

# Provost's Leadership Academy

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# Provost's Leadership Academy

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# Provost's Leadership Academy

**Jone Pearce**

Former Interim Dean  
and

Distinguished Professor Emerita

The Paul Merage School of Business

# 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? Introduce...

- The university's environment
- Tradeoffs in pursuing an academic leadership role
- Effective leadership practices
- Negotiation techniques
- Inclusive leadership and successful change
- Development and external relations
- Practical experience in initiating change: The Challenge Projects

# Schedule for the program

Jan 19	Effective Leadership Practices
Feb 9	Negotiation Techniques
Mar 8	Inclusive Leadership & Successful Change
Apr 5	External Relations & Development
May 3	[Challenge Project Group Meetings]
May 13	Lunch with the Chancellor
Jun 7	Final Reports from Challenge Groups Social at Diane O'Dowd's Home

# Plan for today

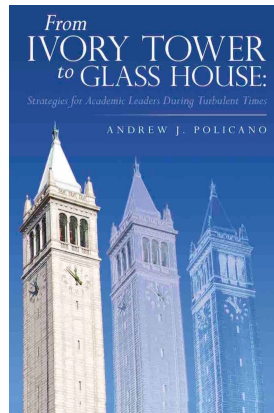
1. Introduction to the university's context
2. Get to know your project teammates
3. Overview of UCI's Strategic Plan and budgeting processes
4. Break
5. Choice to pursue academic leadership: A panel
6. Challenge projects introduced
7. Reception



# From Ivory Tower to Glass House:

*Strategies for Academic Leaders During Turbulent Times*

Andrew J Policano



# Universities are transforming

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

# 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*
- **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

# Some key decisions

- Who to recruit and admit?
- Should we have fee-based graduate programs?
- Student support infrastructure
- Targeted faculty recruitment and support
- What is your time horizon?
- Many can slow-walk or block initiatives, so it is important to have wide involvement

# 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...

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

Strategic planning is best if all are open to unorthodox ideas

Exercises are used before getting into the nitty gritty of strategic planning to help us all “break set” and think more broadly



# Get to know your group members by building 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

# Before your next working project 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)

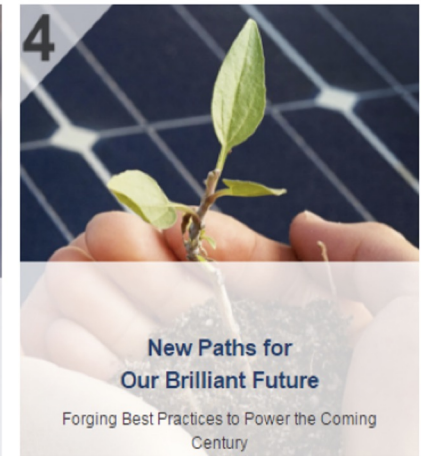
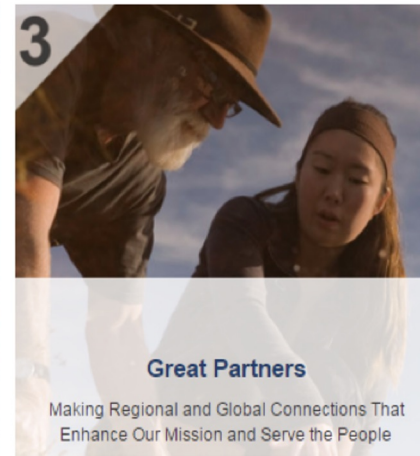
# UCI's Strategic Plan

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HHMI Professor, Developmental and Cell Biology

# UCI Strategic Plan History

- Led by Judy Stepan-Norris, VP 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 that tracked progress.

# Strategic Plan Update 2023

## **Pillar 1: Growth that makes a difference**

- Add 25 new faculty positions.
- Continue build out of the CoHS.
- Facilitate interdisciplinary scholarship and teaching.
- Increase overall research awards to \$800+ million/yr.

## **Pillar 2: First in Class**

- Accelerate efforts to make UCI top choice for students of all backgrounds.
- Diversify pedagogical options.
- Establish national leadership in data-informed student success programs.

## **Pillar 3: Great Partners**

- Broaden engagement with regional community members.
- Contribute to innovative business development.
- Maintain international collaborations.

## **Pillar 4: New Pathways**

- More closely tie resource allocations to strategic priorities.
- Develop physical infrastructure plan to support environments of the future.
- Increase resilience and security of our IT infrastructure.



# UCI Strategic Plan 23-28

- [https://strategicplan.uci.edu/wp-content/uploads/2023/06/UCI23\\_Strategic-Plan\\_spring23\\_230606.pdf](https://strategicplan.uci.edu/wp-content/uploads/2023/06/UCI23_Strategic-Plan_spring23_230606.pdf)
- Plan will guide budget allocations for next 5 years

# University Budgeting

Katherine Gallardo

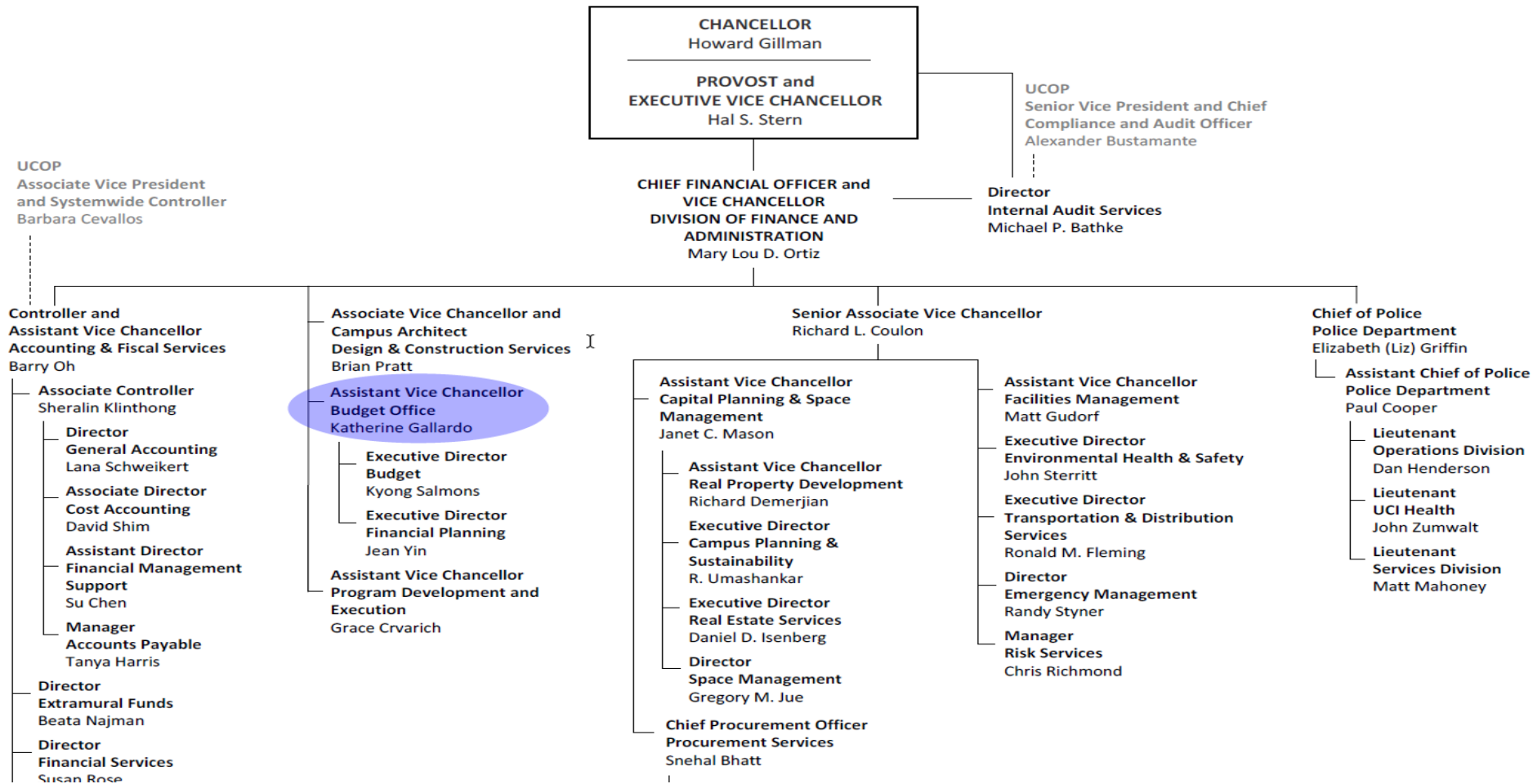
Assistant Vice Chancellor

Budget Office

# Organizational Chart UC Irvine as of Oct 5, 2023

## ADMINISTRATIVE ORGANIZATION UNIVERSITY OF CALIFORNIA, IRVINE

## Chart V Division of Finance and Administration October 5, 2023



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

# Break

# Choice to pursue a leadership career: Work-life balance

- Feedback from previous classes asked for more information on work-life balance
- The issues will vary based on your family structure and your field
- I'll start with myself:
  - Three stints as Associate Dean and PhD Program coordinator
  - One as interim dean for two years and two months

# Choice to pursue a leadership career: A distinguished panel

- **Val Jenness**, Distinguished Professor, Criminology, Law & Society; Chair-Elect of UCI Academic Senate, former Dean of School of Social Ecology, former Interim Vice Provost for Academic Planning
- **Brian Cummings**, Professor & Vice-Chair for Research, Physical Medicine & Rehabilitation, School of Medicine; Associate Dean for Faculty Development (Senate), School of Medicine
- **Marcelo Wood**, Professor, Neurobiology and Behavior, School of Biological Sciences; Chair, Department of Neurobiology and Behavior
- **Jeanett Castellanos**, Professor of Teaching in Social Sciences; Associate Dean for Undergraduate Studies in Social Sciences

# Some of the issues the panel will address

- Tradeoffs in pursuing a leadership path
- 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
- Life balance (what is a typical week like?)

# Meet with panelists



# Challenge Projects

# Briefing with challenge project leaders

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

- The ability to exert influence is an important leadership skill but is hard to diagnose
- And we all are in too many meetings
- Yet meetings are the best places to hone your influence diagnostic skills (best in face-to-face meetings)
- 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