

Rutgers Leadership Academy

Center for Organizational Development and Leadership

Program Description:

The [Rutgers Leadership Academy \(RLA\)](#) is a two-year program for mid-career faculty and staff from across the institution who aspire to broadened leadership roles within their units, the University and/or higher education, more generally. The Academy 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. The second cohort of the program will begin in Fall 2017.

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 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.

Target Audience:

Mid-career faculty and staff from both Rutgers-New Brunswick and Rutgers Biomedical and Health Sciences (RBHS) are eligible to be nominated. The nominee should be one who has potential for increased leadership responsibility and achievement within higher education. Faculty and staff from Camden and Newark are not currently eligible to participate.

Fellows Nomination Process:

Nominations for participation in the Academy to be submitted by VPs, deans, directors, chairs or other senior administrative leaders who see a need for an expanded pool of future leaders within their unit, and want to recognize and encourage the development of particular colleagues to assume increasing leadership responsibility. Nominators will agree to serve a facilitating and mentoring role throughout the program and will identify projects through which RLA participants can exercise a leadership role.

Program Structure:

18 3-hour sessions will be held over the course of four semesters, and the format will include a combination of online, hybrid, and in-person classes (on Wednesday evenings). The participants of this cohort program will develop leadership skills and competencies by: 1) exploring case studies, simulations, presentations, and readings; 2) leading field-based projects under the mentorship of senior campus leaders.

RLA Topics:

Topics include institutional structure and missions, organizational dynamics, leadership theories and concepts, formal and informal leadership roles and responsibilities, disciplinary and institutional cultures, decision-making, internal and external communication, the influence of multiple publics, and the leader's role in organizational planning and change.

Rutgers Leadership Academy – Tentative Program

Built on the foundation of existing ODL initiatives, the RLA will draw on the knowledge and skill of Rutgers leaders with input and support from senior campus and university leadership as well as Big Ten Academic Alliance Academic Leadership Program Fellows.

All sessions will be held on Wednesday evenings from 4 pm – 7 pm in the [Community Room, ASBII, Cook Campus](#).

Year 1 – Fall^

1.1 – September 20

- Program Overview and Introduction
- The Higher Ed Landscape: Leadership Challenges and Opportunities

1.2 – October 4

- Traditions and Values: Multiple Missions of the Academy
- External Pressures and Perspectives: Perceptions of our Stakeholders

1.3 – October 18

- Campus Cultures and Intercultural Tensions
- The Challenging Transition from Pilot to Air Traffic Controller

1.4 – November 1

- What is Leadership: Core Theories and Concepts
- Leadership Competencies

1.5 – December 6

- What Makes Higher Education Leadership Unique?
- Leadership Problem Solving Rubric

Year 1 – Spring^

1.6 – January 24

- Personal Assessment and Leadership Development
- Organizational Rubrics for Design, Assessment, Planning, Improvement

1.7 – February 21

- Contemporary Challenges in Higher Education
- Formal and Informal Leadership

1.8 – March 7

- Higher Education Law: Academic Freedom and Free Speech

1.9 – March 21

- Finance and Budgeting: University, School, and Department Considerations

1.10 – April 18

- Communication and Change

Year 2 - Fall^

2.1 -

- RLA School/Campus Projects & Shadowing

2.2

- Strategic Planning and the Use of Metrics

2.3

- Politics, Policies & University-Government Relations

2.4

- Faculty Diversity & Leadership in Higher Education
- Student Diversity & Leadership

2.5

- Succession Planning & Search Firm Insights

Year 2 - Spring^

2.6

- Project Updates and Group Problem Solving and Support

2.7

- Project Presentations & Lessons Learned

2.7

- Project Presentations & Lessons Learned
- Reflections, Wrap Up and Next Steps

2.8

- RLA Leadership Banquet

^ Elective “brown bag” sessions will also be offered through our Leadership at Lunch program.

**Toward the end of the first year of the program, Fellows, in conjunction with mentors, will identify a project of importance to their unit and the University. For a list of past RLA projects, please click [here](#).*