

A close-up photograph of a person's hands using silver scissors to trim a bunch of green onions. The person is wearing a silver ring on their left ring finger. The onions have long green stalks and white bulbs with some soil still attached. The background is a blurred garden scene with other plants and soil.

Faculty Leadership Development

UC-CORO NORTHERN COHORT (2017)

2017 UC-CORO Northern Cohort





**Sharon Walker, Interim Dean
Bourns College of Engineering (Riverside)**



Problem Statement

UC needs a leadership pipeline through which faculty can prepare themselves for potential advancement into administrative roles.

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The background of the slide is a close-up photograph of green grass and foliage. The grass blades are long and thin, with some showing small green seed heads. The background is slightly blurred, creating a sense of depth. The overall color palette is various shades of green, from light to dark.

Defining Leadership

The intentional process to prepare mid-career faculty to step into and thrive in campus administrative roles.

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Academic Personnel Manual (APM) - 241 and 246, Faculty Administrator Titles

- College Provost
- Vice Provost, Associate Vice Provost
- Associate Vice Chancellor, Associate Dean
- Department Chair, Department Vice Chair (See APM - 245, Department Chairs)
- Director, Associate Director
- Faculty Assistant to the Dean or Vice Chancellor or Chancellor, Academic Assistant to the Vice Chancellor or Chancellor

A person wearing a blue and white helmet, a dark jacket, and blue jeans is riding a silver bicycle on a paved path. The path is adjacent to a body of water, and the background consists of blurred green trees, suggesting motion. The text is overlaid on the right side of the image.

Mid-Career Faculty
Associate Professor through
Full Professor below Step VI

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A group of five people, including a man in a plaid shirt, a woman in a blue shirt, a man in a light green shirt, and a woman in a blue striped shirt, are walking through a vast, green field of tall grass. The field stretches to the horizon under a clear sky. The text is overlaid on the left side of the image.

Opportunity Statement

The intentional development of faculty administrative leaders offers many advantages to UC.

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Today's Presentation

1. Assessment methods and findings
2. Toolkit overview and demonstration
3. Recommendations
4. Questions and answers

Assessment Methodology

1. Literature Review
2. Key Informant Interviews at 7 locations
3. Survey of Associate Professors

Research Conducted



17

Scholarly
articles
reviewed



50

In-person
interviews from
7 UC locations



210

Respondents to
Associate Professor
survey

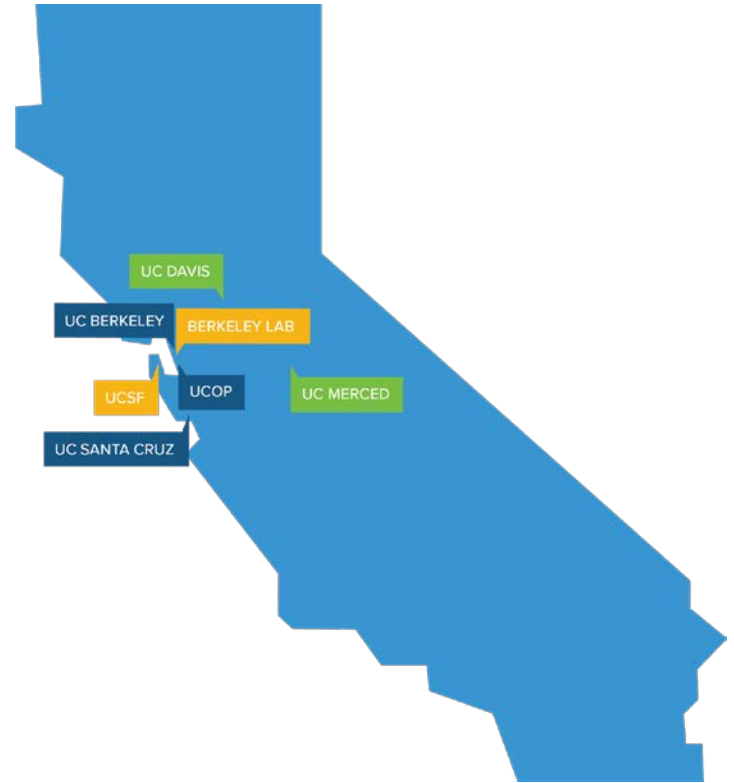
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Key Informants

- Senior Leaders (30%)
- Faculty Administrators (36%)
- Faculty (16%)
- HR and other professionals (18%)

Survey Respondents

- Associate Professors
- UC Davis (40%)
- UC San Francisco (60%)



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Assessment Findings

#1

Many faculty are interested in serving in administrative leadership roles, despite a common perception that doing so represents "moving to the dark side."



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Assessment Findings

#2

Faculty administrative roles
require expertise distinct
from other faculty
responsibilities.



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Assessment Findings

#3

The use of systematic, transparent and inclusive processes to identify potential faculty leaders may increase participation from underrepresented groups.

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Assessment Findings

#4

Some faculty leaders do not receive leadership development preparation, leaving them to "sink or swim."



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Assessment Findings

#5

Two of the most cited barriers to faculty participating in leadership development programs are compensation and resources.

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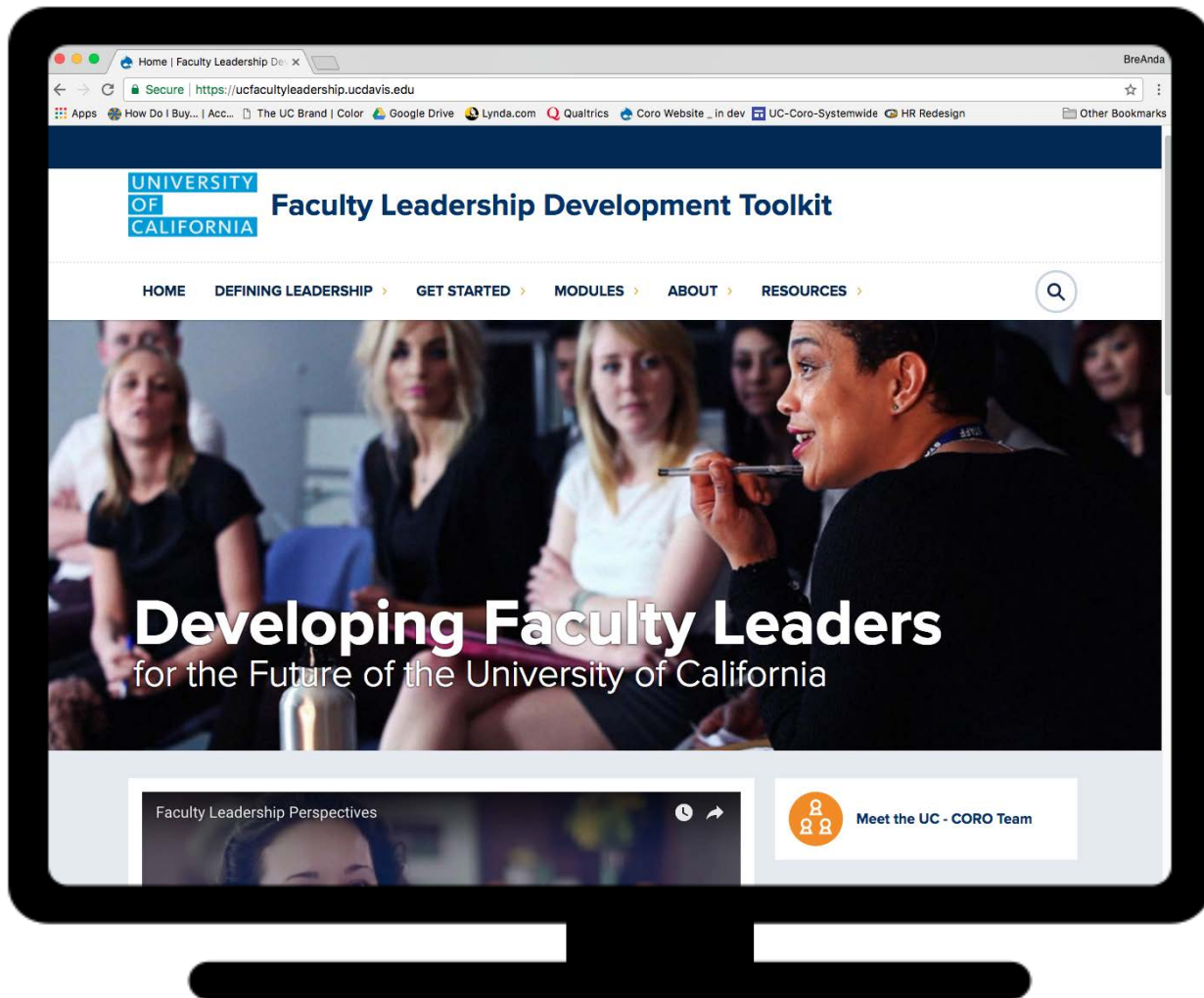
The background of the slide features a dark, reflective surface with several small, colorful robots (likely LEGO Mindstorms) scattered across it. The robots are illuminated with various colors, including purple, yellow, and green, and their reflections are visible on the surface below them. The overall lighting is dim, creating a moody and technological atmosphere.

“The skills faculty members have used throughout their careers aren't the ones they need to run a department. The presumption is that people will learn on the job. The learning curve is steep, and it's painful ...”

“How to cultivate faculty leaders,” The Chronicle of Higher Education (2017)

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Website Toolkit



Recommendations

A person wearing waders and a dark jacket is standing in a river, holding the side of a dark-colored boat. The boat has the word "TRACKER" visible on its side. The background shows a muddy riverbank with some sparse vegetation.

1. Use website toolkit to develop a program
2. Employ transparent selection process
3. Remove barriers so faculty can participate
4. Commit funding to support program development



Ben Houlton, Professor and Chancellor's Fellow
College of Agriculture and Environmental Sciences (Davis)



0:04 / 1:46



A wide-angle photograph of a vast field of yellow flowers, likely a mustard field, stretching to the horizon. The sky is clear and blue. In the distance, there are some trees and a mountain range. The overall scene is bright and sunny.

Questions

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