

An aerial photograph of the University of British Columbia campus. The image shows a wide, tree-lined walkway leading towards a large body of water, with mountains visible in the distance. The sky is blue with some clouds. The text is overlaid on the top left of the image.

**UBC Academic Leadership Development Program**

# **2019-20 YEAR-END REPORT**

**JULY 1, 2020**

*“[ALDP] is an excellent investment of time for any academic leader.  
It really sets UBC apart from other institutions I know.”*

*- 2019-20 ALDP cohort member*

*“[ALDP] has been the best program I’ve  
interacted with at UBC to date.”*

*- 2019-20 ALDP cohort member*

*“The cohort model, the engaged and well-prepared team and  
experts upon who they drew and the importance that is placed  
on effective leadership contributed to a stellar experience.”*

*- 2019-20 ALDP cohort member*



# INTRODUCTION

The **Academic Leadership Development Program** (ALDP) is an annual, cohort-based leadership development program for new Heads, Directors, Associate Deans and academic leaders in related roles at UBC Vancouver. The program is sponsored by the UBC Vancouver Office of the Provost and the Vice President Human Resources, and is implemented through a partnership between UBC Human Resources and the Centre for Teaching, Learning and Technology (CTLT).



In 2019-20 ALDP welcomed its 14<sup>th</sup> cohort of new UBC academic leaders. Over 500 UBC academic leaders have participated in ALDP since the program was first offered in 2006.

More information on ALDP is available at [aldp.ubc.ca](http://aldp.ubc.ca).

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# PROGRAM OBJECTIVES

The three primary objectives of ALDP are:

- To **enhance the effectiveness and personal satisfaction** of Heads, Directors, Associate Deans, and other academic leaders at UBC
- To **articulate expectations** regarding their roles and responsibilities, and
- To **support the development of leadership capacity** at the University, through problem-based learning, workshops, and one-on-one coaching support.



In addition, the Program is designed to:

- **Provide networking opportunities** for new academic leaders with their cohort colleagues, experienced leaders, and resource unit experts across campus
- Increase participants' **awareness of their leadership strengths and styles**, and
- **Identify strategies, tools, and approaches** that can help them succeed in their roles.

# Program Offerings





# PROGRAM OFFERINGS – 2019-20

## Leadership Foundations

August & December

**August**  
Two-Day  
Boot Camp

**December**  
One-Day  
Boot Camp

## Cohort-Based Learning Sessions

September - May

3 Online  
Workshops

6 In-Person  
Studios

## Individual Support & Development

September - May

Year-Long,  
One-on-One  
Coaching

Leadership Skills  
Inventory



# PROGRAM OFFERINGS – 2019-20

## BOOT CAMPS

### **Boot Camp, Part I:** *Getting Started as an Academic Leader at UBC*



- Two-day intensive in late August focusing on day-to-day operational fundamentals of academic leadership at UBC, such as working effectively with staff, budget and finance, finding the right resource, and advice from the Provost

### **Boot Camp, Part II:** *Building on Your Strengths to Get Things Done as an Academic Leader*

- One-day intensive in mid-December focusing on the challenges and opportunities of leading faculty, staff and students
- Cohort participants had the opportunity to deepen their understanding of their leadership styles and motivational values using the Strength Deployment Inventory (SDI) and to apply this knowledge to enhance their leadership individually and with their teams

### 3 ONLINE WORKSHOPS

- This year, due to weather conditions and the difficulties that came with the COVID-19 pandemic, our workshops were held remotely. They focused on broad leadership topics, with extensive use of case studies and scenarios, as well as small group collaboration.



*Leading in Times of Crisis*

*Engaging with Conflict*

*ALDP Capstone: Learning From Your Strengths,  
Transitioning to Year Two*

# PROGRAM OFFERINGS – 2019-20

## WORKSHOPS & STUDIOS

### 6 STUDIOS

- Brief introductory presentation by one or more campus resource participants (faculty and/or staff), followed by group work with a focus on specific issues brought by the cohort and/or scenarios provided by session facilitators. Each studio finished with a full group debrief on the key takeaways from the session.



*Cultivating Effective Faculty Relations: From Recruitment to Retirement*

*Working Effectively with Union and Non-Union Staff*

*Investigations & Sexual Misconduct/Harassment: An Academic Leader's Role*

*Holding Difficult Conversations*

*The Changing Landscape of Teaching and Learning*

*Supporting Research in Your Unit*





### YEAR-LONG COACHING

- **Confidential, one-on-one coaching** to support cohort members in identifying and achieving their leadership goals.
- **Certified coaches** met with participating cohort members over the course of the academic year providing an average of six hours per cohort member.
- Due to limited coaching capacity, priority for coaching was given to new **Heads, Associate Deans, and Directors** of Schools/Institutes/Centres, as in previous years.

## PROGRAM OFFERINGS – 2019-20

# ADDITIONAL OFFERINGS



- **Voucher** for up to \$50 to support cohort members in developing their professional support networks. Cohort members were invited to take one or more colleagues for a networking conversation over lunch, coffee, etc.
- **Book** Cohort members received a copy of *The College Administrator's Survival Guide* (2006) by C.K Gunsalus, former Associate Provost at the University of Illinois at Urbana-Champaign.
- **Resource Library** of session materials, slide decks, handouts, and notes generated in group discussions was made accessible to cohort members through the ALDP *Canvas*.



# 2019-2020 Program Highlights





# PROGRAM HIGHLIGHTS – 2019-20

The enthusiastic and sustained support of the UBC community continued to be an essential factor in ALDP's success this year.



**60+ FACULTY, STAFF, AND SENIOR ADMINISTRATORS** shared their expertise with the cohort at ALDP events in 2019-20.

**27 COACHES** - themselves UBC faculty and staff members - worked with cohort members over the course of the academic year for an average of six hours per cohort member.



# ALDP Cohort Composition





# 2019-20 ALDP COHORT

## 55 ACADEMIC LEADERS

*Department Heads · Directors (of Schools/Institutes/Centres) ·  
Associate Deans · Directors/Chairs (of Programs/Clinics/Academics) ·  
Library Leadership · Special Advisors · Associate/Deputy Heads &  
Directors · Division Heads · Assistant Deans*

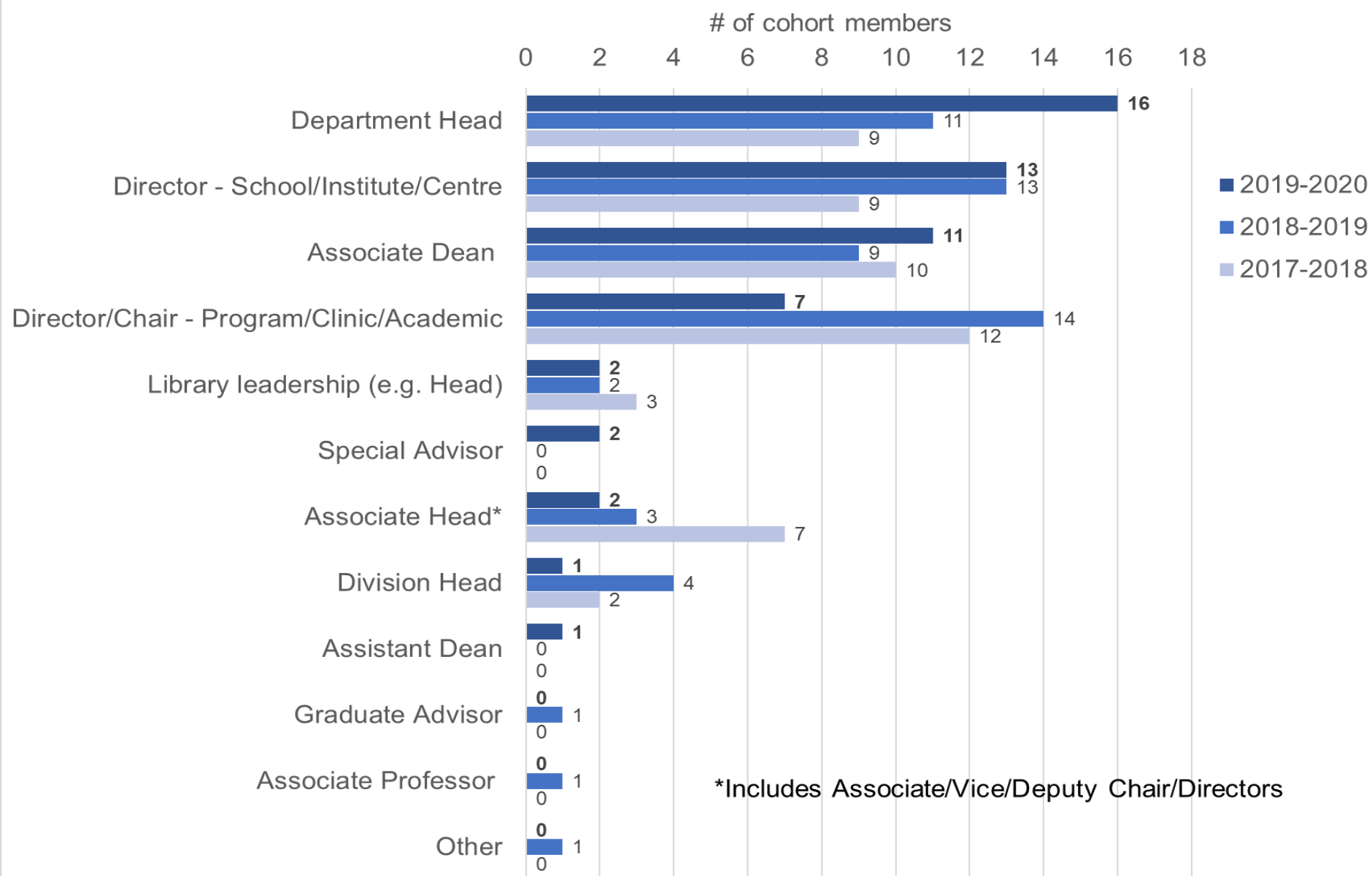


## 19 FACULTIES AND ACADEMIC UNITS REPRESENTED

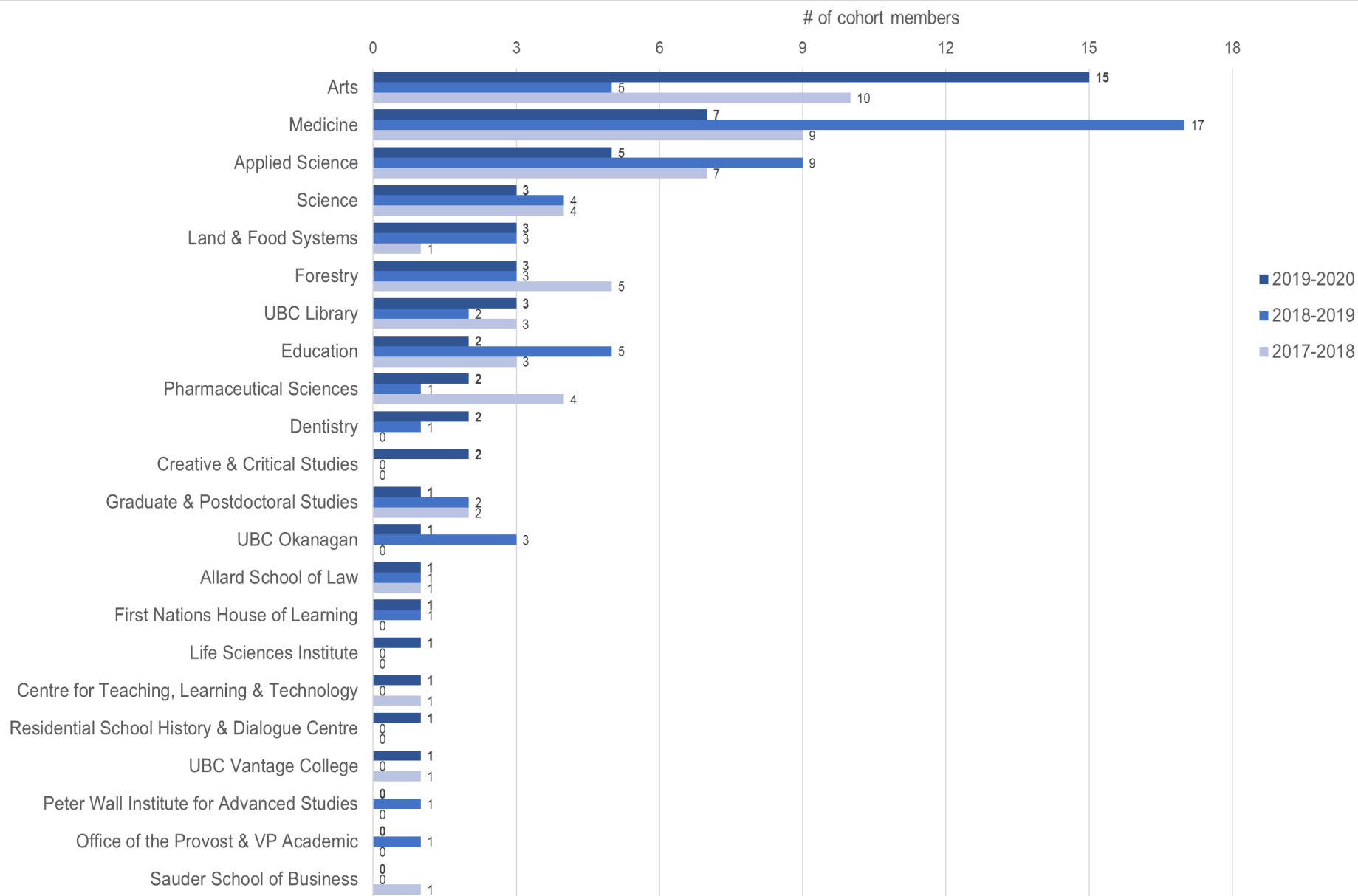
*Allard School of Law · Faculty of Applied Science · Faculty of Arts ·  
Faculty of Creative & Critical Studies - UBC Okanagan  
· Faculty of Dentistry · Faculty of Education · Faculty of Forestry ·  
Faculty of Graduate & Postdoctoral Studies · Faculty of Land &  
Food Systems · Faculty of Medicine · Faculty of Pharmaceutical  
Sciences · Faculty of Science · Centre for Teaching, Learning, &  
Technology · First Nations House of Learning · Life Sciences Institute  
Residential School History & Dialogue Centre · UBC Library ·  
UBC Okanagan · UBC Vantage College*



# 2019-20 ALDP COHORT (55 TOTAL MEMBERS) BY ROLE, COMPARED TO PREVIOUS TWO COHORTS



# 2019-20 ALDP COHORT (55 TOTAL MEMBERS) BY FACULTY, COMPARED TO PREVIOUS TWO COHORTS





# Cohort Engagement & Feedback





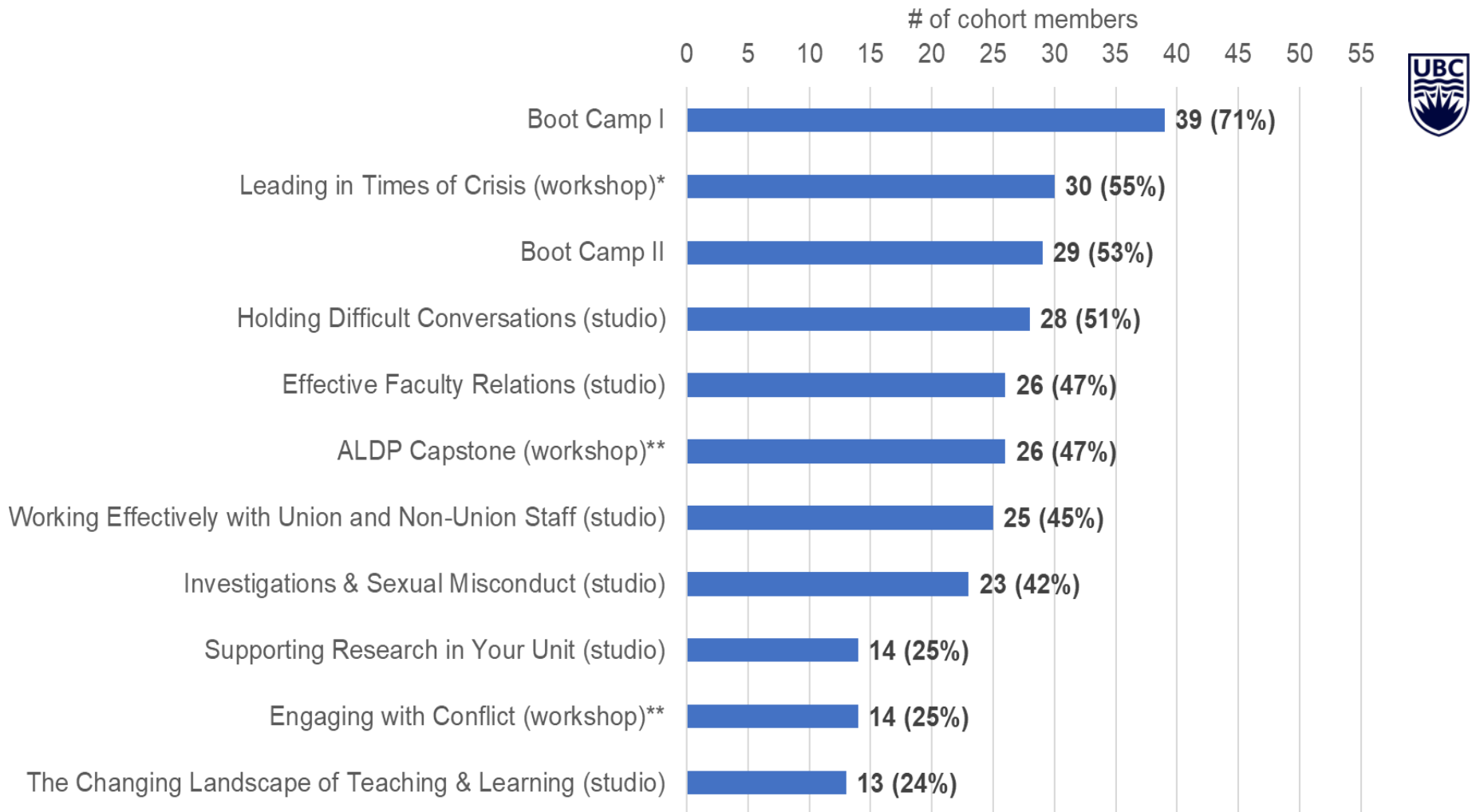
# 2019-2020 COHORT ENGAGEMENT



**45%** (25 of 55) of cohort members **attended six or more ALDP workshops and studios.**

**8** of the 11 total learning events had **20 or more participants.**

# 2019-2020 COHORT ENGAGEMENT ATTENDANCE BY SESSION

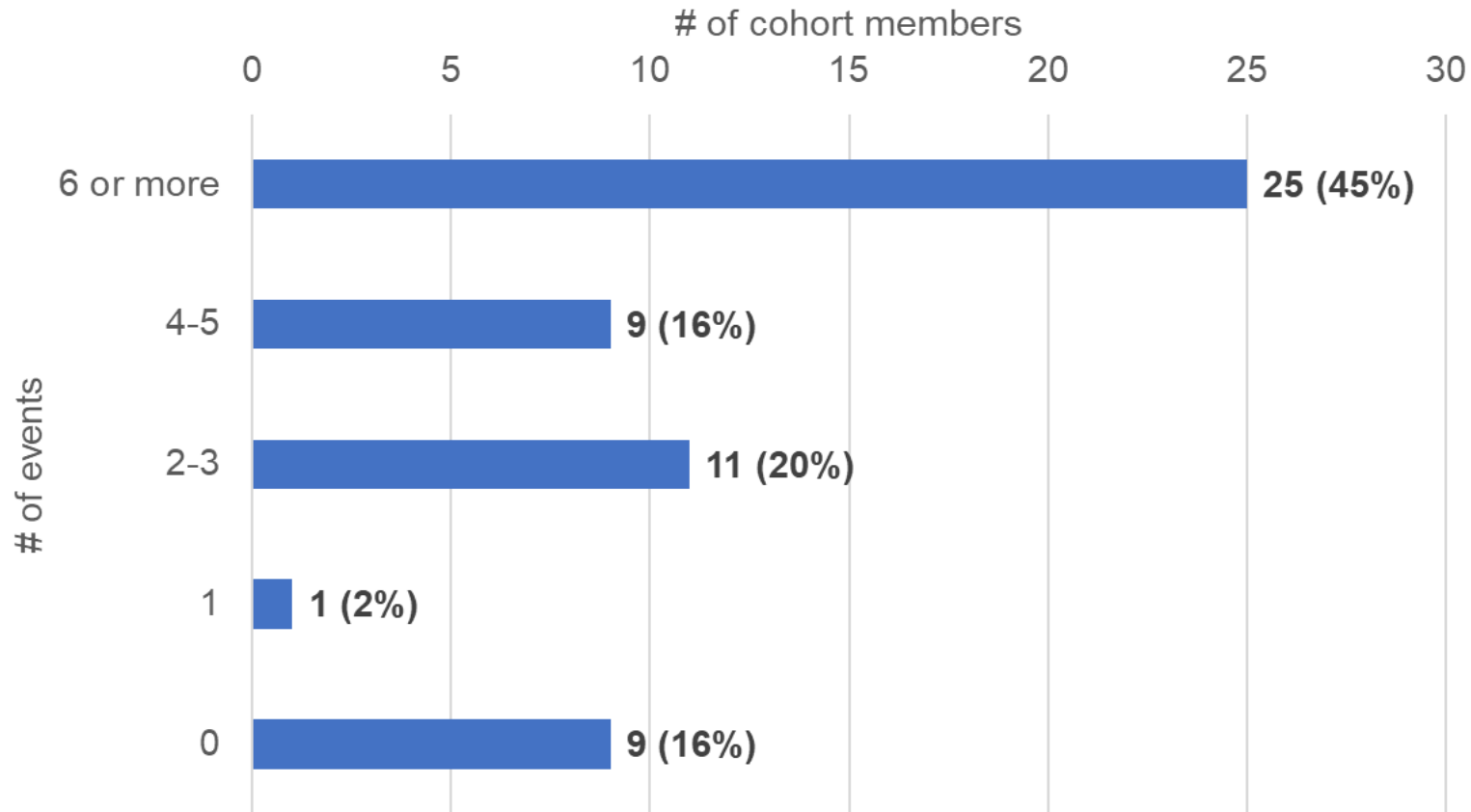


**Note:**

\* Previously titled “Leading Change,” this workshop was restructured to better fit the needs of cohort members during the COVID-19 Pandemic. Held virtually.

\*\* Held virtually due to safety concerns during the COVID-19 Pandemic.

## 2019-2020 COHORT ENGAGEMENT NUMBER OF WORKSHOPS & STUDIOS ATTENDED



**Note:** Lower levels of attendance are often due to prior experience in academic leadership roles, schedule conflicts, and (in the case of cohort members from the Faculty of Medicine who do not work on the Point Grey campus) session location. UBCO cohort members typically attended only the Boot Camps and the workshops. Furthermore, we presume that attendance of studios not directly related to managing the challenging time of the COVID-19 Pandemic dropped due to the prioritization of navigating the crisis as the year went on.



## 2019-2020 COHORT FEEDBACK

# OVERALL PROGRAM

**95%** (18 of 19) of respondents to the program's year-end questionnaire reported that that ALDP was **valuable with respect to their academic leadership development.**



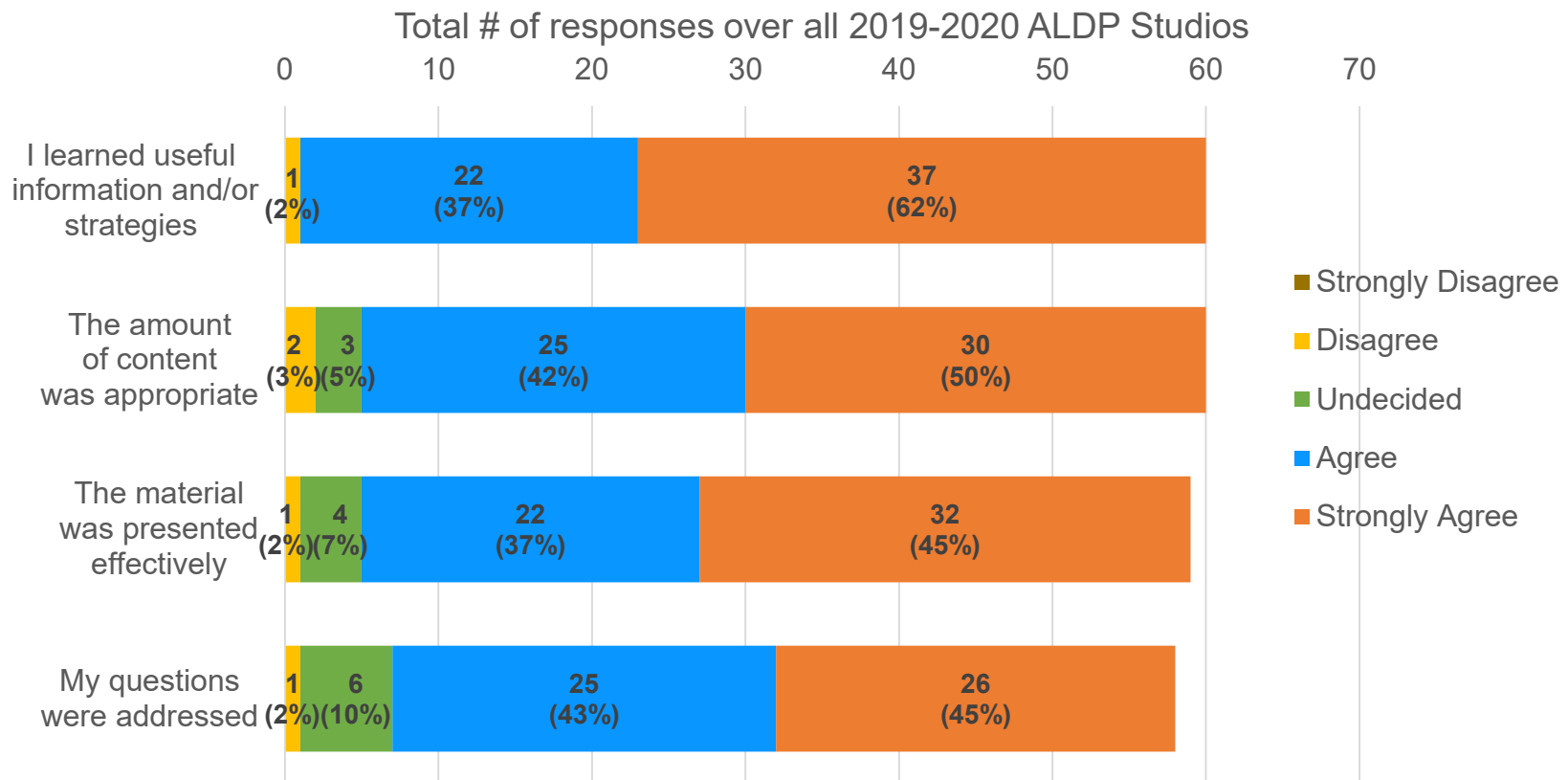
“[ALDP] has been really helpful in training me for this job ... it got me into the right head-space for taking this on. I hadn't really faced directly just how much I would have to lead people, and what that meant. So that, and the valuable insights in to how to actually do it, were really instrumental in making this work for me.”

– ALDP 2019-2020 Cohort Member

# 2019-2020 COHORT FEEDBACK

## OVERALL PROGRAM

The chart below summarizes cohort members' **aggregate responses** to the four quantitative items in the post-event feedback forms over the **6 studios** of the 2019/20 program year. While the questions asked following Boot Camps and workshops varied slightly, response rates were similar.



Source: Feedback forms completed in ALDP studios from September 2019 – March 2020.



**95%** (18 of 19) respondents to the year-end questionnaire said that ALDP **provided important support** in their transition to an academic leadership role.

*“[ALDP] strongly supported my adaptation  
to the UBC environment.”*

*- ALDP 2019-20 cohort member*

*“The supportive environment is helpful,  
as is all the role playing.”*

*- ALDP 2019-20 cohort member*





**92%** (12 of 13) respondents to the year-end coaching questionnaire would **recommend coaching to colleagues** taking on an academic leadership role.

*“Coaching helped me to think about the larger picture and reminded me of the goals I set out for undertaking the role. ...It gave me time to think through what I was doing, zooming out while at the same time zooming in. I applied several strategies that were offered in our coaching sessions and the ALDP sessions – they go hand in hand nicely!”*

*- ALDP 2019-20 cohort member*



# **Program Outcomes**



## INCREASED UNDERSTANDING OF ROLES & RESPONSIBILITIES



**100%** (19 of 19) respondents reported **increased understanding of their roles & responsibilities** as academic leaders as a result of participating in ALDP.

*“[ALDP has helped] me understand which of the issues I confront are particular to my unit and which are just universal at UBC.”*

*- 2019-20 ALDP cohort member*

# INCREASED AWARENESS OF STRATEGIES, TOOLS & APPROACHES



**100%** (19 of 19) respondents reported **increased awareness of strategies, tools and approaches for addressing issues** they might encounter in their academic leadership roles.

*“The development of a network via the cohort model has been invaluable.”*

*- 2019-20 ALDP cohort member*

*“[ALDP] has given me more confidence in some arenas, [and] has linked me to additional resources that I didn’t know about.”*

*- 2019-20 ALDP cohort member*



## APPLICATION OF KNOWLEDGE & STRATEGIES LEARNED IN ALDP



**95%** (18 of 19) respondents reported having **applied knowledge and strategies learned in ALDP** in their leadership roles.

*“I have completely reorganized our staff complement in order to be more responsive to our needs. I needed ALDP to stiffen my backbone to do this.”*

*- 2019-20 ALDP cohort member*

*“As this cohort coincided with the very unusual circumstances of finding ourselves in an unprecedented pandemic, the [Leading in Times of Crisis workshop] was very useful.”*

*- 2019-20 ALDP cohort member*

# INCREASED AWARENESS OF LEADERSHIP STYLE



**100%** (19 of 19) respondents reported **increased awareness of their leadership style.**

*“The personal coaching helped me to review difficult areas in a more constructive and pro-active way.”*

*- 2019-20 ALDP cohort member*

*“Understanding the conflict disposition of others and its relationship with mine was probably the most powerful [lesson].”*

*- 2019-20 ALDP cohort member*

## 2019-2020 PROGRAM OUTCOMES

# NETWORK OF SUPPORT

**63%** (12 of 19) respondents reported developing a **network of support** within the ALDP cohort.



*“Being part of a community of leaders outside my own faculty and sharing experiences is an underpinning value to this program.”*

*- 2019-20 ALDP cohort member*

## 2019-2020 PROGRAM OUTCOMES

# SATISFACTION IN ROLE

**68%** (13 of 19) respondents reported deriving **more personal satisfaction** in their leadership roles as a result of participation in ALDP.



*“The ALDP program itself was one of the benefits of taking on the academic leadership role!”*

*- 2019-20 ALDP cohort member*

*“[ALDP helped me] feel less alone in my role.”*

*- 2019-20 ALDP cohort member*



# Looking Ahead



# LOOKING AHEAD

**95%** (18 of 19) cohort respondents to the year-end questionnaire would **recommend ALDP to colleagues.**



*“We are so fortunate to have this kind of support for colleagues taking on leadership positions. I am convinced that the payoffs are high and this reduces the turn over rate of leaders and more importantly generates stronger leaders to serve our colleagues.”*

*- ALDP 2019-20 cohort member*

# LOOKING AHEAD

**95%** (18 of 19) respondents to the year-end questionnaire said they **want to stay connected with ALDP** next year, and would like to participate in further academic leadership development opportunities in the future, such as:



- Regularly scheduled ALDP workshops and studios
- Studios and workshops designed specifically for alumni
- Ongoing coaching opportunities
- Social/networking events for ALDP alumni
- Peer leadership support triads or groups
- Biennial academic leadership summit
- Workshops for academic leaders together with their teams



# THANK YOU!



Top row (L to R): Shanda Jordan Gaetz, Elli Takenaka, Ian Scott, Beth Haverkamp  
Second Row (L to R): Cindy Goundrey, kele fleming, Christina Hendricks, Mark Trowell  
Third Row (L to R): Fran Watters, Aftab Erfan, Janice Stewart, Yael Blum  
Bottom Row (L to R): Olivia Sperry, Isabeau Iqbal, Dee Dee Sung



# THANK YOU, 2019-20 ALDP COACHES!

**Karen Bakker** Director, Program on Water Governance, Department of Geography · **Margot Bell** Accessibility Advisor, The Centre for Accessibility · **Yael Blum** Director, Organizational Development and Learning, UBC Human Resources · **Tammy Brimner** · **Isabel Budke** · **Catharine Chang** Coaching Services Program Manager, UBC Human Resources · **Judy Chang** · **Maura Da Cruz** Coaching Services Team Lead, UBC Human Resources · **Marni Fraser** Director, Administration, Department of Family Practice, Faculty of Medicine · **Lindi Frost** Interim Managing Director, Advisory Partnerships, Central Operational Services and HR Professional Standards, UBC Human Resources · **Barbara Gobis** Director, Pharmacists Clinic, Faculty of Pharmaceutical Sciences · **Beth Haverkamp** Associate Professor, Educational and Counselling Psychology, and Special Education, Faculty of Education · **Julie Jenkins** Organizational Development and Learning Consultant, UBC Human Resources · **Pooja Khandelwal** Career Navigation & Transition Consultant, UBC Human Resources · **Rhonda Margolis** · **Janice Moshenko** Senior Instructor, Faculty of Pharmaceutical Sciences · **Amrit Mundy** Team Lead, Career Advising, Centre for Student Involvement & Careers · **Louise Nasmith** Associate Provost Health, Office of UBC Health · **Ingrid Price** Senior Instructor, Faculty of Pharmaceutical Sciences · **Karen Rolston** Director, UBC Extended Learning · **Janice Stewart** Undergraduate Program Chair, Institute for Gender, Race, Sexuality and Social Justice · **Julie Stockton** · **Dee Dee Sung** ALDP Coach and Program Director, UBC Faculty Relations · **Mark Trowell** Director, UBC Faculty Relations · **Heather Turnbull** Program Lead, Coaching Services, UBC Human Resources · **Fran Watters** UBC Academic Leadership Coach, UBC Human Resources · **Mary-Lynn Young** Associate Professor, School of Journalism



# THANK YOU, 2019-20 ALDP STAFF & FACULTY RESOURCE PARTICIPANTS!

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**Beth Haverkamp** Academic Co-Director

**Ian Scott** Academic Co-Director

**Olivia Sperry** Program Manager

**Elli Takenaka** ALDP Student Assistant



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- **Shanda Jordan Gaetz** Executive Director, Faculty Affairs, Faculty of Medicine
- **Heather Turnbull** Program Lead, Coaching Services, UBC Human Resources (on leave)
- **Fran Watters** ALDP Leadership Coach

# WELCOMING THE 2020-2021 PLANNING TEAM

**Dee Dee Sung** Program Director

**Beth Haverkamp** Academic Co-Director

**Ian Scott** Academic Co-Director

**Julianna Chen** Program Manager



## ALDP Planning Team

- **Yael Blum** Director, Organizational Development & Learning, UBC Human Resources
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- **Christina Hendricks** Academic Director, Centre for Teaching, Learning and Technology, & Professor of Teaching, Philosophy
- **Shanda Jordan Gaetz** Executive Director, Faculty Affairs, Faculty of Medicine
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- Social Justice Institute (GRSJ), Faculty of Arts
- **Mark Trowell** Director, Faculty Relations
- **Heather Turnbull** Program Lead, Coaching Services, UBC Human Resources (on leave)
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