



Executive Leadership Academy 2014–2015

A Leadership Development Program to Prepare College and University Vice Presidents for Presidencies

Purpose

The Executive Leadership Academy (ELA) is a year-long program cosponsored by the Council of Independent Colleges, the American Association of State Colleges and Universities,

and the American
Academic Leadership
Institute to prepare
experienced provosts
and vice presidents
to become successful
presidents. It includes

- First Seminar: July 20–22, 2014—Washington, D.C.
- Closing Seminar: June 21–23, 2015—Washington, D.C.
- Nomination Deadline: Monday, April 21, 2014

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

This year-long program 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, D.C. (July 20–22, 2014, and June 21–23, 2015) 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 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) two 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, Academic Search, Inc., and the Henry Luce Foundation.

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 2014–2015 program—half from the American Association of State Colleges and Universities (AASCU) member institutions and half from the Council of Independent Colleges (CIC) member institutions. Eligibility is open to individuals who are currently serving in "cabinet" level positions.

Seminars

Two seminars will be held in Washington, DC, led by current and former presidents and chancellors as well as experts in various areas of presidential responsibility. The seminars will be held July 20–22, 2014, and June 21–23, 2015.

Readings

Reading materials will be assigned on the responsibilities of the presidency and on the specific topics of the seminars 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; comprehensive campaigns; 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, activities and initiatives to gain handson 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 (a) on the home campus, (b) on a nearby campus, or (c) 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. A report on each month's PEP activities is submitted to the mentor and program director on the last day of each month.

Mentoring and Executive Coaching Components

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

Program Costs

The program fee for the 2014–2015 academic year is \$2,150. 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

Presidents to whom the cabinet officer reports must nominate the candidate. Presidents complete the nomination form and commit to serve during 2014–2015 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 (pdf) to George L. Mehaffy at mehaffyg@aascu.org. The packet should consist of the following items:

■ A nomination form, available on the AASCU website at *aascu. org/LD/ELA*. Completed by the president of the institution, the nomination form includes the nominator's agreement to serve as the nominee's mentor during the ELA year.

- A letter of nomination from the president 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.
- The nominee's curriculum vitae.
- 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 packet to George L. Mehaffy at *mehaffyg@aascu.org*.

Nomination Deadline

The nomination packet is due by **Monday, April 21, 2014**.

Additional Information

For questions about the nomination, selection process, or program logistics, contact George L. Mehaffy at *mehaffyg@aascu.org*. or 202.478.4672. For questions about program content, contact Tom Kepple, president, AALI, at *kepplet@americanali.org* or 202.263.7488.