



CASE STUDY

UCSD ACADEMIC AFFAIRS

The Office of the Executive Vice Chancellor Academic Affairs (EVCAA) is the central administrative office for UC San Diego's Vice Chancellor Academic Affairs (VCAA) area. The EVCAA develops and sets institutional policy and procedures related to academic planning and programming and is responsible for General Campus academic units, on and off-campus instructional activities, and instructional support programs. Academic Affairs works to advance the goals of UC San Diego's strategic plan, which emphasizes commitment to excellence in education, research and public service, and the pursuit of diversity, equity and inclusion. Academic Affairs encompasses seven academic divisions and professional schools, two Vice Chancellor units, critical academic support units, six undergraduate Colleges and a University Extension.

The Office of the Executive Vice Chancellor Academic Affairs (EVCAA) has had a long-standing track record of developing in-house leadership, management, and skills-based development programs for over 5,000 UC San Diego staff employees. These programs help build a pipeline of well-trained employees, managers, and leaders to succeed in the organization, and they have achieved honors for creating professional development opportunities and advancement for underrepresented populations.

With the goal to expand the population of UC San Diego staff employees being served by these programs, the Office of the EVCAA sought out partnerships with other vice chancellor areas. In 2016, that led to a partnership with Business & Financial Services (BFS). BFS extended their signature leadership development program (STRIVE) to managers across four new vice chancellor areas.

A core element of STRIVE's four-year curriculum is Academy Leadership's Leadership Excellence Course and Executive Coaching (LEC), facilitated by Jay Pullins. One of the participants of the January 2016 STRIVE-sponsored LEC was the Principal Analyst (PA) for Learning & Development and Human Resources (PA-L&D/HR) for Academic Affairs (VCAA).

The PA discovered that understanding the personalized Energize2Lead™ Profile assessment results and writing a Personal Leadership Philosophy were a transformative experience that had potential to be VCAA's first vendor-supplied service for leadership and manager development.

The VCAA was urgently seeking a new program for its highest-level business leaders managing the operations of the academic departments, divisions, and vice chancellor area. After conducting focus groups with the target audience for the program, it became clear

UC San Diego

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that a cohort-based, leadership development program with an externally-based executive coaching resource would best meet the needs of the organization.

The Leadership Excellence Course delivered on all those points - and more! The PA and Academy Leadership facilitator collaborated to recommend a customized nine-module Leadership Development Program based on the Leadership Excellence Course.

The program began as a trial in the summer of 2017 with the EVCAA's Resource Administration team, and eight Assistant Deans participating in the Energize2Lead™, Leader's Compass, and Setting Leadership Priorities modules. These participants served as a "sponsor team" who would gain buy-in from their teams and lead their teams through the LDP. After seeing these three modules, the group (minus one Assistant Dean) agreed to schedule the EVCAA's office and the Assistant Deans' direct reports through a nine-module Leadership Development Program in 2018. These eight teams (70 participants) completed the program in 2018. Seven Assistant Deans took their direct reports through the program.

To varying degrees, participants sharpened and re-dedicated themselves to using existing leadership skills. Many experienced greater levels of engagement and teamwork among their participating teams. Many have implemented strategies on time management, productive meetings, and goal accomplishment to see productivity gains on their teams. All participants shared their Personal Leadership Philosophies with their leadership teams and supervisors. Many of them shared with their direct reports as well. Most participants found the Energize2Lead™ Profiles and team sheets to be very helpful tools in improving internal communication and team collaboration.

One of the most empowering experiences of the LDP was the Personal Leadership Philosophy. Not only did leaders gain clarity about their values and operating principles, but they also gained confidence to communicate those leadership values and principles with authenticity to their team members. And, in doing so, they modeled a culture that supported diversity in thought that was universally connected by their commitment for excellence in leadership.

While it may be too soon to measure Return on Investment (ROI), we anticipate lower turnover rates, higher morale as tools are implemented for greater collaboration, improved implementation of goal planning strategies, and better management of time and priorities.

At least three of these divisions and schools that participated in 2018 plan to partner with Jay to roll out a Leadership Development Program for their next layer of leaders (about 60 more people) in 2019.

Leadership Development Program Testimonials

"This is the best training program I have attended during my 25 years at UCSD! An excellent combination of practical and theoretical concepts. I learned a lot about leadership and honed the skills I already have while learning new things. This was a program I looked forward to coming to. New managers should be given the opportunity to take this, and experienced managers would benefit from a refresher. Attending this program with my colleagues was amazing. Having this time together was a great team building experience."

- Stephine Navrides, Chief Operating Officer, Electrical and Computer Engineering

"An excellent set of leadership topics that are very thought provoking. I learned a considerable amount during the program and have already implemented many new programs as a result."

- Tana Troke Campana, Executive Assistant Dean, Jacobs School of Engineering

"A terrific opportunity to reflect on my skills and style, and the result led to a closer connection to my staff. Loved Jay's very personable style."

- David Robertson, Director of Career Services, School of Global Policy & Strategy

"This course has pushed me to reflect on my Leadership Philosophy and goals, and to really understand the important role my leadership clarity plays in the success of my team and the organization."

- Sonja Steinbrech, Director of Admissions, School of Global Policy & Strategy

"An excellent program. It has great material and very thought provoking topics. The way it was formatted with small groups brings value to our group. The Energize2Lead Profile and Personal Leadership Philosophy were the biggest gains to my professional development."

- Leticia Hu, Management Fellow, Resource Administration



ACADEMY LEADERSHIP CASE STUDY

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