



Mindful Leadership:

Investing in the Academy

A green light to greatness.

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Our Team

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What are the top
three challenges
concerning leadership
development at your
university?

Administrative Pathways

- Administrative career paths are generally poorly marked, or even non-existent.
- Many faculty view administrative positions as 'entering the dark side' and fail to recognize the opportunities (both professionally and personally).
- Institutions must provide the needed infrastructure and mentoring to develop talented leaders.

“Leaders multiply
their effectiveness by
training potential
leaders.”

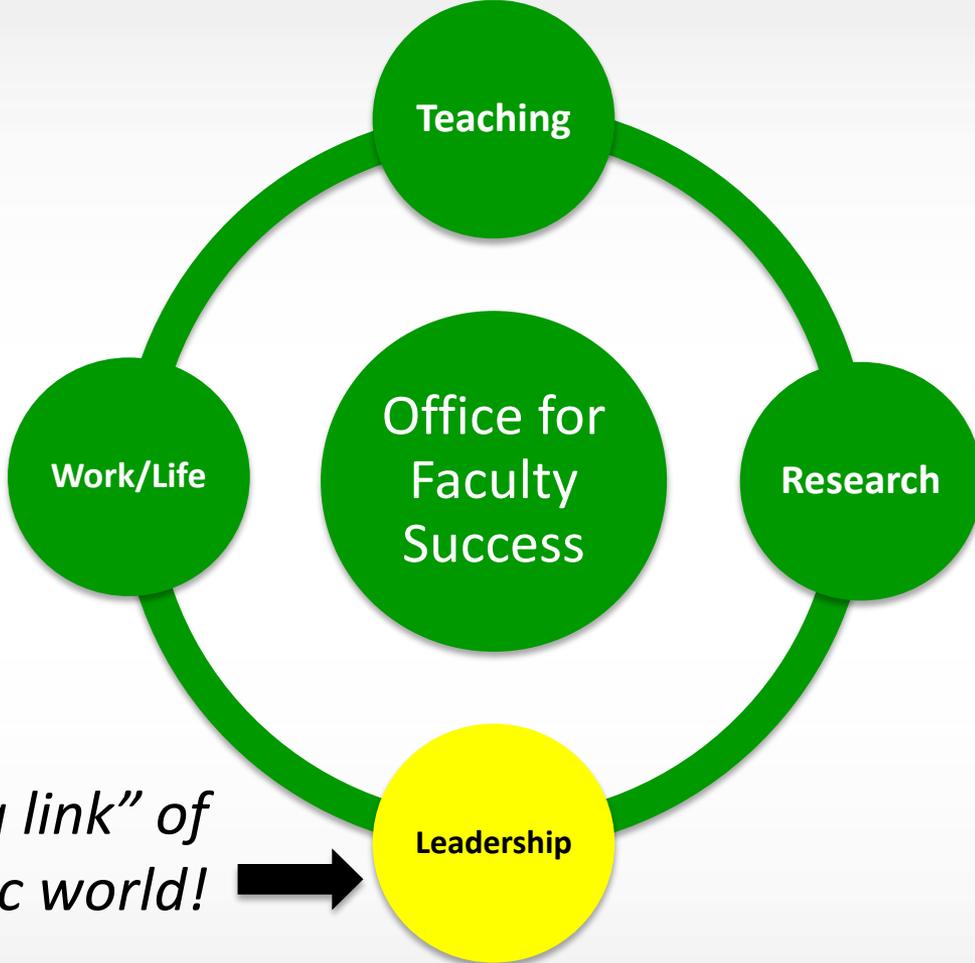


Stan Toler
Minute Motivators for Leaders

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Step One: Create Infrastructure



The "missing link" of the academic world! →

Leadership Fellows

- Year-long program supports a select number of promising leaders for individual and organizational skill building.
- Activities include: meetings with key senior-level administrators, participation in ACC, book discussions, campus tours, executive coaching, and self-reflection.



What participants say

- *“The program provided a great way to better understand our strengths and weaknesses, and how to maximize our strengths in a leadership capacity.”*
- *“It was great to have time to talk with the President, Provost, and other campus leadership, and get to know the campus better. We better understand some of the opportunities and challenges throughout the university.”*

Chair Academy

- Chairs meet monthly throughout the calendar year
- Participate in 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.



What participants say

- *“It is so helpful to have regular discussions with other department chairs and to learn from each other.”*
- *“It is very helpful to have the curtain pulled back and see what is behind it.”*
- *“Good to see how to manage sensitive personnel issues as they arise and get solved.”*

Academic Leadership Workshops

Developing Centralized Expectations

- *Academic Leadership Workshops* reach a larger cohort including deans, associate deans, department chairs, and vice provosts.
- Half-day workshops, held 2-4 times yearly, focus upon critical issues impacting the institution across all levels of administration.



Featured Speaker: Walt Gmelch

What participants say

- *“The speakers have been motivational.”*
- *“The sessions were great. They provided us with opportunities to brainstorm solutions to various university challenges as a group.”*
- *“The sessions provided us with more knowledge about the university.”*

Mentor Networks

Team

Departments, colleges,
interdisciplinary groups,
or inter-institution
collaborative projects

\$5,000.00
All Ranks
Full-Time

Micro

Individual professional
growth opportunities

\$1,000.00
All Ranks
Full-Time

Mentoring Future Chairs

- Identify faculty who show leadership interest
- Assign a leadership task (e.g., search committee, other committee) with real responsibilities
- Consider adding an Assistant or Associate Chair for those being groomed for leadership in 1-2 years
- Establish clear lines of demarcation
- Give the Associate Chair tasks that have real consequences
- Evaluate and offer honest feedback

"The highest calling
of leadership is
unlocking the
potential of others."



Carly Fiorina
Former CEO, HP

Administrative Internships

- Opportunities for full-time, tenured faculty members to explore career options in academic administration and gain valuable perspectives on institutional planning and key decision-making.



What participants say

- *“The internship has provided me with a much greater insight about the operation of the university.”*
- *“I have a much clearer idea about what interests me for the future, and the pathway that is needed.”*
- *“I have enjoyed the opportunity to learn from the upper administration about all of the considerations that need to be made in addressing challenges. I have a much better perspective.”*
- *“It has been enjoyable to have a chance to be a part of a team that is making so many decisions about the university and be able to contribute.”*

Other Opportunities

- Harvard Institutes
- Leadership Texas
- ACE
- Office of Women in Higher Education



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At your table, share how future leaders are developed at your institution?

Identify at least ONE take away from this session that you plan to implement in your department.



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