LEADERSHIP CHARACTERISTICS

ATE Centers rely on strong leadership. In addition to grant management responsibilities, leaders are tasked with steering the center, often through a constantly changing ecosystem. Several leadership characteristics and skills emerged that promote sustainability. Each center leader must be a champion of the educational mission, build and nurture relationships, and implement the grant. The balance of the leader's focus will vary based on the current phase or circumstance surrounding the grant.

1. Bio-Link Depot and NCyTE, one of the Cybersecurity centers, provide examples of **navigating institutional politics**.
2. Examples of leaders **developing and maintaining partnerships** can be found in all case examples.
3. SpaceTEC, the Nashville Centers and the Cybersecurity centers all provide details on how leadership **implemented the grants**.
4. MCIT, BIO-Link Depot, the Nashville Centers and CARCAM all offer examples of leaders **engaging with the NVC**.

Questions to Consider About Leadership

- Who in the leadership members' networks would make important partners, either as thought leaders, for advancing the mission, and/or dissemination efforts?
- Who within the larger academic institution, but outside the center, would be a strategic champion for the effort?
- Thinking about your current context, is it better at this time to promote your achievements and impact heavily, or to "fly under the radar"?
- What are the objectives of the grant? What structure will be best suited to accomplishing these objectives? Is the center leadership equipped to facilitate progress within the structure?
- What knowledge and skills does the leadership need to demonstrate to secure partner confidence?
- As the work evolves, is a new leader or structure more appropriate?
- Have you surrounded yourself with appropriate advisory and evaluative expertise who will be able to provide you with critical feedback on your efforts?

Resources

ATE Central houses all things ATE including an overview of the work being done under ATE, a repository of resources produced under ATE funding, and calendar of events.

EvaluATE is the evaluation learning and resource hub for PIs and evaluators.

Developing a Business and Industry Leadership Team (BILT) can be beneficiaL as leaders look for partnership and guidance with industry. ATE has provided a toolkit for Implementing the BILT Model of Business Engagement[1] and a summary of best practices[2].

Similarly, The Working Partners project has a wealth of resources for establishing and maintaining different types of partners (i.e. advisory board, curricular development and review, faculty PD, incubation/entrepreneurship, instructional support, program support, sponsored research and workplace-based learning). The site provides a tool kit and a set of case studies.

Mentor Connect[3] can provide guidance on the grant, including ensuring the right people are represented and contributing to the work

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[1] https://connectedtech.org/wp-content/uploads/2020/02/BILT-Toolkit-Sept-2018.pdf
[2] https://www.atecenters.org/wp-content/uploads/2016/07/CCTA_BILTBestPractices_web.pdf
[3] https://www.mentor-connect.org/