

A photograph of the Austin Peay State University campus. The image shows a large, multi-story brick building with a prominent central tower and a clock face. The building is surrounded by trees with yellow and orange autumn foliage. The sky is blue with some light clouds. The text is overlaid on the top portion of the image.

A Vision for Austin Peay's Faculty Leadership Program

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Faculty Leadership Program 2023-2024

Outcomes of the FLP Alumni Meeting

- ✓ Advantages and Challenges of the Current FLP
- ✓ **New** Mission Statement
- ✓ **New** Curriculum
- ✓ **New** Challenges Conference



ADVANTAGES AND CHALLENGES OF THE CURRENT FLP

- Advantages
- Challenges
- Researching FLPs across the country
- Why is having an FLP so important?

Advantages

- **Networking** – Creating more connections for faculty outside the participant’s home department supports a sense of belonging and comradery.
- **University systems / Processes** – deeper knowledge of how the university functions helps illuminate how certain decisions are made and provides direction when you are not sure who to contact for a specific matter.
- **Working on a joint project** – having a culminating project allows each participant a tangible sense of accomplishment and gives them an outlet for their acquired skills.

Challenges

- **Inconsistent Expectations** – ensuring each prospective participant knows what they should expect to gain from their involvement while also helping inform those who might be in the position to nominate candidates.
- **Recruitment** – generating energy and interest around taking part in this program as well as safeguarding cohort size and quality.
- **Justifying re-assigned time** – this program requires time and attention, warranting re-assigned time. It should not be discretionary depending on the participant's home department or a former university thought process.

Researching FLPs across the country

- 20 diverse universities and colleges across the country with similar FLPs. Each of us took two regional institutions and three national institutions of varying scope.
- Based on everything they offered, what looks good / adaptable / appropriate for our campus climate?
- **Regional** – MTSU, UT Knoxville, WKU, Louisville, Vanderbilt, ECU, Tennessee Tech, Kentucky
- **National** – FSU, Colorado, Florida, UCLA, Brown, Texas A & M, UNC, Boston, Mississippi State, Oklahoma, Virginia, UMass Amherst

Why is having an FLP so important?

- Effective faculty leadership is important because faculty are the main stakeholders in the university who are committed to the core academic and democratic values that underpin higher education.
 - 1. There is an institutional need for a higher level of faculty leadership at the mid-level to address the many issues facing higher education.
 - 2. Mid-level faculty leaders lack institutional support for the development of needed skills and knowledge.
 - 3. The diverse nature of faculty leader roles requires multiple skill sets and knowledge areas.
 - 4. Mid-level faculty leadership development programs can advance broader institutional goals.

Leadership development vs. Faculty development

Leadership development

Specialized and crucially important dimension of professional development for faculty. It includes all the skills and knowledge that faculty need to be effective in a wide variety of leadership roles:

- chairs of departments
- heads of centers and institutes
- associate deans
- leaders in professional associations and policy advocates

Faculty development

Career-long support for the main activities that are required in the faculty role:

- teaching
- research
- service

Domains of Faculty Development



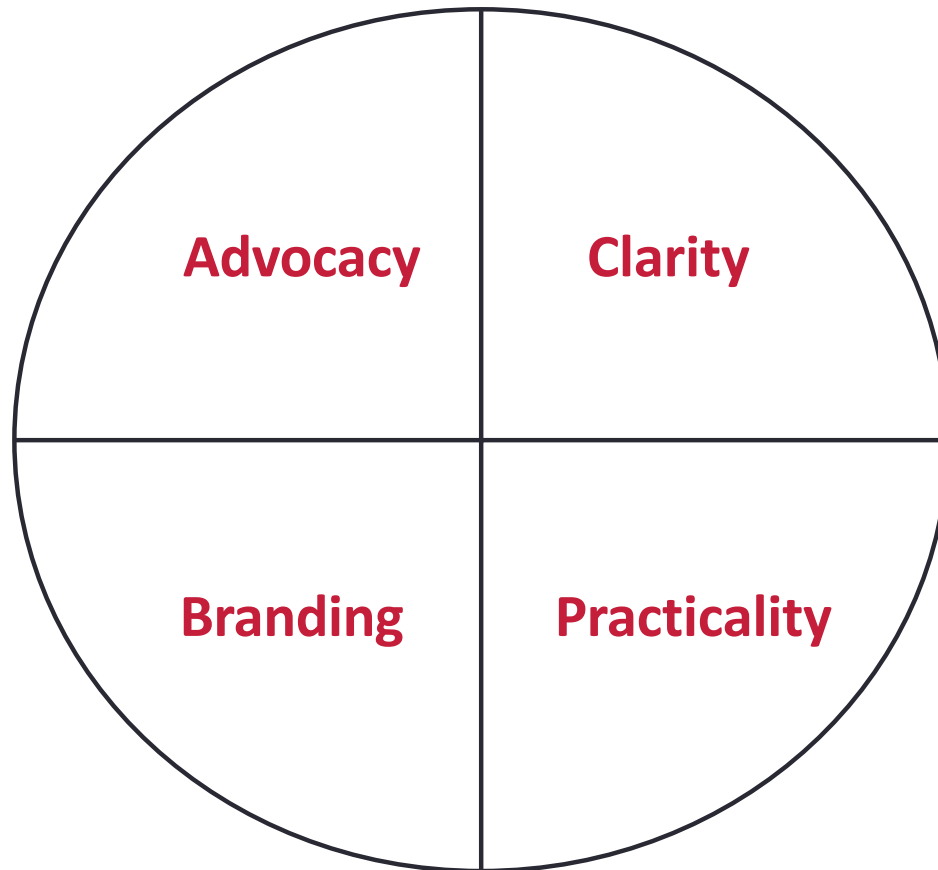
THE NEW MISSION STATEMENT

- What is it?
- Why do we need a mission statement?
- How did we come to this version?
- How can we clarify and fulfill expectations?

New Mission Statement

The **Faculty Leadership Program (FLP)** offers tenured and tenure track faculty a year-long series of practical leadership training and networking opportunities with the broader university community. Participants will be equipped with the tools and knowledge required to lead effectively and contribute to the growth and development of APSU.

Why do we need a mission statement?



How did we come to this version?

First sentence

- Solidifying who's eligible
- How long it lasts
- What FLP offers
- Who is involved other than the cohort participants

Second sentence

- What they will get out of it
- How will it impact them and APSU
- The help of AI!

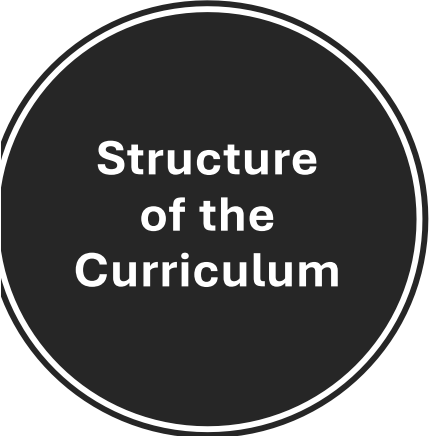

How can we clarify and fulfill expectations?

- We've found that despite FLP having a great track record of success and many prior participants, there is a lack of wide-spread understanding of what each participant will get out of the program.
- We will put this mission statement on the CAFE / FLP website and make sure that when the call for nominations goes out, the mission statement is included.
- We want great leaders on this campus; this statement exhibits APSU's commitment to faculty leadership and this program (making it more standardized and surpassing other institutions' offerings).

New Curriculum

- Self-Assessment and Personal Growth
- Building a Community Through Leadership Skills
- Understanding the University's Composition and Resources





Structure of the Curriculum

01

Self-Assessment Followed Up with Personal Growth

- Leadership Assessment Tool
- Emotional Intelligence
- Time Management

02

Building a Community Through Leadership Skills

- Building Trust
- Diversity and Inclusion
- Navigating Conflict
- Communication and How to Run a Meeting

03

Understanding of the University's Composition and Resources

- Organizational Chart
- Finances
- Strategic Plan

New Curriculum

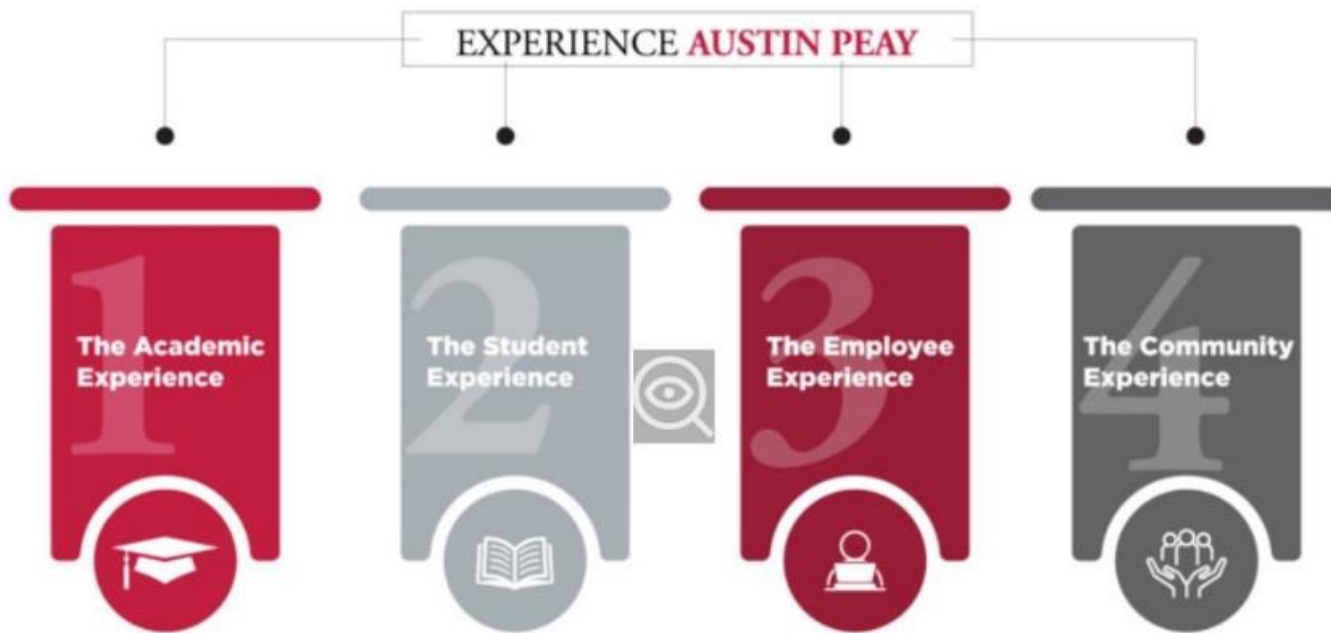
- Most sessions will include an informal meeting of influential university members. Participants will discuss the guest's leadership style, role at the university, and possible pathways to leadership at APSU.
- Before sessions, faculty will have pre-work that aligns with the topic of the meeting and the leadership role of the invited guest(s).



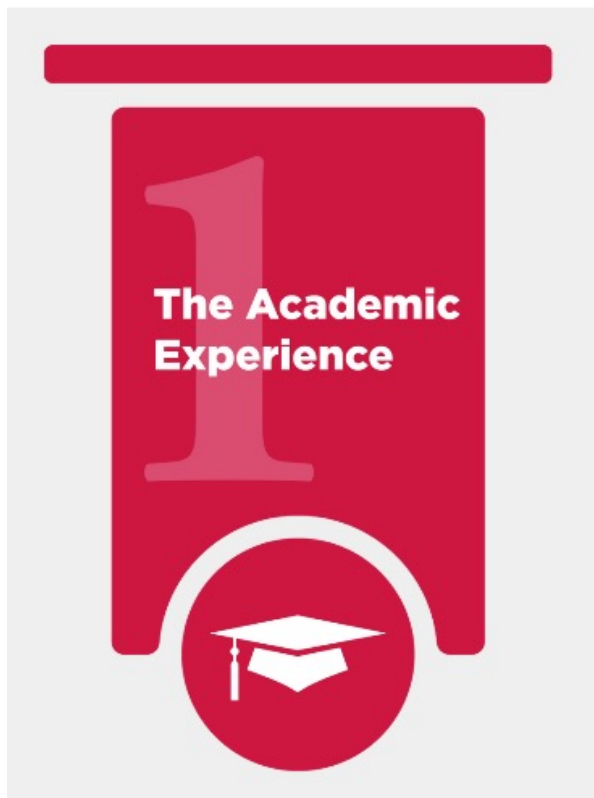
Why is Establishing a Curriculum Necessary?

The FLP program has grown due to word-of-mouth testimony from previous cohort members. However, the message was inconsistent, and program expectations differed upon acceptance. Creating a curriculum will provide clarity of the program's goals, topics, and faculty workload commitment.

Alignment to APSU's Strategic Plan

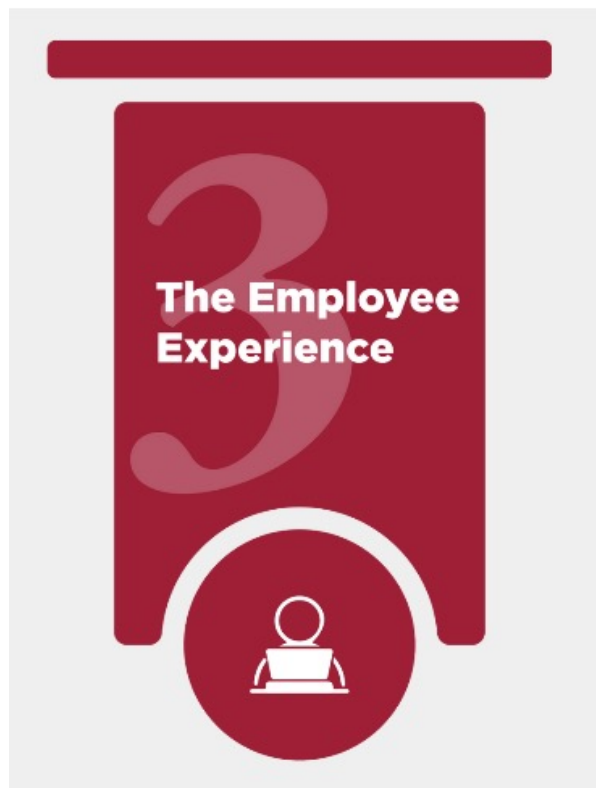


Curriculum Alignment with *Pillar One*



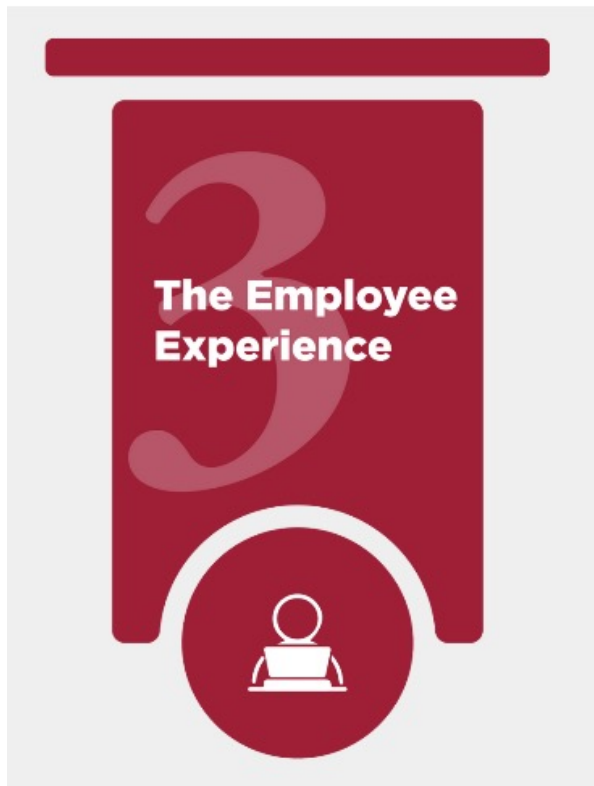
- Building trust / Building Community (1.1.3)
- Organizational Chart / APSU History (1.3.2)
- Program Outcomes / Program Assessment (1.2.1)

Curriculum Alignment with *Pillar Three*



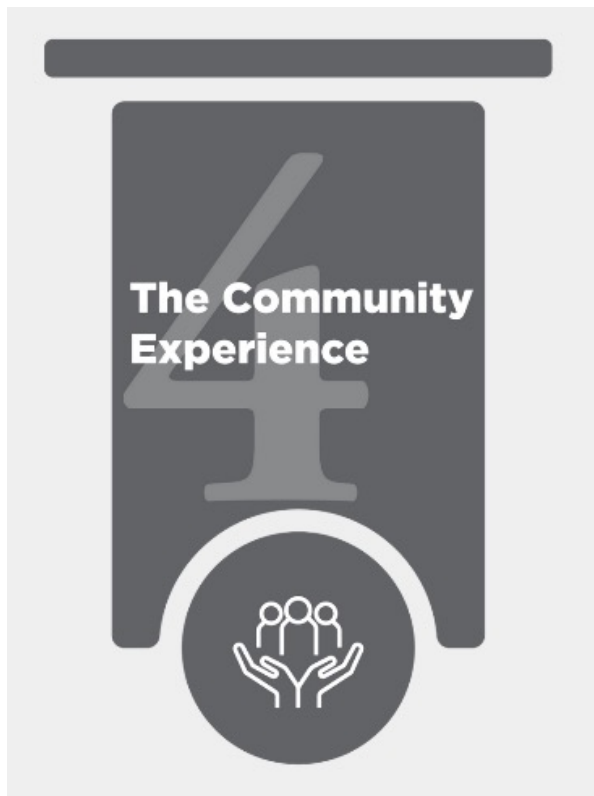
- Strengths Assessment / Pathways Assessment (3.1.1)
- Emotional Intelligence (3.2.1)
- Building Trust / Building Community (3.2.3)
- Listening, Understanding, Communicating / Diversity (3.1.2)
- Influencing Others (3.2.3)
- Holding Difficult Conversations (3.1.2)

Curriculum Alignment with *Pillar Three*



- Holding Difficult Conversations / Conflict Management (3.1.2)
- How to Lead a Successful Meeting (3.2.1)
- Leading Through Change (3.1.2)
- Senior Leadership / Understanding Pathways (3.1.2)
- Organizational Culture & Change (3.2.1)

Curriculum Alignment with *Pillar Four*



- Building Trust / Community (4.2.1)
- FLP Alumni meet-&-greet (4.1.1)
- Leadership Clarksville (4.2.3)

New Challenges Conference

- Purpose and Objectives
- Conference Structure and Format
- Second Semester Challenge Project
- Benefits for the University



Identify and Address Challenges

- Administrators will have the opportunity to present challenges they are encountering within their respective areas.
- We welcome challenges from all areas of the university from **academic programs** and **administrative processes** to **student services** and **campus facilities**.
- We welcome challenges that stem from all kinds of factors, including **changing demographics**, **trends in higher education**, **budget constraints**.

Tap into Collective Expertise

- The conference will bring together a diverse range of people.
 - We can go bigger (invite all faculty)
 - We can go smaller (invite all current and former FLP participants)
- Each participant will bring their unique perspectives, experiences, and expertise to the table, creating an environment with the largest possible knowledge base.

Empower FLP Participants

- A key objective of the conference is to provide FLP participants with practical opportunities to apply their leadership skills and expertise to real-world challenges facing the university.
- By actively involving FLP participants in the conference, the participants can become effective agents of change for the university.

Conference Structure and Format

Challenge Presentations

APSU administrators will have the opportunity to share brief presentations outlining the specific challenges they are facing within their areas of responsibility.

Presentations may include relevant data, trends, and insights to provide context and background information.

Questions and Answers Session

FLP participants will lead a moderated questions and answers session.

- **We can go bigger:** invite all faculty
 - only the current FLP cohort would be able to ask questions
 - we could elicit comments and feedback via a QR code during the conference
- **We can go smaller:** invite FLP affiliates
 - more people could engage directly

Second Semester Challenge Project

Challenge Selection

- The FLP team will select the challenge to focus on through a deliberative process led by its team members.
- They will choose as their project the challenge for which they are best situated to propose an effective solution, leveraging their collective skills and experience.

Solution Synthesis & Action Planning

- The FLP team will synthesize the ideas and insights from the conference and propose an actionable strategy for addressing their selected challenge.
- Participants will reconvene for weekly follow-up sessions to set priorities, identify necessary allocation of resources, and establish a timeline for action.
- These sessions will ensure that the ideas generated during the conference are translated into concrete steps for moving forward.

Benefits and Outcomes

Innovative Solutions

By tapping into the collective expertise of the APSU community, the conference has the potential to generate innovative solutions to complex challenges

Enhanced Collaboration

The conference provides a platform for interdisciplinary collaboration, fostering a sense of community and shared purpose.

Professional Development

Participating ensures opportunities for professional development, leadership growth, and networking, particularly for FLP participants.

Cultural Change

The conference can help address university challenges and reinforce a culture of collaboration and continuous improvement.

Suggested Courses of Action

- Continue holding FLP alumni reunions
- Adopt the **new** mission statement
- Implement the **new** curriculum
- Organize the **new** challenges conference



Recruitment

- This year will serve as an important recruiting year for FLP with a call for nominations in early 2025.
- Who makes a great fit for FLP? What do you look for in a potential candidate?
- What's the best way to reach these faculty to ensure they know the value and professional development opportunities imbued within the program?



Time for Questions and Comments



Thank you!

