Snapshot of Academic Leadership Development Programs

Rutgers University

Center for Organizational Development & Leadership

Prepared by: Ralph Gigliotti, ralph.gigliotti@rutgers.edu

January 13, 2014
Snapshot of Academic Leadership Development Programs

Introduction:

This document provides a snapshot of 15 academic leadership development programs for faculty at the following institutions:

1. Michigan State University
2. Purdue University
3. University of North Carolina at Chapel Hill
4. Indiana University
5. The Pennsylvania State University
6. The Ohio State University
7. Northwestern University
8. University of Wisconsin - Madison
9. University of Kansas
10. University of Missouri, Columbia
11. University of Virginia
12. Western Michigan University
13. Oregon State University
14. Stanford University School of Medicine
15. Emory University

The programs vary in size, duration, format, sponsoring department(s), and program theme(s). Despite their unique differences, the selected academic leadership programs focus on unique considerations for effective leadership in higher education. Nearly all of the initiatives offer workshops on distinct leadership topics, taught by leadership experts both within and beyond the institution.

Upon reviewing the specific program websites, the academic leadership initiatives at Michigan State University, Purdue University, and the University of North Carolina at Chapel Hill stood out as model programs for several reasons. First, these institutions offer differentiated activities and services for academic leadership development. For example, Michigan State organizes the leadership opportunities into the following categories: Orientations, Administrator Briefings, Workshops & Seminars, Cohort Programs, and Services. Next, the leadership development programs at these institutions reflect the unique character of the institution. For instance, the University Leadership Education and Development (U-LEAD) program at UNC provides emerging leaders with the space to think through “real [UNC] issues,” in order to then produce practical and actionable outcomes that are relevant to the university. Finally, these three initiatives offer smaller communities of practice for thoughtful and intentional leadership education. Two examples include the Leadership Learning Communities at Michigan State and the Provost Fellows program at Purdue. All three programs appear to have strong institutional support, along with a clear organizational structure in place.
Snapshot of Academic Leadership Development Programs

1) **Institution:** Michigan State University

**Program:** Leadership Development Programs: Executive Leadership Academy Seminars, Administrator Briefings, Workshops for Faculty on Leadership & Academic Life, Faculty Leadership Learning Communities

**Coordinating Office(s):** Office of Faculty & Organizational Development, Office of the Provost, Academic Human Resources, & Human Resources

**Website:** [http://fod.msu.edu/sites/default/files/108403_2013_fall_lead_web.pdf](http://fod.msu.edu/sites/default/files/108403_2013_fall_lead_web.pdf)

**Program Description:** The Executive Leadership Academy (ELA), sponsored jointly by Academic Human Resources and Human Resources, provides opportunities for high quality cross-campus leadership development and dialogue. Activities are free of charge to all participants.

The Executive Leadership Academy includes two components:

1) The Leadership Seminar Series - addresses core leadership competencies in half- and full-day facilitated sessions.

2) The Leadership Fellows Program - the goals of the Executive Leadership Academy are to deepen and enrich the leadership skills of current and emerging University leaders and provide a cross-institutional approach to leadership development.

Additional opportunities include Administrator Briefings (conversations with university administrators), Workshops for Faculty on Leadership and Academic Life, & Faculty Learning Communities. Launched in Spring 2013, the Faculty Learning Communities enable colleagues to explore a focused topic within a community of practice over time.
## Snapshots of Academic Leadership Development Programs

### Appendices:

<table>
<thead>
<tr>
<th>MSU F&amp;OD Leadership Development Opportunities</th>
<th>INTENDED PARTICIPANTS*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Chairs</td>
</tr>
<tr>
<td>New Administrator Orientation</td>
<td>•</td>
</tr>
<tr>
<td>Informal Conversations with Terry Curry**</td>
<td>•</td>
</tr>
<tr>
<td>Conversation with the President</td>
<td>•</td>
</tr>
<tr>
<td>Conversation with the Provost</td>
<td>•</td>
</tr>
<tr>
<td>Leadership and Administrator (LEAD) Seminar Series</td>
<td>•</td>
</tr>
</tbody>
</table>

### Additional Information:

- **Leadership and Administrator (LEAD) Seminar Series**: Several (1) (2) (3)
- **Workshops for Faculty on Leadership and Academic Life**: Several (1) (2) (3)
- **Executive Leadership Academy (ELA) Seminars**: Human Resources
- **Executive Leadership Academy (ELA) Workinars**: Human Resources
- **CIC ALP (Committee on Institutional Cooperation Academic Leadership Program)**: Several
- **Leadership Learning Communities (LLCs)**: Human Resources
- **Leadership Development Consultations**: Human Resources
- **Organizational Development Consultations**: Human Resources
Snapshots of Academic Leadership Development Programs

2) Institution: Purdue University

Program(s): Faculty Leadership Development Opportunities

Coordinating Office(s): Office of the Provost

Website: https://www.purdue.edu/provost/faculty/development/index.html

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

1. ADVANCE Initiatives: An initiative of the Purdue Center for Faculty Success (PCFS), ADVANCE-Purdue programming covers topics including faculty advancement, success and tenure (FAST) development series, diversity programs, and workplace violence programs, among others.

2. Entrepreneurial Leadership Academy (Burton D. Morgan Center): The Academy identifies and honors faculty with strong entrepreneurial interest, encourages brainstorming and networking among them and motivates them to add entrepreneurial concepts into existing courses or add new courses.

3. Provost Fellows: Provost Fellows are selected annually to work on specific administrative projects. Up to five faculty who have demonstrated leadership potential and have an interest in administration will be chosen.

4. Susan Bulkeley Butler Center for Leadership Excellence: The Butler Center provides research support, educational seminars, workshops and experiences that enhance both aspiring and experienced leaders’ understanding and ability to manage today’s complex institutions of various types, particularly colleges and universities.

Programs of the Butler Center include:
   a. Conference for Pre-tenure Women: This year’s conference will include an opportunity for participants to have their Curriculum Vitae (CV) reviewed, one-on-one, with a tenured faculty member. This will also be an opportunity to discuss (overall) your Promotion and Tenure Document and how to strengthen it.
   b. Distinguished Women Scholars: Founded in 2011, this awards program honors alumnae who earned a Purdue doctorate and have made significant scholarly contributions to their academic communities.
   c. Purdue Women Lead: Purdue Women Lead was created to provide support to women in formal leadership positions at Purdue.
   d. Women Resource Network: The Women’s Resource Network (WRN), formerly known as WRO, is charged with serving the Purdue Community through resources, referrals and educational services.

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

The Office of Leadership & Organizational Development also offers an impressive list of leadership services for the university (http://www.purdue.edu/hr/lod/index.html).
Appendices:

### Academic Leadership Forum

#### 2011-12 Schedule

All Academic Leadership Forums are from 3:30 p.m. to 5:00 p.m. unless otherwise noted.

- **September 7, 2011 (STEW 310)**
  - Provost’s Priorities and Decadal Funding Plan (PDF)
  - Tim Sands, Executive Vice President for Academic Affairs and Provost

- **October 20, 2011 (STEW 302)**
  - Student Success: Foundations of Excellence, IMPACT, Core Curriculum (PDF)
  - Dave Whitten, Vice Provost for Undergraduate Academic Affairs

- **November 2, 2011 (PFIN 241 Deans’ Auditorium)**
  - New and Modified Faculty Policies
  - Alisia Rolfeck, Vice President for Ethics and Compliance
  - Dave Tice, Farnell, Stuart and Foreign LP
  - Jeff Roberts, Frederic L. Hinds Dean of the College of Science
    - Required for all deans and department heads

- **December 9, 2011 (STEW 314)**
  - Strategic Plan Progress (PDF)
  - Rob Mulroney, Director of Strategic Planning and Assessment

- **January 12, 2012 (STEW 314)**
  - Faculty Affairs (PDF)
  - Beverly Deppe Tupper, Vice Provost for Faculty Affairs

- **February 8, 2012 (STEW 314)**
  - National Reading Program Announcement
  - Jared Tippett, Director of Student Access, Transition and Success (SATS)
  - Sharon Weier, Professor of Library Science and II Wayne Baker Chair in Information Literacy Research
  - Richard Buchica, Vice President for Research

- **March 8, 2012 (STEW 314)**
  - Undergraduate Research
  - Greg Michalson, Provost Fellow and Associate Professor of Earth and Atmospheric Sciences and Chemistry

- **April 19, 2012 (PFIN 241, Deans’ Auditorium)**
  - Diversity
  - G. Christine Taylor, Vice Provost for Diversity and Inclusion

---

Each year during the strategic plan, up to five faculty members who have demonstrated leadership potential and have an interest in administration will be chosen to work on specific projects.

### Program Overview

- Opportunities to gain a general overview of the university including administrative processes such as academic planning, budgets, governance, governmental relations, Board of Trustees, strategic planning, research, student programs, etc.
- Opportunities to participate in discussions about the challenges of higher education, the 21st century university, the changing professorate, the changing student body, and the changing nature of teaching, learning, and scholarship.
- Opportunities to work in areas of particular interest and expertise and contribute to the decision making activities related to such areas.

### Areas of Focus

- Student Success: retention, graduation, student support services, innovations in learning, distance learning, continuous improvements in gateway courses, etc.
- Faculty Development: faculty retention and succession, promotion and tenure policies, campus climate, faculty development, new faculty orientation, mid-career faculty issues, faculty awards, sabbatical leaves, new programs and projects, etc.
- Research Administration: review and development of Purdue’s cost share processes and research core facilities, and other related activities.

### Who is eligible?

Tenured faculty members on the Purdue University West Lafayette campus.

### What is the compensation?

Typically appointments are up to 0.5 FTE for two semesters. Salary savings will be returned to departments associated with the budgeted salary of the faculty member.

### How do I apply?

Forward the following documents to Kinta Kelley:

- A letter specifying one or the areas of focus with a proposal for a project of interest along with a summary of your relevant expertise and experience
- A current curriculum vitae
- A letter of endorsement from your department head (or dean if the applicant is a department head)
3) **Institution:** University of North Carolina at Chapel Hill

**Program:** University Leadership Education and Development (U-LEAD)

**Coordinating Office(s):** Human Resources

**Website:** [http://hr.unc.edu/training-talent-development/specialized-programs-and-resources/ulead/](http://hr.unc.edu/training-talent-development/specialized-programs-and-resources/ulead/)

**Program Description:** The University Leadership Education and Development (U-LEAD) program provides an opportunity to develop highly skilled and motivated leaders prepared to meet the challenges of the University's changing environment.

Leadership development in the university setting is a collaborative process. Participants learn from our world-renowned faculty, from outside experts, and from each other. They gain the practical insight, knowledge, skills, and confidence needed for leadership effectiveness, through classroom sessions, active assessments of leadership characteristics, and participation in an intensive, practical, three-week project that addresses a major campus issue. Then they apply what they've learned in the real laboratory of the workplace – in the office the next morning.

The program includes:

- Professional development classroom sessions will cover topics such as communication, negotiation, strategic thinking, the business of higher education, leading change, and using Appreciative Inquiry in leadership.
- Teams will work on projects that focus on real University issues and culminate with public presentations to senior administrators and written reports. Projects are expected to produce practical and actionable outcomes for both UNC-Chapel Hill and NCCU.
- Participants will create a personal leadership development plan derived from a 360-degree feedback assessment.
- Peer coaching will enhance the practice of coaching and listening skills, promote networking, and provide support and feedback for fellow participants.
- The program has three prerequisites, which should be completed prior to Orientation. Participants will be encouraged to complete their prerequisites as a cohort. Special sections of the prerequisites will be scheduled for this purpose.

18 applicants are accepted and there is no fee to participate.
## Program Schedule For 2013

<table>
<thead>
<tr>
<th>Event</th>
<th>Activity</th>
<th>Date &amp; Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisites Completed</td>
<td>Managing Interactions with Employees Valuable Presentation Skills Myers-Briggs Type Indicator</td>
<td>Completed by Aug. 20</td>
</tr>
<tr>
<td>Orientation</td>
<td>Peer Coaching Project Teams Complete 360 Multi-Rater Assessment</td>
<td>Tuesday, Aug. 20 1-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Class 1</td>
<td>Crucial Conversations© Instructor: Amy Podurgal</td>
<td>Tuesday-Wednesday, Sept. 10-11 8:30 a.m.-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Class 2</td>
<td>Coaching Skills for Leaders Instructor: TBD</td>
<td>Tuesday, Sept. 17 8:30 a.m.-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Class 3</td>
<td>Negotiation Skills for Leaders Instructor: Alison Fragale</td>
<td>Tuesday, Sept. 24 8:30 a.m.-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Class 4</td>
<td>Strategic Thinking Instructor: Hugh O’Neil, Kenan-Flagler Business School</td>
<td>Thursday, Oct. 3 8:30 a.m.-4:30 p.m. TBD</td>
</tr>
<tr>
<td>Class 5</td>
<td>Appreciative Leadership© Instructor: Diana Whitney</td>
<td>Tuesday, Oct. 15 8:30 a.m.-4:30 p.m. Hyde Hall, UNC-Chapel Hill</td>
</tr>
<tr>
<td>Class 6</td>
<td>Leading Change Instructor: TBD</td>
<td>Thursday, Oct. 24 8:30 a.m.-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Class 7</td>
<td>Business of Higher Education University Senior Leadership</td>
<td>Wednesday, Oct. 30 8:30 a.m.-4:30 p.m. Friday Center</td>
</tr>
<tr>
<td>Project Reports</td>
<td>Presentation of Team Project Reports Project Evaluations</td>
<td>Friday, Nov. 12 8:30 a.m.-2 p.m. Friday Center</td>
</tr>
<tr>
<td>Graduation</td>
<td>Moving from Reflection to Application Luncheon and Graduation Ceremony</td>
<td>Wednesday, Dec. 4 11 a.m.-2 p.m. Carolina Club</td>
</tr>
</tbody>
</table>
4) **Institution**: Indiana University

**Program**: Management Training Series

**Coordinating Office(s)**: Human Resources & Organizational Development

**Website**: [http://www.indiana.edu/~uhrs/training/man-training.html](http://www.indiana.edu/~uhrs/training/man-training.html)

**Program Description**: The Management Training Series is designed to empower a select group of leaders, from throughout Indiana University, to master the organizational and leadership challenges they face now and in the future. Drawing upon resources from both inside and outside the University, the Management Training Series presents leading-edge sessions designed to assist participants in improving performance in their current positions, as well as prepare them for possible additional responsibilities. Participants meet one day a month, for seven months, beginning in October and cover topics such as: Planning, Managing Change Transitions, Accountability, Expectations, Coaching, Leadership and more. In addition to the monthly sessions, participants are expected to participate in project teams that will afford them the opportunity to apply what they are learning to a real-life situation, in real time. They will also be expected to establish their own professional leadership development goals with action plans and outcomes.

**Appendix:**
5) **Institution:** The Pennsylvania State University

**Program:** Academic Leadership Academy

**Coordinating Office(s):** The Center for the Study of Higher Education

**Website:** [http://www.ala.psu.edu/](http://www.ala.psu.edu/)

**Program Description:** The Academic Leadership Academy provides practical administrative knowledge and skills to academic administrators, including department heads, program directors, academic deans, vice presidents, and provosts. Many of these administrators are faced with difficult internal and external challenges. These challenges can prevent administrators from performing their duties effectively. Thus, appropriate professional development is helpful in fostering the necessary leadership skills. The curriculum will cover a range of important and practical subjects. The academy consists of both a summer on-site session and six virtual sessions throughout the following academic year. The on-site topics include Leadership Development, Organizational Dynamics, Shared Governance, Communication, Faculty Employment Issues, Faculty Development, Strategic Management, Budgeting, Conflict Resolution, and Organizational Change.

**Appendix:**
Snapshot of Academic Leadership Development Programs

6) Institution: The Ohio State University

Program: The President & Provost’s Leadership Institute

Coordinating Office(s): Human Resources & The Women’s Place

Website: http://womensplace.osu.edu/leadership-programs.html#PPLI

Program Description: The President and Provost’s Leadership Institute (PPLI) focuses on long-term faculty leadership development. The primary goals of the institute are to create a pool of potential leaders from groups that traditionally have been underrepresented in key leadership roles and to develop leaders who can create a culture that is supportive of all faculty members. The institute focuses on the nature of effective leadership rather than on the tasks for which academic leaders are responsible. This 18-month program is designed to allow participants to engage in self-assessment and professional development. The leadership institute utilizes a variety of learning experiences, including:

- A series of experiential workshops
- A project developed and completed by each participant (PPLI only)
- A mentoring relationship with an experienced academic leader (PPLI only)
- Small and informal interactive lunches with university leaders
- Lunch presentations by university leaders
- Career mapping (PPLI-Intensive; optional for PPLI)

Appendix:
7) Institution: Northwestern University

Program: Staff Leadership at Northwestern

Coordinating Office(s): Office of Human Resources

Website: [http://www.northwestern.edu/hr/workplace-learning/leadership-and-management/staff-leadership/index.html](http://www.northwestern.edu/hr/workplace-learning/leadership-and-management/staff-leadership/index.html)

Program Description: This customized "Staff Leadership at Northwestern" professional development process offers NU directors and associate deans a unique opportunity to acquire knowledge and build skills as a University-wide cohort. By working with Kellogg faculty, NU executives, a leadership coach, and each other, these key mid-level leaders accelerate their ability to develop and implement strategies to help their units, schools, and the University continue moving forward.

Appendix:
Snapshot of Academic Leadership Development Programs

8) **Institution:** University of Wisconsin - Madison

**Program:** Faculty Leadership Series

**Coordinating Office(s):** Office of Human Resource Development

**Website:** [https://www.ohrd.wisc.edu/ohrdcatalogportal/Default.aspx](https://www.ohrd.wisc.edu/ohrdcatalogportal/Default.aspx)

**Program Description:** Continuing its commitment to create professional training opportunities for faculty, the Office of Human Resource Development offers a variety of workshops within the Faculty Leadership Series (ALS). Designed for deans, assistant and associate deans and department and program chairs, these workshops encourage and promote excellence by providing leaders with the skills they will need in order to succeed in their professional endeavors. Both experienced and inexperienced leaders will benefit from ALS workshops, which offer foundation training for new leaders and continued enrichment for more experienced leaders.

**Appendix:**

<table>
<thead>
<tr>
<th>Upcoming Events</th>
<th>Date</th>
<th>Start Time</th>
<th>End Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Tenure Process at UW-Madison - Biological Sciences</td>
<td>1/14/2014</td>
<td>11:00 AM</td>
<td>12:00 PM</td>
<td>Memorial Union - See &quot;Today, in the Union&quot; for actual room</td>
</tr>
<tr>
<td>The Tenure Process at UW-Madison - Social Sciences</td>
<td>1/14/2014</td>
<td>2:00 PM</td>
<td>4:00 PM</td>
<td>Memorial Union - See &quot;Today, in the Union&quot; for actual room</td>
</tr>
<tr>
<td>The Tenure Process at UW-Madison - Physical Sciences</td>
<td>1/15/2014</td>
<td>10:00 AM</td>
<td>12:00 PM</td>
<td>Memorial Union - See &quot;Today, in the Union&quot; for actual room</td>
</tr>
<tr>
<td>The Tenure Process at UW-Madison - Arts &amp; Humanities</td>
<td>1/16/2014</td>
<td>2:00 PM</td>
<td>4:00 PM</td>
<td>Memorial Union - See &quot;Today, in the Union&quot; for actual room</td>
</tr>
<tr>
<td>Chairs Chat: Helping You Help Me: The Chair-Staff Team</td>
<td>2/3/2014</td>
<td>11:30 AM</td>
<td>1:00 PM</td>
<td>University Club</td>
</tr>
<tr>
<td>Chairs Chat: Career Phases: Developing Faculty Leaders After Tenure</td>
<td>3/4/2014</td>
<td>11:30 AM</td>
<td>1:00 PM</td>
<td>University Club</td>
</tr>
<tr>
<td>Chairs Chat: Showcase in Union South - 9:30 A.M. (check TITU Double Topic – “It’s Good for Me. Is It Good for You?” and “Special Initiative on Civility and Bullying”</td>
<td>3/5/2014</td>
<td>9:00 AM</td>
<td>10:30 AM</td>
<td>Union South - See &quot;Today, in the Union&quot; for actual room</td>
</tr>
<tr>
<td>Chairs Chat: Passing and Taking the Baton: Incoming and Outgoing Chairs Discuss the Handoff</td>
<td>4/8/2014</td>
<td>11:30 AM</td>
<td>1:00 PM</td>
<td>University Club</td>
</tr>
<tr>
<td>Reflecting on the First Year: A Luncheon for New Faculty Hosted by the Provost</td>
<td>5/14/2014</td>
<td>11:45 AM</td>
<td>1:00 PM</td>
<td>University Club, Banquet Room</td>
</tr>
</tbody>
</table>
9) **Institution:** University of Kansas

**Program:** Senior Administrative Fellows Program

**Coordinating Office(s):** Office of the Provost

**Website:** [https://facultydevelopment.ku.edu/senior-admin-fellows](https://facultydevelopment.ku.edu/senior-admin-fellows)

**Program Description:** To assist faculty who have an interest in or talent for administration, the Office of the Provost coordinates the Senior Administrative Fellows program. This program allows selected faculty to explore senior administration without having to take time away from teaching, service, or research. A total of five to eight faculty members are selected from nominations each year as Senior Administrative Fellows. The Fellows work together for approximately four hours per month in exploration of the “nuts and bolts” of senior administration at KU. There is no stipend or release time offered or expectation of an administrative position at the conclusion of the year. Fellows benefit from:

- Time spent with senior administrators at KU exploring the nature of the work they do and the challenges they face;
- Twice-monthly meetings designed to give a general overview of all the major units of the university including administrative units such as budget, human resources, general counsel, and governmental relations;
- Discussions on such major issues as academic leadership, the future of higher education, and public policy;
- Insight into senior level decision processes.

**Appendix:**
Snapshot of Academic Leadership Development Programs

10) **Institution**: University of Missouri, Columbia

**Program**: Chancellor’s Emerging Leaders Program

**Coordinating Office(s)**: Human Resources

**Website**: [http://hrs.missouri.edu/training/managers-and-supervisors/emerging-leaders.php](http://hrs.missouri.edu/training/managers-and-supervisors/emerging-leaders.php)

**Program Description**: The Chancellor’s Emerging Leaders Program (CELP) is designed for current leaders and those who seek to become leaders at Mizzou. Specifically, those individuals who have demonstrated high levels of responsibility in their current position, have the potential for leadership growth, and have an interest in enhancing their understanding and effectiveness as leaders. It combines active participation, personal and professional assessment information and direct application of skills to improve leadership competencies.

The program consists of seven sessions over the course of several months, including a three-day workshop based on The 7 Habits of Highly Effective People and a two-day training session on conflict management. Participants also discuss topics such as team-building, ethics, cultural competency, and work-life balance. Graduates of the CELP are equipped with professional and leadership development skills that will enhance their performance.

**Appendix**:

- **PROGRAM HIGHLIGHTS**
  - Active team-building activities
  - A 360-degree assessment through the Leadership Enhancement and Development System (LEADS)
  - Networking and mentoring
  - Extensive practice and instruction in Managing Workplace Conflict

- **PROGRAM GOALS**
  - Provide participants with the tools, experiences and resources to enhance their management and leadership abilities.
  - Create networks of leaders with graduates of the CELP program
  - Develop improved team-building skills and collaborative practices.
  - Provide personal and professional feedback to participants on leadership development and personal growth.

Successful graduates of the **Chancellor’s Emerging Leaders Program** are equipped with professional and leadership skills that will enhance their performance.

To apply for the **Chancellor’s Emerging Leaders Program**, visit [hrs.missouri.edu/training](http://hrs.missouri.edu/training) and click on the Chancellor’s Emerging Leaders link to find the application form.

*This program was created by Human Resource Services and Administrative Leadership Development Program members.*
11) **Institution:** University of Virginia

**Program:** Leadership in Academic Matters (LAM)

**Coordinating Office(s):** Vice Provost for Faculty Development

**Website:** [http://www.virginia.edu/vpfd/lam.html](http://www.virginia.edu/vpfd/lam.html)

**Program Description:** Leadership in Academic Matters (LAM) is a faculty development opportunity focused on supporting, inspiring, and rewarding those who, in these myriad roles, have demonstrated leadership characteristics and future potential.

LAM provides participants with concrete resources, access to expertise and experiential learning opportunities focused on a variety of topics including managing change, building and managing teams, difficult conversations, developing successful networks, and finding life balance in a dynamic and growing career. Weekly half-day sessions are conducted over the course of several months, facilitated by leading experts in academic leadership.

Participation is limited to 30 faculty members per session. Individuals wishing to participate must be nominated.

**Appendix:**

---

**Leadership in Academic Matters (LAM)**

Faculty at all levels of an academic organization face discrete leadership challenges. The very structure of our institution, the obligations and the privileges of shared governance, as well as the expectations of our faculty to be nationally recognized teachers and scholars, mean that faculty play many roles.

Leadership in Academic Matters (LAM) is a faculty development opportunity focused on supporting, inspiring, and rewarding those who, in these myriad roles, have demonstrated leadership characteristics and future potential.

LAM provides participants with concrete resources, access to expertise and experiential learning opportunities focused on a variety of topics including managing change, building and managing teams, difficult conversations, developing successful networks, and finding life balance in a dynamic and growing career. Weekly half-day sessions are conducted over the course of several months, facilitated by leading experts in academic leadership.

**Participation**

Participation is limited to 30 faculty members per session. Individuals wishing to participate must be nominated.

Although anyone can nominate a faculty member for participation, nominations should include a letter or email of support from the nominee’s department chair as well as a brief statement as to how the nominee will benefit from and contribute to the program. Nominationsolve at [email protected]
Snapshot of Academic Leadership Development Programs

12) **Institution:** Western Michigan University

**Program:** Academic Leadership Academy

**Coordinating Office(s):** Office of Faculty Development

**Website:** [http://www.wmich.edu/facdev/Programs/Academy.html](http://www.wmich.edu/facdev/Programs/Academy.html)

**Program Description:** The academy is a year-long learning community in which the participants and facilitators meet weekly to engage with invited speakers, work through literature on leadership together, discuss specific situations in which leadership skills are used, and develop, implement, and troubleshoot leadership projects. Participants meet weekly on Thursdays, 12:00 p.m. - 1:30 p.m. The academy is designed for faculty and university professional staff at or above the assistant or associate director level.

**Appendix:**

**Selected Topics & Readings from Academic Leadership Academy**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Readings</th>
</tr>
</thead>
</table>
*Guest: Mark Rainey, Ph.D.* |
| **Conceptualizing Leadership** | Lenny, Lefty, and Chancellor Slaughter – Portraits in Leadership: Six Extraordinary University Presidents  
Arthur Padilla  
Leadership Ethics – Leadership: Theory and Practice  
Peter Northouse  
Addressing Ethics in Leadership – An Introduction to Leadership Concepts and Practice  
Peter Northouse |
| **Leadership Styles** | Recognizing your Philosophy of Leadership – An Introduction to Leadership Concepts and Practice  
Peter Northouse |
| **The Context of Academic Leadership: University History & Structure** | Evolution of University Organization  
E.D. Duryea  
Shared Governance and External Constraints  
Robert O. Berdahl |
<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Assessment Interpretation &amp; Reflection</td>
<td><em>Guest: Mark Rainey, Ph.D.</em></td>
</tr>
<tr>
<td>Targeted Leadership Development Plan Overview Leadership Projects Q&amp;A</td>
<td></td>
</tr>
<tr>
<td>Organizational Culture &amp; the Culture at WMU</td>
<td>Defining Organizational Culture &amp; Uncovering the Levels of Culture – Organizational Culture &amp; Leadership Edgar H. Schein</td>
</tr>
<tr>
<td>University Financing – External and Internal</td>
<td><em>Frank A. Schmidtlein</em></td>
</tr>
<tr>
<td>Pulling the Pieces Together – Leadership and Context</td>
<td>Case</td>
</tr>
</tbody>
</table>
Snapshot of Academic Leadership Development Programs

13) **Institution:** Oregon State University

**Program:** Leadership Academy

**Coordinating Office(s):** Office of Academic Affairs

**Website:** [http://oregonstate.edu/admin/aa/leadership-academy](http://oregonstate.edu/admin/aa/leadership-academy)

**Program Description:** The Academy is a program that has been designed to foster the next generation of academic leaders at Oregon State University and further the development of our current Department and School Heads and Chairs. Members of the Academy were nominated by the Deans of each college. Topics discussed over the course of the program include, but are not limited to: making good hires, supporting and promoting faculty, strategic thinking, leadership styles, and budgeting.

Each academic year focuses on a different theme. Recent themes include "Creating Interdisciplinary Campus Cultures" (2010-2011) and "Leading at an International Research University" (2011-2012).

**Appendix:**
Snapshot of Academic Leadership Development Programs

14) Institution: Stanford University School of Medicine

Program: Faculty Fellows Leadership Program

Coordinating Office(s): Office of Diversity & Leadership

Website: http://med.stanford.edu/diversity/leaders/development.html

Program Description: The Faculty Fellows Program is offered to selected mid-level faculty members on track to become high-level leaders. The goals of the program are to build community and to instill the skills and attitudes of leaders, including a commitment to the role of diversity in achieving excellence. Three major components make up the Faculty Fellows Program:

1. Monthly Dinner Meetings - Fellows attend monthly meetings featuring invited leaders who serve as role models by sharing their own leadership journeys, describing their own leadership styles and addressing specific challenges they have faced in their own careers.
2. Small-group Leadership Mentoring - Faculty members with the rank of full professor serve as volunteer mentors to groups of four or fewer participants. The groups meet once between each of the dinner meetings to discuss leadership challenges specifically and in general. Other topics, such as work/life balance issues, are also open for discussion.
3. Development Planning - Fellows engage in a structured process aimed at identifying opportunities for growth and development. The result is a personalized career development plan that they work with their chair or division chief to implement. Both the fellow and the chair/division chief are encouraged to take what they learn about the process for successfully developing career development plans and implement it with others whom they supervise.

Selection Process - The Faculty Fellows Program is designed to include 14 to 16 participants each year. Candidates are nominated by their department chairs and other supervisors, and are ranked on the basis of leadership potential and demonstrated commitment to building diversity. Particular effort is made to ensure diversity within each cohort, with approximately half being women and 25 percent being from underrepresented minorities.

A complementary program, the Stanford Leadership Development Program, includes hands-on leadership projects and leadership training for 25 to 30 participants each year.
15) **Institution:** Emory University  
**Program:** Academic Leadership Program  
**Coordinating Office(s):** Office of Diversity & Leadership  
**Website:** [http://med.stanford.edu/diversity/leaders/development.html](http://med.stanford.edu/diversity/leaders/development.html)

**Program Description:** The Academic Leadership Program (ALP) is designed to provide development for Emory's academic leaders. The goals of the program are (1) to strengthen academic leadership performance across the university, and (2) to establish a leadership pipeline for succession planning.

WHAT IT IS:

- A year-long strategic program of case studies, leadership development training, skills sessions, financial management planning, and hands-on projects related to faculty matters at the university.
- An accelerated program of internal leadership development for the next generation of Emory's academic leaders: current and future chairs, deans, division leaders, and other senior faculty leaders.
- A vehicle for succession planning that seeks to:  
  - Retain the university's best faculty;  
  - Provide concrete opportunities for leadership in academic affairs;  
  - Promote and develop from within;  
  - Ensure success at key transitions along the faculty life-course.

WHO OVERSEES ALP:

- The ALP is a program offered by the Provost’s office and organized by the Office of the Senior Vice Provost for Academic Affairs.
- Facilitators include both Emory faculty and national experts in leadership development, financial management, faculty recruitment, promotion, and retention, and other academic leadership areas
**Appendix:**

### ALP 2012 Program Dates

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
</tr>
</thead>
</table>
| December 15, 2011 2:00 – 4:00 pm Administration Building—Room 400 | Orientation to ALP  
Participant and Sponsor are required to attend. |
| January 20, 2012 9:30 -11:00 am | Program Kick-off with President Wagner and Provost Lewis |
| February 1-3, 2012 Goizueta Foundation Center 8:00 am – 5:00 pm | Goizueta Curriculum  
- Leadership Styles  
- Leading Change  
- Worklife/Balance  
- Perception and Self Awareness: The Birkman Method  
- Leadership and your 360  
- Behaviors at Work: Moving from Insight to Action |
| March 2, 2012 1599 Clifton Road, Room 1.D 8:00 am – 5:00 pm | Learning Services Curriculum  
- Crucial Conversation (Part 1) |
| March 9, 2012 1599 Clifton Road, Room 1.432 8:00 am – 5:00 pm | Learning Services Curriculum  
- Crucial Conversation (Part II) |
| March 28, 2012 Goizueta Foundation Center 8:00 am – 5:00 pm | Goizueta Curriculum  
- Project Management  
- Introduction to Group Projects  
- Team Birkman Review |
| April 26-27, 2012 Goizueta Foundation Center 8:00 am – 5:00 pm | Goizueta Curriculum  
- Strategic Thinking  
- Corporate Strategy  
- Academic Administrators on Strategy and Planning  
- University Sources of Revenue and Strategic Decision Making  
- Intersection of Planning and Budgeting  
- Balanced Scorecards |
| May 7, 2012 1599 Clifton Road, Rooms 1D and 1A 9:00am – 4:00pm | Work-Life Balance  
- Promotion and Tenure: Policies and Issues |
## Snapshot of Academic Leadership Development Programs

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Curriculum</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 24, 2012</td>
<td>Goizueta Foundation Center</td>
<td><strong>Goizueta Curriculum</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Oral Presentation Skills</strong></td>
</tr>
<tr>
<td>September 21, 2012</td>
<td>1599 Clifton Road, Room 1.432</td>
<td><strong>Interviewing Skills</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Recruiting Faculty</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Leading Effective Meetings</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Review and Evaluation of Direct Reports</strong></td>
</tr>
<tr>
<td>October 19, 2012</td>
<td>1599 Clifton Road, Room 1.432</td>
<td><strong>Faculty Development</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Mentoring Faculty</strong></td>
</tr>
<tr>
<td>November 16, 2012</td>
<td>1599 Clifton Road, Room 1.432</td>
<td><strong>Goizueta Curriculum</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Negotiation</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Fundraising</strong></td>
</tr>
<tr>
<td>December 12, 2012</td>
<td>1:00 – 5:00 pm, Location: <strong>TBA</strong></td>
<td><strong>Project Presentations, Graduation, and Reception</strong></td>
</tr>
</tbody>
</table>


---

23