



PATHS

PROVIDING
LEADERSHIP &
LEARNING AVENUES TO
SECURE THE FUTURE
OF THE SYSTEM

Second Executive Leadership Institute Class Completes Program

The second class of the Executive Leadership Institute completed the eight-month program and was recognized at an Awards Luncheon, Thursday, April 21, 2011 at Macon State College. Board of Regents Chair, Willis Potts, in his remarks to the scholars, likened a leader's core values to a tuning fork, to which every instrument in an orchestra tunes. "Diverging from one's core values," he said, "results in being off key, not



ringing true. I carry this tuning fork with me everywhere. It is a constant reminder that wherever I am, I must be true to the changeless

baseline, the changeless core, that defines who I am and what I value."

After congratulating the scholars, Chairman Potts left the assembly with three thoughts:

1. Expect the best. – At the 1960 Democratic national convention, John Kennedy was asked if he would accept the Vice Presidential position on the ticket. Kennedy said, 'No, I won't; for once you accept second best when first is available, you tend to do it for the rest of your life.'
2. Don't homogenize – Let the cream rise to the top. You have distinguished yourselves by being

See a complete list of
2010-2011 Scholars
on page 3.

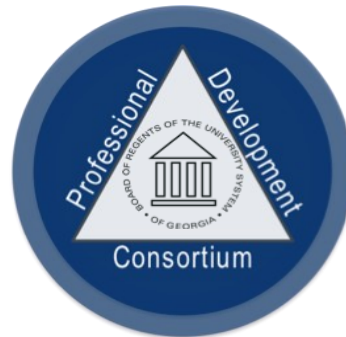


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Professional Development Consortium Spring Pilot a Success!

In January 2010, the Office of Human Resources Professional Development announced the formation of the University System of Georgia's Professional Development Consortium (PDC) as part of the Regents' Strategic Goal Number Six: Increase Efficiency Working as a System. The purpose of the consortium is to foster collaboration among USG institutions in providing professional development

opportunities for USG faculty and staff. The System Office lead on this initiative is Assistant Vice Chancellor Tina Woodard in Human Resources.



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Second ELI Program Complete

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willing to step out. Have the internal strength to continue to do so.

3. Attack with enormous energy – The greatest word in the English language is Love, but running a close second is ‘Enthusiasm.’ Enthusiasm comes from the Greek ‘En Theos’ which literally means ‘Filled with the spirit of God.’ Leadership is indeed a high calling. Also remember that the only thing more contagious than enthusiasm is the lack of it.

Chancellor Erroll B. Davis, Jr., in his keynote address said *“As leaders, we are not here to explain the past -- leave that to the historians and the social critics. Our job is to manage risks and alter futures. To do that often means to change the status quo -- and people are more often very comfortable with the status quo. If you are going to get them to go along -- they must believe in you -- trust in you and share your vision. If you aren't honest -- or transparent -- or ethical -- you will find no one ready to follow.”* Davis praised the Executive Leadership Institute for providing its scholars with the opportunity to acquire two key components in leadership: (1) self-awareness, especially

regarding one's role within an organization, and (2) awareness of the impact one has on others. *“Each of you represents an investment – by this System and by yourself. You are an investment in the System's future,”* Davis said. *“Leaders are not born, they are developed and trained – and you are becoming the bench strength that will lead this System into the future.”*

Scholars' supervisors, institution presidents and volunteer mentors attended the awards luncheon in support of the scholars. Sixty-five scholars completed the program this year bringing the total number of ELI Scholars to 124.



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The broad objectives of the Consortium are to:

- Collaborate with System and institution leaders to assess employee learning and development needs and design associated training programs;
- Construct a knowledge management system to identify and share resources and best practices at USG institutions; and
- Initiate talent management efforts to ensure the System's future capability to fill vacancies in a strategic and objective manner.

Since its inception, the following six institutions have been selected and are currently operating as USG Regional Training Centers for the System:

- Georgia Health Sciences University
- Georgia Institute of Technology
- Georgia Perimeter College
- Georgia Southern University
- Kennesaw State University
- Valdosta State University

During its inaugural year, a System-wide leadership team was

recruited; technology was developed for communication, registration, and course delivery; and a pilot curriculum was developed. The pilot was launched in January 2011 through the Centers, with over 270 employees participating.

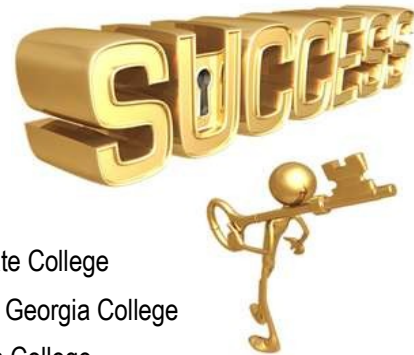
The pilot was successfully implemented and included:

- 22 face-to-face courses on USG campuses including Excel Level 1, Effective Performance Appraisals, Time Management, and Fundamentals of Good Leadership
- 2 on-line courses
- Over 270 participants
- No major technology malfunctions
- Positive ratings (average 4.7 out of 5)

The pilot program demonstrated that broad support is in place at the campuses, electronic registrations and evaluations ran smoothly, and in-class experiences were highly rated. A System-wide launch is targeted for fall 2011. The committee is currently developing an extensive curriculum and System-wide announcements will begin in early August.

PDC leaders are confident that the fall launch of the full program will provide broad professional development opportunities that have not been available in the past on a System-wide level.

2010-2011 ELI Scholars



Corine Ackerson-Jones, Armstrong Atlantic State University

Philip Allen, Valdosta State University

Carolina Amero, Clayton State University

A. Kay Anderson, Georgia College & State University

Jonathan Anderson, University of West Georgia

Deepa Arora, Middle Georgia College

David Bartram, East Georgia College

Barbara Brown, Georgia Perimeter College

Rodney Carr, Middle Georgia College

Erwin Carrow, University System Office

Pamela Cook, Medical College of Georgia

Kevin Demmitt, Clayton State University

Patricia Donat, North Georgia College & State University

Jaclyn Kaylor Donavon,

Georgia Southwestern State University

Jerome Drain, Atlanta Metropolitan College

Scott Dunn, Bainbridge College

Lauren Fancher, University System Office

Jim Flowers, Georgia State University

Robert Forbes, Southern Polytechnic State University

Richard (Rick) Franza, Kennesaw State University

Jo K. Galle, Georgia Gwinnett College

Camilla Gant, University of West Georgia

Thomas Gardiner, Augusta State University

Chris Geiger, University of West Georgia

Brian Gerber, Valdosta State University

Randall Griffus, Dalton State College

Natalie Higley, Skidaway Institute of Oceanography

Janette Hill, University of Georgia

Charles Isbell, Georgia Institute of Technology

Edward Jolley, Savannah State University

Christopher King, University of Georgia

Alex Koohang, Macon State College

Jonathan Lambright, Savannah State University

John Lester, Columbus State University

Susan Campbell Lounsbury, University System Office

Donna Mayo, Dalton State College

Caroline McMillan, East Georgia College

Kelly McMurray, Gordon College

Tarrah Mirus, Albany State University

Larry Mitcham, Gordon College

Donald Moore, Fort Valley State University

Laura Musselwhite, Georgia Highlands College

Thomas Nelson, North Georgia College & State University

Keith Newell, South Georgia College

Julie Newell, Southern Polytechnic State University

Kirk Nooks, Georgia Highlands College

Mack Palmour, Gainesville State College

Charles Patterson, Georgia Southern University

Julie Peterson, Kennesaw State University

Vicki Phillips, Albany State University

Richard Reiman, South Georgia College

Kendra Russell, Georgia College & State University

Michael Sanseviro, Kennesaw State University

Said Sewell, Fort Valley State University

Darby Sewell, Abraham Baldwin Agricultural College

Lisa Sills, Georgia Institute of Technology

Eric Skipper, Gainesville State College

Brian Stanley, Macon State College

Tonya Strickland, Bainbridge College

Alan Travis, University System Office

Bonnie Troiano, Medical College of Georgia

Bill Wells, Georgia Southern University

Julius Whitaker, Georgia Perimeter College

Valerie Whittlesey, Kennesaw State University

Jane Wong, Armstrong Atlantic State University

2010-2011 EXECUTIVE LEADERSHIP INSTITUTE AT-A-GLANCE



2010-2011 Scholar Said Sewell of Fort Valley State University and his mentor, 2009–2010 Scholar Yong 'Tai' Wang of Georgia State University enjoy the festivities.



Scholars work in Cross Mentoring Groups (CMGs) for the duration of the program.

The USG ELI program is an inspiring and transformative experience. Whether you aspire to an executive leadership position or not, the program will provide a foundation for superior performance and more robust leadership abilities.



Christopher King
Assistant Vice President for Research
University of Georgia

The opportunity to network at multiple levels is incredible, ranging from presidents to System leaders to campus peers from every background and discipline. ELI provides the opportunity to have direct access and dedicated time and mentorship through job shadowing with some of the most outstanding leaders in our state. I was able to immediately implement what I was learning into my career, helping me resolve challenges I was facing on my campus.



Michael Sanseviro, Kennesaw State University
Dean of Student Success



ELI has changed the way I view myself and my responsibilities as dean.

Randall Griffus
Dean & Professor of Mathematics
Dalton State College



Assistant Vice Chancellor Tina Woodard and Professional Development Manager Joy Schweiger recognize Chancellor Davis for his leadership and vision for ELI.



Scholars line up to receive their awards.





Regent Jolly, Chancellor Davis, Tina Woodard and Chairman Potts at the awards luncheon.



The challenge-centric approach that ELI uses requires the ELI participants to implement successfully a challenging, significant “critical” project at his/her home institution. Thus, the USG system benefits in two ways: a worthwhile and much-needed initiative is completed at one of the USG institutions, and the ELI participant has learned to become a more effective leader.

Jo Galle
Associate Vice President, Academic Affairs
Georgia Gwinnett College



This has been such a rich opportunity – to learn about myself, about my colleagues, about the various roles and functions in the University System, and how to build on my strengths to really make a difference. I look forward to every session.

Julie Newell
Department Chair & Professor, Social & International Studies
Southern Polytechnic State University



Congratulations!

*to our 2010–2011
Scholars!*

Executive Leadership Institute IMPACT Report



The Executive Leadership Institute launched the first course in September 2009. In order to judge the impact the program had on scholars, the ELI Committee identified an evaluation team to assess the effectiveness of learning activities, identify areas for improvement, and

address factors that support or inhibit the transfer of learning one year after the inaugural course was complete.

The research questions that guided the evaluation were:

- What proportion of the scholars developed and implemented innovative processes or programs?
- What progress have the scholars made in completing the individual leadership development plan?
- Did the scholars maintain developmental relationships with peers and shadow leader?
- Are improved leadership skills incorporated into daily work six to twelve months after the institute?
- What portions of the institute are most useful to scholars?

The evaluation team administered a survey to the 61 scholars who had participated in the pilot institute, which yielded a 61% response rate. The evaluation team also interviewed 34% of the survey respondents to validate survey findings.

Quote of the Quarter

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

~John Quincy Adams

Findings

% of Respondents	Evaluation Topics
88%	Made progress towards accomplishing Leadership Development Priority (LDP)
76%	Incorporated ELI skills into their work
70%	Leading or are involved in implementing new programs
47%	Maintained developmental communications with mentors
76%	Experienced job expansion since completing ELI
88%	Satisfied with their overall ELI experience
91%	Would recommend ELI to their peers

Most useful components: Presidents' Panel, Leader Levels, 360 Feedback and Job Shadowing

Least useful components: Driving Results, Values and Inclusiveness



USG faculty and staff leaders who participate in ELI enhance their leadership and ultimately benefit the institution and the System. The pilot ELI was effective with a majority of participants indicating satisfaction and recommending ELI to their peers. This evaluation delineates several actions that

can be implemented immediately to improve the ELI. Other actions to improve the ELI are possible within the next six to eighteen months. The institute is beneficial to USG leaders and should be sustained as a strategic action to build a leadership culture. Furthermore, the concept of System-wide leadership development should be expanded and offered to faculty and staff at all levels of the System to increase efficiency and to serve more leaders.

The ELI 2011-2012 application is now open. For further information contact the Professional Development Team at (404) 657-1704.

To view the full report including intriguing case studies, visit http://www.usg.edu/executive_leadership_institute/.

Chief Business Officer Succession Planning Begins

The objectives of Goal Six of the Board of Regents Strategic Plan, increasing efficiency of business operations and building a leadership culture, can be achieved by creating a framework that supports leadership continuity.

In order to ensure leadership continuity for one of the System's critical positions, CBO/VP-Finance and Administration (VP-F&A), the USO Office of Human Resources has launched a talent management initiative to provide appropriate developmental opportunity and to ultimately reduce costs associated with attracting and acquiring external talent.

A team of Chief Human Resources Officers and an advisory board of Chief Business Officers/VP-F&A, have been established to lead this initiative. The team has identified the following goals:

- a) Create a culture of leadership excellence throughout the University System;
- b) Design a program that drives the development of a pool of leaders who are prepared to transition into the role of a Chief Business Officer/VP- F&A;
- c) Develop a process and tools that facilitate communication and integration of internal candidates into formal selection processes;
- d) Engage incumbent CBO/VP-F&As in selecting and developing high potential successors; and
- e) Decrease external recruitment costs associated with attracting and acquiring external talent.

The team is currently developing a job profile and identifying best practices in CBO development. For specific information about this initiative, contact Tina Woodard at (404) 657- 4128. Watch for the next issue of PATHS to follow the development of this program.

2011 - 2012 Executive Leadership Institute Application Now Open!



Chancellor-designate Henry (Hank) M. Huckaby and the Office of Human Resources Professional Development are pleased to announce the opening of the application and nomination process for the 2011-2012 Executive Leadership Institute. As we embark upon the third class of ELI, we would like to reiterate the Institute's focus, and encourage eligible faculty and staff across the system to apply.

The ELI targets emerging leaders who have a combination of experience, education and the core leadership competencies that are essential to the System's future success. Presidents will nominate their institution's best leaders - leaders who have the potential and qualifications that enable promotion into higher-level management positions such as Provost, Vice President, Chief Officer, etc. within the next 6 - 12 months, if such a position becomes available. The USG wants to ensure we invest our resources wisely to develop our future leaders and build adequate bench strength to support our institutions.

Applications for ELI will be accepted June 29 - August 5!

Participation in the ELI will require approximately 100 hours of the scholar's time over an eight-month period in group learning formats, independent study, teleconferences, and videoconferences. Attendance and participation in all institute activities are required. Participation in the ELI requires a commitment to all aspects of the following planned program activities: group learning sessions, assessments, cross mentoring, alumni activities, reflections, and job shadowing.

For eligibility requirements, application and more information, visit our website at:

http://www.usg.edu/executive_leadership_institute/

ETHICS REFRESHER TRAINING ROLLOUT IN PROGRESS

The Board of Regents approved the USG Ethics Policy at the November 10, 2008 meeting. This policy established, for the first time, a unified ethics policy for the entire University System of Georgia. The original Ethics Training pilot course was launched at the System Office in April 2009 and was soon rolled out to all institutions. All of the System's 40,000+ faculty and staff completed the initial training by June 30, 2010. A shorter, refresher version of the Ethics Training will be distributed to the institutions annually and the 2011 version is currently in progress. This annual refresher training is mandatory for all

University System staff and faculty. We appreciate your cooperation and participation in promoting the integrity of the University System of Georgia and its employees. Contact your HR Department for more information.



Learning & Development Opportunities Are Available!

The Office of Human Resources Professional Development, along with the Professional Development Consortium Regional Training Center members, are committed to providing learning and development opportunities that are current, relevant and valuable for promoting professional development and personal growth for USG faculty and staff.



If you are interested in participating in future courses, or would like to request specific courses, please contact Professional Development at 404-657-1704 or professional.development@usg.edu and let us know your interests!



CALL US AT (404) 657-1704 FOR MORE INFORMATION!

USG PROFESSIONAL DEVELOPMENT, OFFICE OF HUMAN RESOURCES

USG Professional Development collaborates with institutions to provide strategic learning and development programs and services that increase individual and institutional effectiveness to support the University System of Georgia in achieving its objectives.

Tina Woodard, Assistant Vice Chancellor for Professional Development
 Joy Schweiger, Professional Development Manager & Paths Editor
 Nicola Juricak, Planning & Implementation Specialist
 Danielle Parham, University of Georgia Intern

PATHS

is a quarterly newsletter published by USG Professional Development, Office of Human Resources, to provide University System faculty and staff with updates on learning opportunities to advance individual career paths, which ultimately enhance the efficiency of the System.

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or visit us online: http://www.usg.edu/leadership_development/