



LEADERSHIP DEVELOPMENT

STRATEGY

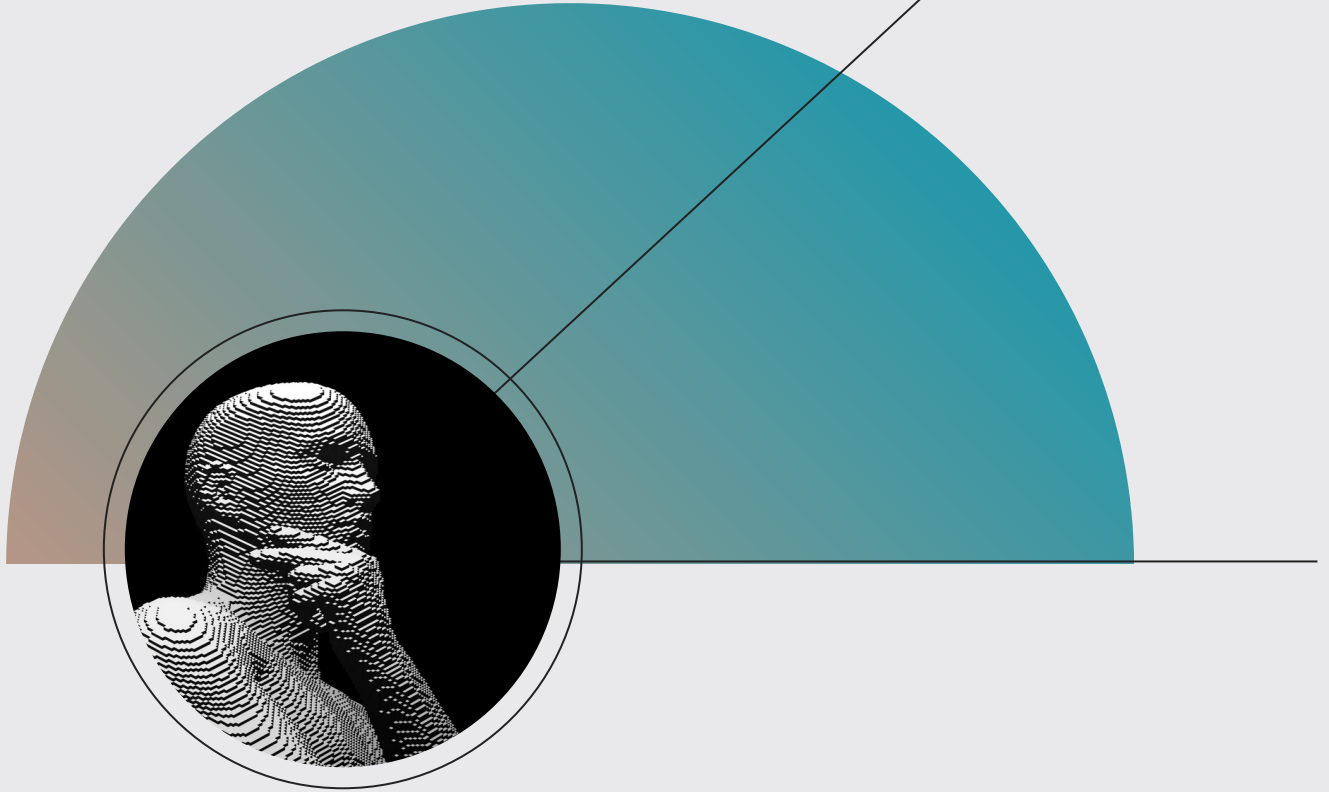
GOVERNANCE

LEADERSHIP



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The Leadership Dilemma



Academic department chairs and center directors have always had tough jobs. But those positions are even more complex today with the rigorous expectations for grants and publications, hybrid work and teaching, diverse student populations, and today’s political climate. Faculty members stepping into these jobs get confusing advice - either stressing the importance of leadership and vision for the department or hearing they should simply juggle the variety of administrative details “to keep the trains running on time.” In reality, it’s both of those things. Department chairs take on diverse—if not divergent—responsibilities, and fulfilling these requires different skills from those that usually attract someone to the independent life as a faculty member.

Approach to Leadership Development



Our senior consultants have designed and offered academic leadership programs for over 30 years and have a keen sense of the elements viewed as most beneficial over time. Three key components comprise the package, designed to be highly engaging, with participants sharing insights and expertise that create ongoing development.

The ideal cohort size for this leadership development program is 20-25 people. We recommend selecting key leaders from one college or across multiple parts of the university. Our primary goal is to create a network of like-minded colleagues across the campus who benefit from establishing relationships for joint projects, grants, and other collaborative efforts.

Components

1. Leadership Assessment

- Academic Leader 360 Profile—a 360-degree assessment specifically designed for university leaders focusing on the essential competencies necessary for leading in higher education.
- Leadership styles inventory (e.g., DISC, LPI, Myers-Briggs, etc.).

2. Academic Leadership Skills

Sessions often happen on-site to enhance the group dynamics, but topical 1.5-to-2-hour remote sessions can help with efficiency. On-site one-day sessions typically include two to three topics customized to meet the group's needs. Some essential topics for mid-level university leaders are:

- the role of an academic department chair, what to expect and what key attributes are essential
- coaching/mentoring faculty
- creating a high-performance culture
- creating a climate of transparency and active participation
- providing feedback and performance reviews
- framing and conducting difficult conversations





3. Peer Coaching

The value of peer coaching is embedded throughout the entire program. A significant component is a full-day on-site activity where participants address real workplace issues. This process uses a peer coaching process designed by Triangle Associates to create a powerful peer network across campus.

Participants experience the power of peer coaching and the importance of creating an ongoing network to address problems or opportunities as they arise. Experience over 30 years has shown us that the most successful department chairs and directors surround themselves with a peer network to obtain ideas, advice, and creative solutions, allowing them to create a collaborative environment for their faculty and staff.

Going Live

The program is customizable to meet college or campus needs, and the topical issues can adjust to meet the interests of the participants. Ideally, the leadership program would happen over several months to accommodate schedules and allow participants to practice new skills and reflect on their personal development.

CONTACT

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