Snapshots of Academic and Senior Administrator Leadership Programs at Big Ten Academic Alliance (BTAA) Universities

Center for Organizational Leadership
Rutgers University

4th edition

Prepared by:

Ralph A. Gigliotti, Ph.D.
Director of Leadership Development and Research
Center for Organizational Leadership
Rutgers University

Part-Time Lecturer in Communication
School of Communication and Information
Rutgers-New Brunswick

and

Brent D. Ruben, Ph.D.
Executive Director
Center for Organizational Leadership
Rutgers University

Distinguished Professor of Communication
School of Communication and Information
Rutgers-New Brunswick

May 2018

Preface

In discussions of the critical challenges facing higher education, few topics are mentioned more frequently than leadership. By its very nature, leadership is multidisciplinary and multifaceted, and not surprisingly, many views exist on 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 a broad knowledge of the issues and opportunities confronting colleges and universities. Also important is an understanding of higher education institutions, their missions, cultures and challenges, in addition to more general leadership knowledge and skills in such areas as collaborative planning and decision-making, change management, 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 roles, remarkable agreement exists with regard to the pressing need for colleges and universities to become more adept at identifying, attracting, developing, assessing, retaining, and appropriately rewarding outstanding leaders across diverse areas and levels.

Issues related to leadership effectiveness provide the foundation for much of the activity of the Big Ten Academic Alliance (BTAA). The BTAA 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 BTAA 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, individual Big Ten universities have developed and implemented a number of campus-based 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 following descriptions highlight activities and services for academic leadership development that vary in size, duration, sponsoring department(s), program theme(s), and targeted audiences. A wide range of approaches and methodologies are described, including 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.

Table of Contents

Leadership Development Programs at BTAA Institutions

Leadership Development Programs at BTAA Institutions

Leadership Development Programs at BTAA Institutions

University of Illinois

Program: President's Executive Leadership Program

Coordinating Office: Office of the President

Website: https://www.uillinois.edu/cms/One.aspx?portalId=1324&pageId=837092

Program Description:

The President's Executive Leadership Program represents a unique professional development opportunity and experience for selected senior level, campus-based administrators. Consisting of four seminars held during a 12-month period, the objective of the leadership program is to broaden participants' understanding of higher education issues and to strengthen their skill sets in leading and managing a public institution at the university or system level. The Board of Trustees supports the program as a mechanism for identifying and selecting a diverse group of potential future university or system leaders, as does the President, who plans to attend program sessions and interact extensively with participants.

Program: President's Fellows Program

Coordinating Office: Office of the President

Website: https://www.uillinois.edu/cms/One.aspx?portalId=1324&pageId=632416

Program Description:

The Presidential Fellows Program is sponsored by the Office of the President of the University of Illinois System. This program is designed to stimulate and facilitate projects by faculty members from across the System to help realize institutional goals. The faculty selected by the president as Fellows will work in close collaboration with the Office of the President and other System and university offices to develop projects that enhance the academic, research, economic development and civic engagement missions of the System. As a part of the program, Fellows will become familiar with System-wide academic initiatives, strategic planning, budget issues and broader challenges in higher education. In addition, Fellows will make direct contributions to the U of I System by taking on special projects and providing guidance on various topics that align with their own academic and research interests. As part of this experience, Fellows may be asked to participate in a range of service and learning opportunities, including serving as members of the President's Management Council.

University of Illinois (continued)

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.

Program: Big Ten Academic Alliance Academic Leadership Program

Coordinating Office: Office of the Provost

Program Description:
Led by the Committee on Executive Leadership, the BTAA offers an intensive Academic Leadership Program to develop the leadership and managerial skills of faculty who have demonstrated exceptional ability and academic promise. The annual program allows five high-potential faculty to take part in three interconnected seminars emphasizing a specific topic, such as human resources and leadership, budget and resource management, and the future of the research university.

Program: Big Ten Academic Alliance Department Executive Officers Seminar

Coordinating Office: Office of the Provost

Program Description:
Each year approximately 65 department heads and chairs from Big Ten Academic Alliance universities come together for a unique leadership development seminar (Department Executive Officers (DEO) Seminar). Topics at this three-day event range from conflict resolution and time management to faculty development, performance reviews, and group problem solving.

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:

Provost Fellows Program

The Provost Fellows Program provides academic leadership experience in key campus administrative roles for distinguished faculty at the University of Illinois at Urbana-Champaign.

PROVOST FELLOWS PROGRAM
- Home
- Current Fellows
- Program Background
- Nomination Procedure
- Areas of Focus
- Previous Fellows

Program Description

The Provost Fellows Program 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.

As part of the program, Fellows will become familiar with campus wide academic initiatives, strategic planning, budget issues, and challenges in higher education. In addition, Fellows will make direct contributions to the Provost's Office and/or Chancellor's Office by taking on special projects and assisting in more routine activities. 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 will 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's Office.

Appointments

Fellows will have 50% FTE appointments in leadership roles in the Provost's Office, maintaining 50% appointments in their home units during this time. The Provost's Office will work with each Fellow's home academic unit to provide teaching release during the appointment. The typical term for the appointment is two years, although an extension is possible if warranted. Fellows are provided some funding to continue their involvement during the summer. Fellows also will be provided a modest discretionary travel and/or training budget. These resources can be used to fund activities on campus, to learn about organizational and leadership structures and processes at other institutions of higher education, to participate in formal training opportunities, and to attend relevant conferences in higher education.

Qualifications

Applicants must be tenured faculty members. Prior leadership experience is preferred but not required.

Office of the Provost
Swanlund Administration Building
601 East John Street, MC 304
Champaign, IL 61820

Contact Us:
Phone: 217.333.6677
Fax: 217.244.5639
Email: provost@illinois.edu

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

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 Forum

Coordinating Office: Office of the Chancellor

Website: https://chancellor.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.

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

Website:
https://provost.illinois.edu/awards/campus-awards-programs/campus-awards-for-excellence-in-faculty-leadership/excellence-in-faculty-mentoring-award/

Program Description:
Several campus-level awards are given each year in recognition of excellence in faculty leadership for those faculty who distinguish themselves with their vision of the future and their effort to enable and promote others in shaping that future.

Excellence in Faculty Mentoring Award
The Excellence in Faculty Mentoring Award recognizes a faculty member who has demonstrated an outstanding commitment to faculty mentoring by actively assisting pre-tenure and mid-career faculty in developing their career(s). Exceptional mentoring can include 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. The award includes an honorarium and a personalized commemorative plaque.

Executive Officer Distinguished Leadership Award
The Executive Officer Distinguished Leadership Award recognizes outstanding academic leadership and vision by an executive officer within a college or campus unit. Recipient will be an exemplar of effective leadership who has led diverse groups through strategic improvements within her/his unit or campus. Up to two awards may be awarded annually. The award includes an honorarium and a personalized commemorative plaque.

Outstanding Faculty Leadership Award
The Outstanding Faculty Leadership Award recognizes a faculty member who has provided extraordinary leadership contributions across many dimensions of shared governance (e.g., committee work, chair of task force, service in the Senate) that advance the excellence of a department, a college, and/or the campus, and who exemplifies the campus commitment to collaborative decision-making. This award is the highest accolade honoring a faculty member whose professional service has advanced progress toward the Illinois mission. The award includes an honorarium and a personalized commemorative plaque.

University of Illinois (continued)

Program: Larine Y. Cowan Make A Difference Award for Leadership in Diversity

Coordinating Office: Office of Diversity, Equity, and Access

Website:
http://www.diversity.illinois.edu/SupportingDocs/2016%20Larine%20Y.%20Cowan%20Make%20a%20Difference%20Award%20Nomination%20Categories.pdf

Program Description:
This award honors those who demonstrate exceptional dedication to and success in promoting diversity and inclusion via research, hiring practices, courses, programs, and events.

Indiana University

Program: Leadership Development and Workshops

Coordinating Office: Office of the Vice Provost for Faculty and Academic Affairs

Program Description:

The Office of the Vice Provost for Faculty and Academic Affairs (OVPFAA) organizes numerous programs to support leaders in at various stages of their academic and administrative careers. These programs include structured workshops, small group discussions, and regular meetings across the academic year. These programs are organized to expand awareness and leadership skills for each of the following groups.

Emerging leaders

> a. Newly Tenured Faculty: The OVPFAA conducts an annual workshop for newly tenured faculty and includes discussion of the role of service and leadership as part of this new phase of their career.

> b. Academic Leadership Program: IU participates in the Big Ten Academic Alliance's ALP Program. Five emerging leaders on campus are selected as ALP fellows. The fellows meet weekly with the vice provost for faculty and academic affairs, who serves as the campus' liaison to the ALP program. On-campus meetings are held throughout the year on topics of leadership, higher education, and conversation with 8-10 campus and university leaders. The program also includes participation in 3 seminars throughout the year with ALP fellows from other Big Ten schools.

Department Chairs

> a. Chair and Associate Dean Workshops: OVPFAA conducts a series of workshops throughout the year for new chairs, experienced chairs, and associate deans (when applicable). These cover a diverse range of topics such as best practices in hiring, retention, the chair's role in promotion and tenure, handling student complaints, dealing with conflict, advice from general counsel on what they wish chairs knew, dealing with disruptive students, developing trust, and diversity and inclusion. These workshops range from 1-4 hours.

> b. Chair Chats: OVPAA also hosts informal discussions (over a meal) with small groups of chairs. Some meetings are open discussion and others have a specific topic for discussion.

> c. Departmental Executive Officer Program: IU participates in the Big Ten Academic Alliance's DEO Program. Five chairs or directors are selected as DEO fellows per year. The fellows meet several times on campus with an associate vice provost for faculty and academic affairs who serves as the liaison for the program and also with the vice provost for faculty and academic affairs. The fellows also participate in the seminar with other BTAA DEO fellows.

Indiana University (continued)

Associate Deans

      a. Chair and Associate Dean Workshops: (see above).

b. Associate Dean Meetings: OVPFAA meets regularly with Academic Associate Deans to discuss issues of concern and provide information on new initiatives or policies.

Program: Executive Leadership Institute (ELI)

Coordinating Office: University Human Resources and Organizational Development

Program Description:

ELI is an opportunity for the leadership of Indiana University to further advance their skills and toolkit. The series focuses on critical competencies such as inspiring trust, defining clear and compelling goals, building credibility as a leader, creating organizational change, and maximizing the talents of those in their organization. In addition, ELI is a unique opportunity to broaden and deepen networks within IU and to hear leadership philosophies from Executives within Indiana University. ELI consists of 7 full-day sessions to allow in-depth review of leadership competencies and time to hear from leaders across the university. The target audience includes Assistant and Associate Vice Presidents/Vice Chancellors, Vice Provosts and Assistant and Associate Deans.

Program: Management Training Series

Coordinating Office: University Human Resources and Organizational Development

Website: http://hr.iu.edu/~uhrs/training/man-training.html

Program Description:

MTS is a University-wide leadership development series designed to empower a select group of leaders to master the organizational and leadership challenges they face now and in the future. Participants meet monthly, for seven months to cover topics such as: Planning, Managing Change, Accountability, Expectations, Coaching, and more. Participants also participate in project teams to apply what they are learning to real situations. The program is designed for leaders at the Director/Assistant Director level or above.

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
Enrollment
Candidates
Administrators
Raters

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.

Frequently Asked Questions

- What is a 360 and why is it a part of UI LEAD?
- When and where do the raters complete the 360?
- I'm a rater, what if I don't receive the email from Envisia?

Read more FAQs...

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 that 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 Iowa (continued)

Program: DEO Leadership Development Program

Coordinating Office: Office of the Provost and University Human Resources

Website: **http://provost.uiowa.edu/leadership-resources-deos-academic-administrators**

Program Description:

The DEO Leadership Development Program is designed for departmental executive officers in their first two years of service as they transition to this key campus leadership role. The program is designed to be complementary to collegiate support for DEOs, as well as existing UI programs (e.g., BTAA-DEO and BTAA-Academic Leadership Program). Competency-based content will be delivered via small cohorts and tailored to individual needs and goals, and will include topics such as:

- Making the transition from faculty to DEO,
- Understanding and drawing upon your leadership style,
- Leading and managing departmental faculty and staff,
- Unit goal formation and attainment, and
- Positioning your unit within the institution and with external constituencies.

University of Maryland

Program: UMD Leadership Fellows Program

Coordinating Office: UMD ADVANCE

Website: http://www.advance.umd.edu/sites/default/files/documents/resources/2013-Leadership-Call.pdf

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 Maryland (continued)

Program: Workshops for Chairs and Program Leaders

Coordinating Office(s): Office of Faculty Affairs

Program Description: The Office of Faculty Affairs sponsors a series of workshops to help current chairs and leaders of units within non-departmentalized colleges plan for and effectively manage current challenges in academic leadership. Workshops are devoted to a current topic. In 2017-18 (the inaugural year for these workshops), the topics included Sexual Misconduct and Hate/Bias.

Leadership Development Programs at BTAA Institutions

University of Michigan

Program: Faculty Professional Development Programs for Faculty Administrators

Coordinating Office: Office of the Provost

Website: 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.

Program: New Dean Orientation Program

Coordinating Office: Office of the Provost

Program Description:

The New Dean Orientation Program includes the following components:

   a. discussion of institutional values and priorities with the provost
   b. informal conversation with the president
   c. presentations by experienced deans on institutional culture, effective practices, challenges, and useful resources/contacts
   d. informal lunches for the new deans as a group (2 x per term for first year)
   e. individual meetings with: VP communications, VP development, VP government relations, director of academic HR
   f. support for individual coaching for first year (longer if requested by dean)

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:

LIFT/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.

Michigan State University

Program: Leadership Development

Coordinating Office: Academic Advancement Network

Website: https://aan.msu.edu/leadership-development/

Program Description:

Leadership Development is the focus of one component of the Academic Advancement Network (AAN), which evolved from the Office of Faculty and Organizational Development (F&OD) in August 2016. This network is still evolving, so the information below is likely to continue to be modified over the next couple of years. Building on the foundations established by our predecessor, F&OD, AAN works with all faculty, academic staff, and academic administrators at Michigan State University as they join the university, establish professional trajectories, and move through various stages of review, promotion, and growth.

The AAN supports our colleagues as they develop productive careers reflective of their individual aspirations and helps them understand how those aspirations contribute to institutional priorities. To help facilitate this support, AAN is organized around four nodes, each covering a topic that is crucial to the development of the careers of faculty and academic staff. Our work is informed by an Advisory Board, which was newly established in January 2018.

- The **Teaching and Learning Node** is helping MSU develop both a core of shared learning goals for teacher learning and robust communities of practice.
- The **Research and Scholarship Node** addresses an array of issues related to building and sustaining impactful research and scholarship programs.
- The **Academic Career Paths Node** supports academics striving to create meaningful and productive professional and personal lives across the arc of a career.
- The **Leadership Development Node** focuses on two broad areas: facilitation for current campus leaders and cultivation of future leaders.

Leadership Development
New or aspiring leaders often have concerns about their ability to succeed or enjoy the job; typical worries include preparation on particular topics, workload, and handling conflict, especially involving personnel. AAN sees these as ideal topics for starting conversations and building skills. In addition to formal presentations, programming includes bringing chairs and directors together in cohorts to develop peer support relationships, and more individualized mentoring and shadowing/embedding opportunities. The Leadership Node also works across campus to identify diverse academics with leadership potential and to support their development as they consider and take on these types of roles.

Several levels of programming are offered on campus in support of these goals, as detailed in the forthcoming pages.

Michigan State University (continued)

Program: Conversations with MSU Leaders

Website: https://aan.msu.edu/leadership-development/conversations-with-msu-leaders/

Program Description:

The goal of these seminars is to enable the Provost, President and Executive Vice President for Administrative Services an opportunity to speak with all the deans, associate deans, chairs, school directors, and executive managers across the University. These sessions 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. Each leader typically has one conversation per semester.

Program: Orientation for New Academic Administrators (NAO)

Website: https://aan.msu.edu/orientations/new-administrator-orientation/

Program Description:

New Administrator Orientation (NAO) is a 3-day experience required for new academic deans, associate deans, department chairs, and school directors, and is open to some other new administrators upon request. This program serves as a broad introduction to the culture, values, and leadership philosophy of MSU and provides information on what administrators at these levels need to know on day one.

Program: Leadership Institute for Academic Administrators

Website: https://aan.msu.edu/leadership-development/leadership-institute/

Program Description:

Throughout the year, additional orientation sessions are offered to allow for more detailed conversations on specific topics. Plans for the 2018-19 academic year, include the following nine sessions:

(a) MSU Budget Basics
(b) Retention, Hiring and Spousal Hires
(c) Transitioning into Academic Leadership: From Putting out Fires to Affecting Change
(d) Faculty Performance Reviews plus Reappointment, Promotion, & Tenure
(e) Discipline, Relationship Violence & Sexual Misconduct, and Sexual Harassment
(f) Difficult Conversations
(g) Prioritizing and Time/Email Management
(h) Working with Support Staff
(i) Effective Decision Making & Running Strong Meetings

Michigan State University (continued)

Program: Leadership Fellows

Website: https://aan.msu.edu/leadership-development/leadership-fellows/

Program Description:
The Leadership Fellows program was piloted in the 2017-18 academic year, and we hope it will not only continue, but be expanded going forward. It is designed to create partnerships between mentors (current administrators) and fellows (faculty at least 5 years post-tenure). This program involves both a shadowing experience and work on a project developed jointly between the mentor and fellow.

Overall goals include the following:

For the fellow: (a) exploring a particular role in administration to learn about operations, expectations, opportunities and challenges related to that role, as well as more general aspects of leadership; (b) personal reflection on one's characteristics and career goals to help determine whether an administrative or other type of leadership role is desired and suitable.
For the mentor: identifying future leaders and helping to hone their skills.
For the institution: effecting change/innovation in an area of institutional priority and developing a leadership talent pool and pipeline.

Partnerships between current administrators (e.g., chairs, deans, and associate provosts) and fellows are made based on interests, relevant experience, and goals. Pairs may come from similar or different/distant units across campus. It is expected that creating opportunities for close connections between individuals with diverse backgrounds will increase the effectiveness of decision-making, enhance learning, and stimulate a culture of cross-college interaction. While fellows may eventually take a leadership role in an area with greater ties to their scholarship, both they and the mentors should benefit from the shared experience.

The first stage will involve the fellow shadowing the administrator. Fellows will spend approximately five hours per week during the fall semester with the mentor, gaining an appreciation for day-to-day events, observing and offering perspective in key meetings, and debriefing one-on-one with the administrator. If mutually agreed upon, the fellow and mentor will then develop a project near the end of the fall semester to be conducted in the spring while shadowing continues. The time commitment during the second semester will be approximately ten hours per week. Some financial support will be provided in service of this project and the time it requires. This cost will be evenly shared between AAN and the unit of the mentor. The project must be approved by AAN if this funding is to be provided, and should be consistent with AAN priorities (including, but not limited to, topics concerning: mentoring, late career issues, diversity/inclusion, innovations related to dissemination of knowledge, teaching and/or evaluation of courses, and enhancing interdisciplinary scholarship).

The fellows and mentors meet at least monthly throughout the school year semester to share experiences and as an opportunity for peer mentoring and general engagement with others at similar levels from across campus. A reception with presentations of the projects is held near the end of the spring semester.

Michigan State University (continued)

Program: Exploring Academic Leadership Lunches

Website: https://aan.msu.edu/leadership-development/exploring-academic-leadership-lunches/

Program Description:
We consistently hear from faculty and academic staff they are unclear on what specific leadership roles entail. To help clarify the scope of the positions some of our formal campus leaders hold, we developed a lunch series to allow interested faculty and academic staff the opportunity talk with and learn from campus leaders regarding the inner workings of their diverse positions at Michigan State University.
The conversations cover a range of topics including:
- what led the person to take their current job
- what their position looks like day-to-day
- challenges and rewards of their role

Each session is limited to 20 people to allow for optimal engagement with the speaker.

Role-Based, On-Campus Cohort Groups
AAN brings people together based on their roles within the University to allow time for community building and peer mentoring. Some of these groups have included separate meetings for new deans, women chairpersons & school directors, and new chairpersons & school directors. It is expected that the functions of these groups will expand as AAN matures.

One specific group that has been viewed as beneficial is the monthly lunches for women chairs and school directors. On our campus women hold a small percentage of these types of roles and these sessions provide a mix of informal, supportive conversation and discussions of solutions to specific problems raised by individuals.

Program: Leadership Learning Communities

Website: https://aan.msu.edu/leadership-development/tending-the-path-forward-after-full-professor-career-paths-of-women-professors/

Program Description:
Faculty Learning Communities (FLCs) have proliferated across US higher education. 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 include Leadership Learning Communities (LLC). The first LLC focused on the use of leadership self-assessment instruments to promote self-awareness. Several successful LLC's have followed, featuring topics such as Women in Leadership, Exploring Academic Leadership, and most recently Career Paths of Women Professors. These groups are organized by faculty, and meet approximately monthly, with support from the AAN.

Michigan State University (continued)

We also are pleased to participate in cohort programs run by external agencies:

Program: Big Ten Academic Alliance Academic Leadership Program

Website: https://aan.msu.edu/leadership-development/big-ten-academic-alliance-academic-leadership-program/

Program Description:

The Big Ten Academic Alliance Academic Leadership Program (ALP) is a cohort program that is sponsored by the Big Ten Academic Alliance Institutions and is designed to be sensitive to the needs of those institutions. MSU approaches this program in three distinctive ways: (1) Inclusion of one campus leader from outside of the tenure system, which facilitates the development of emergent leaders from other components of campus and facilitates appreciation of diverse roles across key constituencies. (2) In addition to the three cross-institutional seminars, MSU provides 12-14 meetings with campus leaders selected by each cohort. (3) Opening and closing dinners are used to welcome the incoming cohort and advise them on how to maximize their experience.

Program: Big Ten Academic Alliance Department Executive Officer Program (DEO)

Website: https://aan.msu.edu/leadership-development/cic-department-executive-officer-deo-program/

Program Description:

Like the ALP Program, the DEO has a long history of offering this intensive two-day cross-institutional leadership development program designed specifically for department chairs. To continue the development of those who attend the DEO, we have recently started a meeting of the Fellows to debrief their experience and are facilitating continued communication. We have also added a dinner in the spring to introduce the new DEO Fellows to each other and provide them an opportunity to meet the outgoing cohort.

Program: Executive Leadership Academy (ELA) Seminars

Website: https://aan.msu.edu/executive-leadership-academy-ela-seminar-series/

Program Description:

The Executive Leadership Academy Seminar Series is a partnership with central human resources and 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.). These sessions are offered to both our academic and support staff leaders.

University of Minnesota

Program: Provost's Department Heads and Chairs Leadership Program

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

Website: http://faculty.umn.edu/academic-leadership-development

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.
The University also participates in the Big Ten Academic Alliance Department Executive Officer Program each fall.

Program: "Talking Heads"

Coordinating Office(s): Provost's Office

Website: http://faculty.umn.edu/academic-leadership-development

Program Description:
"Talking Heads" meetings are informal monthly gatherings organized by and for department heads and chairs on how to thrive and survive as a department executive officer. They are intended to provide a space for chairs and heads to get together to socialize and share ideas across colleges and departments. Each session is facilitated by a department head who shares his or her experience around a particular leadership issue.

Program: Women's Faculty Cabinet

Coordinating Office(s): Provost's Office

Website: http://faculty.umn.edu/wfc

Program Description:
While membership is open to all faculty, members of the Women's Faculty Cabinet include department executive officers who contribute to recommendations regarding policies and issues that affect women faculty and provides consultation and advice to the vice provost for faculty and academic affairs. The cabinet also produces programmatic activities to support women faculty members including workshops, forums, and themed lunches.
The mission of the Women's Faculty Cabinet is to improve and enrich the academic and professional environments for women faculty at the University of Minnesota and to ensure that the University continues and strengthens its commitment to the success of its women faculty members.

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 speakers 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 the University offers onboarding and distributed mentoring and confidential coaching for new deans, vice presidents etc. Like other Big Ten Academic Alliance schools, Big Ten Academic Alliance ALP fellows meet with senior leaders throughout the year.

Program: Leadership & Talent Development Resources

Coordinating Office: University Human Resources--Leadership and Talent Development

Website: https://humanresources.umn.edu/working-u/ltd

Program Description:

Leadership and Talent Development, a unit in the Office of Human Resources, partners with University of Minnesota leaders to build their capabilities to lead and engage their staff in the strategic mission of the University.

Leadership and Talent Development empowers leaders through providing strategic consulting services, assessments to meet a variety of needs, tools, and do-it yourself resources. Deans, department heads, and leads can find solutions to support the five University leadership challenges of Results, Vision, Engagement, Collaboration, and Accountability.

Program: College Leads Program

Coordinating Office: University Human Resources--Leadership and Talent Development

Website: https://humanresources.umn.edu/working-u/ltd

Program Description:
A program sponsored designed to amplify leadership potential in colleges. Participants include staff and faculty interested in pursuing leadership positions and enhancing their leadership capacity.

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.

Program: DEO Campus Leadership Series

Coordinating Office: Office of the Executive Vice Chancellor

Program Description:

This program provides a forum for professional development, sharing of best practices, and the building of a community for unit heads across campus. Activities include two workshops each semester, a kick-off reception in September, and a year-end social event in April.

Program: Chancellor's Leadership Retreats

Coordinating Offices: Office of the Chancellor and Office of the Executive Vice Chancellor

Program Description:

Held at the start of each fall semester and occasionally throughout the year, these retreats bring together the Chancellor's leadership team (including all Vice Chancellors and also Directors of units, such as the Alumni Association, Athletics, Communications, and Institutional Equity and Compliance), the senior academic

leadership (Deans and Assistant/Associate Vice Chancellors in the Office of the Executive Vice Chancellor and in the Institute for Agriculture and Natural Resources).

University of Nebraska-Lincoln (continued)

Program: Chancellor's Town Hall Meetings

Coordinating Office: Office of the Chancellor

Program Description:

Held once or twice per semester, these meetings comprise a presentation by the Chancellor followed by an extended Q&A session. Attendees are those who attend Chancellor's Leadership Retreats, plus all DEOs, Center Directors, etc.

Program: Chancellor's Commission on the Status of Women

Coordinating Offices: Office of the Chancellor and Institutional Equity and Compliance

Program Description:

The purpose of the Chancellor's Commission on the Status of Women is to enhance the status of all women at UNL, by advising the Chancellor on issues pertaining to gender equity and on specific concerns of women faculty, staff and students at the University. In addition to monthly meetings of the full Commission, separate Councils of Students, Staff, and Faculty meet regularly to focus on issues of special relevance to these groups.

Program: Chancellor's Commission on the Status of People of Color

Coordinating Offices: Office of the Chancellor and Institutional Equity and Compliance

Program Description:

Similar to the Chancellor's Commission on the Status of Women, this Commission advises the chancellor on issues pertaining to the specific concerns of faculty, staff and students who are people of color at the University.

University of Nebraska-Lincoln (continued)

Program: Campus-Based Program for ALP Fellows

Program Description:

The Associate Vice Chancellor for Faculty and Academic Affairs serves as the ALP Liaison and meets with the ALP Fellows monthly. Each meeting takes place over lunch and features a guest speaker from the campus leadership. Speakers for 2017-18 include the Chancellor, the Executive Vice Chancellor, the Vice Chancellor for the Institute of Agriculture and Natural Resources, the Interim Vice Chancellor for Research and Economic Development, the Director of Institutional Equity and Compliance, the Assistant to the Chancellor for Community Relations (who serves as the primary liaison for the campus to the state legislature), and the University of Nebraska Foundation's Senior Vice President for UNL Development. In addition, before the first ALP Seminar, the Liaison hosts a dinner for the current ALP Fellows with the Fellows from the prior year.

Program: Campus-Based Program for DEO Fellows

Program Description:

The DEO Fellows are encouraged to participate in the Campus DEO Leadership Series. In addition, they meet with the Associate Vice Chancellor for Faculty and Academic Affairs, who serves as the DEO Liaison, for a preparatory session before the DEO Seminar.

Northwestern University

Program: New Faculty Welcome

Coordinating Office: Office of the Provost

Program Description:
This annual, full-day program features a variety of university administrators and faculty members who speak about the mission, values, strategic goals, and policies of the university. Special attention is paid to providing a set of concrete resources for new faculty to be able to successfully navigate their responsibilities. A winter quarter social reception is offered to continue to foster relationships and networking.

Program: New Chairs and Directors Welcome Program

Coordinating Office: Office of the Provost

Program Description:
This annual, full-day program is for all new department chairs, program, center, or institute directors, and medical school division chiefs. Case studies and interactive discussions are presented on topics such as handling conflict, difficult conversations, developing staff, managing up, and driving change. The program also includes two panel discussions led by experienced department chairs and school deans.

Program: New Chairs Mentorship Series

Coordinating Office: Office of the Provost, in partnership with the Center for Leadership

Program Description:
This year-long peer mentoring program brings together newer department chairs (with 1-2 years experience) for monthly discussion that are facilitated by an experienced department chair. Participants are expected to attend every gathering and bring issues, concerns, and leadership challenges that they are working through to these gatherings. With the guidance of the facilitator, participants work through these issues together, bringing their own experience and knowledge of school-specific resources to share with their colleagues. The program is overseen by the faculty director of our Center for Leadership who is also an experienced executive higher education coach and consultant.

Northwestern University (continued)

Program: Faculty Leadership Program Series

Coordinating Office: Office of the Provost, in partnership with the Center for Leadership

Program Description:
This ambitious year-long program will target all department chairs, directors, medical school division chiefs, faculty search committee chairs, designated search committee equity representatives. Monthly programs will address key leadership topics that have been identified as areas of interest by our target audience, including an Academic Bullying workshop (led by Tina Gunsalus); an information session on work-life, leave, and tenure clock stoppage policies; an overview of our Faculty Wellness Program that will include training in how to intervene when faculty members are exhibiting behavioral signs of distress; a faculty-led training on search committee best practices; a session on the topic of succession planning for academic units; and a ½ day program on leadership core concepts, competencies, and tools led by Brent Ruben.

Program: Navigating Tenure

Coordinating Office: Office of the Provost

Program Description:
Offered twice annually, this is a panel discussion led by 3-4 recently tenured women faculty across a range of discipline and school. All pre-tenure women faculty are invited; decanal staff and school administrators do not attend this program. Topics addressed during these confidential sessions include:

- Navigating the structure of a top-tier research university;
- Department, school, or central resources that are available to help junior faculty members balance their research, teaching, service, and personal lives;
- Advice on identifying and cultivating mentoring relationships;
- General and school-specific expectations and timetables for tenure;
- Strategies for developing a tenure dossier; and
- Discussions of whether or not to go on the market.

Northwestern University (continued)

Program: Improvisation Skills to Communicate Science to the Public

Coordinating Office: Office of the Provost

Program Description:
This program is geared towards all women faculty in the STEM fields, including the quantitative social sciences. A ¾ day workshop is held on the Chicago campus for the medical school faculty and the Evanston campus for science faculty from the other schools. We contract with an improvisation specialist who was trained at the [Alan Alda Center for Communicating Science](#) and who consults with science museums and higher education institutions nationally. Participants are led through a series of improvisational exercises and communication activities to help them develop a set of tools to become more effective communicators about their research and its impact.

Program: Public Voices Thought Leadership Fellowship Program

Coordinating Office: Office of the Provost

Website: http://www.northwestern.edu/provost/faculty-resources/career-development/public-voices-fellowship/index.html

Program Description:
This year-long program provides a select group of twenty Northwestern scholars across all disciplines with the resources, support and skills needed in order to dramatically increase their visibility and influence as thought leaders in academia and the world at large. Fellows engage in quarterly in-person seminars designed to develop and amplify their expertise, regular coaching sessions with their peer Fellows and seminar leaders, monthly calls with national media experts and gatekeepers, and access to the OpEd Projects network of mentor-editors.

Program: Public Voices Thought Leadership Alumni Program

Coordinating Office: Office of the Provost

Program Description:
Newly launched, this program brings together alums from the Public Voices Program to connect them with in-house media and communication experts and resources. The program provides community, accountability for individual commitments to continue writing, and support on editing, pitching pieces to media sources, navigating and utilizing social media, and preparing for media interactions.

Northwestern University (continued)

Program: Change Makers for Faculty

Coordinating Office: Office of the Provost, in partnership with the Women's Center

Website: http://www.northwestern.edu/womenscenter/programs-events/change-makers/

Program Description:
Change Makers is a year-long program that uses the University of Michigan's evidence-based Intergroup Dialogue Model to allow participants to explore their own social identities and apply this understanding in creating more inclusive classrooms, departments and centers.

Program: Women Faculty Receptions

Coordinating Office: Office of the Provost

Program Description:
Networking receptions for all women faculty are held in the fall and spring quarters, alternating campuses. For each event, a notable woman faculty member is invited to speak about her own research area. This program seeks to amplify the scholarship of our women faculty and provide a venue where our community can be strengthened.

Program: Women Faculty Writing Groups

Coordinating Office: Office of the Provost, in partnership with the Women's Center

Program Description:
These groups, one for women assistant level and one for women associate level professors, meet on a weekly basis to focus on their academic writing. Light facilitation is provided, but these function as write-on sites with no expectation of accountability or output.

Program: Underrepresented Minority Faculty Travel Grants

Coordinating Office: Office of the Provost

Website: http://www.northwestern.edu/provost/faculty-resources/career-development/minority-faculty-travel-grants.html

Program Description:
This program is intended to supplement school support for underrepresented minority faculty members' scholarly and creative work, as well as their professional development opportunities. The Provost's Office will provide up to $2,500 in matching funds per qualifying individual, per academic year. Up to 20 total grants (across all schools) will be provided by the Provost's Office each academic year.

Northwestern University (continued)

Program: Linzer Awards for Faculty Excellence in Diversity and Equity

Coordinating Office: Office of the Provost

Website: http://www.northwestern.edu/provost/faculty-honors/award-for-excellence-in-diversity-and-equity/index.html

Program Description:
These awards, two of which are made each year, celebrate exemplar individuals or groups who are working collaboratively to build a more diverse, inclusive, and equitable climate at Northwestern University.

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.

Ohio State University (continued)

Appendix:

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)

Also in the Initiatives section:

Leadership Programs

   PPLI-6 2013-14 Schedule and Materials

Women in Science

   Highlighting OSU Women in STEMM

Art of Hosting Meaningful Conversations

An OSU Woman Who Changed My Life

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 achieiving 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

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://stemm.osu.edu/
https://engineering.osu.edu/
http://medicine.osu.edu/Pages/default.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

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.

> *"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*

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.

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: Big Ten Academic Alliance Leadership Program Fellows

Coordinating Offices: Office of Academic Affairs

Website: http://oaa.osu.edu/leadership-development.html

Program description:

The Ohio State University Big Ten Academic Alliance 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.

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.

Fisher College of Business – Breakfast Club
http://fisher.osu.edu/executive-education/open-enrollment-programs/general-management/breakfast-club/
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

Websites:
http://oaa.osu.edu/assets/files/documents/NewDepartmentChairsProgramOverview2014.pdf

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
- Optimally 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.

Ohio State University (continued)

Program: Faculty Leadership Institute – College of Medicine

Coordinating offices: College of Medicine

Program Description:
FLI is one of the critical components of the College of Medicine's Center for Faculty Advancement, Mentoring and Engagement (FAME), which will provide comprehensive guidance, education, programmatic support, and recognition and reward to all members of the faculty as they pursue diverse domains of career emphasis and excellence.

Expected outcomes of the program include:
- Strengthened leadership skills to be applied in current and future work
- Better continuity of leadership; enhanced ability to identify faculty for committee work and leadership roles
- Greater sense of "One Medical Center"; interactions with faculty leaders across departments
- Strengthened engagement; recognizing our excellent performers through this special development opportunity
- Higher retention of faculty
- Enhanced quality of care

Format
Over a 12-month period, participants will experience monthly, 3-hour workshops most of which will involve pre- and post- session assignments. An occasional module may be longer depending on the extent of the material to be covered.

Individuals will also work in small teams on a project on critical issues identified at the OSU Wexner Medical Center using skills acquired during class.

Final project presentations will be delivered during the final class session to executive leaders.

There is a wide range of facilitators (instructors) involved in these sessions. They are called 'facilitators' for a reason. The idea is for them to not simply lecture but facilitate thought and discussion among participants. They are from within the University as well as local talent and consulting firms outside Ohio. Reading material may be provided by individual facilitators as preparatory material prior to a specific component.

Selected books will also be distributed throughout the year.

At the conclusion of the program, "graduates" of the program may be eligible for advanced training depending on individual aptitude, performance and Departmental resources. Development of a reward system for candidates who are successfully progressing in the program will be up to individual departments. The College of Medicine is looking forward to having our "graduates' lead our Medical Center to greater heights.

Ohio State University (continued)

Program Content

The following topics will be addressed in class over the 12-month period:

- Leadership: Leadership may be defined as: "the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task." Creative thinking, motivation, inspiration, ability to analyze and synthesize data and making sound decisions will be taught.
- Strategy and Business Planning: Participants will learn about the organizational process for identifying optimum decision guidelines for reaching future goals as well as trying to adapt these decisions in the context of the external environment.
- Problem Solving, Decision Making and Project Management: We believe that today's leaders must not only be able to think analytically, but they must also be able to think creatively, imaginatively, and innovatively.   This is an exciting module, which is designed to open the minds of participants to new ways of identifying issues and resolving them effectively.
- Financial Management: A Leader must have a basic understanding of financial concepts, such as general budgeting, investment management, cash flow, reading a balance sheet and an income statement, return on investment, and capital budgeting.
- Communications: This session focuses on holding effective conversations in the workplace to overcome barriers of individual differences and group dynamics.
- Building Effective Teams: Leaders need to maximize the performance of their teams in order to implement their plans successfully. The session will involve understanding various behavioral styles through group exercises.
- Leading Change**:** Learning how to anticipate change, create buy-in for it, overcome resistance (often generational) to change, create a change plan, and implement a change program after taking into account tensions within the organization are among the topics that will be addressed.
- Negotiations & Conflict Management: Today's leader must be able to negotiate with a variety of audiences, including (but not limited to) physician groups, clinical staff, administrators, vendors, employer coalitions, and unions.
- Talent Management & Human Resources: Leaders quickly begin to comprehend that the unique skills required in the human resources area are a must for success of any unit throughout the full employee life cycle recruitment, selection, training, development, compensation, and transition management.
- Quality of Care / The Patient Experience: A competitive advantage for any healthcare system is rooted in excellent customer service. Physician leaders must embrace transparency and motivate faculty to be a part of the QA process. Recognizing that the patient's needs come first is critical in any institution providing the best of care. Academic physicians equate clinical quality with excellence but patients can only judge care by their service experience. This module will bring into proper focus the value of customer service and the QA process in the healthcare arena.
- Health Care Law: Law and medicine are intertwined in almost every dimension in practice. Practical knowledge related to false claims act, anti-kickback and Stark laws and impacting employment, recruiting, contracts will be shared.

Pennsylvania State University

Program: Academic Leadership Forum

Coordinating 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

Coordinating 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 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.

Pennsylvania State University (continued)

Program: Academic Leadership Academy

Coordinating Office: The Center for the Study of Higher Education

Website: <u>http://www.ala.psu.edu/</u>

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.

Pennsylvania State University (continued)

Appendix:

The Nittany Lion Inn, State College, Pennsylvania

Penn State » Outreach » Academic Leadership Academy

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.

The navigation menu on the left includes: Home, India Delegation, Testimonials, Agenda, Academy Text, Nomination Process, Speakers and Sessions, Virtual Sessions, Location and Accommodations, Fee and Registration, Contact Us, E-mail a Friend, CSHE

Pennsylvania State University (continued)

Program: Excellence in Academic Leadership

Coordinating Offices: Office of Human Resources In Partnership with The Office of Academic Affairs

Website: http://ohr.psu.edu/learning/certificate-programs/excellence-academic-leadership

Program Description:
The *Excellence in Academic Leadership* (EAL) program, is a unique leadership development opportunity offered by the Office of Human Resources in partnership with the Office of Academic Affairs. During the workshops, participants will explore a range of topics that include: leadership competencies and style, dealing with conflict, creating a culture of excellence and change management. The last day of the program offers an in-depth look at ethical leadership and decision-making, the importance of diversity & inclusion in the workplace and the need for effective talent management within your organization. This program is offered each year in the fall in the form of six full day workshops, and provides the opportunity for academic leaders to focus on their personal leadership development, network with other academic leaders and learn from respected experts in the area of leadership and higher education.

Program: Penn State Emerging Leaders Program

Coordinating Office: Office of Human Resources

Website: **http://ohr.psu.edu/learning/certificate-programs/penn-state-emerging-leaders/**

Program Description:
Penn State Emerging Leaders is a comprehensive and innovative leadership development certificate program designed for high-performing faculty and staff who demonstrate high leadership potential; do not currently have supervisory or management responsibilities, and have been working for the University for at least one year**.** This certificate program increases participants' effectiveness as leaders in their current roles, strengthens their ability to contribute to organizational priorities, and prepares them for tomorrow's leadership challenges.

Penn State Emerging Leaders features:

- A blended learning experience that incorporates leadership development, performance improvement, and instructional technology
- The creation of an individualized leadership learning plan to guide self-directed informal workplace learning and development of a personal leadership philosophy
- Self-directed informal workplace learning activities, which encourage participants to explore their personal leadership philosophy and beliefs through self-reflection activities, application of theory, and interaction with peers, subject matter experts, and proven leaders
- The opportunity to refine and develop a leadership philosophy and enhance leadership skills
- Skill practice and emphasis on the integration and application of leadership knowledge
- An emphasis on the supervisor's role in the participant's professional development

Purdue University

Program: Faculty Development Opportunities

Coordinating Office: Office of the Provost

Website: **https://www.purdue.edu/provost/faculty/resources/facultyOpportunites.html**

Program Description:

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

- **ADVANCE Initiatives**
  http://www.purdue.edu/discoverypark/advance/

  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.

- **American Council on Education (ACE) Fellows Program**
  (https://www.purdue.edu/provost/faculty/resources/ACEfellows.html)

  The ACE fellows program offers faculty members with a record of demonstrated leadership an opportunity to develop a broader understanding of higher education through observing college and university presidents and other senior level administrators.

- **Center for Instructional Excellence**
  (http://www.purdue.edu/cie/)

  This program promotes innovative pedagogies and curricular synergies at Purdue University by serving as a support structure and advocate for continuous improvement in teaching, learning and service in combination with Instructional Data Processing (IDP) assessments and evaluations, and provides general service for facilitating campus enhancement/development.

- **Big Ten Academic Alliance: Academic Leadership Program**
  (https://www.purdue.edu/provost/faculty/resources/big10.html)

  This program is a broad-based learning experience that develops the leadership and managerial skills of faculty who have demonstrated exceptional ability and administrative promise.

Purdue University (continued)

- **Big Ten Academic Alliance: Department Executive Officer Program**
  (**http://www.btaa.org/projects/leadership/deo/introduction**)

  This program is a unique, three-day leadership development seminar including approximately 50 department heads and chairs from Big Ten Academic Alliance universities.

- **Clinical Faculty Professional Development Seminar**

  This program provides an opportunity for clinical faculty to meet and discuss topics that are of particular interest to them. Recent topics have included advancement, promotion, and teaching technologies. Sessions are held monthly.

- **Department Head Leadership Program**
  (**https://www.purdue.edu/provost/heads/dh_development.html**)

  An annual program helps prepare new department heads for the responsibilities and challenges of their positions. In addition department head forums are held for both new and experienced department heads. The College of Engineering holds topical discussions with expert heads and other specialists in training and best practices. New heads are paired with experienced heads for mentoring.

- **Entrepreneurial Leadership Academy (Burton D. Morgan Center)**
  (**http://www.purdue.edu/discoverypark/bdmce/**)

  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.

- **Fellowship for Study in a Second Discipline**
  (**https://www.purdue.edu/provost/faculty/resources/secondDisciplineFellowship.html**)

  Individuals who pursue study in a second discipline can receive funding of $3,500 per semester in the form of supply and expense and $7,000 per semester to help offset the cost of lost instruction.

- **Jefferson Fellows**
  (**http://sites.nationalacademies.org/PGA/Jefferson/index.htm**)

  The Jefferson Fellows program is for tenured or similarly ranked academic scientists, engineers and physicians from institutions of higher learning who are U.S. citizens. One year is spent at the Department of State or USAID. Interests and expertise of the fellows are linked with needs of the hosting office. After the fellowship year, fellows return to their academic career but remain available to the U.S. government as an experienced consultant for short-term projects.

Purdue University (continued)

- **Provost Fellows**
  (https://www.purdue.edu/provost/faculty/resources/provostFellows.html)

  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.

- **Purdue Insights Forum**

  This program focuses on developing leadership skills in faculty who are interested in administration at Purdue, particularly at the Associate Head, Head, Associate Dean, and Center/Institute Director levels. Bimonthly sessions address the "nuts and bolts" of leadership including diversity and inclusion, transparency, building consensus, recognition and appreciation, and mentoring faculty and staff. Each participant is paired with an experienced administrator at Purdue who matches his/her career goals. Participants and mentors meet 4 times per year to discuss the participant's goals and personal progress toward the program outcomes. Program outcomes are monitored via group discussion and discrete take-home projects focused on implementing the skills discussed in sessions.

- **Purdue Research Foundation Faculty International Travel Grants**
  (https//www.purdue.edu/research/funding-and-grant-writing/funding/prf-international-travel-grant.php)

  The purpose of the International Travel Grant Program is to assist Purdue faculty members in scholarly attainment by providing a portion of the travel costs to those who will have an active role (presenting papers or serving as officials) at recognized international meetings.

- **Sabbatical Leaves**
  (http://www.purdue.edu/policies/human-resources/b-11.html)

  In order to maintain and continue the high level of academic excellence necessary, it is important for the faculty to periodically update and strengthen their professional skills and horizons. A sound program of sabbatical leaves is thus of vital importance to the University in that it provides for this continued professional growth and new or renewed intellectual achievement through study, research and writing.

- **Susan Bulkeley Butler Center for Leadership Excellence**
  (http://www.purdue.edu/butler/)

  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.

Purdue University (continued)

- **Teaching Academy**
  (**https://www.purdue.edu/cie/teachingacademy/**)

  The Teaching Academy provides leadership in enhancing the quality of undergraduate, graduate and outreach teaching and learning.

- **Teaching and Learning Technologies**
  (**https://www.purdue.edu/provost/teachinglearning/**)

  Teaching and Learning Technologies is a division of ITaP that supports, empowers and advances the innovative and evolving use of technology to facilitate learning in and beyond the traditional classroom environment. There are three major areas of emphasis: instructional design and development, enterprise learning technologies and learning spaces.

- **College of Engineering Leadership Workshop**

  The College of Engineering holds an annual 2-day workshop for associate and full professors focused on leadership skills. The program includes role-playing activities, self-assessment and group discussions.

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**

Program: Preparing Future Faculty

Coordinating Office: Fellowships and Professional Development, Graduate School

Program Description:

Preparing future faculty is a course designed for predoctoral students and postdoctoral fellows who have an interest in academic careers. The course provides a broad introduction to various topics including the roles and responsibilities of senior university leaders and the scholarship of teaching/learning, research/discovery, and engagement.

Purdue University (continued)

Appendices:

Preparing Future Faculty Spring 2015 Syllabus

Date	Topic
13-Jan	Syllabus Scavenger Hunt, Classroom Rules, Course Expectations
20-Jan	CV Peer Review
27-Jan	*Academic Interviewing-* Rebecca Doerge, Department Head and Professor of Statistics
3-Feb	*Scholarship of Teaching and Learning* Jon Harbor, Department Head, Professor of Earth and Atmospheric Sciences
10-Feb	*Teaching Effectiveness and Teaching Portfolio* Center for Instructional Excellence
17-Feb	*The Engagement Mission-*Faculty Roles & Responsibilities Steve Abel, Associate Provost for Engagement, Professor of Pharmacy Practice in the College of Pharmacy
24-Feb	*Promotion and Tenure and Faculty Development* Alyssa Panitch, Vice Provost for Faculty Affairs, Professor of Biomedical Engineering
3-Mar	*The Discovery Mission-* *Faculty Roles and Responsibilities* Suresh Garimella, Executive Vice President for Research and Partnerships, Goodson Distinguished Professor of Mechanical Engineering
10-Mar	*The Learning Mission-*

Date	Topic
	Faculty Roles and Responsibilities Frank Dooley, Vice Provost for Teaching and Learning, Professor of Agriculture Economics
17-Mar	SPRING BREAK – No class
24-Mar	**Provost Role** Debasish Dutta, Executive Vice President for Academic Affairs and Provost, Professor of Mechanical Engineering
31-Mar	***Graduate Education-*** *Faculty Roles and Responsibilities* MJT Smith, Dean of the Graduate School, Professor of Electrical & Computer Engineering
7-Apr	***A Department Head's Perspective-*** *Faculty Roles and Responsibilities* Susan Nielsen, Department Head, Professor of Food Science
14-Apr	Newly Tenured at Purdue Panel
21-Apr	Department Head Panel
28-Apr	*PFF Alumni Panel*
5- May	No class, No final

Purdue University (continued)

Calendar of Events
Big Ten Academic Alliance ALP Fellows 2016-2017

Tuesday, August 16, 2016 **12:00pm-1:30pm, HOVD 119**	**Luncheon and Introductions** **Past Fellows and 2016-2017 Fellows**
Tuesday, August 23, 2016 **1:00pm-2:00pm, HOVD 119**	**Deba Dutta,** Provost and Executive Vice President for Academic Affairs and Diversity (Photo will be taken)
Tuesday, September 6, 2016 **1:00pm-2:00pm, HOVD 119**	**Mitchell E. Daniels, Jr.,** President
Tuesday, September 13, 2016 **2:00-3:00pm, HOVD 119**	**Amy Noah**, Vice President for Development
Tuesday, September 20, 2016 **1:00pm-2:00pm, HOVD 119**	**Frank Dooley,** Vice Provost for Teaching and Learning **Jon Harbor**, Associate Vice Provost for Teaching and Learning
Tuesday, September 27, 2017 **1:00-2:00pm, HOVD 119**	**Alysa Rollock,** Vice President for Ethics and Compliance **Erin Oliver,** Director, Office of Institutional Equity
Tuesday, October 4, 2016 **2:00-3:00 pm, HOVD 119**	**Pam Horne,** Vice Provost for Enrollment Management
Tuesday, October 11, 2016 **3:00pm-4:00pm, PMU 306**	**JoAnn Brouillette,** Trustee
Tuesday, October 25, 2016 **1:00pm-2:00pm, HOVD 119**	**Jay Akridge,** Dean of Agriculture, **Leah Jamieson**, Dean of Engineering, **David Hummels**, Dean of Management, **David Reingold**, Dean of Liberal Arts, **Rhonda Phillips**, Dean of Honors College
November 3-5, 2016 **Indiana University**	**Seminar I: Issues and Ideas**
Thursday, November 17, 2016 **1:30-2:30pm, HOVD 119**	**Suresh Garimella,** Executive Vice President for Research and Partnerships
Thursday, December 15, 2016 **1:00pm-2:00pm, HOVD 119**	**Carol Shelby**, Senior Director of Environmental Health and Public Safety
Tuesday, January 10, 2017 **2:00pm-3:00pm, HOVD 119**	**Julie Griffith**, Vice President for Public Affairs
February 9-11, 2017 **Rutgers University**	**Seminar II: People and Relationships**
Thursday, February 23, 2017 **2:00pm-3:00pm, HOVD 119**	**Morgan Burke**, Director of Intercollegiate Athletics *tentative
Tuesday, March 7, 2017 **2:00pm-3:00pm, HOVD 119**	**Beth McCuskey**, Vice Provost for Student Life **Katherine Sermersheim,** Dean of Students **Dan Carpenter**, Director of Student Success
Thursday, March 23, 2017 **2:00pm-3:00pm, HOVD 119**	**Bill Sullivan,** Executive Vice President and Treasurer
April 6-8, 2017 **Pennsylvania State University**	**Seminar III: Resources and Tools**

Purdue University (continued)

Department Head Forum
For new department heads
Academic Year 2016-2017

Time and Location	Event
Monday, August 22nd 12:00pm-5:00pm Neil Armstrong – Dunville Room	**New Department Head Fall Retreat** Leading an Academic Department Managing Conflict Working with Deans and Administration
Tuesday, September 20th 11:30am-1:00pm Hovde 119	**Lunch Session** Harassment and Discrimination Compliance with Legal Issues in Higher Education
Tuesday, October 18th 11:30am-1:00pm Hovde 119	**Lunch Session** The Departmental Budget Process at Purdue Working with your business office
Thursday, November 17th 11:30am-1:00pm Hovde 119	**Lunch Session** Climate and diversity in your department Establishing a Good Departmental Climate
Wednesday, January 11th 12:00pm-5:00pm Hovde 119	**New Department Head Mid-Year Retreat** Searching, Recruiting and Hiring New Faculty Retention and Spousal Hires
Tuesday, February 21st 11:30am-1:00pm PMU 263 AB	**Lunch Session** Faculty and Staff Evaluations The New PU Annual Faculty Review Standard
Tuesday, March 21st 11:30pm-1:00pm Stewart 313	**Lunch Session** Faculty Mentoring in Your Department
Tuesday, April 18th 11:30pm-1:00pm Stewart 313	**Lunch Session** Managing Change in Your Department and at Purdue

PURDUE
UNIVERSITY

Purdue University (continued)

Department Head Forums
For all department heads
Academic Year 2016-2017

Time and Location	Event
Tuesday, September 6th 11:30am-1:00pm Stewart 202	**Lunch Session** *The Provost's Fund Management Project – Issues for Departments*
Thursday, October 6th 11:30am-1:00pm Stewart 310	**Lunch Session** *Putting Mentoring Activities in the Promotion and Tenure Document*
Thursday, November 10th 11:30am-1:00pm Stewart 202	**Lunch Session** *Faculty Issues:* *Annual Faculty Review: the New University Standard* *The Faculty Awards and Recognition Program*
Thursday, January 12th 11:30am-1:00pm PMU West Faculty Lounge	**Lunch Session** *Purdue's New Business Dashboard for Dept Heads*
Tuesday, February 7th 11:30am-1:00pm Stewart 206	**Lunch Session** *Academic Issues:* *Using the Summer Session in Your Department* *Academic Integrity: View from the Dean of Students*
Thursday, March 9th 11:30am-1:00pm PMU West Faculty Lounge	**Lunch Session** *Research Integrity: Tools for Heads*
Tuesday, April 11th 11:30pm-1:00pm PMU West Faculty Lounge	**Lunch Session** *Obtaining Internal and External Equipment Grants: a Guide for Dept Heads*

PURDUE
UNIVERSITY

Rutgers University

Coordinating Office: Rutgers Center for Organizational Leadership (OL)

Website: **https://ol.rutgers.edu/leadership-programs/**

Program Description:

The Rutgers Center for Organizational Leadership, a division of the Office of the Senior Vice President for Academic Affairs, offers a variety of leadership development programs and initiatives in collaboration with various academic and administrative units within Rutgers. OL's fundamental approach involves identifying effective leadership and organizational practices across sectors, and adapting these to the language and culture of higher education and Rutgers. What follows is a summary of our portfolio of leadership programs for academic, biomedical and health sciences, and administrative leaders, and graduate and medical students seeking to develop and enhance their leadership, communication, and organizational competencies.

Support for specific leadership programs has been provided by Rutgers Biomedical and Health Sciences, the School of Communication and Information, Johnson & Johnson, The Graduate School, the School of Arts and Sciences/Rutgers-NB, AT&T, the Mellon Foundation, Anne Thomas, Francis and Mary Kay Lawrence.

Rutgers Center for Organizational Leadership
A national leader and resource for Rutgers University and the higher education community

LEADERSHIP PROGRAMS PORTFOLIO

Rutgers Leadership Academy (RLA)	Rutgers Academic Leadership Programs	PreDoctoral Leadership Development Academy (PLDA)[1]	Distinction in Leadership in Academic Healthcare[2]	Big Ten Academic Alliance (BTAA) Leadership Programs[3]
A two-year program focused on the development of cross-cutting leadership concepts, competencies, and tools for mid-career faculty and staff who aspire to broadened leadership roles within higher education	Interactive leadership programs for current senior academic leaders, with separate initiatives for New Brunswick Chairs and Deans and Rutgers Biomedical and Health Sciences Faculty Administrators	A one-year leadership development program for Rutgers doctoral students focused on the knowledge and competencies necessary for future academic roles	A two-year program for medical students focused on individual leadership and communication competencies and the broader system of academic medicine	BTAA member-hosted seminars and networking for selected faculty Fellows designed to enhance understanding of the leadership challenges and opportunities at major research universities

Leadership at Lunch Series
"Brown bag" lunch seminars that feature university leaders discussing leadership topics of broad interest to faculty and staff members and students.

[1] Offered by OL with support from the School of Graduate Studies, School of Arts and Sciences-NB, and the School of Communication and Information-NB.
[2] Offered by Robert Wood Johnson School of Medicine in collaboration with OL.
[3] Coordinated through the Office of the Chancellor, Rutgers-NB.

Rutgers University (continued)

Program: PreDoctoral Leadership Development Academy (PLDA)

Coordinating Office: Rutgers Center for Organizational Leadership (OL)

Website: **https://ol.rutgers.edu/leadership-programs/#plda**

Program Description:

In its eighth year, the PreDoctoral Leadership Academy (PLDA), formerly called the PreDoctoral Leadership Development Institute, is now a streamlined one-year program. This unique program is 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 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 communication, organizational, and leadership knowledge and competencies. PLDA is offered by the Rutgers Center for Organizational Leadership with support from the School of Graduate Studies, School of Arts and Sciences, Rutgers-NB, and the School of Communication and Information, Rutgers-NB.

The components of PLDA 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.

Program: Leadership at Lunch Seminars

Coordinating Office: Rutgers Center for Organizational Leadership (OL)

Website: **https://ol.rutgers.edu/leadership-programs/#leadership-at-lunch**

Program Description:

These "brown bag" lunch seminars address a variety of skills, topics, and tools of relevance to current and aspiring leaders with an interest in higher education leadership. Two lunch-time sessions per semester and a Higher Education Leadership Lecture by a national higher education leader are offered to individuals participating in OL leadership programs and others on a space available basis.

Rutgers University (continued)

Program: Rutgers Leadership Academy (RLA)

Coordinating Office: Rutgers Center for Organizational Leadership (OL)

Website: **https://ol.rutgers.edu/leadership-programs/#rla**

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 from across the university. The RLA model includes both core and elective modules that address cross-cutting leadership concepts and competencies that are applied in the context of the participants' disciplines and organizations.

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/communication 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:

- Leadership Communication Connections
- 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. A listing of the projects completed by former RLA Fellows can be found at https://ol.rutgers.edu/leadership-programs/rla-fellows-capstone-projects/

Rutgers University (continued)

Program: Academic Leadership Program (ALP)

Coordinating Office: Rutgers Center for Organizational Leadership (OL)

Website: **https://ol.rutgers.edu/leadership-programs/#ralp**

Program Description:

The Rutgers Academic Leadership Program (ALP) provides a forum for sharing information among academic department chairs, deans, and other academic administrators. ALP provides academic leaders with a forum for discussing leadership issues and challenges, sharing effective practices across disciplines, disseminating information on policies and practices, and creating a collaborative network of administrators and faculty members charged with providing academic leadership for the institution.

The program is sponsored by OL, School of Graduate Studies, School of Communication and Information-New Brunswick, Office of the Senior Vice President for Academic Affairs. Dr. Barbara Bender, Associate Dean, School of Graduate Studies; and Dr. Brent Ruben, Distinguished Professor of Communication, School of Communication and Information, Rutgers-NB and Executive Director of OL serve as program co-chairs. ALP provides an annual seminar 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.

ALP topics include:
- Seminar for New Chairs and Deans
  - The session is held annually, with topics that 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 their tenure as academic leaders.

- 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: Academic Leadership Program @ RBHS

Coordinating Office: Rutgers Center for Organizational Leadership (OL) and Rutgers Biomedical and Health Sciences (RBHS)

Website: https://ol.rutgers.edu/leadership-programs/#ralp

Program Description:

The Academic Leadership Program @ RBHS will be available beginning in the Fall 2018 for RBHS department chairs. The aim of the leadership development program is to provide an integrated and cohesive orientation to leadership and organizational concepts and competencies, in the context of current biomedical and health sciences challenges and opportunities at the national and state level, and within Rutgers and RBHS. More information, including nomination criteria and a schedule of sessions, will be made available in Spring 2018.

Program: Professional Development for Managers and Supervisors

Coordinating Office: University Human Resources

Website: http://uhr.rutgers.edu/professional-development-opportunities

Professional Development Courses:

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 productivity and hone 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

Rutgers University (continued)

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

Coordinating Office: Office of the Senior Vice President for Academic Affairs

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.

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.

Rutgers University (continued)

Appendix:

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
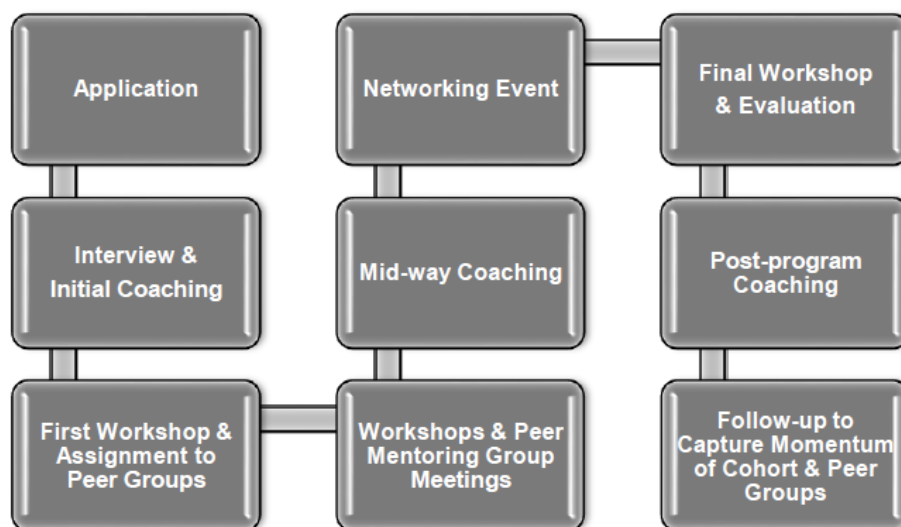
University of Wisconsin-Madison

UW-Madison Academic Leadership Programs

The Vice Provost for Faculty and Staff (VPFS), in partnership with Provost Office colleagues and other campus offices and units, sponsors a number of programs designed to help develop leadership among faculty and staff. The following is a partial list of some of the major programs designed to provide resources for faculty and staff in leadership positions, and to encourage faculty and staff who are interested in academic leadership and governance to participate.

Program: ALP and DEO programs

The Big Ten Academic Alliance's leadership training programs, coordinated by the VPFS, selects nominees, recommended by Deans of the schools and colleges, to participate in these two programs. The Academic Leadership Program (ALP) generally sends between four and six faculty and staff, who are either in leadership roles or who have been identified as potential campus leaders by their deans, to three seminars held at Big Ten Academic Alliance institutions on leadership and higher education. The ALP program also includes on-campus lunches, networking, and professional development opportunities for the fellows. The Department Executive Officers (DEO) program, designed specifically for new department chairs, selects between four and six department chairs to participate in a three-day seminar, annually. For more information about these programs, see: http://www.btaa.org/faculty/academic-leadership-development

Program: Provost Fellows

Each year, the provost's office sponsors a faculty member to serve as a Provost Fellow, with the aim of providing hands-on experience in upper administration. The Fellow – typically drawn from past ALP cohorts – works closely with UW-Madison Vice Provosts in areas of interest, including but not limited to enrollment management, faculty and staff affairs, student affairs, and equity and diversity, and meets with the provost and the provost's staff and leadership group. The fellow defines a project of projects that can be worked on during the academic year, and works alongside the provost and vice provosts on projects that may be assigned to them.

Program: Department Chairs Leadership Development

The very popular "chairs chats" program, initiated fifteen years ago as a partnership between the VPFS and Office of Quality Improvement (OQI), provides discussions of issues that chairs face on a regular basis as part of their work (development, personnel management and climate issues, work-life balance). Designed as a combination of peer-to-peer - in which chairs provide mutual support and advice - and expert-led discussions, the topics of the chairs chats are selected and set by chairs at the beginning of the academic year. Between eight and twelve "chats" are held each academic year. Topics covered include enhancing departmental climate, faculty pay tools and compensation, the chair's role in the tenure process, development and fundraising, work-life balance, managing conflict, and other higher education and leadership issues.

University of Wisconsin-Madison (continued)

Program: New Department Chair Bootcamp

Every August prior to the beginning of classes, the VPFS, in consultation with OQI, offers a "boot camp" for new chairs who are about to begin their terms. This three-day intensive workshop is designed to provide chairs with a hands-on, case-based introduction to aspects of the chair's job before they officially step into the role. Topics covered include expectations of leadership, crisis and issues management, money and budgets, motivating faculty and staff, mentoring, and communication and fundraising.

Program: Other Academic Leadership Development Opportunities

The Annual Welcome and Leadership Summit, hosted each year in August, and the Spring Leadership Breakfast bring together academic and administrative leaders from across campus for a "Conversation with Campus Leaders" including the chancellor, provost and several vice chancellors. Typically, these events draw more than 250 attendees.

Program: Assistant Professor Workshop Series

Anchored by a new faculty welcome and orientation held each August before the beginning of classes, the VPFS works with the Secretary of the Faculty office to sponsor a series of workshops, networking lunches, and other regularly-schedule forums designed to support and provide resources to new faculty, and to help them develop networks that will support them during the probationary period and beyond. Networking lunches include opportunities for LGBT faculty, international faculty, mid-career faculty, dual career faculty and faculty of color; workshops include a series on the tenure process and a debrief on "the first year."

Program: Mid-career Faculty Workshop Series

The mid-career faculty initiative is designed to support mid-career faculty- both newly tenured and on the verge of promotion - on their trajectory to the rank of full professor. Workshops focus on the resources available to support mid-career faculty, and cover topics such as making the transition to the next significant project, achieving work-life balance, managing the demands of service and governance, maintaining and growing mentorship networks, and making productive use of research leaves and release time.

University of Wisconsin-Madison (continued)

Program: Mid-career Faculty Mentoring Program

The Mid-career Faculty Mentoring Program, which began in Fall 2016, is a two-year, cohort-based program for mid-career faculty coordinated by the VPFS. The program is designed to provide support to mid-career faculty who are looking for a network to help them navigate this stage in their careers, and to successfully move on to the next significant project that will launch them into the next phase of their work-life at the university. Each mentee is paired with a senior faculty mentor. Mentees and mentors will engage in one-on-one discussions around the mentee's interests as well as the program's curricular themes. In addition, participating mid-career faculty will have opportunities to meet together as a cohort and attend other mid-career faculty events such as the Mid-career Faculty Workshop Series. In the second year of the program, mentees will focus on a specific project they want to initiate or bring to completion.

Program: Women Faculty Mentoring Program

The program, led by the Secretary of the Faculty office in partnership with the VPFS, seeks to support and retain women assistant professors throughout the tenure process. Assistant professors who would like to participate are encouraged to complete a brief questionnaire detailing professional and personal interests. Each assistant professor is matched with a tenured woman who shares similar interests but who is outside her department and, therefore, removed from her promotion and tenure process. This multiple-year match complements the information and resources that build upon the work of departmental mentoring relationships.

Program: Academic Staff Workshop Series

Co-sponsored by the Academic Staff Executive Committee and the VPFS, this workshop series is designed to support the teaching, research, and outreach roles of academic staff. With four workshops each academic year, the series addresses topics such as how to achieve Principal Investigator status, how to become better integrated into one's departmental culture, resources for teaching and providing productive influence on the teaching mission of the unit, effort reporting, and the academic staff promotion process. Workshops are designed as peer-to-peer discussion.

Program: New Program Ideas

The VPFS regularly explores additional professional and leadership development opportunities for faculty and staff.

University of Wisconsin-Madison (continued)

Program: Online Resources

The Department Chairs and Directors online Toolkit provides additional resources for deans, department chairs and other campus leaders: http://provost.wisc.edu/deptChairs/

For more information contact Michael Bernard-Donals (michael.bernardonals@wisc.edu) in the Office of the Provost.

For new faculty and women faculty programs, please contact Michael Bernard-Donals or Lindsay Stoddard Cameron in the Secretary of the Faculty office (lindsey.stoddardcameron@wisc.edu).

For additional leadership and professional development opportunities, please consult the Office of Human Resource Development at: https://www.ohrd.wisc.edu/home/