



Office of Academic Affairs
Office of Recruitment and Diversity

Diversifying CUNY's Leadership: A CUNY-Harvard Consortium

Application Deadline: December 22, 2017

I. PROGRAM DESCRIPTION

Diversifying CUNY's Leadership: A CUNY-Harvard Consortium is a professional development program intended to cultivate a diverse group of future leaders. The program is based on nationally recognized higher education leadership programs at the [Harvard Institutes for Higher Education](#) (HIHE) and the [American Council on Education's ACE Fellows Program](#). It aims to provide training, support, development and networking opportunities to CUNY faculty and staff who are interested in a career in higher education leadership – with a particular emphasis on those interested in leadership positions within CUNY. The program supports and celebrates the University's commitment to a diverse community that is inclusive of all groups and individuals.

The program includes the following four components:

a. Leadership Development Training at the Harvard Institutes for Higher Education

During the summer of 2018, program participants will begin their training by attending one of the academic leadership programs offered by the [HIHE](#). Program participants will attend the HIHE program that most closely matches their level of administrative experience.

HIHE program fees and travel and lodging expenses will be paid for all 2018 – 2019 program participants thanks to a generous grant from the Harvard Club of New York Foundation and matching funds from CUNY's Office of Academic Affairs.

b. Shadowing

During academic year 2018 – 2019, program participants will shadow a CUNY leader, ideally one who holds a position to which the participant aspires. That leader will also serve as a mentor to the participant. Participants will also meet with several other leaders throughout the university in order to see different management styles in action and get a sense of the range of activities/issues addressed by those in CUNY leadership positions. This component of the program serves as a way to help participants expand their repertoire of leadership skills and identify their own biases and blind spots.

c. A Community of Colleagues

The 2018 – 2019 cohort of participants will meet as a group several times each semester to learn from current CUNY leaders (e.g., Vice Chancellors, Presidents, Provosts, COOs) in a broad range of areas (e.g., academic affairs, student affairs, budget and finance, facilities, enrollment management) and to share experiences and best practices. These meetings will be facilitated by a CUNY faculty member or administrator with expertise in the area of leadership and/or diversity.

Meeting attendance is required of all program participants. Meetings will be held at CUNY Central (205 East 42nd Street) from 9:30 – 11:30am on the following Fridays.

Fall 2018: September 7, October 5 and November 9, 2018

Spring 2019: February 8, March 8 and April 5, 2019

d. A Project

Over the course of the program, participants will work on a project that addresses CUNY's commitment to diversity and inclusion and benefits their department, college or the university. Projects and products will be developed in consultation with the participant's college and the CUNY leader that the participant is shadowing and approved by the program directors, University Dean Arlene Torres and University Associate Dean Annemarie Nicols-Grinenko and the participant's college.

II. PROGRAM TIME REQUIREMENTS

- a. Summer 2018: For the Harvard Institutes for Higher Education (HIHE) leadership program, participants will need to be at Harvard University in Boston, MA for two weeks in June or July. Specific dates will depend on the HIHE program that best matches the participant's administrative experience. See the [HIHE](#) website for more information.
- b. Academic Year 2018-2019: It is estimated that participants will need to devote 6-9 hours per week on program activities (i.e., shadowing, meetings, project).
- c. Compensation for participant time
 - In order to allow sufficient time for program activities, faculty accepted into the program will receive one 3-credit course release per semester in academic year 2018-19. CUNY central will transfer \$8000 (i.e., \$4000 per course) per faculty member accepted into the program to the participant's college.
 - Colleges will not be compensated for the time administrators accepted into the program devote to program activities because the participant's project will benefit the college and program participation will serve as professional development for the administrator. Applicants should confirm with their supervisors that this is acceptable BEFORE applying to the program.

III. ELIGIBILITY

Participants must have at least two years of academic leadership experience to be eligible for this program.

Tenured professorial rank faculty with administrative experience (e.g., as department chair, college/university governance leader, college-wide or university-wide task force leader) and mid-level administrators, including Assistant and Associate Deans and Provosts, Directors and Higher Education Officers (i.e., full HEOs), are eligible to apply.

Faculty and administrators who have participated in the CUNY Executive Leadership Program offered by the Office of Human Resources Development may apply for this program.

Applicants must be committed to diversity of thought, perspective and identity and the idea that inclusion strengthens the University.

HOW TO APPLY

The deadline for all applications is December 22, 2017 at 5:00pm

Applications consist of the following **three components**. All three components should be converted into a single PDF for submission online at

<http://www2.cuny.edu/academics/faculty-affairs/faculty-development-across-cuny/diversifying-cunys-leadership/>

Please name your application file as follows:

CUNYLeader_2018_LastNameOfApplicant_FirstNameofApplicant.pdf

1. An up-to-date, comprehensive CV or resume. Faculty must include a separate section on their CVs that details their academic administrative experience.
2. Answers to the following questions (no more than 3 single-spaced pages)
 - a) Explain how program participation will benefit your current work at CUNY and advance your career goals.
 - b) If accepted into the program, in what ways do you expect your particular skills, experience and perspective to contribute to the program?
 - c) How have you seen diversity and inclusion work best at CUNY (one example will suffice)?
 - d) How might you improve or enhance an existing CUNY program that has diversity and inclusion as at least one of its goals?

- e) Describe one new idea for addressing diversity and inclusion at CUNY and describe your potential role in implementing this idea.
3. A letter from your supervisor, department chair or senior college/CUNY administrator indicating that s/he supports your participation in the program.
- For faculty applicants, your chair must indicate that s/he will provide you with one 3-credit course release per semester in academic year 2018-19 and understands that your college will be compensated for that course release at a rate of \$4000 per course. If your chair is not writing your letter of support, a separate letter from your chair regarding the course release is required.
 - For administrator applicants, the letter from your supervisor must also indicate that s/he will work with you to ensure that you have sufficient time (6 – 9 hours per week) to complete program requirements and understands that your college will NOT be compensated for that time.
 - Suggested templates for these letters are included in Appendix A.

IV. SELECTION CRITERIA

Applications will be reviewed by a committee comprised of members of CUNY Offices of Academic Affairs and Recruitment and Diversity on the following dimensions:

1. the applicant's rationale for participating in the program
2. how the applicant's skills, experience and perspective will contribute to the program
3. the applicant's experience with and commitment to diversity and inclusion at CUNY
4. the strength of the applicant's letter of support
5. how long the applicant has worked at CUNY (For the 2018-19 program, preference will be given to applicants who have worked at CUNY for at least 5 years.)

V. QUESTIONS?

Contact one of the program directors:

Dr. Arlene Torres, University Dean for Recruitment and Diversity at Arlene.Torres@cuny.edu or (646) 664-3252.

Dr. Annemarie Nicols-Grinenko, University Associate Dean for Faculty Affairs, at Annemarie.Nicols-Grinenko@cuny.edu or 646-664-8068.

Appendix A

Suggested Template for Department Chair's Letter of Support (for faculty applicants)

Dear University Dean Torres and University Associate Dean Nicols-Grinenko:

I fully support the application of Professor [Applicant's last name] for the 2018-19 CUNY Leadership Development Program. Professor [Applicant's last name] is well suited for this program because...

I understand that if selected to participate in this program, Professor [Applicant's last name] will receive one 3-credit course release per semester in academic year 2018-19. I also understand that my college will be reimbursed \$4000 per course release in the form of tax-levy funds.

Sincerely,

[Chair's name]

Chair, Department of [Y]

[ZZZ] College

Suggested Template for Supervisor's Letter of Support (for applicants who are administrators)

Dear University Dean Torres and University Associate Dean Nicols-Grinenko:

I fully support the application of [Applicant's first and last name] for the 2018-19 CUNY Leadership Development Program. [Applicant's name] is well suited for this program because...

I understand that if selected to participate in this program, during the summer of 2018, [Applicant's name] will attend one of the Harvard Institutes for Higher Education's Leadership programs in Boston, MA for two weeks and during academic year 2018 – 19 [Applicant's name] will need to devote 6-9 hours per work-week to program activities. I will work with [Applicant's name] to reduce his/her regular responsibilities to make sure that s/he is able to participate fully in this program. I also understand that my college will not be compensated by CUNY for the participant's time.

Sincerely,

[Supervisor's name]

Department of [Y]

[ZZZ] College

Notes:

1. Signed letters should be on department stationary.
2. An email including the abovementioned information, sent from the supervisor's/department chair's CUNY email address to the applicant's CUNY email address, may be substituted for a signed letter.