

## **Provost's Academic Leadership Institute**

### **Faculty Administrative Leaders Training Workshop**

Dates: November 1, 9:00AM – 5:30PM (cocktail reception to follow)  
November 2, 9AM – 4PM

Location: Casa Italiana

### **Session Overviews**

#### **Session I: Management**

*Approaches to Management* (Joann Baney, SIPA Adjunct Associate Professor and Faculty Director, FDNY Management Institute)

- This session begins by identifying the key skills of successful managers. It explores how to establish effective and supportive systems to manage individuals and how to develop processes that foster stable and well-functioning academic units.

*Managing Faculty: Evaluation and Mentoring* (Anne Taylor, CUMC Vice Dean for Academic Affairs; Jean Howard, George Delacorte Professor of the Humanities and former Vice Provost for Diversity Initiatives)

- This panel focuses on the challenges of undertaking faculty evaluations and providing meaningful feedback and guidance; using performance reviews to increase productivity and address challenging behaviors; integrating new faculty into departments; and creating a structure for mentoring faculty.

*Managing Administrative Staff* (Lou Bellardine, Vice President for Human Resources)

- The Management session concludes by providing guidance on managing and developing administrators and establishing an effective office staff at Columbia. It discusses how to position your staff to take on greater responsibilities and how to deal with difficult or unproductive situations.

#### **Session II: Leadership**

*Approaches to Leadership* (David Maurrasse, SIPA Adjunct Associate Professor and President, Marga Incorporated)

- This session begins with an exploration of strategies to develop a vision for your department and orient your faculty around a common set of goals, and to represent

your department to a wider audience. It identifies various styles of leadership and helps participants assess their utility.

*Practical Lessons on Leadership at Columbia* (John Coatsworth, Provost)

- What does it take to lead at Columbia? The Provost reflects on how to orient your faculty around a shared purpose, and how to navigate your department or academic unit successfully within the institutional context of the university.

### **Session III: Negotiation**

*Approaches to Negotiation* (Peter Coleman, Associate Professor of Psychology and Education, Teachers College and Director of the Earth Institute Advanced Consortium on Cooperation, Conflict and Complexity)

- This session builds critical negotiation and conflict resolution skills, focusing on collaborative, interest-based negotiation and its application to a wide range of settings in the university environment.

*Faculty Recruitment and Retention* (Chris Mayer, Milstein Professor of Finance and Economics and former Senior Vice Dean, Columbia Business School; Mike Purdy, Executive Vice President for Research)

- Department chairs face multiple negotiating challenges in recruitment and retention, both in reaching agreement with individual faculty and in securing scarce resources from deans on behalf of those efforts. This panel identifies successful strategies to overcome obstacles at each stage of the recruiting or retention process.

### **Session IV: Leading Cultural Change**

*Diversity, Inclusion, and Departmental Culture* (Andrew Davidson, Vice Provost for Academic Planning)

- This session focuses on strategies to address the needs and expectations of underrepresented groups toward the goal of recruiting and retaining faculty from those groups and advancing their scholarly careers.

### **Session V: Leading Strategic Change**

*Strategic Planning* (Steve Cohen, Executive Director of the Earth Institute; Bill Eimicke, Executive Director of the SIPA Picker Center)

- This session focuses on working with your faculty to define strategic priorities, identify risks and tradeoffs, mediate among competing interests, develop consensus, and advance the mission of the department.