



Center for Organizational Leadership

2019-2020 Annual Report



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Overview of Programs and Services

The Rutgers Center for Organizational Leadership (OL) is a national leader and resource for Rutgers University and the higher education community. The Center provides a portfolio of programs and services for current and aspiring leaders with academic responsibilities seeking to develop and enhance their leadership, communication, and organizational competencies. Founded in 1993 and reporting to the Senior Vice President for Academic Affairs, our signature offerings aim to improve individual and collective leadership capacity and cultivate a culture of leadership development across the University.

The Center sponsors a portfolio of programs for a wide array of university audiences, including deans, department chairs, institute/center directors, academic health faculty administrators, mid-career faculty and staff, and doctoral and medical students.

We also offer customized programs and services in the following areas:

- Retreat Design, Planning, and Implementation
- Leadership Assessment, Coaching, and Consultation
- Strategic Planning, Project Planning, and Project Leadership
- Excellence in Higher Education and Academic Health Organizational Assessment
- Crisis Leadership Development
- Change Planning and Implementation
- Workplace Culture and Climate Assessment and Enhancement

Additionally, OL faculty and staff provide instruction in the areas of leadership and communication for the School of Communication and Information, the Rutgers Ph.D. in Higher Education program, the Distinction in Leadership in Academic Health Care (DILAH) program (in collaboration with Robert Wood Johnson Medical School), the PreDoctoral Leadership Development Academy, and the Big Ten Academic Alliance leadership development programs.

Finally, members of the OL team have been actively involved in scholarly and applied research projects in the areas of leadership, communication, and organizational development in higher education.

Covid-19 Response

In response to the coronavirus pandemic, our Center has adapted our leadership education programs and consultation portfolio to a fully online delivery. The Center aims to provide support, guidance, and consultation to individual leaders and units across the University, including a virtual adaptation of the following programs and resources:

- Crisis Leadership Facilitation
- Strategic Planning
- Organizational Assessment
- Academic Leadership Coaching and Consultation

Furthermore, throughout this crisis, our Center has been actively engaged in providing guidance through webinars, podcasts, and interviews with various national and international outlets, along with the following published articles and opinion essays:

- Ruben B. D. (2020). *Excellence in Higher Education-Renewal: Guidance for College and University Planning for a Post-COVID-19 World*. Sterling, VA: Stylus.
- Gigliotti, R. A. (2020). Sudden shifts to fully online: Perceptions of campus preparedness and implications for leading through disruption. *Journal of Literacy and Technology*.
- Gigliotti, R. A. (2020, August 19). Punctuating leadership education and development into a before and after. *Leadership for the Greater Good: Reflections on Today's Challenges from Around the Globe*. International Leadership Association.
- Ruben, B. D. (2020, April 20). The COVID-19 crisis: A time to reset leadership values and practices. *Leadership for the Greater Good: Reflections on the 2020 Pandemic Series*. International Leadership Association.
- Ruben, B. D. (2020, March 31). Will the COVID-19 crisis trigger us to rethink our ideas about authoritarian-style leadership? *NJ Star Ledger*.
- Gigliotti, R. A. (2020, March 18). Crisis leadership: Understanding, navigating, and leading in the complexity of crisis. *ACUI Bulletin*.
- Gigliotti, R. A. (2020, March 17). Crisis leadership and the higher education response to the COVID-19 outbreak. *The EvoLLLution*.

The Rutgers Center for Organizational Leadership offers a suite of collaborative leadership education initiatives for aspiring and current leaders at Rutgers. These programs seek to improve the leadership capacity of academic and administrative leaders and to build a culture of leadership development across the institution.

Rutgers Leadership Academy (RLA)

Welcoming our 4th cohort, the Rutgers Leadership Academy is a one-year program for mid-career faculty and staff who aspire to broadened leadership roles within their units, the university, and/or higher education, more generally. The RLA focuses on the development of cross-cutting leadership concepts, competencies, and tools to enhance the professional capabilities for those in academic, professional, and administrative leadership roles. The program also addresses the unique situation- and position-specific organizational and leadership challenges. See Appendix C for topics and presenters.

As part of their capstone project, each Fellow identifies, plans, and designs a proposal that will have tangible benefits for their unit and/or the campus or university as a whole with the support and counsel of his/her sponsor. See Appendix B for Fellow's capstone project titles.

The 2019-2020 cohort was comprised of approximately 35 mid-career faculty (17) and staff (16) from New Brunswick, Newark, Camden, and Rutgers Biomedical Health Sciences. When asked to assess their experience in the program on a scale of 1-5, the average rating was a 4.39, with 13 respondents rating the program as outstanding. When asked to describe the primary value of the program participants offered the following statements:

- Meaningful exposure, by experienced subject matter experts, to multiple critical domains of leadership in higher education.
- Exposure to others within the university that you may never get the chance to meet otherwise, as well as exposure to speakers that have interesting insight and perspective that we'd likely never come across.
- The RLA program connects you to a plethora of resources and networks across the university. Sitting in a room with a vast amount of knowledge, and expertise was certainly a highlight this program.

Of the 58 faculty and staff nominees for the 2020-2021 cohort, a diverse group of 34 individuals was accepted into the program. A list of the 2020-2021 Fellows is provided in Appendix D.

PreDoctoral Leadership Development Academy

Now in its 10th year, the PreDoctoral Leadership Development Academy is a one-year program designed to provide doctoral students with an orientation to current practices and challenges in higher education, and knowledge of the organizational, analytic, communication, and personal competencies recognized as critical to effective leadership across multiple organizational settings. It was created to complement discipline-based study, by offering experiential and classroom opportunities that emphasize leadership style and strategy, collaborative decision-making, planning and organizational assessment, communication with internal and external constituencies, and other knowledge and skill-sets that are important to informal and formal leadership and professional advancement. The 2019-2020 cohort of 18 Fellows represented 17 disciplines. See Appendix E for a list of 2019-2020 Fellows.

Evaluations of this program continue to be very positive, with all 11 survey respondents indicating that the program contributed significantly to their understanding of the particular challenges of leadership in higher education, that the program was beneficial (6) or very beneficial (5), and that they were likely (4) or very likely (6) to recommend the program to others. See Appendix F for a list of the 18 Fellows who will begin the program in Fall 2020.

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

Now in its 3rd year, the Academic Leadership Program at RBHS (ALP-RBHS) provides a venue for faculty administrators (e.g., chairs, program directors) to examine and further develop their leadership, management, and organizational competencies with attention to current biomedical and health sciences challenges and opportunities at the national and state level, and within Rutgers and RBHS. Developed in collaboration between the Rutgers Center for Organizational Leadership and RBHS leaders, faculty, and staff, the program delivers a blend of concepts, best practices, methods, and tools to enhance participants' leadership competencies and ability to advance their individual units and RBHS more broadly. As a result of participating in this interactive one-year program, Fellows examine common leadership challenges, share strategies for addressing these challenges and realizing new opportunities, and enhance their understanding of useful strategies, techniques, and tools for enhancing leadership capacity. The program, which requires a year-long commitment, includes a series of in-person workshops and discussions co-facilitated by content experts from the Center and RBHS senior leaders. See Appendix G for the second cohort of 24 faculty administrators. Topics and guest speakers can be found in Appendix I.

Evaluations of the second year's program completed by the inaugural cohort were very encouraging. Fellows indicated an increase in knowledge and ability to implement their learning such as improved communication skills. All respondents noted they would recommend the program to colleagues and 72% said that the program met their personal goals for participating in the program. Responses highlighted an appreciation for the rich content, dynamic speakers and activities, project proposal development, and interprofessional network across RBHS schools. Through survey responses and post-program interviews with Fellows, individuals provided useful suggestions for additions and improvements to the program. A list of 2019-2020 Fellows and their project proposals are noted in Appendix H.

Distinction in Leadership in Academic Health Care (DILAH) Program

Now in its 4th year, the Distinction in Leadership in Academic Healthcare (DILAH) program is offered by the Robert Wood Johnson Medical School (RWJMS) in collaboration with the Center. Sessions are designed to provide medical students with an opportunity to gain a deeper understanding of their individual leadership and communication styles and to use their own leadership and communication behaviors to lead effectively within the Academic Health Center.

When asked to rate the degree to which the topics were relevant, and the usefulness of the materials and concepts provided, the average rating based on a scale of 1-5 was 4.5.

Academic Leadership Hub

In the spirit of cultivating a culture of leadership development at Rutgers, alumni of our leadership programs have been invited to participate in the Academic Leadership Hub – a virtual platform for sharing resources, soliciting feedback, and broadening one's network across the institution. Housed in Canvas, the goals for this virtual hub are three-fold:

- Provide an infrastructure for networking and idea sharing across our community
- Share concepts and resources on a variety of salient leadership topics
- Encourage reflection around issues of leadership in higher education

Based on feedback to a survey administered to our program alumni during April 2020, we identified areas of primary interest to our alumni network, and developed preliminary content and forums for engagement and discussion across the following topics:

- Crisis Leadership Considerations
- Organizational Assessment and the Resetting of Priorities
- Leading High-Performing and Engaging Virtual Teams
- Pursuing and Encouraging Wellness as an Academic Leader

Senior-Level Retreat Design, Planning, and Implementation

In addition to the programs and workshops listed below, our Center has been involved in many individual and group consultations with the following units throughout the 2019-2020 academic year, including work with the Division of the Senior Vice President for Academic Affairs, Rutgers-New Brunswick Chancellor and Provost's Offices, RBHS Chancellor and Provost's Offices, RBHS Chancellor's Leadership Council, and various deans, associate deans, department chairs, and institute/center directors from across the institution.

Unit, Department, and School-wide Consultations

OL assists with the design, planning, and implementation of senior-level retreats for deans, directors, chairs, and other senior administrators. 2019-2020 projects include work on retreats for the following groups:

- RBHS Senior Leadership Team
- RBHS Clinical Chairs and RWJBarnabas
- Rutgers University Libraries Cabinet
- Institute for Health, Health Policy, and Aging Research

Strategic Planning and Change Implementation

Our Center offers a modular approach to strategic planning that allows units and departments to systematically clarify their mission, vision, and values, and establish measurable goals and action plans. We also assist units in translating their academic and administrative unit missions, future aspirations, and priorities into project plans. We have assisted over 100 academic and administrative units in their planning efforts, including recent work with the following areas:

- Rutgers Biomedical and Health Sciences
- Rutgers Global
- School of Graduate Studies
- Rutgers School of Dental Medicine
- Addiction and Opioid Abuse Task Force
- Office for Violence Prevention and Victim Assistance
- Center for Latino Arts and Culture

Organizational Assessment

Our organizational assessment efforts engage faculty and staff in the evaluation of the work of their organization and in the identification of strengths and priorities for improvement. Using the Excellence in Higher Education framework—a Baldrige-informed model for organizational excellence—we have facilitated customized workshops for over 100 academic and administrative units at Rutgers and other institutions, including recent work with the following units:

- Rutgers School of Health Professions
- Rutgers University Libraries
- Division of Student Affairs-New Brunswick
- Department of Clinical Laboratory and Medical Imaging Sciences

Leadership Assessment and Competencies Development

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

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

University Service and Outreach

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

Botswana Leadership Development Summit

The Botswana-Rutgers Leadership Summit, convened in May 2019 at Rutgers University, is a central component of the collaborative relationship being developed between the government of the Republic of Botswana and Rutgers University. The Summit was designed to enhance leadership knowledge and competencies of members of the participating delegation, which included upper-level government officials and Directorate of Public Service Management professionals. Additionally, the Summit afforded opportunities to further planning between Botswana's executive leaders and Rutgers experts in specific areas that align with the five pillars of the partnership. A second delegation of 16 cabinet- and senior director-level government officials participated in a more condensed 7-day residential event in December 2019, and plans are underway for a virtual delivery of the program to multiple audiences within Botswana.

Contributions to the Leadership, Higher Education, and Communication Fields

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

Publications and Scholarly Contributions

The following publications were published in 2019-2020 and are intended for use in our internal leadership programs and will also support leadership in higher education efforts nationally and internationally.

Articles

- Gigliotti, R. A. (2020). Sudden shifts to fully online: Perceptions of campus preparedness and implications for leading through disruption. *Journal of Literacy and Technology*.
- Gigliotti, R. A. (2020). The perception of crisis, the existence of crisis: Navigating the social construction of crisis. *Journal of Applied Communication Research*.
- Gigliotti, R. A. (2020, July). Looking beyond COVID-19: Crisis leadership implications for chairs. *The Department Chair*.
- Ruben, B. D., Gigliotti, R. A., Immordino, K. M., Goldthwaite, C., & Blank Shavelsky, M. (2020, May 31). The Botswana-Rutgers Leadership Summit: An Application of Leadership in the Public Sector Framework. *Public Administration Times*.
- Gigliotti, R. A., Dwyer, M., Brescia, S. A., Gergus, M., & Stefanelli, J. (2020). Learning leadership in higher education: Implications for graduate education. *Atlantic Journal of Communication*.
- Ruben, B. D. & Gigliotti, R. A. (2019). The Excellence in Higher Education model: A Baldrige-based tool for organizational assessment and improvement for colleges and universities. *Global Business and Organizational Excellence*, 38(4), 26-37.
- Fortunato, J. & Gigliotti, R. A. (2019). Non-causality crisis response and organizational reputation: The response of CVS to the opioid epidemic. *Journal of Brand Strategy*, 8(1), 86-99.
- Gigliotti, R. A., Ruben, B. D., Goldthwaite, C., & Strom, B. L. (under review). The collaborative design of a leadership education and development program for an academic health center: Implications for leadership education practice.
- Ruben, B. D. & Gigliotti, R. A. (under review). Resonance theory: A macro-theory for understanding the interdependence of leadership and followership.

Books

- Gigliotti, R. A., & Goldthwaite, C. (forthcoming). *Leadership in academic health centers: Core concepts and critical cases*. Dubuque, IA: Kendall Hunt Publishing.
- Ruben, B. D. & Gigliotti, R. A. (2020). *Leadership, communication, and social influence: A theory of resonance, activation, and cultivation*. Bingley, UK: Emerald Publishing.
- Ruben, B. D., & Stewart, L. (2020). *Communication and human behavior*. (7th ed). Dubuque, IA: Kendall Hunt Publishing.
- Gigliotti, R. A. (2019). *Crisis leadership in higher education: Theory and practice*. New Brunswick, NJ: Rutgers University Press.

Publications and Scholarly Contributions (continued)

Edited Books

- Levy Shankman, M. & Gigliotti, R. A. (in progress). Using inventories and assessments to enhance leadership development. *New Directions for Student Leadership*. Hoboken, NJ: Wiley.
- Gigliotti, R. A. (Ed.) (2019). *Competencies for effective leadership: A framework for assessment, education, and research*. Bingley, UK: Emerald Publishing.

Presentations and Workshops

- BTAA Department Executive Officers Invited Presentations
- BTAA ALP Invited Presentations, University of Minnesota, Michigan State University
- Excellence in Higher Education Presentation, Brown University
- National Communication Association Annual Convention Presentations
- International Leadership Association Global Conference Presentations
- Network for Change and Continuous Innovation Conference Presentations
- Organizational Assessment and Leadership Workshop, Ohio University
- Academic Chairs Institute, Presentation, Ohio State University
- Mandela Program Presentations
- Academic Chairs Program Presentation, Northwestern University
- Academic Chairs Program Presentation, University of Maryland
- Design and Presentation of Emerging Leaders Program for University Professional and Continuing Education Association
- Radiological Society of North America Board of Directors
- Rutgers Institute for Pharmaceutical Industry Fellowships
- Rutgers Biomedical and Health Sciences Mentor Symposium Keynote Presentation
- Directed, coordinated, and presented a Virtual Seminar Series on the topic of Leading Through Times of Turbulence in Higher Education for the Network Change and Continuous Innovation in Higher Education, which was recognized as the most well-attended program in the association's history

Published White Papers

- Ruben, B. D. (2020). *Guidance for college and university planning for a post COVID-19 world*. Sterling, VA: Stylus.

OL Graduate Research Group

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

Future Plans for 2020-2021

Strategic Planning

Our Center will continue to support departments and schools across Rutgers as they navigate the impact of the COVID-19 pandemic and establish priority areas for the next 3-5 years. Specifically, we are working closely with the leadership teams from Rutgers Biomedical and Health Sciences and Rutgers Global to assist with their strategic planning efforts. Our role will continue to include behind the scenes leadership of the strategic planning process, assistance with relevant data collection and analysis, facilitation of conversations with faculty/staff regarding the strategic planning priorities and action items, and guidance with the design of the written summary of the plan.

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

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

ALP-RBHS Curriculum Development

Enhancements to the ALP-RBHS program based on feedback from the 2019-2020 cohort are underway. Due to the challenges arising from the COVID-19 pandemic, the call for nominations for the next cohort has been postponed. A revised year-long program will be offered to nominated faculty administrators representing all eight RBHS schools in January 2020. The modules and case studies will continue to provide nominated academic health leaders across RBHS the opportunity to examine common leadership challenges, share strategies for addressing these challenges and realizing new opportunities, and increase their understanding of strategies, techniques, and tools for enhancing leadership capacity. The program includes a series of in-person workshops and discussions co-facilitated by content experts from the Rutgers Center for Organizational Leadership and RBHS senior leaders.

Center for Organizational Leadership Alumni Network

In December 2019, the Center hosted a kickoff networking reception for the newly instituted OL alumni network for former and current Rutgers Leadership Academy Fellows. Plans are underway for virtual networking opportunities for the 2020-2021 academic year.

Special Topics in Academic Leadership

In the Fall of 2020, OL will launch a virtual Topics in Academic Leadership seminar series, which will focus on cross-cutting leadership issues relevant for all current administrators and other faculty, staff, and graduate students interested in academic leadership, and provide a forum for discussing leadership issues and challenges, addressing theoretical and practical problems of academic leadership, and sharing effective practices across disciplines.

Academic Leadership Program-New Brunswick (ALP-NB)

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

Center for Organizational Leadership Staff

- Ralph Gigliotti, PhD — Director
- Christine Goldthwaite, PhD — Assistant Director
- Sara Spear, MEd — Senior Program Administrator
- Barbara Corso — Senior Staff Associate
- Kimberly Davis — Unit Administrator
- Morit Blank, PhD — Strategic Planning Consultant
- Kate Immordino, PhD — Rutgers Leadership Academy Project Consultant
- Morgan Kandrak — Graduate Coordinator

Center for Organizational Leadership Faculty Fellows

- Brent Ruben, PhD — Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs; and Distinguished Professor of Communication
- Barbara Bender, EdD — Associate Dean of the School of Graduate Studies
- Richard De Lisi, PhD — Emeritus University Professor and Emeritus Dean, Graduate School of Education
- Martha Lansing, MD — Associate Professor and Vice Chair Department of Family and Community Medicine, Rutgers Robert Wood Johnson Medical School
- Susan Lawrence, PhD — Vice Dean for Undergraduate Education, School of Arts and Sciences
- Alfred Tallia, MD, MPH — Professor and Chair of the Department of Family Medicine and Community Health, Robert Wood Johnson Medical School

Center for Organizational Leadership Website and Social Media

Beginning in March 2020, we began the process of redesigning the Center's website (www.ol.rutgers.edu). The Center has partnered with Rutgers Website Services to assist with the development of the new site, which provides a comprehensive view of OL programs, services, and publications. Accessing information related to OL and its leadership programs has increased significantly in the last year, as indicated by the following data points:

- 19,018 total page views; an increase of 3.5% over 2019
- 6,130 new visitors with 955 returning visitors
- While 94% of visitors to the Center's site are from the U.S., visitors from South Korea, Ireland, Canada, India, and Botswana are among the top five countries outside the U.S.
- More than 3,600 leadership education/development page visits

Rutgers OL LinkedIn site: (www.linkedin.com/in/rutgers-ol/)

The Rutgers Center for Organizational Leadership created a LinkedIn profile to connect with its growing alumni network and bring increased awareness to its programs, services, and publications. The site was created in February 2020, and as of August 2020, we have nearly 250 formal connections and active engagement from followers.

Appendix A: 2019-2020 RLA Fellows

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

Appendix A: 2019-2020 RLA Fellows (continued)

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

Appendix B: 2019-2020 RLA Capstone Projects

Fellow	Project Title	Mentor(s)
Diane Ambrose	SPACE: The Final Frontier - Building Effective Education Programs for Research Administration	David Kimball & Jose Roman
Azima Ashraf	Movement Therapy to Enhance Health Awareness, Mindfulness, and Coping Skills for Mentally Ill Patients	Manda Gatto
Sanjib Bhuyan	How to Improve Enrollment in the Graduate Program in Food and Business Economics	Courtney McAnuff
Michael Brown	Creating a Pipeline for URM Engineering Students	Ilene Rosen
Helen Brown-Liburd	Professional Licensure: Creating Student Awareness and Preparation	Dan Palmon
Tynisha Coleman	Improving Staff Development at RBHS	Karen Shapiro
Adam Day	Finance Rotational Program	Mike Gower
Mehtap Ferrazzano	Developing School of Nursing Student Services Co-curricular Competencies to Effectively Communicate, Plan, and Implement Services	Kyle Warren
Robyn Ginese	Bridging the Workforce Development Gap through Experiential Learning: Operationalizing the NACE Competencies	Rick Hearin & Rick Dool
Yvonne Gonzalez	Creating a Culture of Mentoring, Growth, and Inclusion	Karen Stubaus
Roxanne Huertas	Developing an Onboarding "Experience" for new RU-Camden Employees	Loree Jones
Myron Jordan	Building an effective educational platform for mental health awareness for Law Enforcement	Carmelo Huertas
Jacqueline Kozloski	Engaging Internal Culture around Rutgers Health	Jennifer Hollingshead
Eldo Kuzhikandathil	Research Intensive Post-baccalaureate Education in Neuroscience (RIPEN) at Rutgers	Gary Aston-Jones
Rick Lee	The Global Asias Initiative: Mapping a Collaboration between Rutgers Global and the School of Arts and Sciences	Michelle Stephens
Mingwei Liu	Developing an Online Master of Human Resource Management Program for China's Market	Adrienne Eaton
Nell Maloney Patel	Creating a 'Female Faculty Spotlight' to Highlight the Diversity and Excellence of our Faculty.	Sangeeta Lamba
Jenna Marcus	Implementation of a Hospital-Wide Surgical Safety Pre-Operative Huddle	Mark Einstein
Francesca Maresca	Strategies for Integrating Wellness into Class Curriculum: Student & Faculty Benefits	Sharon Bzostek
Theresa McCutcheon	Community Engagement within the RCM Environment	Cathy Potter
Scott Mellender	Anesthesia Leadership in Today's Changing Medical Climate	Keith Lewis
Lisa Mulé	Analyzing RBHS School-Wide Review Initiatives: Best Implementation Strategies for Maximum Impact at Pharmacy	Joseph Barone
Holly Nelson	Building Institutional Support for Cook-Douglass Campus Living Labs	Laura Lawson
Ajeenah Nurridin-Little	Developing Support Programs for Nontraditional Students	Jason Rivera
Maria Pellerano	Improving Service-Learning in the Medical Professions: Meeting the Needs of Communities and Students	Eric Jahn & Carol Terregino
Ines Rauschenbach	Improving Alumni Relations in Our Microbiology Undergraduate Program	Max Häggblom
Huzaifa Shakir	Cardiac Surgery Postoperative Care Model	Justin Sambol
Eric Singer	Participation in a Multi-Institutional Urologic Oncology Quality Improvement Collaborative	Kimyatta Washington
Sharon Stoerger	A Holistic Approach to Teaching Excellence: The TIE Model	Dafna Lemish
Bianca Thompson-Owen	Redefining the Objectives of the High School Careers Academy (HSC) Program with a Key Goal of Developing into a Pipeline Initiative for SHP and Rutgers University	Barbara Gladson
Marc Weiner	Qualitative Exploration of Undergraduates' Misunderstanding of Factors Contributing to Time-to-Degree Completion Delay	Ben Sifuentes-Jauregui

Appendix C: 2019-2020 RLA Topics and Faculty/Presenters

Topics addressed throughout the program:
▪ Higher Education Landscape: Leadership Challenges and Opportunities
▪ What is Leadership?: Core Theories and Concepts
▪ Principles and Pragmatics of Leadership
▪ Leadership-Communication Connections
▪ Crisis Leadership
▪ Traditions and Values: Multiple Missions of the Academy
▪ External Pressures and Perspectives: Perceptions of our Stakeholders
▪ Campus Cultures and Intercultural Tensions
▪ Leadership Competencies
▪ What Makes Higher Education Leadership Unique?
▪ Leadership Problem Solving Rubric
▪ Leveraging Individual and Team Strengths
▪ Formal and Informal Leadership
▪ Understanding and Leading Change in Higher Education
▪ Strategic Planning, Organizational Assessment, and Continuous Improvement in Higher Education
▪ Higher Education Law: Academic Freedom and Free Speech
▪ Politics, Policies and University-Government Relations
▪ Diversity and Leadership in Higher Education
▪ Succession Planning and Search Firm Insights

Presentations by senior leaders from Rutgers and other institutions, including:
▪ Ron Edmonds, Crisis and Risk Communication Subject Matter Expert, Summit Exercises and Training
▪ Mike Gower, Executive Vice President for Finance and Administration
▪ Susan Lawrence Vice Dean for Undergraduate Education, School of Arts and Sciences
▪ Barbara Lee, Senior Vice President for Academic Affairs
▪ Courtney McAnuff, Vice Chancellor for Enrollment Management
▪ Richard McCormick, President Emeritus
▪ Francine Newsome Pfeiffer, Vice President of Federal Relations
▪ Dan Rodas, Isaacson Miller Search Firm

Appendix D: 2020-2021 RLA Fellows

Name	Title	Department/School	Nominator
Francine Bates	Assistant Professor	Department of Psychiatric Rehabilitation and Counseling Professions, Rutgers School of Health Professions	Kenneth Gill
Adam Berger	Chief of Melanoma and Soft Tissue Surgical Oncology and Professor	Rutgers Cancer Institute of New Jersey and Robert Wood Johnson Medical School	Richard Alexander
Rajita Bhavaraju	Deputy Director	Global Tuberculosis Institute, New Jersey Medical School	Courtney McAnuff
Jasmine Cordero-West	Associate Director	Center for Urban Entrepreneurship & Economic Development, Rutgers Business School	Edward (Ted) Baker
Carlos Decena	Chair	Department of Latino and Caribbean Studies	Barbara Lee
Carrie Ferraro	Associate Director	Coastal Climate Risk and Resilience Initiative, Department of Marine and Coastal Sciences, School of Environmental and Biological Sciences	Robert Kopp
Jane Ferrick	Director	Office of Academic Success, Rutgers School of Nursing	Kyle Warren
Janet Gilmartin	Director of Business Operations	Office of the Chancellor – New Brunswick	Romayne Botti
Michael Hayes	Assistant Professor	Department of Public Policy & Administration, Camden College of Arts and Sciences	Lorraine Minnite
Carolyn Heckman	Associate Professor	Population Science Division, Rutgers Cancer Institute of New Jersey and Robert Wood Johnson Medical School	Sharon Manne
Oscar Holmes IV	Associate Professor	Management Program, Rutgers School of Business-Camden	John Hoffman
Maureen Hurd	Associate Professor	Department of Music, Mason Gross School of the Arts	Rebecca Cypess
Bola Ibraheem	Business Manager	Rutgers Global	Karen Stubaus
Olga Jarrin	Director, Community Health and Aging Outcomes Lab and Assistant Professor	Rutgers School of Nursing and Institute for Health, Health Care Policy, and Aging Research	XinQi Dong
Kwangwon Lee	Associate Professor	Department of Biology, Camden College of Arts and Sciences	Benedetto Piccoli
Aliza Leiser	Interim Division Director, Division of Gynecologic Oncology and Assistant Professor	Department of Obstetrics, Gynecology and Reproductive Sciences, Robert Wood Johnson Medical School	Henry Richard Alexander

Appendix D: 2020-2021 RLA Fellows (continued)

Name	Title	Department/School	Nominator
Jason MacDonald	Chief Investment Officer	University Finance and Administration	Michael Gower
Christina Maggio	Director of Fiscal Affairs	Division of Enrollment Management	Courtney McAnuff
Maria Chiara Manzini	Associate Professor	Department of Neuroscience and Cell Biology, Robert Wood Johnson Medical School	Derek Sant'Angelo
Kimberlee Moran	Associate Teaching Professor	Department of Chemistry, Camden College of Arts and Sciences	Benedetto Piccoli
Mary Nucci	Assistant Research Professor	Department of Human Ecology, School of Environmental and Biological Sciences	Laura Lawson
Nirav Patel	Assistant Research Professor and Director of Experiential Learning	Honors College-New Brunswick	Paul Gilmore
Tej Phatak	Assistant Professor and Radiology Residency Program Director	Department of Radiology, New Jersey Medical School	Joshua Rosenblatt
Amee Pollack	Undergraduate Program Advisor	Department of Art and Design, Mason Gross School of the Arts	Ralph Ortiz
Robert Roesener	Associate Vice President and Deputy General Counsel	Office of the Senior Vice President and General Counsel	John Hoffman
Hatem Sabaawy	Associate Professor	Department of Medicine, Robert Wood Johnson Medical School	Bruce Haffty
Lisa Sanon-Jules	Assistant Dean and Director of Academic Advising	Honors College-New Brunswick	Matt Matsuda
Kelley Sokolowski	University Registrar	University Enrollment Services	Jean McDonald-Rash
Kevin St. Martin	Associate Professor	Department of Geography, School of Arts and Sciences	Robin Leichenko
Jennifer St. Pierre	Director, Strategic and Campus Communications	R-Comm (Rutgers Communications and Marketing)	Jennifer Hollingshead
Sharon Stroye	Director of Public Engagement	School of Public Affairs and Administration, Rutgers-Newark	Charles Menifield
Sherylyn Tucker	Senior Executive Assistant	Office of the Vice President for Academic Affairs	Karen Stubaus
Ross Whiting	Director of Research and Evaluation	Senator Walter Rand Institute for Public Affairs, Rutgers University-Camden	Darren Spielman
Kristin Wong	Assistant Professor and Medicine-Pediatrics Program Director	Department of Internal Medicine and Pediatrics, New Jersey Medical School	Neil Kothari

Appendix E: 2019-2020 PLDA Fellows

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

Appendix F: 2020-2021 PLDA Fellows

Name	Discipline
Alicia Codrington	Infection, Immunity, and Inflammation
Michael Conteh	Global Affairs
Rudrani Gangopadhyay	Comparative Literature
Nazia Habib	Multidisciplinary PhD program, MBGC
Samuel Hontz	Music
Hanjin Mao	Public Administration
Rebecca McGinn	Classics
Alysse Moldawer	Anthropology
Shilpaa Mukundan	Biomedical Engineering
Ivy Munoko	Accounting/AIS Department
Christopher Oakden	Linguistics
Raymond Ortiz	Public Administration
Rebecca Pena	Global Affairs
Oren Rabinowitz	Plant Biology
Josephine Shenouda	Epidemiology
Alketa Stefa	Multidisciplinary PhD program, MBGC
Rachel Strow	Economics
Mi Hyun Yoon	American Studies

Appendix G: 2019-2020 ALP-RBHS Fellows

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

Appendix H: 2019-2020 Capstone Project Proposals

Title of Capstone Project Proposal	Group Members
Creating an Inter-Professional Wellness Infrastructure to Improve RBHS Student Well-being	Nora Barrett, MSW, LCSW, CPRP Judith Graber, MS, PhD David Kietrys, PT, PhD, OCS, FCPP Nancy Kirsch, PT, DPT, PhD, FAPTA Herminio Perez, DMD, MBA Noa'a Shimoni, MD, MPH
Diversity Recruitment and Mentoring	Jancie Cato-Varlack, MD Rory Ulloque, MD, MS
Faculty Engagement with Academic Endeavors	David Cohen, MD, FACE, ECNU Tina Mayer, MD
Achieving RBHS-RWJBH Integration through Collaboration on Joint Commission Integrated Care Certification	Peter Duda, DMD Donna Feudo, BS Pharm, RPH Carol Goldin, PhD Joseph Milestone, Esq Iona Monteiro, MD, AGAF Vincent Tsiagbe, MS, PhD
Pathway to Scholarship: Program for Non-Tenure Track (NTT) Faculty	Sandra Kaplan, PT, DPT, PhD Jeannett Manchester, MSN, DNP Pamela Rothpletz-Puglia, EdD Charlotte Thomas-Hawkins, PhD, RN
Clinical Education	Laura Liang, MPH, DrPH Matthew McQuillan, MS, PA-C Valerie Rico, DMD George Tewfik, MD, MBA

Read more about these project proposal on the Center's website.

Appendix I: 2019-2020 ALP-RBHS Topics and Faculty/Presenters

Session Topic	Faculty Presenters
An introduction to the academic health center landscape and ALP-RBHS	<ul style="list-style-type: none"> ▪ Brian Strom, Chancellor, RBHS ▪ Jeffrey Carson, Provost, RBHS-New Brunswick ▪ Patricia Fitzgerald-Bocarsly, Provost, RBHS-Newark ▪ Brent Ruben, Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs ▪ Ralph Gigliotti, Director, Rutgers Center for Organizational Leadership ▪ Christine Goldthwaite, Assistant Director, Rutgers Center for Organizational Leadership
Principles and pragmatics of leadership communication in academic health	<ul style="list-style-type: none"> ▪ Brent Ruben, Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs
Leveraging personal and professional strengths for effective leadership in academic health	<ul style="list-style-type: none"> ▪ Ralph Gigliotti, Director, Rutgers Center for Organizational Leadership
Strategic project planning and project leadership	<ul style="list-style-type: none"> ▪ Sherrie Tromp, Associate Director, Rutgers Center for Organizational Leadership ▪ Christine Goldthwaite, Assistant Director, Rutgers Center for Organizational Leadership
Principles of faculty development and performance reviews	<ul style="list-style-type: none"> ▪ Terry Curry, Associate Provost and Associate Vice President for Academic Human Resources, Michigan State University
RBHS mentoring, evaluation, and promotion procedures and processes	<ul style="list-style-type: none"> ▪ Jeffrey Carson, Provost, RBHS-New Brunswick ▪ Patricia Fitzgerald-Bocarsly, Provost, RBHS-Newark ▪ Bishr Omary, RBHS Senior Vice Chancellor for Academic Affairs and Research ▪ Maral Mouradian, RBHS Vice Chancellor for Faculty Development ▪ Sangeeta Lamba, RBHS Vice Chancellor for Diversity and Inclusion ▪ Meredith Mullane, RBHS Executive Director for Faculty Affairs
Dealing with conflict and having difficult conversations	<ul style="list-style-type: none"> ▪ Brent Ruben, Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs ▪ Christine Goldthwaite, Assistant Director, Rutgers Center for Organizational Leadership
The role of communication in anticipating risks and leading during crises	<ul style="list-style-type: none"> ▪ Ralph Gigliotti, Director, Rutgers Center for Organizational Leadership
Financial models and financial management at RBHS and Rutgers	<ul style="list-style-type: none"> ▪ Kathleen Bramwell, RBHS, Senior Vice Chancellor for Finance and Administration
Understanding, planning, and leading change	<ul style="list-style-type: none"> ▪ Brent Ruben, Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs
Envisioning and sustaining organizational excellence—A leadership rubric	<ul style="list-style-type: none"> ▪ Brent Ruben, Founder and Senior University Fellow, Center for Organizational Leadership; Faculty Advisor to the Senior Vice President for Academic Affairs
Presentation of Project Proposals	<ul style="list-style-type: none"> ▪ Cancelled due to Covid-19