

## **DRAFT**

### **Report to the Personnel and Tenure Committee UNC Board of Governors**

**September 9, 2005**

#### **UNC Leadership Institute 2004-2005**

The UNC Leadership Institute was established in 2001 to provide professional and leadership development for faculty, administrators, and professional staff across the University. The Institute was created by the Division of Academic Affairs at the Office of the President in response to the identification of department chair development as a priority by the Professional Development Advisory Committee in 1998 and the interest of the Board of Governors in developing the leadership skills and abilities of administrators within the University. The Institute includes a number of leadership development programs serving UNC faculty, staff, and administrators as well as a national audience.

#### The William Friday Program in Higher Education Leadership

In 2004, the North Carolina General Assembly honored former UNC President William Friday by establishing a program in higher education leadership in his honor at UNC. At present, the William Friday Program in Higher Education Leadership includes summer leadership development workshops for department chairs and other academic administrators and administrative fellowships for representatives from UNC campuses.

Since 2001, the Leadership Institute has conducted summer workshops for department chairs, deans, and other administrators. Through 2005, over 300 department chairs or heads and 101 deans and other academic administrators from all 16 UNC campuses have participated in these workshops. In 2005, as part of the William Friday Program in Higher Education Leadership, 72 department chairs and heads from 15 UNC campuses and administrative staff from the Office of the President attended two-day workshops held in May and June which covered a variety of topics of importance to new and continuing departmental administrators (see attached agendas). As in past years, presenters at the two-day workshops included nationally recognized speakers on academic leadership as well as leaders from UNC campuses and

the Office of the President. Sessions addressed the need for departmental and academic leadership in such areas as academic quality, conflict management, faculty evaluation, recruiting and retaining a diverse faculty, and dealing with “the entrepreneurial faculty member.” Additional sessions addressed communications in leadership and change and legal issues in personnel and intellectual property management which are important for department chairs. The workshops also included roundtable discussions on issues for the future of UNC led by members of the President’s Cabinet and opportunities for chairs and heads from varied disciplines and institutions to identify and discuss issues they perceive as challenges in their own departments.

The 2005 workshops attracted chairs and heads from a variety of disciplines, including 22 participants in health affairs/public health/health professions, 11 from science/computer science, and 8 from arts disciplines, with the other participants representing humanities, business, education, and other disciplines. Participants’ evaluations of the workshops were once again very positive: on average, over 80% of the participants rated the sessions in the two workshops “helpful” or “very helpful,” including six sessions rated by 90% and two rated by 100% of the participants as “helpful” or “very helpful.”

In addition to the summer workshops, the William Friday Program in Higher Education Leadership supports a number of other leadership development activities. In 2005-2006, two Fellows of the Leadership Institute will participate in administrative internships at the Office of the President, including one American Council on Education Fellow and a Fellow on leave from a UNC campus. Both have developed work plans and learning goals addressing professional and leadership development. The Executive Director also coordinates information and nominations for a number of national leadership opportunities for UNC faculty and administrators, including the Jefferson Science Fellows program (U. S. Department of State), the Carnegie Scholars Program (Carnegie Foundation for the Advancement of Teaching), and the Rockefeller Fellowship program. Professor Ed Samulski of UNC Chapel Hill has been chosen as one of five 2005 Jefferson Science Fellows.

The Executive Director also is working with Robyn Render, UNC Vice President for Information Resources, and Sharon Pitt of NCSU, chair of the UNC Teaching and Learning with Technology Collaborative, on a

Leadership in Information Technology and Education (LITE) program for IT staff, with emphasis on developing insights into leadership for information technology, increased understanding of the university community, and improved communication and collaboration skills.

#### Leadership and Research on Faculty Recruitment, Retention, and Retirement

The UNC Leadership Institute serves as home for two important grant-supported research projects designed to address the challenge to UNC of recruiting and retaining over 10,000 new and replacement faculty during the decade 2001-2010. These projects, both funded by the TIAA-CREF Institute, are a *Survey of Senior Faculty: Issues of the Late Career and Retirement Planning*, with the American Association for Higher Education, the Associated New American Colleges, and the University of Minnesota, and

*Early and Mid-Career Faculty: Issues Affecting Recruitment and Retention*, through which UNC is participating in the Collaborative on Academic Careers in Higher Education at the Harvard Graduate School of Education (COACHE). UNC will participate in a national survey of tenure-track faculty on job satisfaction and other issues affecting recruitment and retention at UNC campuses. Dr. Betsy Brown, Executive Director, and former ACE and UNC Leadership Institute Fellow, Dr. Carroll-Ann Trotman, are co-investigators on the early- and mid-career faculty project, which has also included in-depth interviews with a selected number of tenure-track and newly tenured faculty members at UNC campuses.

#### Food Systems Leadership Institute

The UNC Leadership Institute also houses the national Food Systems Leadership Institute (FSLI), funded by the W. K. Kellogg Foundation through NASULGC, to prepare future leaders in food systems areas to move into higher administrative positions within the university, government, and industry and to strengthen the position of food systems within land-grant universities. Dr. Ken Swartzel from NCSU serves as Director of FSLI, which has recruited an inaugural class of 22 leaders in food systems disciplines from across the country who will participate in three residential sessions (in Chapel Hill, at the Ohio State University, and at the University of Vermont) during the first year of the two-year program and collaborate on researching and conducting a forum on an important food system issue during the second year.

As state and other funds become available, the UNC Leadership Institute hopes to expand its programming to include leadership and executive development for a wide range of UNC constituencies, such as chancellors and their leadership teams and emerging faculty leaders, to ensure that replacements are “in the pipeline” as the University faces the retirement of the current cohort of administrators.

UNC Leadership Institute  
William C. Friday Program for Higher Education Leadership

2005 Leadership Development Workshop for  
Department Chairs

May 25-26, 2005  
Sheraton Hotel, Chapel Hill

Agenda

Wednesday, May 25:

- 8:15           Registration and Continental Breakfast
- 9:00           Workshop:   "Performance Counseling with Faculty"
- Speaker:   Mary Lou Higgerson  
                                  Vice President for Academic Affairs and  
                                  Dean of the College  
                                  Baldwin-Wallace College
- 12:00          Lunch
- 1:00           Roundtable Discussion:  
                                  "Leadership Issues for UNC Department Chairs"
- Facilitator:   Betsy E. Brown  
                                  Executive Director, UNC Leadership Institute and  
                                  Associate Vice President for Academic Affairs  
                                  UNC Office of the President
- 2:30           Session:       "Legal Issues for Department Chairs"
- Speakers:   Charles Waldrup, Associate Vice President for Legal  
                                  Affairs and  
                                  David Harrison, Associate Vice President for Legal  
                                  Affairs  
                                  UNC Office of the President
- 6:00           Dinner & Discussion: "Issues for the Future of UNC"

Thursday, May 26:

- 8:30            Workshop:    "Building Departments of Quality"
- Speaker:     Jon Wergin  
                            Professor of Leadership and Change  
                            Antioch University
- 11:30           Lunch
- 12:30           Session:     "Communication in Leadership and  
                            Change Management"
- Speaker:     Art Padilla  
                            Professor of Management  
                            North Carolina State University
- 2:00            Session:     "Conflict Management"
- Speaker:     Wayne Blair and Laurie Mesibov  
                            University Ombuds  
                            UNC Chapel Hill
- 3:30            Closing Session:    Institute Evaluation and Follow-up  
                 Facilitator:    Betsy E. Brown

UNC Leadership Institute  
William C. Friday Institute for Higher Education Leadership

2005 Leadership Development Workshop for  
Department Chairs

June 1-2, 2005  
Sheraton Hotel, Chapel Hill

Agenda

Wednesday, June 1:

- 8:15            Registration and Continental Breakfast
- 9:00            Workshop: "Gen X Meets Theory X: What New Scholars Want"
- Speaker:    Cathy Trower  
                            Co-Principal Investigator, Collaborative On Academic  
                            Careers in Higher Education  
                            Harvard University, Graduate School of Education
- 12:00           Lunch
- 1:00            Roundtable Discussion:  
                            "Leadership Issues for UNC Department Chairs"
- Facilitator:   Betsy E. Brown  
                            Executive Director, UNC Leadership Institute and  
                            Associate Vice President for Academic Affairs  
                            UNC Office of the President
- 2:30            Session:        "Legal Issues for Department Chairs"
- Speakers:    Charles Waldrup, Associate Vice President for Legal  
                            Affairs and  
                            David Harrison, Associate Vice President for Legal  
                            Affairs  
                            UNC Office of the President
- 6:00            Dinner & Discussion: "Issues for the Future of UNC"

Thursday, June 2:

- 8:30            Workshop:    "Evaluating Faculty"
- Speaker:     Christine M. Licata  
                            Rochester Institute of Technology
- 11:30           Lunch
- 12:30           Session:       "Dealing with the Entrepreneurial  
                            Faculty Member"
- Speaker:     Russ Lea  
                            Vice President for Research and  
                            Sponsored Programs  
                            UNC Office of the President
- 2:00            Session:       "Conflict Management"
- Speakers:    Wayne Blair and Laurie Mesibov  
                            University Ombuds  
                            UNC Chapel Hill
- 3:30            Closing Session:    Institute Evaluation and Follow-up  
                 Facilitator:    Betsy E. Brown