Preparing Higher Education Leaders: A Conceptual, Strategic, and Operational Approach

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Center for Organizational Development and Leadership
Rutgers University

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Presenter Information

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Learning Objectives

As a result of participating in today’s session, you will be able to:

▪ Discuss and differentiate the conceptual, strategic, and operational dimensions to leadership education.
▪ Identify the central concepts, competencies, and tools offered in the Rutgers Leadership Academy curriculum.
▪ Explain the need for bringing faculty and staff together to address contemporary challenges in higher education.
▪ Describe current approaches to faculty/staff leadership training and development at their home institutions.
▪ Practice an interactive activity that is included in the Rutgers Leadership Academy.
The Rutgers Center for Organizational Development and Leadership (ODL) provides programs and consultation in the areas of organizational advancement and academic and administrative leadership development designed to help administrators, faculty, staff, and graduate and medical students develop and enhance their personal leadership and organizational knowledge and competencies.

For more information, contact us at: center@odl.rutgers.edu  ❖ 848-932-3963  ❖ www.odl.rutgers.edu

Organizational Advancement
A portfolio of programs and services to enhance organizational excellence
- Strategic Planning
- Organizational Assessment
- Outcomes Measurement
- Workplace Climate Measurement and Analysis
- Communication and Change Planning
- Cross-Organizational Program Development
- Customized Programs

Academic and Administrative Leadership Development
A portfolio of collaborative leadership development programs
- Rutgers Leadership Academy (RLA)
- Rutgers Academic Leadership Program for Deans and Chairs (ALP)¹
- PreDoctoral Leadership Development Institute (PLDI)²
- Distinction in Leadership in Academic Healthcare³
- Leadership Assessment
- Big Ten Academic Alliance (BTAA) Leadership Programs⁴
- Leadership at Lunch Seminars

Consulting, Research, and Program Development

¹Sponsored by ODL; Graduate School-NB; Office of the Chancellor, Rutgers-NB; Office of Senior Vice President for Academic Affairs; and the School of Communication and Information.
²Sponsored by ODL; the Graduate School-NB; Office of the Chancellor, Rutgers-NB; Office of the Senior Vice President for Academic Affairs, and the School of Communication and Information.
³Offered by Robert Wood Johnson School of Medicine in collaboration with ODL.
⁴Coordinated through the Office of the Chancellor, Rutgers-NB.
At the conceptual level, the ODL leadership curriculum includes a portfolio of programs and an array of modules grounded in relevant communication, leadership, and organizational theory.

This curriculum focuses on the development of cross-cutting leadership concepts, competencies, and tools needed to advance one’s department, program, or school; and to be able to guide colleagues in creating and implementing a shared and compelling vision for the future.
Strategic Dimension of Leadership Education

- Blending knowledge and skills
- Integrating vertical and horizontal leadership competencies (Ruben, 2012)
- Building bridges between faculty and staff
- Fostering collaborative engagement and sponsorship

Gigliotti & Ruben, 2017, *Journal of Leadership Education*
Building upon the aforementioned leadership curriculum and a strategic approach to leadership education, ODL offers a suite of collaborative programs for effective leadership development in higher education. The intended audience varies based on program, as do the learning outcomes, delivery methods, and methods of assessment for each program.

At an operational level, these programs seek to improve the leadership capacity of faculty, staff, and graduate students across the institution. At the same time, the involvement of current leaders as sponsors, mentors, and presenters broadens dialogue regarding organizational and leadership ideals and practices among all who are involved in any capacity with the programs.
The Rutgers Center for Organizational Development and Leadership
A national leader and resource to the higher education community

**LEADERSHIP PORTFOLIO**

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Rutgers Leadership Academy (RLA)</strong>[^1]</td>
<td>A two-year program focused on the development of cross-cutting leadership concepts, competencies, and tools for mid-career faculty and staff who aspire to broadened leadership roles within higher education.</td>
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<tr>
<td><strong>Rutgers Academic Leadership Program for Deans and Chairs (ALP)</strong>[^2]</td>
<td>An information-sharing forum for current deans and department chairs focused on issues and topics of interest for academic leadership.</td>
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<tr>
<td><strong>PreDoctoral Leadership Development Institute (PLDI)</strong>[^3]</td>
<td>A two-year leadership development program for Rutgers doctoral students focused on the knowledge and competencies necessary for future academic roles.</td>
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<tr>
<td><strong>Distinction in Leadership in Academic Healthcare</strong>[^4]</td>
<td>A two-year program for medical students focused on individual leadership and communication competencies and the broader system of academic medicine.</td>
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<tr>
<td><strong>Leadership Assessment</strong></td>
<td>The administration, interpretation, and use of assessments tool results for individual leaders and groups, along with customized facilitation based on the needs and goals of the unit or department.</td>
</tr>
<tr>
<td><strong>Big Ten Academic Alliance (BTAA) Leadership Programs</strong>[^5]</td>
<td>BTAA member-hosted seminars and networking for selected faculty Fellows designed to enhance understanding of the leadership challenges and opportunities at major research universities.</td>
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**Leadership at Lunch Seminars**
“Brown bag” lunch seminars that address a variety of skills, topics, and tools of potential use to any faculty, staff, and students with an interest in higher education leadership.

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[^1]: Sponsored by the Office of the Chancellor, Rutgers-NB. Mid-career faculty and staff within units or schools that report to the Chancellor of Rutgers-New Brunswick or the Chancellor of Rutgers Biomedical and Health Sciences are eligible to be nominated.

[^2]: Sponsored by ODL; Office of the Chancellor, Rutgers-NB; Office of Senior Vice President for Academic Affairs; the Graduate School-NB, University Human Resources; and the School of Communication and Information.

[^3]: Sponsored by ODL; the Graduate School-NB; Office of the Chancellor, Rutgers-NB; Office of the Senior Vice President for Academic Affairs, the Graduate School of Education, and the School of Communication and Information.

[^4]: Offered by Robert Wood Johnson School of Medicine in collaboration with ODL.

[^5]: Sponsored by the Office of the Chancellor, Rutgers-NB in collaboration with ODL.

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A careful and comprehensive review of the AAU member institution websites provided the following list of leadership development initiatives, which vary in size, duration, format, modality, sponsoring department(s), and program theme(s).

Gigliotti (2017)
Research Findings

- Roundtable Conversations with Peers, Senior Leaders, & Outside Leaders
- Coaching Sessions
- Leadership Assessments
- Leadership Profile & Individual Career Plans
- Leadership Certificate Programs
- Leadership Development Courses
- Career Development Passport
- Executive Leadership Academies
- Onboarding Opportunities
- Speaker Series
- Performance Management Programs
- Leadership Webinars
- Mentor Programs
- Self-Directed Online Leadership Resources
- Consultation Opportunities
- Leadership Libraries
- Succession Planning Resources
- Group Leadership Forums
- 360 Leader Assessments
- Talent Accelerators
- Fellowship Programs
- Supervisory Development Labs
- New Executive Officer Training Sessions
- Women’s Leadership Initiatives
- Leadership Newsletters
- Alumni Leadership Networks
- Leadership Lunches & Coffee Convos
Leadership Development on Your Campus

• Do you have a faculty/staff leadership development initiative on your campus?
• In what ways is the distinction between “conceptual,” “strategic,” and “operational” dimensions useful for describing and analyzing your program?
The Rutgers Leadership Academy (RLA) focuses on the development of cross-cutting leadership concepts, competencies, and tools to enhance professional capabilities for those in academic, professional, and administrative leadership roles.

RLA is a two-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.
Fellow Demographics

- 90 faculty and staff nominated for inaugural cohort
- 33 Fellows selected
- 3 no longer involved due to new professional responsibilities
- 15 men & 15 women
- 18 faculty & 12 staff
<table>
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<tr>
<th>Name</th>
<th>Title and Affiliation</th>
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<tbody>
<tr>
<td>Lauren Aleksunes</td>
<td>Associate Professor in the Ernest Mario School of Pharmacy at Rutgers University</td>
</tr>
<tr>
<td>Karen Alexander</td>
<td>Douglass Residential College, the women’s college at Rutgers University-New Brunswick</td>
</tr>
<tr>
<td>Ioannis Androulakis</td>
<td>Professor in the Departments of Biomedical Engineering</td>
</tr>
<tr>
<td>Beth Angell</td>
<td>Associate Professor and Faculty Chair, School of Social Work</td>
</tr>
<tr>
<td>Charletta Ayers</td>
<td>Associate Professor Division Chief, General Division of Obstetrics and Gynecology</td>
</tr>
<tr>
<td>Dunbar Birnie</td>
<td>Corning/Saint-Gobain/Malcolm G. McLaren Distinguished Chair in the Department of Material Science and Engineering.</td>
</tr>
<tr>
<td>Linda Brzustowicz</td>
<td>Distinguished Professor and Chair of the Department of Genetics at Rutgers University</td>
</tr>
<tr>
<td>Nancy Cintron</td>
<td>Associate Dean for Student Services, Ernest Mario School of Pharmacy</td>
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The RLA was designed to encourage Fellows to achieve the following outcomes:

- Gain familiarity with **contemporary challenges** facing academic and administrative leaders.
- Increase understanding of **important dimensions of higher education administration**, including organizational structure and mission, governance, finance and budgeting, legal and regulatory issues, diversity, and ethics.
- Deepen understanding of **fundamental perspectives and concepts of leadership** as they apply in higher education.
- Enhance **personal and professional leadership competencies**.
- Advance Rutgers and individual leadership capabilities by leading a **field-based project** from conception through completion.
Program Facilitators

- **Co-Directors:**
  - Brent Ruben
  - Ralph Gigliotti
  - Richard De Lisi, University Professor & Former Dean of the Graduate School of Education

- **Guest Speakers:**
  - Richard McCormick, President Emeritus
  - Richard Edwards, Chancellor of Rutgers-New Brunswick
  - Mike Gower, Executive Vice President for Finance & Administration & Treasurer
  - Barbara Lee, Senior Vice President of Academic Affairs
  - Francine Newsome Pfeiffer, Vice President for Federal Relations
  - Wanda Blanchett, Dean, Graduate School of Education
  - Dan Rodas, Vice President of Isaacson, Miller Executive Search Firm
Suite of modules incorporating a variety of teaching-learning methodologies:

- Seminars
- Readings
- Experience-based activities
- Simulations
- Case studies
- Self-assessment inventories
- Leadership roles and mentoring in individual and collaborative projects
The first year of the program focuses on the following topics:

- Institutional structure and mission
- National and institutional challenges facing higher education
- Leadership theories and concepts
- Formal and informal leadership roles and responsibilities
- Transitioning from faculty or staff to leadership roles
- Finance and budgeting models and practices
- Law and regulation
- Disciplinary and institutional cultures
- Decision-making
- Leadership communication
- The influence of multiple publics
- Accreditation and assessment
- Leadership tools related to organizational assessment, planning, change, metrics, and self-assessment
In addition to topics such as planning, university-government relations, and diversity, the second year provides Fellows the opportunity to lead a significant university leadership project from conception through completion with guidance from

- RLA faculty
- Mentors from their own units
- Other senior university leaders
- RLA colleagues
Capstone Project Sample Titles:

- Developing a Mentoring Program for Non Tenure Track Faculty
- Rutgers OB Modified Group Prenatal Care Program for Low Income Women
- Interprofessional Wellness Clinic
- Establishing a Population Sciences Research Support Core at Rutgers Cancer Institute of NJ
- Enhancing the Staff Experience in the School of Communication & Information
- Communicating and Defining Responsibility Centered Management Incentives
- Shaping the Future of HR Together: Reinvigorating and Leveraging the External/Executive Advisory Board for the HRM Department in School of Management and Labor Relations
- Building a Center for Pharmacoepidemiology and Treatment Science
- Merging the Mason Gross Extension Division’s ABT® Certified School of Ballet with Washington Rock Ballet
- Precision Radiation Oncology Fellowship for International Fellows at Rutgers Cancer Institute of NJ
- Proposal for SAS Major in Environmental Studies
- Development of a Nursing Faculty Reappointment & Promotion Online Toolkit for Non-tenure Track Faculty
- Alternative Criteria for Evaluating a Department
- Sponsoring a National Reading Day Campaign to Promote Women’s Public Leadership
- Improving Hypertension Management at the Robert Wood Johnson Medical School
- Healthy Life-Style Changes in Survivors of Cardiovascular Events Through A Comprehensive Cardiovascular Rehabilitation Program
- Development and implementation of a New Brunswick-wide Staff Advisory Council to the Chancellor
- Strategic Alliance Rutgers – Partnership with Stuart Country Day School (StARS)
A Guide for Leaders in Higher Education

Foreword by Doug Lederman, Editor, Inside Higher Ed
Preface & Acknowledgements

Chapter 1 Leadership and Leadership Development in Higher Education: Time for Change
Chapter 2 The Higher Education Landscape: Navigating the Organizational & Strategic Leadership Terrain
Chapter 3 College and University Missions: Purposes, Principles, and Perspectives
Chapter 4 Higher Education's Multiple Stakeholders: Perspectives and Pressures

Part 2: Leadership Concepts and Competencies
Chapter 5 Campus Cultures and Intercultural Tensions: The Leader as Organizational Ethnographer and Cross-Cultural Communicator
Chapter 6 The Challenging Transition from Pilot to Air Traffic Controller: Leadership in Crowded Skies
Chapter 7 What is Leadership?
Chapter 8 Leadership-Communication Connections
Chapter 9 The Competency Approach
Chapter 10 Formal and Informal Leadership in Higher Education: Roles and Responsibilities

Part 3: Applied Tools for Leadership and Organizational Effectiveness
Chapter 11 Becoming a Better Leader: Self-Assessment and Leadership Development
Chapter 12 Envisioning and Achieving Excellence: A Rubric and Practical Tool for Organization Review and Improvement
Chapter 13 Strategic Communication: Developing Essential Habits for Effective Leadership
Chapter 14 Strategic Planning: Core Concepts and Critical Steps
Chapter 15 Understanding and Leading Change in Colleges and Universities
Chapter 16 Using Metrics to Track Progress, Measure Outcomes, and Assess Effectiveness
Chapter 17 Crisis Leadership: Upholding Institutional Values
Chapter 18 Organization Continuity and Change: Leadership Succession Planning

Part 4: Leadership Development Models
Chapter 19 Leadership Development in Higher Education: A Snapshot of Approaches, Characteristics, and Programs

Epilogue
Inbox Exercise

Selected References


