

## *Governance and Funding of U.S. Higher Education*

### **Finnish Higher Education Experts USA Study Tour 2011**

March 28 – April 1, 2011

North Carolina

### **Program Agenda**

#### **PURPOSE:**

This delegation of Finnish University Presidents searches for best-practices in governance and funding of U.S. higher education. Specifically, participants will visit institutions in North Carolina to discuss financial and leadership structures, strategic planning and decision-making processes and the management and governance of the universities. The group will learn about the American system from expert speakers and through direct observation at private and public universities. The seminar will focus on comparing U.S. and Finnish strategies of university governance and funding and identifying possible applications of the American practice to the Finnish system. There are 14 members in the delegation.

#### **AGENDA:**

Participants will travel to North Carolina for a five-day higher education leadership seminar. The program will consist of a day-long introductory workshop, five site visits to public and private universities in North Carolina, and two debriefing meetings. The seminar will focus on comparing U.S. and Finnish higher education strategies and identifying possible applications of the American practice to the Finnish system.

## Day One: Monday, March 28

Opening Workshop: Grand Terrace West Conference Room, The Franklin Hotel

8:00am-9:00am

### **Breakfast & Welcome; Introductions**

- *Shannon Harrison, Assistant Director, Institute of International Education*
- *Terhi Mölsä, Executive Director, Fulbright Center Finland*
- *Lauri Lajunen, Chair, Universities Finland (UNIFI)*

9:00-10:30am

### **Rara Avis in Terris: Contemporary U.S. Higher Education**

- US Higher Education and the Future Skills and Research Needs – Trends, Challenges and Responses
- *Dr. Gilbert Merckx, Director of International and Area Studies, Duke University*

10:30-10:45am

Coffee Break

10:45-12:15pm

### **Strategic Management of U.S. Higher Education: the Presidential Perspective**

- How do universities implement a strategic planning process?
- Are policies developed top-down, or bottom up?
- Incorporating academic freedom into the institution's strategic plan
- Fostering cohesion and buy-in from faculty
- *Dr. James J. Duderstadt, President Emeritus and University Professor of Science and Engineering, University of Michigan; Member of NRC's Committee on Research Universities*

12:15-1:15pm

Lunch in Window's restaurant

1:15-2:45pm

### **Economics of U.S. Higher Education**

- Fiscal Management of U.S. Higher Education
- Correlation between quality and allocation of funds
- Research dollars
- Endowments and capital campaigns
- Fundraising and alumni giving
- *Dr. D. Bruce Johnstone, Distinguished Service Professor of Higher and Comparative Education Emeritus, State University of New York at Buffalo*

2:45-3:00pm

Coffee Break

3:00-5:00pm

### **Strategic Management in Practice: An Inside Look at Faculty and Academic Policies and Priorities at Three Universities**

- Assessing quality education & research
- Strategic management in relation to quality and allocation of funds
- Tenure track
- University cooperation
- *Dr. Arlene E. Carney, Vice Provost of Faculty and Academic Affairs, University of Minnesota*
- *Dr. D. Bruce Johnstone, Distinguished Service Professor of Higher and Comparative Education Emeritus, State University of New York at Buffalo*
- *Dr. Gilbert Merckx, Director of International & Area Studies, Duke University*

6:30pm

### **Opening Dinner at the Carolina Inn**

*Piedmont Room*

211 Pittsboro Street

Chapel Hill, NC 27514

## **Day Two: Tuesday, March 29**

*Morning: Site visit to Wake Forest University, Reynolda Hall, Autumn Room*

*Afternoon: Site visit to North Carolina School of the Arts, Eisenberg Hall, Hanes Common Building, Ground Floor*

### **SITE VISIT TO WAKE FOREST UNIVERSITY**

- 10:00am                    **Welcome & Introductions**  
*Dr. Kline Harrison, Associate Provost for Global Affairs, Kemper Professor of Business*
- 10:15 – 11:00am        **Strategic Management in Relation to Academic Freedom**  
**Strategic Planning Process and Implementation**  
*Dr. Jill Tiefenthaler, Provost & Professor of Economics*
- 11:00am                    Coffee break with light refreshments
- 11:30 – 12:15pm        **An Inside Look at the Tenure Track System**  
*Dr. Rebecca Thomas, Office of the Dean of the College, Associate Dean for Faculty Development, Professor of German*
- 12:15 – 1:00pm         **Strategic Management in Relation to Quality and Allocation of Funds**  
**The Balance of Research and Teaching**  
*Dr. Mark Welker, Vice Provost & Professor of Chemistry*

### **SITE VISIT TO NORTH CAROLINA SCHOOL OF THE ARTS**

- 1:30-2:30pm            **Lunch & Introduction**  
  
North Carolina School of the Arts Trumpet Quartet Performance
- 2:45-4:00pm            **Meet with Executive Council**
- *John Mauceri, Chancellor*
  - *David P. Nelson, Chief Academic Officer/Provost*
  - *Suzanne Hilser-Wiles, Chief Advancement Officer*
  - *George Burnette, Chief Operating Officer*
  - *Jim DeCristo, Director of Economic Development and External Affairs*

### **Day Three: Wednesday, March 30**

*Morning: Site visit to NC State, Winslow Hall Conference Room*

*Afternoon Midway Seminar & Debriefing: Grand Terrace West Conference Room, The Franklin Hotel*

#### **SITE VISIT TO NORTH CAROLINA STATE UNIVERSITY**

- 8:45-9:00am**                      **Coffee and Welcome to North Carolina State University**
- 9:00-9:45am**                      **Strategic Planning and Management at NC State**  
*Dr. Warwick Arden, Provost and Executive Vice Chancellor*  
*Dr. Margery Overton, Chair of Faculty Senate & Co-Chair, Strategic Planning Committee*
- 9:45-10:30am**                      **Faculty Development and Promotion**  
*Dr. Betsy Brown, Vice Provost for Faculty Affairs*
- 10:30-11:15am**                      **University Cooperation**  
*Mr. Michael Bustle, Associate Vice Provost for International Affairs and Director, Office of International Services and Global Training Initiative*
- 11:15am**                              **Tour of Centennial Campus**

#### **AFTERNOON MIDWAY SEMINAR & DEBRIEFING**

- 12:30pm**                              **Working Lunch**
- 1:00pm-2:30pm**                      **Alumni relations, Communications, Development & Marketing: Best Practices**
- *John Lippincott, President, Council for Advancement and Support of Education (CASE)*
    - Brief introduction to CASE
    - How do universities find stakeholders that provide funding?
    - How do they do fundraising?
    - Structure and function of the Development and Alumni Offices
    - Best practices for working with Alumni
    - Best practices for soliciting grants & obtaining funding from outside sources
- 2:30-4:00pm**                              **Working with Governing Boards: Best Practices**
- *Richard D. Legon, President of the Association of Governing Boards of Universities and Colleges (AGB)*
    - Brief introduction to AGB
    - Boards of Trustees: What is their role? How are they selected? How are they structured? How long are the terms? How large are the Boards? What is the relationship between the President and the Board?
    - Best practices for working with the Board of Trustees
- 4:00-4:15pm**                              **Coffee Break**
- 4:15-5:15pm**                              **Midway debriefing**  
Facilitators:
- *Lauri Lajunen, Chair, Universities Finland (UNIFI)*
  - *Terhi Mölsä, Executive Director, Fulbright Center Finland*

## **Day Four: Thursday, March 31**

*Morning: Site visit to UNC Greensboro, The Chancellor's Board Room, Mossman Building*

*Afternoon: Site visit to University of North Carolina, 105 South Building*

### **SITE VISIT TO UNIVERSITY OF NORTH CAROLINA, GREENSBORO**

**9-9:30am**

#### **Welcome and Introductions**

- *Dr. Linda P. Brady, Chancellor*

**9:30am-12:00pm**

#### **A Close Look at Governance and Funding at UNC Greensboro: A Roundtable Discussion**

- *Dr. David H. Perrin, Provost and Executive Vice Chancellor*
- *Dr. J. Alan Boyette, Vice Provost*
- *Dr. Rebecca Adams, Associate Provost for Planning and Assessment*

### **SITE VISIT TO UNIVERSITY OF NORTH CAROLINA, CHAPEL HILL**

**2:00-5:00pm**

#### **Governance and Funding Roundtable**

- *Dr. Bruce Carney, Executive Vice Chancellor and Provost*
- *Dr. Ronald Strauss, Executive Associate Provost and Chief International Officer*
- *Dr. Carol Tresolini, Associate Provost for Academic Initiatives*

## **Day Five: Friday, April 1**

*Morning: Closing Workshop, Grand Terrace West Conference Room, Franklin Hotel, and Closing Brunch*

**8:00am – 10:30am**

#### **Wrap-up Discussions:**

Part I: Study Tour Evaluation

Part II: Observations of Governance, Funding, and Strategic Planning Processes in U.S. Higher Education

Facilitators:

- *Terhi Mölsä, Executive Director, Fulbright Center Finland*
- *Lauri Lajunen, Chair, Universities Finland (UNIFI)*

**10:30 - 11:30am**

Closing Brunch

### **END OF SEMINAR**

**12:00 noon**

Group transportation from the hotel to the airport for flight AA 4376 departing 2.30 pm.

# *Governance and Funding of U.S. Universities*

## Finnish Fulbright Higher Education Experts Seminar

### Topics of Interest

1. Strategic management in relation to academic freedom
  - What is the role of strategic planning in your university?
  - Is it really possible to plan and manage university strategically?
  - How do you implement the strategic planning process?
  - How do you incorporate atmosphere of free and open inquiry and academic freedom into the university's strategic planning?
  - Are strategies made more top-down rather than bottom-up? From your experience how inclusive the strategic process really is/should be?
  - How do you ensure that strategies are carried out with due consideration of all critical components in the system, and thus, also, in cohesion and close consultation with the leadership, the faculties and appropriate support services?
  
2. Strategic management in relation to quality and allocation of funds
  - Do you use strategic performance indicators? If yes, what kind? How do you use them?
  - What is the balance between research and teaching and what is the basis for allocation of funds?
  - How do you measure and assess the quality of education and research?
  - Have you defined any focus area of research? If so, how do you make sure this does not hamper the really new innovations that may arise outside or at the outskirts of the focal areas?
  
3. Tenure track
  - Describe your tenure track system? Who is eligible for applying? Do you evaluate his/her performance during/after each state and is his/her promotion dependent on it? Is it possible to lose tenure?
  - What is the proportion of tenures in relation to number of PhDs in your university?
  - What is the career path for those who do not enter the tenure track system? What is the demand of PhDs outside universities e.g. business life?
  - Is a mobility to another university an obligatory part of the tenure track system? What about international experience?
  
4. University cooperation
  - Do universities cooperate with each other? If yes, what is the level of cooperation and how is it organized?
  - How fierce is the competition among universities?

## **UNIVERSITIES FINLAND (UNIFI)**

Universities Finland, Unifi, formerly the Finnish Council of University Rectors (founded in 1969) is a co-operational organization for Finnish universities. It promotes higher education, research and arts by addressing far-reaching, university-related issues. The members of the organization include all 17 Finnish universities. Universities Finland advances university co-operation, presents the shared university positions on central issues concerning higher education and research policy, strengthens the role of the universities as central participants in the public discussion, and co-operates with political decision-makers, ministries, other authorities and central interest groups, among others.

## **INSTITUTE OF INTERNATIONAL EDUCATION (IIE)**

Founded in 1919, the Institute of International Education (IIE) is a private nonprofit leader in the international exchange of people and ideas. In collaboration with governments, foundations and other sponsors, IIE creates programs of study and training for students, educators and professionals from all sectors. These programs include the flagship Fulbright Program and Gilman Scholarships administered for the U.S. Department of State. IIE also conducts policy research, provides resources on international exchange opportunities and offers support to scholars in danger.

## **FULBRIGHT CENTER**

The Fulbright Center (the Finland-US Educational Exchange Commission FUSEEC) is a private service organization that specializes in academic and cultural exchange between Finland and North America. The Center awards annually over USD 1 million in scholarships to Finnish and American students, researchers, and professionals, and provides training and information services around Finland with approximately 4000 client contacts per year. The Fulbright Center is funded by the Finnish, US and Canadian governments, the Finland-America Educational Trust Fund founded by the US and Finnish governments, and universities and private foundations in Finland. Close to 80 % of the Center's funding comes from Finland.