

# ACADEMIC AND ADMINISTRATIVE LEADERSHIP DEVELOPMENT PROGRAM

*...we will be the new home for  
visionaries and scholars who will  
lead the way in defining and creating  
the future of the health sciences.*

*-UTHSC-H Institutional Vision*



**THE UNIVERSITY *of* TEXAS**

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**HEALTH SCIENCE CENTER  
AT HOUSTON**

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## **THE ACADEMIC AND ADMINISTRATIVE LEADERSHIP DEVELOPMENT PROGRAM**

The University of Texas Health Science Center at Houston (UTHSC-H) recognizes that developing leadership and management skills benefits both individual employees and the institution. Development of academic and administrative leaders is a seminal component of institutional philosophy underscored by the mission statement and the institutional vision.

### **PROGRAM GOAL**

The goal of the Academic and Administrative Leadership Development Program is to develop in UTHSC-H faculty and administrators the capacity for leadership by imparting new knowledge about the institution as well as leadership and management skills.

### **LEARNING OBJECTIVES**

- To increase knowledge about the importance of leadership in the academic health center
- To increase knowledge about UTHSC-H culture and leadership
- To increase personal awareness as it relates to leadership abilities
- To integrate new knowledge and apply it to current work environments
- To increase knowledge about management skills pertinent to the academic health center

### **ELIGIBILITY FOR FACULTY FELLOWS**

The prospective faculty member should first discuss his/her interest with his/her department chair and gain support for his/her nomination. The faculty member must then be nominated by his/her department chair and this nomination must be endorsed by his/her Dean. Nominees must have a documented history of significant achievement in his/her discipline and significant experience in academic activities. Applicants will be at the rank of professor or associate professor. Since the program involves a substantial time commitment, restriction to senior faculty ensures that participation will not hamper an individual's academic advancement.

### **ELIGIBILITY FOR ADMINISTRATIVE FELLOWS**

The prospective administrative member should first discuss his/her interest with his/her department head or immediate supervisor and gain support and approval for his/her nomination. The administrative member must then self nominate. Nominees must be in positions with leadership responsibilities and have aspirations of becoming better leaders in their field. Classification (A&P or Classified) will not be a consideration of eligibility. All administrative nominations will be submitted to the institutional Chief Operating Officer through the AALDP Steering Team for approval and endorsement to participate in the program.

### **ABOUT FUNDING**

Participants in the program will receive a \$3,000 stipend from the President's Office to pursue a New Initiative and must commit to 24 monthly program hours for classes and additional time to build their initiative. *This commitment must be endorsed by the department head, immediate supervisor or dean.* The Office of the Executive Vice President for Academic Affairs will provide program materials.

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## CONCEPTUAL FRAMEWORK

The program is based on institutional beliefs that leadership is:

- A shared responsibility
- Ongoing and often not deliberate
- Dispersed throughout the institution
- Strengthened by diversity
- Inhibited by a rigid career advancement system based on conventional notions of upward mobility
- Promoted by personal competencies and demonstrable achievement in one's field or discipline
- Aided in its development by personal accomplishments and self-confidence gained through management, communication, interpersonal skills, decisiveness, and knowledge of the institution
- Expressed concisely in decisions that are based on first-hand information and with an appreciation for the contributions of others as well as by setting examples worth following and demonstrating loyalty to subordinates and the institution

## PROGRAM COMPONENTS

### SEMINARS BY LEADERS and VISITING FACULTY

Participants will attend workshops addressing knowledge needed to enhance awareness of UTHSC-H's governance and culture. The seminars will be presented by leaders within the UTHSC-H community. Sample seminars include *Overview of UTHSC Organizational Structure* to be led by the Vice President of Public Affairs; *Strategic Planning* to be led by the Executive Vice President for Academic Affairs; and *Legal Issues in Higher Education* to be led by the Chief Legal and Compliance Officer. Class members will have the opportunity to suggest additional seminars tailored to meet their specific needs.

### CLASS DISCUSSION GROUPS

Class members will meet as a group to discuss assigned readings, debrief after leadership workshops, and practice facilitation roles. Current UTHSC-H academic leadership will be invited to participate. As with seminars, participants will have an opportunity to determine pertinent topics for discussion.

### SEMINAR ON ACADEMIC ADMINISTRATION

As a culmination of the year's experience, leadership class participants will be offered the opportunity to attend an off-campus seminar on academic administration. This is a one-week training session for new and prospective administrators in institutions of higher education. The seminar, sponsored by Texas A & M University, is held on the campus in College Station.

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## **MENTORS**

Early in the program, mentors will be assigned to help class participants get quickly oriented to the program. After the orientation period, class members, with the assistance of the Steering Team, will seek the advice of mentors who may assist with the New Initiative.

## **LONG-TERM DEVELOPMENT**

Program graduates will mentor current class members in the program and participate in selected sessions of the current year's class. Networking events will be held during the year for current and past participants of the Academic and Administrative Leadership Development Program (*formerly Academic Leadership Development Program*). The event will feature a speaker whose topic is relevant to leadership.

## **NEW INITIATIVE**

This is the core activity of the program. It is based on the premise that essential leadership/management skills and knowledge are optimally acquired through experience in problem-based settings or situations in which individuals are directed by a strong purpose and meaningful work and are responsible for accomplishing a task. The New Initiative will be conceived and carried out by the leadership class member with mentoring from an experienced UTHSC-H administrator.

The New Initiative may involve the participant's school/department and area of expertise, or may be related to a broader institutional goal. The topic for this initiative must be in line with institutional priorities.

The participant will develop a complete proposal for initiating, sustaining, and evaluating the initiative. The proposal will include a detailed description of the New Initiative, an inventory of current and needed resources, a budget, a timeline, and performance measures by which the New Initiative will be evaluated.

# Academic and Administrative Leadership Development Program

**New Administrative Initiative based upon Strategic Directions**

**Core Activity**

<b>Developmental Activities</b>	<b>Seminars by Leaders</b>	<b>Class Discussion Groups</b>	<b>Design, Plan, and Implement Project</b>	<b>Seminar: Academic Administration</b>	<b>Externships</b>	<b>Long-Term Development</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>Led by UTHSC-H leaders; didactic and case studies</li> <li>Knowledge-based topics</li> <li>Some topics determined by participants</li> </ul>	<ul style="list-style-type: none"> <li>Led by Leadership Class; participation by UTHSC-H leadership and Steering Team; based upon readings, etc.</li> <li>Skills-oriented topics</li> <li>Some topics determined by participants</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing through program's duration</li> <li>Endorsement of project by Steering Team and authorization of budget</li> <li>Formal assignment of administrative resources to aid development</li> <li>Assignment to mentor</li> </ul>	<ul style="list-style-type: none"> <li>Participation in one seminar/conference on academic administration</li> <li>Choice of conference is elective although TAMU Conference on Higher Education is suggested</li> </ul>	<ul style="list-style-type: none"> <li>Experience administrative settings within UTHSC-H, but outside participant's school</li> <li>Externship site selected by participant and mentor</li> </ul>	<ul style="list-style-type: none"> <li>Mentor current program participants</li> <li>Invite participate in selected current year offerings</li> <li>Develop an annual speaker's event that focuses on a topic of interest</li> </ul>
<b>Expected Outcomes</b>	<ul style="list-style-type: none"> <li>Increased knowledge of administration of higher education</li> <li>Heightened awareness of UTHSC-H culture</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced managerial skills</li> <li>Enhanced awareness of management issues in higher education</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of new managerial and/or leadership skills by participant</li> <li>Opportunity for strategic enhancement of university</li> </ul>	<ul style="list-style-type: none"> <li>Advanced preparation in academic administration, particularly in Texas</li> <li>Enhanced awareness of issues in higher education</li> </ul>	<ul style="list-style-type: none"> <li>Gain awareness of different leadership styles and operations</li> <li>Networking</li> </ul>	<ul style="list-style-type: none"> <li>Create an UTHSC-H leadership collegium of program graduates to help each other grow as leaders, and to promote the use of values and collaboration within UTHSC-H units</li> </ul>
<b>Assessment Criteria</b>	<ul style="list-style-type: none"> <li>Attendance and participation in seminars</li> <li>Participant evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Participation in discussions</li> <li>Participant evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Acceptance of participants' project by Executive Council in terms of relevance and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Participant evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Presentation on externship experience</li> </ul>	<ul style="list-style-type: none"> <li>Tangible accomplishments of graduates in UTHSC-H leadership roles</li> </ul>

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## **FACULTY NOMINATION INSTRUCTIONS:**

The following instructions are for department chairs, division heads and deans wishing to nominate faculty for participation in the Academic and Administrative Leadership Development Program.

1. Review this program brochure in order to determine a faculty nominee. Applicants should have demonstrated strength and significant accomplishments in their chosen fields; a capacity for leadership; and an interest in developing skills in academic administration. Applicants must be at the rank of professor or associate professor.
2. Ask the faculty nominee to complete the nominee application packet (see following instructions) and forward the information to your office. Faculty members must also arrange to have forwarded to the department chair's office three letters of reference from individuals who can attest to the candidate's interest in and potential for a leadership role within the institution.
3. Attach to the faculty application packet:
  - Your letter of nomination – This letter should underscore your willingness to support the nominee and cover the responsibilities of the nominee while he or she participates in the program. This represents a major commitment on the part of the chair or division head. The letter should specify the specific duties (commitment of time endorsement) of which the faculty member will be relieved for the duration of the academic year in which the faculty member will be a program participant.
  - Three letters of reference from individuals who can attest to the candidate's interest in and potential for a leadership role within the institution.
  - A letter of endorsement from the dean.
4. When complete, please forward this entire application packet to the Office of the Executive Vice President for Academic Affairs, UCT 1715, no later than June 30<sup>th</sup>.

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## **ADMINISTRATIVE NOMINATION INSTRUCTIONS:**

The following instructions are for department chairs, division heads and/or immediate supervisors wishing to endorse an administrative member for participation in the Academic and Administrative Leadership Development Program.

1. Review this program brochure in order to determine an administrative nominee. Applicants must be in positions with leadership responsibilities and have aspirations of becoming better leaders in their field. Classification (A&P or Classified) will not be a consideration of eligibility.
2. Ask the administrative nominee to complete the nominee application packet (see following instructions) and forward the information to your office. Administrative nominees must also arrange to have forwarded to the department chair, division head or immediate supervisor three letters of reference from individuals who can attest to the candidate's interest in and potential for a leadership role within the institution.
3. Attach to the administrative application packet:
  - Your letter of endorsement – This letter should underscore your willingness to support the nominee and cover the responsibilities of the nominee while he or she participates in the program. This represents a major commitment on the part of the chair, division head or immediate supervisor. The letter should specify the specific duties (commitment of time endorsement) of which the administrative member will be relieved for the duration of the academic year in which the administrative member will be a program participant.
  - Three letters of reference from individuals who can attest to the candidate's interest in and potential for a leadership role within the institution.
4. When complete, please forward this entire application packet to the Office of the Executive Vice President for Academic Affairs, UCT 1715, no later than June 30<sup>th</sup>.

## **SELECTION**

The Academic and Administrative Leadership Development Program Steering Team, comprised of key UTHSC-H leadership, will make the final selection of applicants.

Please direct questions regarding the application process to the Office of the Executive Vice President for Academic Affairs, 713-500-3060.

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## NOMINEE APPLICATION PACKET INSTRUCTIONS

### ACADEMIC & ADMINISTRATIVE LEADERSHIP DEVELOPMENT PROGRAM

The application packet to be completed by the nominee consists of three parts: personal data section, three letters of reference and proposal for the New Initiative. Please submit application information to your department chair, division head and/or immediate supervisor with the arranged three letters of reference from individuals who can attest to your interest in and potential for leadership within the institution.

### PERSONAL DATA SECTION

Please provide the following personal data in the form of a curriculum vitae:

- Name
- Academic or Administrative Title
- Department/School or Unit
- Office address, phone number, fax number and email address
- Home address, phone number, fax number and email address
- Education and Training (institutions, degrees, years, and fields of study)
- Employment History (dates, places, and positions)
- Experience
- Honors (awards, current grants)
- Publications, Scholarly Achievements and/or Professional Accomplishments (please list only five works that best support your application)
- Special interests and Skills

### PERSONAL STATEMENT

Additionally, please provide a paragraph stating why you are interested in the Academic and Administrative Leadership Development Program, how the program relates to your current career goals, and your strengths and weaknesses relative to the attainment of your career goals.

### PROPOSAL FOR NEW INITIATIVE

Describe the initial concept of the proposal that you have for a New Initiative and how you will follow that plan to assist you in developing your leadership and management skills. This initiative may involve your school/department and area of expertise or may be related to a broader institutional goal. The topic for this initiative must be in line with institutional priorities.

The application proposal should provide in general terms a concept of the New Initiative, an inventory of current and needed resources, a budget, a timeline, and performance measures by which the New Initiative will be evaluated. A sample format is available on the AALDP website at <http://www.uth.tmc.edu/academic/aldp/sample.htm>. The proposal will serve as your project through the course of the program and will be presented to the Executive Council at the close of the program.

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## **Final Checklist for Faculty Nomination Packet**

### **Faculty Application Packet**

- ✓ Personal Data Section (Curriculum Vitae)
- ✓ Personal Statement of interest in AALDP
- ✓ Proposal for New Initiative
- ✓ Letter of Nomination from Department Chair and/or Division Head
- ✓ Letter of Endorsement from the Dean
- ✓ Three letters of reference attesting to leadership interest and potential

## **Final Checklist for Administrative Nomination Packet**

### **Administrative Application Packet**

- ✓ Personal Data Section (Resume)
- ✓ Personal Statement of interest in AALDP
- ✓ Proposal for New Initiative
- ✓ Letter of Endorsement from Department Chair, Division Head and/or Immediate Supervisor
- ✓ Three letters of reference attesting to leadership interest and potential

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## **CALENDAR**

### **JUNE**

Application materials must be received in the Office of the Executive Vice President for Academic Affairs

### **JULY**

Applicants receive selection notification

### **OCTOBER**

Program commences

### **EARLY/MID SEPTEMBER**

Closing Ceremony

This booklet was produced by the  
Office of the Executive Vice President for Academic Affairs

Please visit the AALDP web site at  
<http://www.uth.tmc.edu/academic/aldp/overview.htm>