

Faculty Leadership Development Survey – Results

In September 2015, Langara surveyed all regular and continuing faculty members to gain a better understanding of what would motivate them to move into faculty leadership roles within the College. We are very pleased to report that a total of 371 regular and continuing faculty members responded to the survey- an excellent response rate of 30.5%. These results were compiled and compared with information gathered from an interview with the LFA executive and a leadership development café with DDC members in October 2015.

When analyzing the responses and dialogue, four key themes emerged:

- Compensation and/or financial incentives
- Workload and administrative duty release time
- Mentorship (orientation and training)
- Support (from colleagues and administratively)



Time for Action. Digital image. Fellowship of faith.net.16 May 2015. Web. 28 July 2016.

From these themes, **six recommendations** were presented to the Senior Leadership Team (SLT) and Academic Deans for consideration. The recommendations and actions taken to address each are listed below:

1. Increase in administrative stipends

- A survey is currently underway to gather information on compensation levels of similar positions throughout the sector.

2. Review of Breckenridge formula (administrative duty time)

- The College is in the process of researching the criteria used for providing sections of release time from instruction or other duties.

3. Implementation of a faculty leadership mentorship program

- Research is being conducted around best practices for mentorship programs, including face-to-face interviews with internal and external groups. Our goal is to look beyond the scope of orientation and enable success by establishing continued relationships between new leaders and current or former leaders.

4. Additional administrative support for faculty leadership roles or departments

- A joint committee was formed under the 2014-2019 LFA/Langara College Collective Agreement (Letter of Understanding #13). This committee's mandate is to explore areas of the College that have extraordinary needs for additional administrative support. After meeting in May 2016, the committee identified the need for additional administrative support at the Department Chair level. Job descriptions are currently being reviewed. In addition, Human Resources has conducted an audit of existing administrative support at the Dean and Division Chair levels.

5. Increase in internal leadership development opportunities

- The College is exploring the feasibility of an in-house leadership development training program that addresses both leadership and management elements required for Department Chair roles. In addition to considering in-house opportunities, the College will continue to offer external opportunities such as The Chair Academy, CiCan Leadership Development Institute, and Art of Leadership conference. An Educational Assistance policy has been drafted addressing financial assistance to employees to support career development needs.

6. Enhancement of online Leaders' Toolkit

- HR, in partnership with Communications and Marketing, has developed an online resource portal for all Langara leaders. The toolkit serves to orient leaders to their roles, facilitate their administrative tasks, and provide them with key resources and contact information. C&M is handling the final phase of review before formally launching the portal in the coming months. Once launched, the portal will be available on the HR website.

Thank you again for taking the time to respond to our survey; your feedback was invaluable and helped shape the recommendations above. We will continue to update you on our progress in the Fall.

Thank you,

Dawn Palmer
Vice-President, People Services and
Leadership Development Executive Sponsor – Senior Leadership Team