



THE COUNCIL OF
INDEPENDENT COLLEGES

AAI
AMERICAN ACADEMIC
LEADERSHIP INSTITUTE

SENIOR LEADERSHIP ACADEMY *2017–2018*

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

www.cic.edu/SeniorLeadershipAcademy

SENIOR LEADERSHIP ACADEMY 2017–2018

The Council of Independent Colleges (CIC) and the American Academic Leadership Institute (AALI) are pleased to announce the 2017–2018 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 college or university vice president or cabinet officer.

PROGRAM DESCRIPTION

The SLA is 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 seminars—in San Antonio, Texas, November 3–5, 2017, and Washington, DC, June 21–23, 2018—led by current and former presidents and vice presidents; 2) readings concerning senior campus leadership; 3) a Professional Experiential Plan (PEP) developed by the participant and his or her mentor to be carried out on the home or another conveniently located campus; 4) mentorship by the participant’s nominator and the program director; 5) executive career coaching; and 6) several structured conference calls with the participant, mentor, and program director.

The program begins in the summer with a conference call, the creation of a one-page biography to share with the group, and the development of a Professional 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.

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 SLA is supported by 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 2012, for example, the average age of the nation’s college presidents was 61 years compared with an average age of 52 years two decades earlier. The average age of chief academic officers is slightly younger, at 57 years.

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 the most prestigious institutions, there appear to be fewer chief academic officers and other vice presidents with an interest in assuming a presidency.

CIC and AALI developed the Senior Leadership Academy in response to presidents and provosts who noted 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 helps to fill the gap in the current “leadership pipeline” through the preparation of leaders who show promise of developing the talents and skills needed to succeed in 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 perspective on higher education beyond their current role.

PARTICIPANTS

Up to 30 participants from independent colleges and universities will be selected for 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 SEMINARS

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 vice presidents in academic affairs, student affairs, finance and administration, enrollment management, and advancement.

READINGS

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

CONTENT AREAS

The program will focus on the work of the chief officer of each major 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, members of the president’s cabinet, and the board.

PROFESSIONAL EXPERIENTIAL PLAN—ACTIVITIES AND INITIATIVES

Experience has shown that the PEP component is essential to the success of the program. It offers a distinctive opportunity for participants to customize the year’s 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 PEP 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 during the year. The PEP may be conceptualized as a self-directed, self-initiated year-long internship. Reports on PEP activities are submitted to the mentor and program director six times during the year.

FIRST SEMINAR:

November 3–5, 2017
San Antonio, TX

CLOSING SEMINAR:

June 21–23, 2018
Washington, DC

NOMINATION DEADLINE:

Friday, January 27,
2017, 5:00 p.m. EST

GROUP ACTIVITIES

Throughout the year, participants form subgroups to focus on particular areas of interest, 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 also are developed during the course of the year.

WEBINARS AND CONFERENCE CALLS

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

MENTORING AND EXECUTIVE COACHING COMPONENTS

Mentoring is a critical component of the program. Both campus mentors and the program director will work with individual participants. Individualized executive coaching is available throughout the program.

ADVISORY CONSULTATIONS

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

PROGRAM COSTS

The program fee for the 2017–2018 academic year is \$2,000. The fee includes all program costs as well as meals during the two seminars. The SLA is supported generously by AALI and Academic Search, Inc. 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

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

- a. A nomination form, available at www.cic.edu/SeniorLeadershipAcademy, completed by the nominator. This form should include the nominator's agreement to serve as the nominee's mentor during the SLA 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 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 the nomination materials as a single complete packet to www.cic.edu/SeniorLeadershipAcademy.

NOMINATION DEADLINE

The nomination packet is due by **Friday, January 27, 2017, 5:00 p.m. EST**. Selection of participants will be announced by **Friday, February 24, 2017**.

ADDITIONAL INFORMATION

For questions about the 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 program content, contact Tom Kepple, president, AALI, at kepplet@americanali.org or (202) 263-7488.

SLA RESULTS TO DATE

CIC and AALI have offered programs for six cohorts of mid-level administrators who are interested in becoming provosts and vice presidents. Of the 41 participants in the 2010–2011 cohort, 25 (61 percent) have moved up to positions of greater responsibility, including 11 provosts and vice presidents. The number of participants was reduced for later classes to increase interaction among participants. Of the 25 participants in the 2011–2012 cohort, ten have earned promotions, for an "upward mobility rate" of 40 percent. Six of the 22 participants in 2012–2013 have moved up, as have five of the 26 participants in 2013–2014. Six from the 2014–2015 cohort have been promoted, and two from the 2015–2016 cohort already have advanced.