Among other initiatives, the Center for Organizational Leadership offers the Rutgers Leadership Academy, a one-year program for mid-career faculty and academic staff who aspire to broadened leadership roles within their units, the university, and higher education, more generally. The RLA program focuses on the development of cross-cutting leadership concepts, competencies, and tools. The program also addresses the unique situation- and position-specific challenges that leaders may encounter in an academic setting.

Toward the end of the first semester, each Fellow, in conjunction with their nominator/sponsor, identifies a project of importance to one’s unit or the University. These projects are intended to provide a context for applying and furthering the development of leadership competencies while meaningfully addressing the significant needs of the institution.

Based on a review of past RLA capstone projects, we identified common themes and issues of concern, which are organized around the following keywords:

**Academic Success/Excellence** – Promote faculty/students' development and excellence in teaching, research, clinical practice, and community service.

**Assessment and Evaluation** – Use qualitative and quantitative methods/metrics to determine needs, organizational status, or the quality of a performance or an outcome (for example, assessing faculty performance for advancement purposes, or the effectiveness of courses to obtain expected levels of knowledge proficiency) to make informed decisions.

**Awareness** – Encourage awareness of research opportunities, entrepreneurship activities, partnerships, and collaboration across campuses.

**Benchmarking** – Gather information about individuals or organizations to compare and learn how they approach similar topics.

**Brand Marketing** – Develop branding and marketing strategies that focus on name recognition, advancing communication strategies to reach targeted audiences, and the alignment of messages with broader school and university messaging priorities.

**Budget** – Forecast and prioritize expenses for a specific time period and plan accordingly.

**Career Paths** – Create and establish clear guidelines for job promotion, advancement, and reappointment.

**Communication** – Improve information exchange, feedback, connection, and engagement by creating communities of practitioners and communicators across campuses.
**Community Outreach** – Propose services and/or activities to the community in order to improve learning, promote civic engagement, and empower communities’ and resident members of the community.

**Data Management** – Increase the formal and informal flow of information to improve the shared body of knowledge. Maintain and update the information to meet the needs of students and employees.

**Diversity, Equity, and Inclusion** – Ensure the representation and engagement of all people from across the organization and the community. Create a curriculum and/or learning opportunities that are informed by the values of diversity, equity, and inclusion.

**Interdisciplinary Collaboration** - Convene participants with different areas of expertise, aspirations, and pursuits to interact, work in a collaborative setting, and integrate contributions.

**Interprofessional Education** - Engage participants from different disciplinary or professional backgrounds to learn about and from each other in order to achieve the highest quality outcomes.

**Leadership Skills** - Focus on strengthening informal and formal competencies and behaviors needed to gain support, influence key players, foster effective working relations, and enhance implementation and completion of a project.

**Mentorship** - Support learning and experimentation, and assist students, faculty, and staff to develop their potential by learning from individuals with different experience or expertise.

**Model** – Create and introduce a formal structured, innovative, standardized, and research-informed frameworks/systems to provide as an example for other units, departments, and schools.

**Partnership** – Create and formalize working relations with a potential partner/stakeholder (individual, group, or organization) from industry, education, or research.

**Professional Development** - Provide courses, programs, experiential opportunities, and practical training initiatives for students, faculty, or staff.

**Stakeholders** – Identify internal and external individuals or groups who influence and are influenced by the initiative, involve them, and make them part of the process.

**Strategic Plan** - Create and communicate the department/school mission, vision, plans, and goals and align these items the strategic priorities of the institution.
Visibility and Recognition - Ensure that faculty and student initiatives, programs, and achievements are made visible and acknowledged.

Wellness – Develop and promote a culture of resilience, mindfulness, self-care, and increased job satisfaction while reducing job stress and burnout.