RUTGERS
Center for Organizational Leadership

RLA Capstone Projects 2015-2020 - Keywords

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.