

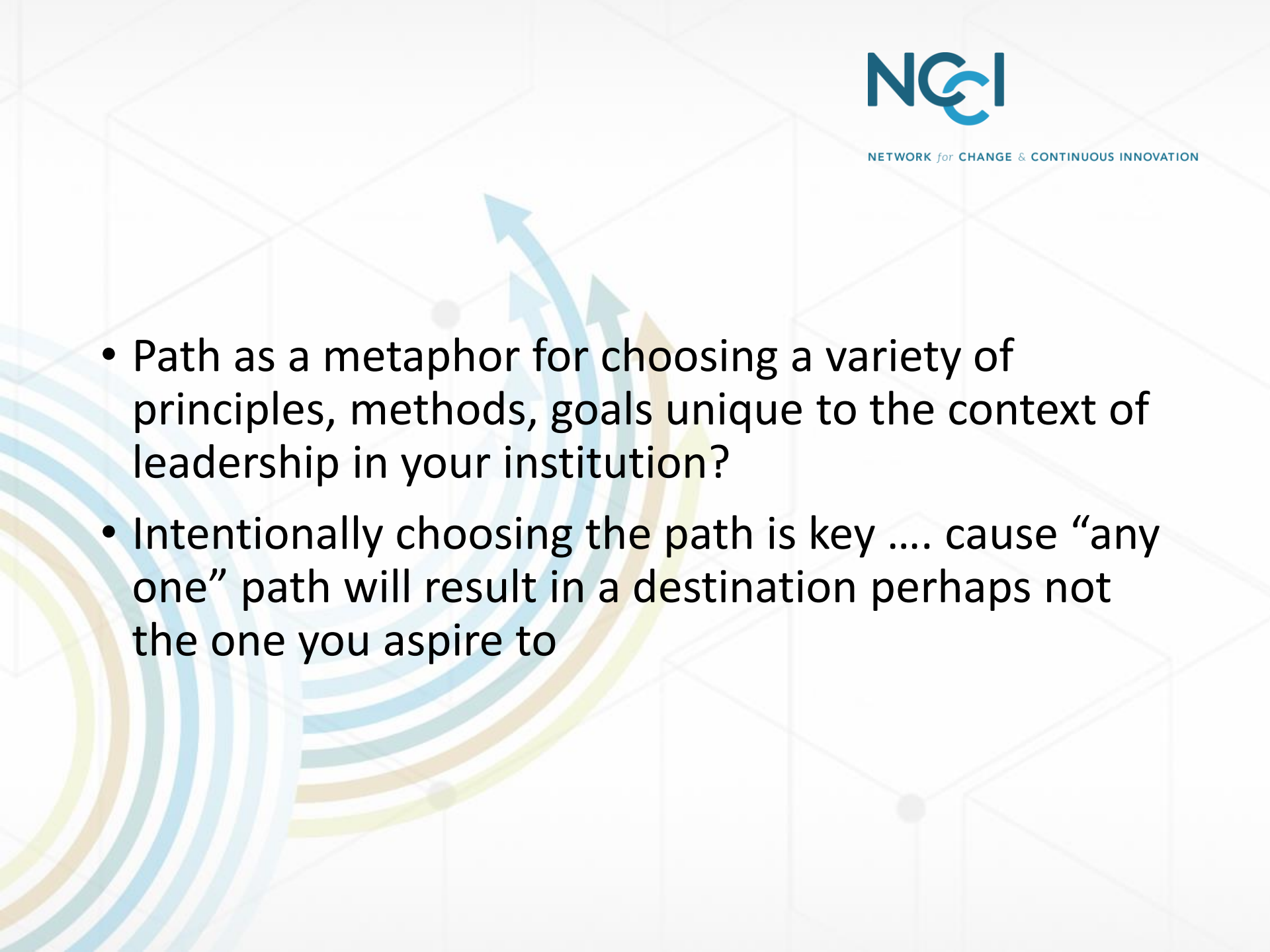
Leadership: Supporting the Path to Community, Connection & Collaboration in Higher Education

A decorative graphic on the left side of the slide. It features a series of concentric, semi-circular arcs in shades of blue, teal, and yellow. From the center of these arcs, several arrows of the same color palette point outwards and upwards, creating a sense of movement and direction. The background of the entire slide is a light gray with a subtle geometric pattern of interconnected lines and dots.

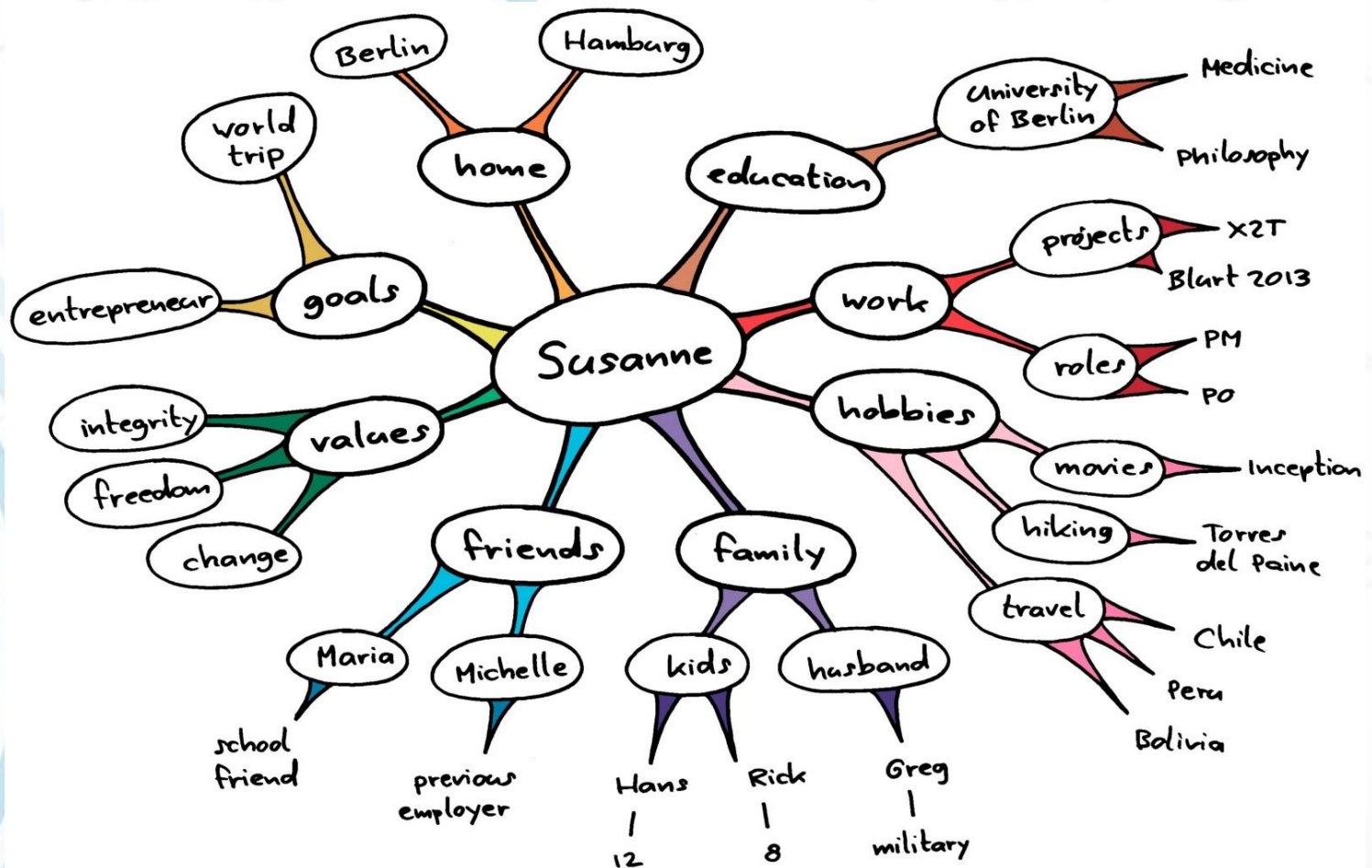
Nancy Arnold, Carleton University
Sue Mitten, University of Regina
Mark O'Riley, University of Manitoba

Our Path in this workshop



- 
- The background of the slide features a light gray geometric pattern of overlapping hexagons. On the left side, there are several concentric, curved lines in shades of blue and yellow. Three blue arrows of increasing size point upwards and to the right, starting from the bottom left and moving towards the top right.
- Path as a metaphor for choosing a variety of principles, methods, goals unique to the context of leadership in your institution?
 - Intentionally choosing the path is key cause “any one” path will result in a destination perhaps not the one you aspire to

Personal Map



Three Paths Forged



URLeading: Together We are Stronger



NETWORK for CHANGE & CONTINUOUS INNOVATION



URLeading

- Connection, Community, Collaboration
- Reinforces Five Practices of Exemplary Leadership
 - Model the Way
 - Inspire a Shared Vision
 - Challenge the Process
 - Enable Others to Act
 - Encourage the Heart - (Kouzes and Posner, The Leadership Challenge, 2017, Sixth Edition)

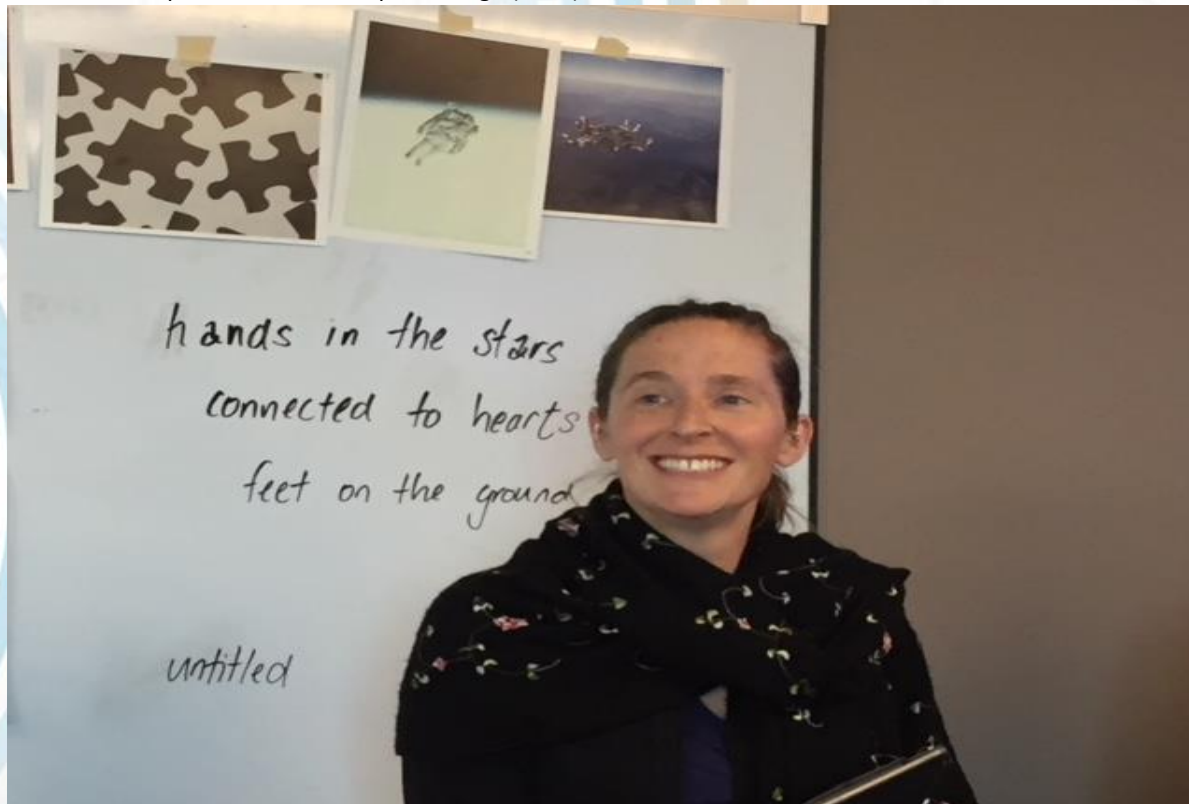
• WHO

- Faculty and staff: 88 U of R faculty and staff have completed URLeading
- **Two Cohorts (one cohort for 2018-2019 program)**
 - < 2 years in a leading role: Emerging leaders
 - > 2 years' experience currently in a leading role

• **What:** Focus on Me, We, Organization, Community (us)

- Core Modules and Theory in Practice (TiPs), as well as Orientation, Closing Reception and post program evaluation
- 8 months: 1- 1 ½ workshop per month (except December and February) and 8, ninety minute TiP (Theory in Practice) sessions
- Leader 2 Leader, Peer to peer support
- Online supplemental resources
- Coaching/Mentoring

- “Leaders are dreamers. Leaders are idealists. Leaders are possibility thinkers.” -p.98, The Leadership Challenge (2016) Kouzes and Posner



The Path Travelled



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Fall 2011
Leadership
Development Team
struck

Spring 2012

- LD work presented
- Academic leadership needs identified

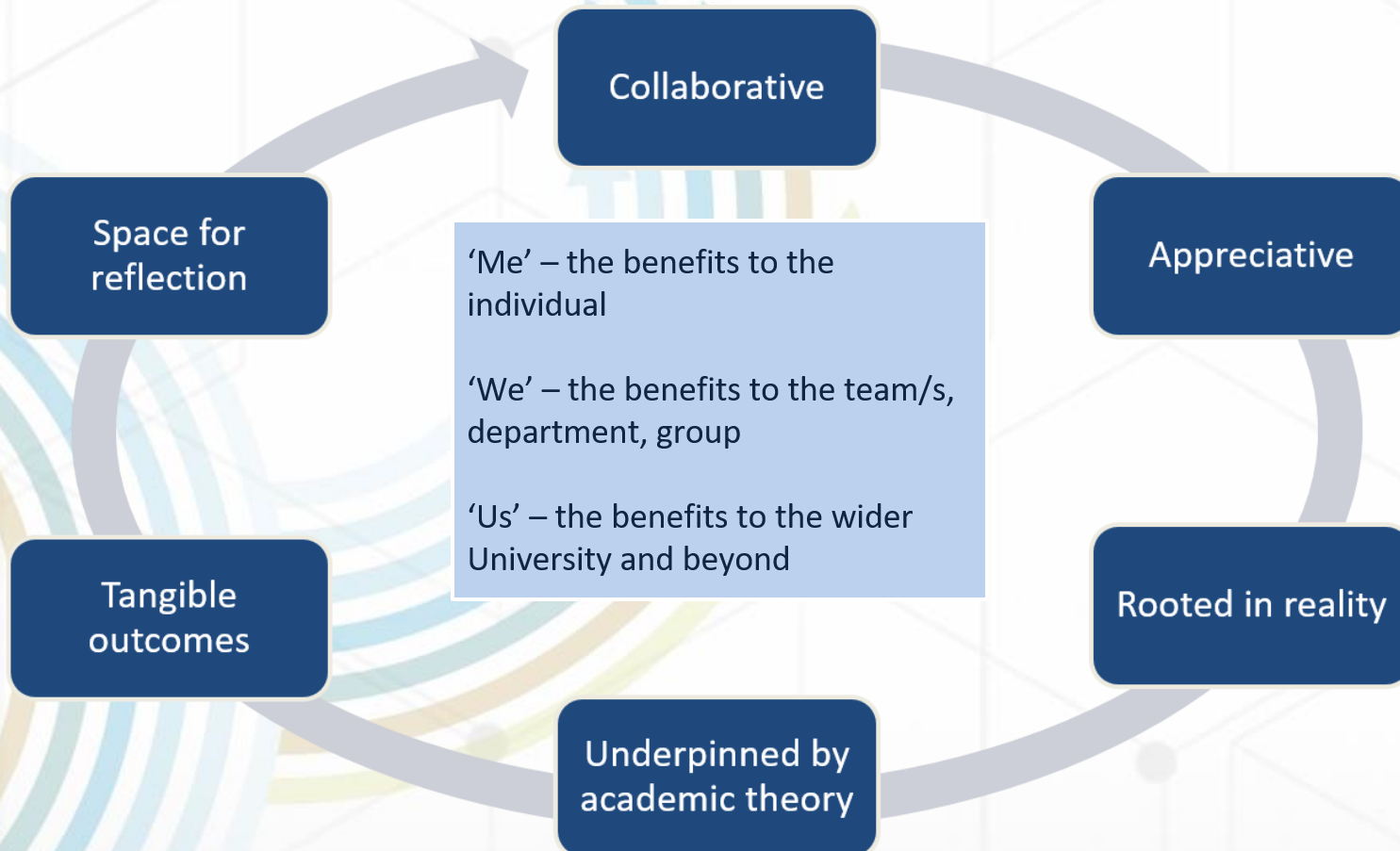
Fall 2012

- LD Reference Group
- Visit with The University of Sheffield

Fall 2017 Fifth year
anniversary

Spring/Fall 2013
Development and Pilo

Carleton Leader



- Commitment is ~ 9 days over 8 months
- Modules vary from 1-3 days



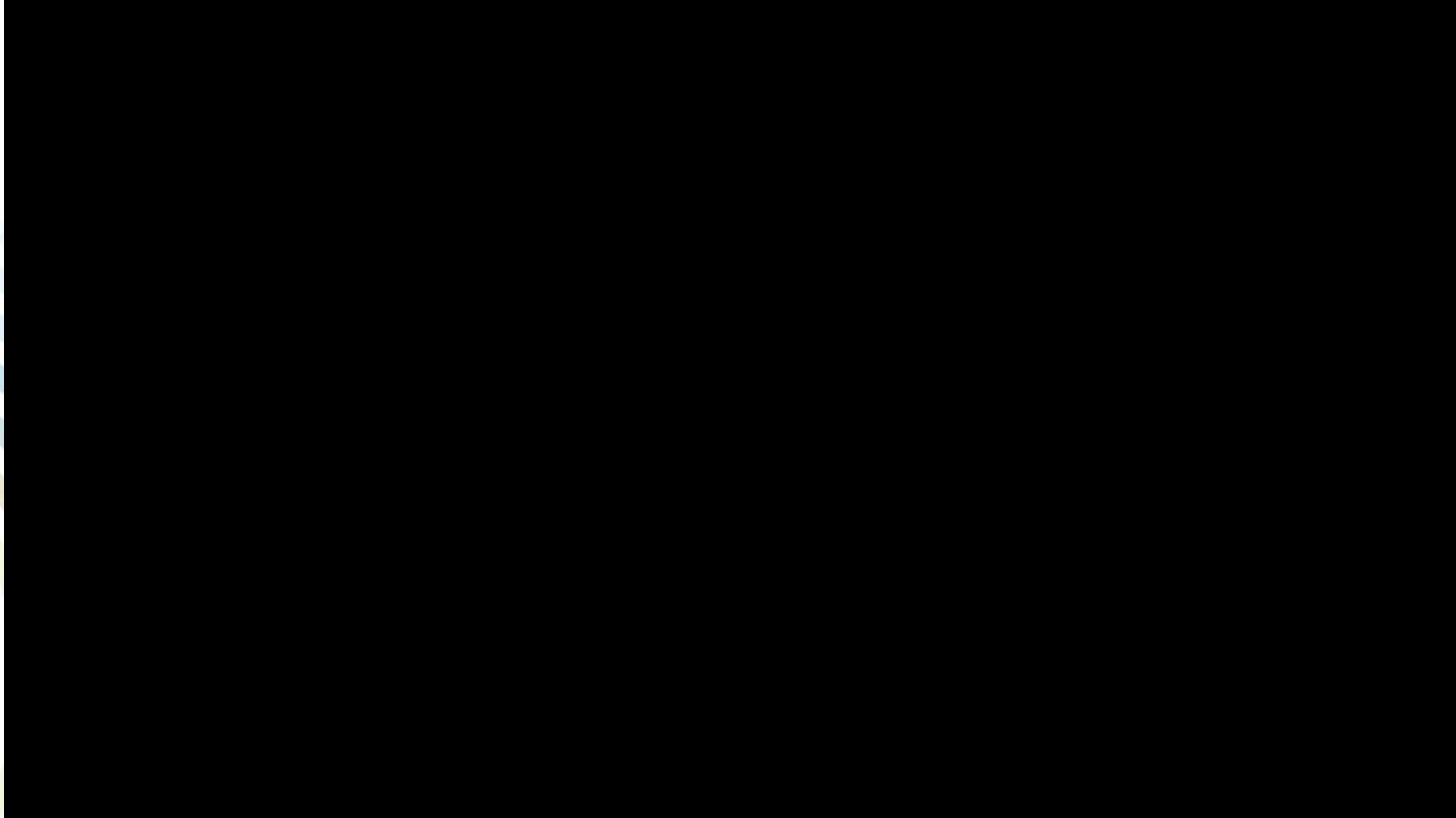
351 Participants

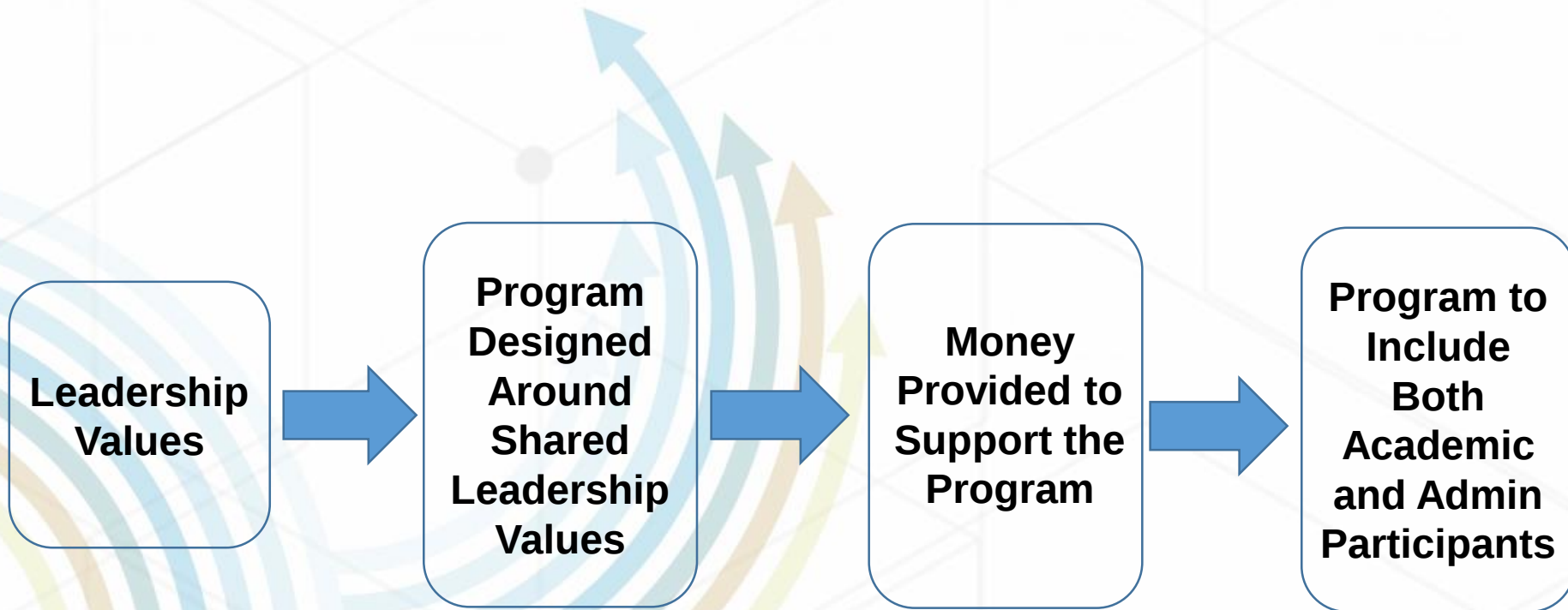


Impact



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This Story Still Has a Happy Ending

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Leadership Values

Large complex organization with a diversity of thought on leadership
Leadership still needed to be developed (survey, uneven workplace experience)

Program Design

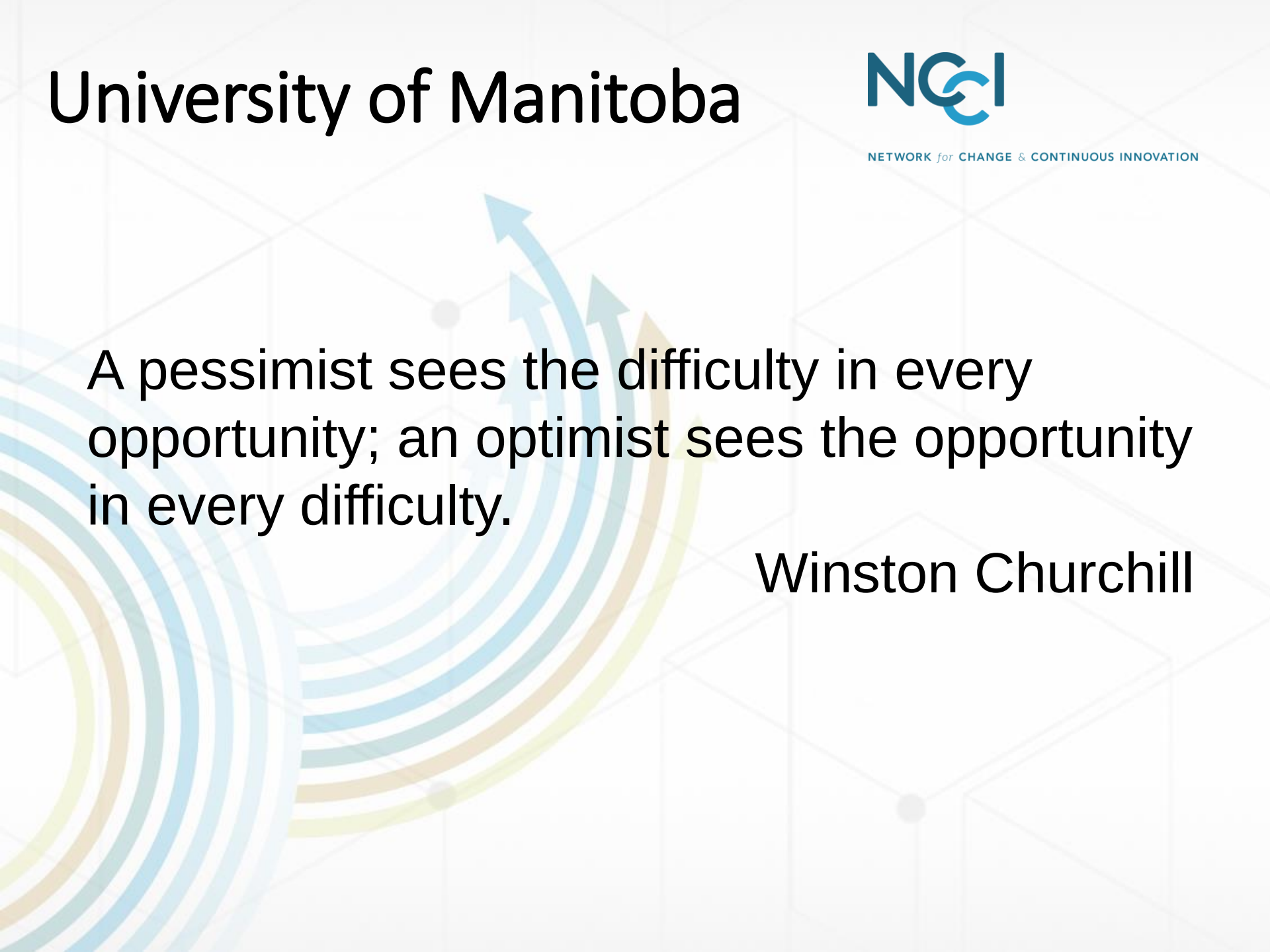
Pressure to build the bridge as we crossed it

Budget

Our budget remained relatively static for the program

Program to Include Academics

Members of the academic community did not see any reason to share a leadership program with administrators (We're different)

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A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

Winston Churchill

Program Highlights

- What was being asked
- The move from theory to practice (So what moment)
- Power of the community
 - Participants were keen
 - Diversity and inclusion
 - SME community, ideas shared
 - Networks between participants
- Power of a grass roots change
 - Feedback lead to change (60%)
 - This program was a platform to enrich our culture of leadership
 - Day 8 (leading from the middle sessions requested)

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Program Highlights

- The academic community came a calling
- The inclusion of Senior Administrators
- Broader set of provincial partners
- The formation of a program alumni
- Succession planning, secondments

Individual Reflection:

How would you describe the path that you are forging?

Sharing in small groups:

- Where do your paths share similarities?
- What themes emerge for HE LD practitioners?

Shared Principles

- Collective/Collaborative Leadership/Distributed Leadership
- Applied Practice
- Relationships: Building Networks to impact the institution's growth, & evolution in today's VUCA world

Common Practices

- Cohort- based
- Project-based learning
- Power of coaching
- Community

Lessons Learned

- Reflective
- What are we going to lean into as we move forward?



Resources

University of Regina

<https://ursource.uregina.ca/hr/learning-perf/learning/ur-leading/index.html>

sue.mitten@uregina.ca

Carleton University

<https://carleton.ca/leader/>

Nancy.arnold@carleton.ca

