



SJSU DEANS' LEADERSHIP ACADEMY OVERVIEW 2017

A. BACKGROUND

SJSU is proud to offer the Deans' Leadership Academy, an application-based, in-depth professional development opportunity to faculty.

The program launched in 2014 as a pilot for the Colleges of Business, Education, Humanities and the Arts, and the University Library. Full-time lecturers and tenure-track faculty in those colleges were eligible to apply. The inaugural 2014-15 DLA class consisted of 16 faculty from across four colleges. Full-time lecturers, tenured faculty, and tenure-track faculty were invited to apply. The deans vetted the applications. 80% were accepted. 100% of those accepted chose to participate in the DLA. Several participants went on to be department chairs and stepped into other key leadership positions on campus.

The subsequent cohorts were open to all faculty on campus, including lecturers. 51% of the applicants were accepted, with a balance among faculty of different ranks and fields, including those with extensive leadership experience and new assistant professors. 100% of those accepted chose to participate in the DLA.

B. PURPOSE AND GOALS

The program is designed as a Friday 3-4 hour seminar that meets 6-7 times per year, with social events scheduled to bring participants together throughout the year.

The program is designed particularly for faculty members who are committed to the future of SJSU and who:

- Plan to take on a leadership role in the future or are serving in a leadership role;
- Want to expand knowledge about higher education leadership;
- Are committed to collaborating with colleagues outside their disciplines to learn more about how the university functions and what role effective academic leadership plays in the health of a university.

The DLA encourages people to think about leadership as contextual, not positional. That is, leadership skills can be learned and exercised regardless of the job title one holds, and the skills we develop together over time help us be more effective faculty, teachers, and potentially chairs or administrators.

C. SAMPLE OVERVIEW AND BIBLIOGRAPHY

A sample overview and bibliography appear in the Appendix below.

D. QUESTIONS?

If you have questions about the DLA, please contact Dean Mary Schutten or Michael Kaufman.

APPENDIX
SAMPLE OVERVIEW & BIBLIOGRAPHY
SJSU Deans' Leadership Academy

I. The Leadership Challenge

Higher education in the United States has changed dramatically in the past three decades. These changes are playing out all over the nation and are testing the very fabric of an educational system that for decades was hailed as the world's best.

Some examples of these major changes include:

- State funding has decreased, which has led to a focus on new revenue streams.
- States and accrediting agencies have created increasingly complex systems of accountability.
- The hiring of tenure-track faculty has declined and the reliance on part-time instructors has risen dramatically.
- The student body has diversified as more first-generation college-goers attend college.
- Teaching has changed with the rise of technology and the arrival of digital natives into college classrooms.

As the largest four-year public higher education system in the nation, the 23-campus CSU system has an important role to play in maintaining its commitment to provide affordable, accessible university education to as many qualified students as possible. To take on the challenges facing higher education, we need faculty committed to our mission and our future to step forward and take on leadership roles.

II. Goals and Outcomes

The Deans' Leadership Academy (DLA) aims to:

1. Provide a forum for developing collaborative, informed academic leadership;
2. Expose participants to a broad range of issues facing higher education and its leadership today;
3. Provide access to a broad range of academic leaders on campus, including deans;
4. Build a cohort of faculty leaders from diverse disciplines;
5. Contribute to building the foundation for strong academic leadership at SJSU.

Learning outcomes for participants include:

1. Develop a heightened understanding of the challenges facing higher education in the 21st century, particular as those challenges impact public education;
2. Acquire and apply knowledge about 21st century higher education and academic leadership to case studies and decision-making scenarios;
3. Participate actively and collaboratively in a faculty leadership cohort;
4. Develop relationships with and deeper knowledge about the vice presidential, presidential, and decanal leadership at SJSU.

III. Topics

The Deans' Leadership Academy readings and case studies cover:

- Challenges facing higher education
- Career pathways and leadership opportunities
- Skills needed for effective leadership
- Styles and theories of leadership
- Decision-making in a complex higher education environment
- Diversity issues in higher education leadership

IV. Schedule of Meetings

Sessions are held on seven Fridays during the academic year from 12:30-4:30 p.m.

V. Sample Bibliography

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Ward, Kelly, and Pamela L. Eddy. "Women and Academic Leadership: Leaning Out." *The Chronicle of Higher Education* (9 December 2013).

Woolbright, Cynthia. "Effective Leadership in Advancement." (8 April 2015).