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
- Dr. Gilbert Merkx, 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 Merkx, 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.