaders Forum provides leadership development for mid-level professional women at Illinois who have been identified by their deans, directors, and department heads and who aspire to become organizational leaders. The focus of this program is to equip women with fundamental leadership strategies and practical for positive impact within their departments and communities. Workshops are designed to help women identify and reinforce their strengths while developing proactive strategies for greater impact.
Leadership Development Programs at CIC Institutions

University of Illinois (continued)

**Program:** Executive Women’s Conversation Group

**Coordinating Office:** Office of the Chancellor

**Program Description:**

The Executive Women’s Conversation Group is a group of faculty and academic professional women in senior leadership roles who meet monthly during the school year to discuss matters of interest to the group. Topics include leadership styles, work-life balance, and community engagement. The Executive Women also supports the Emerging Women Leaders Group.

**Program:** Illinois Campus Awards for Excellence in Faculty Leadership

**Coordinating Office:** Office of the Provost

**Program Description:**

Illinois Campus Awards for Excellence in Faculty Leadership are awarded for outstanding leadership that enriches the intellectual vitality of the campus and the broader community. In recognition of those who distinguish themselves with their vision of the future and their ability to mobilize others in shaping that future, the following annual awards are given for excellence in faculty leadership.

**Campus Award for Distinguished Executive Officer Leadership**
The Campus Award for Distinguished Executive Officer Leadership recognizes outstanding academic leadership and vision by an Executive Officer of a department head/chair or center director.

**Campus Award for Outstanding Leadership**
The Campus Award for Outstanding Leadership recognizes extraordinary leadership contributions across many dimensions (e.g., committee work, chair of task force) that advance the excellence of a department, a college, and/or the campus.

**Campus Award for Excellence in Faculty Mentoring**
The Campus Award for Excellence in Faculty Mentoring recognizes a faculty member who has demonstrated an outstanding commitment to faculty mentoring by actively helping pre-tenure and mid-career faculty develop their career(s) by offering advice, feedback and guidance on research activities; coaching on work-life balance issues; providing professional opportunities for mentees; and/or assisting in development of teaching skills.

**Campus Award for Outstanding Leadership in Shared Governance**
The Campus Award for Outstanding Leadership in Shared Governance recognizes faculty members who exemplify the campus commitment to shared governance, democratic process, and collaborative decision making.
Leadership Development Programs at CIC Institutions

Indiana University

Program: Management Training Series

Coordinating Office: Human Resources and Organizational Development

Website: http://www.indiana.edu/~uhrs/training/man-training.html

Program Description:

The Management Training Series is designed to empower a select group of leaders, from throughout Indiana University, to master the organizational and leadership challenges they face now and in the future. Drawing upon resources from both inside and outside the University, the Management Training Series presents leading-edge sessions designed to assist participants in improving performance in their current positions, as well as prepare them for possible additional responsibilities. Participants meet one day a month, for seven months, beginning in October and cover topics such as: Planning, Managing Change, Transitions, Accountability, Expectations, Coaching, Leadership and more. In addition to the monthly sessions, participants are expected to participate in project teams that will afford them the opportunity to apply what they are learning to a real-life situation, in real time. They will also be expected to establish their own professional leadership development goals with action plans and outcomes.

Appendix:
Leadership Development Programs at CIC Institutions

University of Iowa

Program: UI LEAD (Leadership, Education, Assessment and Development)

Coordinating Office: University Human Resources

Website: http://hr.uiowa.edu/lead

Program Description:

UI LEAD (Leadership Education, Assessment, and Development) is a comprehensive leadership program for University of Iowa faculty and staff. With one-to-one coaching at its core, UI LEAD focuses on individualized feedback, goal-setting and skill development over a six-month to two-year period. UI LEAD (Leadership Education, Assessment, and Development) is a competency-based leadership program. It is focused on increasing participants’ awareness of and effectiveness with specific leadership behaviors that create and sustain organizational success. Our approach is based upon the creation of a powerful partnership between the participant, the participant’s supervisor/administrator, and their UI LEAD coach. Through this partnership, the candidate is able to identify:

- Current leadership strengths and limitations
- Specific leadership competencies desired
- Individualized leadership goals
- Tailored action plan to achieve goals
- Progress and measure success

Appendix:

UI LEAD: Process

Overview

Your coach will provide an overview of the program and coordinate two meetings:

- A meeting for you and your coach to establish rapport and discuss goals.
- A meeting for you, your coach, and your administrator to facilitate a discussion of shared goals and success measures.

Assessment

Your coach will assist you in applying:

- A style-based assessment tool (DISC, MBTI or StrengthsFinder)
- A 360 pre- and post- assessment tool and raters.
  - An Overview of the Four Assessment Tools available in UI LEAD

Development

Define your goals, create an action plan and determine measures of success that align with the organization’s strategic mission and your career objectives.

Coaching

Intermittent one-to-one leadership skill coaching is recommended.

Closure

Your coach will assist you in:

- Administering a post 360 assessment.
- Facilitating a closing Return on Investment (ROI) meeting with your supervisor/administrator.
Leadership Development Programs at CIC Institutions

University of Iowa (continued)

Program: Executive Leadership Academy

Coordinating Office: University of Iowa Health Care

Website: https://medcom.uiowa.edu/hr/executive-leadership-academy/

Program Description:

University of Iowa Health Care has designed a comprehensive program that addresses core characteristics and skills needed to lead effectively in an academic healthcare environment. Overall academy goals include:

- Expanding participants’ leadership knowledge, skills, and abilities which are critical in today’s changing academic healthcare environment.
- Demonstrating outcomes in leading and increasing the effectiveness of project, operational, research, or clinical teams.
- Strengthening our UI Health Care culture by building networks to provide ongoing feedback and support systems.

The Academy Curriculum includes the following:

UI Health Care– Priorities and Systems — Session 1

Understanding the strategy and systems of UI Health Care: UIHC, CCOM, and UIP.

- UI Health Care Strategic Plan
- Operationalizing Core Values
- UI Health Care and Iowa: The Vision and Priorities
- Finances and Systems
- Alliance, ACOs, and other Partnerships
- Our Organizational Structure
- Big-Picture Thinking

Managing Your Projects — Session 2

Managing your projects by having the right people and processes in place.

- Organizational Alignment
- Change Management
- Project Planning/Management
- Priority Setting and Focus
- Team Management
- Meeting Management

Quality, Safety & Service — Session 3

Demonstrating and operationalizing leadership in quality, safety, and service.

- Evidence-based Practices
- Metrics
- Process Improvement
- Furthering Service Excellence with Patients and One Another
- Reinforcement and Recognition
University of Iowa (continued)

Finance & Marketing — Session 4
*Understanding the business side of medicine.*
- Financial Statements
- Cost Accounting
- Revenue Cycle
- Budgeting Process
- Business Plans
- Incentive Plans
- Role of Philanthropy
- Impact of Affordable Care Act
- Understanding the Marketplace

Understanding Your People – Session 5
*Managing people and the professional relationships that surround you.*
- Recruiting/Retention
- Conflict Resolution
- Power, Influence, and Authority
- Negotiation
- Integrating Diversity
- Performance Management
- Difficult Conversations
- Legal Concerns in HR
- Coaching and Accountability

Personal Development — Session 6
*Learning about competencies of tomorrow’s leaders, one’s own leadership strengths and style, and discovering how others may see us.*
- 360 Assessment
- DISC
- Career Development Strategies

Academy Structure:
- Leadership training will be carried out in six, 1½ day sessions beginning in September, approximately one session every other month.
- Sessions will occur all day Friday and half the day Saturday.
- There will be 2 to 3 hours of course work preparation for each session.
- Each participant will complete a project during the academy.
- Applications for continuing education credit will be available.
- Assistance in writing and publishing on project results.
- Pagers and cell phones will not be allowed in the sessions.
- Self-assessments and multi-rater feedback will be completed at the beginning and end of the academy.
University of Iowa (continued)

Participants will be engaged in active learning experiences throughout the program with

- Self-Assessments
- Leadership Development Plans
- Course Work Prep
- Small Group Discussions
- Role Playing
- Case Studies
- Peer Networking
- 1:1 Coaching
- Academy Project Completion

Participants will complete a project during the academy to challenge application of skills and knowledge. Participants who complete all sessions and an academy project will be recognized in a graduation event, where UI HealthCare leadership will present ELA certificates celebrating the cohort’s achievement and outcomes.
University of Maryland

Program: UMD Leadership Fellows Program

Coordinating Office: UMD ADVANCE


Program Description:

The UMD Leadership Fellows program, co-sponsored by ADVANCE, the Office for Diversity and Inclusion, and the Associate Provost for Faculty Affairs, was initiated at the start of the fall 2012 semester and has just completed its second year. Under the direction of a program facilitator and a leadership steering committee, this leadership development program carefully selects individuals who have shown promise for leadership and engages them in (a) a year-long series of professional development seminars, (b) mentoring conversations with current UMD administrators, and (c) individual career planning exercises.

Eligibility for the Leadership Fellows Program: All tenure-track faculty women and men are eligible to apply.

Curriculum

There are ten professional development sessions organized around four core knowledge and skill sets related to leadership development:

- Understanding how the university works and how to promote organizational change
- Gaining knowledge of individual leadership strengths and challenges
- Becoming aware of diversity and how to shape environments that support inclusive excellence
- Developing key management skills (e.g., negotiation, crisis management, budget and resource management, human resources and supervision, facilitation of meetings)

The mentoring conversations and major speakers for each of the sessions involve current on-campus administrative leaders (Provost, other VPs, Deans, Associate Deans, and department chairs), internal experts on leadership development, and nationally recognized external speakers. The program begins with a one-day retreat in late August and follows with once-a-month sessions. Participants are expected to attend all professional development sessions from September through May.

Each participant is also invited to smaller group mentoring circle conversations with one of several academic leaders who serve as Leadership Advisors. Leadership Advisors meet with small groups of participants (3-4) several times during the year to discuss career planning, as well as current leadership issues nationally and at UMD.
University of Maryland (continued)

Program: UMD Academic Leadership Forums

Coordinating Office(s): Associate Provost for Faculty Affairs

Program Description: The Academic Leadership Forums are designed to build a stronger sense of community of academic administrators across the campus, particularly heads of departments, schools, and colleges, and to provide programs that facilitate discussion of important campus issues. Topics have included: A Conversation with Senior Vice President and Provost Mary Ann Rankin: Initiatives and Future Directions; Parental Leave, Family and Medical Leave, Tenure Clock Delay, and Related Issues: How to Counsel Your Faculty; Budget Issues for Academic Administrators; and Recommendations of the Joint Senate/Provost APT Guidelines Task Force.

Program: New Administrators Orientation

Coordinating Office(s): Associate Provost for Faculty Affairs

Program Description: The New Administrators Orientation is a full-day program for new chairs, directors, deans and associate deans. It is designed as a forum for the discussion of campus goals and priorities, strategies for becoming a successful academic administrator, and resources that are available to support academic administrators in achieving their goals. There are presentations by key campus leaders, experienced administrators, and legal and other support staff.

Program: ADVANCE Programs

Coordinating Office(s): UMD ADVANCE

Website: http://www.advance.umd.edu/

Program Descriptions

Keeping our Faculties is a year-long mutual mentoring seminar designed to enhance the professional growth of early-career women faculty. Participants meet once a month with a senior woman professor to build a cross-campus peer support network, obtain information about the tenure and promotion process, develop and refine career advancement materials, and discuss key aspects of career success at UMD.

Advancing Together is a two-day workshop for women associate professors, designed to improve knowledge of the promotion process, expand peer support networks, help faculty develop skills to strengthen professional portfolios, and enhance the sense of agency women faculty feel toward career advancement at UMD.

Advancing Faculty Diversity is a year-long peer network for women and men assistant and associate professor faculty of color. The objectives include improving participant knowledge of what matters in the tenure and promotion process, expanding participants’ peer support networks, decreasing isolation and improving opportunities for collaboration.
University of Michigan

Program: Leadership Development Courses and Leadership Development Map

Coordinating Office: Human Resource Development

Website: [http://hrd.umich.edu/courses/by-area/leadership-development](http://hrd.umich.edu/courses/by-area/leadership-development)

Program Description:

The Office of Human Resource Development offers a number of courses and training sessions for faculty and staff related to leadership development. These include sets of courses on a range of topics including: foundations of supervision, performance management, negotiation, leadership development, leading change, and business essentials. These programs are open to staff throughout the University. There are also specially focused programs for areas including: Business and Finance, Development, Health System, Plant, and Student Affairs. Other leadership programs are offered for specific sub-groups at the University of Michigan and are identified on the leadership map in Appendix 2.
Appendices:

Program: Faculty Professional Development Programs for Faculty Administrators

Coordinating Office: Office of the Provost

Website: [http://www.provost.umich.edu/programs/faculty_development.html](http://www.provost.umich.edu/programs/faculty_development.html)

Program Descriptions:

* **Provost’s Campus Leadership Program** includes an orientation program for new associate deans and chairs and a series of roundtables on topics such as holding difficult conversations, faculty recruiting, and running effective meetings.

* **Ombuds Training Program** engages faculty ombuds from the schools and colleges and includes information sharing about campus policies and scenario based discussions of how to handle difficult cases.
Leadership Development Programs at CIC Institutions

University of Michigan (continued)

Program: ADVANCE Programs

Coordinating Office: University of Michigan ADVANCE Program

Website: http://sitemaker.umich.edu/advance/programs_and_initiatives

Program Descriptions:

*LIF**T/Leadership Integration in Faculty Transition* offers newly promoted faculty opportunities to consider broader faculty roles, particularly academic administration, as part of their career plan.

*STEP/Strategies Toward Excellence Pathways* provides faculty within a department with an opportunity to develop and implement a change in the unit.

*STRIDE/Strategies and Tactics for Recruiting to Improve Diversity and Excellence* trains search committees on effective ways to search for, recruit, and hire faculty.

*ADVANCE Career Advising Program* connects women scientists seeking career advice with more experienced faculty for in person and online coaching.

Program: Center for Research on Learning and Teaching Players

Coordinating Office: The Center for Research on Learning and Teaching

Website: http://www.crlt.umich.edu/crltplayers

Program Description:

CRLT has a theater troupe (CRLT Players) who use brief sketches and facilitated conversations to help faculty groups explore the dynamics of faculty meetings, departmental climate, promotion decision-making, and other areas where effective leadership is essential.

Program: The Center on Positive Organizations Leadership Initiatives

Coordinating Office: The Center on Positive Organizations

Website: http://positiveorgs.bus.umich.edu/events/

Program Description:

Part of the University’s Ross School of Business, the Center offers leadership development opportunities to faculty through its speaker series, annual conferences, and online learning programs.
Leadership Development Programs at CIC Institutions

University of Michigan (continued)

Program: The Center for the Education of Women (CEW) Leadership Programs

Coordinating Office: The Center for the Education of Women (CEW)

Website: http://www.cew.umich.edu/ldrship/alp

Program Descriptions:

CEW’s Women of Color in the Academy project provides peer mentoring, leadership development, and policy advocacy opportunities to faculty members.

Advanced Leadership Program for staff in decision-making/supervisory roles, a four month project-based program.

Focus on Leadership Seminar, a half-day workshop focused on learning about University organization and culture and leadership practices.

Women of Color Taskforce organizes speakers and workshops focused on professional development throughout the year.

*CEW programs are open to all members of the University of Michigan community.
leadership development programs at cic institutions

university of michigan (continued)

appendix:

email in early june to all eligible um staff. nominations and applications for the advanced leadership program are accepted during the months of june and july, and staff selected for the program are notified in august.

selection criteria:

employees must be nominated by a department/unit manager or supervisor (who signs a statement of departmental support) and have two letters of endorsement to be considered for this program. applicants submit their resume/ vita and respond to a number of questions about their leadership experience, goals and experience with change management. nominated employees should have the capacity for influence and decision-making in their jobs, supervisory responsibility, and the potential to advance in their career field by participating in this leadership development program. ceiw considers leadership experience, diversity of experience, representation across university units, and merit in assembling the cohort.

presentation topics:

- leadership, vision & values
- um organization & culture
- emotional intelligence in leadership
- organizational change leadership
- multicultural communication
- positive organizational structure.

sample alp projects

- re-examine the unit's mission and values to determine a clear vision and develop a strategic plan.
- plan and coordinate a staff retreat with the goal to constructively influence the development of a reorganized work team/unit for improved cohesion, balance, understanding, and efficiency.
- implement a new clinical service across ambulatory care sites within the university of michigan health system.
- create an outpatient program that offers timely consultations to pcp referrals in the clinic, and to provide additional resident education opportunities within a clinic setting.
- facilitate a smooth and positive change process in two areas: to support the leadership transition of a new section director, and to initiate assessment and strategic planning for the development of a new project.
- develop a new student fellow program for those students who showed exceptional leadership skills.
- create a robust, easy to use and informative wiki to be utilized by reference desk staff of the nineteen libraries that make up the university of michigan library system.

if you have any questions about the advanced leadership program, please contact ceiw via email at alp-admin@umich.edu or by phone at 734-764-6005.

alp schedule (2014-2015)

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Leadership Development Programs at CIC Institutions

Michigan State University
Office of Faculty and Organizational Development (F&OD)
Organizational and Leadership Development Programs and Services

F&OD’s Organizational and Leadership Development Programs and Services fall into five areas:
1. Orientations
2. Workshops and Seminars (face-to-face and online)
3. Cohort Programs
4. Leadership Consultations and Organizational Development (OD) Services
5. Resources on Leadership

These programs, services and resources are designed for different constituencies. Most are designed for MSU academic leaders in formal administrative roles (deans, associate deans, department chairs and school directors), but increasingly we have programs available to faculty and academic staff who are interested in learning more about leadership (Workshops for Faculty on Leadership and Academic Life, Leadership Learning Communities), both academic and support side administrators (Executive Leadership Academy Seminar Series), and external audiences (MSU/POD Leadership Development Institute).

In addition, we have several online resources on leadership, including access to online modules on leadership (On Demand Modules on Leadership produced by the Center for Creative Leadership (CCL) http://fod.msu.edu/leadership-development-webinars).

Program: Orientation for New Academic Administrators (NAO)

Coordinating Office: Office of Faculty and Organizational Development (F&OD)

Website: http://fod.msu.edu/orientation-new-administrators

Program Descriptions:

New Administrator Orientation (NAO) is a 3 day experience required for new academic deans, department chairs and school directors and other new administrators upon request, including new associate deans.
One important elaboration of NAO has been the addition of “Informal Conversations with Theodore Curry” that is comprised of five meetings throughout the year with new academic administrators on topics of high interest that they identify. Although this program is not required, it has a significant following because of its high value in answering questions about important dimensions of their work.
In addition to requiring the attendance at NAO, MSU’s Academic Human Resources now requires new administrators to attend the following leadership development programs (all LEAD seminars) during the first two years of their appointments: “Budget,” “Hiring,” and “Faculty Performance Review”. These programs offered over a two year period provide materials and skill development beyond what can be offered in the NAO event itself, and are deemed of high importance for administrators and the success of their units, faculty and staff.
Leadership Development Programs at CIC Institutions

Michigan State University (continued)

Program: Workshops and Seminars (face-to-face and online)

Coordinating Office: Office of Faculty and Organizational Development (F&OD)

Program Descriptions:

Administrator Briefings (Conversations with the President and Provost)
http://fod.msu.edu/administrator-briefings-president-and-provost
The goal of these seminars is to enable the Provost and the President to speak with all the deans, associate deans, chairs, school directors, and executive managers across the University. They have been used to deliver administrative messages to the campus; clarify budget and emerging challenges and opportunities; engage participants in conversations to get their input and feedback on issues; and respond to questions.

LEadership and ADministrator (LEAD) Seminar Series
http://fod.msu.edu/leadership-and-administrator-lead-seminar-series
The LEAD Seminars include an array of topics that help administrators fulfill their responsibilities as stewards of the University. The LEAD Seminars focus on what administrators need to know about institutional priorities, policies and practices; external circumstances in the nation, the state or the region that may affect MSU; internal circumstances or initiatives at MSU; and tasks that they have to perform, including hiring, faculty performance and budgeting, among others. These sessions may also include emerging issues in higher education, such as changing practices in the evaluation of teaching and faculty mentoring, as examples.

These seminars are attended by a full array of academic administrators, including deans associate deans and assistant deans, chairs, center directors, student affairs professionals, and those who aspire to more senior leadership roles.

Executive Leadership Academy (ELA)
http://fod.msu.edu/executive-leadership-academy-ela-seminars
The Executive Leadership Academy (ELA) Seminar Series was originally part of the Executive Leadership Academy (ELA), comprised of a Fellows Program and a Seminar Series, to enable a cross-university group of academic and support side administrators to explore topics in leadership together. Due to budget cuts, the ELA Fellows Program was discontinued, but the ELA Seminars remain to enable these valuable cross-university conversations to continue.

The Executive Leadership Academy Seminar Series addresses core leadership competencies in half- and full-day facilitated sessions (including Time & Priority Management for Leaders, Creating a Motivating Work Environment, Strategic Planning, etc.).
Michigan State University (continued)
On Demand Leadership Development Modules (Produced by the Center for Creative Leadership)

http://fod.msu.edu/leadership-development-webinars
During the years that MSU sponsored the Executive Leadership Academy (ELA) Fellows Program, MSU was actively engaged with the Center for Creative Leadership (CCL). During that time, F&OD and our co-sponsor Human Resource Development in HR became familiar with the On Demand Modules on Leadership developed by the Center for Creative Leadership, which was then ranked within the top five executive leadership programs in the world. We were very fortunate to have been able to send almost 50 MSU administrators over a period of years to their one week executive leadership program. To maximize that experience and enable more people on campus to benefit from CCL, we purchased their On Demand online modules on leadership. We continue to advertise the availability of these online modules.

Program: Cohort Programs

Coordinating Office: Office of Faculty and Organizational Development (F&OD)

Program Descriptions:

CIC Academic Leadership Program (CIC ALP)
http://fod.msu.edu/cic-alp-committee-institutional-cooperation-academic-leadership-program
The CIC Academic Leadership Program (CIC ALP) is a cohort program that is sponsored by the CIC Institutions and is designed to be sensitive to the needs of the CIC institutions. The primary objective of the program is to develop the leadership and managerial skills of faculty on CIC campuses who have demonstrated exceptional ability and administrative promise.

MSU has approached this program in two distinctive ways that are increasingly being emulated by the other CIC institutions. 1) Rather than sponsoring only four faculty and academic administrators, MSU has always included two additional campus leaders who are not tenured faculty in each cohort to enable emergent leaders from across campus to participate. At the request of the CIC in light of growing numbers of Fellows across the CIC institutions, MSU will limit its cohort to five CIC ALP Fellows each year, including four tenured faculty and one emergent leader who is not in the tenure system. 2) In addition to the three cross-institutional seminars, MSU provides 12-14 additional lunch or breakfast meetings with campus leaders selected by each cohort as well as opening and closing dinners to welcome the incoming cohort and to advise them on how to maximize their experience.

CIC Department Executive Officer Program (CIC DEO)
http://fod.msu.edu/cic-department-executive-officer-deo-program
Like the CIC ALP Program, the CIC DEO has a long history of offering this intensive two day cross-institutional leadership development program designed specifically for department chairs. It is offered in Chicago, near or in the Big 10 Conference Center, close to O’Hare Airport.

Coordination for American Council on Education (ACE) Fellowship Applications
The ACE Fellowship is an initiative of the Provost’s Office so F&OD does not post information about the ACE Fellowship Applications on its website. On years that the Provost would like to invite applications, F&OD provides support on behalf of the Provost to identify candidates, develop applications, and
Michigan State University (continued)

prepare for the interviews. We are happy to provide this service to the University, and happier still that two of the three applicants we supported in recent years were selected to this prestigious program.

Leadership Learning Community (LLC)
http://fod.msu.edu/LLC

Faculty Learning Communities (FLCs) have proliferated across US higher education. After 20 years, there is now longitudinal research supporting their impact (Chism, et al., 2012). MSU has sponsored 70 FLCs in the past seven years and the evidence for their impact is productive and promising. In light of MSU’s support for leadership development, it seemed appropriate to expand and adapt the model to leadership development. Beginning in Spring 2013, F&OD sponsored its inaugural Leadership Learning Community (LLC), focusing on the use of leadership self-assessment instruments to promote self-awareness. A second successful LLC was focused on Women in Leadership.
Leadership Development Programs at CIC Institutions

**Michigan State University (continued)**

**Program:** Leadership Consultations and Organizational Development (OD) Services

**Coordinating Office:** Office of Faculty and Organizational Development (F&OD)

**Program Descriptions:**

**Organizational Development (OD) Consultations**

[http://fod.msu.edu/organizational-development-consulting](http://fod.msu.edu/organizational-development-consulting)

F&OD initiated OD Consultations to enable units to have the benefit of professional OD consultants without the expense of external consultants whose fees may well exceed unit budgets. F&OD designed a cost effective model that would utilize MSU faculty with OD expertise as consultants. F&OD would serve as the broker to help units find faculty OD consultants with relevant skills and experience. There would be set fees and the units would cost share the expenses between the Provost’s Office and the unit that requested the services.

**Consultations on Leadership**

F&OD staff conduct several individual and small group Leadership Consultations a year. In general, they fall into five categories:

1. leadership problem-solving for MSU administrators
2. requests for resources on leadership, primarily for MSU administrators
3. career development for faculty and administrators
4. questions about where to go for MSU for assistance (referrals)
5. how we organize and provide leadership and organizational development, primarily for external national and international visitors.
Michigan State University (continued)

Program: Resources on Leadership

Coordinating Office: Office of Faculty and Organizational Development (F&OD)

Program Descriptions:

F&OD provides several types of resources on leadership to support academic leaders at MSU and to encourage evidence-based decision-making. There is a vibrant literature of effective leadership practices and leadership development. F&OD endeavors to share, disseminate and advocate for their use.

F&OD staff develop original resources on leadership, organize online resources on leadership for easy access, and conduct research on leadership. Each of these contributes to evidence-based decision-making and a culture of accountability in leadership. Taken together they enhance our culture of high performance.

Develop original resources on leadership for MSU academic administrators, including:

- MSU Key Dates for Academic Administrators:
  http://fod.msu.edu/msu-key-dates-academic-administrators
- Top 10 Things Administrators at MSU Need to Know:
  http://fod.msu.edu/top-ten-lists-faculty-and-academic-administrators
- New Faculty Orientation Checklist:
  - Tenure System and Health Programs Faculty, Continuing Systems Librarians and NSCL Faculty Appointments -
  - Fixed Term Faculty and Academic Staff -
    http://fod.msu.edu/sites/default/files/2014%20New%20Faculty%20Checklist-FT-AS.pdf
- MSU Syllabus Checklist:
  http://fod.msu.edu/oir/syllabus-design

Organize resources on leadership to make them more accessible, including:

- Leadership Bibliography: http://fod.msu.edu/resources-leadership
- Leadership Development Opportunities (Internal and External):
  http://fod.msu.edu/Organizational-and-Leadership-Development-Opportunities
Michigan State University (continued)

Conduct original research on topics relevant to academic administrators and campus leaders, including:


Last but not least, F&OD has a library of books and resources on leadership (both academic and corporate leadership) that are available for loan upon request.
University of Minnesota

Program: Provost’s Department Heads and Chairs Leadership Program

Coordinating Office(s): Provost’s Office, Office of Human Resources

Website: http://www1.umn.edu/ohr/leadership/

Program Description:

The Provost’s Department Chairs Leadership Program supports department chairs’ leadership and provides critical information and resources to chairs and heads. This year-long academic leadership program for new chairs and heads is a collaborative effort between the provost’s office and human resources. The vice provost for faculty and academic affairs hosts these meetings throughout the year. The program includes two half-day retreats and six dinner meetings. While aimed at new chairs and heads, new associate deans for faculty are also invited to participate in the program. Additional leadership development programs are also available in the Appendix.

Appendix:

Leadership Development

Leadership Development Programs prepare and assist academic leaders, managers, and supervisors to perform their roles effectively in support of the University’s mission of research, teaching, and outreach.

President’s Excellence in Leadership Program

The President’s Excellence in Leadership (PEL) program provides leadership development opportunities for high potential P&A, civil service, and bargaining unit staff through educational and experiential components.

Women’s Leadership Institute

Each year, the Women’s Leadership Institute offers a cohort of University women an opportunity to grow as leaders.

University Professional Circles (UP! Circles)

UP! Circles (University Professional Circles) is a 10-month professional development program designed to enhance one’s professional effectiveness, cut across the barriers that lead to staff isolation, and support the University’s mission of excellence in teaching, research, and outreach.

Situational Leadership Program

This program is built on the Situational Leadership II® model and is designed to equip participants to effectively manage and develop their personnel, time, and resources.

Successful Manager’s Leadership Program

This five-day program is designed to provide leadership development within the context of the University culture and community.

Provost’s Department Chairs Leadership Program

In this year-long program, new department chairs and heads learn about the roles and responsibilities of their positions, skills needed to be successful, and University resources available to help them in their work.

The program is jointly sponsored by the Office of the Executive Vice President and Provost and the Office of the Vice President for Human Resources.
University of Minnesota (continued)

Program: Miscellaneous Initiatives

Coordinating Office: Provost’s Office

Program Description:

The Provost’s Office supports leadership development opportunities that are not offered through a formal program. Those are typically co-sponsored activities around a particular theme or leadership issue (e.g. we have had Tina Gunsalus present to department heads and chairs on the Twin Cities Campus and we have offered seminars on effective hiring practices, dual career hires and so forth).

There is no formal onboarding program for senior leaders, but we do have informal onboarding and distributed mentoring for new deans, vice presidents etc. Like other CIC schools, CIC ALP fellows meet with senior leaders throughout the year.
University of Nebraska-Lincoln

Program: Organizational Development Services

Coordinating Office: Human Resources

Website: http://hr.unl.edu/orgdev#whatis

Program Description:

Organization Development is a practice to help organizations build the capacity to change and achieve greater effectiveness. Organization Development Services (ODS) helps enhance congruence among organizational structure, process, strategy, people and culture by developing new and creative organizational solutions.

Two services of interest to this leadership development snapshot document include the following:

- Management and leadership development - Assisting managers to develop best practices for their work at UNL.

- Administrators Consultation Program - Confidential, individualized coaching to help new administrators adjust to their role at UNL by offering assistance in their roles as managers of people and finances.
Northwestern University

Program: Heading an Academic Unit at Northwestern: Leadership Among Peers

Coordinating Office: Office of Human Resources, Learning and Organization Development and Office of the Provost

Program Description:

The program is designed to give department chairs, research center directors, and academic program directors an opportunity to:

- Develop a greater understanding of the roles and responsibilities common to heads of Northwestern academic units
- Increase familiarity with internal and external resources
- Build a multi-disciplinary community of supportive colleagues
Leadership Development Programs at CIC Institutions

Northwestern University (continued)

Program: Staff Leadership at Northwestern

Coordinating Office: Office of Human Resources/Learning and Organization Development

Website: http://www.northwestern.edu/hr/workplace-learning/leadership-and-management/staff-leadership/index.html

Program Description:

This customized "Staff Leadership at Northwestern" professional development process offers NU directors and associate deans a unique opportunity to acquire knowledge and build skills as a University-wide cohort. By working with Kellogg faculty, NU executives, a leadership coach, and each other, these key mid-level leaders accelerate their ability to develop and implement strategies to help their units, schools, and the University to continue moving forward.

Appendix:
Ohio State University

Program: The President and Provost’s Leadership Institute

Coordinating Office: Human Resources and The Women’s Place

Website: [http://womensplace.osu.edu/] (under “Initiatives/Leadership Programs”)

Program Description:

The President and Provost’s Leadership Institute (PPLI) focuses on long-term faculty leadership development. The primary goals of the Institute are to create a pool of potential leaders from groups that traditionally have been underrepresented in key leadership roles and to develop leaders who can create a culture that is supportive of all faculty members. The Institute focuses on the nature of effective leadership rather than on the tasks for which academic leaders are responsible. This 18-month program is designed to allow participants to engage in self-assessment and professional development. The Leadership Institute utilizes a variety of learning experiences, including:

- A series of self-assessments with associated group workshops to help participants understand themselves better and to learn more about interacting with others who are unlike themselves
- A series of experiential workshops with special attention to conflict, negotiation and difficult conversations
- Small group interactive lunches with university leaders
- Lunch presentations by university leaders
- Opportunities to apply for faculty associate positions with The Women’s Place and for further leadership training opportunities.
Leadership Programs

The Women’s Place (TWP) is committed to expanding opportunities for women’s growth, leadership, and power at the university. We have created two leadership programs to promote long-term leadership development for staff and faculty. We also assist faculty and staff in attending external leadership programs.

- TWP’s President and Provost’s Leadership Institute (PPLI)
- TWP’s Staff Leadership Series (SLS)
- Higher Education Resource Services (HERS)
- Authentic Leadership in Action (ALIA)

The President and Provost’s Leadership Institute

The President and Provost’s Leadership Institute (PPLI) focuses on long-term faculty leadership development. The primary goals of the institute are to create a pool of potential leaders from groups that traditionally have been underrepresented in key leadership roles and to develop leaders who can create a culture that is supportive of all faculty members.

Successful academic leaders create a productive place for everyone to work. They must be able to motivate people to work well together; academic leaders rarely exercise their full authority, relying instead on the leadership skills of persuasion, coaching, and achieving consensus. The institute focuses on the nature of effective leadership rather than on the tasks for which academic leaders are responsible. This 18-month program is designed to allow participants to engage in self-assessment and professional development. See the Request for Nominations document below for additional details on the program. The leadership institute utilizes a variety of learning experiences, including:

- A series of experiential workshops
- A project developed and completed by each participant (PPLI only)
- A mentoring relationship with an experienced academic leader (PPLI only)
- Small and informal interactive lunches with university leaders
- Lunch presentations by university leaders

Also in the Initiatives section:

- Leadership Programs
  - PPLI 2013-14 Schedule and Materials
- Women in Science
  - Highlighting OSU Women in STEM
- Art of Hosting Meaningful Conversations
- An OSU Woman Who Changed My Life

Appendix:
Ohio State University (continued)

Program: Support for external leadership training opportunities for women

Coordinating offices: The Women’s Place; the Office of Gender Initiatives in STEMM; the College of Engineering; the College of Medicine; Center for Faculty Advancement, Mentoring and Engagement (FAME)

Websites: [http://womensplace.osu.edu](http://womensplace.osu.edu)  
[http://stemm.osu.edu/](http://stemm.osu.edu/)  
[https://engineering.osu.edu/](https://engineering.osu.edu/)  
[http://medicine.osu.edu/Pages/default.aspx](http://medicine.osu.edu/Pages/default.aspx)  
[http://medicine.osu.edu/faculty/fame/what_is_fame/pages/index.aspx](http://medicine.osu.edu/faculty/fame/what_is_fame/pages/index.aspx)

Program Description:

Faculty members may apply for support to attend national and international leadership training opportunities. The Ohio State University encourages faculty to attend the Higher Education Resource Services Summer Institute, the Authentic Leadership in Action Summer Institute, Executive Leadership in Academic Technology and Engineering (ELATE) and Executive Leadership in Academic Medicine (ELAM) among others. The listed programs are intended for women faculty members. All faculty members may select leadership programs they wish to attend and request funding assistance.
Ohio State University (continued)

Program: Senior Leader Onboarding

Coordinating Offices: Office of Academic Affairs and Human Resources

Website: [http://hr.osu.edu/ole/index.aspx](http://hr.osu.edu/ole/index.aspx)

Program Description:

Senior leader onboarding aims to accelerate a leader’s transition into the university, helping them align with institutional priorities and create momentum. The program at Ohio State is designed primarily for new senior leaders – deans, vice provosts, vice presidents, senior vice presidents, and other key university leaders. The onboarding program begins at the point of employment acceptance and continues through the first year. The experience is designed to lay the foundation for maximizing the leader’s effectiveness and ensuring his or her successful entry into the organization.

This leader effectiveness program is sponsored by the President and Provost. A transition coach is provided to each leader from the Office of Human Resources who is an experienced, certified coach, skilled in working with university leaders. The coach is actively engaged with the leader for the first year, working directly with him or her to achieve four key milestones (as illustrated below).

- **Speed to Readiness** – General understanding of organizational culture and landscape.
- **Speed to Performance** – Validating and acting on priorities.
- **Stakeholder Alignment** – Communicating and aligning with key partners.
- **Integration** – Seen as a respected leader and appreciating the academy.

“Failure to create momentum during the first few months virtually guarantees an uphill battle for the rest of your tenure in the job.”

*Michael Watkins*  
Onboarding expert & author  
*The First 90 Days*
Ohio State University (continued)

Feedback is a critical component of the program and the leader’s progress is measured periodically throughout the 12-months. Through a variety of mechanisms, at two-to-four months, six months, one year and other points, feedback is incorporated to provide the leader and the coach feedback regarding progress, reputation, satisfaction, shifts in expectations and other key indicators of success. Senior leaders set the tone for their organizations and are fundamental to high performance. This multifaceted program – four key milestones, a transition coach and disciplined feedback – lays a solid foundation for leader success and organizational performance.

Program: CIC Academic Leadership Program Fellows

Coordinating Offices: Office of Academic Affairs

Website: http://oaa.osu.edu/leadership_development.html

Program description:

The Ohio State University CIC liaison

1. Meets with the fellows during the summer or early in the fall to talk about the program and determine if they have any special interests that could be accommodated.

2. Announces selection of fellows annually in several on-campus publications and on the Office of Academic Affairs’ Website.

3. Arranges travel for all three sessions (if not in Columbus) and arranges the travel as a group so that fellows and liaison can prepare for and debrief from the meetings during travel time.

4. Issues a standing invitation to participate in local academic leadership programs for department chairs, deans, and other academic administrators.

5. Arranges monthly sessions with a number of key administrators for informal conversations about what that individual does. Fellows help shape the agenda for each meeting. Administrators include:
   a. Executive Vice President and Provost
   b. Vice Provosts
   c. Chief Information Officer
   d. Senior Vice President for Business and Finance (before winter meeting)
   e. Senior Vice President for Development
   f. Senior Vice President for Health Sciences
   g. Vice President for Human Resources
   h. Vice President for Legal Affairs and General Counsel
   i. Vice President for Outreach and Engagement
   j. Vice President for Research
   k. Secretary of the Board of Trustees, and a trustee if possible
   l. Executive Deans

6. Hosts a lunch with the President in May or June.
Leadership Development Programs at CIC Institutions

Ohio State University (continued)

7. Holds a meeting with current fellows and new fellows for the purpose of debriefing with the current group and sharing thoughts with the new fellows.

8. Maintains comprehensive list of current and former fellows on the Office of Academic Affairs’ website for use in leadership mentoring and succession planning.

Program: Miscellaneous Initiatives

Program Descriptions:

Additional websites about leadership opportunities at the Ohio State University include: http://oaa.osu.edu/leadership_development.html

Fisher College of Business – Executive Education http://fisher.osu.edu/executive-education/
Fisher Executive Education brings together core learning with best practices through exposure to top faculty and practitioners in the field. An array of non-degree training programs tailored to business professionals is offered. Topical areas include management fundamentals, marketing, leadership, lean six sigma and supply chain management.

This complimentary business breakfast series features Fisher College faculty and expert guest speakers who discuss the latest business trends and research, and how this relates to you and your organization. Anyone interested in cultivating their minds and learning more about cutting-edge business topics are invited to attend.

John Glenn School of Public Policy MAPS program http://glennschool.osu.edu/training/maps.html
The Management Advancement for the Public Service (MAPS) Program offers training seminars that build management and leadership skills for top executives, mid-level managers, first-line supervisors, and administrative support staff. Skill-building sessions are available for employees at all levels.

OSU Leadership Center http://leadershipcenter.osu.edu/
The OSU Leadership Center provides practical, research-based programs and information that help staff and faculty become more effective in leadership and the workplace become more productive. A variety of workshops, resources, and self-development assessment tools are offered.

The Women's Place http://womensplace.osu.edu/leadership-programs/
The Women's Place serves as a catalyst for institutional change to expand opportunities for women's growth, leadership and power in an inclusive, supportive, and safe university environment. The Women's Place offers a Staff Leadership Series in addition to the President and Provost’s Leadership institute mentioned above.
Ohio State University (continued)

Program: New Department Chairs Development Program

Coordinating offices: Office of Academic Affairs


Program Description:

This program, offered by the Office of Academic Affairs, is for new chairs at Ohio State and is designed to help explore best practices in leading departments. The program objectives are to increase the ability of new department chairs to:

- Collaborate and build effective relationships
- Communicate with key stakeholders and interact effectively with administration
- Develop and retain faculty and staff
- Embrace and effectively lead change
- Optimal deploy people, space and money

Additionally, the program facilitates ongoing collegial exchanges with other chairs and leaders so as to build a network of contacts and resources. Participants will engage in discussions, exercises, and simulations on key issues facing chairs at Ohio State today.

Program Elements

The program elements include workshops lead primarily by Vice Provosts, a cohort experience to build community, individualized coaching support, and contact with key college and university partners to access administrative resources.

OAA Workshops

These workshops are designed to provide information, tools and contacts related to managing the department and the people in it, as well as navigating relevant university processes. The preliminary topics include:

- The Life of a Chair
- Promotion and Tenure
- Searches and Diversity
- Strategic Planning
- Budget and Compensation

Cohort Experience

These sessions are intended to support new chairs in developing leader relationships throughout the university as well as provide a supportive network of colleagues to benefit each chair in being an effective leader. The preliminary topics include:

- Networking Luncheon with the Provost
- Communicating for Understanding
- Building Trust
Ohio State University (continued)

- Influencing Others
- Conflict & Difficult Dialogue
- Networking Luncheon & Celebration with the President

Coaching Support
Coaching aims to accelerate a chair’s transition into the new role, align with college and university priorities and generate forward movement. A coach will be offered to each new department chair and is available to meet one-on-one, for confidential chair-driven dialogue aimed at laying the foundation for ensuring their success.

The College and the Dean
Each college provides support to help new chairs get up to speed on administrative resources (fiscal, HR, legal/compliance, grant support, etc.), advancement resources (fundraising and development, special events, communication and alumni relations), as well as enrollment management, curriculum management and scheduling. New chairs can expect support and guidance from associate deans, fiscal and HR professionals, college advancement and/or communications staff, college facilities staff, in addition to other staff and faculty. Each Dean provides strategic guidance, performance expectations as well as counsel on navigating the university and direction in accessing college resources.

Program Objectives

Increase the ability of new department chairs to:
1. Collaborate and build effective relationships.
2. Communicate with key stakeholders, and interact effectively with administration.
3. Develop and retain faculty and staff.
4. Embrace and effectively lead change.
5. Optimally deploy people, space and money.
Pennsylvania State University

Program: Academic Leadership Forum

Coordination Office: Office of the Vice Provost for Academic Affairs

Website: http://www.psu.edu/dept/vprov/academicleader.htm

Program Description:

The Office of the Vice Provost for Academic Affairs conducts 4-5 half-day Academic Leadership Forum (ALF) sessions each year for our deans, associate deans, department heads, and other academic administrators. An ALF planning committee helps to identify topics and speakers for the sessions. The topics vary each year depending upon what contemporary issues are occurring in higher education and more specifically at Penn State. Some recent topics have focused on *Educating and Communicating With Our Increasingly Diverse Student Body*, *Monsters in the Forest: Legal Issues for Academic Administrators*, *Performance Counseling of Senior Faculty*, *Managing Your Time, Stress, and Conflict (Taking Care of Yourself and Your Employees)*, *Resiliency: Rebounding From Personal and Institutional Circumstances*, *Academic Bullying 101*, *Enhancing Department Climate*, and *Leading Academic Change with Today’s Uncertainties*. Also, each year we ask the President and Provost to participate in one session to share their thoughts about topics of interest to them and to engage in a question and answer session with the administrators. To bring an outside perspective to at least one of the sessions, we invite speakers from another university, a government agency, a corporation or business, or an educational group. The other speakers are from within the University. From a structural perspective, we use multiple formats such as panels, small group discussion, case studies, and role plays. Given the diversity of the University with its 24 campuses, we begin each session with a continental breakfast so the participants can get to know each other and develop informal relationships. Here is the link to the ALF: http://www.psu.edu/dept/vprov/academicleader.htm

Program: Seminar for New Department Heads, School Directors, Associate Deans, and Directors of Academic Affairs

Coordination Office: Office of the Vice Provost for Academic Affairs

Website: http://www.psu.edu/dept/vprov/new_dept_head.htm.htm

Program Description:

Early in the fall semester, the Office of the Vice Provost for Academic Affairs conducts a half-day orientation seminar for our new academic administrators and those who could not attend the prior year. The session begins with an informal lunch to promote bonding and relationship building. We ask a panel of 3-4 experienced administrators to engage the group via a series of structured questions that span the critical responsibilities of administrators. For this panel, we include a relatively new administrator as well as someone who has served in an interim capacity. The panel meets before the seminar to discuss the questions and who will respond to avoid excess repetition. During the seminar, we also include a session entitled *Resources and Support Systems for Academic Administrators*. The major topics include strategic planning, promotion and tenure, and reports and services that are available through the Office of Planning and Institutional Assessment and the Office of the Provost. We
Pennsylvania State University (continued)

conclude the seminar by asking two of our experienced deans to share their perspectives about Being an Effective Academic Leader and Administrator and what they expect of their administrators.

Program: Academic Leadership Academy

Coordinating Office: The Center for the Study of Higher Education

Website: http://www.ala.psu.edu/

Program Description:

The Academic Leadership Academy provides practical administrative knowledge and skills to academic administrators, including department heads, program directors, academic deans, vice presidents, and provosts. Many of these administrators are faced with difficult internal and external challenges. These challenges can prevent administrators from performing their duties effectively. Thus, appropriate professional development is helpful in fostering the necessary leadership skills. The curriculum will cover a range of important and practical subjects. The academy consists of both a summer on-site session and six virtual sessions throughout the following academic year. The on-site topics include Leadership Development, Organizational Dynamics, Shared Governance, Communication, Faculty Employment Issues, Faculty Development, Strategic Management, Budgeting, Conflict Resolution, and Organizational Change.
Appendix:

The 2014-2015 Academic Leadership Academy

The Academic Leadership Academy provides practical administrative knowledge and skills to academic administrators, including department heads, program directors, academic deans, vice presidents, and provosts. Many of these administrators are faced with difficult internal and external challenges. These challenges can prevent administrators from performing their duties effectively. Thus, appropriate professional development is helpful in fostering the necessary leadership skills.

The curriculum will cover a range of important and practical subjects. The academy consists of both a summer on-site session and six virtual sessions throughout the following academic year. The on-site topics include Leadership Development, Organizational Dynamics, Shared Governance, Communication, Faculty Employment Issues, Faculty Development, Strategic Management, Budgeting, Conflict Resolution, and Organizational Change.

The six virtual sessions will be developed by the cohort at completion of the on-site session, based on the needs and interests of the participants. These sessions will be delivered to the participants' desktops and can be completed in less than three hours.

The academy is designed to establish a network of academic administrators to facilitate problem solving, communication, and professional development.

In order to attend, potential participants have to be nominated. To nominate yourself or someone else from your institution, complete the nomination form. Each academy cohort is limited to 30 participants. Space does fill up quickly and nominations are reviewed in the order in which they are received via the online nomination submission form.

The registration fee for the yearlong academy is $3,245 per individual or $2,995 per individual for a team of two or more from the same institution. The fee covers all on-site and virtual sessions, program materials, refreshment breaks, four continental breakfasts, four lunches, the reception, and a welcome dinner on Sunday evening.
Purdue University

Program: Faculty Leadership Development Opportunities

Coordinating Office: Office of the Provost

Website: https://www.purdue.edu/provost/faculty/development/index.html

Program Description:

The Provost’s Office coordinates a comprehensive program of leadership development opportunities for faculty, including the following:

1. **ADVANCE Initiatives**: An initiative of the Purdue Center for Faculty Success (PCFS), ADVANCE-Purdue programming covers topics including faculty advancement, success and tenure (FAST) development series, diversity programs, and workplace violence programs, among others.
2. **Entrepreneurial Leadership Academy (Burton D. Morgan Center)**: The Academy identifies and honors faculty with strong entrepreneurial interest, encourages brainstorming and networking among them and motivates them to add entrepreneurial concepts into existing courses or add new courses.
3. **Provost Fellows**: Provost Fellows are selected annually to work on specific administrative projects. Up to five faculty who have demonstrated leadership potential and have an interest in administration will be chosen.
4. **Susan Bulkeley Butler Center for Leadership Excellence**: The Butler Center provides research support, educational seminars, workshops and experiences that enhance both aspiring and experienced leaders’ understanding and ability to manage today’s complex institutions of various types, particularly colleges and universities.
   a. **Conference for Pre-tenure Women**: This year’s conference will include an opportunity for participants to have their Curriculum Vitae (CV) reviewed, one-on-one, with a tenured faculty member. This will also be an opportunity to discuss (overall) your Promotion and Tenure Document and how to strengthen it.
   b. **Distinguished Women Scholars**: Founded in 2011, this awards program honors alumnae who earned a Purdue doctorate and have made significant scholarly contributions to their academic communities.
   c. **Purdue Women Lead**: Purdue Women Lead was created to provide support to women in formal leadership positions at Purdue.
   d. **Women Resource Network**: The Women’s Resource Network (WRN), formerly known as WRO, is charged with serving the Purdue Community through resources, referrals and educational services.
5. **Teaching Academy**: The Teaching Academy provides leadership in enhancing the quality of undergraduate, graduate and outreach teaching and learning.

The Office of Leadership and Organizational Development also offers an impressive list of leadership services for the university (http://www.purdue.edu/hr/lod/index.html).
Appendices:

Academic Leadership Forum

2011-12 Schedule

All Academic Leadership Forums are from 3:30 p.m. to 5:00 p.m. unless otherwise noted.

- September 07, 2011 (STEW 310)
  Provost Priorities and Decadal Funding Plan (PDF)
  Tim Sands, Executive Vice President for Academic Affairs and Provost

- October 20, 2011 (STEW 302)
  Student Success: Foundations of Excellence, IMPACT, Core Curriculum (PDF)
  Dale Whittaker, Vice Provost for Undergraduate Academic Affairs

- November 2, 2011 (PFEN 241 Deans’ Auditorium)
  New and Modified Faculty Policies
  Alyssa Ralloch, Vice President for Ethics and Compliance
  Deb Trice, Partner, Stuart and Branigin LLP
  Jeff Roberts, Frederick L. Hodu Dean of the College of Science
  *Required for all deans and department heads

- December 9, 2011 (STEW 314)
  Strategic Plan Progress (PDF)
  Rob Mukamiera, Director of Strategic Planning and Assessment

- January 12, 2012 (STEW 314)
  Faculty Affairs (PDF)
  Beverly Davenport Sypher, Vice Provost for Faculty Affairs

- February 8, 2012 (STEW 314)
  Common Reading Program Announcement
  Jared Tippets, Director of Student Access, Transition and Success (SAT3)
  Sharon Weiner, Professor of Library Science and W. Wayne Booker Chair in Information Literacy Research
  Richard Buckius, Vice President for Research

- March 8, 2012 (STEW 314)
  Undergraduate Research
  Greg Michalski, Provost Fellow and Associate Professor of Earth and Atmospheric Sciences and Chemistry
  Honors College
  Dennis Savaiano, Interim Dean of the Honors College

- April 19, 2012 (PFEN 241, Deans’ Auditorium)
  Diversity
  G. Christine Taylor, Vice Provost for Diversity and Inclusion
Leadership Development Programs at CIC Institutions

Purdue University (continued)

Appendices:

Each year during the strategic plan, up to five faculty members who have demonstrated leadership potential and have an interest in administration will be chosen to work on specific projects.

Program Overview

• Opportunities to gain a general overview of the university including administrative processes such as academic planning, budgets, governance, governmental relations; Board of Trustees, strategic planning, research, student programs, etc.

• Opportunities to participate in discussions about the challenges of higher education, the 21st century university, the changing professionate, the changing student body, and the changing nature of teaching, learning, and scholarship.

• Opportunities to work in areas of particular interest and expertise and contribute to the decision making activities related to such areas.

Areas of Focus

• Student Success: retention, graduation, student support services, innovations in learning, distance learning, continuous improvements in gateway courses, etc.

• Faculty Development: faculty retention and success, promotion and tenure faculty policies campus climate/culture, leadership development, new faculty orientation, mid-career faculty issues, faculty awards, sabbatical leaves, new programs and projects, etc.

• Research Administration: review and development of Purdue’s cost share processes and research core facilities, and other related activities.

Who is eligible?

Tenured faculty members on the Purdue University West Lafayette campus

What is the compensation?

Typically appointments are up to 0.5 FTE for two semesters. Salary savings will be returned to departments associated with the budgeted salary of the faculty member.

How do I apply?

Forward the following documents to Krista Kelley

• A letter specifying one of the areas of focus with a proposal for a project of interest along with a summary of your relevant expertise and experience

• A current curriculum vitae

• A letter of endorsement from your department head (or dean if the applicant is a department head)
Leadership Development Programs at CIC Institutions

Rutgers University

Programs:
- PreDoctoral Leadership Development Institute (PLDI)
- Rutgers Leadership Academy (RLA)
- Academic Leadership Program (ALP)

Coordinating Office: Center for Organizational Development and Leadership (ODL)

Website: http://www.odl.rutgers.edu/leadership.html

Program Description:

The Center for Organizational Development and Leadership, a division of University Human Resources, offers a variety of leadership development programs and initiatives in collaboration with various academic and administrative units within Rutgers. ODL’s fundamental approach involves: Identifying best practices and standards of excellence in higher education and other sectors, translating these into the language and culture of higher education and Rutgers; developing programs, models, and approaches based on expressed and/or anticipated need; and serving an organizational development research and development center for the higher education community nationally. ODL offers three core programs in the area of leadership advancement, in addition to a leadership lecture series.

**PreDoctoral Leadership Development Institute**

**PLDI** provides doctoral students with the knowledge and competencies necessary for future academic roles.

**The Rutgers Leadership Academy**

**RLA** helps to prepare faculty and staff for future leadership roles within their department, school and the University.

**Academic Leadership Program**

**ALP** seminars focus on current issues and topics in university leadership of interest to department chairs and deans.
Leadership Development Programs at CIC Institutions

Rutgers University (continued)

Program: PreDoctoral Leadership Development Institute (PLDI)

Coordinating Office: Center for Organizational Development and Leadership (ODL)

Website: http://www.odl.rutgers.edu/pldi/index.html

Program Description:

The PreDoctoral Leadership Development Institute (PLDI) provides doctoral students from a broad array of academic disciplines with the supplemental knowledge and skills needed for academic and administrative leadership roles.

The program recognizes that the pool of academic leaders who are motivated and trained to assume critical leadership roles is limited. There is an increasingly critical need for individuals who are well-trained within their own disciplines, and who also understand the organization and administration of colleges and universities and the challenges they face and have interpersonal, collaborative and leadership knowledge and competencies. The Rutgers PLDI Fellowship program, offered by ODL in collaboration with the Graduate School-New Brunswick, the Office of Academic Affairs, the Graduate School of Education and the School of Communication and Information, offers a unique two-year, interdisciplinary educational experience for a select group of Rutgers doctoral students to help address this need. The components of PLDI include both didactic and experiential elements that, together, provide fundamental knowledge of higher education from historical and contemporary perspectives. It also provides an overview of the array of problems and opportunities confronting the academy and other large institutions today, and examines approaches and competencies required of leaders to meaningfully address these challenges.

The first two semesters of the program provide an overview of higher education, and introduce the knowledge and skill-set needed for effective informal and formal leadership at all levels within colleges and universities.

The second year of the program includes a field-study leader “shadowing” seminar, and a full-semester Capstone experience designed as integrating experiences, providing “hands-on” interpersonal, group, organizational and public leadership opportunities. In the field-study seminar, Fellows spend a semester shadowing and being mentored by university academic or administrative leaders who serve on the PLDI faculty. The final component of the program, the Capstone seminar, engages Fellows in a semester-long analysis of a critical case in higher education. Fellows assume leadership in planning and organizing the case study project, which consists of analyzing the selected case from multiple perspectives; presenting the results of their analysis; and offering conclusions and recommendations. The final session is a formal presentation to which university administrators and academic leaders and all members of the PLDI Community—including first and second year PLDI Fellows, PLDI Mentors, the PLDI Planning Committee Members, and PLDI Advisors—are invited.

- 2014 Capstone Project – “The Evolution of Online Education and the Mission of Higher Education Institutions: Opportunities, Challenges, and Future Directions.” The final presentation examined the issue of understanding how universities and colleges will
Rutgers University (continued)

navigate the complexities of engaging in online and hybrid teaching as institutions of higher education face increased challenges of making education relevant and affordable.

- **2013 Capstone Project** – “Diverging Perspectives on Higher Education: Challenges and Opportunities.” The final presentation examined the changes that are taking place nationwide in higher education, considering the diverse perspectives of various stakeholder groups: students, employers, policy makers, and faculty and administrators.

- **2012 Capstone Project** – “Making Sense of the Penn State Scandal and Its Implications for Higher Education.” The final presentation examined the issue from multiple perspectives: organizational culture, the role of athletics, crisis management, and university/program brand management.

The annual one-day Washington Forum, an additional component of the PLDI program, that provides Fellows with the opportunity to learn about challenges facing higher education from individuals directly involved in shaping policy and practice at the national level. Fellows interact with legislators, national higher education association leaders, representatives from the U.S. Department of Education and individuals from other Washington-based organizations and governmental agencies to learn about the complex issues facing higher education, and the personal and institutional leadership challenges and competencies needed to address them. The forum is held at the Rutgers University Washington, D.C. Office and is coordinated by the Assistant Vice President for Federal Relations, Rutgers University.

The PLDI faculty includes senior faculty and administrative leaders from a variety of fields and offices at Rutgers, including Deans and Chairs in Engineering, Biological Health Sciences, Education, Arts and Sciences, the Graduate School, Communication, and Pharmacy, as well as the senior administrators in Academic Affairs, Administration and Finance, Continuing Studies, Budgeting, Institutional Research and Planning, and External Relations. PLDI is open to any Rutgers University doctoral student; particular emphasis is placed on recruiting women and minorities in order to enhance diversity among future academic administrators nationally.
Rutgers University (continued)

Program: Rutgers Leadership Academy (RLA)

Coordinating Office: Center for Organizational Development and Leadership (ODL)

Website: http://www.odl.rutgers.edu/pdf/RutgersLeadershipAcademy4-10-14.pdf

Program Description:

The Rutgers Leadership Academy (RLA) is designed to provide a broad, integrated array of leadership education and development programs for current and aspiring faculty and staff leaders in academic, administrative and academic medical programs. The RLA model includes both core and elective modules that address cross-cutting leadership concepts and competencies, and applies them in the context of the participants' disciplines and organizations.

Curriculum development for each application of RLA is a collaborative process between ODL and an academic, health sciences or administrative unit, and can be tailored to the particular needs of a discipline, department or leadership area, assuring that the concepts and tools will be applicable to a participant’s specific needs.

RLA takes a multi-dimensional approach to the development and application of organizational leadership. It builds on a foundation that emphasizes cross-cutting organizational concepts and leadership competencies that are essential for outstanding leadership across roles and organizations. The RLA framework also addresses the unique situation- and position-specific organizational and leadership challenges through focused reading and case-study materials that take account of the unique contexts and settings in which each leader operates.

Academy Modules include a variety of topics important to all higher education leaders including:

- Strategic Planning
- Organizational Design and Assessment
- The Multiple Cultures of Higher Education
- Ethics
- Leadership Theories and Concepts
- Leadership Competencies and Styles
- Formal and Informal Leadership
- Organizational Designs for Faculty and Senior Staff Engagement and Shared Governance
- Crisis Prevention and Management
- Departmental Succession Planning
- Higher Education Law and Regulation
- Finance
- Measuring Organizational Effectiveness

RLA programs are composed of a suite of modules incorporating a variety of teaching-learning methodologies, including seminars, readings, experience-based activities, simulations, cases, self-assessment, and individual or collaborative projects. Each module can be customized to incorporate significant elements of the participants’ organizational roles and contexts. These curricular modules can be completed individually or collectively, depending on the needs of the participants and the organization. Completion of a defined sequence of modules can lead to formal certification in organizational leadership.
Rutgers University (continued)

Program: Academic Leadership Program (ALP)

Coordinating Office: Center for Organizational Development and Leadership (ODL)

Website: http://www.odl.rutgers.edu/pdf/AcademicLeadershipProgram4-10-14.pdf

Program Description:

The Academic Leadership Program (ALP) provides a forum for sharing information among academic department chairs, deans, and other academic administrators. Offered through a collaboration among the Center for Organizational Development and Leadership (ODL), the Graduate School-New Brunswick, and the Office of Executive Vice President for Academic Affairs, the program showcases current national leadership topics and issues, and also those of particular concern within Rutgers.

ALP provides an annual orientation for new chairs and deans, and bi-monthly breakfast meetings. The program creates a collaborative network of administrators and faculty members charged with providing academic leadership for the institution, providing opportunities for disseminating information on contemporary issues in the university and in higher education, addressing theoretical and practical problems of academic leadership, and sharing effective practices across disciplines.

Recent ALP topics include:

- Orientation for New Chairs and Deans
  - The orientation provides a one-day introduction to the role of the department chair or dean. The session is held annually, and includes keynote comments from senior leaders in the Office of the Executive Vice President for Academic Affairs. Topics discussed include higher education governance, contemporary legal issues, higher education financial practices, leadership, personnel, instructional issues, equipment, facilities, technology, planning the academic calendar, and other issues identified by current academic leaders as important and timely. Additionally, a panel of current and former chairs and deans share their “lessons learned” during the program.

- Accreditation and Assessment Update: What Department Chairs/Deans Need to Know
- Challenges Facing American Public Research Universities Today
- Findings of the National Research Council’s Data-Based Assessment of Research Doctorate Programs
- Workplace Violence, Emergency Management and the Role of Department Chairs and Deans
- Pursuing Academic Excellence with Limited Resources
- Effectively Marketing Your Department for Recruitment, Funding and Reputation
- Succession Planning and Managing Departmental Transition
- Mentoring Junior Faculty for Teaching, Research and Service
- Enrollment Management and the Academic Department: Current Issues and Future Plans

These annual events are valuable opportunities for faculty, staff and students to come together—to listen, share experiences and interact to expand personal knowledge, and enhance professional development.
Rutgers University (continued)

Program: Professional Development for Managers and Supervisors (PD)

Coordinating Office: Professional Development

Website: http://uhr.rutgers.edu/uhr-units-offices/learning-and-professional-development/professional-development

Professional Development Courses:

The Office of Learning and Professional Development, a division of University Human Resources, offers a number of workshops and courses - at no cost to departments or individual employees - to allow Rutgers faculty and staff members to improve their workplace productivity, while honing their professional skills to advance their own career goals. Programs are announced on a semi-annual basis. Employees may attend on work time with the approval of a supervisor or take accrued time off if courses/workshops are for personal development. Topics include:

- Training for New Employees
- Career Management Tools
- Rutgers Procedures and Policies
- State and National Compliance and Policy
- Performance appraisal process and evaluation training
- Project management
- Communicators certificate program

Program: OASIS (Objective Analysis of Self and Institution Seminar) Leadership and Professional Development Program

Coordinating Office: Office for the Promotion of Women in Science, Engineering, and Mathematics

Website: http://sciencewomen.rutgers.edu/OASIS_Program

Program Description:

What Is OASIS?
The Objective Analysis of Self and Institution Seminar (OASIS) is a leadership and professional development program designed to accelerate the career development and advancement of academic women in science, technology, engineering, mathematics (STEM), including social and health science fields through a combination of workshops, networking, mentoring and individual coaching. The program aims to increase retention of women in STEM by reducing isolation and preparing women for leadership positions.
Rutgers University (continued)

How Does the Program Work?
Participants develop strategies and skills to be more effective collaborators, communicators, negotiators, and personal advocates. They also benefit from a community of peers and senior colleagues. The program is helpful to faculty at different points of their career - including new faculty as they navigate start-up and senior faculty as they consider taking on leadership positions as department chairs, program directors or assistant deans.

What Makes OASIS Different?
The OASIS program is more than a series of workshops. For maximum impact, it is important to connect all the components. The program is structured so that the peer mentoring exercises build on the skills and content from the workshops. The coaching sessions allow the participants to set goals related to workshop topics. The OASIS methodology is based on the adult learning principles of 1) provide opportunity for reflection, (2) encourage taking action and (3) allow for self-direction. Feedback from participants reflects that the OASIS program, in fact, supports their learning in those ways.

- Reflection: “Allowed me to think out loud to help define what I want/need”
- Taking action: “She (coach) is also extremely helpful in terms of working through concerns and finding simple steps to address them in a positive way.”
- Self-direction: “By talking to her (coach) I was able to see what some options were for issues I had.”

The strength of the OASIS Program is in working together with a cohort through an integrated series of components:

- Pre-program individual goal setting
- Interactive workshops
- Peer mentoring to provide new perspectives, accelerate learning, and create community
- Individual coaching conversations to provide opportunity for reflection, allow for self-direction and encourage taking action
- Networking with STEM peers and senior scholars

In the end, each participant will be able to apply what she has learned to develop strategies that fit her individual situation. Also, she will have established connections within the scholarly community that will continue to provide support and enrichment opportunities.
The OASIS Program accelerates the career development and advancement of academic women in the fields of science, technology, engineering, mathematics (STEM), social, and health through a combination of workshops, networking, mentoring, and individual coaching. The Program aims to increase retention of women in academia by reducing isolation and preparing women for leadership positions.

Participants develop strategies and skills to be more effective in such areas as personal advocacy, communication, and leadership. They also benefit from a community of peers and senior colleagues formed through their participation. Program content is tailored to support women at key points along their academic career paths. Different cohorts - including non-tenure track, tenure track, and senior faculty - are brought together to explore challenges that exist where they are today and to prepare to meet those of the future.

**How the OASIS Program Works**

- Application
- Networking Event
- Final Workshop & Evaluation
- Interview & Initial Coaching
- Mid-way Coaching
- Post-program Coaching
- First Workshop & Assignment to Peer Groups
- Workshops & Peer Mentoring Group Meetings
- Follow-up to Capture Momentum of Cohort & Peer Groups
Leadership Development Programs at CIC Institutions

University of Wisconsin-Madison

UW-Madison provides a number of academic leadership programs and initiatives to support executive leaders across campus. The Office of the Provost, the Office of Human Resource Development and other campus units work together to sponsor these programs. The following, while not a comprehensive list, is a summary of these opportunities.

Program: Annual Welcome and Leadership Summit

Program Description:

This annual event, hosted each August, provides an opportunity to bring campus leaders together to address the campus strategic priorities and key initiatives for the coming academic year. This event also provides sessions specifically for department chairs and academic directors, especially those who are new to their leadership roles.

Program: Committee on Institutional Cooperation Academic Leadership Program (CIC-ALP)

Program Description:

The CIC-ALP is a nationally recognized inter-institutional leadership program for emerging academic leaders. The program provides orientation and training in the skills and experiences needed for effective academic leadership, particularly at large public universities. The Vice Provost for Faculty and Staff and the Associate Vice Provost serve as the campus co-liaisons for this program.

Program: Committee on Institutional Cooperation Department Executive Officers (CIC-DEO) program

Program Description:

The CIC-DEO program is an annual opportunity for new department chairs to attend a 3-day conference held in Chicago, IL. The fellows meet with other department chairs from across the CIC and address a range of topics such as time management and conflict resolution to faculty development, performance reviews, and group problem solving.

Program: Department Chairs Leadership Development

Program Description:

The campus Academic Leadership Series is a series of workshops designed specifically for department chairs to address emerging issues such as enhancing your department climate, faculty pay tools, the tenure process, friend and fundraising, etc.
University of Wisconsin-Madison (continued)

**Program:** Chairs’ Chats

**Program Description:**

Chairs’ chats are open group discussions designed by and for department chairs. The sessions address a focused topic and typically include a chair or two who have managed the issues successfully. The sessions are hosted throughout the academic year; lunch is provided.

**Program:** Department Chairs/Academic Directors Toolkit

**Website:** [http://www.provost.wisc.edu/deptChairs/](http://www.provost.wisc.edu/deptChairs/)

**Program Description:**

The Toolkit provides helpful resources for deans, department chairs, and academic program directors.

**Program:** Onboarding Executive Leaders Program

**Program Description:**

The Office of the Provost in partnership with the Office of Human Resources provides a pilot “onboarding” program for new deans and other executive leaders. The program outlines an integrative approach for acculturating new leaders into the university and providing them with the tools, resources and knowledge to become successful and productive. The onboarding process starts with the accepted offer and continues through the end of the first year.