



PATHS

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

Chancellor Huckaby's USG Vision

In a recent interview Chancellor Hank Huckaby was asked to share his vision for the USG. "The current environment dictates that the higher education model must change and adapt. I want to implement change that strengthens our ability as a System to meet our responsibilities toward students and the state. Serving students, from the academic programs to controlling college costs, demands we look at traditional models with fresh eyes and an openness to change. This is why I have set three broad themes under



Chancellor Hank M. Huckaby

which all of our work proceeds: improving performance, strengthening partnerships, and enhancing the value we create for communities and the state and the values we instill in our students."

In describing the greatest challenges he faces in his current role, Chancellor Huckaby stated "First, advocating for the power and value of higher education to individuals, the state and

(Continued on page 3)

2011-2012 ELI Scholars to Complete Program in April

The third group of ELI Scholars is poised to complete the 2011-2012 Executive Leadership Institute on April 20, 2012 at an Awards Luncheon at Macon State College. BOR Chairman Tarbutton and Chancellor Huckaby are scheduled to speak to the group and present awards. At the conclusion of the 2011-2012 program, a total of 189 USG leaders will have successfully completed the Executive Leadership Institute. See page three for a complete list of current scholars.

System Office Professional Development Name Change



The HR Office of Professional Development, established in 2008, is now the HR Office of Organizational Development (OOD). In an interview, Assistant

Vice Chancellor for Organizational Development, Tina Woodard discussed the name change, "This change in the department name connotes capabilities. Since the inception of the Office of Professional Development, we have been

focusing on providing opportunities to close the gap on critical competencies faculty and staff need to function more effectively in their role. We recognize that in our complex and rapidly changing environment, we need to employ a wider array of tools, models, and approaches to facilitate effectiveness on a broader scale." She said, "OD is the process of increasing individual and organizational effectiveness

(Continued on page 3)

Contents

- Chancellor Huckaby's
USG Vision
Page 1
- 2011-2012 ELI Scholars
To Complete Program
Page 1
- Professional Development
Name Change
Page 1
- The LEAD Academy
Page 2
- USG Champions of Learning
Page 2
- 2011-2012 Scholars
Page 4
- PDC Courses Available
Page 5
- Talent Management Initiative
Page 6
- ELI Scholars Comment
Page 6
- ELI Scholars Soar
Page 7
- USG Ethics Refresher
Course Coming Soon
Page 8



New Leadership Program Underway



The Office of Organizational Development has established a task force to design a leadership development program for managers that will provide opportunities to enhance leadership skills. Titled *The LEAD (Leadership Excellence and Development) Academy*, the program will focus on developing leadership capabilities in such areas as leading versus managing, thinking strategically, and developing employees. Additionally, exploration of topics critical to developing effective management skills such as performance management, motivation, team development, interpersonal and communication skills and time management skills will be included. Participation in the program will be by application to, and selection by, institution senior management. The pilot *LEAD Academy* may begin as early as spring 2013. Visit our website for further updates!



*Leadership and learning are
indispensable to each other.*
- John F. Kennedy

*The 2012 - 2013 Executive Leadership Institute
will begin accepting applications this spring.
Details coming soon!*

Three USG Institutions and the System Office Named 2011 Champions of Learning



The American Society for Training and Development (ASTD), the world's largest association dedicated to workplace learning and performance professionals, has awarded Champion of Learning status to the USG System Office,



Georgia State University, Georgia Institute of Technology and Kennesaw State University for their commitment to learning. Selected organizations are designated as ASTD Champions of Learning and receive awards as part of a community and state- wide PR campaign aimed at business, governmental and professional leaders.

Chancellor Huckaby's USG Vision

(Continued from page 1)

the country. Then following this, building the support for the continued investment in the University System as well as for the changes we must make in order to meet future state needs. Additionally, we have the challenge of maintaining affordability so that more Georgians can access public higher education. And in terms of our work with the Complete College Georgia initiative, looking ahead we have the challenge of significantly increasing the number of college graduates we produce." He went on to describe his leadership philosophy; "I am not a big fan of the seemingly endless number of principles and theories of leadership. Everyone is different. An effective leader most important is genuine; to say oh I like that theory or these principles and so hence I will be that kind of leader I believe risks signaling phoniness to the people in an organization. Whatever my style is has developed through working for and around great leaders. My beliefs about leadership, which are more important, are, again, be genuine, listen well, inspire and encourage when necessary but challenge and critique when needed as well. A good leader has to have the courage to risk affection sometimes in order to move an organization or an idea forward. Most important is to have a sense of empathy – it is a characteristic of all great leaders, with perhaps the greatest example being Abraham Lincoln. Most of us focus on ourselves as we relate to others; Lincoln had a genius for understanding the perspectives and feelings of others and therefore could analyze issues and problems from the broadest possible perspective. "

Asked if the current state of the economy has caused him to change his leadership approach, Chancellor Huckaby replied, "I don't think you alter your approach to leadership as circumstances change or you risk creating a roller coaster effect throughout the organization. Instead you alter your messages and where you focus your energy and direction. A key feature of effective leadership is steadiness, regardless of the external circumstances."

On sharing his advice for leading during turbulent times, Chancellor Huckaby said "Look above and beyond the turbulence of the moment – identify where you want the organization to be in the future – communicate a clear vision of that path and give others the resources and confidence to follow. In short, leaders should create a sense of confidence and optimism for the future that transcends the uncertainties of the moment."

Chancellor Huckaby was asked what advice he would give to someone preparing to serve in a leadership role with the USG, he said, "Hone your listening skills. Good leaders know how to listen and encourage the flow of information up. If all you are doing is communicating down, then you have effectively cut off your and the organization's ability to make good decisions. But you also have to communicate that once the data has been reviewed, the options discussed and a decision made, success depends upon everyone working together toward the goals set forward."

Professional Development Name Change

(Continued from page 1)

in a systematic manner to fulfill the University System's strategy. We do this by meeting the goals and objectives of the System, increasing the organization's core competence, developing and leveraging talent to deliver value to the System to ultimately fulfill the needs of our students." She went on to say "the USG is fortunate to have organizational development staff at the System Office and at our institutions who have the capability to offer more than management and leadership development."

Ms. Woodard described what future services the OOD will provide to faculty, staff, teams, and departments: "Individual effectiveness opportunities will include assessments and

feedback, coaching, skill development, and mentoring, as well as career planning and development. Organizational effectiveness will include team development, strategic planning, change management, culture and climate assessments, program evaluation, facilitation, leadership development and management development."

Visit our website at <http://www.usg.edu/hr/development> for more detailed information.



The 2011-2012 ELI Scholars

Susan Allen, Georgia College & State University
Carol Bader, Georgia College & State University
Amy Ballagh, Georgia Southern University
Peter Basciano, Augusta State University
Deborah Bembry, Albany State University
Jeffrey Boggan, North Georgia College & State University
David Brockway, Middle Georgia College
Angela Bryant, Georgia Southwestern State University
William Campbell, University of Georgia
Teresa Carroll, Gainesville State College
Robin Catmur, University of Georgia
Chellu Chetty, Savannah State University
Denise Eady, Fort Valley State University
Cynthia Evers, Atlanta Metropolitan College
John Farrar, Abraham Baldwin Agricultural College
Bonita Flournoy, Atlanta Metropolitan College
Jim Fortner, Georgia Institute of Technology
Mary Lou Frank, Middle Georgia College
Leigh Funk, Kennesaw State University
Michael Furick, Georgia Gwinnett College
Melissa Garno, Georgia Southern University
Cliff Gay, East Georgia College
Abraham George, Columbus State University
Chaudron Gille, Gainesville State College
Linda Hadley, Columbus State University
Jonathan Hershey, Georgia Highlands College
Michael Hester, University of West Georgia
Keisha Hoerrner, Kennesaw State University
Beth Jensen, Georgia Perimeter College
Charles Johnson, South Georgia College
Stanley Jones, Valdosta State University
William Kelso, Armstrong Atlantic State University
Michael Kirkland, Bainbridge College

Irene Kokkala, North Georgia College & State University
Kathy Kral, University of West Georgia
Patricia Kresl, Dalton State College
Marcus Latham, Waycross College
Laura Ledford, Georgia Gwinnett College
Frank Malinowski, Darton College
Jimmy McCamey, Fort Valley State University
Andrew Meyer, Dalton State College
Michael Miller, University System Office
Nasser Momayezi, Clayton State University
Pamela Moolenaar-Wirsiy, Georgia Perimeter College
Laura Mulloy, Georgia Health Sciences University
Usha Nair-Reichert, Georgia Institute of Technology
Mark Nunes, Southern Polytechnic State University
Yi Pan, Georgia State College
David Pollock, Bainbridge College
Bobbie Robinson, Abraham Baldwin Agricultural College
Reda Rowell, Clayton State University
James Rush, Georgia Health Sciences University
Mark Smith, Valdosta State University
David Smith, Jr., Georgia State University
Joseph Steffen, Jr., Savannah State University
J. Michael Stewart, Macon State College
David Stone, Southern Polytechnic State University
Scott Thigpen, South Georgia College
Bonisha Townsend-Porter, Albany State University
Rajaram Veliyath, Kennesaw State University
Kim West, Kennesaw State University
Robert Whitaker, Georgia Highlands College
Edward Whitelock, Gordon College
Ron Williams, Macon State College
Wesley Zamzow, Augusta State University



*Expanding Professional Development
Through Collaboration and a
Commitment to Excellence*

Professional Development Consortium Now Offering New Course List

To provide a path to improve employee performance and ultimately achieve the USG goal to increase efficiency working as a System, Regional Training Centers (RTCs) were created to assist other institutions within their regional areas by identifying and offering core professional development courses to all employees within each region. Regional Training Centers were identified based on established or advanced professional development experience and activities currently offered to faculty and staff. Resources are shared among institutions within regions. 2012 training courses are available to you through your local Regional Training Center (RTC). Most classes are free and designed to help you do what you do – better!

- Conflict Management
 - Organization and Time Management
 - Fundamentals of Customer Service
 - Fundamentals of Management and Supervision
 - Skills for Delivering Quality Customer Service
 - Deciphering Non-verbal Communication
 - How to Prevent Sexual Harassment
- Other topics are also available.

Institutions are assigned to a Regional Training Center (RTC). Locate your institution and follow the link below to find RTC courses offered in your area.

Regional Training Centers

<p><u>Georgia Institute of Technology</u> Atlanta Metropolitan College Clayton State University Georgia State University Gordon College University of West Georgia System Office, Atlanta</p>	<p><u>Georgia Southern University</u> Armstrong Atlantic State University College of Coastal Georgia East Georgia College Middle Georgia College Savannah State University Skidaway Institute of Oceanography</p>	<p><u>Kennesaw State University</u> Dalton State College Georgia Highlands College Southern Polytechnic State University</p>
<p><u>Georgia Health Sciences University</u> Augusta State University Columbus State University Fort Valley State University Georgia College & State University Macon State College</p>	<p><u>Georgia Perimeter College</u> Gainesville State College Georgia Gwinnett College University of Georgia North Georgia College & State University System Office, Athens</p>	<p><u>Valdosta State University</u> Abraham Baldwin Agriculture College Albany State University Bainbridge College Darton College Georgia Southwestern State University South Georgia College Waycross College</p>

What's Your Path?

Learn more about career enhancing opportunities at

http://www.usg.edu/hr/development/professional_development_consortium/

USG Talent Management Initiative

The University System of Georgia, like many other public and private institutions, is challenged with attracting, developing, and retaining its talent. Scholars in the field of Human Resources assert that decisions about people should be made with rigor, logic, and precision and to do anything less is to risk the effective performance of the enterprise. According to the National Association for College and University Chief Business Officers, 76% of CBOs who responded to a national survey in 2010 indicated that they are planning a near term career move to retirement, to another CBO position, or to a presidency. As a result, the USG Talent Management Team (TMT) has been working for the past year and a half to develop a strategic



approach to identify and develop a pipeline of leaders specifically for one of the System's critical positions, the CBO/VP-Finance and Administration (VP-F&A), a position that is becoming more intense and complex due to national economic turbulence.

Over the past several months, as a first step, the TMT surveyed and interviewed incumbent CBO/VP-F&As to identify common goals, performance results, critical success factors, and relevant developmental experiences associated with the CBO position across institutional sectors. The data collected will be used to

develop a job model for the CBO position. The next steps for this initiative include engaging institution and System Office leaders in validating the CBO Job Model and in identifying emerging leaders whose current skills, performance, and leadership potential align with the CBO job model. The emerging leaders will participate in a talent assessment and other developmental experiences according to their specific learning and development needs.

"Establishing a CBO leadership talent pool is certainly a step in the right direction considering 40% of externally recruited senior level executives are deemed to fail in their first 18 months by not performing at the expected level. More organizations are structuring career development including the assessment and development of smaller groups of employees to prepare them for vertical or horizontal advancement. This initiative is especially important since many incumbent CBOs within the University System of Georgia are approaching retirement eligibility at the same time" Tina Woodard, Assistant Vice Chancellor for Organizational Development stated. Many higher education institutions have been characterized by how they undervalue talent management and lag behind the business industry in developing and retaining its talent. The University System of Georgia is proactively "developing the talent within" to ensure the future of the System. For more information visit http://www.usg.edu/leadership_development/.



2011—2012 Scholars Comment

Scholars preparing to complete the 2011-2012 Executive Leadership Institute were asked to provide their thoughts on the program, following are a few of their responses:

My ELI experience has been one of the most rewarding experiences of my professional life. I feel that I've not only grown as a leader but that I have a roadmap that will allow me to continue that growth going forward.

Frank Malinowski, IV
Darton College

ELI has been a wonderful leadership journey. It has completely changed the way I lead others in the workplace, at home, and within my community. I highly recommend the ELI experience for individuals truly serious about improving and elevating the way they lead others. It is the best leadership program I have ever attended - and the great part about it is - the leadership journey will continue with the help of my Cross Mentoring Group on and off campus.

Dr. David Smith, Jr.
Georgia State University

The Executive Leadership Institute provided me with unique opportunities to learn more about myself and my capabilities, and to show how to apply this new self-knowledge to benefit my colleagues and my institution.

Robin Catmur
University of Georgia

The ELI program has been one of the best professional experiences of my life! Aside from the excellent content of the program, the opportunity to get to know and to form lasting relationships with an outstanding group of ELI scholars has been invaluable.

Leigh Funk
Kennesaw State University

The ELI program was a phenomenal opportunity to better understand myself and what I bring into my role as a leader. It challenged me to systematically address challenges with new skill, and provided the support and mentorship that laid the foundation for continued life-long development.

Melissa Garno
Georgia Southern University

ELI Scholars Continue to Soar!

Alumni of the Executive Leadership Institute continue to report their professional accomplishments. The following alumni achievements attest to the success of the Institute's two-pronged goal: 1) to identify high-performing employees in the University System, and 2) assist in enhancing their leadership skills.

Jennifer Brannon, *Middle Georgia College*: Currently serving as Interim Vice President of Student and Public Affairs.

Sheletha Champion-Booker, *Georgia Perimeter College*: Will be awarded the 2012 Idahlynn Karre International Exemplary Leadership Award in March 2012.

Irvin R. Clark, *Savannah State University*: Served on the search committee for the EVC/CAO position for the USG.

Mark Daddona, *Clayton State University*: Promoted to Associate Vice President for Enrollment Management & Academic Success.

Scott Dunn, *Bainbridge College*: Accepted into the VSU Doctor of Public Administration program- Expected graduation is May 2014.

Jason P. Huffman, *Georgia College & State University*: Promoted to Director of Strategic Initiatives.

Christopher King, *University of Georgia*: Has been given the additional responsibilities as Senior Director of Bio-safety.

Cathy Ledbetter, *Georgia Highlands College*: Title change to "Campus Dean"

Scot Lingrell, *University of West Georgia*: Promoted to Vice President for Student Affairs and Enrollment.

Melanie Mirande, *Armstrong Atlantic State University*: Received Georgia Association of Collegiate Registrars and Admissions Officers Distinguished Member award.

Tarah Mirus, *Abraham Baldwin Agricultural College*: Transferred from ASU to ABAC in June 2011, since that time has been promoted to Chief Data Officer/Registrar.

Laura Musselwhite, *Georgia Highlands College*: Promoted to Associate Vice President for Academic and Student Affairs.

Sandra L Neuse, *University System Office*: Graduated from the 2011 Class of the Institute for Georgia Environmental Leadership.

Charles Patterson, *Georgia Southern University*: Title changed to "Vice President for Research and Economic Development".

Richard A. Reiman, *South Georgia College*: Appointed Assistant Vice President for Academic Affairs since his ELI experience.

Kendra Russell, *Georgia College*: Appointed Interim Director of the Macon Graduate Center August 2011.

Billy Reynolds, *Abraham Baldwin Agricultural College*: Named permanent department head of Literature and Language.

Michael Sanseviro, *Kennesaw State University*: Published a non-academic book in December 2011 called "Lessons I Learned from My Mother: A Reflection on the Past, a Critique of the Present, and Guidance for the Future".

Raymond A. Whiting, *Augusta State University*: Promoted to Associate Vice President for Institutional Effectiveness & Research and Faculty Assistant to the President.



**CONGRATULATIONS
TO THESE ELI ALUMNI!**

2012 Ethics Refresher Training Coming Soon

In keeping with the Board of Regents' USG Ethics Policy, the Office of Human Resources will be launching the 2012-2013 Ethics Refresher Course in August with pilot institutions and in January for remaining institutions. Each year the refresher course content is based on specific areas of concern identified and recommended by the USG Office of Internal Audit. New employees are required to complete the original training as well as the current annual refresher course; other employees are required to complete the annual refresher course as it becomes available. The Board of Regents adopted the 2008 Ethics Policy to ensure ethical conduct by USG faculty, staff, administrators, vendors, contractors as well as the Chancellor and Regents themselves. This training is mandatory for all University System staff and faculty. The full USG Ethics Policy can be found in the Board of Regents Policy Manual, Section 8.2.20, at <http://www.usg.edu/policymanual/>.

Watch for information about the ethics training rollout at your institution from your HR Department!



USG HR OFFICE OF ORGANIZATIONAL DEVELOPMENT

The USG HR Office of Organizational 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.

Paths

Is a newsletter published by USG HR Office of Organizational Development to provide University System faculty and staff with updates on learning opportunities to enhance individual career paths, ultimately increasing the efficiency of the System.



"Creating a more educated Georgia"



Contact Us

The HR Office of Organizational Development offers courses and workshops covering a wide variety of established and customized topics. If you don't see what you need, contact us for customized alternatives.

Hours of Operation
Monday through Friday
8:00 a.m. - 5:00 p.m.

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