



APPENDIX K

**The University of North Carolina
Office of the President
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An Equal Opportunity/

July 7, 2004

MEMORANDUM

To: Committee on Educational Planning, Policies and Programs

From: Molly Corbett Broad

Subject: **Establishment of the William Friday Institute for Higher Education Leadership at the University of North Carolina**

Introduction

In October 1998, the Professional Development Advisory Committee presented a report to President Molly Broad which underscored the critical need for leadership development among faculty and administrators. This trend at the University of North Carolina mirrors a reality faced by institutions of higher education throughout the country, operating in a rapidly changing legal, financial, and cultural environment. In the 2004 short session, the NC Senate passed House Bill 1136, which recognizes the need for training and education to prepare faculty and administrators for increasingly responsible positions of administrative leadership. This Bill stipulates that the William Friday Institute for Higher Education Leadership be established as a mechanism for expanding and promoting leadership development to provide aspiring administrators the opportunity to advance professionally without having to leave North Carolina.

Request to Establish

In the expectation of the Bill being final during the 2004 session, the University of North Carolina Office of the President requests permission to establish the William Friday Institute for Higher Education Leadership. The following section summarizes the information required for establishment of an Institute in the University of North Carolina, as detailed in Chapter 400.5 [R] in the *University of North Carolina Policy Manual*.

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Goals and Objectives

The purpose of the Institute is to enable faculty and administrators to explore and validate their interest in and fitness for careers in academic administration and to gain skills, insight, information, contacts, and experience through on-going professional leadership development programs. Programs will include leadership workshops, administrative internships on campuses and at the Office of the President, mentoring and leadership team development.

Specifically the Institute will provide professional development opportunities such as:

- Development of academic leadership skills that result in a better teaching and learning environment.
- Gaining an understanding of the legal and financial environment of higher education.
- Becoming familiar with intellectual property and economic development issues.
- Consideration of pertinent issues related to policy making, conflict resolution, faculty mentoring, and others critical to administrative positions.
- Development of the skills necessary for campus leadership.

History

This Institute is consistent with activities already initiated by UNC. Since the summer of 2001, UNC has directed Leadership Institutes for chairs, deans, and other administrators each summer, reaching a total of 339 participants. Additionally, the Office of the President has sponsored an ACE Fellow, has had programs to assist small campuses with fundraising skills, and has conducted faculty surveys to assess needs for personal and professional development.

Relevance to Mission

The Institute will support the teaching, research, and public service mission of the University of North Carolina by developing administrators who are well-prepared to successfully lead the University into the future. By fostering the interests and skills of faculty and administrators within the UNC system, the Institute will allow these talented individuals to advance professionally without having to leave North Carolina.

Anticipated Effects on Other Units and Instructional Programs

The Institute will not be a degree-granting unit, but participation in its activities will be open to all institutions and affiliated entities of the UNC system. It will provide a mechanism for consolidating and maximizing the scarce funds that are currently available for professional development activities, and create opportunities to grow these resources.

Administrative Structure

The Institute will be led by a Director appointed by the President. There shall be an advisory board appointed by the Board of Governors upon the recommendation of the President.

Budget and Anticipated Sources of Funding

The William Friday Institute for Higher Education Leadership will require a Director, support staff, and office operations costs. Creation and maintenance of a professional development website will also be required. The majority of the budget will be dedicated to travel, accommodations, and other associated participant costs for administrative internships,

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summer leadership workshops, and individual mentoring and coaching. Funding will be requested to support this Institute through the 2005-2007 UNC Biennial Budget Request. The director will be expected to solicit grants and other external sources of funding to support some activities, and campuses will contribute to various leadership programs.

Recommendation

It is recommended that the William Friday Institute for Higher Education Leadership be established as an Institute of the University of North Carolina.