Diversifying CUNY’s Leadership: A CUNY-Harvard Consortium

2019-2020

Application Deadline: December 21, 2018

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 which is a partnership among CUNY, the Harvard Graduate School of Education (HGSE) and the Harvard Club of New York, includes the following four components:

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

During the summer of 2019, 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 2019 – 2020 program participants thanks to a generous grant from the Harvard Club of New York Foundation and additional funding from CUNY’s Office of Academic Affairs.

b. Shadowing

During academic year 2019 – 2020, 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 2019 – 2020 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, human resources) and to share experiences and best practices.

Meeting attendance is required of all program participants. Meetings will be held at CUNY Central (205 East 42nd Street) from 9:30am – 12:30pm on the following Fridays.

- **Fall 2019**: September 6, October 4 and November 8, 2019
- **Spring 2020**: February 7, March 6 and April 3, 2020

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 college and their mentor’s college. 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, Dr. Arlene Torres, PI, Mellon Faculty Diversity and Career Enhancement Initiative and Dr. Annemarie Nicols-Grinenko, University Associate Dean of Faculty Affairs.

II. **PROGRAM TIME REQUIREMENTS**

a. **Summer 2019**: 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 2019-2020**: 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 2019-20. 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/higher education leadership experience to be eligible for this program.

Tenured (at the time of application) 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, Provosts and Vice Presidents, 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 21, 2018 at 5:00pm

Applications consist of the following four components. All four 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_2019_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). All responses must be labeled with the appropriate question number.

   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)?
3. In no more than 2 single-spaced pages, please describe the project that you’d like to undertake if you are accepted into the program (see I. d. on page 2). You do not need to provide implementation details, but you must describe:
   a. the problem you intend to address
   b. why addressing this problem is important to CUNY
   c. the project you would like to implement to address this problem
   d. how this project addresses CUNY’s commitment to diversity and inclusion

Remember that all projects must be relevant at multiple CUNY colleges (i.e., the participant’s college and the participant’s mentor’s college), must address CUNY’s commitment to diversity and inclusion and must be able to be implemented in a single academic year.

If accepted into the program, you will be expected to expand upon this description to flesh out the details of your project.

4. A letter from your supervisor, department chair or senior college/CUNY administrator that addresses each of the four items indicated below. If you are accepted into the program, this letter may need to be modified for your application to the Harvard Institutes for Higher Education.
   a. Describe the applicant’s breadth of experience at your institution and elsewhere.
   b. Describe the applicant’s principal strengths and weaknesses, and your reasons for nominating this applicant.
   c. Describe the applicant’s leadership potential.
   d. For faculty applicants, your chair must indicate that s/he will provide you with one 3-credit course release per semester in academic year 2019-20 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 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.

If the person writing your letter would like to submit a confidential letter of nomination, please indicate this in your application and tell her/him to send the letter to the program directors (email addresses listed on page 5).
IV. SELECTION CRITERIA

Applications will be reviewed by a committee comprised of members of the CUNY Office of Academic Affairs 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 applicant’s leadership experience and potential
5. how long the applicant has worked at CUNY (For the 2019-20 program, preference will be given to applicants who have worked at CUNY for at least 5 years and have at least two years of administrative experience.)

V. QUESTIONS?

Contact one of the program directors:

Dr. Arlene Torres, PI, Mellon Faculty Diversity and Career Enhancement Initiative at Arlene.Torres@cuny.edu.

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 Drs. Torres and Nicols-Grinenko:

I fully support the application of Professor [Applicant’s last name] for Diversifying CUNY’s Leadership: A CUNY-Harvard Consortium. Professor [Applicant’s last name] is well suited for this program because [a) describe the applicant’s breadth of experience at your institution and elsewhere, b) describe the applicant’s principal strengths and weaknesses and your reasons for nominating this applicant, and c) describe the applicant’s leadership potential.]

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 2019-20. 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 Drs. Torres and Nicols-Grinenko:

I fully support the application of [Applicant’s first and last name] for Diversifying CUNY’s Leadership: A CUNY-Harvard Consortium. [Applicant’s name] is well suited for this program because [a) describe the applicant’s breadth of experience at your institution and elsewhere, b) describe the applicant’s principal strengths and weaknesses, and your reasons for nominating this applicant, and c) describe the applicant’s leadership potential.]

I understand that if selected to participate in this program, during the summer of 2019, [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 2019 – 20 [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.