

Rutgers Leadership Academy

Overview
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Christine Goldthwaite

Assistant Director,
Rutgers Center for Organizational Leadership
christine.goldthwaite@rutgers.edu

For More Info About RLA: <https://ol.rutgers.edu/programs/rla/>

Factors Making Higher Ed Leadership Difficult

- The landscape of higher education and academic health is complex, rapidly changing and teeming with challenges and opportunities—never more so than in 2020
- Traditionally, the assumption has been that high performing faculty or staff members make ideal candidates for leadership positions—any smart person can become a capable leader—often means being thrown in the water without a life preserver!
- Even for smart and talented professionals, the leadership learning curve can sometimes be steep
- Demanding workload, often with a great many “top priorities”
- Interpersonal dynamics present challenges
- Pressures and expectations from multiple stakeholders, often with conflicting needs, values, and goals
- Multiplicity of groups each with unique cultures
- Sometimes ambiguous job descriptions and unclear expectations

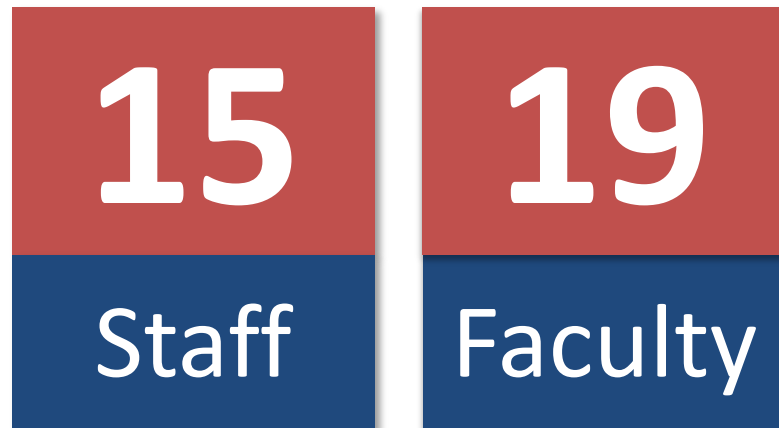
The Rutgers Leadership Academy

- Founded in 2015—an initiative that came out of the University's strategic plan
- The Rutgers Leadership Academy (RLA) is a one-year program (formerly 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.
- Addresses challenges and opportunities facing academic and administrative leaders across higher education

Rutgers Leadership Academy

- **Goal:** To explore cross-cutting issues confronting higher education as a sector, and to examine critical leadership competencies related to management, communication, personal style, organizational dynamics, and leadership problem-solving.
- **Approach:** To create an environment for diverse adult learners to explore relevant concepts and strategies, and to share perspectives, experiences, and approaches.
- Integrating academic/administrative perspectives – unconventional approach to higher education leadership development, but one that we believe is essential
- Importance of candid and confidential conversations
- Building a network of leaders across the University

2020-2021 RLA Cohort



Chief
Assistant-Dean
Deputy-General-Counsel
Associate-Vice-President
Senior-Executive-Assistant
Associate-Teaching-Professor
Program-Director
Assistant-Professor
Chair
Business-Manager
Director
Deputy-Director
Associate-Professor
Associate-Director
Professor
Associate
Registrar
Assistant-Research-Professor
Research/Teaching-Professor
Interim-Division-Director
Chief-Investment-Officer
Program-Advisor



Faculty



Ralph Gigliotti, PhD
Director,
Rutgers Center for
Organizational
Leadership



Chris Goldthwaite, PhD
Assistant Director,
Rutgers Center for
Organizational
Leadership



Kate Immordino, PhD
Rutgers Leadership
Academy Project
Consultant



Brent D. Ruben, PhD
Founder and
Senior University Fellow,
Rutgers Center for
Organizational
Leadership

Guest Presenters



Brian Ballentine
Senior Vice President,
Strategy



Andrea Conklin Bueschel
Senior VP for Administration,
President Holloway's Chief of Staff



Sangeeta Lamba
RBHS Vice Chancellor for
Diversity and Inclusion



Barbara Lee
Former SVP for
Academic Affairs



Courtney McAnuff
Vice Chancellor for Enrollment
Management, Rutgers-NB



Richard L. McCormick
President Emeritus
Rutgers, The State
University of New Jersey



Francine Newsome Pfeiffer
Vice President for Federal
Relations, Rutgers



Daniel Rodas
Partner, Isaacson, Miller

RLA Program Components

In-Person Sessions

- 14 sessions on various topics over the course of the academic year

Capstone Project

- Addresses an area of need in your unit, department, school, campus or the university; Requires engagement with multiple stakeholders with whom you might not typically interact
- Goes beyond core responsibilities as a leader-manager; opportunity to develop and enhance leadership competencies

Peer Group Mentoring

- Each group meets (virtually) three times throughout the program.

Individual Leadership Development Plan

- Provides a structured way to reflect upon, identify, and prioritize improvement areas for ongoing leadership development; post-program coaching opportunities

RLA Program Topics

- Introduction to Leadership and the Rutgers Leadership Academy
- Leveraging Individual and Collective Strengths as an Academic Leader
- Leadership Principles and Pragmatics
- Higher Ed Stakeholders
- Strategic Planning and Project Leadership
- Critical Incidents in Leadership in Higher Ed
- Organizational Culture: Inclusive Leadership in Higher Education
- Crisis Leadership
- Enrollment Management
- Politics, Policies & University-Government Relations
- Leading Change in Higher Education
- Higher Ed Law—Freedom of Speech and Academic Freedom in Higher Education
- Succession Planning and Career Development in Higher Education

The Nomination Process

- Mid-career faculty and staff (individuals with approximately 7 years of professional experience) from New Brunswick, Newark, Camden, and Rutgers Biomedical and Health Sciences (RBHS) are eligible to be nominated. The nominee should be one who has potential for increased leadership responsibility and achievement within higher education.
- Nominations for the next cohort of the program will be accepted from February 25, 2021 through March 25, 2021. The nominee must submit their application and supporting materials by April 2, 2021
- Nominations for participation in the Academy must be submitted by VPs, deans, directors, chairs or other senior leaders who see potential for greater leadership in the nominee. Senior leaders may nominate more than one individual.
- Once nominated, the prospective RLA Fellow will be notified about completion of the necessary online nominee information to be considered.
- <https://ol.rutgers.edu/programs/rla/rla-faqs/>

Thank You!

Questions? Comments?

christine.goldthwaite@rutgers.edu