



THE COUNCIL OF
INDEPENDENT COLLEGES



Senior Leadership Academy 2012–2013

*...a leadership development program to prepare
mid-level administrators for vice presidencies in
independent higher education*

FIRST SEMINAR:

**November 2–4, 2012 ☛ San Antonio, TX
Marriott Hotel**

CLOSING SEMINAR:

June 16–18, 2013 ☛ Washington, DC

NOMINATION DEADLINE:

Friday, March 30, 2012, 5:00 p.m. EDT

Senior Leadership Academy

2012–2013

Purpose

The Council of Independent Colleges (CIC) and the American Academic Leadership Institute (AALI) are pleased to announce the 2012–2013 Senior Leadership Academy (SLA), a year-long program for mid-level administrators in higher education who aspire to senior leadership positions in independent colleges or universities. By completing the program, participants will have acquired considerable knowledge, skills, and experiences that are germane to the portfolio of responsibilities and activities central to the work of a vice president and cabinet officer.

Program Description

The SLA is a year-long program designed to enhance the skills of mid-level college and university administrators for future roles as vice presidents and cabinet officers. The program consists of: 1) two two-day seminars in San Antonio, Texas, November 2–4, 2012, and Washington, DC, June 16–18, 2013, conducted by current and former presidents and vice presidents; 2) readings concerning senior leadership; 3) a professional Experiential Plan (EP) developed by the participant, his or her mentor, and the program director to be carried out on the home or another conveniently located campus; 4) mentorship by the participant's mentor and the program director; 5) executive career coaching; and 6) bi-monthly conference calls with the participant, mentor, and program director.

The program begins in the summer with several conference calls, the creation of one-page biographies to share with the group, and the development of an Experiential Plan that identifies "gaps" in professional preparation and describes the activities and initiatives in which the participant will engage during the year to prepare for a vice presidential position. The program also includes in-depth conversations with the participant's mentor and the director of the program.

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, Inc. and also served as dean of the H. Sophie Newcomb College and associate provost of Tulane University. The SLA is supported by the Henry Luce Foundation, the American Academic Leadership Institute, and Academic Search, Inc.

Background

The need to prepare future leaders of colleges and universities has never been greater as the 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.

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. For example, firms that conduct searches for higher education leaders report that, except for some prestigious institutions, there appear to be fewer chief academic officers and other vice presidents with interest in assuming a presidency.

CIC and AALI developed the Senior Leadership Academy in response to the presidents and provosts who note that many talented people on their campuses now serving in mid-levels of leadership responsibility would benefit from professional development opportunities to become better prepared to assume senior "line" responsibilities at the vice presidential/cabinet level. The SLA assists in filling 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 on campus. The SLA also helps participants obtain a better understanding of the broader context within which their own institution operates and a greater perspective beyond their current role. Participants spend a year under the tutelage of both their campus mentor/nominator and the program director,

augmenting or developing skills that make a senior position attainable and successful.

Participants

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 position in academic affairs, student affairs, finance and administration, enrollment management, or advancement and who would like to advance in responsibilities in college administration. A participant's current position may be assistant or associate provost, assistant or associate vice president, academic dean, assistant or associate dean, academic division chair, or administrative director. Under certain circumstances, general counsels and faculty senate chairs may be included as well.

National Seminar Dates and Sites

The fall seminar will be held in San Antonio, Texas, beginning with lunch at noon on Friday, November 2, 2012, and ending at noon on Sunday, November 4, 2012. The closing seminar will be held in Washington, DC, June 16–18, 2013.

The two national SLA seminars provide opportunities to network with colleagues from other institutions who share the same interests in learning about senior leadership and 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 chief officers in academic affairs, student affairs, finance and administration, enrollment management, and advancement.

Readings

Reading materials will be assigned on the major content areas of the seminars in higher education leadership to provide depth and breadth of knowledge.

Content Areas

The program will focus on the work of the chief officer of each division in an institution with emphasis on the essential nature of “thinking and working institutionally” as well as

understanding the role a senior officer has in relation to the president and the board.

Experiential Plan (EP)—Activities and Initiatives

Experience has shown that the EP component is essential to the success of the program. It offers a distinctive opportunity for participants to customize the year's major activities, initiatives, and directions. Working with his or her mentor (supervising vice president or institution's president) each participant will analyze personal “gaps” in individual professional preparation and experience then carry out activities and initiatives to fill the identified “gaps.” Some activities for the professional EP may occur: a) on the home campus, b) on a nearby campus, or c) at a campus where the participant might naturally travel as part of ongoing duties and travels during the year.

Mentoring and Executive Coaching Components

Participants will be mentored throughout the year by their own presidents, the program director, and additional mentors. Individualized executive coaching is also an important element of the program.

Group Activities

Throughout the year, participants form subgroups to focus on particular areas of interest to several individuals, create book groups to discuss critical readings, and visit campuses near their home institutions to engage in further exploration of critically important topics. Regional visits to other campuses are also developed during the course of the year.

Seminar Conference Calls

Seminar conference calls and webinars will be held on topics of importance to the successful performance of a cabinet officer and the administration of a college or university.

Mentoring and Executive Coaching Components

Intensive mentoring is critical to the program. Campus mentors, the program director, and additional mentors, as relationships are formed during the course of the year, will mentor participants. Participants also benefit from individualized executive coaching.

Bi-Monthly Conference Calls

The participant, mentor, and program director hold bi-monthly conference calls to discuss progress on the Experiential Plan as well as other issues related to the advancement of the participant.

Program Costs

The program fee for the 2012–2013 academic year is \$950. The fee includes all program costs as well as meals during the two seminars. The SLA is supported generously by the Henry Luce Foundation, AALI, and Academic Search, Inc. so the fee can be kept at a comparatively low level. The participant or his or her institution is responsible for travel and lodging expenses. Support to offset some of these costs is available to a small number of participants at institutions with unusually limited funding for professional development.

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 single nomination packet to CIC consisting of the following items:

- a. A nomination form completed by the nominator and signed by the president of the institution, which includes the nominator's agreement to serve as the nominee's mentor during the SLA year (please use the electronic form available online at www.cic.edu/SeniorLeadershipAcademy)
- b. The nominee's curriculum vitae
- c. 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.
- d. A statement by the candidate explaining his or her interest in and potential for a senior administrative position 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 "gaps" exist in an individual's preparation for a cabinet position? What talents and skills need further development?

Submit nomination packet to:

Senior Leadership Academy

Council of Independent Colleges • One Dupont Circle
NW, Suite 320 • Washington, DC 20036-1142

Fax: (202) 466-7238 • Email: bhetrick@cic.nche.edu

Nomination Deadline

The nomination packet is due by **Friday, March 30, 2012, 5:00 p.m. EDT**. Selection of participants will be announced by **Friday, April 13**.

Additional Information

Additional information can be obtained from Ann Die Hasselmo, president of AALI, at Ann.Hasselmo@AmericanALI.org or (202) 276-8654.

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