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Teaching Innovation via Faculty Learning Communities on Strategy and Leadership

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Teaching Faculty Leaders About Innovation

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SOTL, 2015
Today’s Session

• Why do we need innovation?
• What does innovative faculty leadership look like?
• What kind of support do leaders need to be innovative?
• Five approaches to innovative leadership development
• Lessons learned
• Q & A
Getting Started

• What are some of the strategic challenges facing colleges and universities?
• What might be some skills and supports that faculty leaders, such as department chairs, deans, and center directors, need to address these challenges?
• What programs do you have in place to help faculty leaders develop these skills?
Higher Education Is Facing Challenges
## Short List of Challenges Facing Higher Education

<table>
<thead>
<tr>
<th>Challenges to Higher Education</th>
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<tr>
<td>Declines in Public Funding</td>
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<tr>
<td>Increases in Costs</td>
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<td>Rapidly Changing Technology</td>
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<td>Declining Infrastructure</td>
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<td>The Need to Increase Diversity</td>
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<td>More Contentious Stakeholders</td>
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<td>Partisan Polarization</td>
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<td>Globalization</td>
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<td>Troubling Campus Safety Issues</td>
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<td>Decline in Faculty Morale</td>
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<td>Declining Middle Class Incomes</td>
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<td>Increasing Student Debt</td>
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<td>Lower Graduation Rates for Minorities</td>
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<td>A Knowledge Explosion</td>
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<td>Creation of New Media in the Arts</td>
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<td>New Disciplines in the Sciences</td>
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<td>Restiveness of Graduate Students</td>
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<td>Excessive Length of Time to Some Graduate Degrees</td>
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<td>Increasing Pressures to Show Vocational Relevance</td>
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If Faculty Do Not Lead, Who Will?

• IHE’s have multiple stakeholders
• Corporate vs. academic values
• Disciplinary nature of academic units
• Each unit and discipline will need to respond
• Only faculty can lead a response
• Preserving academic values through change
Mid-Level Leaders Are Key

- Chairs, center and institute directors, associate deans
- New incumbents
- Experienced leaders
- Emerging leaders
- The leadership “pipeline”
Creating the Future of Higher Education

So what does innovative faculty strategic leadership look like?

https://www.youtube.com/playlist?list=PLC16A424B9DD10B03
Innovation in Professional Education
Innovation in a Discipline
Innovation in Faculty Development
Innovation in Health Care Systems
Innovation in Teaching and Learning
Innovation in Medicine
Innovation in Global Impact
Characteristics of Innovative Leadership

- Long-term perspective
- Significant issue
- Purpose, passion, perseverance
- Creative and pragmatic
- Team builder, talent developer
- Institutional savvy
- Credibility, communication, commitment
What’s It All About?

- Discovering, developing, supporting those faculty leaders who are going to help your institution grow, change, innovate, serve consistent with your best traditions and core academic values
- Those who are going to make a difference in the long-term
Five UNC Approaches / Programs

- Coaching approach—Long-term consultation
- Boot camp approach—Weeklong immersion
- Learning community approach—Peer mentoring
- Course/practicum—Expert presentations + coaching and consulting
- Consulting approach—Faculty assisted student teams (STARS)
Group Coaching Model: KFF

- Grant funded
- Course release
- Weekly meeting
- Individual consultation in group setting
- Peer learning component
- Door opening, networking component
Boot Camp

- Weeklong residential immersion approach
- 2-3 representatives from across the 17 unit system
- 30-35 participants
- Real business or translational ideas
- Training in entrepreneurial concepts
- Team idea development
- Team challenge competition
Learning Community

- 8-10 highly placed leaders
- Top notch team of coaches
- Monthly meetings June - March
- Readings and discussions
- Intensive peer consultations
- Final high stakes presentations before the Chancellor and the Provost
Conceptual Frameworks

- Good to Great — Jim Collins
- What Is Strategy — Michael Porter
- Engines of Innovation — Thorp and Goldstein
- Star Trek Leadership — Peter Brews
- Strategy as Creative Fiction — Peter Brews
- Strategic Planning for Non Profits — John Bryson
- Leading Change — John Kotter
- What’s your big idea — Thorp and Goldstein
Learning Community Team of Coaches
Course / Practicum

- 20-25 nominated by the deans
- Monthly 2.5 hour sessions
- Split between presentation and discussion
- Topical approach
- Highly credible presenters
- Discussions with role models
- Straight talk, linked to theory
- Coaching and consultation available
Topics Covered in the Course

- What is strategy?
- What is strategic leadership?
- Creativity and innovation
- Building a strategy from strengths
- Engaging stakeholders in strategy development
- Going from strategy to planning and execution
- Working with the culture and readiness of the organization
- Aligning the strategy of your unit with that of the University
- Focusing the message: communicating your strategy
- Metrics, assessment, and adjustment
Consulting Approach

**KFBS Stars Program**

- Student teams
- Faculty advisors
- Project fee
- Studies
- Reports
- Coaching
How to Develop Innovative Leaders

• Pick promising candidates
• Provide supportive structures
• Stick with them on the journey
When to Provide Opportunities

Preparation for strategic thinking and planning
- For potential leaders
- For emerging leaders
- For new incumbents

Assistance in strategic leadership for established leaders
- Training
- Consultation
- Technical assistance
- Peer mentoring
Lessons Learned

- Translate from the market language to the University
- Provide credible models
- Position effectively with senior leadership
- Align with University goals
- Seek novel ways to address needs
- Assemble a team
- Fit program to resources
- Establish a personal contact with each participant
- Understand that the broader context is linking faculty development to institutional development
Ultimately, Innovation Is About:

The institutions we love and the people we serve, so let’s be innovative and help them adapt and develop!