Provost's Leadership Academy

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Provost's Leadership Academy

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Our goal for the program

- Help you decide if you want to be an academic leader

- Introduce some of the knowledge and skills academic leaders need to be successful

How? Familiarize you with…

- Challenges posed by the university's environment

- Tradeoffs in pursuing an academic leadership role

- Effective leadership practices

- Inclusive leadership and successful change

- Negotiation techniques

- Development and external relations

- Practical experience in initiating change: The Challenge Projects

Plan for today

1. Overview of the changing university context
2. Get to know your project teammates
3. Overview of UCI's Strategic Plan and budgeting processes
4. Break
5. Choice to pursue academic leadership: A panel
6. Challenge projects introduced
7. Reception

Schedule for this program

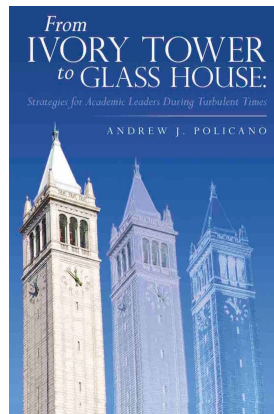| Jan 20 | • Effective leadership practices |
Feb 10	• Inclusive leadership and successful change
Mar 17	• Negotiation techniques
Apr 21	• Development and external relations
May 8	• Lunch with the Chancellor
Jun 2	• Presentation of projects to the Provost
Jun 2	• Social at Diane's house

From Ivory Tower to Glass House:

Strategies for Academic Leaders During Turbulent Times

Andrew J Policano

A transforming model

Traditional	**New Reality**
• Ivory Tower	• Glass House
• All things to all people	• Strategic positioning
• Internal focus	• External focus
• Low tuition-high subsidy	• High tuition-low subsidy-high-aid
• Loose focus on diversity	• Diversity & inclusion top priorities
• Opaque financial reporting	• Transparent financial reporting
• Many internal subsidies	• Fewer internal subsidies
• Reliant on subsidies	• More financially self-reliant

The dangers of complacency

<u>*USNews* ranking of US universities</u>

- 1988
  - Three of the top ten were public universities

- 2022
  - **None** of the top ten universities are public
  - **Only one** of the top twenty is public

What to do? Strategic planning can help

- A brief introduction to strategic planning

- An exercise to get to know your Challenge Project teammates

- Overview of UCI's Strategic Plan and budgeting processes

- Break

Strategic planning for your unit does not have to be complicated

- Why a plan is important?

  - An open process on priorities reduces paranoia

  - Helps set priorities for all

- However, not usually a welcomed idea

What is a strategic plan

- A combination of a vision and a concrete plan of action

- Visions engage emotions and meaning

  e.g., *Create and mobilize knowledge to serve society and our students*

- Plans...

  1. have a competitive positioning strategy
  2. estimate costs (who will pay for it?)
  3. detail who does what
  4. identify revenue sources for each initiative

- A plan that promises everything prioritizes nothing

Key decisions

- Who to admit (recruit?)

- How much to charge

- Student support infrastructure

- Targeted faculty recruitment and support

- Many can slow-walk or block initiatives so it is important to have wide involvement

Sample 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

- A positioning strategy

- A realistic financial plan

- Realistic, publicly selected set of priorities

- A clear road map for who will do what

Now for something different:
Build your ideal home

- Gather into your project teams

- Each team will create its ideal home and draw it on the flip chart paper

- Your home has no financial, physical, or imaginative constraints!

- Each team will have five minutes to present its ideal home to the rest of us

We all have worked hard to develop our expertise and it is only human to stay focused and disciplined (it has worked for us)

These sorts of exercises are used before getting into the nitty gritty of strategic planning to help us all "break set" and think more broadly
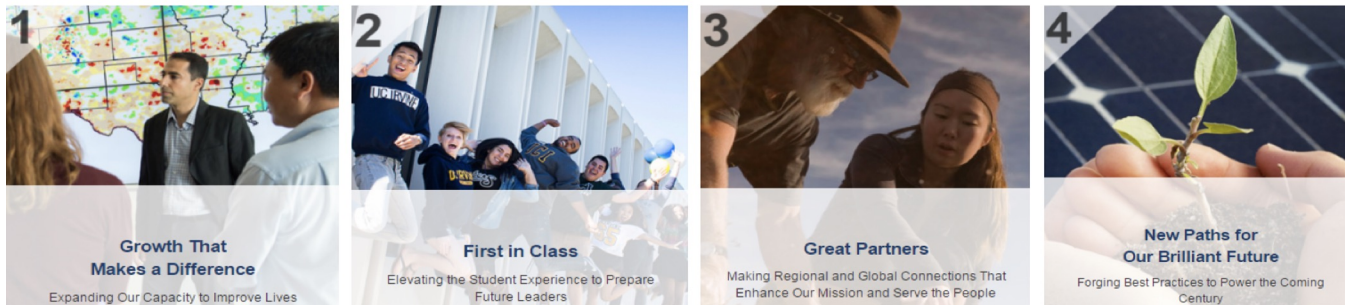
UCI's Strategic Plan

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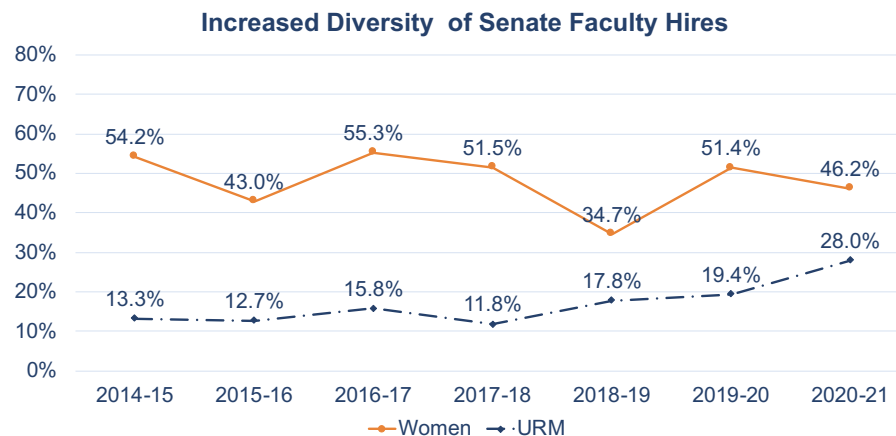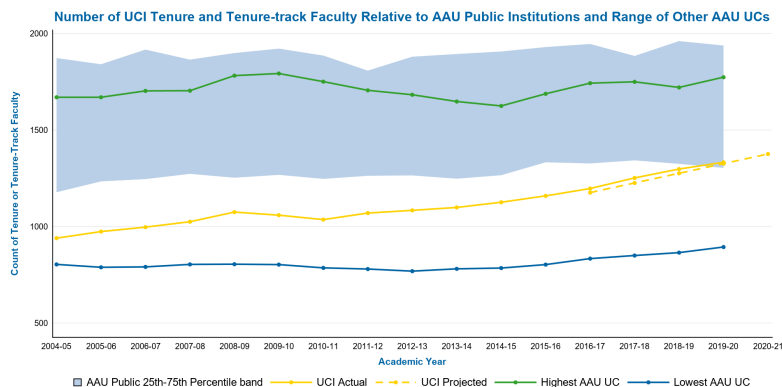University of California, Irvine

UCI Strategic Plan History

- Led by Judy Stepan-Norris, Vice Provost for Academic Planning
- Extensive consultation in 2014-15
  - Faculty, staff, students, alumni, community partners
- Five year plan launched February 2016 with 4 pillars

- Specific measurable goals for each pillar
- Public facing website to track progress

Strategic Plan Update

- Pillar 1: Growth that makes a difference

- Achieved year over year increases in:
  - Number of tenure and tenure-track faculty
  - Diversity of senate faculty hires
  - Total research expenditures (300 to 500+ million/year)

Number of UCI Tenure and Tenure-track Faculty Relative to AAU Public Institutions and Range of Other AAU UCs

Increased Diversity of Senate Faculty Hires

Pillar 2: First in Class

- Achieved year over year increases in:
  - Number of undergraduate applicants
  - Number of undergraduate degrees awarded
  - Diversity of student population (Fall 2022 first years, ~49% first gen, ~45% low income)
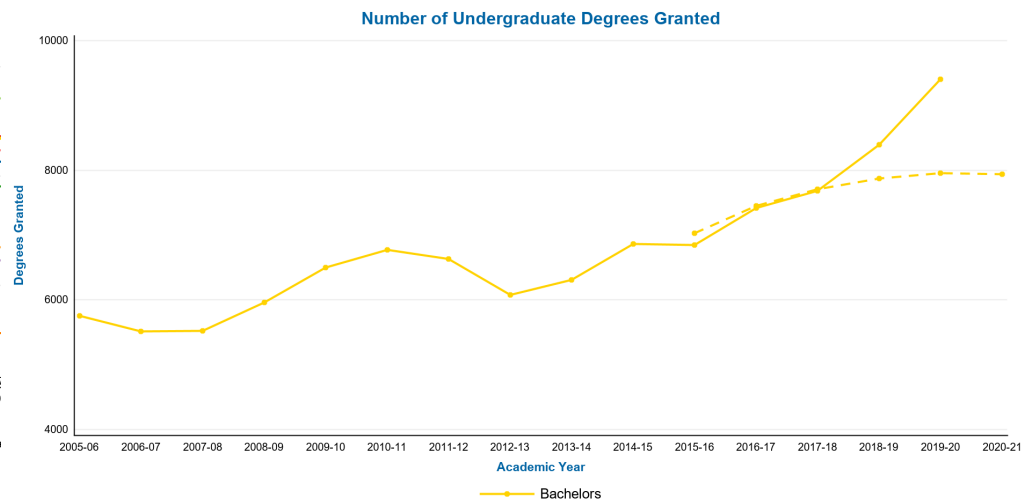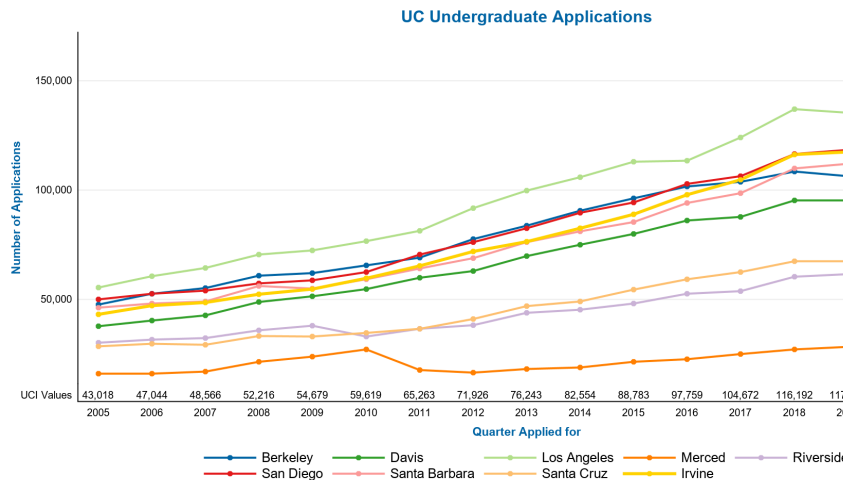
Pillar 3: Great Partners

- Achieved year over year increases in:
  - Number and percentage of engaged alumni

Percent and Number of Alumni Engaged with UCI
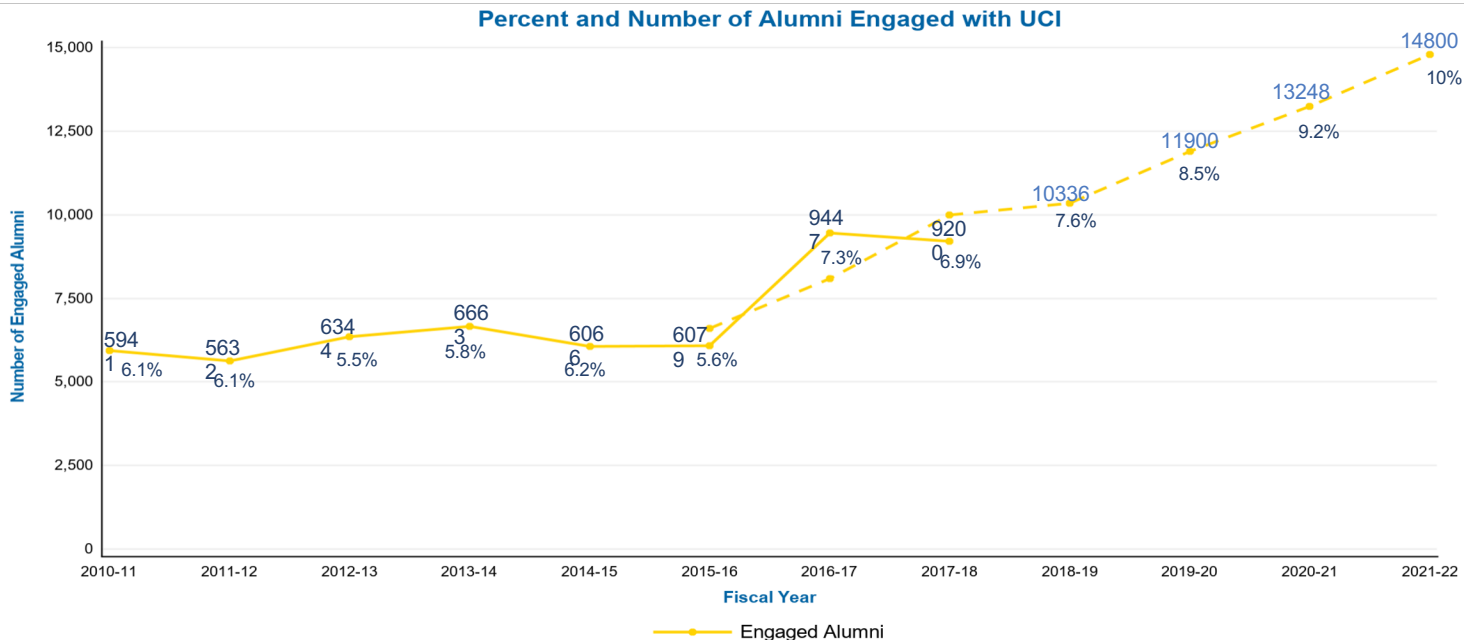
Pillar 4: New Pathways

- Achieved year over year increases in:
  - Philanthropic gifts
  - Buildings
    - Interdisciplinary Science and Engineering Building
    - Susan & Henry Samueli College of Health Sciences building complex
    - Undergraduate and graduate student housing
    - On campus faculty housing

UCI Strategic Plan Refresh

- January 2022 Provost appointed a committee of 18 faculty and administrators to draft refresh document
  - Chaired by Roxy Silver Vice Provost for Academic Planning & IR
  - Charge: Identify strategic areas of focus to guide investment of time and resources for next 5 years (https://sites.uci.edu/strategicplanrefresh/)
    - Build out of the CoHS, new MedCenter, support interdisciplinary scholarly activity
    - Expand areas of research strength including climate change, sustainability, neuroscience
    - Make art, culture and humanistic inquiry central to a UCI education
    - Attend to appropriate balance of in person, hybrid and fully remote options
    - Invest in and grow our graduate programs
  - Refresh document posted for community input (comment date closed Oct 2022)

- Finalized plan will guide budget allocations
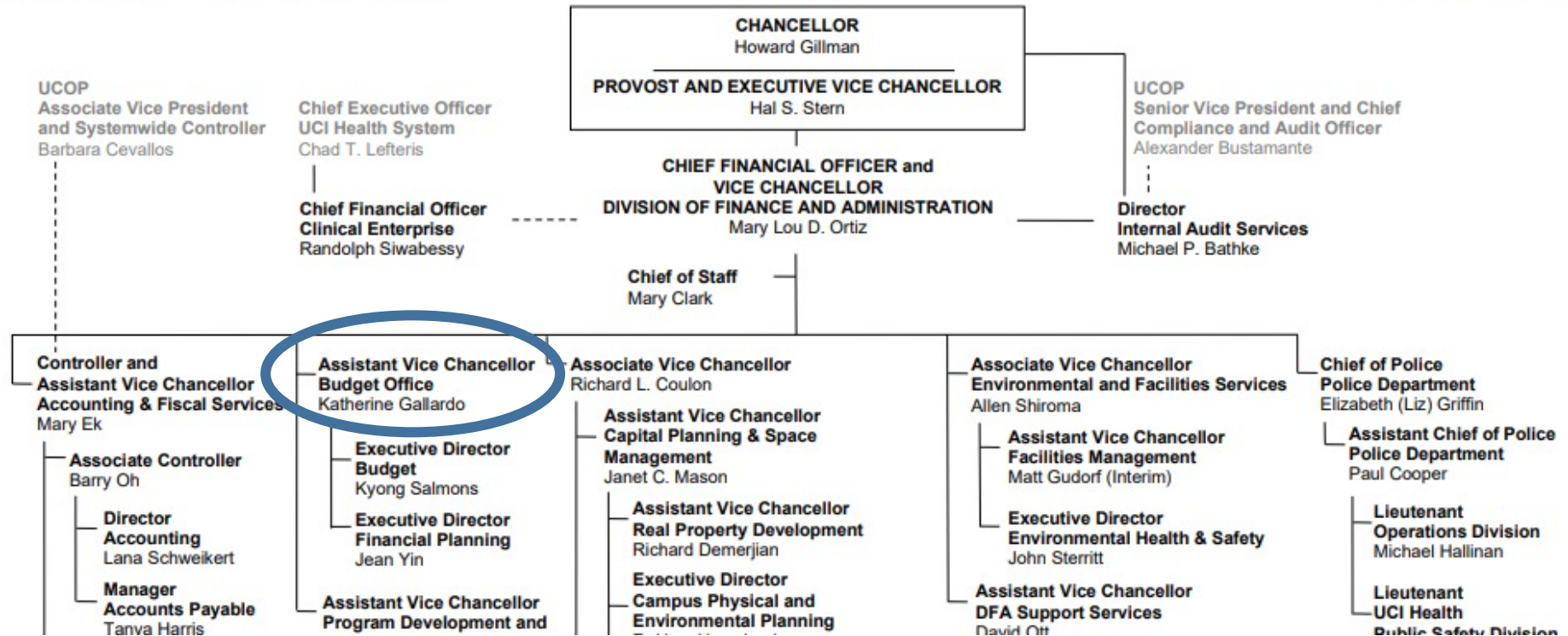
University Budgeting

Katherine Gallardo

Assistant Vice Chancellor

Budget Office

Organizational Chart UC Irvine as of Oct 19, 2022

Break

Choice to pursue a leadership career: A distinguished panel

- Dean James Bullock, Physical Sciences

- Vice Dean Khanh-Van Le-Bucklin, Medical Education, School of Medicine

- Associate Dean Jeanett Castellanos, Undergraduate Studies, Social Sciences

Some of the issues the panel will address

- Considerations in 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

  - In retrospect, what you could have done to be better prepared

- The most challenging aspects of your role

- The rewards associated with a leadership role

Meet with panelists

Challenge Projects

Briefing with challenge project leaders

Before your next team meeting

Teams that spend the first few minutes of their time deciding how they will work are much more successful

(and avoid frustration-induced conflict)

Finally... your **ONE** homework assignment

- The ability to exert influence is an important leadership skill but hard to diagnose

- And we all are in too many meetings

- Yet meetings are the best places to hone your influence diagnostic skills

- Bring your Sociogram diagram(following instructions on the handout) to our January session and be prepared to explain how it does (or does not) represent influence in the group you observed

Reception