The concepts of *Leadership in Balance: New Habits of the Mind* create the foundation for the distinctive brand of leader that will be cultivated at Xavier University through the John F. Kucia Leadership Academy (JFKLA). *Leadership in Balance* has been the desired leadership model at Xavier University for some time. Fr. Graham often models the 8 Ways of Thinking of a Leader in Balance – as described in his own words: “My outlook on leadership has been really influenced by a scholar on leadership who happens to be here at Xavier, Dr. John F. Kucia, our former Administrative Vice President. Dr. Kucia has put together a framework he calls “Leadership in Balance. It has 8 key elements: leading through balance (relationships and influence) versus control (position and power); embracing diversity of people, ideas and ways of thinking; the complementarity of leading and teaching; sharing power and authority across an organization to encourage innovation; collaboration with clear purpose, direction and goal; being motivated by a higher purpose, such that mission is always above personal goals; embodying the “brand promise” of an organization and so setting the tone for what is done and valued; and finally but most fundamentally viewing leadership as a relationship where listening and reflection are key activities.”

The JFKLA is designed to provide high performing supervisors, department chairs and managers who are ready to move into a position of increased leadership within the next few years with a broader and deeper understanding of the myriad of functions performed by offices across Xavier University and the challenges faced at Xavier and by higher education in the United States. This cohort-based certificate program is intended to increase the leader’s capacity to contribute to Xavier’s mission and goals, increase collaboration among administration and academics, and foster greater organizational engagement among participants. Applying the 8 Ways of Thinking as a theme throughout each session, the program consists of one full day per month from September to May. Participants take the program as a cohort group of approximately 10 individuals.
JFKLA Application Criteria
- Hold a current position supervising other non-student employees, as a department chair, or as a program manager
- Three or more years employment experience at Xavier University
- Demonstrated excellent performance in positions held
- Complete and submit an application form by Friday February 21, 2020, including a letter of recommendation from current supervisor

JFKLA Selection Process
Interested employees submit a completed application, including a letter of recommendation from their current supervisor to Clare Bunning (bunningc@xavier.edu) or ML: 5400. **Deadline for application: Friday, February 21, 2020.**

On **February 25, March 3, and March 4, 2020** a selection committee comprised of Connie Perme, Associate Vice President for Human Resources; John F. Kucia, Vice President Emeritus; and Debra Mooney, Vice President for Mission and Identity will meet with each applicant for a **15 minute interview**. Upon completion of the interviews, the selection committee will select members of the cohort. Final approval of the cohort will be given by President Mike Graham, S. J.

Questions
Questions regarding the John F. Kucia Leadership Academy and/or the selection process should be directed to Clare Bunning or bunningc@xavier.edu