

DRAFT
Report to the Personnel and Tenure Committee
UNC Board of Governors

UNC Leadership Institute
2005-2006

September 7, 2006

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 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 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 2006, 384 department chairs or heads and 130 deans and other academic administrators from all 16 UNC campuses have participated in these workshops. In 2006, as part of the William Friday Program in Higher Education Leadership, 84 department chairs and heads from 16 UNC campuses 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). In addition, 29 deans and other academic administrators attended a one-day workshop on "Tradeoffs for the Academic Dean: Time, Stress, and Conflict."

As in past years, presenters at the two-day workshops for department chairs included nationally recognized speakers on academic leadership as well as leaders from the UNC General Administration. Sessions addressed the need

for departmental and academic leadership in such areas as conflict management, faculty evaluation, recruiting and retaining faculty, and dealing with the “entrepreneurial” faculty member. Additional sessions addressed change management and legal issues in personnel and intellectual property management. The workshops included roundtable discussions on issues for the future of UNC led by UNC vice presidents and opportunities for chairs and heads from varied disciplines and institutions to identify and discuss issues they perceive as challenges in their own departments.

Institute workshops continue to be extremely cost-effective compared to the cost to campuses of sending chairs to national workshops. Cost per participant for the UNC workshops is less than \$350, including stipends and expenses for non-UNC speakers, supplies and materials, meeting space, food, and accommodations for participants from outside the Triangle area. The only cost to the participants’ institutions is travel to Chapel Hill. In comparison, the minimum registration for the American Council on Education’s “Chairing the Academic Department,” a two-day workshop offered at several locations across the country, is over \$800 per participant, not including hotel costs or travel.

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 seven sessions rated by 90% and one rated by 100% of the participants as “helpful” or “very helpful.”

In addition to the summer workshops, the Leadership Institute supports a number of other leadership development activities. In 2005-2006, two Fellows of the Leadership Institute participated in administrative internships at the Office of the President/General Administration, including Dr. Cynthia Wolf Johnson, now at UNC Charlotte, and an American Council on Education Fellow, Dr. Karla Hughes from East Carolina University. Both developed work plans and learning goals addressing professional and leadership development.

Food Systems Leadership Institute

Since 2004, the UNC Leadership Institute has housed 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 completed its first year of programs with an inaugural class of 22 leaders in food systems disciplines from across the country. The FSLI Fellows participate in three residential sessions (held in 2005-2006 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.

At the request of President Bowles, the NASULGC FSLI Commission approved the transfer of FSLI to North Carolina State University effective July 1, 2006. A full class of 25 first-year Fellows is expected to enroll in the Institute for 2006-2007, and the 2005-2006 Fellows are planning the topic, marketing, funding, and logistics of the first FSLI Forum, to be held in spring 2007.

**UNC Leadership Institute
William C. Friday Program for Higher Education Leadership
2006 Leadership Development Workshop for
Department Chairs
May 23-24, 2006
Sheraton Hotel, Chapel Hill
Agenda**

Tuesday, May 23:

- 8:15** **Registration and Continental Breakfast**
- 9:00** **Workshop: "Managing Conflict in Academe"**
 Speaker: James R. Coffman
 Professor and Provost Emeritus
 Kansas State University
- 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 General Administration
- 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 General Administration
- 6:00** **Dinner & Discussion: "Issues for the Future of UNC"**

Wednesday, May 24:

- 8:30** **Session: "Dealing with the Entrepreneurial**
 Faculty Member"
 Speaker: Russ Lea
 Vice President for Research and
 Sponsored Programs
 UNC General Administration
- 10:00** **Session: "Managing Change"**
 Speaker: N. Douglas Lees
 Chair, Department of Biology
 IUPUI
- 11:30** **Lunch**
- 12:30** **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
- 3:30** **Closing: Institute Evaluation and Follow-up**
 Facilitator: Betsy E. Brown

**UNC Leadership Institute
William C. Friday Institute for Higher Education Leadership
2006 Leadership Development Workshop for
Department Chairs**

**June 5-6, 2006
Sheraton Hotel, Chapel Hill
Agenda**

Monday, June 5:

- 8:15** **Registration and Continental Breakfast**
- 9:00** **Workshop: “Leading and Managing Change”**
 Speaker: Don Chu
 Dean, College of Professional Studies
 University of West Florida
- 12:00** **Lunch**
- 1:00** **Session: “Dealing with the Entrepreneurial Faculty Member”**
 Speaker: Gina Stewart
 Seed Stage Associates
- 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 General Administration
- 6:00** **Dinner & Discussion: “Issues for the Future of UNC”**

Tuesday, June 6:

- 8:30** **Workshop: “Evaluating Faculty: How You Start is How You Finish”**
 Speaker: Christine M. Licata
 Associate Dean for Academic Affairs, Senior
 Associate AAHE
 Rochester Institute of Technology
- 11:30** **Lunch**
- 12:30** **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 General Administration
- 2:00** **Session: “Conflict Resolution”**
 Speakers: Teresa Holder
 Chair, Organizational Studies Division
 Peace College
- 3:30** **Closing: Institute Evaluation and Follow-up**
 Facilitator: Betsy E. Brown

**UNC Leadership Institute
William C. Friday Institute for Higher Education Leadership
2006 Leadership Development Workshop for
Deans and Academic Administrators**

June 20, 2006

**Board Room
UNC General Administration Building
Chapel Hill**

Agenda

- 8:30** **Continental breakfast**
- 9:00** **Workshop: "Tradeoffs for the Academic Dean:
 Time, Stress and Conflict"**
- Speaker: Walter H. Gmelch
 Dean, School of Education
 University of San Francisco**
- 12:00** **Lunch Roundtable Discussion:
 "Challenges for UNC Academic Leaders"**
- Facilitator: Betsy E. Brown
 Executive Director, UNC Leadership Institute and
 Associate Vice President for Academic Affairs
 UNC General Administration**
- 1:30** **Workshop Resumes**
- 3:30** **Closing Session: Evaluation and Follow-up**
- Facilitator: Betsy E. Brown**