

UNIVERSITY LEADERSHIP COUNCIL



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In-House Leadership Development Programs for Faculty and Staff

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In-House Leadership Programs

Project Challenge: To identify in-house leadership development programs that prepare faculty and staff for management roles such as department chair, task force leader, and center director.

Focusing specifically on the key elements of leadership training and the logistics behind program design and implementation, this research brief addresses the following areas:

- Program Objectives
- Participants
- Facilitators and Presenters

The following information was gleaned from a secondary literature search of several US universities.

University Sources		
University	Classification/Campus Setting	Total Enrollment
Virginia Commonwealth University	Public/Midsize City	30,189
Towson University	Public/Small City	18,921
University of California—Davis	Public/Small Suburb	29,628
University of Michigan	Public/ Midsize City	40,025
University of Wisconsin, Madison	Public/ Midsize City	41,028
University of Colorado, Boulder	Public/Small City	31,665
University of North Carolina, Chapel Hill	Public/Large Suburb	27,717

Source: National Center for Education Statistics

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University	Program Specifics
<p style="text-align: center;">Virginia Commonwealth University</p>	<p>Overview: Housed in the Center for Public Policy at VCU, The Grace E. Harris Leadership Institute was established to enhance the knowledge, skills, and experience of faculty and staff members in key leadership roles. While the institute offers multiple leadership programs, the six-month Department Chairs Training specifically targets new and recently appointed chairs.</p> <p>Program Objectives:</p> <ul style="list-style-type: none"> • Increase participants' knowledge of VCU, its systems, and internal resources for assistance • Enable participants to gain practical skills in the day-to-day management of departmental affairs • Assist participants in building a network of university contacts for support and information sharing • Clarify the role of the department chair and what is necessary to function effectively in that position • Enhance participants' leadership and general professional development <p>Participants: New and recently appointed department chairs</p> <p>Facilitators & Presenters: The institute director provides leadership and management guidance for the program. The president and provost are typically guest speakers, as are other senior university leaders. Additional lectures are led by local experts in particular content areas. Past presenters have included professors of leadership studies as well as former governors and state secretaries of education.</p> <p>Note: The institute also offers a general leadership development program for approximately 25-30 current and emerging university leaders. These participants are selected in a competitive process.</p>

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University	Program Specifics
<p>Towson University</p>	<p>Overview: The President's Leadership Institute provides year-long programs as well as other workshops, retreats, forums, and seminars for faculty and senior staff in leadership positions. Over the past thirteen years, 266 faculty and 194 staff have completed the program.</p> <p>Program Objectives:</p> <ul style="list-style-type: none"> • Introduce faculty to a range of leadership techniques and concepts enabling them to find the style that is most effective for their personality and role • Facilitate interaction between faculty across departments and colleges allowing participants to exchange leadership strategies with senior faculty throughout the university • Provide an understanding of Towson's structure and governing process that will give faculty a framework in which to lead • Expose faculty to internal and external leaders that often serve as role models and mentors <p>Participants: Department chairs, associate deans and senior staff</p> <p>Facilitators & Presenters: The program director and staff, senior chairpersons, deans, vice presidents, the provost and the university president all lead roundtable discussions and speak at seminars. Participants also meet with local education, business, and government leaders during on-site visits and retreats.</p> <p>Note: Throughout the academic year, participants join with program alumni for networking lunches, athletic games, and volunteer projects.</p>

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University	Program Specifics
<p style="text-align: center;">University of California—Davis</p>	<p>Overview: The Office of the Vice Provost—Academic Personnel offers a two-day Chairs Training Program, which provides chairs with key information and resources to assist in transition to the new leadership role.</p> <p>Program Objectives:</p> <ul style="list-style-type: none"> • Provide procedures for faculty advancement • Instruct participants on how to effectively manage department resources • Highlight and explain important university policies and procedures • Discuss methods for facilitating faculty success—learning how to nurture new faculty • Explore ways to create a productive work environment for faculty and staff <p>Participants: Mandatory for newly appointed department chairs and vice chairs</p> <p>Facilitators & Presenters: While the program is managed by the Director of Faculty Relations & Development and the Academic Personnel staff, returning chairs are invited to attend and lend their experiences and perspectives to the dialogue.</p> <p>Note: The Office also provides all new chairs and directors with an in-depth handbook, which aims to assist them in advancing the research, teaching and service missions of their departments. Moreover, Academic Personnel sponsors monthly department chair brown bag lunches as well as the Leadership Development Program—a six-day series of lectures, peer discussion groups, and leadership exercises in problem-solving, negotiations, and communication skills.</p>

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Additional Programs: The leadership programs profiled in this brief are just some of the strong development workshops offered at universities across the United States. While many colleges sponsor faculty and staff leadership training, the majority of these sessions are far less formal than those described in the previous tables. Nonetheless, the member should be aware of some of the very interesting features of these programs.

University	Program Highlights
<p>University of Michigan</p>	<ul style="list-style-type: none"> • Enlist business school professors to instruct leadership workshops. Specifically, experts in Organizational Behavior, H.R. Management, and Public Communication lead programming. • Courses include training in operations, media relations, IT, and finance management.
<p>University of Wisconsin, Madison</p>	<ul style="list-style-type: none"> • Sponsor informal discussion groups, called “Chairs’ Chats,” which are designed by and for department chairs. A similar program also exists for center directors. • Sessions address a focused topic such as conflict management, and recruiting and retaining faculty and are typically attended by a senior chair or center director, a content expert, a coordinator, and about a half dozen faculty participants.
<p>University of Colorado at Boulder</p>	<ul style="list-style-type: none"> • While there is not a uniform orientation program for all new department chairs, deans develop role specific training sessions for the faculty under their direction.
<p>University of North Carolina, Chapel Hill</p>	<ul style="list-style-type: none"> • Headquartered on the Chapel Hill campus, the UNC Leadership Institute conducts leadership development programs for faculty, administrators, and professional staff throughout the university system. • At less than \$350 per participant, this program is fairly cost-effective. In comparison, outside firms often charge universities over \$800 per faculty or staff member attending a national workshop.

Professional Services Note

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