**Faculty Leadership Associates Programme: DRAFT September 13,24, updated Nov 5**

The over-arching goals of the programme are:

To benefit different levels of administrative and decision-making processes through faculty-specific expertise, involvement, and perspectives;

To address patterns of inclusion and exclusion in faculty advancement to leadership roles that can impact the diversity of faculty in leadership positions;

To align with UBC strategy, articulated in many reports: e.g. *SMART Report*, *Leadership@UBC*, *Place and Promise, Renewing our Commitment, etc.*

The elements of the programme structure are:

The appointment of a diverse cross-section of faculty members in well-defined, short-term leadership positions located in senior administrative offices.

A robust selection process, emphasizing transparency of the selection process, support for projects contributing both to UBC’s mission and development of faculty leadership, and diversity of successful candidates.

The benefits of the programme are:

1. To enhance ongoing faculty input into a key range of administrative and decision-making processes, facilitating sound and responsive administrative decision-making;
2. To develop (*formal*) academic leadership capacity for faculty participants through experience in an administrative appointment, exposure to complex administrative issues, formal mentoring and learning opportunities;
3. To promote diversity among faculty administrative leaders, ensuring a new generation of university leaders from a broad cross section of faculty.
4. To increase capacity for work on specific projects and/or in University operations
5. To strengthen connections between administration and faculty, with increased understanding of different perspectives and issues in realizing the elements of UBC’s core strategy.

The programme will initially run for two years on a trial basis. After this period, the programme will be assessed and modified as necessary. In its initial phase, the programme may start smaller, with the goal of increasing to an annual appointment of ten Faculty Leadership Associates (FLA).

**Programme Details**

Appointment

To ensure that the opportunities are accessible and appealing to the broadest group of potential candidates, there must be a clear length of time and % commitment appropriate to the specific project and stipend.

Typically, appointments will be for a period of 12 months, with commitment equivalent to roughly 1.5 days a week. For such an FLA appointment, a stipend will be available to be used for course buyout(s) (e.g. 15-20K per 3 credit course) and professional development, as appropriate to the project. Normally, FLAs will be expected to reduce teaching responsibilities, with workload coordinated with the home department. For projects with a different time commitment, the stipend will be prorated accordingly. The start date will typically be July 1 or September 1, to be negotiated.

Qualifications for Appointment

The programme is competitive and the positions are prestigious. Any tenured faculty member appointed to the rank of Sr. Instructor/Professor of Teaching or Associate Professor/Professor is eligible to apply for a FLA position. Faculty with clinical or term appointments may be eligible, with the recommendation of their dean, head or other senior leader. Often, the FLA is an opportunity to develop leadership skills prior to a possible regular appointment in a formal leadership position. Applications details once determined will be posted and made widely available on a central administrative website.

Areas of Appointment

All senior administrative offices of both the UBCV and UBCO campuses would be eligible for a FLA placement. More specifically, it is contemplated that all VP offices would be considered as possible placement sites, in addition to other offices such as Dean’s offices, or other offices that provide substantial opportunity for the FLA to work outside of their unit.

Relevant offices could apply for an FLA, or a particular faculty member could, in her or his application, request a particular placement. Possible placements available in a given programme year will be listed on the programme website.

Responsibilities

An administrative office will assign a specific project appropriate to that office, indicating clear expectations for outcomes, as defined in the application for an FLA. This project will be part of an existing portfolio and will allow the FLA to work collaboratively with others in the office and to gain an appreciation of the broader work of that office. The FLA shall have access to appropriate support and resources normally part of the project. Faculty associates will be chosen, in part, on the basis of skills and interests that fit such a project. Faculty Associates will participate as peers in relevant meetings or groupings of senior staff in the office. No assignment will include the handling of sensitive or confidential personnel matters for individuals.

Mentoring and Leadership Development

The programme seeks to develop a community of faculty leaders and to encourage professional leadership education. Regular term gatherings of current FLAs will be organized, along with lunch sessions for Associates with select administrative leaders discussing a range of relevant topics. Faculty Associates are encouraged to list their participation in their cv and in annual reports.

FLAs will have access to Coaching@UBC and ALDP, as part of the overarching Leadership@UBC plan, to ensure that effective professional development opportunities and choices follow from involvement in the programme. Through programme oversight and connections with Leadership@UBC, elements in essential to diversity in leadership will be integrated throughout.

Application Process

**FLA Candidates**: Application materials will include a letter of application, a current curriculum vitae, and the application form. The letter of application should specify desired areas of appointment referencing the current list of possible openings/proposed projects, relevance of the appointment to the applicant’s career aspirations, and other relevant factors to be determined. The names of two referees must accompany the application.

**Administrative office**: The administrative office will clearly state the following in its application for an FLA: description of the project, expected outcomes, and their contribution to UBC core mission and strategy; skills and competencies required to complete the project; implementation of collaborations and mentorship in the office for the FLA; contribution the project will make to the capacity of the specific office; how the assignment will build leadership capacity and experience, and provide opportunities for gaining broader experience outside the FLA’s unit; documented track record of the office in mentorship, supporting diversity and developing diversity in leadership. **No assignment should include the handling of sensitive or confidential matters related to individual personnel cases – that is, these are to be handled by those with management appointments and will not be delegated to FLA’s.**

**Programme Infrastructure**

A central office will be specified for receipt of application packages.

Staff

A staff member in a designated central administrative office will be assigned secretarial duties in the administration of the FLA programme. Such duties will include: website maintenance; broad solicitation of and listing of administrative leadership associate openings; regular updating of application materials; collection and administration of application packages received; administrative tasks for the FLA selection committee; ongoing monitoring of the programme and individual placements, and an annual report on the programme. This person will report to XX.

Selection Committee

A committee of XX members will meet annually to review the annual report prepared by the staff person and to choose each year’s successful applicants matched to available and suitable office placements. The members of the committee will be appointed by XX and will include: a representative of the Provost’s office with faculty and equity+diversity in their porfolios; a senior administrator; YY faculty member(s). In the selection of FLA, the Committee will take into account the diversity of successful applicants in terms of gender (identity), race, ethnicity, indigeneity, disability, and sexual orientation. The Committee will also endeavour to achieve a range of successful candidates across disciplinary origin.

Funding and Facilitation

Funding for the FLA stipends will be provided through cost sharing between the administrative office where the FLA will work, and the central administration (Provost’s office?). Funding will include costs for the programme’s infrastructure, as well as the FLA stipends. Normally the contribution from the FLA’s home dept contribution will be minimal – e.g. contributing part of a service release or providing a low cost option for teaching buyout. In the case where the home department directly benefits from the FLA appointment, they may be asked to contribute more substantially.

Facilitation of arrangements to support FLA appointments and compensation to home departments will be through office of the AVP Academic? Or XX?

The central office will collect a short report at the end of the project that summarizes the outcomes accomplished and the leadership skills developed in the FLA.

Programme Start Date

The start date of the programme will be July/September 2016.

NEXT STEPS: (as of November 5, 2016)

Identify the main office in charge of the program (AVP Academic?), and support staff (HR?).

Draft a detailed implementation plan, including:

1. Detailed instructions in the call for proposals, guiding units and individuals on proposal submission, emphasizing points covered in this document:
2. Articulation of the key elements listed above, under Application process;
3. The goal of developing leadership skills appropriate for formal leadership appointments;
4. Clear efforts to recruit inclusively from diverse talent pools;
5. The development of leadership skills and experience outside of the FLA’s home unit;
6. Mentorship and teamwork as part of the FLA appointment;
7. Cost sharing and funding commitment.
8. A contact person who can be on call to answer questions about the program\*;
9. A detailed plan for diverse recruitment of FLA’s, including wide dissemination of opportunities
10. A plan for tracking success and future improvements for the program;

\*The following project descriptions and examples may be helpful in providing advice, as drafted in the earlier proposal for Emerging Leaders Program:

**Experience in a leadership portfolio and on-the-job experience**:

The projects provide leadership experience through concrete responsibilities within a portfolio. This experience develops broader perspectives while working on a focused project in a broader context, and provides opportunities in succession planning.

Examples:

* Curriculum reform: Development or revamp of specific curriculum across multiple units

Portfolio: Working with curriculum chairs in units, CTLT, Associate Deans, Academic

* Major (interdisciplinary) grants: coordination of multiple research groups, external collaborations, and work with departments/faculties + the VPRI office. Portfolio: Associate Dean for Research in Faculty, VPRI office, granting agency facilitators
* External reviews: improving processes around external reviews and follow-up on recommendations: Portfolio: Dean’s offices, AVP Academic, works with leaders across units
* External relations: coordination of work with external funding or research agencies, government/public sector, private sector/industrial:

Portfolio: VPRI office or UBC External relations, Development

**Note:** Opportunities should allow cross-unit appointments, in order to ensure access to quality mentorship and to avoid limitations within specific units. Interdisciplinary opportunities should be encouraged, as well as exchange between UBC-O and UBC-V.