Request for Nominations: The President and Provost’s Leadership Institute (PPLI)
Leadership Development for Emerging Academic Leaders (details on pages 2 through 6)

WHAT: The seventh PPLI cohort, August 2015 through December 2016
The Women’s Place, under the auspices of the Office of Academic Affairs and in collaboration with the Office of Human Resources, developed the President and Provost’s Leadership Institute as part of its mission to create a climate conducive to women’s opportunities for success. The institute focuses on long-term faculty leadership development. Additional details: http://womensplace.osu.edu/leadership-programs/#PPLI.

PURPOSE: to provide women and faculty members from underrepresented groups the opportunity to improve their abilities as faculty leaders in the broadest sense. Majority men are also welcome to participate and we have had several men in each cohort.

WHO IS ELIGIBLE:
• clinical or tenured faculty at the associate professor level or higher who
  o do not currently hold significant leadership positions, but who may be in a position to do so within two to five years, or
  o are new to administrative positions.
• Each college, regional campus, and the libraries is guaranteed at least one participant in each cohort; we welcome multiple nominations, especially from the larger colleges (for example, Arts and Sciences and Medicine) and from the NSF Advance Grant: Comprehensive Equity at Ohio State (CEOS) colleges.

It is important that the faculty members chosen to participate in the PPLI be individuals with real leadership potential and interest – people that deans and directors would turn to when leadership positions become available. TIU heads should be prepared to adjust workloads to account for the effort involved in the Institute.

COST: The cost of the program for each participant, to be borne by the participant’s college, is $2,700 for the full 18 month program. OAA subsidizes the remaining costs.

DEADLINE: Close of business, Friday, April 24th, 2015.

PROCESS:
• Faculty are chosen and notified, either by their deans or, in the case of faculty in University Libraries, by the vice provost and director of University Libraries.

The dean or vice provost and director, University Libraries, submits the nomination letter, naming the nominee and confirming that both the nominee and the nominee’s unit head support the nomination. The nominations should be submitted electronically to Hazel Morrow-Jones, Associate Provost for Women’s Policy Initiatives and Director of The Women’s Place, morrow-jones.1@osu.edu
Request for Nominations – additional information
The President and Provost’s Leadership Institute (PPLI)
... Leadership Development for Emerging Academic Leaders ...
2015 – 2016

The Institute

The Ohio State University created The Women’s Place (TWP) to make Ohio State a cutting edge institution that supports and develops women’s opportunities for achievement. The Women’s Place was designed to be a mechanism to influence critical institutional policies that impact women and the environment for women.¹

Up to 24 faculty members can participate in each PPLI cohort. Each college, regional campus, and the libraries are guaranteed at least one participant in each cohort, and we would be very receptive to multiple nominations, especially from the larger colleges (for example, Arts and Sciences and Medicine) and from the NSF Advance Comprehensive Equity at Ohio State (CEOS) colleges. The deans and the director of the libraries choose who participates from their units.

One outcome of the institute is to create a pool of potential leaders from groups that traditionally have been underrepresented in key leadership roles, and in particular in the role of department chairs and school directors. For most units this will be women and underrepresented minority men. However, majority men in leadership positions also have an important role in creating a climate that welcomes all groups.

Successful academic leaders create a productive place for everyone to work. They must be able to motivate people to work well together. Academic leaders rarely exercise their full authority, relying instead on the leadership skills of persuasion, coaching, and achieving consensus. This is true whether their roles are chairs, deans, graduate studies chairs, department committee members, laboratory leaders, or other leadership roles that faculty take on.

The goal of the President and Provost’s Leadership Institute is to help leaders develop themselves and their leadership skills so that they become highly effective in the academic environment. Leaders must have the skills to encourage faculty, staff, and students to create a climate consistent with the goals stated in our Academic Plan: one that values the differences among people along with the similarities; one that appreciates that the human condition is best served through understanding, acceptance, and mutual respect; and one that permits faculty and staff to find the highest levels of fulfillment and satisfaction as they collaborate to create new knowledge and to educate and support our students. Achieving these goals requires that we examine the ways in which gender influences and responds to leadership styles.

The PPLI will focus primarily on the nature of effective leadership rather than on various leadership tasks. The program will not duplicate Ohio State’s existing leadership training programs and is complementary to them. For example, PPLI graduates interested in national trends in higher education could go on to become ACE or CIC Academic Leader Program fellows. PPLI participants who become academic leaders would benefit from participating in the

¹ The President’s Council on Women’s Issues 2002 Report, Appendix I.
new chair training offered by the Offices of Academic Affairs and Human Resources, which focuses primarily on a different set of leadership topics.

To facilitate the involvement of faculty with care-giving responsibilities, no overnight events or events requiring out of town travel will be held. If any evening or weekend events are scheduled, child care will be provided as needed and referrals will be made for elder care.

**The seventh PPLI class, August 2015 through December 2016**

The President and Provost’s Leadership Institute is an 18-month program. It is designed to allow participants to engage in self-assessment and professional development with the goal of taking on leadership positions at the university. **We encourage deans, directors and department chairs to recognize the time commitment required to participate in this program and to provide release from other responsibilities** (e.g., count the institute as the faculty member’s service commitment for the duration of the program or reduce teaching assignments to compensate) for the 18 months of the program. **Department chairs will be expected to accommodate participants’ involvement with compatible teaching schedules over the entire time period.** Participants are expected to attend all workshops and a minimum number of lunch discussions, and to participate in all other institute activities. Most workshops will be held on Friday afternoons and the participants’ teaching and clinic schedules need to permit attendance.

**The cost of the program, to be borne by the participant’s college, is $2,700 per participant.** The Office of Academic Affairs, through the Women’s Place, subsidizes the remaining costs.

Individuals nominated for the PPLI should typically be faculty members with clear leadership potential and aspirations. These should be people that deans expect to recruit into leadership roles in the next two to five years.

**PPLI Schedule** – The emphasis of the institute is on depth of knowledge/practice and networking, achieved through workshops, lunch discussions with university leaders, readings, book discussions, and time for reflection.

1. **Orientation and Immersion**

   A two-day retreat addressing culture principles, teambuilding, and an orientation to PPLI will be held with participants before the beginning of fall semester 2015.

2. **Workshops (see below for descriptions)**

   Ten workshops will be held over the course of the institute.
   
   − Each workshop will combine delivery of content with experiential/interactive activities.
   
   − Workshop facilitators will be encouraged to link their workshop content to the related book provided to participants, and to suggest readings from the book in advance.
   
   − Participants will lead discussions of the workshop-related books.

3. **Lunches with University Leaders**
The PPLI cohort will have a number of lunches each semester and each of these will include a talk by at least one university leader on her/his leadership journey or on a specific topic followed by discussion. Each participant will be expected to attend at least three of these lunches per semester. A variety of vice presidents, deans, vice provosts, department chairs and school and center directors will be invited to participate. This group will reflect as much diversity (scholarship, gender, race, sexual orientation, etc.) as possible.

Lunches and workshops will be coordinated so that leaders and participants can address and expand upon issues raised during workshops. Potential topics of focus for lunch discussions include (among others):

- Difficult conversations (discussion and practice)
- Media relations
- Transitioning from group member to leader
- Work-life balance
- Running effective meetings
- Leading change
- Increasing diversity

Additional lunches will allow participants to use other learning approaches such as book discussions and exploring personal growth practices.

**Workshop Descriptions**

**Understanding Self and Leveraging Personal Strengths for Effective Leadership**

Participants will complete a series of assessments over the course of the institute that will focus on their leadership style on numerous dimensions that are important for leadership success.

1. **Leadership Practices Inventory**

   The Leadership Practices Inventory is a 360 degree feedback instrument that provides the participant with feedback about the extent to which they are observed by others (manager, direct reports, colleagues, observers) engaging in effective leadership practices. It is often the first time participants have the opportunity to receive this type of feedback and can provide valuable insights about one’s interactions.

2. **StrengthsFinder**

   StrengthsFinder gives individuals the opportunity to discover what they naturally do best. Our natural talents often go untapped; many development exercises emphasize strengthening our weaknesses rather than identifying and leveraging our strengths. This workshop will help participants identify, understand, and learn how to capitalize on their natural gifts to lead others.

3. **EQ: Tapping Into Your Greater Leadership Potential (Emotional Intelligence)**
Emotional intelligence addresses the emotional, personal, social, and survival dimensions of intelligence, which are often more important for daily functioning than the more traditional IQ. Emotional intelligence (EQ) is concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings to be more successful in dealing with environmental demands. EQ helps to predict success because it reflects how a person applies knowledge to the immediate situation. In a way, EQ measures one’s common sense and the ability to get along in the world. Participants will be able to: (1) understand what emotional intelligence is and why it is so; (2) recognize and understand the five competencies which build on each other to raise an individual’s EQ; and (3) develop strategies to improve and enhance their EQ.

4. **Understanding Personal Style (Enneagram)**

   This workshop will provide participants with the opportunity to discover their Enneagram Type, how it manifests in our work and with others, and what we want and need based on our type. Knowledge from this workshop combines well with information on the other inventories to help participants understand and appreciate diverse styles of work and interaction.

5. **Myers Briggs Type Indicator (MBTI)**

   The MBTI inventory is one of the most commonly used personality assessments. The workshop will help people understand the implications of their Myers-Briggs type and its interaction with other people’s characteristics. Participants will discover their own type and what it means to their leadership and other work; they will learn about how their type interacts with other types; and they will have the opportunity to practice with other types in a variety of scenarios to gain experience and deeper understanding of how human differences can be productively combined.

**Understanding Others and Handling Conflict**

6. **Understanding Diversity And Leading Multicultural Organizations**

   One of the most challenging facets of leadership in higher education is creating an inclusive and welcoming environment for individuals who do not occupy the majority position with the group. This session will help participants consider their personal and professional roles in facilitating an inclusive environment. Participants will also identify specific techniques to use to create and maintain environments that embrace diversity as a necessary ingredient for excellence.

7. **Difficult Conversations/Dealing With Difficult People**

   This workshop will focus on using skills that derive from mediation to hold those conversations that are likely to be highly emotional. The workshop will involve practice in role-played situations that are the hardy perennials in academic administration.

8. **Conflict Management and Negotiation Skills**
The university environment is packed with conflict. People have different preferences for what they want, how they want things done, and how problems should be handled and resolved. Amid these different views and diverse cross-pressures, academic leaders have to move their agendas forward and resolve their differences with others. This workshop will highlight and practice effective negotiation skills and conflict management for academic administrators. The workshop will review key principles of negotiation and conflict management for the academic environment and provide helpful tutorials in implementing these tools. Special attention will be paid to the challenges that women often experience in negotiating and managing conflict effectively.

Leading

9. Leading Change at the Individual, Committee, Department, College or University Level

Universities are at once bastions of tradition and incubators of new ideas. Leaders of the future must learn to understand and embrace this paradox while at the same time enabling the university to adapt to new contexts and circumstances. This workshop will highlight the skills required to be a transformational leader who can inspire others, generate a shared vision of the future and engage committed colleagues. This effort requires understanding the dynamics of personal leadership as well as the dynamics of organizational behavior. Using readings and a case study of a college transformation, participants will understand the dynamics of organizational culture, the requirements of leadership in situations of increased change, and the relationship between change, culture, and leadership. This workshop will help participants examine how culture change happens and how an individual participant or leader can engage to move a culture towards inclusivity, civility, accountability, and community.

10. Coaching, Mentoring and Engaging Faculty and Staff

This workshop will address practices that leaders can adopt to maximize individual and group effectiveness through mentoring and coaching. We’ll also explore the concept of engagement and what leaders can do to create a culture that encourages engagement.

Assessment of PPLI

The institute will be assessed in four ways:

1. Participants will assess each workshop.
2. Coordinators will interview participants during the course of the institute.
3. An assessment of the entire institute will be done the term after the institute is completed.
4. Selection of participants into administrative positions and non-administrative leadership appointments will be tracked on a yearly basis for all PPLI graduates.

The goals of the assessment include evaluating the success of the institute in expanding the number of academic leaders from underrepresented groups at Ohio State.