

**Goal Statement**

The goal of the Big Ten Academic Alliance Academic Leadership Program is to help a talented and diverse faculty and select executive-level professional staff further develop their ability to be effective academic leaders at all levels of research universities. It is intended to help those considering leadership positions understand the university as dynamic and inclusive institutions, and to help them build awareness of the diverse, complex, and changing landscape of higher education while exploring their role in that landscape.

**Objectives**

The objectives for the Academic Leadership Program, which apply across all three seminars, are described below:

- To learn more about the organization, operations, and physical infrastructure of research universities, as well as their similarities and differences
- To consider the skills and attributes of effective academic leaders, and the challenges and rewards of becoming an academic leader
- To consider current and future challenges and opportunities in higher education
- To recognize and implement the values of diversity, self-awareness, and ethical leadership.
- To meet and develop professional relationships with colleagues through interactions during the seminars and on-campus activities
- To understand the financial landscape of higher education including budget models, philanthropy, public/private partnerships, and its implications for academic leadership

**Outcomes***Specific Outcomes for Seminar I: Contemporary Issues in Higher Education*

- To acquire an understanding of contemporary issues in higher education in their historical and institutional context
- To consider approaches for enhancing campus diversity, inclusion, and climate
- To explore opportunities for university engagement and globalization
- To consider and discuss emerging topics related to teaching and learning
- To introduce aspects of academic leadership values, styles, and skills

*Specific Outcomes for Seminar II: Internal and External Relationships*

- To consider and discuss topics related to faculty and their professional and personal development
- To explore topics related to the role of university staff and ways to work effectively with them
- To consider the experiences of our increasingly diverse student body within and beyond the classroom
- To consider and discuss opportunities and challenges in the university research mission
- To consider issues related to the university's relationships to external constituencies, including building bridges to the broader communities in which the university is situated
- To further explore the values, styles, and skills that contribute to effective academic leadership

*Specific Outcomes for Seminar III: Money, Management, and Strategies*

- To increase understanding of various university budget models
- To learn more about university sources of revenue
- To consider approaches to strategic planning at multiple levels of the institution
- To learn more about the issues and management of space and infrastructure

- To learn skills for assessing competing priorities and managing time
- To consider the value of building and maintaining a diverse and inclusive university community
- To reflect on leadership values, styles, and skills and to consider the range of opportunities in higher education leadership, both formal and informal

*Specific objectives for Fellows’ Debrief Groups*

- To build cross-institutional relationships
- To further both personal and knowledge sharing networks
- To gain a better understanding of how policies and practices are enacted differently across the Big Ten Academic Alliance universities
- To reflect, share ideas, and further explore aspects of the program content
- To interact and connect with peer leaders who bring different experiences, institutional roles and responsibilities, personalities, and leadership styles

Seminar I Contemporary Issues in Higher Education	Seminar II Internal and External Relationships	Seminar III Money, Management, and Strategies
President and Provost	President and Provost	President and Provost
Diversity, Inclusion, and Climate	Diversity, Inclusion, and Climate	Diversity, Inclusion, and Climate
Academic Leadership	Leadership Values, Styles, Skills	Leading Into Your Future
Globalization	Faculty	Strategic Planning
Public Engagement	Staff	Financial Planning/Budget Models
Contemporary Issues in Higher Education	Students	Philanthropy and Advancement
Teaching and Learning	External Constituents/Stakeholders	Space/Infrastructure
	Research	Prioritization and Time Management