Academic Leadership at UW
Orientation: Department Chairs & School Directors

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Director, Academic Leadership Program
Start of the day

• Introductions (name, title, when you started your administrative position, something about yourself that others may not know)

• A bit about me
  • My background
  • Why did I take the Director, Academic Leadership Program

• A bit more about you and why you are here
  • Creating space for learning
  • How did you get here
Intent of Orientation

Intent IS NOT to:
• Create information overload
• Hand over the prescription for leadership success

But it IS to:
• provide the bigger picture on academic leadership broadly and here at UWaterloo
• inspire you to grow and succeed
• give you enough info to stay out of trouble!
• entice you to learn more – maybe by attending the lunches and workshops that ALP offers throughout the year!
Overview of the Day

• Principles of academic leadership
• Understand the UWaterloo working environment
• What you are accountable for
• Policies, rules, and regulations
• Network
• Where/how to get help if needed
What is Academic Leadership?

Academic leadership is both very challenging and very simple:

- it presents us with some of the hardest quandaries and most exciting opportunities of our professional lives

- yet the underlying principles we should follow are really humanity and common sense
Challenges of Academic Leadership

• Most of us have no formal training (like teaching)

• The pathways are dissimilar to the corporate world, or even to other public institutions
  • Our leadership position is temporary
  • Moving back ‘down’ the ladder can be challenging

• The collegial model of leadership
  • Faculty members whom we lead/manage may be accustomed to extreme autonomy and have been rewarded for it
  • That same group may also have served in leadership roles

• You may feel like...
Remember there is a welcoming community of administrators who “get-it” and are eager to help.
The Upside of Academic Leadership

• Opportunity to contribute and effect change
• Help people
• Learn about the institution
• Meet new people and develop relationships across the institution
• Personal growth and insight
• Job satisfaction
Collegial Governance

"Collegial governance, which is sometimes referred to as 'shared' governance, connotes two concepts:
  one whereby various groups of people share in key decision-making processes;
  and the other whereby certain groups exercise primary responsibility for decision making in specific areas."


• Participatory decision making increases morale, creativity and quality of contributions

https://www.youtube.com/watch?v=1cYzkyXp0jg&t=183s
Apollo 13 Clip – what aspects of collegial governance did you see?
Leadership vs Management
More like, Leadership + Management.

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Management</th>
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<tbody>
<tr>
<td>guiding, mentoring, providing</td>
<td>mechanics of hiring, evaluation,</td>
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<td>opportunities for growth</td>
<td>tenure, and discipline and</td>
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<td>seeking out new resource pathways,</td>
<td>grievance</td>
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<td>creative restructuring, managing</td>
<td>understanding budgetary processes</td>
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<td>change</td>
<td>and space allocation, identifying</td>
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<td>gaps, maintaining balanced budget</td>
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The Skill Sets of Academic Leaders

• A questioning and creative mind that seeks improvement and recognizes opportunity.
• Willingness to consult widely and listen with an open mind.
• Courage to make and defend difficult decisions.
• Ability to manage conflict and seek win-win solutions where possible.
• Ability to inspire, mentor, trust, and empower others, both faculty and staff.
The Skill Sets of Academic Managers

• Excellent communication skills
• Understanding of University, Faculty, and Department policies and procedures.
• Ability to meet deadlines and stay on top of paperwork.
• Familiarity with budgeting.
• Willingness to ask questions and consult others on a regular basis.
• Ability to delegate and resist micro-management.
What type of leader are you?

- **Visionary**: Follow me! Ooh, wait, a shiny new thing.
- **Operator**: Sorry, our plan doesn't specify bathroom breaks.
- **Compromiser**: Maybe we should just take a vote.
- **Drill Sergeant**: When I say jump, you say how high.
- **Cheer Leader**: You guys rock! Who wants pizza?
- **Parrot**: Our strategy is whoever I talked to last.
- **Windbag**: Blah blah, blah, blah.
- **Coach**: Play hardball and give it 110%.
Leadership Principles (as per NW)

• Key behaviours and actions
• Adaptive leadership
• What not to sacrifice
Role model
Manage your people well

• Get to know your people (professional goals, preferred working styles, strengths, personal situations)
• Don’t forget “management by walking around”
• Remember to give responsibility and authority
• Give credit where credit is due, recognize achievement
• Treat employees as you would want to be treated
• Find something good in everyone
• Let people know you care
Recruit, hire and train those better than you
Remember you now have influence – use it wisely
Manage up, down and all around
NEVER be afraid to ask for help

• Process protects
• Know who to call
Seek feedback and learn from it
Take responsibility for and fix mistakes
Be willing to change your mind
Understand adaptive leadership

- Times of change – political, technology, global competition... creates sense of urgency and uncertainty
- See change as an opportunity for innovation and creativity
- Weathering the storm
  - Foster adaptation
  - Embrace disequilibrium
  - Generate leadership
Create a succession plan!

She never thought of herself as a leader.

until she slowly

became one.
"Leave things better than you found them."

~Everett Wiley Wilson
Look after yourself

• Be both optimistic and realistic
• Find sanctuaries
• Reach out to confidants
• Bring more of your emotional self to the workplace
• Don’t lose yourself in the role
Thank you.
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