There was a time when being the best among equals, a master of one’s discipline or technical area, was the primary—sometimes the sole—qualification regarded as necessary for leadership within a college or university. The problems and challenges one encountered as leaders were well-bounded, and could often be addressed within the comfortable departmental or institutional siloes.

Even a cursory scan of the landscape of higher education environment reveals how dramatically this well-ordered, well-defined world has changed, and along with it, the knowledge and skill-set required for leadership effectiveness. Being highly accomplished in one’s own area—academic discipline or technical area—is increasingly insufficient preparation for effectively addressing the contemporary challenges that confront higher education.

These challenges are numerous and they come from all directions—the economic realities of the marketplace, financial and career needs of students and their parents, capabilities and difficulties posed by new technologies, employer demands for a better prepared workforce, regulatory requirements of governments, accountability pressures from boards and accreditors, organizational and communication challenges facing leaders, and internal pressures from faculty and staff in response to the rapidly changing higher education environment.

Few, if any, of these challenges have sources or solutions within any single department or functional area of a college or university. Rather most are sector-wide in nature and require systemic solutions.
The Rutgers Leadership Academy (RLA) focuses on the development of cross-cutting leadership concepts, competencies, and tools to enhance professional capabilities for those in academic, professional and administrative leadership roles. RLA is a two-year program for mid-career faculty and staff who aspire to broadened leadership roles within their units, the University and/or higher education, more generally. Nominees must be members of units which report to the Chancellor in New Brunswick or the Chancellor of Rutgers Biomedical Health Sciences. The program is open to those with or without experience serving in leadership positions in higher education.

Goals for Academy Fellows:

- Gain familiarity with contemporary challenges facing academic and administrative leaders
- Deepen understanding of fundamental perspectives and concepts of leadership as they apply in higher education
- Enhance personal and professional leadership competencies
- Advance Rutgers and one’s leadership capabilities by leading a field-based project from conception through completion
- Increase understanding of important dimensions of higher education administration, including organizational structure and mission, governance, finance and budgeting, legal and regulatory issues, diversity, and ethics.
Fellows Nomination Process:
Nominations for participation in the Academy must be submitted by VPs, deans, directors, chairs or other senior administrative leaders who see a need for an expanded pool of future leaders, and want to recognize and encourage the development of particular colleagues to assume increasing leadership responsibility. A list of current RLA Fellows can be found at: http://odl.rutgers.edu/leadership.html

Program Structure:
The RLA program consists of 18 three-hour sessions over four semesters. Topics include, but are not limited to, the following:

- The Higher Ed Landscape
- Multiple Missions of the Academy
- What is Leadership: Classic Theories & Concepts
- What Makes Higher Ed Leadership Unique?
- Formal & Informal Leadership
- Personal Assessment & Leadership Development
- Planning, Communication, & Change

RLA Faculty members come from all areas of the university, and represent a full range of academic and administrative leadership roles. They include Vice Presidents, Deans, Directors, Department Chairs and faculty and staff.
Leadership Project

As a component of the Program, Fellows will lead a field-based project from conception through completion. All projects should address a significant area of need, and should aim to strengthen and advance the university. No later than the end of the first year, each Fellow, in conjunction with his/her mentor will identify a project of import to the unit or the broader campus. These projects are intended to provide a context for applying and furthering the development of leadership competencies, while contributing meaningfully to significant needs of the institution.

Leadership Lunches

The Leadership Lunches series focuses on contemporary issues of leadership in higher education, and features Rutgers senior faculty, academic and administrative leaders, and invited speakers from other institutions and organizations.
RLA Executive Committee

- **Brent D. Ruben, Ph.D.** — Distinguished Professor of Communication and Executive Director, Center for Organizational Development and Leadership; Director, Rutgers Leadership Academy
- **Richard De Lisi, Ph.D.** — University Professor; Co-Director, Rutgers Leadership Academy
- **Ralph A. Gigliotti** — Assistant Director of Leadership Programs, Center for Organizational Development and Leadership
- **Martha H. Lansing, MD** — Associate Professor and Vice Chair of Family Medicine and Community Health at Robert Wood Johnson Medical School; RBHS Liaison for the Rutgers Leadership Academy

Contact us:
[www.odl.rutgers.edu/leadership](http://www.odl.rutgers.edu/leadership)