



# Center for Organizational Leadership

2021-2022 Annual Report



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## A Message from the Director



Thank you for taking the time to read through our 2021-2022 annual report.

In response to many of the changes and challenges facing leaders throughout Rutgers University, we remain deeply committed to our mission of serving as a hub for academic leadership development, consultation, and research. As part of the Office of University Strategy, our programs and services aim to improve individual and collective leadership capacity, support university strategy, enhance organizational effectiveness, and cultivate a culture of leadership development across the institution.

As detailed in the pages to follow, our leadership programs continue to attract diverse cohorts with representation across each of the four chancellor-led units. We also offer a number of customized programs in consultation and collaboration with campus partners, including our Academic Leadership Program for faculty administrators in RBHS and new Department Leaders Program for department leaders in New Brunswick. We are also engaged in conversations with partners at Rutgers-Camden regarding the design of a similar faculty leadership initiative in Camden.

Additionally, we are happy to support units, departments, and schools across Rutgers in the areas of strategic planning and priority setting, workshop and retreat design and facilitation, organizational assessment and improvement, and advisory, coaching, and consultation support. In the spirit of strategic and institutional clarity, these consultation services are intended to help align unit, department, and school activities with the strategic priorities of the institution—and to support academic and administrative leaders as they engage colleagues in reviewing organizational practices, identifying issues in need of further attention, and setting shared priorities for the future.

We are extremely proud of the programs, services, and publications detailed in this report, and we remain inspired by the many faculty, staff, and administrators who engaged with our Center this year.

Please feel free to contact our team if we can be of any assistance in the future.

Sincerely,

A handwritten signature in black ink that reads "Ralph A. Gigliotti". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Ralph A. Gigliotti, Ph.D.  
Assistant Vice President for Strategic Programs, Office of University Strategy  
Director, Center for Organizational Leadership

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## A Hub for Academic Leadership Development, Consultation, and Research

### **Mission**

Founded in 1993, the Rutgers Center for Organizational Leadership is a national leader and resource for Rutgers University and the higher education community. As a hub for academic leadership development, consultation, and research, our programs and services aim to improve individual and collective leadership capacity, enhance organizational effectiveness, support university strategy, and cultivate a culture of leadership development across the institution.

The Center provides a portfolio of offerings for current and aspiring leaders with academic responsibilities seeking to develop and enhance their leadership, communication, and organizational competencies and effectiveness. The Center reports to the Senior Vice President for Strategy, with the support and collaboration of the Office of the Executive Vice President for Academic Affairs.

### **Vision**

To advance Rutgers and higher education nationally through the study, practice, and preparation of academic leaders and the enhancement of organizational effectiveness.

### **Overview**

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 and Workshop Planning, Design, and Facilitation
- Strategic Planning and Priority Setting
- Leadership Assessment Coaching and Consultation
- Organizational Review
- Workplace Culture and Climate Assessment

Additionally, faculty and staff involved with the Center provide undergraduate and graduate instruction for the School of Communication and Information, Rutgers Graduate School of Education, Rutgers School of Business—Newark and New Brunswick, Rutgers School of Business-Camden, and Rutgers Robert Wood Johnson Medical School. We are also active contributors to the Big Ten Academic Alliance leadership development programs.

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

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 build a culture of leadership development across the institution.

## Rutgers Leadership Academy (RLA)

Welcoming our sixth 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 that these leaders may encounter.

As noted in Appendix A, the 2021-2022 cohort included 44 mid-career faculty (14) and staff (30) 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 4.32, with 92% of respondents rating the program as above average or excellent. RLA participants commented on the value of interacting with faculty and staff colleagues from across the institution.

As part of their capstone project, each participant 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 endorsement and counsel of their sponsor. See Appendix B for a list of capstone project titles and project sponsors.

See Appendix C for a list of session topics and guest presenters.

Of the nearly 100 faculty and staff nominees for the 2022-2023 cohort, 39 individuals representing various units across the institution were accepted into the program. A list of the 2022-2023 Fellows is provided in Appendix D.

### RLA ALL Fellows (2015-2023)

| Campus          | 2015-2017 | 2017-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | Total |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-------|
| Camden*         |           | 2         | 1         | 5         | 3         | 2         | 13    |
| New Brunswick** | 18        | 22        | 11        | 8         | 23        | 15        | 97    |
| Newark          |           | 1         | 2         | 2         | 4         | 4         | 13    |
| RBHS            | 10        | 10        | 15        | 10        | 8         | 13        | 66    |
| University-wide | 1         | 4         | 6         | 5         | 6         | 5         | 27    |
| Total           | 29        | 39        | 35        | 30        | 44        | 39        | 216   |

\*3 Camden/Newark

\*\* 6 Newark/New Brunswick

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

Currently in its fourth cohort, 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 with 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 building leadership capacity. The program, which requires a year-long commitment, includes a series of workshops and discussions co-facilitated by content experts from the Center and RBHS senior leaders.

The 2021 cohort started in January and ended in November, experiencing a program that used an entirely virtual format with synchronous sessions hosted on Zoom, collaborative documents shared via OneDrive, and program materials and assignments stored in Canvas. During the final session, groups presented their capstone project proposals via pre-recorded videos and had the opportunity to engage in dialogue with senior leaders regarding their project ideas. A list of these can be found in Appendix H.

The fourth cohort began in January 2022 and completed the first half of the program in a fully virtual format. During the summer months, participants are working on their group projects and are invited to participate in various supplemental workshops. Five program sessions will be offered in the fall, including a new session entitled, "Leading with Empathy." It is our plan to hold three of these sessions in-person on the Newark and New Brunswick campuses. The program schedule, including topics and guest speakers, can be found in Appendix I.

The fifth cohort will begin the program in September 2023, allowing time to consider and implement ideas for program refinement and improvement.

### ALP-RBHS Cohorts School Representation (2018-2022)

|               | 2018-19 | 2019-20 | 2020-21 | 2022 |
|---------------|---------|---------|---------|------|
| NJMS          | 3       | 3       | 8       | 4    |
| RWJMS         | 2       | 4       | 2       | 3    |
| Nursing       | 3       | 2       | 3       | 2    |
| Pharmacy      | 1       | 2       | 0       | 2    |
| Public Health | 4       | 2       | 5       |      |
| Dentistry     | 3       | 4       | 1       | 1    |
| SHP           | 3       | 6       | 3       | 5    |
| Other         |         | 1       | 1       |      |
| TOTAL         | 19      | 24      | 23      | 17   |

## PreDoctoral Leadership Development Academy

Now in its 12th 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 skills that are important for informal and formal leadership and professional advancement. As depicted in Appendix E, the 25 Fellows in the 2021-2022 cohort represented 21 academic disciplines across Rutgers.

Evaluations of this program continue to be very positive with all responding participants indicating that the program contributed (7) or contributed significantly (6) to their understanding of the particular challenges of leadership in higher education, that the program was beneficial (6) or very beneficial (8), and that they were neutral (1), likely (1) or very likely (10) to recommend the program to others. See Appendix F for a list of the 21 Fellows who will begin the program in Fall 2022.

| Discipline                                  | 2021-2022 |
|---------------------------------------------|-----------|
| Accounting                                  | 1         |
| Bilingualism & Second Language Acquisition  | 1         |
| Biomedical Engineering                      | 1         |
| Communication, Information, & Media Studies | 1         |
| Computational & Integrative Biology         | 1         |
| Criminal Justice                            | 1         |
| Electrical & Computer Engineering           | 2         |
| English                                     | 1         |
| French                                      | 2         |
| Italian                                     | 1         |
| Mathematics                                 | 1         |
| Molecular Biosciences                       | 1         |
| Music                                       | 2         |
| Physics & Astronomy                         | 1         |
| Planning & Public Policy                    | 1         |
| Plant Biology                               | 1         |
| Psychiatric Rehabilitation                  | 1         |
| Psychology                                  | 1         |
| Public Administration                       | 1         |
| Quantitative Biomedicine                    | 1         |
| Sociology                                   | 1         |

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## 2021-2022 Consultations

As part of the Office of University Strategy, the Rutgers Center for Organizational Leadership provides a portfolio of consultation services for leaders and units across the institution. These offerings are designed to enhance organizational excellence and help align unit, department, and school activities with the strategic priorities of the institution.

### **Planning and Priority Setting Engagements**

We offer a modular approach to strategic planning and priority setting that allows units, departments, and schools to systematically clarify their mission, vision, and values, and establish measurable goals and action plans in alignment with campus and institutional priorities. We also assist units in translating their academic and administrative unit goals, aspirations, and priorities into project plans. During the 2021-2022 academic year, we supported the following units in this effort:

- Rutgers Biomedical and Health Sciences – RBHS
- Rutgers School of Nursing-Camden – CAMDEN
- Department of Landscape Architecture, School of Environmental and Biological Sciences – NB
- Division of Continuing Studies, Office of Media Services – UNIV
- New Brunswick City Center

### **Partnerships with Chancellor/Provost Offices**

- New Brunswick Department Leaders Program
- Camden Faculty Leadership Pilot Program
- RBHS Faculty Orientation

### **Extended Leadership and Organizational Development Partnerships**

Longer-term partnerships that involve program design, delivery, and assessment.

- Office for Research Administration, Customized Leadership and Strategy Workshop Series – UNIV
- Team Science Co-Lead, New Jersey Alliance for Clinical and Translational Science (NJACTS) – RBHS
- Rutgers Suicide Prevention and Research Center (SPARC) – RBHS
- Rutgers Cancer Institute Workforce Culture and Climate – RBHS
- Rutgers University Libraries - UNIV
- RBHS Faculty Advance, Engage, and Mentor (AEM) Program: Peer Coaching Network – RBHS
- Leadership in Higher Education Institute, Universidad Nacional de Asunción, Rutgers Global – UNIV and CAMDEN

### **Unit, Department, and School Consultations, Workshops, and Presentations**

We provide customized consultations with units, departments, and schools on topics related to organizational assessment, improvement, and priority setting; communication and team dynamics; and organizational culture. During the 2021-2022 academic year, we supported the following units:

#### **Rutgers-Camden**

- Professional MBA Program, Rutgers School of Business
- Senator Walter Rand Institute for Public Affairs

#### **Rutgers-New Brunswick**

- Department of Marine and Coastal Sciences, School of Environmental and Biological Sciences
- Graduate School of Applied and Professional Psychology Faculty Retreat
- Graduate School of Applied and Professional Psychology Staff Retreat
- New Brunswick Enrollment Management Leadership Retreat
- New Brunswick Enrollment Management-Undergraduate Marketing and Communications Workshop
- New Brunswick Libraries Learning Community

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## 2021-2022 Consultations (continued)

- New Brunswick Research Deans Leadership Conference, Office of the Vice Provost for Research
- New Student Orientation and Family Programs, Division of Student Affairs
- One Stop Student Services Center
- Rutgers Business School Leadership at Lunch Series: Digital Transformation – What Leaders Should be Doing Now, a moderated conversation with Susan Chapman-Hughes
- Rutgers Climate Institute Climate Corps, School of Environmental and Biological Sciences
- Rutgers Gardens, School of Environmental and Biological Sciences
- School of Business Executive Education
- School of Communication and Information Leadership Team
- School of Engineering—Undergraduate Education Leadership Team—Student Journey Workshop

### **New Brunswick/Rutgers Biomedical and Health Sciences**

- Big Ten Academic Alliance ALP and DEO at Home Workshop
- Center for Advanced Biotechnology and Medicine

### **Rutgers Biomedical and Health Sciences**

- Advance, Engage, Mentor Program: Dealing with Conflict and Having Difficult Conversations
- Advance, Engage, Mentor Program: Leadership Branding-Crafting Your Professional Identity
- Advance, Engage, Mentor Program: Coaching for Self-efficacy
- Building Bridges for Impact and Growth (BBIG): Productive Conversations about Diversity, Equity & Inclusion
- Department of Rehabilitation & Movement Sciences, Rutgers School of Health Professions
- Faculty Development Symposium
- François-Xavier Bagnoud Center, Rutgers School of Nursing
- Health Sciences Libraries
- Methodology and Statistics Support Team, Rutgers School of Health Professions
- RBHS Badging Program
- RBHS Mini-Retreat: Strategic Planning Implementation
- Robert Wood Johnson Medical School Physicianship Course Keynote Presentation
- Robert Wood Johnson Medical School, Office of Education
- Robert Wood Johnson Medical School Staff Development Program
- Robert Wood Johnson Medical School, Distinction in Leadership in Academic Healthcare Workshops
- Rutgers Health Chief Residents Retreat Keynote Presentation
- Rutgers Health GME Chief Residents Retreat: Emotionally Intelligent Communication
- Rutgers Health GME Chief Residents Retreat: Leadership Communication
- Rutgers Institute for Pharmaceutical Industry Fellowships Professional Development Workshops
- School of Public Health Curriculum Review Workshop
- School of Dental Medicine, Offices of Academic Affairs and Student Affairs
- Staff Mentoring Program

### **University Wide**

- Corporate Engagement Center
- Department of Special Collections and University Archives, Rutgers University Libraries
- Division of Continuing Studies Core Values Workshop
- Innovation Ventures, Office for Research
- Office for Climate Action
- Mandela Washington Fellows Program, Rutgers Global
- Rutgers Women in Leadership Series: Leading with Emotional Intelligence
- Teaching and Learning with Technology, Division of Continuing Studies
- University Libraries Leadership Team

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## 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 consultations, 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 2021-2022 and are intended for use in our internal leadership programs and to support leadership in higher education efforts nationally and internationally

### Refereed Journal Articles:

- Calcado, A. M., Gracias, V., Ruben, B. D., St.Pierre, J., & Strom, B.L. (Jan 2022). How one university harnessed internal knowledge and expertise to effective combat the COVID-19 Pandemic. *Electronic Journal of Knowledge Management, Special Issue: The University of the Future*. 20(1), 1-16.
- Gigliotti, R. A., & Spear, S. E. (forthcoming). Essential leadership concepts and models for graduate and professional school learners. *New directions for student leadership: Leadership education for graduate and professional school students*. Wiley.
- Gigliotti, R. A. (2022). Crisis leadership in higher education: Historical overview, organizational considerations, and implications. *The Oxford Encyclopedia of Crisis Analysis*.
- Gigliotti, R. A. (2021). Department chair perspectives on leading through prolonged and intersecting crises. *The Department Chair*, 32(3), 12-15.
- Goldthwaite, C., Spear, S. E., & Gigliotti, R. A. (under review). Leading interdisciplinary and translational collaborations for addressing health disparities.
- Gigliotti, R. A. (2021). The impact of COVID-19 on academic department chairs: Heightened complexity, accentuated liminality, and competing perceptions of reinvention. *Innovative Higher Education*, 46(1), 429-444.
- Gigliotti, R. A., & Wear, A. (2021). The evolving role of internal organization development offices in higher education: Perspectives from Australia and the United States. *Organization Development Review*, 53(2), 54-60.
- Ruben, B. D. & Gigliotti, R. A. (2021). Explaining incongruities between leadership theory and practice: Integrating theories of resonance, communication, and systems. *Leadership & Organization Development Journal*, 42(6), 942-957.
- Sahay, S., Gigliotti, R. A., & Dwyer, M. (2022). Role conflict, job crafting, stress, and resilience among nurses during COVID-19. *Journal of Contingencies and Crisis Management*.
- Sahay, S. & Goldthwaite, C. (under review). Participatory practices during organizational change: Contradictions, paradoxes, and unintended consequences. *Management Communication Quarterly*.
- Spear, S. E. (2021). Inviting guest speakers for perspectives, application, and representation. *The Journal for Research and Practice in College Teaching*, 6(2), 1-3.

### Books

- Goldthwaite, C., Gigliotti, R. A., & Spear, S. (forthcoming). *Leadership in digital contexts*. Kendall Hunt.
- Ruben, B. D., De Lisi, R., & Gigliotti, R. A. (2021). *A guide for leaders in higher education: Core concepts, competencies, and tools*. (2nd ed). Stylus.

### Edited Books

- Shankman, M. L., & Gigliotti, R. A. (2021). *New Directions for Student Leadership: No. 170. Using inventories to enhance leadership development*. Wiley.

### Chapters, Book Reviews, and Digital Modules

- Jarvis, J., Gigliotti, R. A., & Kolligian, J. (2023, in press). "The Princeton outbreak": A case study of a university health crisis and implications for communicating science. In H. D. O'Hair & M. J. O'Hair (Eds.), *Communication and catastrophic events: Strategic risk and crisis management*. Wiley Blackwell.
- Gigliotti, R. A. (forthcoming). Crisis leadership in liberal arts colleges. In I. Jung & K. H. Mok (Eds.), *The reinvention of liberal learning around the globe*. Springer.
- Gigliotti, R. A., Kramer, S. G., & Magnoni, D. (2021). Applying design concepts for the cultivation of cross-university partnerships. *Leadership and management strategies for creating agile universities* (pp. 155-168). IGI Global.
- Gigliotti, R. A. (2022). [Review of Jeffrey L. Buller's Retaining your best college professors], *The Department Chair*, 32(4), 31.
- Gigliotti, R. A. (forthcoming). Crisis leadership. In A. Middlebrooks, et al., *Discovering leadership: Designing your success*. (2nd ed). SAGE Publishing.
- Gigliotti, R. A. (2021). *Influence module*. SAGE Business Skills Digital Resource.
- Ruben, B. D., Mahon, G., Gigliotti, R. A., & Goldthwaite, C. (2021). Leadership and organizational revitalization in a period of disruption and change: A case study of adaption and innovation in the Rutgers School of Health Professions. *Excellence in university leadership and management: Case histories* (pp. 19-39). Academic Conferences Publishing.

### Published Interviews, Podcasts, and Media Quotes

- Gigliotti, R. A. (2021, November 11). Department chairs in distress. *Inside Higher Ed*.
- Gigliotti, R. A., Kramer, S., & Magnoni, D. (2021, May 24). Applying design concepts for the cultivation of cross-university partnerships. *eCampus News*.
- Gigliotti, R. A., & Shankman, M. L. (2021, December 15). NDSL #170: Using inventories and assessment. *The Leadership Educator Podcast*.
- Jackson, L. (2022, August 18). Helping colleagues navigate stressful times. *Higher Ed Jobs*.
- Levine, A. (2021, September 17). Post-pandemic: The power of crisis management planning. *Science Magazine*.
- Shankman, M. L., & Gigliotti, R. A. (2021, September 15). Leadership assessments: The good, the bad, & the ugly. *Phronesis: Practical Wisdom for Leaders*.
- Zahneis, M. (2022, February 4). The faculty job (almost) no one wants. *Chronicle of Higher Education*.

### Conference Papers and Presentations

- Gigliotti, R. A. The study and practice of crisis leadership in higher education: Considerations for values-based leadership. (*International Leadership Association Conference, Geneva, Switzerland, October 2021*)
- Gigliotti, R. A., et al. Global leadership development: Insights from three communication leadership book authors. (*International Leadership Association Conference, Geneva, Switzerland, October 2021*)
- Jarvis, J., Gigliotti, R. A., & Kolligian, J. "The Princeton outbreak": A case study of a university health crisis and implications for communicating science. (*International Crisis and Risk Communication Conference, Orlando, FL, March 2022*)
- Spear, S.E. (2021, October 7-9). Where education and leadership converge: Leadership development for the whole learner-leader. (*Magna Publications, Leadership in Higher Education Conference, Baltimore, MD*)

### Dissertation:

- Spear, S.E. (2022, May 4). *Embracing the complexity and multiple dimensions of leadership development: A case study analysis of a leadership development program for faculty administrators*. Rutgers Graduate Program in Higher Education. Under the guidance of Brent Ruben (chair), Richard De Lisi, Richard McCormick, and Daniel Jenkins.

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## University Service and Outreach

- ACUI 2021 Aspiring Directors Institute Change Management Presentation (Christine Goldthwaite)
- Digital Badge Evaluation and Selection Sub-Committee (Ralph Gigliotti)
- Chair, Network for Change and Continuous Innovation (NCCI) Global Education Task Force (Ralph Gigliotti)
- Membership, President's Administrative Council (Brent Ruben)
- Membership, Executive Assessment Council (Brent Ruben)
- Board of Directors for the Network for Change and Continuous Innovation (NCCI) (Ralph Gigliotti)
- Board of Examiners for the Baldrige Performance Excellence Program (Ralph Gigliotti)
- Co-chair, Training and Development Division of the National Communication Association (Ralph Gigliotti)

## Individualized Coaching

As an added benefit for the participants of our leadership development programs, the Center provides personalized leadership coaching services on a limited basis. Center coaches have completed the International Coaching Federation Accredited Coach Training Program (ACTP) Associate Coach Certification (ACC), or the Gallup CliftonStrengths Certification. This year we have added a Korn-Ferry 360 emotional social competency inventory, followed by three follow-up coaching sessions, for academic leaders who seek to better understand perceptions of one's effectiveness and to develop strategies for building their leadership capacity. Coaching provides participants and alumni of our leadership development programs with an opportunity to further examine their individual leadership challenges, experiences, and future goals through a series of structured and purposeful conversations. In the 2021-2022 academic year, we provided 77 hours of personalized coaching.

## Center for Organizational Leadership Website, Social Media, Digital Badges

### **OL LinkedIn Site: ([www.linkedin.com/in/rutgers-ol/](https://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. As of June 21, 2021, the Rutgers Center for Organizational Leadership has 392 connections, representing an increase of 150 since August 2020. The LinkedIn social media account was created in February 2020 and has recently included posts such as:

- Congratulating the new 2021-2022 RLA cohort (675 views, 27 reactions)
- Featured spotlight of Senior Fellow, Richard De Lisi (750 page views, 23 reactions)
- Post highlighting the Topics seminar with Sonia Alvarez-Robinson, including a link to the event write-up on our website (1,072 views, 48 reactions, 4 comments)

The Center began issuing digital badges as a supplemental microcredential in Spring 2021. Badges were offered to all fellows who completed any of our academic leadership development programs, including interested alumni.

As of June 2022, we issued 161 badges, 133 (83%) of which were accepted and shared on LinkedIn. The sharing of these badges generated 1,232 views, in addition to a wide array of public comments regarding one's experience in the program.

The Center began issuing digital badges as a supplemental microcredential in Spring 2021. Badges were offered to all fellows who completed any of our academic leadership development programs, including interested alumni.

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## OL Alumni Network

In the spirit of cultivating a culture of leadership development at Rutgers, alumni of our leadership programs have future opportunities for networking, participation, and professional development through the Rutgers Center for Organizational Leadership Alumni Network. Program alumni are invited to participate in the Academic Leadership Hub – a virtual platform for sharing resources, soliciting feedback, and broadening one's network across the institution. Additionally, alumni involved in the community are invited to attend future leadership seminars, and pending interest and availability, opportunities may be available for assisting with the design and delivery of leadership and organizational development initiatives across Rutgers.

In December 2021, OL hosted an end-of-year winter reception for all current program fellows and alumni who completed the programs during the two years impacted by COVID-19. Over 100 alumni participated in the event, which featured keynote remarks from President Jonathan Holloway.

## Plans for 2022-2023

- Department Leaders Program-New Brunswick—In collaboration with the Office of the Chancellor-Provost and Vice Provost for Faculty Advancement and Faculty Affairs in New Brunswick, the Center for Organizational Leadership will be co-sponsoring the several sessions for department leaders in New Brunswick.
- Capstone Project Enhancement—The Center is working with Rutgers Web Consulting Services to integrate a search function to the OL website that will enable visitors to use keywords to search all existing RLA Capstone proposals on our website. This keyword search will allow future program participants to search for and build upon past project proposals and avoid unnecessary duplication and redundancy. We are also exploring modifications to the capstone proposal requirements for our leadership programs.
- Expanded Virtual Programming—In responding to the evolving needs of faculty and staff colleagues, the Center will be sponsoring expanded virtual programs for participants and alumni of our cohort programs, along with others from across Rutgers with an interest in academic leadership.
- Renewed Focus on Diversity, Equity, and Inclusion—In collaboration with the Division of Diversity, Inclusion, and Community Engagement, plans are underway for a partnered initiative on the topic of inclusive leadership. Content in this area will complement the existing focus on DEI-related issues currently explored in our leadership education programs.
- OL Research—As an active research center, staff in the Center are currently working on a number of academic research projects, including an impact study regarding participation in our academic leadership programs, a book project on leadership in a digital context, a book project on organizational change in higher education, a book project on post-crisis leadership in higher education, and other projects related to leadership and communication in higher education.
- OL Program Alumni Capstone Incubator—The Rutgers Center for Organizational Leadership will host two workshops designed to help alumni revisit their capstone proposals and explore strategies for further implementation of these proposals.
- Department Leaders Pilot Program-Camden—In collaboration with Rutgers-Camden we are helping to develop eight sessions focused on leadership development for faculty leaders as part of a year-long pilot.
- AEM Peer-Coaching Program—In collaboration with RBHS Faculty Affairs plans are underway to launch a year-long program designed to support and nurture diverse emerging leaders at RBHS through a collaborative network of peer coaching relationships.

## Appendix A: 2021-2022 RLA Fellows

| Name                      | Title                                                                                                                                                                                         | Department/School                                               | Nominator         |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------|
| Felix Arauz               | Unit Computing Manager                                                                                                                                                                        | University Human Resources                                      | Peter Camp        |
| Margaret Avallone         | Associate Dean Baccalaureate Programs/Clinical Assistant Professor                                                                                                                            | Rutgers School of Nursing-Camden                                | Donna Nickitas    |
| Amanda-Rae Barboza Barela | Busch Campus Director                                                                                                                                                                         | Residence Life                                                  | Anne Newman       |
| Rola Bekdash              | Assistant Teaching Professor                                                                                                                                                                  | Biological Sciences, SAS-N                                      | Richard Dool      |
| Johanna Bernstein         | Assistant Dean for Global Programs                                                                                                                                                            | Rutgers Global                                                  | Eric Garfunkel    |
| Soumitra Bhuyan           | Assistant Professor                                                                                                                                                                           | Edward J. Bloustein School of Planning and Public Policy        | Michael McDonough |
| Christina Bifulco         | Associate Director for Teaching and Learning Analytics                                                                                                                                        | Center for Teaching Advancement and Assessment Research         | Barbara Bender    |
| Sheila Borges Rajguru     | Research Development Specialist                                                                                                                                                               | School of Social Work                                           | Cathryn Potter    |
| Richard Brodsky           | Associate Professor of Pediatrics, Assistant Director Pediatric Emergency Department, Director of Pediatric Telemedicine                                                                      | RWJ Medical School                                              | Ernest Leva       |
| Damali Campbell Oparaji   | Assistant Professor                                                                                                                                                                           | New Jersey Medical School                                       | Mark Einstein     |
| Randi Chmielewski         | Chief of Staff                                                                                                                                                                                | Eagleton Institute of Politics                                  | John Farmer       |
| Mark DeGuzman             | Research Project Coordinator/Rutgers I-Corps Program Manager                                                                                                                                  | Materials Science Engineering                                   | Dunbar Birnie     |
| Tamara Dujovne            | Director, Talent Management and Learning                                                                                                                                                      | Rutgers University Foundation                                   | Nevin Kessler     |
| Ghada Endick              | Senior Director for Student Engagement                                                                                                                                                        | Division of Student Affairs                                     | William O'Brien   |
| Leah Falk                 | Program Coordinator                                                                                                                                                                           | Writers House                                                   | Lauren Grodstein  |
| William Field             | Associate Teaching Professor/Undergraduate Program Director                                                                                                                                   | Political Science, SAS-NB                                       | Richard Lau       |
| Megan Francis             | Assistant Dean                                                                                                                                                                                | International Programs, Office of International Programs, SEBS  | Mukund Karwe      |
| Jeff Friedman             | Associate Professor                                                                                                                                                                           | Dance Studies, Dance Department, Mason Gross School of the Arts | Jason Geary       |
| Anthony Gardner           | Assistant Director of Business Services                                                                                                                                                       | School of Social Work                                           | Cathryn Potter    |
| Janet Gilmartin           | Director of Business Operations                                                                                                                                                               | New Brunswick Chancellor's Office                               | Romayne Botti     |
| Christopher Gitzelmann    | Associate Professor of Surgery, Chief of Pediatric Surgery                                                                                                                                    | Department of Surgery, RWJ Medical School                       | Leonard Lee       |
| Marsha Gordon             | Executive Director, RWJMS Center Advancing Research and Evaluation for Patient-Centered Care and Division Administrator, Department of Family Medicine and Community Health Research Division | RWJ Medical School                                              | Shawna Hudson     |

## Appendix A: 2021-2022 RLA Fellows (continued)

| Name                      | Title                                                                                            | Department/School                                | Nominator          |
|---------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------|--------------------|
| Hazel-Anne Johnson-Marcus | Associate Teaching Professor and Director of the Human Resource Management Undergraduate Program | School of Management and Labor Relations         | Adrienne Eaton     |
| Cecelia Kane              | Nurse Practitioner                                                                               | Camden Student Wellness Center                   | Neuza Serra        |
| Glenn Krell               | Director of Research Integrity                                                                   | Office of Research                               | Jose Roman         |
| Ariel Leget               | Assistant Director, Living-Learning Communities and Academic Initiatives                         | Residence Life                                   | Dan Morrison       |
| Sharon Lydon              | Associate Dean of Alumni and Corporate Engagement                                                | Rutgers Business School                          | Lei Lei            |
| Tara Matise               | Professor and Chair                                                                              | Genetics, SAS-NB                                 | Lori Covey         |
| Matthew Matsaganis        | Associate Professor and Ph.D. Program Area Coordinator, Communication                            | School of Communication                          | Dafna Lemish       |
| Larry McAllister II       | Assistant Director of Social Media Strategy                                                      | University Communications and Marketing          | Dory Devlin        |
| Karen Muller              | Director, RBHS Faculty Affairs                                                                   | RBHS Academic Affairs                            | Meredith Mullane   |
| Beth Ann Murphy           | Instructor of Professional Practice                                                              | Professional Science Masters Program             | Deborah Silver     |
| Margaret O'Donnell        | Manager of Military and Veteran Engagement Programs                                              | Rutgers Business School                          | Peter Methot       |
| Yvette Ortiz-Beaumont     | Assistant Director                                                                               | Office of University-Community Partnerships      | Diane Hill         |
| Jessica Rispoli Joines    | Program Director, Genetic Counseling Master's Program                                            | Genetic Counseling/Genetics, SAS-NB              | Lori Covey         |
| Jacqueline Roscoe         | Associate Director for Admissions                                                                | University Enrollment Services                   | Craig Westman      |
| Aron Schwartz             | Associate Vice President and Deputy General Counsel                                              | General Counsel                                  | John Hoffman       |
| Jason Schweitzer          | Director, Enrollment Management Analytics                                                        | Division of Enrollment Management                | Courtney McAnuff   |
| Brenda Sheridan           | Director of Marketing and Communications                                                         | School of Information and Communication          | Richard Dool       |
| Jonathan Spitz            | Assistant Professor of Music, Head of the String Area Cello                                      | Music Department, Mason Gross School of the Arts | Rebecca Cypess     |
| Mafudia Suaray            | Assistant Professor, Family Medicine and Community Health                                        | RWJ Medical School                               | Alfred Tallia      |
| Michael Varano            | Associate Director for Student Engagement                                                        | Rutgers School of Nursing                        | Kyle Warren        |
| Larissa Varela            | Program Manager, Faculty Affairs, Administration and Planning                                    | Cancer Institute of NJ                           | David Allen August |
| Sara Wakefield            | Associate Professor                                                                              | School of Criminal Justice                       | Bill McCarthy      |

## Appendix B: 2021-2022 RLA Capstone Projects

| Name                      | Capstone Project Title                                                                                            | Sponsor Name                    |
|---------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Felix Arauz               | Rutgers Climate Action Initiative—Climate Champions                                                               | Angela Oberg                    |
| Margaret Avallone         | Using a Summer Bridge Program to Improve Educational Outcomes for Historically Underrepresented Nursing Students  | Marsha Besong & Donna Nickitas  |
| Amanda-Rae Barboza Barela | Designing Metrics of Success for the Offices of the Dean of Students Integration                                  | Anne Newman                     |
| Rola Bekdash              | Development of an Undergraduate Communication & Leadership Skills Minor at Rutgers-Newark                         | Jacqueline Mattis               |
| Johanna Bernstein         | Transportation Policy and Climate Action                                                                          | Angela Oberg & Eric Garfunkel   |
| Soumitra Bhuyan           | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking               | Ingrid Fulmer                   |
| Christina Bifulco         | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking               | Ingrid Fulmer                   |
| Sheila Borges Rajguru     | Gauging Understanding of the Rutgers Budget Model                                                                 | Erin Johnson & Brian Ballentine |
| Richard Brodsky           | Rutgers Climate Action Initiative—Climate Champions                                                               | Angela Oberg                    |
| Damali Campbell Oparaji   | Rutgers Climate Action Initiative—Climate Champions                                                               | Angela Oberg                    |
| Randi Chmielewski         | A Knowledge Exchange in Pursuit of Organizational Excellence within our Beloved Community                         | Ralph Gigliotti                 |
| Mark DeGuzman             | Inclusive Innovation Pathways Fellowship: Matching Innovation Experiences                                         | Veronica Armour                 |
| Tamara Dujovne            | Succession Planning Program—Rutgers University Foundation                                                         | Mark Antonucci                  |
| Ghada Endick              | A Knowledge Exchange in Pursuit of Organizational Excellence within our Beloved Community                         | Ralph Gigliotti                 |
| Leah Falk                 | Humanities Launch                                                                                                 | Nyeema Watson                   |
| William Field             | Alumni-Student Mentoring Program for the Department of Political Science                                          | Jennifer Lenahan                |
| Megan Francis             | A Knowledge Exchange in Pursuit of Organizational Excellence within our Beloved Community                         | Ralph Gigliotti                 |
| Jeff Friedman             | Developing the Integrated Dance Collaboratory Advisory Council                                                    | Lisa Schur                      |
| Anthony Gardner           | Gauging Understanding of the Rutgers Budget Model                                                                 | Erin Johnson & Brian Ballentine |
| Janet Gilmartin           | Gauging Understanding of the Rutgers Budget Model                                                                 | Erin Johnson & Brian Ballentine |
| Christopher Gitzelmann    | RBHS Integration of Pediatric Surgical Programs in the Region                                                     | William Faverzani               |
| Marsha Gordon             | Assessing Best Practices in Virtual Interdisciplinary Collaboration During COVID                                  | Shawna Hudson                   |
| Hazel-Anne Johnson-Marcus | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking               | Ingrid Fulmer                   |
| Cecelia Kane              | Using a Summer Bridge Program to Improve Educational Outcomes for Historically Underrepresented Nursing Students" | Marsha Besong & Donna Nickitas  |
| Glenn Krell               | RCR Ambassadors" – A Pilot Project                                                                                | Prabhas Moghe                   |
| Ariel Leget               | Designing Metrics of Success for the Offices of the Dean of Students Integration                                  | Anne Newman                     |
| Sharon Lydon              | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking               | Ingrid Fulmer                   |
| Tara Matise               | Revamping the SAS Committee Nominations Process                                                                   | James Masschaele                |
| Matthew Matsaganis        | Strengthening Rutgers' SC&I Capacity to Develop & Sustain Global Partnerships                                     | Dafna Lemish                    |
| Larry McAllister II       | A Knowledge Exchange in Pursuit of Organizational Excellence within our Beloved Community"                        | Ralph Gigliotti                 |
| Karen Muller              | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking"              | Ingrid Fulmer                   |

## Appendix B: 2021-2022 RLA Capstone Projects (continued)

| Name                   | Capstone Project Title                                                                                                             | Sponsor Name                    |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Beth Ann Murphy        | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking"                               | Ingrid Fulmer                   |
| Yvette Ortiz-Beaumont  | Community Capacity Building (CCB)                                                                                                  | Diane Hill                      |
| Jessica Rispoli Joines | Expanding Genetic Counseling Curriculum Beyond the Science: Training for Business and Beyond"                                      | Deborah Silver                  |
| Jacqueline Roscoe      | We R Anything but Common: Implementing the Common App Across the University                                                        | Courtney McAnuff                |
| Aron Schwartz          | Rutgers Climate Action Initiative—Climate Champions                                                                                | Angela Oberg                    |
| Jason Schweitzer       | We R Anything but Common: Implementing the Common App Across the University                                                        | Courtney McAnuff                |
| Brenda Sheridan        | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking                                | Ingrid Fulmer                   |
| Jonathan Spitz         | Gauging Understanding of the Rutgers Budget Model                                                                                  | Erin Johnson & Brian Ballentine |
| Mafudia Suaray         | Structurally Competent Care for Persons with Sickle Cell Disease                                                                   | Sheraz Siddiqui & Franck Nelson |
| Michael Varano         | Transitioning and Rebranding the School of Nursing's Student Services Practices to a More Traditional Student Affairs Based Office | Kyle Warren                     |
| Larissa Varela         | Rutgers-New Brunswick Non-Tenure Track Faculty Professional and Leadership Development Benchmarking                                | Ingrid Fulmer                   |

## Appendix C: 2021-2022 RLA Program Topics & Presenters

| Session Topic                                                                   | Facilitators & Presenters                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Session 1: Introduction to Leadership and the Rutgers Leadership Academy        | ▪ Ralph Gigliotti (OL), Brent Ruben (OL), Christine Goldthwaite (OL), Kate Immordino (OL)                                                                                                                                       |
| Session 2: Leveraging Individual and Collective Strengths as an Academic Leader | ▪ Ralph Gigliotti (OL)                                                                                                                                                                                                          |
| Session 3: Leadership Principles and Pragmatics                                 | ▪ Brent Ruben (OL)                                                                                                                                                                                                              |
| Session 4: Higher Ed Stakeholders: The Social Value of Higher Education         | ▪ Brent Ruben (OL)<br>▪ Andrea Conklin Bueschel, Senior Vice President for Administration and Chief of Staff, Office of the President                                                                                           |
| Session 5: Strategic Planning and Project Leadership                            | ▪ Christine Goldthwaite (OL), Kate Immordino (OL)<br>▪ Brian Ballentine, Senior Vice President for Strategy                                                                                                                     |
| Session 6: Critical Incidents in Leadership                                     | ▪ Richard McCormick, Distinguished Professor of History and Education and President Emeritus, Board of Governors<br>▪ Karen Stubaus, Vice President for Academic Affairs and Administration                                     |
| Session 7: Cultural Competency for Effective Leadership                         | ▪ Sangeeta Lamba, Vice President for Faculty Development & Diversity, Vice Chancellor for Diversity and Inclusion (RBHS)                                                                                                        |
| Session 8: Finance and Budget Models in Higher Education                        | ▪ Mike Gower, Executive Vice President - Chief Financial Officer & University Treasurer                                                                                                                                         |
| Session 9: The Future of Higher Education Enrollment                            | ▪ Courtney McAnuff, Vice Chancellor for Enrollment Management, RU-NB<br>▪ Bil Leopold, Associate Vice Chancellor for Enrollment Services & Experience, RU-N<br>▪ Craig Westman, Vice Chancellor for Enrollment Management, RU-C |
| Session 10: Politics, Policies & University-Government Relations                | ▪ Francine Newsome Pfeiffer, Vice President for Federal Relations                                                                                                                                                               |

## Appendix C: 2021-2022 RLA Program Topics & Presenters (continued)

|                                                                                     |                                                                                           |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Session 11: Leading Change in Higher Education & Performance Measures               | ▪ Brent Ruben (OL), Kate Immordino (OL)                                                   |
| Session 12: Higher Education Law: Academic Freedom & Free Speech                    | ▪ Barbara Lee, Distinguished Professor                                                    |
| Session 13: Managing Conflict & Difficult Conversations                             | ▪ Brent Ruben (OL), Christine Goldthwaite (OL)                                            |
| Session 14: The Role of Communication in Anticipating Risks & Leading During Crises | ▪ Ralph Gigliotti (OL)                                                                    |
| Session 15: Capstone Project Proposal Presentations                                 | ▪ Ralph Gigliotti (OL), Brent Ruben (OL), Christine Goldthwaite (OL), Kate Immordino (OL) |

## Appendix D: 2022-2023 Incoming RLA Fellows

| Name                    | Title/ Department/School                                                                                                                                                | Nominator           |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Lauren Neitzke Adamo    | Director, Rutgers Geology Museum;<br>Undergraduate Program Director & Assistant Teaching Professor,<br>Earth & Planetary Sciences                                       | James Wright        |
| Julianne Apostolopoulos | Associate General Counsel, General Counsel                                                                                                                              | John Hoffman        |
| Natalie Bemby           | Director of Student Affairs and Assistant Professor of Teaching,<br>School of Social Work                                                                               | Cathryn Potter      |
| Stacey Blackwell        | Senior Director of the Rutgers Learning Centers,<br>Undergraduate Education, Chancellor-Provost Office                                                                  | Carolyn Moehling    |
| Adriana Cuervo          | Head, Archival Collections and Services, Institute of Jazz Studies,<br>Rutgers University Libraries                                                                     | Rhonda Marker       |
| Glenn Davis             | Assistant Director, Information Technology, Rutgers Student Health                                                                                                      | Francesca Maresca   |
| Subhajyoti De           | Associate Professor, Pathology and Laboratory Medicine                                                                                                                  | David Foran         |
| Hadi El-Farr            | Assistant Teaching Professor and Director, Professional Master's in<br>Human Resource Management, Human Resource Management/School<br>of Management and Labor Relations | Adrienne Eaton      |
| Jeetendra Eswaraka      | Associate Vice President, Office for Research                                                                                                                           | Michael Zwick       |
| Mandy Feiler            | Assistant Dean for Admissions and Enrollment Management<br>Mason Gross School of the Arts                                                                               | Rebecca Cypess      |
| Geeta Govindarajoo      | Teaching Professor,<br>Chemistry and Chemical Biology, School of Arts and Sciences                                                                                      | Thu Nguyen          |
| LaChan Hannon           | Director of Teacher Preparation and Innovation, Urban Education/SASN                                                                                                    | Jacqueline Mattis   |
| Jennifer Hemler         | Director - Rutgers Network of Affiliated Family Medicine Residencies<br>Department of Family Medicine and Community Health / Robert Wood<br>Johnson Medical School      | Marsha Gordon       |
| Sabiha Hussain          | Associate Professor of Medicine<br>Medicine/Robert Wood Johnson Medical School                                                                                          | Jag Sunderram       |
| Timothy Kennedy         | Associate Chief Surgical Officer and Associate Professor of Surgery<br>Rutgers Cancer Institute of New Jersey                                                           | H Richard Alexander |
| Chrissie King           | Assistant Director Campus Center, Division of Student Affairs                                                                                                           | Patrick Wallace     |
| Fred Kobylarz           | Professor, Department of Family Medicine and Community Health –<br>Geriatrics, Robert Wood Johnson Medical School                                                       | Alfred Tallia       |
| Ann Marie Latini        | Head of Access Services, Paul Robeson Library                                                                                                                           | Regina Koury        |
| Ellen Lieberman         | Associate Dean of Recruitment, Housing, Scholarships, and Traditional<br>Events, Douglass Residential College                                                           | Courtney McAnuff    |

## Appendix D: 2022-2023 Incoming RLA Fellows (continued)

| Name                      | Title/ Department/School                                                                                                                                  | Nominator         |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Mei Ling Lo               | Science Research Librarian, Rutgers University Libraries-NB                                                                                               | Dee Magnoni       |
| Reuel Mebuin              | Contract and Grant Specialist, Office for Research                                                                                                        | Charles Menifield |
| Cassandra Oliveras-Moreno | Administrator, Communications & Collaboration<br>Art & Design, Mason Gross School of the Arts                                                             | Marc Handelman    |
| Stephanie Pfeifer         | Program Coordinator, Rutgers School of Nursing                                                                                                            | Kyle Warren       |
| Cindy Poore-Pariseau      | Director, RBHS Office of Disability Services, RBHS Chancellor's Office                                                                                    | Susan Hamilton    |
| Laura Ramirez Polo        | Assistant Teaching Professor, Department of Spanish and Portuguese                                                                                        | Marcy Schwartz    |
| Kyle Riismandel           | Associate Teaching Professor of History and American Studies<br>and Director of American Studies, Rutgers – Newark                                        | Jacqueline Mattis |
| Shireen Rizvi             | Professor, Clinical Psychology/GSAPP                                                                                                                      | Hien Roberts      |
| Brittany Robischon        | Acting Director, Advising Center, School of Nursing                                                                                                       | Mark Fabbi        |
| Christina Rozario         | Coordinator, Office of Global Health Robert Wood Johnson Medical<br>School, Office of Global Health RWJMS-RBHS                                            | Javier I Escobar  |
| Laura Scalfani            | Assistant Dean III, Ernest Mario School of Pharmacy                                                                                                       | Donald Woodward   |
| Carissa Sestito           | Director of News and Digital Strategy<br>University Communications and Marketing                                                                          | Dory Devlin       |
| Mark Siracusa             | Associate Professor, Chancellor Scholar and Director of the Research<br>Support Core , Center for Immunity and Inflammation.<br>New Jersey Medical School | William Gause     |
| Amy Sweeney               | Assistant Director 2 + 2 Baccalaureate Nursing Program,<br>Assistant Professor, & Clinical Learning Coordinator, School of Nursing                        | Susan Salmond     |
| Shalonda Tanner           | Assistant Director, Applicant Evaluation, Admissions                                                                                                      | Jacqueline Roscoe |
| Christina Torian          | Associate Director of Undergraduate Student Services<br>Edward J. Bloustein School of Planning & Public Policy                                            | Marc Weiner       |
| Mike Verzi                | Professor, Department of Genetics<br>Director, Graduate Program in Microbiology and Molecular Genetics                                                    | Lori Covey        |
| Victoria Wagner           | Associate Director & Medical Education Coordinator,<br>Rutgers University Libraries                                                                       | Judith Cohn       |
| Jianping (Gabby) Xu       | Assistant Director for Postdoc Support; INSPIRE Postdoc Research<br>and Education Program, Robert Wood Johnson Medical School                             | Martha Soto       |
| RAsheda Young             | Assistant Teaching Professor<br>English Writing Program                                                                                                   | Lynda Dexheimer   |

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## Appendix E: 2021-2022 PLDA Fellows

| Name                               | Discipline                                                    |
|------------------------------------|---------------------------------------------------------------|
| Jorlanditha Austin                 | Communication                                                 |
| Vijay Chillar                      | Criminal Justice                                              |
| Elena Chung                        | Center for Computational & Integrative Biology                |
| Sylvester Cruz                     | English                                                       |
| Kevinn Eddy                        | Cellular & Molecular Pharmacology                             |
| Kaylee Fernandez                   | Bilingualism & Second Language Acquisition                    |
| Sonal Gahlawat                     | Biomedical Engineering                                        |
| Giuseppe Grispino                  | Italian                                                       |
| Endia Hayes                        | Sociology                                                     |
| Kendall Hill                       | Psychiatric Rehabilitation, Counselor Education & Supervision |
| Mina Khavandi                      | French                                                        |
| Lauren Nolan                       | Planning & Public Policy                                      |
| Charlotte Olsen                    | Physics & Astronomy                                           |
| Fernando Antonio Rebolledo Uscanga | Biomedical Engineering                                        |
| Kelly Roberts                      | Literatures in English                                        |
| Elizabeth Rosenzweig               | Quantitative Biomedicine                                      |
| Gabrielle Rossi                    | Public Administration                                         |
| Paolo Scartoni                     | Italian                                                       |
| Sarah Skubel                       | Plant Biology, Natural Products & Human Health                |
| Batoul Taki                        | Electrical & Computer Engineering Department                  |
| Andrea Tsentides                   | Accounting                                                    |
| Stephanie Tubiolo                  | Choral Conducting                                             |
| Tsung-Chi Wu                       | Physics & Astronomy                                           |
| Corrine Yap                        | Mathematics                                                   |
| May Yuan                           | Clinical Psychology                                           |

## Appendix F: 2022-2023 Incoming PLDA Fellows

| Name                 | Discipline                           |
|----------------------|--------------------------------------|
| Mathew Ackerman      | Library and Information Science      |
| Julie Aromi          | Library and Information Science      |
| Anthony Azari        | Criminal Justice                     |
| Adrienne Baker       | Mason Gross                          |
| Alice Benishyaka     | Global Affairs                       |
| Marissa Caldwell     | Communication                        |
| Aishwarya Deshpande  | Microbial Biology                    |
| Anna Fateeva         | Cellular and Molecular Pharmacology  |
| Vidita Gawade        | Industrial and Systems Engineering   |
| Zakiyah Henry        | Toxicology                           |
| Alison Hight         | History                              |
| Tianhao Liu          | Management (Economics Concentration) |
| Candace Longoria     | Kinesiology and Health               |
| Katherine Lubina     | Epidemiology                         |
| Farzana Afrose Lubna | Plant Biology                        |
| Anais Mahone         | Social Work                          |
| Denise Mercado       | Anthropology                         |
| Pedro Ivo Monico     | Earth & Environmental Sciences       |
| Bria Paige           | English                              |
| Tatevik Yolyan       | Linguistics                          |
| Katia Yoza Mitsuishi | Spanish and Portuguese               |

## Appendix G: PLDA Faculty

| Name                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Barbara E. Bender, Ed.D.<br>Senior Associate Dean, School of Graduate Studies;<br>and Director of the Teaching Assistant Project Fellow, Rutgers Center for Organizational Leadership                                         |
| Ralph A. Gigliotti, Ph.D. Assistant Vice President for Strategic Programs, Office of University Strategy;<br>and Director, Rutgers Center for Organizational Leadership Former PLDA Fellow                                    |
| Christine Goldthwaite, Ph.D. Associate Director,<br>Rutgers Center for Organizational Leadership Former PLDA Fellow                                                                                                           |
| Susan E. Lawrence, Ph.D. Interim Executive Dean, School of Arts & Sciences Professor of Political Science;<br>and Fellow, Rutgers Center for Organizational Leadership                                                        |
| Rebecca McGinn, M.A. PLDA Graduate Student Coordinator, Rutgers Center for Organizational Leadership;<br>and Ph.D. Candidate, Graduate Program in Classics Former PLDA Fellow                                                 |
| Brent Ruben, Ph.D. Founder and Senior University Fellow, Rutgers Center for Organizational Leadership;<br>and Faculty Advisor to the Senior Vice President for Academic Affairs; and Distinguished Professor of Communication |
| Vidhi D. Waran, M.Ed. Senior Program Administrator, Rutgers Center for Organizational Leadership;<br>and Ph.D. Candidate, Edward J. Bloustein School of Planning and Public Policy                                            |

## Appendix H: 2021 ALP-RBHS Capstone Projects

| Fellow                                                                                                                     | Title/Current Position/Department                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pathways to Success: A Career Resource Toolkit for Faculty at Rutgers School of Public Health                              | Emily Barrett, PhD (SPH)<br>Jaya Satagopan, PhD (SPH)                                                                                                            |
| Building Bounce Back: A Resilience Toolkit for RBHS Students                                                               | Mary-Catherine Bohan, MSW, LCSW (UBHC)<br>Elizabeth Di Prospero, MD (SHP)<br>Kim Fenesy, DMD (RSDM)<br>Christin Traba, MD, MPH (NJMS)<br>Tracy Vitale, DNP (SON) |
| Creating Resources to Enhance Diversity, Inclusion, Equity and Advancement for LGBTQ++ Students, Staff and Faculty at RBHS | Caroline Dorsen, PhD, FNP-BC, FAAN (SON)<br>Teri Lassiter, PhD, MPH (SPH)<br>Hong Li, PhD (NJMS)<br>Henry Raymond, DrPH, MPH (SPH)                               |
| Clinical Professional Informatics Certificate                                                                              | Alice Chu, MD (NJMS)<br>Dongfang Liu, PhD (NJMS)<br>Stanley Ort, MS (SHP)<br>Shankar Srinivasan, PhD (SHP)                                                       |
| Perceived Barriers to Promotion as Identified by Instructors and Assistant Professors Across RBHS: A Needs Assessment      | Nina Glass, MD, FACS (NJMS)<br>Archana Pradhan, MD, MPH (RWJMS)                                                                                                  |
| RU PRePARED (Policy and Response Planning, for Analysis, Recovery, Escalation and De-escalation)                           | Humaira Chaudhry, MD (NJMS)<br>Vincent Silenzio, MD, MPH (SPH)                                                                                                   |
| RBHS Center for Simulation, Patient Safety, & Healthcare Quality                                                           | Barbara Cannella, PhD (SON)<br>Harsh Sule, MD, MPP (NJMS)<br>Jag Sunderram, MD (RWJMS)<br>Anne Sutherland, MD (NJMS)                                             |

## Appendix I: 2022 ALP-RBHS Fellows

| Fellow                      | Title/Current Position/Department                                                                                                                               | School                             |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Nadine Aktan, PhD           | Assistant Dean of Advanced Practice Division, Clinical Professor, Division of Advanced Nursing Practice                                                         | Nursing                            |
| Stephanie Bonne, MD, FACS   | Trauma Medical Director, University Hospital, Associate Professor of Surgery                                                                                    | New Jersey Medical School          |
| Rula Btoush, PhD, RN        | Interim Specialty Director of Nursing Science, Associate Professor                                                                                              | School of Nursing                  |
| Suzie Chen, PhD             | Department Chair of Chemical Biology, Distinguished Professor                                                                                                   | Ernest Mario School of Pharmacy    |
| Sammy Elsamra, MD, FACS     | Chief, Section of General Urology, Associate Professor of Surgery                                                                                               | Robert Wood Johnson Medical School |
| Thomas Jang, MD, FACS       | Associate Professor of Surgery of Urology, Associate Chief of Urologic Oncology, Cancer Institute of New Jersey, Program Director for Urology Residency Program | Robert Wood Johnson Medical School |
| Amanda Laird, MD, FACS      | Chief, Section of Endocrine Surgery, Associate Professor of Surgery                                                                                             | Robert Wood Johnson Medical School |
| Antonina Mitrofanova, PhD   | Associate Dean for Research, Associate Professor of Biomedical and Health Informatics                                                                           | School of Health Professions       |
| Erin Muckey, MD, MBA        | Medical Director, Emergency Medicine, University Hospital, Assistant Professor                                                                                  | New Jersey Medical School          |
| Ann Murphy, PhD, CPRP       | Director, Northeast & Caribbean Mental Health Technology Transfer Center, Associate Professor, Psychiatric Rehabilitation and Counseling Professions            | School of Health Professions       |
| Anupama Nehra, MD           | Clinical Director and Associate Chief of Clinical Affairs, Hematology Oncology, Assistant Professor of Medicine                                                 | New Jersey Medical School          |
| Lori Palfreyman, DHSc, PA-C | Program Director, Assistant Professor, Physician Assistant Studies and Practice                                                                                 | School of Health Professions       |
| Diane Radler, PhD, RDN      | Director, Institute for Nutrition Interventions, Associate Professor, Clinical and Preventive Nutrition Sciences                                                | School of Health Professions       |
| Sandra Rogers, PhD, OTR/L   | Program Director, Occupational Therapy Doctoral Program, Assistant Professor, Rehabilitation and Movement Science                                               | School of Health Professions       |
| Novneet Sahu, MD, MPA       | Interim Chair of Family Medicine, Assistant Professor, Emergency Medicine and Family Medicine                                                                   | New Jersey Medical School          |
| Nathalie Scarpa-Lota, DMD   | Assistant Dean for Clinical Affairs, Assistant Professor, Restorative Dentistry                                                                                 | Rutgers School of Dental Medicine  |
| Lucio Volino, PharmD, CTTS  | Director of Assessment, Clinical Associate Professor, Pharmacy Practice and Administration,                                                                     | Ernest Mario School of Pharmacy    |

## Appendix J: 2022 ALP-RBHS Topics and Faculty/Presenters

| Session Topic                                                                                         | Facilitators & Speakers                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Session 1: An introduction to the academic health center landscape and ALP-RBHS                       | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Brent Ruben (OL)</li> <li>▪ Brian Strom, RBHS Chancellor</li> <li>▪ Bishr Omary, RBHS Senior Vice Chancellor for Academic Affairs and Research</li> <li>▪ Jeffrey Carson, RBHS Provost – New Brunswick</li> <li>▪ Patricia Fitzgerald-Bocarsly, RBHS Provost – Newark</li> <li>▪ ALP-RBHS Alumni: Kim Fenesy (RSDM), Shankar Srinivasan (SHP), Humaira Chaudhry (NJMS)</li> </ul> |
| Session 2: Principles and pragmatics of leadership communication in academic health                   | <ul style="list-style-type: none"> <li>▪ Brent Ruben (OL)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                       |
| Session 3: Leveraging personal and professional strengths for effective leadership in academic health | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                   |
| Session 4: Strategic project planning and project leadership                                          | <ul style="list-style-type: none"> <li>▪ Sara Spear (OL)</li> <li>▪ Kate Immordino (OL)</li> <li>▪ Brian Ballentine, Senior Vice President for University Strategy</li> <li>▪ ALP-RBHS Alumni: Mary-Catherine Bohan (UBHC), Jaya Satagopan (SPH)</li> </ul>                                                                                                                                                                                                |
| Session 5: Dealing with conflict and having difficult conversations                                   | <ul style="list-style-type: none"> <li>▪ Christine Goldthwaite (OL)</li> <li>▪ Kathleen Scotto, Interim Senior Vice President of Research, RBHS Vice Chancellor for Research, Dean, Rutgers Graduate School of Biomedical Sciences</li> </ul>                                                                                                                                                                                                              |
| Session 6: Mentoring and coaching for faculty advancement                                             | <ul style="list-style-type: none"> <li>▪ Brent Ruben (OL)</li> <li>▪ Maral Mouradian, RBHS Vice Chancellor for Faculty Development</li> </ul>                                                                                                                                                                                                                                                                                                              |
| Session 7: Inclusive leadership                                                                       | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Sangeeta Lamba, Vice President for Faculty Development &amp; Diversity, Vice Chancellor for Diversity and Inclusion (RBHS)</li> </ul>                                                                                                                                                                                                                                             |
| Session 8: Finance and financial decision-making                                                      | <ul style="list-style-type: none"> <li>▪ Kathleen Bramwell, RBHS Senior Vice Chancellor for Finance and Administration</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| Session 9: Leading with empathy                                                                       | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Noa'a Shimoni, Medical Director, Student Health Services (NJMS)</li> <li>▪ Chantal Brazeau, Chief Wellness Officer (RBHS)</li> </ul>                                                                                                                                                                                                                                              |
| Session 10: Continuous improvement and leading change                                                 | <ul style="list-style-type: none"> <li>▪ Brent Ruben (OL)</li> <li>▪ Joseph Barone, Dean, School of Pharmacy</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| Session 11: Anticipating risks and leading during crises                                              | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Mary O'Dowd, RBHS Executive Director of Health Systems and Population Health Integration</li> <li>▪ Antonio Calcado, Executive Vice President &amp; Chief Operating Officer</li> </ul>                                                                                                                                                                                            |
| Session 12: Conclusion/Fellows' choice                                                                | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Reynold Panettiere, Vice Chancellor for Translational Medicine and Science (RBHS)</li> <li>▪ Jennifer Hollingshead, Vice Chancellor of Marketing and Communications (RBHS)</li> <li>▪ Amy Murtha, Dean, Robert Wood Johnson Medical School</li> </ul>                                                                                                                             |
| Session 13: Capstone Project Presentations                                                            | <ul style="list-style-type: none"> <li>▪ Ralph Gigliotti (OL)</li> <li>▪ Brent Ruben (OL)</li> <li>▪ Brian Strom, RBHS Chancellor</li> <li>▪ Jeffrey Carson, RBHS Provost – New Brunswick</li> <li>▪ Patricia Fitzgerald-Bocarsly, RBHS Provost – Newark</li> <li>▪ Bishr Omary, Senior Vice Chancellor for Academic Affairs and Research</li> </ul>                                                                                                       |

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