Contents

Programs and Services .................................................................................................................. 3
ODL Roles and Structure ................................................................................................................. 4
Report Organization ......................................................................................................................... 4

2016-2017 Highlights ..................................................................................................................... 5

Organizational Advancement Programs ......................................................................................... 7
  Strategic Planning ......................................................................................................................... 7
  Organizational Assessment ........................................................................................................... 7
  Leadership/Communication Assessment ....................................................................................... 8
  Climate Assessment ....................................................................................................................... 8
  Consultation ................................................................................................................................ 8

Academic and Administrative Leadership Development Programs .............................................. 9
  Rutgers Leadership Academy (RLA) ............................................................................................. 9
  Rutgers Academic Leadership Program (RUALP) ........................................................................ 10
  PreDoctoral Leadership Development Institute (PLDI) ............................................................. 10
  Distinction in Leadership in Academic Health Care Program ................................................... 11
  Leadership at Lunch Seminars ...................................................................................................... 12
  Graduate Student Research Group ............................................................................................... 12
  BIG10 Academic Alliance Conference ....................................................................................... 12

Contributions to the Leadership, Higher Education, and Communication Fields ......................... 14
  Books ........................................................................................................................................ 14
  Refereed Journal Articles ............................................................................................................ 15
  Book Chapters and Benchmarking Studies .................................................................................. 15
  Conference Presentations ............................................................................................................ 15
  ResearchGate Citation Data ........................................................................................................ 16
  Summary of visits to ODL Website – www.odl.rutgers.edu ......................................................... 16

Plans for 2017-2018 ........................................................................................................................ 17

APPENDIX A ................................................................................................................................. 18
APPENDIX B .................................................................................................................................. 19
Background

The Center for Organizational Development and Leadership (ODL) was created in 1993 to serve as a resource for Rutgers University and a national leader for higher education in the areas of organizational and leadership development. The work of the Center is guided by three fundamental goals: 1) encouraging and supporting the development, adoption, and implementation of effective organizational and leadership approaches and practices throughout the university; 2) promoting information sharing relative to organizational innovations and improvements; and 3) providing ongoing support and an incubator for new approaches and initiatives, and encouraging the development of programs and core competencies necessary for their continuation.

Programs and Services

ODL coordinates an array of programs and consultation in two core areas: 1) Organizational Advancement and 2) Academic and Administrative Leadership Development. Advancement of the university’s academic and administrative units is supported through programs that include strategic planning, organizational assessment and outcomes measurement, workplace climate, communication design, and change planning and implementation. Within the domain of academic and administrative leadership development, ODL designs, leads, and coordinates a portfolio of programs for a wide array of university audiences, including deans and current and newly appointed department chairs, mid-career faculty and staff, doctoral students, and medical students. Additionally, ODL faculty and staff provide programming in the areas of leadership and communication for the Rutgers Ph.D. in Higher Education program and the Robert Wood Johnson Medical School Distinction in Leadership in Academic Health Care program. A complete list of ODL program offerings can be found below.
ODL Roles and Structure

Reporting to the Office of the Senior Vice President of Academic Affairs, ODL is also affiliated with the School of Communication and Information and the School of Graduate Studies. Dr. Brent D. Ruben (Distinguished Professor of Communication) is Executive Director of the Center; Sherrie Tromp, Associate Director, oversees organizational advancement programs and services; Dr. Ralph Gigliotti, Assistant Director of Leadership Programs, directs the portfolio of academic and administrative leadership programs; Dr. Richard De Lisi (former Dean of the Graduate School of Education and University Professor), is an ODL Senior Fellow and plays a key role in the design and implementation of ODL leadership programs; Dr. Barbara Bender (Associate Dean of the Rutgers School of Graduate Studies) serves as Program Director of the Rutgers Academic Leadership Program; and Barbara Corso, administrative associate, oversees the administrative processes of the Center. Additionally, ODL benefits from a collaborative approach that engages faculty from a variety of disciplines. Faculty Fellows of the Center include: Susan Lawrence (Vice Dean for Undergraduate Education, SAS), Al Tallia (Professor and Chair, Department of Family Medicine and Community Health, Robert Wood Johnson Medical School), Laurie Lewis (Professor of Communication, School of Communication and Information), and Martha Lansing (Associate Professor and Vice Chair, Department of Family Medicine and Community Health, RWJMS). Christine Goldthwaite and Kim Davis provide administrative support on a part-time basis. ODL Faculty Fellows, key administrative partners, and other members of the support group enhance ODL’s capability to serve the Rutgers community and its ability to play a key role in the leadership, higher education, and communication fields.

Report Organization

The remainder of the report provides a summary of current ODL accomplishments, activities, and future plans, and includes the following sections:

- Highlights of the Center’s work in 2016-2017
- Signature programs and information regarding contributions to the larger disciplines of leadership, higher education, and communication; noted in more detail in the segments that follow:
  - Organizational Advancement Programs
  - Academic and Administrative Leadership Development Programs
  - Contributions to the Leadership, Higher Education, and Communication Fields
- An overview of plans for 2017-2018
2016-2017 Highlights

Organizational Advancement School and Department Support
- ODL staff provided consultation, planning, and organizational assessment support to 25 departments within Rutgers-New Brunswick, Rutgers-Newark, Rutgers-Camden, and Rutgers Biomedical and Health Sciences (RBHS).

Rutgers Leadership Academy (RLA)
- The inaugural class of Fellows composed of 29 mid-career faculty and staff from 28 departments within the university completed the two-year Rutgers Leadership Academy.
- 38 faculty and staff were selected from approximately 70 nominations from Rutgers-New Brunswick, RBHS, and university-wide departments for the second RLA cohort.

Rutgers Academic Leadership Program (RUALP)
- Four programs were offered during the academic year—two each semester—with an average of 30 deans and chairs attending each session.

PreDoctoral Leadership Development Institute (PLDI)³
- The 2015-2017 PLDI class of 15 doctoral student Fellows completed the program and received certificates of completion this Spring.

Distinction in Leadership in Academic Health Care Program
- Approximately 15 first-, second-, and third-year medical students attended sessions during this first year of the collaborative program with the Robert Wood Johnson Medical School.

Leadership at Lunch
- This series was launched for individuals participating in ODL leadership programs and others throughout the university on a space-available basis.

---

³ A comprehensive report on the three PLDI cohorts to date can be found under separate cover.
BIG10 Academic Alliance

➢ Brent Ruben and Karen Stubaus continued in their roles as Liaisons to the BIG10 Academic Alliance Leadership Program and Departmental Executive Officers Program, attended five Academic Alliance sessions representing Rutgers, and provided guidance and campus-based programming for Rutgers Fellows selected to participate in both programs.

➢ Rutgers planned and hosted the Academic Leadership Program Seminar for 92 Fellows, Liaisons, and speakers from the Big10 institutions, February 9-11, 2017.

The Rutgers ODL website: www.odl.rutgers.edu

➢ Over 25,000 site visits (18,000 unique visits) with 69% return visits
➢ More than 7,000 leadership-related page views
➢ Over 1,500 visits related to organizational advancement
Organizational Advancement Programs

In the past year, ODL provided consultation, program design, and facilitation support in the areas of strategic planning and organizational, climate, and communication assessment for more than 25 academic and administrative units from Rutgers-New Brunswick, Rutgers-Newark, Rutgers-Camden, and RBHS.

Strategic Planning

ODL uses a modular approach to strategic planning that allows an organization to follow a step-by-step process tailored to its particular planning needs. In 2016-2017, ODL designed and facilitated day-long planning retreats for the following eight departments in RU-New Brunswick, RU-Newark, and RBHS:

- Department of Emergency Medicine, University Hospital – RBHS
- Department of Visual Arts, Mason Gross School of the Arts – Rutgers-New Brunswick
- World Trade Center Health Program/Employee Health Clinic – Rutgers-New Brunswick
- Medical Services – Rutgers-New Brunswick
- Rutgers Student Counseling, ADAP and Psychiatric Services – Rutgers-New Brunswick
- Department of Recreation – Rutgers-New Brunswick
- Violence Prevention and Victim Assistance – Rutgers-New Brunswick
- Academic Foundations Center – Rutgers-Newark

Participant evaluations indicated the sessions were viewed very positively, receiving an average rating of 4/5, on a 1-5 Likert-type scale.

ODL provided planning consultation to the Dean and Planning Committee of the Graduate School of Applied and Professional Psychology, the Chair and Planning Committee of the Department of Genetics – Rutgers-New Brunswick, and the leadership team of the Global Health Institute – Rutgers-New Brunswick. Additionally, planning work begun in 2015 with the Department of Dance, Mason Gross School of the Arts continued in 2017 with a focus on process effectiveness within the department.

Organizational Assessment

The nationally recognized and award-winning Excellence in Higher Education (EHE) model, developed by Brent Ruben, adapts the Malcolm Baldrige Quality Award program to the language and culture of higher education. The assessment allows organizations to develop a useful inventory of achievements and areas for improvement, clear priorities for enhancement, and action plans for implementing those improvements. During the 2016-2017 academic year, ODL designed and facilitated EHE workshops for:

- Rutgers-Camden senior leadership team – Rutgers-Camden
- The World Trade Center Health Program/Employee Health Clinic – RBHS
- BOLD Center at Douglass Residential College – Rutgers-New Brunswick

Global Health Institute–RBHS – Assisted in the creation of a survey designed to inventory all faculty relative to current research, teaching, and outreach in this area, and facilitated focus groups with Newark and New Brunswick faculty leaders currently engaged in work in the field of global health. Work continues in 2017-2018.
Leadership/Communication Assessment

- Annual Giving Department of the Rutgers University Foundation – Designed and facilitated a leadership StrengthsFinder assessment program designed to help individuals identify and describe leadership talents.

- Department of Obstetrics, Gynecology and Reproductive Sciences (Ob/Gyn)–RBHS – Designed and presented a Faculty development seminar focused on assessing personal communication competencies for members of the department. This session also included a discussion of concepts and strategies for enhancing leadership communication within the department.

Climate Assessment

ODL’s organizational climate surveys for individual faculty and staff are designed to evaluate programs and services, stakeholder expectations, values, organizational rewards and recognition, and operational effectiveness and efficiency, and to assist unit leadership in identifying strategies to enhance employee engagement and workplace satisfaction. ODL designed and assisted with the analysis of climate surveys for the following units:

- Faculty and staff of the Department of Clinical Operations – Robert Wood Johnson Medical School–RBHS
- Staff of the Institute for Families–School of Social Work – Rutgers-New Brunswick

Additional Consultation and Services

- SCIWOMEN–Office of Promotion of Women in Science, Engineering, and Mathematics – Senior Vice President for Academic Affairs – ODL collaborates with this department on professional development on an ongoing basis.

- Newark Chancellor – Working with the Newark Human Resources Department, ODL conducted focus groups with the Chancellor’s direct reports to identify ways in which the Newark and University Human Resources Departments could better support the strategic priorities of the Chancellor and Vice Chancellors.
Academic and Administrative Leadership Development Programs

Rutgers Leadership Academy (RLA)

In April 2017, the first class of Fellows completed the two-year Rutgers Leadership Academy. This group of Fellows included 16 mid-career faculty and 12 staff (15 men and 13 women), representing 28 departments from throughout Rutgers. (Appendix A provides a listing of represented departments).

The two-year program included presentations by senior leaders in the university, readings, case studies, group exercises, and simulations focused on topics such as the national higher education landscape, leadership styles and approaches, higher education finance and budgeting, regulation and law, faculty-staff cultures and relationships, communication concepts for leaders, problem-solving strategies, and crisis leadership. As another component of the program, each Fellow identified, planned, led, and implemented a major leadership project with the support and counsel of their mentors. A list of project titles and mentors is provided below.

<table>
<thead>
<tr>
<th>Fellow</th>
<th>Project Title</th>
<th>Mentor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lauren Aleksunes</td>
<td>Transforming Pharmacy Education at Rutgers</td>
<td>Joseph Barone</td>
</tr>
<tr>
<td>Ioannis Androulakis</td>
<td>Strategic Alliance Rutgers – Stuart Country Day School (StARS)</td>
<td>Lily Young</td>
</tr>
<tr>
<td>Beth Angel</td>
<td>NTT Faculty Development for School of Social Work</td>
<td>Cathryn Potter</td>
</tr>
<tr>
<td>Charletta Ayers</td>
<td>Rutgers OB Prenatal (ROP) Modified Group Care Program: Rutgers’ Health – Improving Health Care Outcomes and Conserving Health Care Resources</td>
<td>Gloria Buchmann</td>
</tr>
<tr>
<td>Dunbar Birnie</td>
<td>Interdisciplinary Education—Encouraging Student Entrepreneurship</td>
<td>Matt Matsuda</td>
</tr>
<tr>
<td>Linda Brzostowicz</td>
<td>Encouraging, Documenting, and Recognizing Excellence in Academic Leadership</td>
<td>Brent Ruben</td>
</tr>
<tr>
<td>Nancy Citron</td>
<td>Interprofessional Wellness Clinic</td>
<td>Alma Meriens, Cathryn Potter, Joseph Barone</td>
</tr>
<tr>
<td>Timothy Cleary</td>
<td>Developing a Self-Evaluation System to Promote Program Quality</td>
<td>Susan Forman</td>
</tr>
<tr>
<td>Elliot Coops</td>
<td>Establishing a Population Sciences Research Support Core at Rutgers Cancer Institute of NJ</td>
<td>Sharon Marie</td>
</tr>
<tr>
<td>Robin Diamond</td>
<td>Creating an Advising Partnership in the School of Arts and Sciences</td>
<td>Susan Lawrence</td>
</tr>
<tr>
<td>Kevin Ewell</td>
<td>Enhancing the Staff Experience in the School of Communication &amp; Information</td>
<td>Karen Novick</td>
</tr>
<tr>
<td>Patricia Findley</td>
<td>Interprofessional Wellness Clinic</td>
<td>Alma Meriens, Cathryn Potter, Joseph Barone</td>
</tr>
<tr>
<td>Sharon Fortin</td>
<td>Communicating Responsibility Center Management (RCM) Incentives at Rutgers</td>
<td>Dorothy Berkhost, Clinton Andrews</td>
</tr>
<tr>
<td>Ingrid Fulmer</td>
<td>Advisory Board for the HRM Department in SMLR</td>
<td>David Allen</td>
</tr>
<tr>
<td>Tobias Gerhardt</td>
<td>Rutgers Center for Pharmacoepidemiology and Treatment Science</td>
<td>Brian Strom</td>
</tr>
<tr>
<td>Roger Grillo</td>
<td>Effective Administrative Cooperation to Foster Interdisciplinary Research Collaborations Within the Responsibility Center Management Model of Budgeting</td>
<td>Peter Gillies</td>
</tr>
<tr>
<td>Kenneth Karanmichael</td>
<td>Program in Juvenile Justice and Youth Development at Rutgers University – An Interdisciplinary and Cross Campus Initiative</td>
<td>Larry Katz</td>
</tr>
<tr>
<td>Christopher Kuzniuk</td>
<td>Merging Mason Gross Extension Division’s ABT* Certified School of Ballet with Washington Rock Ballet</td>
<td>George Stauffer</td>
</tr>
<tr>
<td>Sharda Kohli</td>
<td>Precision Radiation Oncology Fellowship for International Fellows at Rutgers Cancer Institute of NJ</td>
<td>Bruce Halasy</td>
</tr>
<tr>
<td>Robin Leinonen</td>
<td>Supporting Women in Geography</td>
<td>Richard Schroeder</td>
</tr>
<tr>
<td>Margaret Quinn</td>
<td>Development of a Nursing Faculty Reappointment &amp; Promotion Online Toolkit for NTT Faculty</td>
<td>Charlotte Thomas-Hawkins, D. Anthony Forrester</td>
</tr>
<tr>
<td>Sharaz Siddiqui</td>
<td>Evaluating the RWJH Length of Stay for Patients and Possible Solutions to Lowering The LOS Index</td>
<td>Martha Lansing</td>
</tr>
<tr>
<td>Steven Singer</td>
<td>Rutgers School of Dental Medicine Faculty to Faculty</td>
<td>Cecile Feldman</td>
</tr>
<tr>
<td>Deon Strickler</td>
<td>National Reading Day Campaign to Promote Women’s Public Leadership</td>
<td>Debbie Walsh</td>
</tr>
<tr>
<td>Frank Sussen</td>
<td>Improving Hypertension Management at the Robert Wood Johnson Medical School</td>
<td>John B. Kostis</td>
</tr>
<tr>
<td>Tudor Vagianescu</td>
<td>Healthy Life-Style Changes in Survivors of Cardiovascular Events Through a Comprehensive Cardiovascular Rehabilitation Program</td>
<td>Peter Gillies</td>
</tr>
<tr>
<td>Jeff Wang</td>
<td>New Brunswick International Student Academic Success Initiative</td>
<td>Richard Edwards</td>
</tr>
<tr>
<td>Matt Winkler</td>
<td>New Brunswick Staff Advisory Council</td>
<td>Barry Qualls</td>
</tr>
</tbody>
</table>
The curriculum, developed specifically for the RLA program, was published in *A Guide for Leaders in Higher Education: Core Concepts, Competencies, and Tools* (Ruben, DeLisi, & Gigliotti, 2017, Stylus Publishing). Initial feedback on the program and the publication has been extremely positive at Rutgers and nationally.

Academy participants noted a high degree of overall satisfaction with the program with 22/24 respondents noting a 4/5 on a Likert-type 5-point scale. Colleagues from other BIG10 Academic Alliance institutions have been most complementary, and several have adopted the book for use in their campus-based leadership development programs. Comments from Big10 Academic Alliance Liaison colleagues include:

“I just received a copy of your book and wanted to say it looks wonderful. Tomorrow I am talking in a leadership seminar that our university does and will definitely recommend it ... and will also recommend to our ALP fellows. Thanks!”

“[Many] thanks for your new book. It arrived at exactly the right moment. I’m working on a program for faculty who think they might be interested in leadership, especially in informal roles. Chapter 10 is giving me really good information and ideas for how to put the program together.”

The publication has also been nominated for the Sue DeWine Distinguished Scholarly Book Award by the Applied Communication Division for the National Communication Association.

**Rutgers Academic Leadership Program (RUALP)**

The Rutgers Academic Leadership Program (RUALP) provides Rutgers-New Brunswick and RBHS-New Brunswick Deans and Chairs with a forum for interacting with university leaders, addressing theoretical and practical problems of academic leadership, sharing effective practices across disciplines, acquiring information on policies and practices, and creating a collaborative network of administrators and faculty members charged with providing academic leadership for the institution. Topics for the 2016-2017 sessions included:

- New Department Dean and Chairs Orientation
- What’s Ahead at Rutgers in 2016-2017
- Current Issues in Enrollment Management
- Freedom of Speech, a Legal Introduction for Department Chairs and Deans

A majority of participants (80%) noted a high degree of overall satisfaction, rating the programs 4/5 on a 1-5 Likert-type scale. Attendees express particular appreciation for the access the forum provides for contact with senior administrators and other chairs, along with helpful reminders and suggestions offered in the program.

**PreDoctoral Leadership Development Institute (PLDI)**

Through participation in the Institute, doctoral students from Rutgers-New Brunswick can become more capable leaders and collaborators within their disciplines and their future places of employment, and more effective and influential members of the academic community.

The program was initiated in 2010, and six cohorts, of 10-17 students each, have completed the two-year program.
Fellows in the program, representing the 2015-2017 and 2016-2018 cohorts, represented a total of 23 disciplines. (See Appendix B).

Evaluations sought information about whether the class met the student’s expectations, what they gleaned from the course, and how the course could be improved in the future. Excerpts from the more extensive PLDI report⁴ are noted here.

Surveys of program graduates confirm that Fellows believe PLDI has had the following benefits:

- Gaining more comprehensive understanding of the complexities of higher education administration
- Building personal leadership skills and team building competencies
- Interacting with and developing relationships with doctoral students from various disciplines

When asked to assess the PLDI program as a whole, a majority of Fellows indicated that the program "contributed" or "contributed significantly" to their understanding of higher education administration. Furthermore, a majority of Fellows indicated that they were "very likely" to recommend the program to others.

Fellows identified the following as highpoints of the program:

- The mentor experience
- Meeting with university officials
- Interacting and collaborating with doctoral students in different Rutgers academic departments interested in issues of leadership and higher education
- Guest speakers who discussed current and pressing issues of leadership in higher education

**Distinction in Leadership in Academic Health Care Program**

The Distinction in Leadership in Academic Healthcare program is offered by the Robert Wood Johnson Medical School in collaboration with ODL. Fifteen first-, second-, and third-year medical students in this inaugural cohort completed classes designed to provide medical students with an opportunity to gain a deeper understanding of their individual leadership and communication styles and to use their own leadership and communication behaviors to lead effectively within the Academic Health Center by:

- Acquiring familiarity with contemporary challenges facing academic medicine and higher education leaders
- Deepening their understanding of fundamental perspectives and concepts of leadership
- Gaining a deeper understanding of their individual leadership and communication styles
- Enhancing personal and professional leadership competencies
- Advancing professional development by leading a field-based project from conception through completion
- Increasing understanding of important dimensions of higher education administration, including organizational structure and mission, governance, finance and budgeting, legal and regulatory issues, diversity, and ethics

---

⁴ A comprehensive report on the three PLDI cohorts to date can be found under separate cover.
Leadership at Lunch Seminars

“Leadership at Lunch” seminars, initiated in 2016-2017, address a variety of skills, topics, and tools of relevance to current and aspiring leaders. Two lunch-time sessions per semester are offered to individuals participating in ODL leadership programs and others on a space-available basis. This first seminar was facilitated by Dr. Laurie Lewis, Professor of Communication and an ODL Fellow, in October 2016 on the topic of Organizational Change: Engaging Colleagues in Decision Making. The November 2016 seminar featured Dr. Karen Stubaus, Vice President for Academic Affairs and Administration, who presented on the topic of the Changing Profile of The Academic Workforce: Implications for Leaders in Higher Education. Approximately 15 faculty, staff, and graduate students took advantage of each of these events.

Graduate Student Research Group

Graduate students from the School of Communication and Information, and the Graduate School of Education with an interest in higher education and leadership are participating in an ODL Research Team. The team is currently working on a qualitative study of the experience of former PreDoctoral Leadership Development Institute (PLDI) Fellows.

Hosting BIG10 Academic Alliance Conference

As a member of the BIG10 athletic conference, Rutgers-New Brunswick is also a member of the BIG10 Academic Alliance. The Academic Leadership Program (ALP), established in 1989, is one of the most successful Academic Alliance initiatives. The emphasis of this program is on leadership and managerial skill development for faculty with demonstrated ability and promise from member institutions. Each institution selects up to five Fellows per year to participate in seminars hosted by three different universities on their campuses over the course of the academic year.

The Departmental Executive Officers Program (DEO) is the second BIG10 Academic Alliance leadership development program, held annually, and consisting of a single two and one-half day seminar. This program is designed to facilitate information- and expertise-sharing among current department heads. Topics include conflict resolution, time management, faculty development, performance reviews, and group problem solving.

Brent Ruben and Karen Stubaus serve as Academic Alliance Liaisons for both leadership programs, representing Rutgers in the planning, design, and delivery of both programs.

On February 9-11, 2017 Rutgers hosted a three-day conference for 92 Fellows, Liaisons, and speakers from BIG10 Academic Alliance schools. While a major snow storm closed the university the first day of the event, Rutgers staff came to work, despite the weather and closing, and helped to make this a highly successful event. Topics included:

- Conversations with the Chancellor
- Building an Effective Administrative Team: Vision, Goals, Strategies
- Anticipating and Responding to Campus Crises
- Industry Sponsorship of Academic Research
- Changing Composition of the Faculty

Invitations were extended to BIG10 Academic Alliance, ALP, PLDI, and RLA participants.
- Academic Performance Data and Their Use: Three Perspectives
- Student Activism and Its Interface with Freedom of Expression and Faculty Governance
- State Relations: Challenges and Issues
Contributions to the Leadership, Higher Education, and Communication Fields

Academic publications and conference presentations (listed below) during 2016-2017 furthered the contributions of ODL as a national leader in the fields of organizational effectiveness, leadership, and communication in higher education. Recognition of this expertise has resulted in additional internal and external requests for formal presentations and facilitation, and for future publications.

Interest in ODL programs and publications is further evidenced by the number of inquiries to the ODL website. Of particular note in this regard are the 18,000 plus unique page views and interest in both core programs areas—1,600 organizational advancement-related visits and over 7,000 leadership-related page visits. For more specific website statistics, see page 15 of this report.

Books


Refereed Journal Articles


Book Chapters and Benchmarking Studies


Conference Presentations

- Gigliotti, R. A. Academic leadership development: Perspectives from deans and associate deans. *(International Leadership Association Global Conference, Atlanta, GA, November 2016)*

- Gigliotti, R. A. Faculty and staff leadership development in higher education: An overview of the Rutgers Leadership Academy. *(Poster presented at the International Leadership Association Global Conference, Atlanta, GA, November 2016)*.
- Ruben, B. D. & Gigliotti, R. A. Excellence in higher education: A model for assessment, planning, and improvement within administrative and business units. *(Eastern Association of College and University Business Officers Annual Meeting, Washington, DC, October 2016).*

**ResearchGate Citation Data**


**Summary of visits to ODL Website –** [www.odl.rutgers.edu](http://www.odl.rutgers.edu)

- 25,155 site visits (18,346 unique pageviews) during the past year and a half.  
  6
- 69% returning visits; 31% new visits
- Peak activity timeline: September, 2016 and April-June 2017
- 8,563 – home page visits
- 2,930 – leadership page visits
- Individual program views:
  - 2,944 – PLDI
  - 1,129 – RLA
  - 296 – RUALP
  - 89 – Distinction in Academic Healthcare
- 1,609 – organizational advancement page visits
- 684 – research and development page visits
- 361 – books; guides; articles, and studies/inventories
- 1,151 – ODL staff page visits

---

**Plans for 2017-2018**

- **RLA Refinements Planned**
  To make the curriculum more accessible to faculty and staff at Rutgers-Newark and Rutgers-Camden, one faculty and staff leader from both Rutgers-Newark and Rutgers-Camden will be serving as "liaisons" during the 2017-2018 academic year. They will participate in the RLA program and work with ODL leaders to explore strategies for making RLA materials and programming available to Newark and Camden faculty and staff.

  ODL is collaborating with the Division of Continuing Studies on the virtual packaging of the existing RLA content and pursuing options for a non-credit Leadership in Higher Education certificate.

- **PLDI Refinements**
  To better accommodate the scheduling demands of doctoral students, a conversion from a two-year program to a one-year model is planned. The revised program will begin in Fall 2018. Nominations will be accepted in late Fall 2017.

- **Leadership Assessment**
  ODL has begun to provide the administration and interpretation of leadership assessment tools, and to facilitate the results for individual leaders and groups based on the needs and goals of the unit or department. These assessments may be used in conjunction with other ODL programs (i.e., Excellence in Higher Education, Strategic Planning) or offered as stand-alone sessions using the Clifton StrengthsFinder and the Leadership Competencies Scorecard (developed by Brent Ruben).

- **Leadership at Lunch**
  The seminar series continues in September 2017 with sessions devoted to “Building and Supporting an Effective Administrative Team,” “Coaching Skills for Mentors,” and “Cultivating Student Leadership Development.”

- **Examples of Projects Being Planned for 2017-2018** — A number of projects are under discussion with various university departments for the upcoming year. Two examples are:

  - **University Foundation** — Discussions are underway with Tashim Alam, Director of Talent Management and Tamara Dujovne, Associate Director of Talent Management and Community Learning, to explore how ODL can assist the Foundation with culture and communication change issues brought about by several temporary moves, the redesign of a new collective workspace, and another move in late December 2017. Focus will be on providing Foundation staff the opportunity to engage in discussions surrounding these changes and to identify strategies for moving forward collectively in light of those changes.

  - **Leadership Development Program for RBHS Chairs and Senior Leaders** — The program would provide an integrated and cohesive coverage of leadership concepts and competencies, as well as the national, Rutgers, higher education, and medical education and practice landscapes.
Departments/Schools represented in the inaugural class of RLA Fellows.

- Biomedical Engineering and Chemical and Biochemical Engineering, School of Engineering
- Cardiovascular Diseases and Hypertension, Robert Wood Johnson Medical School
- Center for American Women and Politics, Eagleton Institute
- Department of Genetics, School of Arts and Sciences
- Department of Geography, School of Arts and Sciences
- Department of Materials Science and Engineering, School of Engineering
- Department of Neuroscience and Cell Biology, Robert Wood Johnson Medical School
- Department of Obstetrics, Gynecology and Reproductive Sciences, Robert Wood Johnson Medical School
- Department of Oral and Maxillofacial Radiology, Rutgers School of Dental Medicine
- Department of Pharmacology and Toxicology, Ernest Mario School of Pharmacy
- Division of General Internal Medicine, Robert Wood Johnson Medical School
- Edward J. Bloustein School of Planning and Public Policy
- Ernest Mario School of Pharmacy
- Family Medicine and Community Health, Robert Wood Johnson Medical School
- Graduate School of Applied and Professional Psychology
- Graduate School of Education
- Human Resource Management, School of Management and Labor Relations
- Mason Gross School of Arts
- New Jersey Institute for Food, Nutrition and Health, School of Environmental and Biological Sciences
- Pharmacoepidemiology, Ernest Mario School of Pharmacy
- Radiation Oncology, Rutgers Cancer Institute of New Jersey
- Rutgers Cancer Institute of New Jersey
- Rutgers China Office
- Rutgers Office of Continuing Professional Education and Rutgers New Jersey Agricultural Experiment Station
- School of Arts and Sciences
- School of Communication and Information
- School of Nursing, Robert Wood Johnson Medical School
- School of Social Work
APPENDIX B


- Anthropology
- Chemical and Biochemical Engineering
- Classics
- Communication
- Comparative Literature
- Clinical Psychology
- Education
- English
- Food Science
- French
- Geography
- History
- Italian
- Journalism/Mass Communication
- Neuroscience
- Planning and Public Policy
- Plant Biology
- Public Health
- Political Science
- Social Work
- Sociology
- Spanish and Portuguese
- Toxicology