

TYPES OF LEADERSHIP AT THE UNIVERSITY: Education/Teaching

		<u>Unit-level</u> leadership role	<u>Faculty-level</u> leadership role	<u>University-level</u> leadership role
			<i>same as unit-level plus:</i>	<i>same as Faculty-level plus:</i>
E X P E R T I S E E	E	◆ Expertise in a particular field of university education	◆ Cross-disciplinary education	◆ Working across different educational programs
	X		◆ Different types of curriculum	
	P	◆		
	E		◆	◆
	R	◆		
	T		◆	◆
	I	◆		◆
S	N		◆	
E	C	◆		
E	E			
K N O W L E D G E		◆ Management skills ◆ Curriculum design ◆ Mentorship skills	◆ Understanding different programs/curricula	◆ Educational needs/approaches of different programs ◆ Connecting across UBC/Faculty/ unit goals
	S	◆	◆ Connecting across Faculty and program levels	
	K		◆	◆
	I	◆		
	L		◆	◆
	L	◆		◆
	S		◆	◆
E		◆	◆	
E X A M P L E S		◆ Leading curricular change in a course or program	◆ Assoc. Dean for Academics/Students	◆ Chair of Senate committee
		◆ Chair of search committee for instructor ◆ Undergrad chair	◆ Academic administrators	◆ Cross-UBC educational project
		◆	◆	◆
		◆	◆	◆
			◆	◆

Connections with other areas:

- ◆
- ◆
- ◆

TYPES OF LEADERSHIP AT THE UNIVERSITY: Research/Academic

		<u>Unit-level</u> leadership role	<u>Faculty-level</u> leadership role	<u>University-level</u> leadership role
			<i>same as unit-level plus:</i>	<i>same as Faculty-level plus:</i>
E X P E R T I S E	E X P E R T I E N C E	<ul style="list-style-type: none"> ◆ Running large research group/lab ◆ Work with interdisciplinary or inter-institutional teams ◆ Expertise in a particular field of study 	<ul style="list-style-type: none"> ◆ Working with researchers in different areas ◆ Research training programs involving different areas 	<ul style="list-style-type: none"> ◆ Work with UBC research groups/offices, external bodies
K N O W L E D G E	S K I L L S	<ul style="list-style-type: none"> ◆ Management skills (organizing and chairing committees, negotiating, dealing with conflict, etc.) ◆ Research expertise ◆ Mentorship skills ◆ Promotion/tenure criteria 	<ul style="list-style-type: none"> ◆ Research needs of different disciplines ◆ Cross-disciplinary connections, external opportunities 	<ul style="list-style-type: none"> ◆ Research excellence/ support in different Faculties
E X A M P L E S		<ul style="list-style-type: none"> ◆ Leading major grant or research centre ◆ Chair of faculty search committee ◆ Assoc. Head for Faculty or Research 	<ul style="list-style-type: none"> ◆ Cross-disciplinary research project/institute ◆ Faculty-level committee on Promotion, Appointment and Tenure ◆ Assoc. Dean for Research or Faculty 	<ul style="list-style-type: none"> ◆ AVP Research, VPRI office roles ◆ SAC

Connections with other areas:

◆ Teaching (knowledge on curriculum), administration

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◆

TYPES OF LEADERSHIP AT THE UNIVERSITY: Administration/Executive

	<u>Unit-level</u> leadership role	<u>Faculty-level</u> leadership role	<u>University-level</u> leadership role
E X P E R T I S E E	<ul style="list-style-type: none"> ◆ Leading professionals ◆ An understanding of the broader systemic context(s) and key unit processes ◆ Solid record in research and teaching 	<p><i>same as unit-level plus:</i></p> <ul style="list-style-type: none"> ◆ Coordination across Faculty and program level for core academic processes, research, education, training, strategic initiatives ◆ Incentivizing strong performance ◆ Internal and external connections 	<p><i>same as Faculty-level plus:</i></p> <ul style="list-style-type: none"> ◆ Cross-organizational work ◆ Interaction with different Faculties
K N O W L E D G E	<ul style="list-style-type: none"> ◆ Strategic planning ◆ Management skills ◆ Understanding core academic functions ◆ Promoting success in different types of activities 	<ul style="list-style-type: none"> ◆ Balancing diverse needs of programs ◆ Ensuring units/programs perform well, connected with organizational strategy 	<ul style="list-style-type: none"> ◆ Work across Faculties ◆ Connecting academic mission with key projects, complex groups
E X A M P L E S	<ul style="list-style-type: none"> ◆ Dept. Head/ Assoc. Head 	<ul style="list-style-type: none"> ◆ Assoc./ Assist. Dean ◆ Dean 	<ul style="list-style-type: none"> ◆ Advisor role to Provost or President ◆ VP/ AVP Academic, Research, Students, etc.

Connections with other areas:

- ◆
- ◆
- ◆
- ◆