

**Proposal to Develop a
"Tiger Leaders" Professional Development Program
at Fort Hays State University**

- Title:** Tiger Leaders
- Goal:** The goal of the "Tiger Leaders" program is to facilitate campus-based leadership development for faculty and unclassified personnel. Specifically, this program will facilitate the following:
- Facilitate leadership development in participants.
 - Greatly expand formal and informal cross-campus networking connections.
 - Create a culture that values leadership, self-development, and a climate of continuous improvement.
 - Empower greater participation in university decision-making by qualified and prepared professionals.
- Background:** Recently Pittsburg State University implemented a comparable program which serves as the basic model for this program (see attached presentation). This model was created around a comparable framework of "Leadership Kansas" and "Leadership Hays", where those models have been successfully applied to engage professionals from different organizations to improve a general community, state or local.
- Theoretical Basis:** Shared, collaborative, or distributed, leadership is a concept familiar to many workplace environments. The essence of shared leadership models is that formal designations of "leader" and "follower" are largely blurred in favor of the relationships of mutual influence between all leader-followers. The efficacy of such leadership models has been well researched and the results support greater satisfaction, less stress, lower role ambiguity, and no reduction of productivity. The model is promoted as a viable alternative to classic leadership (command and control, top-down) where engaged employees have some degree of influence on organizational success. Shared leadership models work best in workplaces with a large number of professional employees, where all employees have the capability to promote organizational success, if provided the opportunity to provide input on decision-making.

Implementation: The "Tiger Leaders" program could be deployed beginning in fall 2012 with a faculty audience. Fall 2013 entrants will include unclassified personnel from Student Affairs and Administration and Finance.

Target Audience: The "Tiger Leaders" program is designed to provide timely professional development opportunities for unclassified professionals, including faculty. The program could also expand to include key classified personnel. All participants participating in the "Tiger Leaders" program would be selected based on a nomination/invitation system occurring over the summer prior to the cohort. The "Tiger Leaders" model will follow these basic tenants:

- All unclassified personnel are eligible for nomination.
- The cohort is limited to 16 nominees.
- The first class of nominees will be selected by the formative committee, then in subsequent years by a subcommittee of the immediately preceding cohort.
- Ideal candidates for nomination are early to mid- career professionals, individuals interested in aspiring to administrative roles, and new personnel in administrative roles.
- Nominees will be screened on the basis of the nomination form, personal statement of expected utility, and potential to impact the institution.
- Nominees will need to commit to all meetings, and participation will need to be assured by immediate supervisor. Participants completing the program will be invited to attend all subsequent graduations.
- Participants completing "Tiger Leaders" will receive certificates and \$1000 of designated professional development funds for dispersal in the following year to continue their leadership development.

Session Parameters: "Tiger Leaders" sessions will be organized around a 2.5 hour time commitment. Each session will involve topics, with one topic addressing a general university leadership function and the other topic focuses on some general leadership attribute applicable for higher education. The first topic will be derived by the entire cohort at the formative meeting and will be coordinated by the program leader. The second topic will be directed by a team of two/three participants. Each topic session is expected to last for 60-70 minutes. Sessions will be scheduled on the last Friday of each of the following months: August (formative session), September, October, November, January, February, March, and April (graduation). The formative session in August will be designated for preparing participants in the general expectations of the program and

creation of the list of university leadership functions. The April graduation session will be led by the President and will have a special speaker. Sessions will be scheduled from 2:00 till 4:30 on the final Friday of each month (changes made based on holiday schedules).

Topics:

The following topics related to general university leadership functions may be featured:

- University committee structures
- Action planning/strategic planning
- Accreditation
- Instructional evaluation
- Virtual College
- OSP/International Partnerships
- Graduate School
- Assessment
- Program Review
- General Education
- University shared governance structures
- Marketing
- Admissions
- Alumni relations
- Foundation
- Budgeting/funding processes
- Compliance
- Emergency/Crisis Management

The following topics related to leadership functions may be featured:

- Conflict management
- Effective meetings (participating and chairing)
- Strategic communications
- Change management
- Influence and credibility
- Motivating peers
- Managing, leading, and inspiring
- Project management to successful completion
- Mission and vision
- Information/knowledge management