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AAI
AMERICAN ACADEMIC
LEADERSHIP INSTITUTE

Executive Leadership Academy 2017–2018

...a leadership development program
to prepare college and university
vice presidents for presidencies

www.americanali.org

EXECUTIVE LEADERSHIP ACADEMY 2017–2018

The Executive Leadership Academy (ELA) is a year-long program cosponsored by the Council of Independent Colleges (CIC), the American Association of State Colleges and Universities (AASCU), and the American Academic Leadership Institute (AALI) to prepare experienced provosts and vice presidents to become successful presidents. It includes two national seminars, readings, webinars, individualized experiential activities, and structured mentorship experiences. 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 the president.

PROGRAM DESCRIPTION

The ELA enhances the skills and knowledge of vice presidents and cabinet officers as they contemplate future roles as college or university presidents. The program consists of 1) two seminars in Washington, DC, (July 20-22, 2017, and June 18-20, 2018) led by current and former presidents and vice presidents; 2) readings concerning presidential leadership; 3) a Professional Experiential Plan (PEP) developed by the participant and his or her president to be carried out on the home campus or another conveniently located campus as the participant engages in activities relevant to the presidency; 4) mentorship by both the participant's president and the program director; 5) executive career coaching; and 6) several structured conference calls with the participant, mentor, and program director.

The program director is Tom Kepple, president of the American Academic Leadership Institute and president emeritus of Juniata College. He is the former vice president of business affairs at Sewanee: The University of the South and former provost of Rhodes College. The ELA is supported by the American Academic Leadership Institute and Academic Search, Inc.

BACKGROUND

Several issues affect future leadership needs of the academy: the aging of the current generation of presidents; the reports of search consultants that candidate pools in presidential searches are becoming smaller; the increasing complexity of the president's role; the difficulties experienced by excellent candidates who come to presidential searches with some, but not all, of the experiences of sitting presidents; and the reluctance of some boards of trustees to select candidates without substantive and demonstrated experience in the full complement of the responsibilities of the presidency—many of them external. We know that the roles of presidents have changed significantly in recent years; that the role of institutional fit is critical; and that institutional type affects the role of the president. The president's role now requires some understanding of everything from enrollment to endowment management and from governmental to alumni relations—

not to mention athletics, fundraising, marketing, student affairs, strategic planning, and financial management. The president's necessary expertise also has expanded beyond the borders of the institution—into the broader world. Candidates with at least some knowledge of and experience in the range of responsibilities of the presidency are seen by boards of trustees and search committees as better qualified and better able to assume leadership quickly and to have a positive impact on the institution.

PARTICIPANTS

Approximately 40 cabinet officers, drawn from all divisions of the institution, will be selected for the 2017–2018 program—half from Council of Independent Colleges member institutions and half from American Association of State Colleges and Universities institutions. Eligibility is open to individuals who are currently serving in “cabinet”-level positions.

NATIONAL SEMINARS

Two seminars will be held in Washington, D.C., led by current and former presidents and chancellors as well as experts in various areas of presidential responsibility.

READINGS

Reading materials on the responsibilities of the presidency and on the specific topics of the seminars will be recommended to provide breadth and depth.

CONTENT AREAS

The program will focus on presidential areas of responsibility—none of which is completely contained within the portfolio of a single senior campus officer's position. The topics will include, but not be limited to: fundraising; student affairs; endowment development and management; board development and board relations; institutional strategic planning as well as institutional re-positioning; alumni affairs; marketing and branding; financial management; legal issues; governmental relations at the state and federal levels; town-gown relations; campus master planning; buildings and grounds; enrollment management; athletics; personnel management; and the mechanics of the search process.

PROFESSIONAL EXPERIENTIAL PLAN—ACTIVITIES AND INITIATIVES

Working with his or her president, each ELA participant will analyze personal “gaps,” then design, with the help of the director and the mentor, a plan of activities and initiatives to gain hands-on experience in the conduct of the day-to-day activities covered in the content areas of the program. The activities in the PEP may occur on the home campus, on a nearby campus, or at a campus where the cabinet officer might naturally travel as part of ongoing duties during the year. These initiatives will be customized to fit the individual needs of the respective cabinet officer, president, and institution. Experience has shown that the PEP component is essential to the success of the program. The PEP may be conceptualized as a self-directed, self-initiated year-long internship. Several reports on PEP activities are submitted to the mentor and program director on specific dates.

FIRST SEMINAR:

July 20–22, 2017
Washington, DC

CLOSING SEMINAR:

June 18–20, 2018
Washington, DC

NOMINATION DEADLINE:

CIC - Friday, January 13, 2017, 5:00 p.m. EST

AASCU - Wednesday, March 1, 2017

MENTORING AND EXECUTIVE COACHING COMPONENTS

Participants will be mentored throughout the year by their own presidents and the program director. Individualized executive coaching is available throughout the program.

PROGRAM COSTS

The program fee for the 2017–2018 academic year is \$2,400. The fee includes all program costs as well as meals during the two seminars. 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 limited funding for professional development.

NOMINATION PROCESS

The president to whom the cabinet officer reports must nominate the candidate. Presidents complete the nomination form and commit to serve during 2017–2018 as a mentor and to work with the cabinet officer on appropriate experiential opportunities consistent with the program's content and intent. Individuals who wish to participate should ask the president of his or her current institution to submit a single nomination packet to CIC at www.cic.edu/ExecutiveLeadershipAcademy, or to AASCU at www.aascu.org. The packet should consist of the following items:

- a. A nomination form, available at www.cic.edu/ExecutiveLeadershipAcademy, or <http://www.aascu.org/LD/ELA/>, completed by the president of the institution. This form should include the nominator's agreement to serve as the nominee's mentor during the ELA year.
- 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 presidency. 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 presidency 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 the individual's preparation for a presidency? What talents and skills need further development?

Submit nomination materials as a single, complete CIC packet to www.cic.edu/ExecutiveLeadershipAcademy and AASCU packet to Amanda Cook at cooka@aascu.org.

NOMINATION DEADLINE

Nomination packets are due to CIC by Friday, January 13, 2017, 5:00 p.m. EST. Selection of participants will be announced by Friday, February 10, 2017. Nomination packets are due to AASCU no later than Wednesday, March 1, 2017. Participants will be notified shortly after.

ADDITIONAL INFORMATION

For questions about the CIC nomination, selection process, or program logistics, contact David Brailow, vice president for development, CIC, at dbrailow@cic.nche.edu or (202) 466-7230. For questions about the AASCU nomination, selection process, or program logistics, contact Amanda Cook, Program Manager, Academic Leadership and Change, AASCU, at cooka@aascu.org or (202) 478-4693. For questions about program content, contact Tom Kepple president, AALI, at keppet@americanali.org or (202) 263-7488.

ELA RESULTS TO DATE

CIC, AASCU, and AALI piloted a Provost to President program in 2009–2010 to prepare cabinet-level administrators in CIC and AASCU member institutions to assume presidencies. Of the 41 participants in that pilot program, 14 have since been appointed as president or chancellor. The program's name was changed to the Executive Leadership Academy for the 2011–2012 academic year, and 16 of the 42 participants have since been appointed president or chancellor. Of the 40 participants in the 2012–2013 ELA, six have been appointed to presidencies. In the 2013–2014 cohort of 37 participants, eight have earned presidential appointments. Of the 29 participants in 2014–2015, three have assumed presidencies. Five of 37 participants during 2015–2016 already have been appointed president.

Although AALI, AASCU, and CIC maintain data on the professional advancement of participants, successful outcomes also are obtained when participants' leadership in their current positions is strengthened or when they learn from the experiences that they do not want to pursue a presidency, or when the participant is selected for a succession plan to the presidency of the same institution.