



Mindful Leadership: Investing in the Academia

University of North Texas, Denton, Texas

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Overview: While universities need leaders capable of initiating and sustaining change, few institutions provide the requisite training and development that equips academic administrators to be effective leaders. Below are a few highlights of a comprehensive, institutional approach for leadership development that address the needs of current and future faculty leaders across the pipeline.

Web link: UNT Office of the Vice Provost for Faculty Success
<http://facultysuccess.unt.edu>

Leadership Fellows Program: Supports a select number of promising leaders for individual and organizational skill building. Fellows participate in a broad range of activities including meetings with key senior-level administrators, participation in the Annual Academic Chairperson's conference, executive coaching, and self-reflection. <http://facultysuccess.unt.edu/leadership-fellows>

Chair Academy: This year-round program provides a venue for chairs to explore best practices through collaborative dialogue. The academy meets monthly throughout the year, and hosts a retreat at the beginning of each academic year. Programming includes training on evaluating teaching effectiveness, conflict resolution, recruitment and retention of faculty, budgeting, effective scheduling, among many other topics. <http://facultysuccess.unt.edu/chair-academy>

Administrative Internships: Internships provide full-time tenured faculty members with the opportunity to explore career options in academic administration and gain valuable perspectives on institutional planning and key decision-making. Throughout the appointment, faculty members learn from senior administrators while carrying out targeted projects in Academic Affairs.

Academic Leadership Workshops: Workshops focus on development opportunities for department chairs, associate deans, deans, and vice provosts. These half-day workshops, held 2-5 times annually, focus upon critical issues impacting the institution across all levels of administration.

External Opportunities: To provide further development opportunities, tenured faculty members, chairs, associate deans, deans, and vice provosts have the opportunity to enhance their leadership development via support to attend programs such as the Harvard Institute for Higher Education, A.C.E. Fellows Program, and Leadership Texas.

If you would like further details about any of our programs, please feel free to contact us!

Chair Succession Planning

University of North Texas, Denton, Texas

Why Mentor a New Chair?

- Very important to your department and institution to develop Chairs within the academy
- Outside searches are costly and may not be successful
- Helps preserve your own legacy as a Chair
- Identifying potential leaders—self-selection, nominations, observation
- Conversations—why does the person want to be Chair?
- Have the desire to see things differently/vision/want to lead
- Avoid Chair candidates who want more \$\$, more “power”

How to Mentor

- Clear assignments/lines of responsibility
- Weekly meetings—catch up/transparency
- Assign projects that have real consequences/evaluate
- Advise, don't preach

After Your Term is Over

- Stay out of the way, keep quiet
- Be available as an advisor
- Never criticize publicly
- Praise when deserving of praise

Alan Albarran, Chair, Media Arts