



THE COUNCIL OF
INDEPENDENT COLLEGES



Senior Leadership Academy 2011–2012

*...a program for mid-level administrators
in independent higher education*

FIRST SEMINAR:

November 4–6, 2011 📍 St. Petersburg, FL

CLOSING SEMINAR:

Late Spring 2012 📍 Washington, DC

NOMINATION DEADLINE:

Friday, May 6, 2011, 5:00 p.m. EDT

2011–2012 Senior Leadership Academy


Rationale

The Council of Independent Colleges (CIC) and the American Academic Leadership Institute (AALI) are pleased to announce a year-long Senior Leadership Academy (SLA) for mid-level administrators in higher education who aspire to senior leadership positions in independent colleges or universities.

The need to prepare future leaders of colleges and universities has never been greater as the large generation of people now in senior leadership positions on campus rapidly nears retirement. In 2006, for example, nearly half of the nation's college presidents were 61 and older compared with 14 percent of presidents in 1986. About one-third of the chief academic officers in American colleges and universities in 2008 also were 61 years of age and older. Anecdotal information suggests that the age of other cabinet officers is similar to that of chief academic officers.

At the same time, there are indications that traditional pathways to senior leadership positions in higher education are less frequently followed than they once were. Firms that conduct searches for new presidents and others report that, except for some of the more prestigious institutions, the search firms often encounter difficulty identifying sufficient numbers of well-qualified candidates. According to a survey of chief academic officers released in 2009 by the American Council on Education and a subsequent report by CIC, the numbers of CAOs who say they intend to seek a presidency are relatively small. While the most common route to the presidency is still through the CAO position, only 30 percent of CAOs surveyed across all sectors of higher education indicated an interest in seeking a presidency, and only about 20 percent actually become a president. Among CIC member CAOs, only 24 percent intend to seek a presidency in the future. Almost half (47 percent) of CIC CAOs reported no interest in seeking a presidency. The mismatch between the growing need for highly prepared and motivated campus leaders and the lessening interest in the presidency by sitting CAOs is a major problem. Although the exact percentage of other vice presidents who aspire to the presidency is unknown, it is clear that programs that purport to prepare individuals for the presidency need to be broad in their focus and include administrators from every division of the institution.

CIC and AALI have developed the Senior Leadership Academy in response to the presidents and provosts who note that many talented people on their campuses now serving in lower levels of leadership responsibility would benefit from professional development opportunities and become better prepared to assume senior “line” responsibilities. The purpose of the Senior Leadership Academy is to prepare prospective leaders to assume positions as the chief officers in any division—including academic affairs, student affairs, finance and administration, enrollment management, and advancement—in independent higher education. The Academy helps to fill the gap in the current “leadership pipeline” by continuing the preparation of leaders who have promise of developing the talents and skills needed to assume a senior leadership position. The Academy also helps participants obtain a better understanding of the broader context within which their own institution operates and perspectives beyond their current department or division. Participants spend a year, under the tutelage of their campus mentor/nominator and the program director, augmenting or developing skill sets to make a senior position attainable and successful.



New social and economic realities make the demands on senior officer positions more difficult than ever before. Therefore, one premise of the SLA is that effective cabinet officers must be able to “think institutionally” and also be conversant about the context of American independent higher education outside of their current institution. This program is made possible through the generous support of AALI.

Description of the Program

The SLA program is a year-long program. It begins in the summer with several conference calls, the creation of one-page biographies to share with the group, the development of an Experiential Plan that describes the activities and initiatives by area in which the participant will engage during the year to prepare for a senior level position, and in-depth conversations with the participant’s mentor and the director of the program. Critical to the program is the intense mentoring by the campus nominator/mentor and the program director. The Experiential Plan comprises a major component of the program and offers a unique opportunity for participants to customize the year’s major activities, initiatives, and directions. Throughout the year, participants form subgroups to focus on particular areas of interest to several individuals, and participants visit campuses near their home institutions to engage in further exploration of critically important topics. The two national SLA seminars provide opportunities to network with colleagues from other institutions who share the same interests in learning about senior academic leadership at the “cabinet” level and beyond. The seminars also introduce participants to some of the best and most respected senior administrators in independent higher education in the United States. These exemplary leaders include current and former presidents, and vice presidents in academic affairs, student affairs, finance and administration, enrollment management, and advancement. The SLA also includes a series of readings and case studies on college and university leadership. The program requires monthly Experiential Plan reports and bimonthly conference calls with the program director and campus mentor/nominator. Additional consultation calls are scheduled with the program director as needed.

The program director is Ann Die Hasselmo, president of the American Academic Leadership Institute and president emerita of Hendrix College. She is former managing director of Academic Search and also served as dean of the H. Sophie Newcomb College and associate provost of Tulane University.

Dates and Sites

The fall seminar will be held in St. Petersburg, FL, beginning with lunch at noon on Friday, November 4, 2011, and ending at noon on Sunday, November 6, 2011. The closing seminar will be held in Washington, DC, in late spring 2012.

Eligibility

Up to 25 participants from independent colleges and universities will be selected to participate in the program, which is intended for individuals whose next position most likely would be a cabinet-level position in academic affairs, student affairs, finance and administration, enrollment management, and advancement and who would like to advance in responsibilities in college administration. Eligible participants would include individuals who have served in such positions as: assistant and associate provost, assistant and associate vice president, academic dean, assistant and associate dean, academic division chair, department chair, or administrative director. Under certain circumstances, general counsels and faculty senate chairs may be included as well.

Nomination Process

Individuals who wish to participate should ask the president, provost, or a vice president of his or her current institution to send a nomination packet consisting of the following items:

1. A nomination form completed by the nominator and signed by the president of the institution (please use the electronic form available online at www.cic.edu/SeniorLeadershipAcademy)
2. The nominee's curriculum vitae
3. A letter of nomination that emphasizes the nominee's qualifications for the program and potential for assuming a cabinet-level position. This letter should be specific, citing particular strengths and accomplishments of the candidate. It also should address the probable career path of the candidate.
4. A statement by the candidate explaining his or her interest in and potential for senior administrative positions in higher education. The statement should address the candidate's strengths, accomplishments, and career plans. It also should address what the candidate has learned thus far about leadership and his or her suitability for a leadership position. What talents and skills need further development?
5. The nominator's agreement to serve as the nominee's mentor during the Academy year

Expenses

The program fee for this year-long leadership development program is \$700. The fee will include all program costs as well as meals during the two seminars. Participants or their institutions will be expected to pay travel and hotel costs.

Nomination Deadline

The nomination packet is due by **Friday, May 6, 2011, 5:00 p.m. EDT**. Selection of participants will be announced by **Friday, May 27, 2011**.

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