

Developing and applying a leadership presence

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Background and context

What prompted my participation in the Leadership Institute?

Professional and personal milestones

- Promotion to full professor
- Re-election as department chair
- Successful campaign to establish independent Department of Public Health
- Milestone birthday

Institutional context

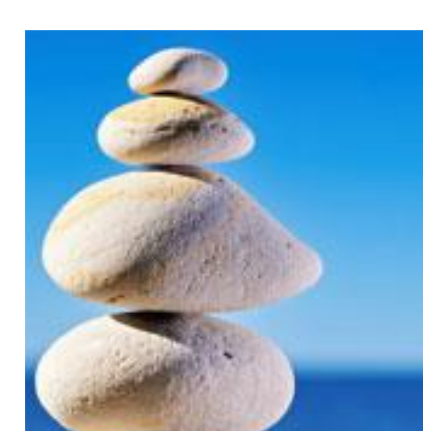
- Growth to 20,000+ students
- Status attainments
 - Carnegie R3
 - NJ Public Research University

My goals



Clarify priorities for next several years

Amplify influence within the university



Deliberately allocate energy and time to thrive

Iterative process of goal-setting at each stage:

- Applying for 2016 cohort
- Preparing for and participating in 2017 workshop
- Preparing for and reflecting on coaching sessions
- Participating in learning community & dyad calls

Support

I acknowledge and am grateful for support from:

- Dr. Tamara Lucas, Dean, College of Education and Human Services
- Dr. Marian Fitzgibbon, Leadership Institute founder
- Dr. Amy Yaroch, Blue Learning Community Mentor

Leadership project



I chose to focus on institutional Title IX practices. This topic is at the intersection of my roles as a scholar, teacher, mentor, and department chair.

Background

Policies for reporting and investigating disclosures of sexual violence/harassment on campuses were dramatically changed by two U.S. D.O.E. Office for Civil Rights (OCR) publications:

- 2011 Dear Colleague Letter on Sexual Violence
- 2014 Questions & Answers on Title IX & Sexual Violence

OCR charged most faculty and staff as mandatory reporters – must report *any* disclosure to the campus Title IX Investigator.

- Only “confidential employees” – usually campus health, mental health/counseling, and clergy – are exempt
- However, this change was not well-publicized on campuses, leading to confusion, misunderstanding, and breaches

My initial (grand) vision

- We are a campus with a progressive, empowering, responsive, cohesive campus Title IX reporting policy with clear communication and (re)enforcement
- We take a comprehensive public health approach to prevention of sexual and gender based violence

Feedback → revision → incremental change vision

- Clarify our current Title IX reporting policy and resources
- Promote widespread awareness of confidentiality and its limits

Activities

- Review and clarification of current campus policy and practice
 - Campus Title IX team, personnel changes
- Review of best practices and innovations
 - Web-based national review, participation in state conference
- Exploration of possible changes on our campus
 - Advisory group, informed cooperation, post-report follow up



Politics

- September 2017 OCR Dear Colleague letter announcing withdrawal of “statements of policy and guidance” in earlier (2011 & 2014) documents
- Impact on campus policies nationally remains to be seen

Coaching



With deep gratitude to Elizabeth Frazier-De La Torre

Coaching themes and lessons

- Build thinking time back into my work world
- Observe myself through different perspectives and angles
- Deepen communication skills to amplify influence
 - How does my target gather and process information, make decisions?
 - Connect my goals with their values and preferences for information-gathering and decision-making; how can we make them look good?
 - Envision and embody my “best me” – speech, body, demeanor; “Say it so they can hear it”
 - One way might get me in the door, a different way gets things done once in the room
- Career models that resonate for me:
 - Integrative Life Planning
 - Planned Happenstance



Some outcomes

- Most recent mandated reporting interaction – involving 3rd party information – was mutually respectful and calm
- Discussion about Title IX advisory board and post-report resources for mandated reporters begun with new Title IX investigator
- Invited to join the Committee on University Effectiveness, a high-level body for strategic planning and assessment
 - Membership ≅ 50; 12 faculty, 12 deans, 10 VPs, 15 administrators
- Re-elected to 3rd term as department chair with ambitions for further influence and growth
- Joined executive board of Association of Accredited Public Health Programs, working to strengthen AAPHP and member programs vis-a-vis CEPH and prospective students

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