

EXCELLENCE THROUGH LEADERSHIP

“Strengthening the Business of Higher Education”



NOMINATION PACKET



EMORY

LEARNING
SERVICES

HUMAN RESOURCES

EXCELLENCE THROUGH LEADERSHIP

Nomination Process and Criteria

The *Excellence Through Leadership* (ETL) is designed to provide development for Emory's leaders. The goals of this program are to:

- Strengthen academic *leadership performance* across the university, and
- Establish a *leadership pipeline* for succession planning.

Each nominee for the program must have an official Emory "sponsor" (or recommendation). The sponsor must be either a Dean, Vice President or above, who must sign the participant's application and submit a letter of recommendation.

An individual who self-nominates will still be required to have the formal support of his or her respective Dean, Vice President or above in order to be considered for the program. Although the ETL program will be funded centrally, by nominating an individual, the Emory sponsor should commit future funding and support for additional learning opportunities. Faculty are eligible to participate in this program.

A selection committee will review nomination packets and select participants for the program based on the Leadership Competencies.

Attendance is mandatory for events listed, including the kickoff, seminars and graduation. Prior to submitting an application, nominees are encouraged to review the *Program at a Glance* to ensure that they can attend all of the sessions listed. Each applicant must meet the following criteria to be considered for the program:

- Hold the position of Director (or equivalent) or higher, and
- Have at least one year of full-time service with Emory University, and
- Demonstrate high performance in professional experience, and
- Regarded as a "high potential" applicant for future advancement.

Please submit completed application packets to Wanda Hayes, Director, Learning Services, Human Resources, 1599 Clifton Road, Room 1.115, or email wanda.haves@emory.edu by **May 7, 2010**. All applicants will be notified by **June 18, 2010** their selection or non-selection to the program.

EXCELLENCE THROUGH LEADERSHIP

PROCESS & NOMINATION FORM

Application Due: May 7, 2010 by 5:00 pm

I. PERSONAL DATA

NAME: _____

TITLE: _____ SCHOOL/UNIT _____

CAMPUS ADDRESS: _____

PHONE: _____ FAX: _____ EMAIL: _____

II. EMORY EXPERIENCE

1. SCHOOL/UNIT: _____ TITLE: _____

SUPERVISOR _____ DATES: _____

2. SCHOOL/UNIT: _____ TITLE: _____

SUPERVISOR _____ DATES: _____

3. SCHOOL/UNIT: _____ TITLE: _____

SUPERVISOR _____ DATES: _____

II. OTHER EXPERIENCE

1. COMPANY: _____ TITLE: _____

UNIT/DEPT _____ DATES: _____

2. COMPANY: _____ TITLE: _____

UNIT/DEPT _____ DATES: _____

3. COMPANY: _____ TITLE: _____

UNIT/DEPT _____ DATES: _____

NOMINEE FORM

Application Due: May 7, 2010 by 5:00 pm

I. EDUCATION

School: _____ Dates: _____ Degree: _____

School: _____ Dates: _____ Degree: _____

School: _____ Dates: _____ Degree: _____

II. OTHER MANAGEMENT/LEADERSHIP TRAINING

Course Name: _____ Dates: _____

Course Name: _____ Dates: _____

Course Name: _____ Dates: _____

III. EMORY SPONSOR (DEAN, VP OR ABOVE)

School/Unit: _____ Sponsor Name: _____

Sponsor Title: _____ Sponsor Phone: _____

Sponsor Signature: _____

Note:

*Attendance is mandatory for events listed, including the kickoff, seminars and graduation. Prior to submitting an application, nominees are encouraged to review the **Program at a Glance** to ensure that they can attend all of the sessions listed.*

*Each nominee for the program must have an official Emory "sponsor" (or recommendation). The sponsor must be either a Dean, Vice President or above, who must sign the participant's application and a letter of recommendation from either the sponsor or the direct leader must be submitted. **Each sponsor and the direct leader must attend one of the ETL Orientation sessions with the participant.***

*An individual who self-nominates will still be required to have the formal support of his or her respective Dean, Vice President or above in order to be considered for the program. Although the **ETL** will be funded centrally, by nominating an individual, the Emory sponsor should commit future funding and support for additional learning opportunities.*

NOMINEE APPLICATION

NOMINEE SUPPORTING DOCUMENTS—As the nominee, please provide the following information.

I. ESSAY—On an attached sheet no longer than one page, please answer the following two questions:

- (1) How will I personally contribute to the Excellence Through Leadership (ETL) program?
- (2) How will my participation in this program benefit Emory University?

II. RESUME—Please attach a current resume or curriculum vita.

III. LETTER OF RECOMMENDATION FROM SPONSOR OR DIRECT LEADER—Please attach your sponsor’s or direct leader’s letter of recommendation.

IV. ADDITIONAL INFORMATION—Please use this space to offer any additional information that you wish to share regarding your interest in this program:

EXCELLENCE THROUGH LEADERSHIP

2010 - 2011 PROGRAM AT A GLANCE

Date	Topic
<p>July 30, 2010 10:30 am—12:00 noon 1599 Clifton Road, Room 1.432</p> <p>OR</p> <p>August 2, 2010 2:00 pm—3:30 pm 1599 Clifton Road, Room 1.432</p>	<p>Orientation to ETL</p> <p>Participant and Sponsor are required to attend one of the two sessions.</p>
<p>August 23, 2010 8:00am—10:00 am Woodruff Library — Jones Room</p>	<p>Program Kick-off — President Wagner Mike Mandl</p>
<p>September 1, 2010 10:30 am—1:30 pm Woodruff Library — Jones Room</p>	<p>Executive Vice President Panel Discussion: The Business of Higher Education</p> <ul style="list-style-type: none"> • Mike Mandl, EVP, Finance and Administration • Earl Lewis, Provost and EVP for Academic Affairs • Fred Sanfilippo, EVP, Health Affairs • Rosemary Magee, VP and Secretary <p>History of Emory</p> <ul style="list-style-type: none"> • Gary Hauk
<p>September 28—30, 2010 8:00 am—5:00 pm, each day Goizueta Foundation Center</p>	<p>Goizueta Curriculum</p> <ul style="list-style-type: none"> • Leadership Styles • Leading Change from the Middle • Perception and Self Awareness: The Birkman Method • Leadership and Your 360 • Behaviors at Work: Moving from Insight to Action

EXCELLENCE THROUGH LEADERSHIP

2010 - 2011 PROGRAM AT A GLANCE

Date	Topic
<p>November 2—4, 2010 8:00 am—5:00 pm, each day Goizueta Foundation Center</p>	<p>Goizueta Curriculum</p> <ul style="list-style-type: none"> • Strategic Thinking • Organizational Strategy • Development Planning • Financial Statements • Financial Analysis • Activity-Based Costing • Financial Analysis at Emory
<p>December 8—9, 2010 8:00 am—5:00 pm, each day Goizueta Foundation Center</p>	<p>Goizueta Curriculum</p> <ul style="list-style-type: none"> • Marketing Concepts • Branding the University • Operational Excellence • Project Descriptions
<p>January 11—12, 2011 8:00 am—5:00 pm, each day Goizueta Foundation Center</p>	<p>Goizueta Curriculum</p> <ul style="list-style-type: none"> • Team Birkman Review • Project Management <p>Learning Services Curriculum</p> <ul style="list-style-type: none"> • Crucial Conversations — Part 1
<p>January 20, 2011 8:00 am—5:00 pm 1599 Clifton Road Building, Room 1.432</p>	<p>Learning Services Curriculum</p> <ul style="list-style-type: none"> • Crucial Conversations — Part 2
<p>February 9—10, 2011 8:00 am—5:00 pm, each day 1599 Clifton Road Building, Room 1.432</p>	<p>Learning Services Curriculum</p> <ul style="list-style-type: none"> • Situational Leadership • Building Capability • Providing Feedback <p>Goizueta Curriculum</p> <ul style="list-style-type: none"> • Integrating ETL — What does it all mean?

EXCELLENCE THROUGH LEADERSHIP

2010 - 2011 PROGRAM AT A GLANCE

Date	Topic
February 21—23, 2011 8:00 am—2:00 pm Individual assessments — one hour per participant during this timeframe	Goizueta Curriculum <ul style="list-style-type: none">• Presentation Skills Assessment• Individual Assessments — one hour for each participant
March 16, 2011 8:00 am—5:00 pm Goizueta Foundation Center	Goizueta Curriculum <ul style="list-style-type: none">• Presentation Skills Workshop
April 14, 2011 9:00 am—11:00 am TBD	Project Presentations
April 28, 2011 2:00 pm —4:00 pm TBD	Graduation and Reception

EXCELLENCE THROUGH LEADSHIP

2010 - 2011 COMPETENCIES

EMORY LEADERSHIP COMPETENCIES	DEFINITION
1. BUILDING TRUST	Interacting with others in a way that gives them confidence in one's intentions and those of the organization.
2. CHANGE LEADERSHIP	Continuously seeking (or encouraging others to seek) opportunities for different and innovative approaches to addressing organizational problems and opportunities.
3. COACHING/TEACHING	Providing timely coaching, guidance, and feedback to help others excel on the job and meet key accountabilities.
4. COMMUNICATING WITH IMPACT	Expressing thoughts, feelings, and ideas in a clear, succinct, and compelling manner in both individual and group situations; adjusting language to capture the attention of the audience.
5. CUSTOMER ORIENTATION	Cultivating strategic customer relationships and ensuring that the customer perspective is the driving force behind all value-added activities.
6. DEVELOPING STRATEGIC RELATIONSHIPS	Using appropriate interpersonal styles and communication methods to influence and build effective relationships with business partners (e.g., peers, functional partners, external vendors, and alliance partners).
7. EMPOWERMENT/DELEGATION	Using appropriate delegation to create a sense of ownership of higher-level organizational issues and encouraging individuals to stretch beyond their current capabilities.
8. ESTABLISHING STRATEGIC DIRECTION	Establishing and committing to a long-range course of action to accomplish a long-range goal or vision after analyzing factual information and assumptions; taking into consideration resources, constraints, and organizational values.

EXCELLENCE THROUGH LEADSHIP

2008 - 2009 COMPETENCIES

EMORY LEADERSHIP COMPETENCIES	SKILLED
9. EXECUTIVE PRESENCE	Conveying an image that is consistent with the organization's values; demonstrating the qualities, traits, and demeanor (excluding intelligence, competence, or special talents) that command leadership respect.
10. FINANCIAL ACUMEN	Understanding and utilizing economic, financial, and industry data to accurately diagnose organizational strengths and weaknesses, identifying key issues, and developing strategies and plans.
11. INFLUENCING OTHERS	Using appropriate interpersonal styles and techniques to persuade others to accept a point of view, adopt a specific agenda, or take a course of action that will advance business goals; modifying one's own behavior to accommodate motivations, situations, tasks, and individuals involved.
12. OPERATIONAL DECISION MAKING	Relating and comparing; securing relevant information and identifying key issues; committing to an action after developing alternative courses of action that take into consideration resources, constraints, and organizational values.
13. SELLING THE VISION	Passionately selling an organizational strategy; creating a clear view of the future state by helping others understand and feel how things will be different when the future vision is achieved.
14. TEAM DEVELOPMENT	Using appropriate methods and interpersonal styles to develop, motivate, and guide a team toward successful outcomes and attainment of business objectives.
15. VALUING DIVERSITY	Creating and maintaining an environment that naturally enables all participants to contribute to their full potential in pursuit of organizational objectives.