

RUTGERS
CENTER FOR
ORGANIZATIONAL
LEADERSHIP (OL)

2018-2019
Annual Report

August 2019

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Background

The Rutgers Center for Organizational Leadership ([OL](#)) was established in 1993 to serve as a university-wide resource for Rutgers University and a national leader for higher education in the areas of organizational and leadership development. The work of the Center is guided by three fundamental goals: 1) to encourage and support the development, adoption, and implementation of effective organizational and leadership practices throughout the university; 2) to promote information sharing within Rutgers and higher education relative to organizational leadership innovations and improvements; and 3) to provide ongoing support as an incubator for new approaches, and to encourage the development of programs and core leadership competencies necessary for their continuation.

Programs and Services

As a Division of the Office of the Senior Vice President for Academic Affairs, the Center provides a portfolio of offerings for current and aspiring academic and administrative leaders throughout the university seeking to develop and enhance their leadership, communication, and organizational competencies.

Within the domain of leadership development and consultation, Center programs and services focus on Organizational Leadership Development; Leadership Competencies Development; Strategic Planning; Senior Level Retreat Design, Planning, and Implementation; Change Planning and Implementation; Assessment and Improvement Planning; Workplace Culture and Climate Assessment and Enhancement; and Outcomes Measurement. The Center also sponsors a portfolio of academic and administrative leadership education programs for a wide array of university audiences, including deans, department chairs, institute/center directors, mid-career faculty and staff, doctoral students, and medical students. Additionally, OL faculty and staff provide academic programs and instruction in the areas of leadership and communication for the School of Communication and Information, the Rutgers Ph.D. in Higher Education program, the Distinction in Leadership in Academic Health Care (DILAH) program (in collaboration with Robert Wood Johnson Medical School), the PreDoctoral Leadership Development Academy, and the Big Ten Academic Alliance leadership development programs. From 1993 to 2019, members of the OL team have been actively involved in scholarly and applied research projects in the areas of leadership, communication, and organizational development in higher education. A complete list of [OL program offerings](#) can be found here.

RUTGERS CENTER FOR ORGANIZATIONAL LEADERSHIP

The Rutgers Center for Organizational Leadership is a national leader and resource for Rutgers University and the higher education community.

The Center provides a portfolio of offerings for current and aspiring academic and administrative leaders seeking to develop and enhance their leadership, communication, and organizational competencies.

Leadership Education **Leadership Development**

Research **Consultation**

www.ol.rutgers.edu center@ol.rutgers.edu

The Rutgers Center for Organizational Leadership is a Division of the Office of the Senior Vice President for Academic Affairs 3/6/18

Center Roles and Structure

The Center is a division of the Office of the Senior Vice President for Academic Affairs. Dr. Brent D. Ruben (Distinguished Professor of Communication, SC&I-NB) is Executive Director of the Center; Sherrie Tromp, Associate Director, oversees leadership consulting and development services; Dr. Ralph Gigliotti, Director of Leadership Development and Research, directs OL’s leadership education programs and research portfolio; and Dr. Christine Goldthwaite, Senior Program Administrator, coordinates the ALP-RBHS initiative. Barbara Corso, Senior Administrative Associate, oversees the administrative processes of the Center; Kim Davis, Administrative Staff Associate, provides administrative support for the Rutgers Leadership Academy and PreDoctoral Leadership Development Programs on a part-time basis; Dr. Morit Blank serves as Research Support Staff Associate, and doctoral candidate Morgan Kandrac is the PLDA/DILAH Graduate Student Coordinator.

Additionally, OL benefits from a collaborative approach that engages faculty from a variety of disciplines. Faculty Fellows of the Center include: Barbara Bender (Senior Associate Dean, School of Graduate Studies), Martha Lansing (Associate Professor and Vice Chair, Department of Family Medicine and Community Health, RWJMS), Susan Lawrence (Vice Dean for Undergraduate Education, SAS), Laurie Lewis (Professor of Communication, School of Communication and Information, Rutgers-NB), and Al Tallia (Professor and Chair, Department of Family Medicine and Community Health, Robert Wood Johnson Medical School). Each Fellow is engaged with one or more projects in support of OL; appointments as Fellows are generally for three years. OL Faculty Fellows and key administrative partners enhance OL’s capability to serve the Rutgers community and its ability to play a key role in the leadership, higher education, and communication fields. As of Spring 2019, Dr. Richard De Lisi, University Professor and Senior Fellow for the Center, is on sabbatical and is engaged in updates and enhancements to various leadership articles and resources.

Report Organization

This report provides a summary of current OL accomplishments, activities, and future plans and includes the following sections:

- Highlights of the Center's work in 2018-2019
- Priority projects, signature programs, and information regarding contributions to the disciplines of leadership, higher education, and communication; noted in more detail in the segments that follow:
 - Leadership Education
 - Leadership Development and Consultation
 - Contributions to the Leadership, Higher Education, and Communication Fields
- Future plans

2018-2019 Highlights

Botswana Leadership Development Summit

[The Botswana-Rutgers Leadership Summit](#), convened in May 2019 at Rutgers University, is a central component of the collaborative relationship being developed between the government of the Republic of Botswana and Rutgers University. The Summit was designed to enhance leadership knowledge and competencies of members of the participating delegation, which included upper-level government officials and Directorate of Public Service Management professionals. Additionally, the Summit afforded opportunities to further planning between Botswana's executive leaders and Rutgers experts in specific areas that align with the five pillars of the [partnership](#).

Rutgers Leadership Academy (RLA)

The [Rutgers Leadership Academy](#) is a one-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.

Fellows in the 2017-2019 program engaged in a variety of capstone projects, designed to support and enhance their units/departments and the university. A summary of these final project presentations can be found in Appendix A.

University-wide nominations were received in Spring 2019 for the third cohort of this leadership development program. Of the 86 faculty and staff nominees to the 2019-2020 program, a diverse group of 36 individuals (15 faculty and 21 staff) representing units from across New Brunswick, Camden, Newark, and RBHS were accepted into the program. (See Appendix C)

PreDoctoral Leadership Development Academy (PLDA)

In its ninth year, the [PreDoctoral Leadership Development Academy](#) is a one-year program designed to provide doctoral students from a broad array of academic disciplines with the supplemental knowledge and skills needed for academic and administrative leadership roles.

The 2018-2019 PLDA class of 17 doctoral student Fellows completed the newly configured one-year program this Spring. The streamlined program provided Fellows with the opportunity to focus on the creation of individual leadership development plans; observe and document leadership practices at Rutgers University, and meet with various higher education experts in Washington, DC, at a meeting hosted by Francine Newsome-Pfeiffer, Vice President for Federal Relations at Rutgers University. (See Appendix D)

Academic Leadership Program at RBHS (ALP-RBHS)

[ALP-RBHS](#) is a partnership between the Rutgers Center for Organizational Leadership and Rutgers Biomedical and Health Sciences (RBHS) designed to enhance the competencies of current RBHS faculty administrators. The program provides a venue for academic leaders to examine and further develop their leadership, management, communication, and organizational capabilities with attention to current biomedical and health sciences challenges and opportunities. In March 2019, 19 Fellows from across each of the RBHS schools completed the first-year pilot program. (See Appendix F)

Distinction in Leadership in Academic Health Care (DILAH) Program

[The Distinction in Leadership in Academic Healthcare program](#) is a one-year program designed to explore the challenges and opportunities associated with leadership in academic medical centers, and to allow medical students to gain a greater understanding of fundamental perspectives and concepts of leadership and communication. Eighteen first-, second-, and third-year medical students participated in this third year of the program. This year, three students graduated with Distinction from the program, giving presentations of their scholarly projects at a year-end symposium. (See Appendix I)

Rutgers Health Clinical Chairs Retreat

Center staff collaborated on the design and facilitation of a two-day inaugural retreat of Rutgers Health Clinical Chairs held in March 2019. The retreat included some 30 clinical chairs and senior leaders from both RBHS and RWJBarnabas Health. The program allowed for a discussion of key policy and implementation issues related to the Master Affiliation Agreement (MAA) with RWJBarnabas Health. A survey was designed to identify critical issues among the chairs, and the design of the retreat built upon these survey findings and allowed for a comprehensive and systematic discussion of a central guiding question: “What are the most critical core principles and crosscutting issues that need to be recognized, understood, and addressed for collaboration with RWJBarnabas Health to be successful?” Workgroups continue to meet to further advance solutions and develop a written plan to address needs and priorities.

Senior-Level Retreat Design, Planning, and Implementation

During 2018-2019, the Center provided consultation, organizational support, and facilitation to senior academic administrators in the design, planning, and implementation of retreats for 14 academic units within Rutgers-New Brunswick, Rutgers-Newark, Rutgers-Camden, and Rutgers Biomedical and Health Sciences (RBHS). (See page 11 for details)

OL Graduate Research Team

The OL Graduate Research Team is an interdisciplinary group of graduate students with an interest in leadership dynamics in higher education. Members of the interdisciplinary research team completed a research project entitled “Learning Leadership in Higher Education: Implications for Graduate Education,” which was accepted for publication in the *Atlantic Journal of Communication*. The work was presented at this year’s National Communication Association Conference in Salt Lake City, UT in November 2018.

The team also completed a preliminary benchmarking study of academic and administrative leadership development programs at member institutions for the Network for Change and Continuous Innovation in Higher Education (NCCI). A summary of this benchmarking study was presented at the NCCI Annual Conference in Denver, CO in July 2019.

Rutgers OL website: www.ol.rutgers.edu

The Rutgers Center for Organizational Leadership website is regularly updated to provide a comprehensive view of OL programs, services, and publications. Accessing information related to OL and its leadership programs has increased significantly in the last year, as indicated by the following data points:

- 18,374 total page views; an increase of 13% over 2018
- 13,507 unique page views; an increase of 19% over 2018
- 85.6% of visits were returning visits
- Nearly 3,000 leadership education/development page visits

Leadership Education

2019 Priority Initiative: The Botswana-Rutgers Leadership Summit

[The Botswana-Rutgers Leadership Summit](#), convened in May 2019 at Rutgers University, is a central component of the collaborative relationship being developed between the Government of the Republic of Botswana and Rutgers, initiated in February 2019. Named the Mahube (“Dawn”) Partnership for Transformation, this collaboration is a unique effort between a nation and a university to address leadership, capacity-building, and knowledge transfer, as the Republic of Botswana transforms from its dependence on natural resources into a more knowledge-based economy.

In collaboration with the President’s Office, the Rutgers Center for Organizational Leadership led in the design, coordination, and facilitation of a 12-day residential event hosted by Rutgers and attended by a delegation of 16 cabinet- and senior director-level government officials from Botswana. The Summit was designed to enhance leadership knowledge and competencies of members of the participating delegation, and to pilot test program components for subsequent leadership development programs for Botswana public sector leaders.

Signature Programs

Rutgers Leadership Academy (RLA)

The Rutgers Leadership Academy is a one-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. The RLA focuses on the development of cross-cutting leadership concepts, competencies, and tools to enhance the professional capabilities for those in academic, professional, and administrative leadership roles. The program also addresses the unique situation- and position-specific organizational and leadership challenges. See Appendix B for topics and presenters.

As part of their capstone project, each Fellow identifies, plans, leads, and implements a major leadership initiative that will have tangible benefits for their unit and/or the campus or university as a whole with the support and counsel of his/her mentor.

The 2017-2019 cohort was comprised of approximately 35 mid-career faculty and staff from New Brunswick, Newark, Camden, and Rutgers Biomedical Health Sciences. When asked to assess their experience in the program, nearly all survey respondents (20/22) rated the program as outstanding. They also credit the program with influencing their level of motivation to participate in leadership roles and contributing to their preparedness to serve in a new leadership role within Rutgers or elsewhere.

In response to feedback from the 2017-2019 Fellows, and in order to accommodate a growing number of interested faculty and staff, the program has been integrated into a one-year accelerated model. Of the 86 faculty and staff nominees for the 2019-2020 cohort (an increase of over 20% over the 2017-2019 nominee cohort), a diverse group of 36 individuals was accepted into the program.¹ A list of 2019-2020 Fellows is provided in Appendix C.

PreDoctoral Leadership Development Academy (PLDA)

The streamlined one-year PreDoctoral Leadership Development Academy is designed to provide doctoral students with an orientation to current practices and challenges in higher education, and knowledge of the organizational, analytic, communication, and personal competencies recognized as critical to effective leadership across multiple organizational

¹ University-Wide (5); RBHS (14); Newark (4); New Brunswick (12); Camden (1); Faculty (15); Staff (21).

settings. It was created to complement discipline-based study, by offering experiential and classroom opportunities that emphasize leadership style and strategy, collaborative decision-making, planning and organizational assessment, communication with internal and external constituencies, and other knowledge and skill-sets that are important to informal and formal leadership and professional advancement. The 2018-2019 cohort of 17 Fellows represented 15 disciplines. See Appendix D for a list of 2018-2019 Fellows.

Evaluations of this program continue to be very positive, with nearly 90% of participants indicating the program contributed significantly to their understanding of higher education administration. All fellows at the close of the program noted that they were somewhat or extremely likely to recommend the program to others. See Appendix E for a list of the 21 Fellows who will begin the program in the fall.

Academic Leadership Program at Rutgers Biomedical and Health Sciences (ALP-RBHS)

Developed in collaboration between the Rutgers Center for Organizational Leadership and RBHS leaders, faculty, and academic administrators, the Academic Leadership Program at Rutgers Biomedical and Health Sciences (ALP-RBHS) provides a venue for faculty administrators to examine and further develop their leadership, management, and organizational competencies with attention to current biomedical and health sciences challenges and opportunities at the national and state level, and within Rutgers and RBHS. See Appendix F for a list of the inaugural class of 19 faculty administrators. Topics and guest speakers can be found in Appendix G.

Evaluations of the first year's program completed by the inaugural cohort were very encouraging. Fellows indicated that the learning goals for the program were achieved or greatly achieved, and they rated each of the 10 sessions as beneficial or extremely beneficial. Through post-program interviews with Fellows, individuals provided useful suggestions for additions and improvements to the program. A list of faculty administrators selected for the 2019-2020 program are noted in Appendix H.

Distinction in Leadership in Academic Health Care (DILAH) Program

The Distinction in Leadership in Academic Healthcare (DILAH) program is offered by the Robert Wood Johnson Medical School (RWJMS) in collaboration with the Center. Sessions are designed to provide medical students with an opportunity to gain a deeper understanding of their individual leadership and communication styles and to use their own leadership and communication behaviors to lead effectively within the Academic Health Center.

Three students completed their capstone projects, which will be reflected as a formal distinction designation on their diploma. (See Appendix I)



Leadership Development and Consultation

Below is a summary of organizations and Rutgers units that took advantage of OL leadership development and consulting/facilitation services during the 2018-19 academic year.

Strategic Planning and Change Implementation

OL provides a customized, step-by-step approach for strategic planning and change implementation to support leaders and their organizational change efforts.

Consulting and School/Department Support

- Rutgers Global Health Institute – RBHS
- Senior Vice Chancellor for Clinical Affairs – RBHS
- Vice Chancellor for Research, Rutgers Biomedical and Health Sciences and Dean, Rutgers School of Graduate Studies – RBHS/Rutgers-New Brunswick
- Dean and Dean's Leadership Team, School of Health Professions – RBHS
- Dean, School of Social Work – Rutgers-New Brunswick
- Director, Department Radiation Oncology, CINJ – RBHS
- Dean, School of Management and Labor Relations – Rutgers-New Brunswick
- Faculty Advisory Committee, Rutgers Global – University-wide
- Vice President for Global Affairs – Rutgers-New Brunswick
- Director, Institute for International Health – RBHS
- Chair, Family Medicine and Community Health – RBHS
- Senior Vice President for Academic Affairs – University-wide
- Dean/School of Environmental and Biological Sciences/New Jersey Agricultural Experiment Station (NJAES) Leadership Team – Rutgers-New Brunswick
- Planning Committee, School of Engineering – Rutgers-New Brunswick
- New Jersey Healthy Kids Initiative – Rutgers-New Brunswick

Senior-Level Retreat Design, Planning, and Implementation

In addition to consultative planning/change assistance, OL designed and facilitated formal strategic planning sessions for:

- Chancellor and Senior Leadership Team – RBHS
- Rutgers School of Dental Medicine – RBHS
- School of Graduate Studies Research Deans – Rutgers-New Brunswick/RBHS
- School of Pharmacy Administration – RBHS
- Associate Chancellor Enrollment Services and Experience – Rutgers-Newark
- Vice Chancellor for Research, Rutgers Biomedical and Health Sciences and Dean, Rutgers School of Graduate Studies – RBHS/Rutgers-New Brunswick
- Senior Vice President for Academic Affairs – University wide
- Institute for Health, Health Care Policy, and Aging Research – RBHS
- Violence Prevention and Victim Assistance – Rutgers-New Brunswick
- School of Management and Labor Relations department chairs – Rutgers-New Brunswick

- School of Health Professions – RBHS
- Center for Latino Arts and Culture – Rutgers-New Brunswick
- Department of Music – Rutgers-New Brunswick
- Division of Student Success – Rutgers-Camden

Organizational Assessment

The nationally recognized and award-winning Excellence in Higher Education (EHE) model, developed by Brent Ruben, adapts the Malcolm Baldrige Quality Award program to the language and culture of higher education. The assessment framework allows units and organizations to develop a useful inventory of achievements, priorities for improvement, and action plans for implementing these areas of improvements.

In-person facilitated sessions were provided for the School of Health Professions (SHP) Senior Leadership Team and for SHP Directors and Chairs.

Organizational Leadership Assessment and Competencies Development

This service includes the administration, interpretation, and use of assessment tool results for organizational leaders and groups and customized facilitation based on the needs and goals of the unit or department. Units with whom OL has worked in formal presentations and one-time consulting conversations included the following:

- Summer Leadership Academy, Division of Continuing Studies – University-wide
- Staff Retreat, School of Communication and Information – Rutgers-New Brunswick
- Department Chairs and Directors Retreat, Faculty of Arts and Sciences – Rutgers-Camden
- New Jersey Medical School Department of Emergency Medicine – RBHS
- Department of Radiation Oncology – RBHS
- Office of Scheduling and Space Management – Rutgers-New Brunswick
- NJ Municipal Clerks, Rutgers Center for Government Services – University-wide
- School of Health Professions – RBHS
- Robert Wood Johnson Medical School – RBHS
- University Communications – Rutgers-New Brunswick
- One Stop Shop – Rutgers-New Brunswick
- Office of Faculty Affairs – RBHS
- Rutgers Institute of Earth, Ocean, and Atmospheric Sciences – Rutgers-New Brunswick
- Department of Annual Giving, Rutgers Foundation – University-wide
- School of Nursing – Rutgers-Camden
- Mandela Program – University-wide

Contributions to the Leadership, Higher Education, and Communication Fields

Service and outreach efforts, along with recent academic publications and presentations (listed below), furthered the contributions of OL as a national leader in the fields of academic organizational leadership, organizational effectiveness, and communication in higher education. Recognition of this expertise has resulted in additional internal and external requests for formal presentations and facilitation, and for future publications, and contributed significantly to the design and content of the Center's formal leadership programs.

University Service and Outreach

- Membership, President's Administrative Council
- Membership, Executive Assessment Council
- Member, Board of Directors for the Network for Change and Continuous Innovation in Higher Education (NCCI)
- Examiner, 2019 Board of Examiners for the Malcolm Baldrige National Quality Award
- Member, Three-year term on the executive leadership team for the Training and Development Division of the National Communication Association

Publications and Scholarly Contributions

The following publications were published in 2019 and are intended for use in our internal leadership programs and will also support leadership in higher education efforts nationally and internationally.

Books

- Gigliotti, R. A. (2020). *Crisis leadership in higher education: Theory and practice*. New Brunswick, NJ: Rutgers University Press.
- Ruben, B. D. & Gigliotti, R. A. (2020). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Bingley, UK: Emerald Publishing. Edited Books
- Gigliotti, R. A. (Ed.) (2019). *Competencies for effective leadership: A framework for assessment, education, and research*. Bingley, UK: Emerald Publishing.
- Goldthwaite, C., and Gigliotti, R. A. (forthcoming). *Critical incidents in academic health systems: Leadership development through case-based learning*. Dubuque, IA: Kendall-Hunt.

Refereed Journal Articles

- Gigliotti, R. A., Dwyer, M., Brescia, S. A., Gergus, M., & Stefanelli, J. (forthcoming). Learning leadership in higher education: Implications for graduate education. *Atlantic Journal of Communication*.
- Fortunato, J. & Gigliotti, R. A. (2019). Crisis accountability and organizational reputation: The response of CVS to the opioid epidemic. *Journal of Brand Strategy*, 8(1), 86-99.
- Ruben, B. D. & Gigliotti, R. A. (2019). The Excellence in Higher Education model: A Baldrige-based tool for organizational assessment and improvement for colleges and universities. *Global Business and Organizational*

Excellence, 38(4), 26-37.

- Fortunato, J., Gigliotti, R. A., & Ruben, B. D. (2018) Analyzing the dynamics of crisis leadership in higher education: A study of racial incidents at the University of Missouri. *Journal of Contingencies and Crisis Management*, 26(4), 510-518.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2018). Academic leadership development programs: Conceptual foundations, structural and pedagogical components, and operational considerations. *Journal of Leadership Education*, 17(3), 241-254.
- 1,343 reads - ResearchGate Citation: Leadership as Social Influence: An Expanded View of Leadership Communication Theory and Practice (June 10, 2019)

Book Chapters

- Gigliotti, R. A. & Ruben, B. D. (2018). The role of communication theory in leadership training and development. In J. D. Wallace & D. Becker (Eds.), *The Handbook of Communication Training* (pp. 238-252). New York: Routledge.
- Goldthwaite, C. (2019). Using the leadership competency framework in the study of leadership in digital contexts in R.A. Gigliotti (Ed). *Competencies for effective leadership: A framework for assessment, education, and research*. Bingley, UK: Emerald Publishing.

Presentations and Workshops

- BTAA Department Executive Officers
- BTAA ALP Invited Presentations, University of Minnesota, Michigan State University
- International Leadership Association Presentation
- Excellence in Higher Education Presentation, Brown University
- International Crisis and Risk Communication Conference Presentation
- National Communication Association Annual Convention Presentations
- International Leadership Association Global Conference Presentations
- Organizational Communication Mini Conference Presentation
- Higher Education Leadership Forum 2018, Sheffield, United Kingdom Presentation on RLA
- Organizational Assessment and Leadership Workshop, Ohio University
- Academic Chairs Institute, Presentation, Ohio State University
- Mandela Program Presentation
- Academic Chairs Program Presentation, Northwestern University
- Academic Chairs Program Presentation, University of Maryland
- Design and Presentation of Emerging Leaders Program for University Professional and Continuing Education Association
- University Professional and Continuing Education Association Presentation, regional conferences in St. Louis, MO; Bethesda, MD; Long Beach, CA; and Providence, RI and annual conference in Seattle, WA

Future Plans for 2019-2020

Leadership Development Training in support of the Botswana-Rutgers Partnership for Leadership Transformation

Follow-up to the residential leadership development program will continue on a regular basis via telepresence sessions and will focus on areas determined to be most relevant and appropriate. Additionally, monitoring and coaching of individual participants is available to members of the Executive Leadership Team as they work on implementing leadership and organizational advancement initiatives. The Botswana-Rutgers Leadership Development Program plans call for the review and design of additional leadership development programming to be offered in-residence at Rutgers with telepresence mentoring and support. Materials for the Summit were prepared by the Rutgers Center for Organizational Leadership. As an outcome of the partnership and as noted as an area for future enhancement by Summit participants, the vision is for future program materials, such as Botswana-specific case studies, to be developed by the Botswana planning team members and through collaborative efforts with Rutgers Center team members.

Leadership Development Program for RBHS Faculty Administrators (ALP-RBHS) and RBHS Senior Leadership Retreat Design and Facilitation

Enhancements to the ALP-RBHS program based on feedback from the pilot cohort are underway and the revised program will be offered to 26 faculty administrators representing all eight RBHS schools beginning in Fall 2019. The modules and case studies will continue to provide nominated academic health leaders across RBHS the opportunity to examine common leadership challenges, share strategies for addressing these challenges and realizing new opportunities, and increase their understanding of strategies, techniques, and tools for enhancing leadership capacity. The program includes a series of in-person workshops and discussions co-facilitated by content experts from the Rutgers Center for Organizational Leadership and RBHS senior leaders. Additionally, through collaboration with the Chancellor's Office, the Center will be involved with the design and facilitation of the senior leadership retreat for RBHS.

Rutgers Leadership Academy Alumni Network

As our third cohort participates in this program, plans are underway for the design of an alumni network for former and current Rutgers Leadership Academy Fellows, which includes mid-career faculty and staff representing various units and departments across Rutgers. A kickoff networking reception with this alumni network is scheduled for December 2019.

University Planning Efforts for Rutgers Global, School of Graduate Studies, and Institute for Health, Health Policy, and Aging Research

OL will work with leadership to design planning processes that will engage the respective communities, outline ways to build on past achievements, and create blueprints for realizing future aspirations of these major institutional planning efforts.

Academic Leadership Program-New Brunswick (ALP-NB)

Preliminary discussions are underway regarding reconstituting the ALP-NB breakfast networking and informative program for academic administrators in NB.

Research and Publications

Members of the Center have been actively pursuing research projects designed to enhance and enrich the quality and content of our leadership education curriculum. The following publications are intended for use in our internal leadership programs and will also support leadership in higher education efforts nationally and internationally.

- Gigliotti, R. A. (2020). *Crisis Leadership in Higher Education: Theory and Practice*. New Brunswick, NJ: Rutgers University Press.
- Ruben, B. D. & Gigliotti, R. A. (2020). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Bingley, UK: Emerald Publishing.

Research is also underway for an additional book project:

- Goldthwaite, C., and Gigliotti, R. A. (forthcoming). *Critical incidents in academic health systems: Leadership development through case-based learning*. Dubuque, IA: Kendall-Hunt.

OL Graduate Research Group

We will continue to engage interested graduate students in relevant research projects related to organizational leadership and leadership development in higher education.



Appendix A: 2017-2019 RLA Presentations

Fellow	Project Title	Mentor(s)
Tamar Barkay	Introducing Coaching Approaches to Graduate Students Advising	Beth Tracy & Jerry Kukor
Michael Barnett	Instituting an Institute [without being institutionalized]: The Rutgers Institute for Corporate Social Innovation	Jerome Williams
Barbara Bashaw	Equity and Access to PK-12 Dance Education: A Strategic Partnership	George Stauffer
Marsha Besong	Determining a Need for Leadership Development Programs at Rutgers-Camden	Phoebe Haddon
Mary Bridgeman	Setting the Course: Leading the Department of Pharmacy Practice in a Strategic Planning Process	Marc Sturgill
Jesenia Cadena	Exploring Faculty Engagement in Undergraduate Career Advising: Structure, Resources, and Implementation	Peng Song & Ilene Rosen
Anda Cytroen	R3: Funding Real Time Research at Rutgers	Susan Kilduff
Teresa Delcorso-Ellmann	School of Graduate Studies External Funding Toolkit for Graduate Students and their Faculty Mentors: A Roadmap for Development and Deployment	Jerry Kukor
Marian Diksies	Assessing and Enhancing the Environment of Diversity, Equity, and Inclusion within the School of Social Work	Cathryn Potter
Jason DiPaolo	Developing a Dynamic Tuition Revenue Model	JoAnne Williams
Kara Donaldson	School of Arts and Sciences Communication Connection	JoAnne Williams
Richard Dool	Leadership Communication Research Forum	Jonathan Potter
Donna Fennel	Rutgers Environmental Engineering: A New Beginning	Thomas Farris & Anthony Broccoli
Eric Gawiser	Demystifying Physics for New Brunswick Secondary Students	Ron Ransome
Anupria Gupta	International Student Academic Success	Barbara Lee & Ben Sifuentes
Stacy Hawkins	Determining a Need for Leadership Development Programs at Rutgers-Camden	Phoebe Haddon
Jeanne Herb	Sustainable Models for Centers of Practice in an Academic Professional School	Michael Greenberg
Juana Hutchinson-Colas	Wellness at Work	Gloria Bachmann
Salma Jabbour	Development of a Clinical Trials Program in Radiation Oncology	Bruce Haffty
Marjorie Kaplan	Advancing Leadership Climate Change Through the NJ Agricultural Experiment Station	Brian Schilling
Sunita Kramer	Designing Undergraduate Research for Rutgers - NB	Prabhas Moghe
Jennifer Leon	Pedagogical Rationale for Hiring Non-Tenure Track Faculty in the Humanities	Michelle Stephens
Laura Liang	Developing a Model Assessment Plan for Higher Education with a Focus on Teaching and Learning	Perry Halkitis
Stephanie Marcello	QPR: Ask a Question, Save a Life	Frank Ghinassi
Lucas Marxen	RCM and the Land Grant Model	Bradley Hillman
Chris Morett	Campus vs. Classroom: An Ecosystem for Learning (TM) Production	Darrin York
Tina Pappas	An Onboarding Program for Rutgers IT Employees	Michele Norin
Nancy Rao	Mason Gross Collaborative Initiative	George Stauffer
Karen Shapiro	School of Health Professions Leadership Team Development: Enhancing Group Effectiveness and Decision Making	Gwen Mahon
Derek Shendell	Assessment of Independent Environmental & Occupational Health, Safety, Science, and Policy-related Graduate Programs: How to Best Support Students and Young Professionals	Cristine Delnevo
Rhonda Smith	Wellness at Work	Thomas Hecker
Elaine Stroud	Team Lead Role for Staff	Adrienne Eaton



Appendix A: 2017-2019 RLA Presentations (continued)

Beth Tracy	Inclusive Mentoring Practices Pilot Workshop Series	Barbara Lee
David Tulloch	SEBS General Honors Program: Strengthening the Student Experience	Laura Lawson
Kyle Warren	RU/UMDNJ Integration Take 3: The Further Integration of Rutgers University Nursing Programs	Felicia McGinty

Appendix B: 2017-2019 RLA Topics and Faculty/Presenters

Topics addressed throughout the program:

- Higher Education Landscape: Leadership Challenges and Opportunities
- Traditions and Values: Multiple Missions of the Academy
- External Pressures and Perspectives: Perceptions of our Stakeholders
- Campus Cultures and Intercultural Tensions
- What is Leadership: Core Theories and Concepts?
- Leadership Competencies
- What Makes Higher Education Leadership Unique?
- Leadership Problem Solving Rubric
- Leveraging Individual and Team Strengths
- Formal and Informal Leadership
- Communication and Change
- Strategic Planning and the Use of Metrics
- Higher Education Law: Academic Freedom and Free Speech
- Politics, Policies and University-Government Relations
- Diversity and Leadership in Higher Education
- Succession Planning and Search Firm Insights

The 2017-2019 program included presentations by senior leaders from Rutgers and other institutions, including:

- Francine Conway, Dean of the Graduate School of Applied and Professional Psychology
- Gail Fairhurst, Distinguished Professor of Communication at the University of Cincinnati
- Walt Gmelch, Professor of Leadership Studies at the University of San Francisco
- Doug Lederman, Co-founder and Editor of Inside Higher Ed
- Barbara Lee, Senior Vice President for Academic Affairs
- Richard McCormick, President Emeritus
- Francine Newsome Pfeiffer, Vice President of Federal Relations
- Dan Rodas, Isaacson Miller Search Firm

Appendix C: 2019-2020 RLA Fellows

Name	Title	Department/School	Nominator
Diane Ambrose	Director, Research and Sponsored Programs	Office of Research and Sponsored Programs	S. David Kimball
Azima Ashraf	Assistant Professor and Unit Chief	Psychiatry and Adult Inpatient Unit, University Behavioral Health	Theresa Miskimen
Sahar Aziz	Professor of Law, Chancellor's Social Justice Scholar, and Middle East and Legal Studies	Law School	David Lopez
Sanjib Bhuyan	Associate Professor	Agricultural, Food and Resource Economics, School of Environmental and Biological	Ramu Govindasamy
Michael Brown	Assistant Dean and Director	School of Engineering	Ilene Rosen
Helen Brown-Liburd	Associate Professor	Accounting Information Systems Department, Rutgers Business	Lei Lei
Tynisha Coleman	Project Manager	RBHS Office of Faculty Affairs	Meredith Mullane
Adam Day	Assistant Treasurer and Executive Director, Treasury	University Finance and Administration	Kathy Dettloff
Mehtap Ferrazzano	Assistant Dean for Student Engagement	School of Nursing	William Holzemer
Robyn Ginese	Director for Leadership and Experiential Learning	Student Affairs	Richard Dool
Yvonne Gonzalez	Director, Mentoring and Career Development	Office of the Senior Vice President for Academic Affairs	Barbara Lee
Roxanne Huertas	Senior HR Consultant and Interim Director	Human Resources	Jason Rivera
Myron Jordan	Lieutenant	Rutgers University Police Department	Carmelo Huertas
Jacqueline Kozloski	Director of Communications and Marketing	Rutgers Health	Jennifer Hollingshead
Eldo Kuzhikandathil	Managing Director, Brain Health Institute	Neuroscience/Brain Health Institute	Gary Aston-Jones
Rick Lee	Director of Global Programs and Partnerships	Rutgers Global	Michelle Stephens
Mingwei Liu	Associate Professor	Labor Studies and Employment Relations. School of Management and Labor Relations	Adrienne Eaton
Nell Maloney Patel	Associate Professor of Surgery, Program Director General Surgery Residency	Department of Surgery, Rutgers Robert Wood Johnson Medical School	Leonard Lee



Appendix C: 2019-2020 RLA Fellows (continued)

Jenna Marcus	Assistant Professor	Obstetrics, Gynecology and Women's Health, New Jersey	Mark Einstein
Francesca Maresca	Director, Health, Outreach, Promotion and Education and Professor	Division of Student Affairs	Melodee Lasky
Theresa McCutcheon	Managing Director	Institute for Families, School of Social Work	Cathryn Potter
Scott Mellender	Associate Professor	Anesthesiology and Perioperative Medicine, Rutgers Robert Wood Johnson Medical School	Keith Lewis
Lisa Mulé	Senior Executive Associate for Administration	Dean's Office, Ernest Mario School of Pharmacy	Joseph Barone
Brian Murphy	Honors College Director and Associate Professor	History, School of Arts and Sciences	Jack Tchen
Danielle Myricks	Director of Compliance	Department of Intercollegiate Athletics	Paul Perrier
Holly Nelson	Associate Professor of Practice	Landscape Architecture, School of Environmental and Biological Sciences	Laura Lawson
Stephen Nolan	Associate General Counsel	Office of General Counsel	Annemarie Martin Boyan
Ajeenah Nurridin-Little	Director, Rutgers-Camden Learning Center	Division of Student Academic Success, Rutgers-Camden	Marsha Besong
Maria Pellerano	Assistant Professor	Family Medicine and Community Health, Rutgers Robert Wood Johnson Medical School	Alfred Tallia
Ines Rauschenbach	Assistant Teaching Professor	Biochemistry and Microbiology, School of Environmental and Biological Sciences	Tamar Barkay
Emily Sabato	Assistant Dean for Academic Affairs	Community Health, Rutgers School of Dental Medicine	Cecile Feldman
Huzaifa Shakir	Assistant Professor	Surgery, New Jersey Medical School	Anne Mosenthal
Eric Singer	Assistant Professor of Surgery and Radiology	Urologic Oncology, Department of Surgery, Rutgers Robert Wood Johnson Medical School	Carol Terregino
Sharon Stoerger	Assistant Dean for Instructional Support and Assessment Administration	School of Communication and Information	Dafna Lemish
Bianca Thompson-Owen	Assistant Dean for Enrollment Services and Student Success	School of Health Professions	Gwendolyn Mahon
Marc Weiner	Executive Director, Undergraduate Programs and Associate Research Professor	Bloustein School of Planning and Public Policy	Dona Schneider



Appendix D: 2018-2019 PLDA Fellows

Name	Discipline
Yollem S. Miranda Alarcón	Biomedical Engineering
Stephanie Brescia	Higher Education
Tyler Carson	Women and Gender Studies
Tahiya Chowdhury	Electrical and Computer Engineering
Geoffrey Clarke	Economics
Andrew Dieterich	Neuroscience
Michelle Doose	Epidemiology
Stephanie Fong	Plant Biology
Andrea Gaytan Cuesta	Spanish and Portuguese
Siqing “Erica” He	Education
Morgan Kandrac	Food Science
Julio Lopez	Spanish and Portuguese
Jennifer McGee-Avila	Nursing
Sandra Medina	Spanish and Portuguese
Emily Rosado-Soloman	Human Resource Management
Jordan Steiner	Social Work
Tashanna Walker	Geography

Appendix E: 2019-2020 PLDA Fellows

Name	Discipline
Vrushank Bhatt	Microbiology and Molecular Genetics
Henry Boachi	Media Studies
Hannah Dewald	PhD Track in Infection, Immunity, and Inflammation
Eva Erber	German
Laura Fernandez Arroyo	Spanish and Portuguese
Christiane Fischer	German
Nathaniel Flores	Philosophy
Raffaella Fusco	Department of Italian Language and Literature
Marina Gergues	Stem Cell and Cancer/Medicine-Hematology/Oncology
Hafiz Imtiaz	Electrical and Computer Engineering
William Jonsson	Nutritional Sciences
Amanda Kaplan	Sociology
Sean Karyczak	Psychiatric Rehabilitation
Kristen Krause	Social and Behavioral Health Sciences
Hazel Mitchley	Linguistics
Tim Morris	English
María Elizabeth Rodríguez-Beltrán	Comparative Literature
Enriqueta Somarriba	Music
Adrienne Viola	CINJ
Chloe Wawrzyniak	Mathematics
Robert Young	Chemistry and Chemical Biology

Appendix F: 2018-2019 ALP-RBHS Fellows

Name	Title/Position	School
Chantal Brazeau, MD	Interim Chair, Family Medicine; Assistant Dean, Faculty Vitality	New Jersey Medical School
Wendy Budin, PhD, RN-BC, FACCE, FAAN	Associate Dean and Professor, Entry to Baccalaureate Practice Division	School of Nursing
Paul R. Duberstein, PhD	Chair, Department of Health Systems & Policy–Social & Behavioral Health Sciences	School of Public Health
Janine Fredericks-Younger, DMD	Director, Academic Affairs	Rutgers School of Dental Medicine
Linda Flynn, PhD, RN, FAAN	Interim Associate Dean, Nursing Science; PhD Program Director	School of Nursing
Barbara Gladson, PT, OT, PhD	Associate Dean, Academic Affairs; Interim Chair, Department of Health Informatics	School of Health Professions
Craig Hirschberg, DD	Chair, Endodontics,	Rutgers School of Dental Medicine
Longqin Hu, MS, PhD	Chair, Medicinal Chemistry	Ernest Mario School of Pharmacy
Leslie Kantor, PhD, MPH	Chair, Department of Urban-Global Public Health	School of Public Health
Jeffrey Kwong, DNP, MPH, ANP-BC	Associate Dean, Advanced Nursing Practice Division	School of Nursing
Leonard Y. Lee, MD	Chair, Department of Surgery; Division Chief, Cardiothoracic Surgery	Robert Wood Johnson Medical School
Carol Lutz, PhD	Assistant Dean for Curriculum, School of Graduate Studies; Track Director, Molecular Biology, Genetics and Cancer	New Jersey Medical School
Paris Mourgues, LMSW	Chief of Staff, Deans Office	School of Public Health
Lewis Nelson, MD	Chair, Department of Emergency Medicine; Director, Division of Medical Toxicology; Chief of Service, University Hospital Emergency Department	New Jersey Medical School
Jason Roy, PhD	Chair, Biostatistics Epidemiology; Director, Rutgers University Biostatistics and Epidemiology Services Center (RUBIES)	School of Public Health
Steven R. Singer, DDS	Chair, Diagnostic Sciences	Rutgers School of Dental Medicine
Vaishali Singhal, DMD, PhD	Program Director, Bachelor of Science in Health Sciences, Department of Interdisciplinary Studies	School of Health Professions
P. Ashley Wackym, MD	Chair, Department of Otolaryngology–Head and Neck Surgery	Robert Wood Johnson Medical School
Jane Ziegler, DCN, RD, LDN	Vice Chair, Preventative and Clinical Nutrition Sciences	School of Health Professions



Appendix G: 2018-2019 ALP-RBHS Topics and Faculty/Presenters

Session Topic	Faculty/Presenters
<p>Module 1: An introduction to the academic health center landscape and ALP-RBHS</p>	<ul style="list-style-type: none"> ▪ Brian Strom Chancellor, RBHS ▪ Jeffrey Carson Provost, RBHS-New Brunswick ▪ Vicente Gracias President and Chair of the Board, Rutgers Health Group; Senior Vice Chancellor for Clinical Affairs, RBHS ▪ Joseph Barone Dean, Ernest Mario School of Pharmacy ▪ Brent Ruben Executive Director, Rutgers Center for Organizational Leadership; Distinguished Professor of Communication ▪ Ralph Gigliotti Director of Leadership Development and Research, Rutgers Center for Organizational Leadership
<p>Module 2: Principles and pragmatics of leadership in academic health</p>	<ul style="list-style-type: none"> ▪ Brent Ruben Executive Director, Rutgers Center for Organizational Leadership; Distinguished Professor of Communication ▪ Gwendolyn Mahon Dean, School of Health Professions
<p>Module 3: Leveraging personal and professional strengths for effective leadership in the academic health center</p>	<ul style="list-style-type: none"> ▪ Ralph Gigliotti Director of Leadership Development and Research, Rutgers Center for Organizational Leadership ▪ Meredith Mullane Executive Director, RBHS Faculty Affairs ▪ Tynisha Coleman Project Manager, RBHS Faculty Affairs
<p>Module 4: Strategic planning: Pursuing a vision of excellence</p>	<ul style="list-style-type: none"> ▪ Sherrie Tromp Associate Director, Rutgers Center for Organizational Leadership ▪ Cathryn Heath Medical Director, Family Medicine and Community Health, Robert Wood Johnson Medical School
<p>Module 5: Financial models and financial management at RBHS and Rutgers</p>	<ul style="list-style-type: none"> ▪ Kathleen Bramwell Senior Vice Chancellor for Finance and Administration, RBHS, University Finance and Administration



Appendix G: 2018-2019 ALP-RBHS Topics and Faculty/Presenters (continued)

<p>Module 6: The leader's role in mentoring, evaluation, and promotion procedures and processes</p>	<ul style="list-style-type: none"> ▪ Terry Curry Associate Provost and Associate Vice President for Academic Human Resources, Michigan State University ▪ Meredith Mullane Executive Director, RBHS Faculty Affairs ▪ Jeffrey Carson Provost, RBHS-New Brunswick ▪ Patricia Fitzgerald-Bocarsly Provost, RBHS-Newark ▪ Maral Mouradian Vice Chancellor for Faculty Development, William Dow Lovett Professor of Neurology; Director of the Center for Neurodegenerative and Neuroimmunologic Diseases, Robert Wood Johnson Medical School
<p>Module 7: Creating a culture of excellence and improvement</p>	<ul style="list-style-type: none"> ▪ Brent Ruben Executive Director, Rutgers Center for Organizational Leadership; Distinguished Professor of Communication
<p>Module 8: The role of communication in anticipating risks and leading during crises</p>	<ul style="list-style-type: none"> ▪ Ralph Gigliotti Director of Leadership Development and Research, Rutgers Center for Organizational Leadership ▪ Gwendolyn Mahon Dean, School of Health Professions ▪ Mary O'Dowd Executive Director, Health Systems and Population Health Integration, Institute for Health, Health Care Policy, and Aging Research
<p>Module 9: Understanding, planning, and leading change</p>	<ul style="list-style-type: none"> ▪ Brent Ruben Executive Director, Rutgers Center for Organizational Leadership; Distinguished Professor of Communication ▪ Kathleen Scotto Vice Chancellor for Research, RBHS; Vice Dean, School of Graduate Studies
<p>Module 10: Presentation of project proposals</p>	<ul style="list-style-type: none"> ▪ Brian Strom Chancellor, RBHS

Appendix H: 2019-2020 ALP-RBHS Fellows

Name	Title/Current Position/Department	School
Nora Barrett, MSW, LCSW, CPRP	Vice Chairperson/Associate Professor Department of Psychiatric Rehabilitation and Counseling Professions	School of Health Professions
Janice Cato-Varlack, MD	Assistant Dean for Students and Multicultural Affairs, Assistant Professor of Pediatrics, Rutgers Robert Wood Johnson Medical School Office of Student Affairs, Department of Pediatrics General Pediatrics Division	Robert Wood Johnson Medical School
David Cohen, MD, FACE, ECNU	Assistant Professor of Medicine, Vice Chair of Education, Department of Medicine	Robert Wood Johnson Medical School
Peter Duda, DMD	Associate Professor/Director: Oral Diagnosis & Treatment Planning/Emergency and Urgent Care, Diagnostic Sciences	Rutgers School of Dental Medicine
Donna Feudo, BS Pharm, RPH	Assistant Dean of Experiential Education Program, Dean's Office	Ernest Mario School of Pharmacy
Maureen Gang, MD	Vice-Chair of ED Quality and Safety, Emergency Medicine	New Jersey Medical School
Carol Goldin, PhD	Senior Associate Dean for Planning and Assessment, Dean's office	Ernest Mario School of Pharmacy
Judith Graber, MS, PhD	Associate Professor/Epidemiology Concentration Director, Biostatistics and Epidemiology	School of Public Health
Sandra Kaplan, PT, DPT, PhD	Vice-Chair of Curriculum and Accreditation and Professor, Rehabilitation and Movement Sciences	School of Health Professions
David Kietrys, PT, PhD, OCS, FCPP	Assistant Vice-Chair, Associate Professor, Rehabilitation and Movement Sciences (DPT South)	School of Health Professions
Nancy Kirsch, PT, DPT, PhD, FAPTA	Vice Chair RMS/Program Director Doctor of Physical Therapy Programs, Rehabilitation and Movement Sciences	School of Health Professions
Teri Lassiter, PhD, MPH	Assistant Dean for Diversity & Inclusion Urban-Global Public Health	School of Public Health
Laura Liang, MPH, DrPH	Associate Dean for Academic Affairs, Health Behavior, Society and Policy	School of Public Health
Jeannette Manchester, MSN, DNP	Assistant Professor/Assistant Dean, Entry to Baccalaureate Division/Center for Professional Development	Rutgers School of Nursing
Tina Mayer, MD	Assistant Professor of Medicine, Medicine/Medical Oncology	Robert Wood Johnson Medical School
Matthew McQuillan, MS, PA-C	Program Director and Vice Chair, Physician Assistant Studies and Practice	School of Health Professions
Joseph Milestone, Esq	Senior Associate General Counsel, Office of the Senior Vice President and General Counsel	Rutgers Biomedical and Health Sciences
Iona Monteiro, MD, AGAF	Professor of Pediatrics, Division Director Pediatric Gastroenterology, Hepatology and Nutrition, Pediatrics	New Jersey Medical School
Hermínio Perez, DMD, MBA	Director of Student Affairs, Diversity and Inclusion, Restorative Dentistry	Rutgers School of Dental Medicine
Valerie Rico, DMD	Director for Academic Affairs, Academic Affairs	Rutgers School of Dental Medicine
Pamela Rothpletz-Puglia, EdD	Associate Professor and Program Director Interdisciplinary Studies	School of Health Professions
Noa'a Shimoni, MD, MPH	Director, Student Health Services, Family Medicine	New Jersey Medical School



Appendix H: 2019-2020 ALP-RBHS Fellows (continued)

George Tewfik, MD, MBA	Assistant Professor/ Director of Quality Assurance, Anesthesiology	New Jersey Medical School
Charlotte Thomas-Hawkins, PhD, RN	Associate Professor and Assistant Dean, Division of Nursing Science	Rutgers School of Nursing
Vincent Tsiagbe, MS, PhD	Assistant Dean, Oral Biology	Rutgers School of Dental Medicine
Rory Ulloque, MD, MS	Assistant Professor, Associate Program Director-RWJMG Hospitalist Service, Family Medicine	Robert Wood Johnson Medical School



Appendix I: DILAH Formal Distinction Designations Awarded in 2019

Name	Capstone Title	Mentor
Kristin Raphel	Teamwork in Medical Education: Implementation of TeamSTEPPS Training into the Third Year Medical Student Clinical Simulation Training Exercises	Dr. Colleen Donovan, MD
Caroline Kwon	Informal Leadership in Improving the Patient Safety Culture in Obstetrics	Dr. C Dr. Christina Kuzyj, MD MPH Rick Lang, MS4
Shirin Poustchi	Local Interdisciplinary Care Collaborative (LINC)	Dr. Paul Weber