

## **Mindful Leadership Development: Investing in the Academy**

**Focus of Presentation & Relevance to Chairs.** While universities need leaders capable of initiating and sustaining change, few institutions provide the requisite training and development programs that equip academic administrators to be effective heads of departments. Rather, most take a hit-or-miss approach, leaving success to chance. This best practice presentation will highlight a comprehensive approach to leadership development that addresses the needs of individuals across the pipeline. The goal of the programs, listed below, is to provide academic leaders, including chairs, deans, and senior administrators, with the resources and support needed to be successful in their complex roles.

The *Leadership Fellows Program* supports a select number of promising leaders for individual and organizational skill building. Fellows participate in a broad range of activities including meetings with key senior-level administrators, participation in the Annual Academic Chairperson's Conference, book discussions, campus tours, executive coaching, and self-reflection. Competencies such as increased self-awareness, systems thinking, relationship building, and interdisciplinary collaborations are key outcomes of the year-long program.

The year-round *Chair Academy* provides a venue for chairs to explore contemporary issues and best practices through engagement and collaborative dialogue. The overarching goal of the academy is to accelerate the development of leadership. The academy meets monthly throughout the calendar year and hosts a retreat at the beginning of each academic year. Examples of programming include best practices in evaluating teaching effectiveness, conflict resolution, recruitment and retention of faculty, and effective scheduling.

*Administrative Internships* provide an opportunity for full-time, tenured faculty members to explore career options in academic administration and gain valuable perspectives on institutional planning and key decision-making. Throughout the appointment, faculty members learn from senior administrators while carrying out targeted projects in Academic Affairs.

*Academic Leadership Workshops* reach a larger cohort including deans, associate deans, department chairs, and vice provosts. Half-day workshops, held 2-5 times yearly, focus upon critical issues impacting the institution across all levels of administration.

Beyond these institutional programs, leaders are supported through mentoring networks, executive coaching and off-campus training including the Harvard Institutes for Higher Education and A.C.E. Fellows Program. Regardless of experience level, administrative leaders must be mindful of their own development and that of the next generation of leaders in their unit. An investment in leadership is critical to the success and future of the academy.

**Description of Session & Interactive Activities.** Panel members will highlight their program experiences and address the following questions:

- What were some of your leadership needs/goals?
- In what specific ways have these programs helped you develop as a leader?
- What practical advice would you offer an institution about implementing similar leadership development programs?

In a 'turn and talk,' participants will share what their institutions are doing to support leadership development. Exemplar strategies will be summarized using facilitated discussion and flip charts. Small groups will be assigned using participant demographics (e.g., size of institution, private vs. public, chair experience).