CENTER FOR ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP (ODL)

2016-2017 ODL Annual Report

July 2017
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The Center for Organizational Development and leadership (ODL) was created in 1993 to serve as a national leader in the areas of organizational and leadership development. ODL serves as a resource not only for Rutgers University, but to the higher education community more generally.

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 a portfolio 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 a cadre of programs that includes 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 campus 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 Robert Wood Johnson Medical School. A full 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 also remains affiliated with the School of Communication and Information and the Graduate School-New Brunswick. Dr. Brent D. Ruben serves as 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; Barbara Bender (Associate Dean of the Rutgers School of Graduate Studies) serves as codirector 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. Susan Lawrence (Vice Dean for Undergraduate Education, SAS), Al Tallia (Professor and Chair, Department of Family Medicine and Community Health, RWJMS), Laurie Lewis (Professor of Communication - SC&I), and Martha Lansing (Associate Professor and Vice Chair, Department of Family and Community Medicine, RWJMS) are Faculty Fellows for the Center. ODL Faculty Fellows and key administrative partners enhance ODL’s capability to serve the Rutgers community and its ability 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 (consultation, planning, assessment)
  - Academic and Administrative Leadership 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 15 departments within Rutgers-New Brunswick, Rutgers-Newark, Rutgers-Camden, and RBHS.

Rutgers Leadership Academy (RLA)¹

- The inaugural class of Fellows composed of 29 faculty and staff completed the two-year Rutgers Leadership Academy.
- 37 faculty and staff were selected from approximately 70 nominations from Rutgers-New Brunswick, RBHS, and University-wide departments for the second RLA cohort.²

Rutgers Academic Leadership Program (RUALP)

- Four morning programs were offered during the academic year—two each semester—with an average of 30 deans and chairs attending each program.

PreDoctoral Leadership Development Institute (PLDI)³

- The 2015-2017 PLDI class of 15 doctoral students Fellows completed the program and received certificates of completion this spring.

Distinction in Leadership in Academic Healthcare

- 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.

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1 A comprehensive report on year two of the 2015-2017 RLA cohort can be found under separate cover.
2 12 New Brunswick faculty; 5 RBHS faculty; 4 RBHS staff; 11 New Brunswick staff, and 5 staff from university-level organizations; approximately 26 females and 11 males.
3 A comprehensive report on the three PLDI cohorts to date can be found under separate cover.
Big10 Academic Alliance Conference – February 9-11, 2017

- Brent Ruben and Karen Stubaus continued in their roles as Liaisons to the BTAA Academic Leadership Program and Departmental Executive Officers Program, attended five BTAA sessions representing Rutgers, and provided guidance and campus-based programming for Rutgers Fellows selected to participate in both programs.
- Rutgers planned and hosted the BTAA Academic Leadership Program Seminar for 92 liaisons, Fellows, and guest speakers from the BTAA campuses in February.

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 assisted departments from Rutgers-New Brunswick, Rutgers-Newark, Rutgers-Camden, and RBHS in the areas of organizational effectiveness, consultation with campus and department leaders, consultation and facilitation related to strategic planning, and consultation related to organizational, climate, leadership, and communication assessment.

Strategic Planning

The ODL strategic planning methodology uses a modular approach to 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 retreats for eight departments in RU-New Brunswick, RU-Newark, and RBHS. Participant evaluations indicated that the sessions were viewed very positively, receiving an average rating of 4/5, on a 1-5 Likert-type scale. ODL provided assistance with strategic planning for the following units:

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

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 2016-17 academic year, ODL designed and facilitated EHE workshops for:

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

Global Health Institute, RBHS – Assisted in design of a survey sent to all faculty to inventory 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 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 for faculty within the department focused on assessing personal communication competencies. This session also included a discussion of concepts and strategies for enhancing leadership communication within the department.

Climate Assessment

ODL’s organizational climate surveys (individual surveys for 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 analyzed climate survey data 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

Consultation

- SCIWOMEN-Office of Promotion of Women in Science, Engineering, and Mathematics – Senior Vice President for Academic Affairs – We continue to collaborate with this department on professional development.
- 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 Department could better support the strategic priorities for the Chancellor and Vice Chancellors.
Academic and Administrative Leadership Development Programs

Rutgers Leadership Academy (RLA)

In April 2017, the first cohort of 29 faculty and staff completed the two-year Rutgers Leadership Academy. This diverse group of RLA Fellows—15 men and 14 women, and 17 faculty and 12 staff. The program consisted of guest speakers by senior leaders in the university, readings, case study, 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 an integrating experience, Fellows each identified, planned, led, and implemented a major leadership project with the support and counsel of their mentors. A full list of project titles and mentors can be found below.

<table>
<thead>
<tr>
<th>Fellow</th>
<th>Project Title</th>
<th>Mentor(s)</th>
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<tbody>
<tr>
<td>Lauren Aleksunes</td>
<td>Transforming Pharmacy Education at Rutgers</td>
<td>Joseph Barone</td>
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<tr>
<td>Ioannis Androulakis</td>
<td>Strategic Alliance Rutgers – Stuart Country Day School (STARS)</td>
<td>Lily Young</td>
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<tr>
<td>Beth Angell</td>
<td>NTT Faculty Development for School of Social Work</td>
<td>Cathryn Potter</td>
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<tr>
<td>Charletta Ayers</td>
<td>Rutgers OB Prenatal (ROP) Modified Group Care Program: Rutgers’ Health –</td>
<td>Gloria Bachmann</td>
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<td></td>
<td>Improving Health Care Outcomes and Conserving Health Care Resources</td>
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<tr>
<td>Dunbar Birnle</td>
<td>Interdisciplinary Education—Encouraging Student Entrepreneurship</td>
<td>Matt Matsuda</td>
</tr>
<tr>
<td>Linda Brzustowicz</td>
<td>Encouraging, Documenting, and Recognizing Excellence in Academic Leadership</td>
<td>Brent Ruben</td>
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<tr>
<td>Nancy Cintron</td>
<td>Interprofessional Wellness Clinic</td>
<td>Alma Meriems, Cathryn Potter,</td>
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<td></td>
<td>Joseph Barone</td>
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<tr>
<td>Timothy Cleary</td>
<td>Developing a Self-Evaluation System to Promote Program Quality</td>
<td>Susan Forman</td>
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<td>Elliot Coughs</td>
<td>Establishing a Population Sciences Research Support Core at Rutgers Cancer</td>
<td>Sharon Manne</td>
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<td>Institute of NJ</td>
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<tr>
<td>Robin Diamond</td>
<td>Creating an Advising Partnership in the School of Arts and Sciences</td>
<td>Susan Lawrence</td>
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<tr>
<td>Kevin Ewell</td>
<td>Enhancing the Staff Experience in the School of Communication &amp; Information</td>
<td>Karen Novick</td>
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<tr>
<td>Patricia Findley</td>
<td>Interprofessional Wellness Clinic</td>
<td>Alma Meriems, Cathryn Potter,</td>
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<td></td>
<td></td>
<td>Joseph Barone</td>
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<tr>
<td>Sharon Fortin</td>
<td>Communicating Responsibility Center Management (RGM) Incentives at Rutgers</td>
<td>Dorothea Berkhost,</td>
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<td>Clinton Andrews</td>
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<tr>
<td>Ingrid Fulmer</td>
<td>Advisory Board for the HRM Department in SMLR</td>
<td>David Allen</td>
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<tr>
<td>Tobias Gerhard</td>
<td>Rutgers Center for Pharmacoepidemiology and Treatment Science</td>
<td>Brian Strom</td>
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<tr>
<td>Roger Grillo</td>
<td>Effective Administrative Cooperation to Foster Interdisciplinary Research</td>
<td>Peter Gallies</td>
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<td>Collaborations Within the Responsibility Center Management Model of</td>
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<td></td>
<td>Budgeting</td>
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<tr>
<td>Kenneth Karamichael</td>
<td>Program in Juvenile Justice and Youth Development at Rutgers University –</td>
<td>Larry Katz</td>
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<td></td>
<td>An Interdisciplinary and Cross Campus Initiative</td>
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<tr>
<td>Christopher Keuffif</td>
<td>Merging Mason Gross Extension Division’s ABT™ Certified School of Ballet with</td>
<td>George Stauffer</td>
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<td>Washington Rock Ballet</td>
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<tr>
<td>Sharda Kohli</td>
<td>Precision Radiation Oncology Fellowship for International Fellows at Rutgers</td>
<td>Bruce Hulity</td>
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<tr>
<td>Robin Leichtenko</td>
<td>Supporting Women in Geography</td>
<td>Richard Schroeder</td>
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<tr>
<td>Margaret Quinn</td>
<td>Development of a Nursing Faculty Reappointment &amp; Promotion Online Toolkit</td>
<td>Charlotte Thomas-Hawkins,</td>
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<td>for NTT Faculty</td>
<td>D. Anthony Forrester</td>
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<tr>
<td>Sheraz Siddiqui</td>
<td>Evaluating the RWJUH Length of Stay for Patients and Possible Solutions to</td>
<td>Martha Lansing</td>
</tr>
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<td></td>
<td>Lowering The LOS Index</td>
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<tr>
<td>Steven Singer</td>
<td>Rutgers School of Dental Medicine Faculty to Faculty</td>
<td>Cecile Feldman</td>
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<tr>
<td>Joan Smetzak</td>
<td>National Reading Day Campaign to Promote Women’s Public Leadership</td>
<td>Debbie Walsh</td>
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<tr>
<td>Frank Senningen</td>
<td>Improving Hypertension Management at the Robert Wood Johnson Medical School</td>
<td>John B. Kostas</td>
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<tr>
<td>Tudor Vagaescu</td>
<td>Healthy Life-Style Changes in Survivors of Cardiovascular Events Through a</td>
<td>Peter Gallies</td>
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<tr>
<td></td>
<td>Comprehensive Cardiovascular Rehabilitation Program</td>
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<tr>
<td>Jeff Wang</td>
<td>New Brunswick International Student Academic Success Initiative</td>
<td>Richard Edwards</td>
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<tr>
<td>Matt Winkler</td>
<td>New Brunswick Staff Advisory Council</td>
<td>Barry Qualls</td>
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</tbody>
</table>
A formal banquet in recognition of the Fellows was held on Wednesday, April 26, 2017. Academy participants noted a high degree of overall satisfaction with the program with 22/24 respondents noting a “4” or “5,” on a Likert-type 5-point scale.

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 publication at Rutgers and nationally has been positive.

“1000 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.”

“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 I also can’t wait to read it, and will also recommend to our ALP fellows. Thanks!”

The publication has 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 the following:

- New Department Dean and Chairs Orientation
- What’s Ahead 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 with the program indicating a “4” or “5,” on a Likert-type 5-point scale. Attendees noted value in: gaining a global view of the university from the perspectives of the Chancellor and other senior administrators; appreciation for helpful tips and reminders, and in the desirability of such a forum for informal conversation with and between chairs

PreDoctoral Leadership Development Institute (PLDI)

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

The program was initiated in 2010, and six cohorts, of 10-17 students each, have completed the two-year program. 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 report 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

Fellows noted a high degree of agreement about the program’s contribution to their understanding of higher education administration indicating a “4” or “5,” on a Likert-type, 5-point scale. When asked how likely they were to recommend the program to others, participants provided an average response of “5” on a Likert-type 5-point scale.

Fellows identified the following as highpoints of the program:

- The mentor experience
- Hearing from university officials and collaborating with peers across university
- Meeting other 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 Healthcare**

The Distinction in Leadership in Academic Healthcare program is offered by the Robert Wood Johnson Medical School in collaboration with ODL. 15 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:

- Gaining 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

**Leadership at Lunch Seminars**

These “brown bag” lunch seminars address a variety of skills, topics, and tools of relevance to current and aspiring leaders with an interest in higher education leadership. Two lunch-time sessions per semester are offered to individuals participating in ODL leadership programs and others on a space-available basis. This year’s seminars included: Dr. Laurie Lewis, Professor of Communication, and ODL Fellow, who facilitated the first lunch in October 2016 on the topic

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4 A comprehensive report on the three PLDI cohorts to date can be found under separate cover.
5 Invitations were extended to Big10, ALP, PLDI, and RLA participants.
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 Graduate School of Education with an interest in higher education and leadership are currently participating in an ODL Research Team. The team is currently working on a qualitative study of the experience of former PreDoctoral Leadership Institute Fellows.

**BIG10 Academic Alliance Conference**

As a member of the Big10, Rutgers-New Brunswick is also a member of Big Ten Academic Alliance—the academic counterpart of the Big Ten athletic conference. The BTAA offers programs and events for faculty and staff at member institutions, all oriented to the challenges at major research universities.

The Academic Leadership Program (ALP), established in 1989, is one of the most successful BTAA initiatives. The emphasis of this program is on leadership and managerial skill development for faculty with demonstrated exceptional ability and promise. Each BTAA institution selects up to five Fellows per year, to participate in 3, 2 and one-half day peer-learning events hosted by three different universities.

The Departmental Executive Officers Program (DEO) is the second BTAA leadership development program, held annually, and consisting of a single 2.5 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, group problem solving.

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

On February 9-11, Rutgers hosted a three-day seminar for 92 liaisons, Fellows, 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. Feedback on the event was extremely positive. 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
- 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 (listed below) and conference presentations during the 2016-17 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 13 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

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\(^6\) January 2016-June 27, 2017.
**Plans for 2017-2018**

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

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

- **PLDI Refinements** — To better accommodate the scheduling demands of doctoral students, we are planning a conversion of the two-year program into a one-year model. We are currently working on the new design for the revised program which will begin in Fall 2018. Nominations will be accepted in late Fall 2017.

- **Leadership Assessment** — ODL has begun to provide administration, interpretation, and use of assessment tool results for individual leaders and groups and customized facilitation 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 2017-18** — 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.

  - **Discussions of a Leadership Development Program for RBHS Chairs and Senior Leaders** — The program would provide an integrated and cohesive leadership and organizational development program focused on concepts and competencies, as well as the national, Rutgers, higher education, and medical education and practice landscapes.