**SECOND DRAFT :**

**UBC Emerging Leaders Faculty Award Program**

**Overview**

**Basic Principles:**

* Participants develop leadership skills outside of the typical formal leadership appointments and also learn on-the-job about working in the larger organization.
* Priority is on ensuring diverse participation, in order to create a pipeline of leadership diversity at UBC. This must be emphasized in nominating potential participants, and clearly communicated to those making nominations.
* Collaboration and consultation are combined with mentoring, active learning, and mutual learning opportunities, Diverse and collaborative styles of leadership.are developed, learned, and integrated.
* Increased capacity for leadership activity is developed by individuals, cohorts of emerging leaders, and groups within a unit.
* The program is competitive; admittance is seen as an award and an opportunity to develop leadership skills at some time prior to a regular appointment in a formal leadership position.
* It provides Faculties, departments, and UBC offices opportunities to develop leadership capacity and focus (new) talent on key projects, while also building capacity in individuals and cohorts.

**Key elements of the program:**

* Participation in the program is competitive. Access is through self-nominations or nominations by others. Applications require CV, brief rationale, and 2 references. Encourage senior leaders to mentor, encourage, and nominate applicants, particularly from diverse groups.
* Participants commit to participating in leadership modules (e.g. certain modules accessible through ALDP) and “on-the-job” experience opportunities. For the latter, they will work with a particular formal leadership position, and take on specific responsibilities from the portfolio through mutual agreement, collaboration, and mentoring.
* Faculties/Units/UBC offices propose areas for “on-the-job” leadership experience that are mutually beneficial to the participants and the units involved. Individual are mentored while gaining relevant experience, and Faculties and units create opportunities for succession planning and accomplishing clear outcomes that meet academic objectives.
* Participants are connected with a cohort also involved in the program. leadership activities, providing a peer community in which to share experiences. Alumni of the program are also connected with new cohorts.
* Participants are encouraged to connect with proposed opportunities within a Faculty or unit, but they may also propose their own, and get Faculty/department interest.
* Resources and/or in-kind contributions to support the program come from participating units/Faculties, with matching from central leadership funds.
* Formal recognition of program participation as part of CV/activity reports, including recognition of mentors and coaches.

**Benefits and strategic elements:**

1. Provides Faculties, units, or UBC-level offices with opportunities for succession planning as well as targeted support and attention for strategic projects. Provides additional capacity for various portfolios.

2. Participants will learn from those already in the job, will gain valuable and relevant experience in a broader range of activities, will gain a broader perspective, and expand their skills, experience, and leadership capacity in general.

3. Program is coordinated with existing elements in ALDP or other leadership programs for access to leadership modules.

4. Provides opportunities for multi-faceted innovation: innovative leadership development, and connection to other areas of innovation - student learning, research connections and funding opportunities, collaborations, external connections

**Program Details**

**Modules and/or leadership development programs:**

Goal: Connection to short burst models and/or leadership development sessions that link concrete projects in UBC academic leadership priorities to leadership skills.

Participants will be required to participate in at least 3 out of 6 modules that will help them to tie core leadership skills with their project. Each module will consist of a) a session that develops their knowledge about leadership approaches through basic theory and case studies and b) a follow-up studio session where they apply this knowledge to addressing a major project within their shadowing assignment.

Examples for modules: leading change, negotiation, working on boards/committees, difficult conversations, project management, budgets, equity, UBC and Faculty’s administrative structure,

Participants may also tap into opportunities such as coaching, ½ day exec ed program (e.g. in Sauder?), or external leadership programs instead of one or more modules.

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

Goals: Provide leadership experience through concrete responsibilities within a portfolio. This experience develops broader perspectives while working on a project in a broader context, and provides opportunities in succession planning.

The participant will have responsibility for (a) concrete project(s) within an existing portfolio at UBC, at the unit, Faculty, or UBC-wide level. They will work collaboratively with others in the portfolio, and have access to appropriate support or resources that would normally be part of the project(s).  **No assignment will be on the handling of sensitive or confidential personnel matters**

Examples:

* Curriculum reform: Development or revamp of some part of a unit’s curriculum

Portfolio: Curriculum chair in a unit, Associate Dean, Academic

* Faculty recruitment and tenure+ promotion processes: oversight and coordination of hiring and/or tenure and promotion processes

Portfolio: Associate Head, or Associate Dean for Faculty Affairs

* 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 review of a unit: support for dept self-study and coordination of review: Portfolio: Head, works with leaders across unit
* 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

* Documentation and improvement of internal department practices:

Portfolio: Head and Associate Dean, works with faculty across the unit

**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.

**Proposals from individuals and units:**

Application forms need to be developed, to allow for individual, cohort, and/or unit proposals. Some key points raised by the Leadership Advisory Group:

From Faculties/units:

* Clear statement of who is doing the mentoring, indicating a commitment to professional development of the emerging leader
* Address how the appointment will contribute to diversity of leadership, not just tapping those who have already had opportunities
* If proposal for a cohorts, should be a smaller group with clear access to mentorship from senior leader(s).
* Indicate how, the assignment will provide valuable experience, valued by UBC and the unit, with clear leadership capacity building
* Provide access to a cohort, or request for access to cohort of emerging leaders from other units

From participants:

* Provide a brief individual professional development plan, indicating how modules and on–the-job assignment will be part of that plan.
* Indicate how the assignment contributes to the capacity of the unit, diversity of leadership in the unit, and w/ interest from the unit.

**Assessment:**

A brief report on accomplishments, with brief documentation of outcomes and future implications, is submitted by the participant at the end of the shadow assignment. The report is prepared in coordination with supervising office(s), to include any additional information from them and sign-off. In addition to reporting on outcomes, the report should include lessons learned and recommendations for future projects or program changes.

**Length of assignment and time commitment:**

Each fellowship will typically last one year. In some cases, the assignment may be longer or shorter, so that the funding and time commitment will be prorated accordingly. Expected effort would be equivalent to roughly 1.5 days every two weeks over the course of one year; however, depending on the nature of the assignment, the effort and time commitment may be concentrated in a short period of time. Proposed assignments must be realistic for the projected time commitment.

**Funding models:**

a) Individual fellowships, each comes with 10K stipend for a twelve month period that can be used for the following items:, travel, professional development plan, research support, or teaching/service release, or other items related to career advancement or professional development plan (10K per 3 credit course or full year service release)

b) Group awards (typically a small group), to support a cohort working on a specific projects or together in a larger portfolio – funding similar to individual awards, may be prorated depending on scale of the responsibilities

c) Professional development funding, as part of a larger Faculty career development program. For example, the equivalent of two fellowships are provided as Faculty matching funding to provide access to career support programs that are purchased by the Faculty and provided to all Faculty participants

Funding source (for 20 fellowships or equivalent): 60K from central fund of all Faculties contributing, 100K central leadership fund, 40K or in-kind support (e.g. release time) from participating Faculties and/or departments (2K per release)

**Calendar:**

mid-October: Call for applications for following academic year

mid-January: Announcement of awards

mid-February: Finalizing shadowing assignments and projects

Year round: Faculties update their proposed lists of projects, for the next round