Emerging Campus Leaders Invited to Participate in Academic Leadership Institute

University Communications
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Nominations and applications are being accepted for the second annual Academic Leadership Institute, which focuses on the professional development of current and emerging campus leaders.

Twenty-four fellows will be chosen to participate in the institute, which features a series of retreats and networking meetings beginning in August and continuing through the 2011-2012 academic year.

A partnership of the Office of the President, the Office of the Provost and Human Resources, the institute was established in 2010 with the help of outside donations.

Its mission is to prepare a diverse cross-section of campus employees for UA leadership roles as higher education faces continuing challenges, locally and nationally.

"I think this is a way to expand one's understanding of a University setting and reimagine who one wants to be as a leader," said Tom Miller, associate provost for faculty affairs. He is co-chairing the institute with Jacqueline Mok, UA vice president and chief of staff, and Allison Vallaincourt, vice president for Human Resources.

Faculty leaders, academic and administrative department heads, associate or assistant deans and other emerging campus leaders are invited to apply for the institute. Deans and vice presidents may also submit nominations for candidates. All applications are due April 22. Applicants must provide a resume, letter of support from a supervisor or administrator and a one-page write-up explaining why they are applying, what makes them a promising leader and how their participation would benefit the UA community.

Participants in the program's first year, which culminates this month, took part in a series of professional development sessions, which included in-depth assessments of their leadership style and areas for improvement.

"We faculty members sometimes become administrators in these leadership roles, but we're not trained for that," said Paulo Goes, head of the UA's management information systems department and a participant in the inaugural institute.

Goes said the program offered a great opportunity to network with other campus leaders and to "look in the mirror" at himself as a leader.

Mark Riley, head of the department of agriculture and biosystems engineering, said the institute comes at an important time.
"There are some tremendous challenges going on in academia in the state and on campus," he said.

The UA lost $100 million in state funding between 2008 and 2010 and is facing further cuts from the state.

In his second year as a department head, Riley said he still considers himself fairly new to the role and wanted to learn how to better lead his department.

He said he learned the most from the institute's "360 Review," an evaluation of individual participants' leadership styles based on feedback from supervisors, peers and those who report to them. Institute participants then had one-on-one executive coaching sessions in which they went over the results and talked about ways to be better leaders.

"We've gotten a tremendous amount of feedback," he said.

Susan Richards, campus leader for business intelligence and another participant in this year's institute, applauded the University for offering a program that fosters the growth of leaders within the institution.

"Here at the University people are expected to be leaders but there was no training for it," she said. "There are certain things you have to train for and practice. Leadership doesn't just come out the blue."

Scheduled programming for the 2011-2012 Academic Leadership Institute includes:

**Building Your Personal Leadership Profile, Aug. 11-12**
Participants will discuss effective leadership traits and the University's leadership needs while exploring what kind of leader they are.

**Achieving Agreements, Sept. 30**
Participants will evaluate how they approach conflict and learn tools to create a more productive organization.

**Cultivating Allies and Expanding Influence, Nov. 18**
Participants will assess the ways in which they exercise influence and learn strategies for building commitment and coalitions.

**Creativity and Innovation, Jan. 27**
Participants will focus on ways to foster creativity and create an organizational culture that fosters innovation.

**Practical Applications of Leadership, April 20**
Participants will work on applying leadership skills to deal with challenges facing higher education today.

**Four Community Connections Breakfasts, Sept. 9, Oct. 14, Feb. 24 and March 30**
At these breakfast meetings, institute participants will talk with business, community and campus leaders about constraints and opportunities facing the UA in particular areas.
Comments? Send them to lqp@email.arizona.edu [6]. Emails must be sent from UA or UA Foundation accounts. Please include your full name and title.

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