Issues in Academic Leadership

A Capacity-Building Seminar Series for Deans and Academic Leaders

Overview

A three-week seminar series that equips deans and senior academic leaders to tackle the core challenges of leading a faculty or program. The series moves from broad to specific: it opens with leadership fundamentals and trends, then applies them to the real work of academic leadership, including leading teams, managing and evaluating faculty, planning and implementing change, and assuring program quality. Participants work as each other's consultants, applying theory to their own institutional contexts.

At a Glance

Who it's for	Deans, department heads and emerging academic leaders in higher education
Format	14 interactive seminars over three weeks (105 minutes each), drawn from 15 core topics and 2 optional topics
Approach	Applied, consultative and collaborative: theory applied to participants' real-world contexts
Flexibility	Topics are reviewed at the end of week one and adjusted to participants' needs; optional topics are available
Outcomes	Lead academic teams effectively; manage, select and evaluate faculty; plan and implement change; assess and assure program quality

Seminar Schedule

Seminars are grouped into five modules, followed by optional topics that can be added based on participant interest.

Module 1: Setting the Stage

Seminar	Topic	Key questions and focus
1	**Getting Started**	• Course overview and discussion • Participant needs analysis • Getting-started questions

Module 2: Foundations of Leadership

Seminar	Topic	Key questions and focus
2	**Fundamentals of Educational Leadership**	• Corporate vs. educational leadership • Leading educators as educators
3	**Leadership Styles and Emotional Intelligence**	• Knowing who you are as a leader • Personality inventories as leadership resources

Module 3: Leading People

Seminar	Topic	Key questions and focus
4	**Leading a Team: Program Purpose, Goals and Objectives**	• What makes a team function well, or poorly? • How to get more from your teams
5	**People "Styles": Know Your People**	• Tools for understanding the teams who work for you
6	**Faculty Evaluation**	• Typical tenure and promotion practices in North America
7	**Faculty Selection**	• North American hiring practices, basic HR issues and the academic job climate

Module 4: Planning & Change

Seminar	Topic	Key questions and focus
8	**Strategic Management**	• Techniques for strategic management: description, application and discussion
9	**Strategic Planning**	• Principles, steps and practices for strategic planning
10	**Introducing and Implementing Educational Change I**	• Fundamentals of change and change management
11	**Introducing and Implementing Educational Change II**	• Case study: developing and launching a major new program

Module 5: Program Evaluation & Assessment

Seminar	Topic	Key questions and focus
12	**Program-Wide Assessment**	• Using the academic mindset to your advantage in program assessment
13	**Quality Assurance**	• Strategies and examples for ensuring consistent educational quality
14	**Accreditation in Higher Education**	• Fundamentals, strategies and examples for accreditation
15	**Course and Curriculum Evaluation**	• Fundamentals, strategies and examples for evaluating courses and curricula

Optional Topics

Seminar	Topic	Key questions and focus
A	**Tips for Research & Publication**	• The publication process, step by step • Practical tips for doing research from English sources
B	**Leadership Lessons Learned**	• Stories and lessons from 25 years of leading across cultures

How Each Seminar Runs

Each 105-minute seminar combines short input with discovery-based group work, so participants learn from the facilitator and from one another. Instruction uses lecture, elicitation, group discussion and consolidation; questions are welcome and challenging assumptions is expected.

Stage	Activity	Time
1	Introduction and warm-up	10 min
2	Overview and problem statement	20–30 min
3	Discovery group work I	20 min
	Short break	
4	Consolidation I	20 min
5	Discovery group work II	10 min
6	Overall consolidation	10 min

Seminar Extras

- English tip of the day
- Guided Q&A
- Self-directed study