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# Personal Experiences with Academic Career Development Activities

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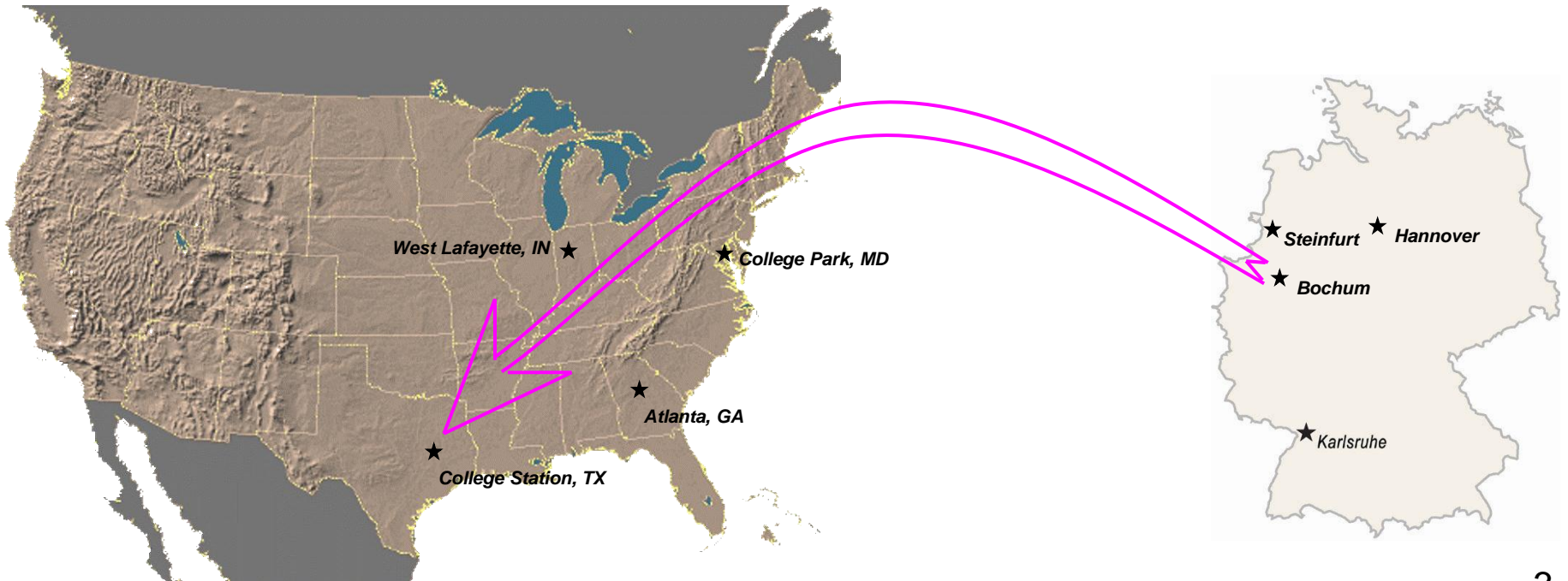
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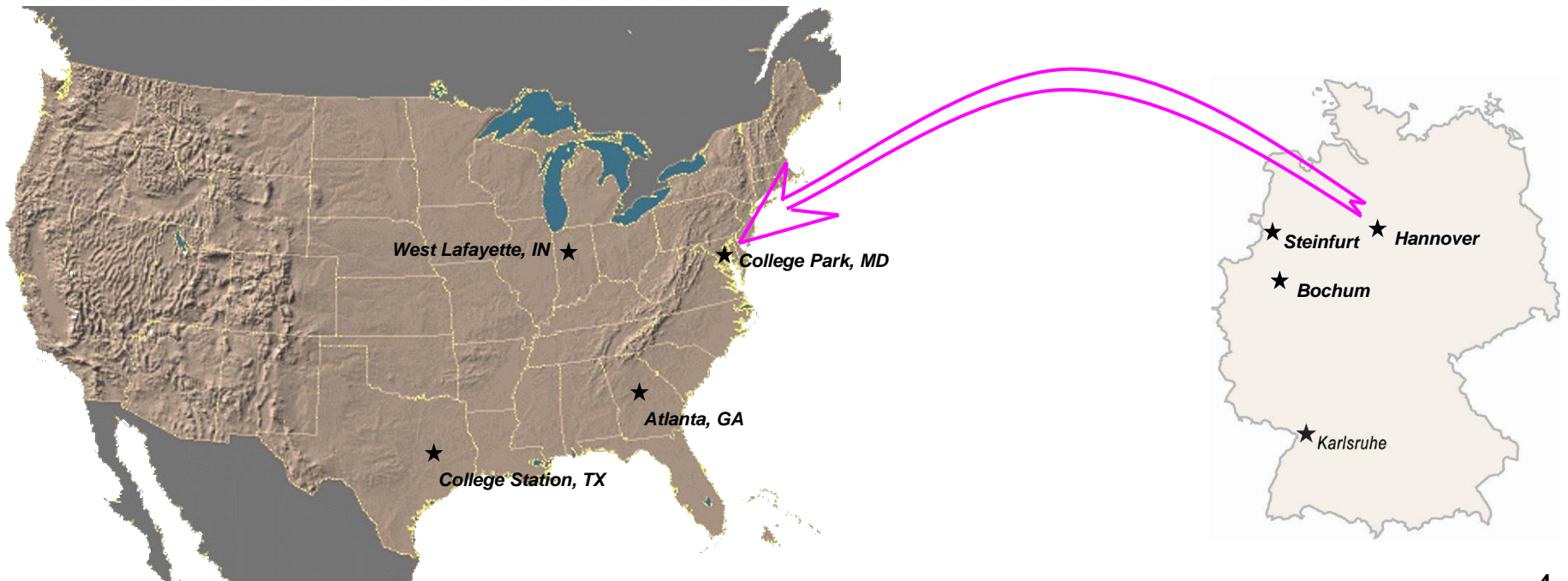
# Pre-Career Development

- One-Year MS Exchange Student in 1988:
  - » From Ruhr-University of Bochum to Texas A&M Univ.
  - » Received scholarship from DAAD (German Academic Exchange Service)



# Pre-Career Development

- Ph.D. Exchange Student 1991 - 1994:
  - » from University of Hannover to University of Maryland
  - » Conducted part of my Ph.D. research studies
  - » Stayed on as Post-Doc



# Early-Career Development

- Seven-Month Sabbatical in 2003:
  - » from Purdue University to University of Karlsruhe
  - » Received guest professorship from DAAD (German Academic Exchange Service)



# Early-Career Development

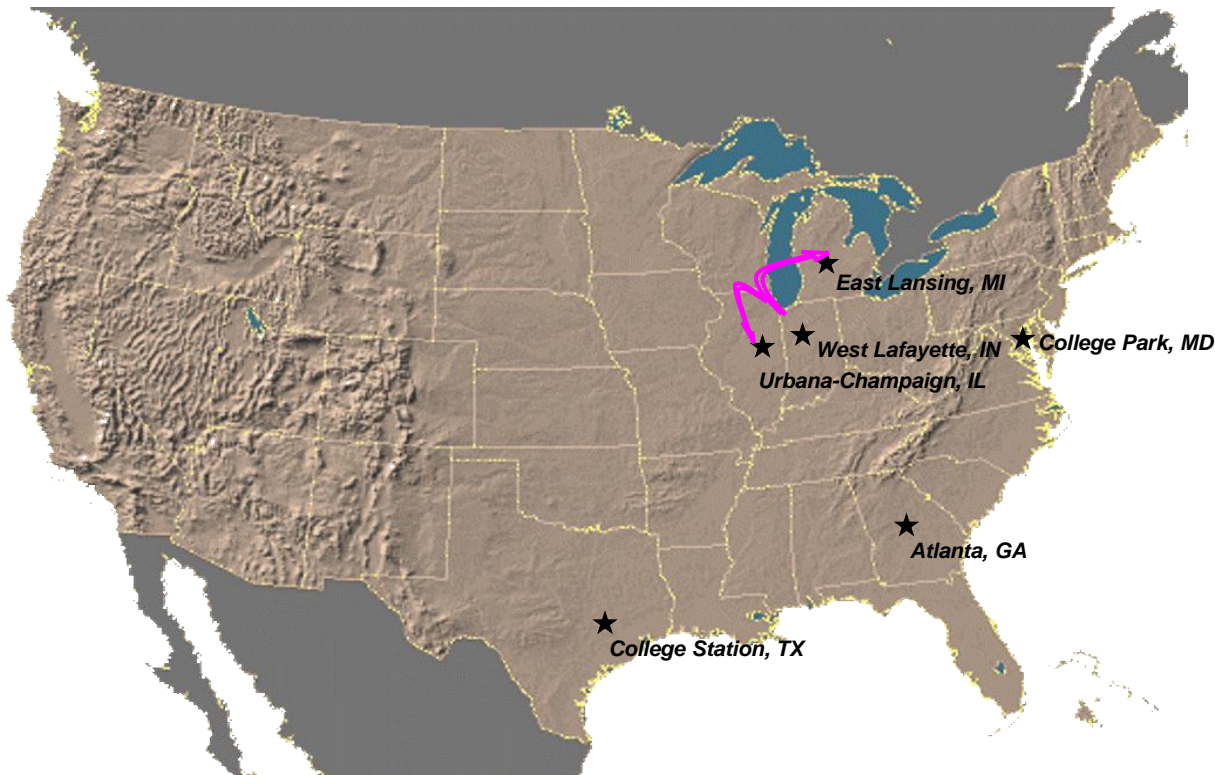
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- Need a supportive department head/chair
- Requires a good idea
  - » Opportunity to get hooked for life
    - Program related
    - Research related
- Significant amount of funding available
  - » Many faculty do not know about opportunities



# Mid-Career Development

- CIC-ALP Fellowship during Acad. Year 2009-10:
  - » Committee for Institutional Collaboration (Big10+)
  - » Advanced Leadership Program



# Mid-Career Development

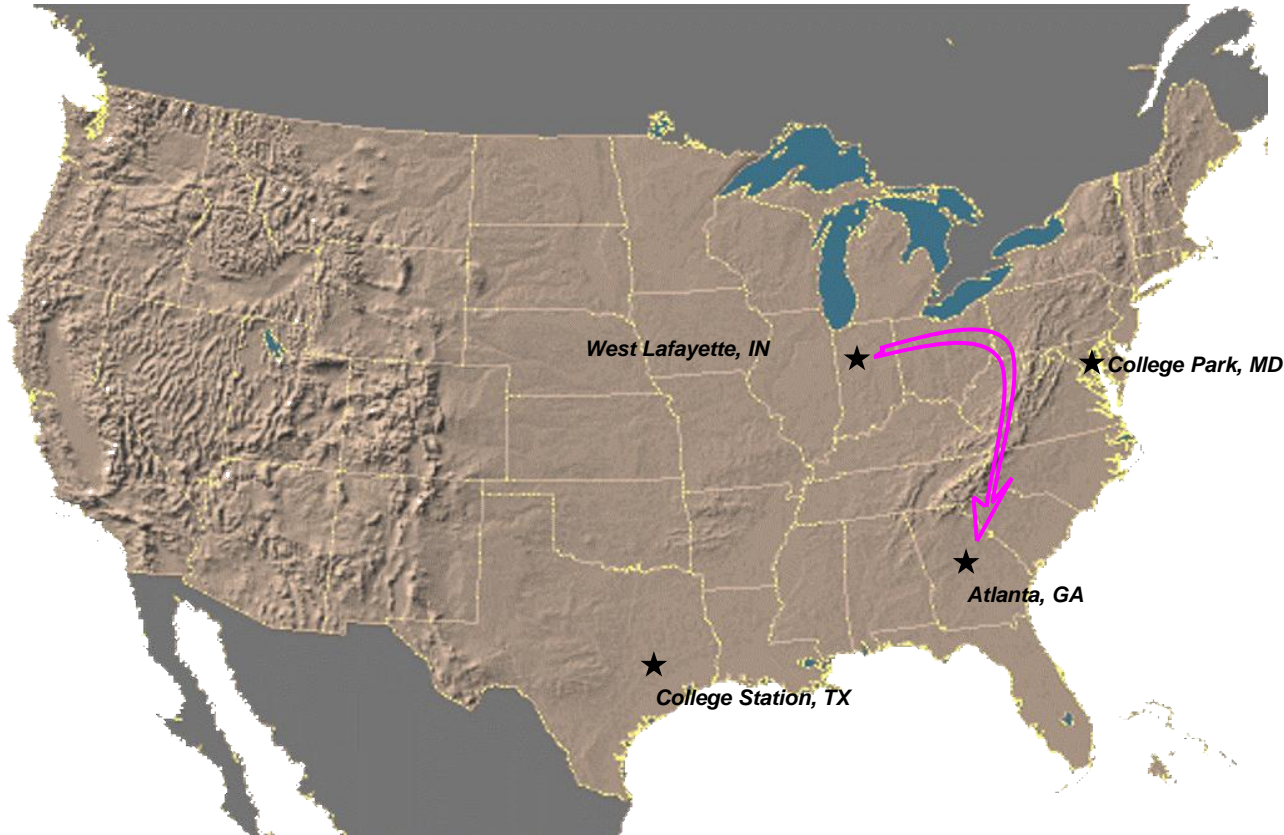
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- Three weekend seminars
  - » Michigan State University
    - Issues and Ideas  
(e.g., Diversity and Leadership)
  - » University of Illinois at Urbana-Campaign
    - People and Relationship  
(e.g., student admission scandal)
  - » Purdue University
    - Resources and Behind the Scenes  
(e.g., budget models)
- Meetings at Purdue
  - » President and three Vice Presidents
  - » Provost and two Vice Provosts



# Mid-Career Development

- ACE Fellowship during Acad. Year 2010-11:
  - » from Purdue University to Georgia Tech



# ACE Fellowship

- What is ACE?

- » American Council on Education
- » Members are universities and colleges (not individuals)
- » Approximately 1200 institutions are ACE members
- » Represents 4352 institutions (2008) in the US split into the following categories:

Type of University	Public	Private
2-Year Colleges (associate degrees)	Community College 31%	Junior College 20%
4-Year Colleges (BS degrees, with or without MS degrees; no research)	State Colleges 12%	Liberal Arts College 29%
Universities	Research Universities 5%	Research Univ. 3%

# ACE Fellowship

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- Premier academic leadership program  
(trainee program for academic administration)
  - » Program focuses on identifying and preparing fellows for senior academic leadership roles
  - » Approximately 40+ fellows per year
  - » 1,698 fellows since program inception in 1965
  - » More than 300 fellows have gone on to serve as chief executive officers of colleges and universities
  - » More than 1,100 have served as provosts, vice presidents or deans
  - » Fellows are very diverse
    - Gender and race
    - Come from all disciplines
    - Represent any type of college and university

# ACE Fellowship

- Program Components and Timeline (1.5 years):
  - » November: Nominated by the President's Office
  - » January: Interview in Washington DC
  - » February/March: Selection of Fellows
  - » April/May: Identifying host institution
  - » June: **Start-up Workshop (weekend)**
  - » July: 1<sup>st</sup> group project
  - » August: **Opening Workshop (1 week)**
  - » During the academic year: Attend host institution
  - » During the academic year: Campus visits
  - » September to December: 2<sup>nd</sup> group project
  - » January: **Midyear Workshop (1 week)**
  - » March: **ACE Annual Meeting + two days (1 week)**
  - » June: **Closing Workshop, incl. graduation (1 week)**

# ACE Fellowship

- My placement was at Georgia Tech with the following mentors:



G.P. "Bud" Peterson  
President of Georgia Tech  
Professor of Mechanical Engineering



Steven W. McLaughlin  
Vice Provost for International Initiatives  
Ken Byers Professor of Telecommunications



Yves H. Berthelot  
Vice Provost and President of Georgia Tech Lorraine  
Professor of Mechanical Engineering



William J. Wepfer  
Eugene C. Gwaltney, Jr. Chair of the  
George W. Woodruff School of Mechanical Engineering

# ACE Fellowship

- Why Georgia Tech?

- » Main objective of my proposal to ACE:

**“To learn what it takes to initiate, develop a plan, and sustain the operation of a global satellite campus in a well-established academic setting and to evaluate the opportunities that such a campus provides to students.”**

- » Georgia Tech has very impressive global agenda:

- 40% of students graduate with international experience

- Several significant operations around the world:

- ♦ Lorraine, Metz, France

- ♦ Shanghai, China

- ♦ Singapore

- ♦ Dublin, Ireland

- ♦ Costa Rica

- ♦ Panama

# What I Have Learned

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- Strategic planning
- University budgeting process
- Marketing and branding
- Needs for diversity
  - » Diversity in institutions
  - » Diversity by gender and race
- Some approaches for successful implementation of diversity initiatives
- College athletics
- Role models for academic leadership



# What I Have Learned

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- Some Thoughts on Academic Leadership
  - » Leading by example
  - » Empowering others
    - Provide resources and opportunities to pursue aspirations
    - Ability to make mistakes to identify level of comfort & capability
  - » Be transparent
    - No decisions without input - avoid meetings behind closed doors
  - » Drawing from multifaceted personal and professional life experiences
    - Helpful when leading diverse groups of people from various ethnicities and backgrounds
  - » Be approachable and responsive
    - Open door policy, no intimidation or fear of repercussion

# What I Have Learned

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- Personal Observations

- » Experiences with senior administrators were exceptional
  - View behind the scenes
  - Exposed to highest level of administration
  - Access to president and provost offices
- » CIC-ALP workshops/retreats were very good
- » ACE workshops/retreats were satisfactory
  - Teaching to lowest common denominator
  - Some new stuff though
    - ◆ Budgeting
    - ◆ Athletics
  - Best outcome: friendships with other Fellows

# What I Have Learned

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- Personal Outcomes through Program Participation
  - » Developed confidence that I can contribute on higher level
  - » Established close contacts to academic peers
  - » Created network of higher academic administrator
  - » Generated many ideas for academic programs
  - » Allowed me to define my academic aspirations
    - E.g., I created my academic “dream”
      - ➔ open satellite campus in Germany