

Provost's Leadership Academy

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Provost's Leadership Academy

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Provost's Leadership Academy

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Former Dean
and
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The Paul Merage School of Business
University of California, Irvine

Goals

- Help you decide:
 - Not whether you want to be a leader
 - Rather, should you direct your leadership skills to traditional academic leadership roles.

Goals

- Familiarize you with
 - Tradeoffs in pursuing an academic leadership role
 - Different leadership styles
 - Challenges posed by the external environment
 - Skills you will need to succeed

Outline for today

1

- Overview

2

- Panel: choosing a leadership path

3

- Brief Break

4

- Break outs: your personal considerations

5

- Strategy and Budgeting

6

- Reception

Schedule for this year

Jan 21

- Managing Conflict & Negotiation Strategies

Feb 18

- Leadership Characteristics & Strategies

Mar 11

- External Relations & Development

Apr 8

- Inclusive Leadership

Apr 12

- Lunch with the Chancellor

April 9

- Presentation of Projects to the Provost

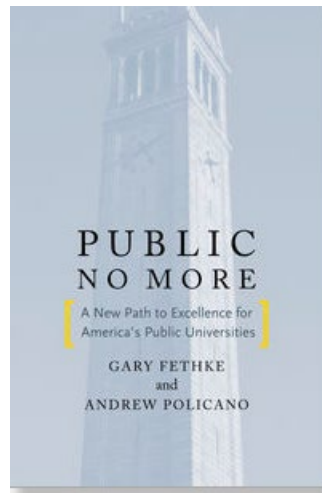
June 17

- Social at Diane's house

Public No More:

A new path to excellence for America's public universities

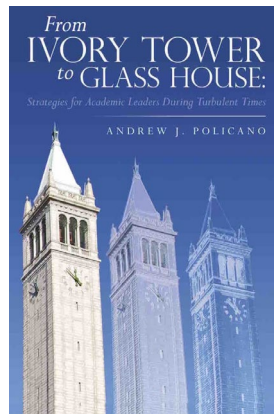
Gary C Fethke and Andrew J Policano



From Ivory Tower to Glass House:

Strategies for Academic Leaders During Turbulent Times

Andrew J Policano



Motivation

- Department Chair
 - Economics, University of Iowa
- Senior Associate Dean
 - College of Business, University of Iowa
- Dean
 - Social and Behavioral Sciences, Stony Brook University
- Dean
 - School of Business, University of Wisconsin
- Dean
 - The Paul Merage School, University of California Irvine

[http://sites.uci.edu/
fromivorytowertoglasshouse/](http://sites.uci.edu/fromivorytowertoglasshouse/)

The Washington Post

Why college tuitions are rising: A contrarian view

By Gary C. Fethke and Andrew J. Policano

FINANCIAL TIMES

Universities must adapt to financial realities

By Andrew Policano

THE SACRAMENTO BEE



UC tuition increase can broaden access for California students

BY ANDREW J. POLICANO

Special to The Bee

THE CHRONICLE

of Higher Education

The Precarious Profession of University President



Michael Morgenstern for T

By Gary C. Fethke and Andrew J. Policano

BloombergBusinessweek

Viewpoint

Public No More: Why the B-School Model Works

By Andrew J. Policano and Gary C. Fethke on March 30, 2012



3 Comments

Los Angeles Times

Want more say over UC? Pay up

The lawmakers outraged over tuition hikes are partly responsible for them by presiding over a sustained decline in public support for higher education.

December 22, 2010 | By Gary Fethke and Andrew Policano

UCI

Provost's Leadership Academy

Panel: Choosing a leadership path

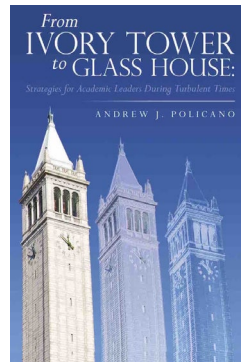
- Dean James Bullock, Physical Sciences
- Vice Dean KV Le-Bucklin, Medical Education Barker
- Associate Dean Jeanett Castellanos, Undergrad Studies
- Dean Ian Williamson, Merage School of Business

Some of the issues the panel will address:

- Considerations to pursuing a leadership path
 - Tradeoffs; life balance, research, teaching, other
- What you wish you had known before you began
 - What surprised you most about your role
 - Did you feel adequately prepared
- The most challenging aspects of your role
- The rewards associated with a leadership role
 - How you judge success.

Breakouts: Issues in your choice

1. Tradeoffs
2. Traits and skills
3. Is an academic leadership path right for you?
4. Personal considerations
5. When is the right time?



Chapters 2 and 8

Strategy: A Way Forward

A transforming model

Traditional	New Reality
<ul style="list-style-type: none">• Ivory Tower• All things to all people• Internal focus• Low tuition-high subsidy• Loose focus on diversity• Opaque financial reporting• Many/high internal subsidies• Reliant on subsidy	<ul style="list-style-type: none">• Glass House• Strategic positioning• External focus• High tuition-low subsidy-high aid• Diversity & inclusion top priorities• Transparent financial reporting• Fewer/lower internal subsidies• Financially self-reliant

Blend of background & skills needed

- Accomplished academic
- Financial acumen
- Human resource management
- Effective communicator
- Effective with external community
- Political savvy
- Fundraising skills

Steps in developing a plan

- 1 Develop a *competitive* positioning strategy
- 2 Evaluate scope; estimate and contain cost
- 3 Identify revenue sources for each initiative

Strategic planning

- ❖ Not usually a welcomed idea
- ❖ Can you summarize UCI's strategic plan?
- ❖ Does your department have a plan?
- ❖ Why is a plan important?
 - ❖ Defines what truly matters

Sample statements

- “Advance academic and research excellence”
- “Serve the people of the state and beyond”
- “Use technology to expand access and opportunities”
- “Recruit and retain the best faculty and staff”
- “Mobilize knowledge, serve the people, educate the best and brightest”

Is your strategic plan strategic?

- An effective strategy is NOT
 - “We do everything”
 - “We serve everyone”
 - “We like every idea”

*A plan that promises everything
prioritizes nothing.*

Key decisions

- Who to admit
- How much to charge
- Quality of student infrastructure
- Infrastructure for research support
- Quality of faculty
- **Which areas to prioritize**
 - Areas of distinction
- The UC can do almost anything
- But it cannot do everything

These decisions matter!

The dangers of complacency

USNews ranking of US universities

- 1988
 - Three of the top ten were public universities
- 2021
 - **None** of the top ten universities are public
 - **Only one** of the top twenty is public

The dangers of complacency

- NSF Research Rankings

	2008	2015
Wisconsin	2	Out of top 5
Ohio State	10	20
Missouri	71	85

How will we achieve our vision?

- Financial strategy over next ten years
- Fund
 - Additional faculty, centers
 - Student support
 - Research support

Example: an Economics department

- Strategic Plan
 - *please see pages 92 – 94*
- Compute net revenue
 - *please see page 121*
- Financial Strategy
 - *please see page 95*

School ten-year financial strategy

(in millions)	Add'l annual expense	University funded	Self- funded	Donor funded
Increase faculty	2.0			
New faculty chairs	1.0			
Fellowships	.5			
Centers	1.0			
Student Services	1			
Other	.5			
Totals	6.0			

Summary: Critical ingredients

- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities

Outline: This afternoon

1

- Breakouts: Your personal considerations

2

- Strategic planning

3

- **University budgeting & financial strategy**

4

- External relations & development

5

- Reception

Common university actions

- Someone else will pay for it
- “Build it and they will come”

The reality: “hope” is not a strategy

Typical university actions

“If it moves, tax it.

If it keeps moving, regulate it.

If it stops moving, subsidize it.”

x (President Ronald Reagan)

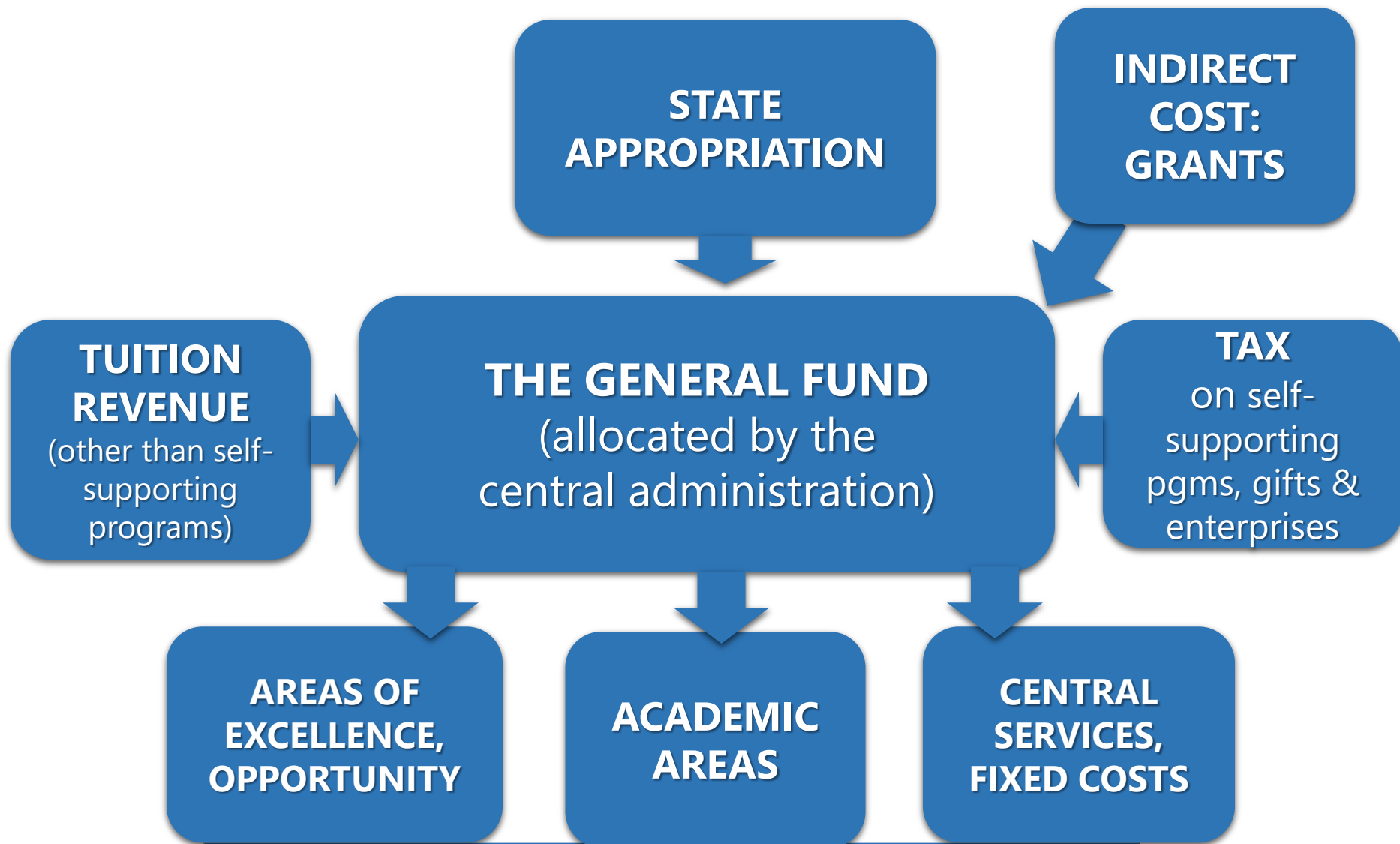
The result of vague missions

- Scope expansion
- Many areas are being subsidized
 - Some should be
- But are the subsidized areas chosen strategically?
- Use the strategic planning framework set up previously
- Recognize financial realities

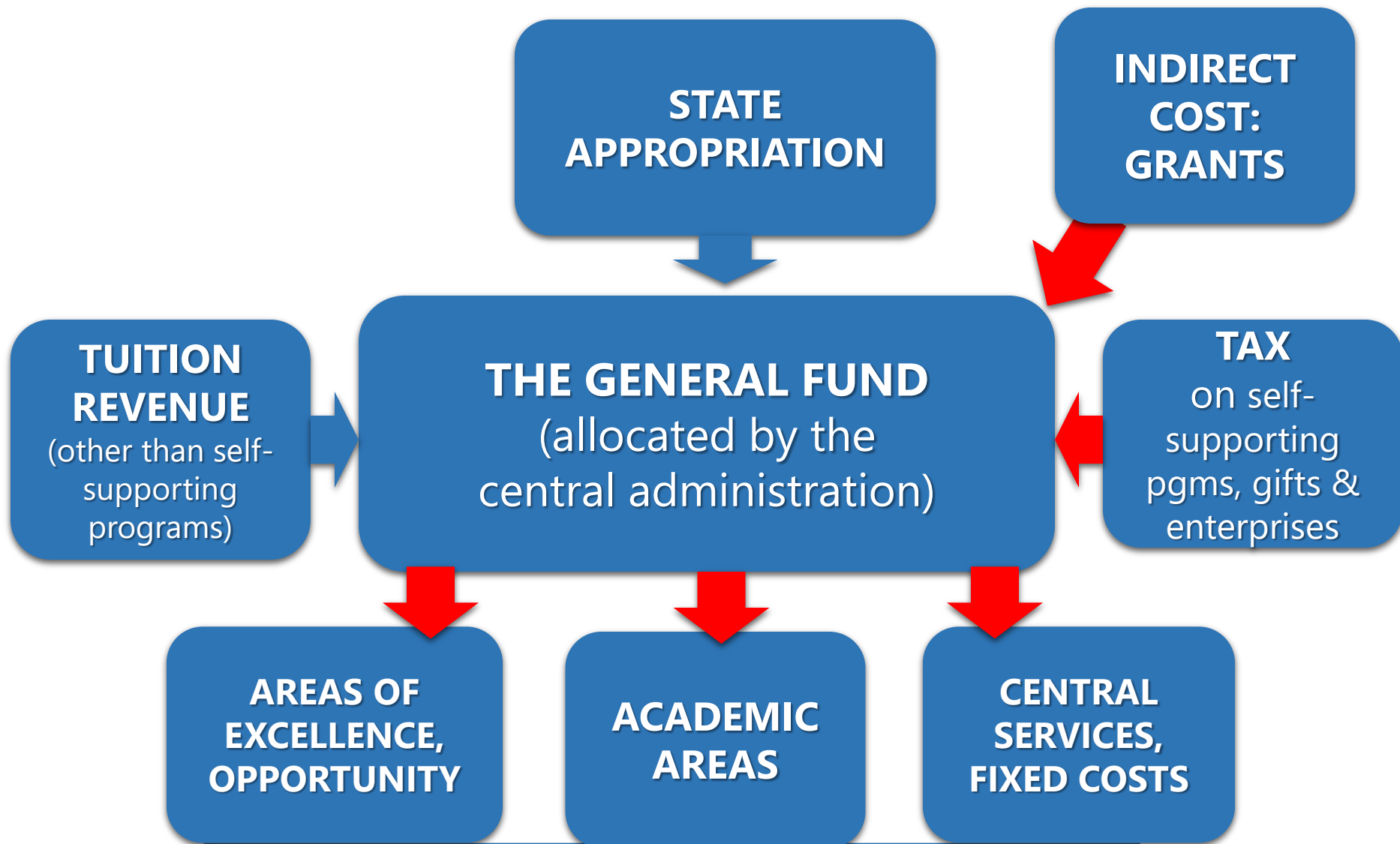
Summary: Critical ingredients

- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities
- A realistic financial strategy

The flow of funds



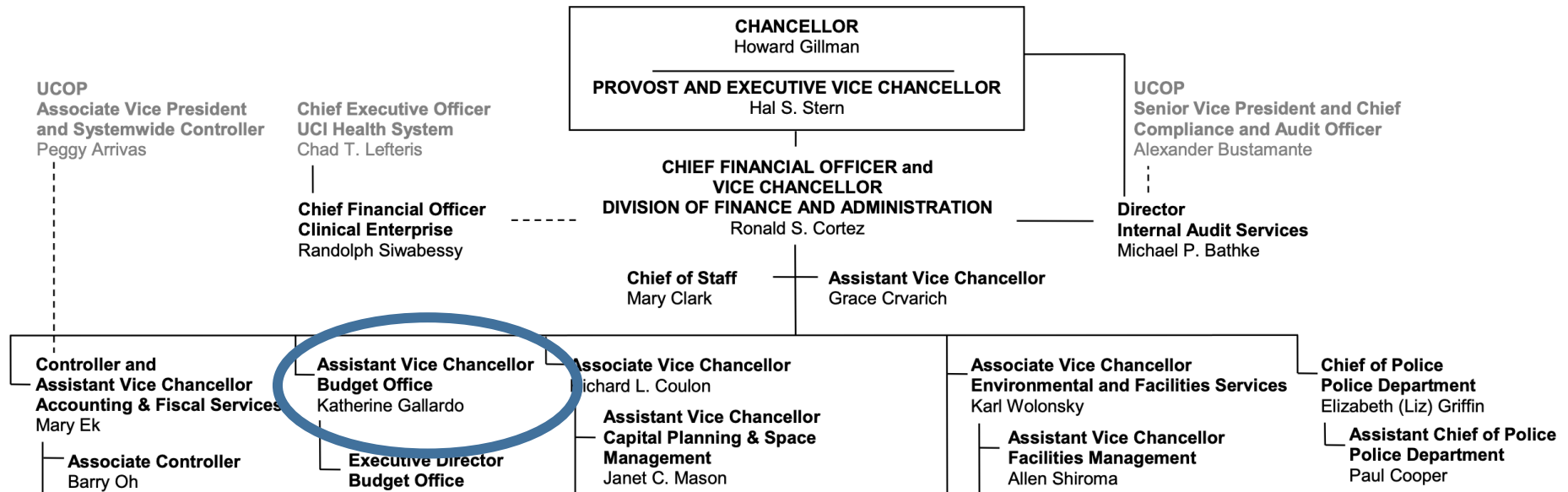
The **tensions**



Organizational Chart UC Irvine as of Nov 10, 2021

ADMINISTRATIVE ORGANIZATION UNIVERSITY OF CALIFORNIA, IRVINE

Division of Finance and Administration
November 10, 2021



<http://www.policies.uci.edu/about/orgcharts/orgcharti.pdf>

Katherine Gallardo

Assistant Vice Chancellor
Budget Office