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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 Facing Higher Education</th>
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<tbody>
<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 Public Service
Innovation in Health Care Systems
Innovation in Social Science Research
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
2014-15 Faculty Learning Community on Strategy and Leadership Members*

David Ardia  
Co-Director, Center for Media Law and Policy, School of Law

Hedi Hennink-Kaminsky  
Senior Associate Dean of Graduate Studies, School of Journalism and Mass Communication

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Co-Director, Center for Media Law and Policy, School of Journalism and Mass Communication

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Amy Hertel  
Director, American Indian Center, School of Social Work

Darin Padua  
Chair, Department of Exercise and Sport Science

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Senior Associate Dean for Academic Affairs, Kenan-Flagler Business School

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Program Director, Family Medicine Residency Program, School of Medicine

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Director, Public Health Leadership Program, Gillings School of Global Public Health

John Gilmore  
Director, Center for Excellence in Community Mental Health, School of Medicine

Kate Menard  
Director, Center for Maternal and Infant Health, School of Medicine

Scott Singleton  
Executive Director of the Academy, Eshelman School of Pharmacy

Lucy Gorham  
Interim Executive Director, Center for Community Capital, College of Arts and Sciences

Wanda Nicholson  
Director, Diabetes and Obesity Core at the Center for Women’s Health Research, School of Medicine

* Members are listed by administrative title and the school or department in which they have a faculty appointment.
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!