

# Leadership Development Program

## “Academic Leadership”

**John Boylan**  
Academic Administrative Manager

**October 30, 2018**

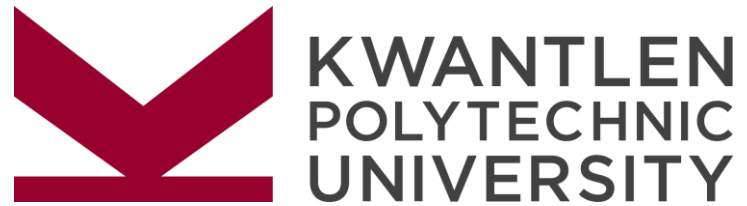


# Academic Leadership

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## The Office of the Academic Deans

- Who Are We?
- What Do We Do?
- What is Leadership?
- How is Leadership Woven Within Our Workplace?



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**SFU** SIMON FRASER UNIVERSITY  
THINKING OF THE WORLD  
FACULTY OF EDUCATION  
MASTER OF EDUCATION (MEd)  
Educational Leadership:  
Post-Secondary &  
Student Affairs

**Prosci**<sup>®</sup>  
Change Management Certification Program

**CHAIR** ACADEMY  
The Chair Academy  
Worldwide Leadership Development in Higher Education

 UNIVERSITY OF MANITOBA | Extended Education Programs

Certificate in University & College Administration (CUCA)

**LEAN**  **SENSEI**

  
**A Higher Learning**  
My Journey in the PIDP at VCC

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# 5 Faculties

# 8 Divisions



# 42 Departments

# 14 Support Staff

# What Do We Do?

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# Team A.S.S.I.S.T. 2020

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- A = Administrative Excellence
- S = Support & Service
- S = Streamline Processes
- I = Innovation & Integrity
- S = Systems & Technology
- T = Training & Teamwork

# Vision Statement

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To be the leading “House of Teachings” administrative team within the institution

# Mission Statement

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To provide **exceptional** administrative services to best support each department, in each of the Faculties, through collaborative conversations and continuous improvement while staying true to our institutional core values of:

excellence, collegiality, innovation, and integrity.

## ACADEMIC CONTACTS – September 1, 2018

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<b>DEAN, FACULTY OF ARTS</b> Julie Longo 5688				<b>DEAN, FACULTY OF SCIENCE</b> Gerda Krause 5469			<b>DEAN, FACULTY OF SOCIAL SCIENCES AND COMMUNITY PROGRAMS</b> Jacqueline Bradshaw 5749	<b>DEAN, FACULTY OF NURSING</b> Ann Syme 5615	<b>DEAN, FACULTY OF MANAGEMENT</b> Ian McBain 5984
AAM – Anne Dodds 5120				AAM – Felicia Lui 5141			AAM – John Boylan 5118	AAM – Bridget O'Donnell 5249	AAM – Bridget O'Donnell 5249
DEAN ASST – Yasmine Esmail 5542				DEAN ASST – TBD			DEAN ASST – Jane Li 5690	DEAN ASST – TBD	DEAN ASST – TBD
DEPT ASST – Kristen Kernaghan 5211				DEPT ASST – TBD			DEPT ASST – Vickie Le 5646 (Community Programs) DEPT ASST – Jaye Zhu 5978 (Social Sciences)	DEPT ASST – TBD	DEPT ASST – Jaye Zhu 5978 (Nutrition & Food Services)
DIVISION CHAIRS									
<b>CREATIVE ARTS &amp; INDUSTRIES</b> Darren Bernaerdt 5313	<b>HUMANITIES</b> Tess MacMillan 5391	<b>APPLIED SCIENCES</b> Ryan Cawsey 5752	<b>MATHEMATICS &amp; SCIENCES</b> Nora Franzova 5676	<b>COMMUNITY PROGRAMS</b> Jim Bowers 5434	<b>SOCIAL SCIENCES</b> Laura Cullen 5268	<b>NURSING</b> Wanda Pierson 5812	<b>MANAGEMENT PROGRAMS</b> Antonella Alves 5848		
DIV ASST – TBD 5005	DIV ASST – TBD 5005	DIV ASST – Susan Lee 5017	DIV ASST – Susan Lee 5017	DIV ASST – Karen Tam 5569	DIV ASST – Karen Tam 5569	DIV ASST – Kathy Anderson 5954	DIV ASST – Kathy Anderson 5954		
DEPARTMENT CHAIRS (DC) * ASSISTANT DEPARTMENT CHAIRS (ADC) * COORDINATORS (C)									
<p><b>DESIGN FORMATION</b> DC – Scot Geib 5033 ADC – Marcela Noriega 5529</p> <p><b>FILM ARTS</b> C – Jonas Quastel 5024</p> <p><b>FINE ARTS</b> DC – Stephanie Aitken 5316 ADC – Milos Campbell 5705</p> <p><b>JOURNALISM</b> DC – Effie Klein 5395 ADC – Francis Bula 5876</p> <p><b>PROFESSIONAL PHOTOGRAPHY</b> DC – Eric Stewart 2479</p> <p><b>PUBLISHING</b> C – Josue Menjivar 5432</p> <p><b>THEATRE ARTS</b> Artistic Dir – Kathryn Shaw 5493 Assoc Dir – David Hudgins 5508</p> <p><b>WEB &amp; MOBILE APP</b> C – Jason Madar 2426 Asst C – Jessica Ortega 2553</p> <p><b>MAKERSPACE</b> C – Philip Robbins 2444</p>	<p><b>ART HISTORY &amp; RELIGIOUS STUDIES</b> DC – Lynn Ruscheinsky 5405</p> <p><b>ENGLISH</b> DC – Kina Cavicchioli 5385 ADC – Kathleen Oliver 2114</p> <p><b>INTERDISCIPLINARY STUDIES PROGRAMS</b> DC – Jennifer Knapp 5481 <b>Canadian Studies:</b> C – Manisha Singh 5744 <b>Classical Studies:</b> C – Jennifer Knapp 5481 <b>Environmental Studies:</b> C – Andrew Egan 5714 <b>Family Studies:</b> C – Dan Nykon 5257 <b>Latin American Studies:</b> C – Jessie Smith 5788 <b>Peace &amp; Conflict Studies:</b> C – Lealle Ruhl 5392 <b>Women's Studies:</b> C – Nancy Pollak 5370</p> <p><b>MODERN LANGUAGES</b> DC – Stacey Collins 5903 ADC – Dolores Gambroudes 5912</p> <p><b>PHILOSOPHY</b> DC – Alex Boston 5414</p>	<p><b>COMPUTER SCIENCE &amp; INFORMATION SYSTEMS</b> DC – Bryan Green 5736 ADC – Joe Huang 5205 ADC – Kim Lam 5853 ADC – Jamie McKee-Scott 2013 <b>Academic Affairs:</b> C – Bryan Green 5736 <b>Student Affairs:</b> C – Kim Lam 5853</p> <p><b>KINESIOLOGY</b> DC – Brent Day 5993 ADC – KC Emerson 5753</p> <p><b>HEALTH SCIENCES</b> DC – Kenneth Naumann 5239</p> <p><b>ENGINEERING</b> C – Csilla Tamas 5790</p>	<p><b>BIOLOGY</b> DC – Ji Yang 5655 ADC – Chris Conway 2322</p> <p><b>CHEMISTRY</b> DC – Patricia Aroca-Ouellette 5358 <b>Science Literacy:</b> C – Nathan Jones 2348</p> <p><b>MATHEMATICS &amp; STATISTICS</b> DC – Eugene Li 5732 <b>Mathematics:</b> ADC – Eugene Belchev 5798 <b>Statistics:</b> ADC – Michael Lo 5730 <b>Student Success:</b> C – Robert Miller 5556 <b>Computer:</b> C – Csilla Tamas 5790 <b>Student Advisor:</b> C – Veda Roodal Persad 5784</p> <p><b>PHYSICS &amp; ASTRONOMY</b> DC – Bradley Hughes 5504</p>	<p><b>ABORIGINAL STUDIES</b> C – Justin Wilson 5989</p> <p><b>APPLIED PLANNING</b> C – Kathryn Nairne 5710</p> <p><b>CO-OP AND CAREER DEVELOPMENT CENTRE</b> DC – Heather Workman 5292</p> <p><b>CRIMINAL JUSTICE</b> DC – Melissa Roberts 5190</p> <p><b>EARLY CHILDHOOD EDUCATION</b> DC – Merle Viaud 5769 C – Andrea James 5764</p> <p><b>EDUCATION ASSISTANT</b> DC – Jennifer Erickson 5423</p> <p><b>LIBRARY &amp; INFORMATION TECHNOLOGY</b> DC – Diane Thompson 5862</p> <p><b>RECREATION STUDIES</b> DC – Erin Wilkins (604)649-4836 C – Yue-Ching Cheng 5276 C – Cyndy Chwelos 5683</p> <p><b>SOCIAL SERVICES</b> DC – Janet Douglas 5354 C – Jeanette Robertson 5178</p>	<p><b>ASIAN STUDIES</b> DC – Li Yu 5842</p> <p><b>ECONOMICS</b> DC – Lanny Zrill 5461</p> <p><b>GEOGRAPHY &amp; GEOLOGY</b> DC – Colin Mills 5909</p> <p><b>HISTORY, LATIN &amp; POLITICAL SCIENCE</b> DC – Paul Proserpi 5681 C – Niall Christie 5832</p> <p><b>PSYCHOLOGY</b> DC – Noushine Afshar 5246 ADC – Erin Skinner 5248 ADC – Ross Woolley 5866</p> <p><b>SOCIOLOGY &amp; ANTHROPOLOGY</b> DC – Sandra Enns 5720 C – Gordon Roe 5719</p>	<p><b>NURSING</b> DC – Yujin Lim 2430 <b>Placements:</b> ADC – Kelly Hughes 2420 <b>Curriculum:</b> ADC – Janine Lennox 2429 <b>Students:</b> ADC – Asha Kooner 5150 <b>Faculty:</b> ADC – Lysbeth Cunada 2428 <b>International:</b> ADC – Myra Percy 2104 <b>NSC:</b> ADC – Yujin Lim 2430 <b>DILL:</b> C – Myra Percy 2104 <b>Faculty Mentoring:</b> C – Ro Ofreneo 2236</p>	<p><b>FINANCIAL MANAGEMENT &amp; BUSINESS COMPUTER APPLICATIONS</b> DC – Shonna Reynolds 2353 ADC – Grant Mowbray 2476 <b>BCAP:</b> C – Phil Mentacos 5858</p> <p><b>BUSINESS MANAGEMENT &amp; INTERNATIONAL BUSINESS</b> DC – Don Hill 5371 ADC – Gayle Hayashi 5854 C – Nina Winham 2496</p> <p><b>MARKETING MANAGEMENT</b> DC – Tomo Tanaka 2614 ADC – TBA <b>Digital Marketing:</b> C – Rochelle Grayson 2297</p> <p><b>NUTRITION &amp; FOOD SERVICE MANAGEMENT</b> DC – Monica Molag 5474</p>		



# The Work We Do



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# EMPLOYMENT AGREEMENT

## 1. AGREEMENT TO EMPLOY AND BE EMPLOYED

Employer hereby employs employee as \_\_\_\_\_ at above-mentioned premises, and employee hereby accepts and agrees to such employment.

## 2. DESCRIPTION OF EMPLOYEE'S DUTIES

Subject to the supervision and pursuant to the orders, advice, and direction of employer, employee shall perform such duties as are customarily performed by one holding such position in other businesses or enterprises of the same or similar nature as that engaged in by employer. Employee shall not render such other and unrelated services and duties as may be demanded of him from time to time by employer.

## MANNER OF PERFORMANCE OF EMPLOYEE'S DUTIES

Employee shall at all times faithfully, industriously, and to the best of his ability, experience, and talent, perform all duties that may be required of him.



14. BINDING EFFECT OF AGREEMENT  
This agreement shall be binding on and enforceable by the respective parties and their successors, and assigns.



# TYPES OF CONTRACTS

- Term
- Regular in Temporary Vacancy
- Three-Year Regular
- Continuing

## UNITS = SECTIONS

- 4/4 Full-Time
- 3/4
- 1/2
- 1/4

## CONTRACT EXAMPLE: 6 MONTHS

- 4 Months = Teach (ECON 1100)
- 2 Months =
  - 22 Days: Vacation
  - Remainder: Non-Instructional Duties



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# New Hire Orientation **TOOLKIT**

**Includes: 8 Essential Resources  
3 Starter Tools**

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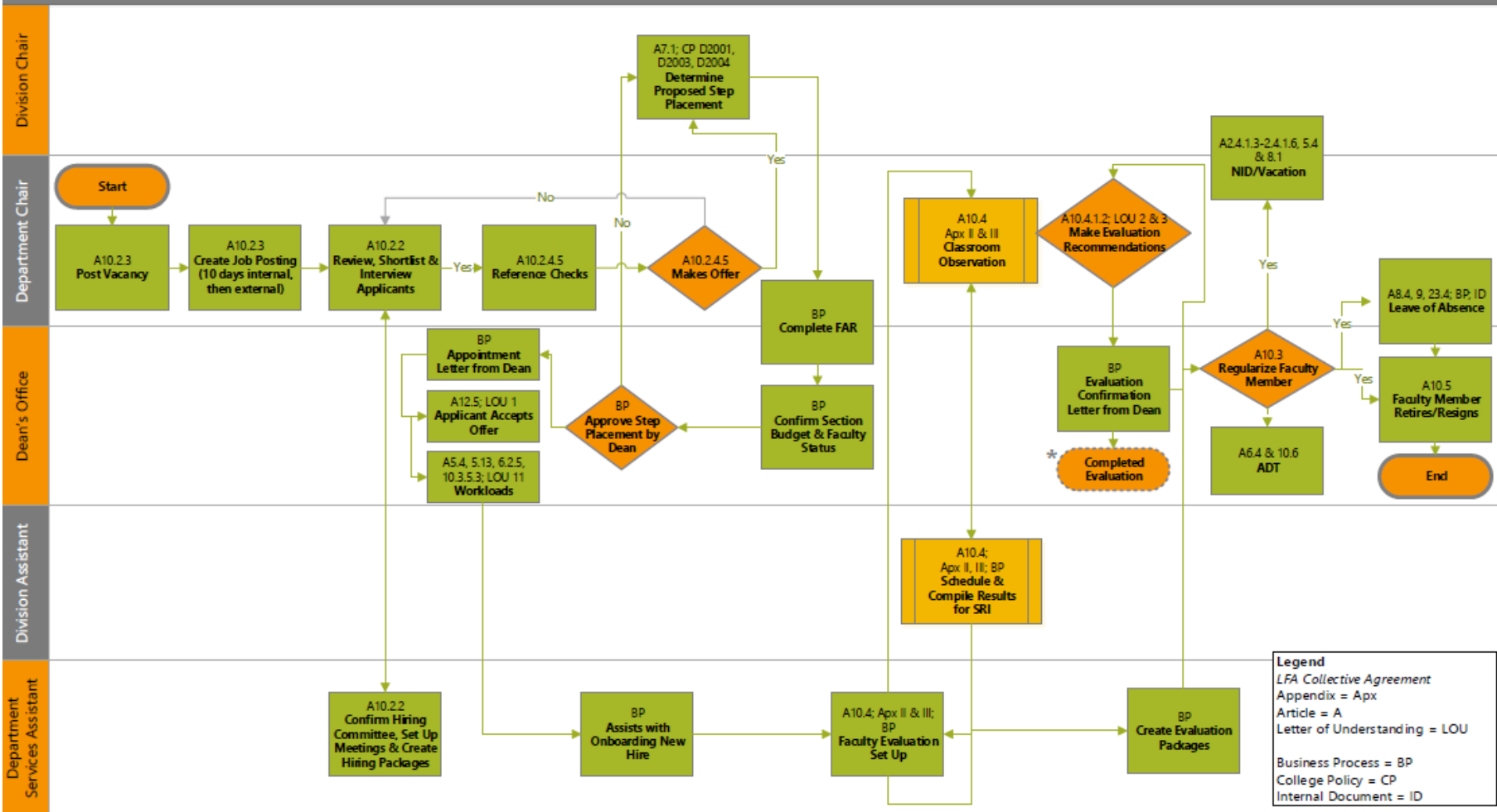
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\* Ongoing until Faculty Member is on Continuing Contract

**Legend**  
 LFA Collective Agreement  
 Appendix = Apx  
 Article = A  
 Letter of Understanding = LOU  
  
 Business Process = BP  
 College Policy = CP  
 Internal Document = ID



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# LEADERSHIP

*A true leader is a person who understands the organization's purpose and identifies and recognizes who the followers are.*

Hitoshi Yamada

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# WHAT IS LEADERSHIP?

Leadership is both a research area and a practical skill encompassing the ability of an individual or organization to “lead” or guide other individuals, teams, or entire organizations



## LEADERSHIP

## MANAGEMENT

**ROLE**

Visionary /  
Strategic Thinker

Enterprise Builder /  
Productivity Expert

**FOCUS**

Define Purpose /  
Set Direction

Nurture Organizational Structure /  
Establish Systems and Processes

**APPROACH**

Create a Mission Statement

Deliver on the Mission Statement

**METHODOLOGY**

Evaluate Strengths, Needs  
and Marketplace

Organize Teams, Plan Budgets,  
Set Timelines and Maintain Quality

**STYLE/TONE**

Inspire People /  
Foster Commitment

Develop Talent /  
Solve Problems

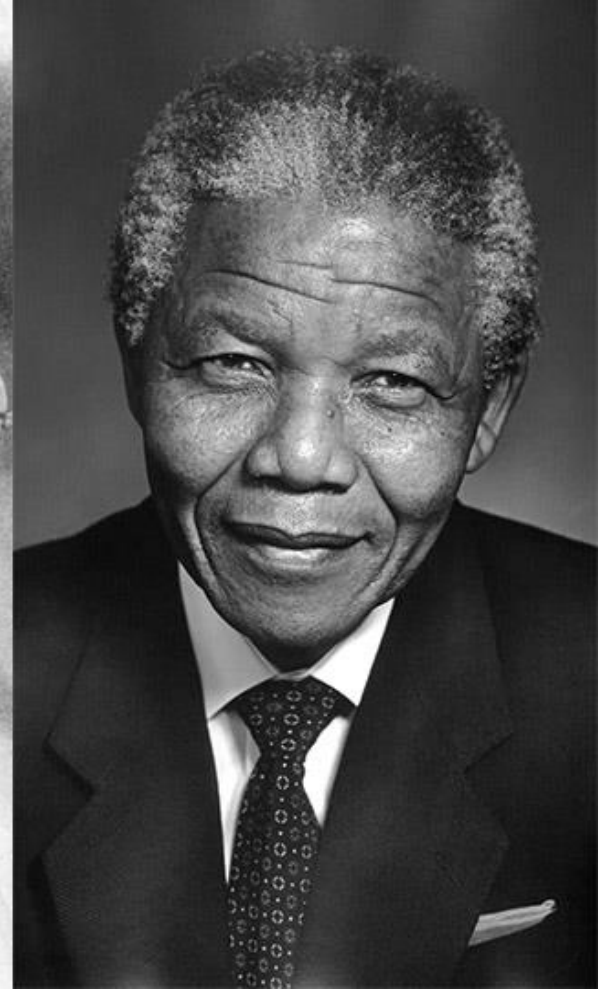
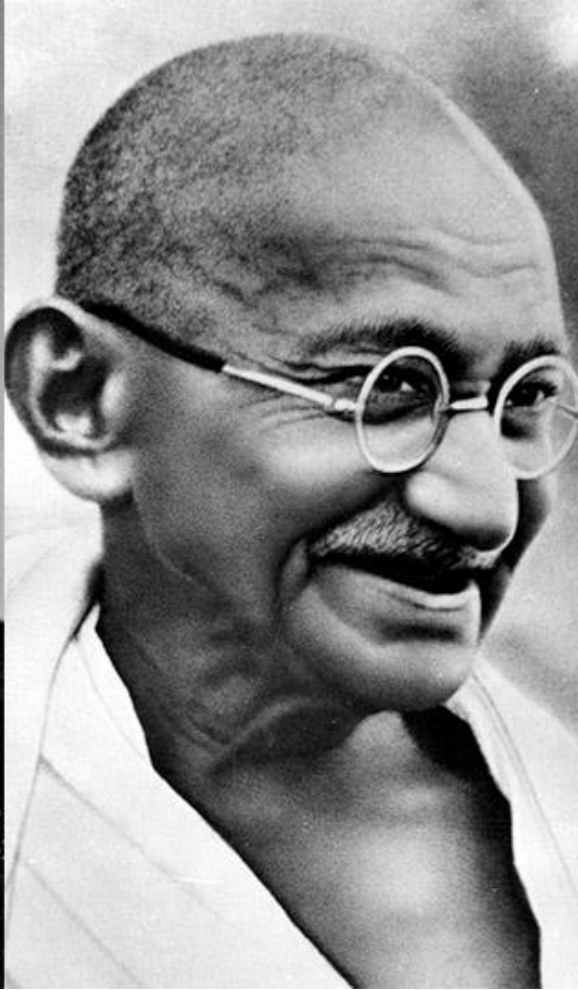
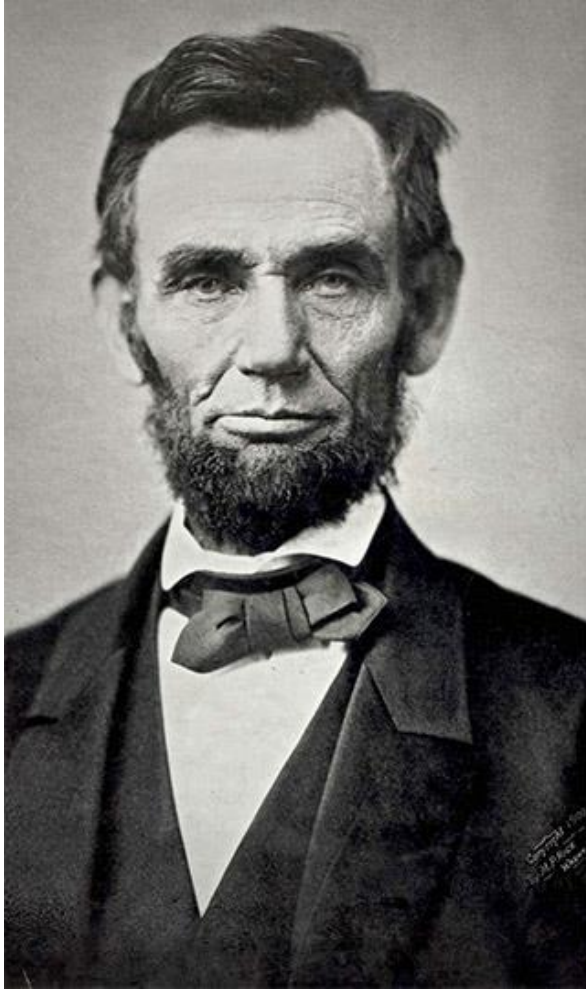
**OUTCOME**

Reach Long-Range  
Goals and Objectives

Manage Projects  
Effectively and Efficiently

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“It is not the position that makes  
the leader, but the leader who  
makes the position.”

- Stanley Huffy

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Two green pears with brown stems are positioned on either side of the text. The pears are fresh and have some water droplets on their skin. The text is centered between them in a black, typewriter-style font.

Think  
Pair  
Share

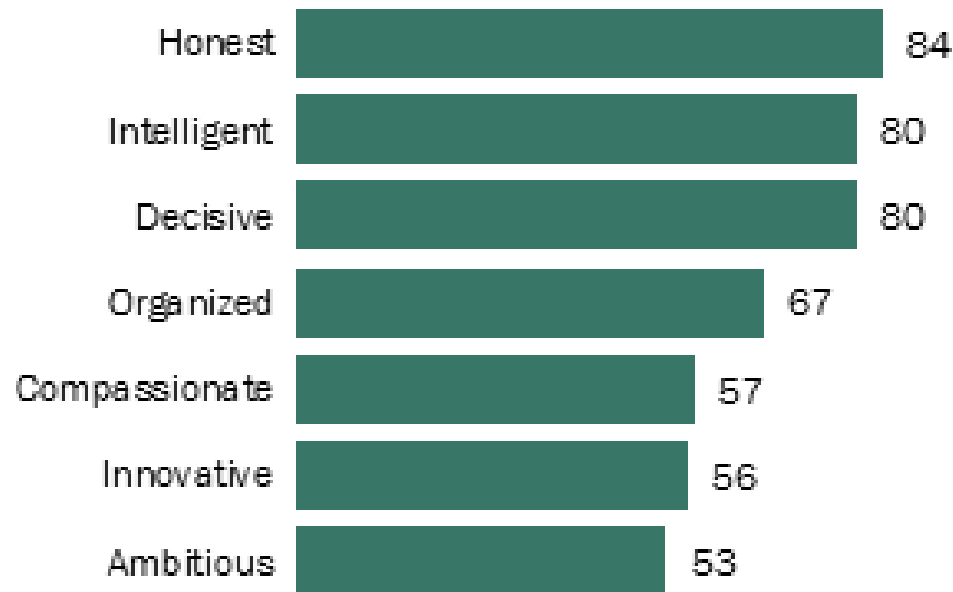
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## Which Leadership Traits Matter Most?

*% saying it is absolutely essential for a leader to be ...*



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q25a-g

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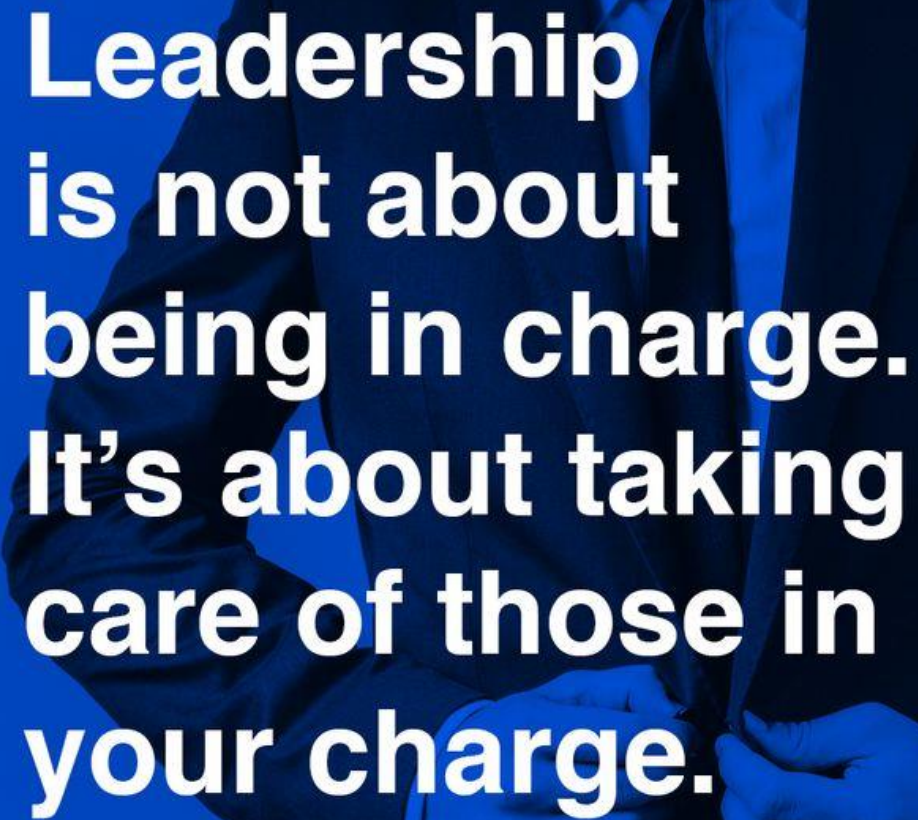


LEADERSHIP IS NOT A  
POSITION OR A TITLE,  
IT IS ACTION AND  
EXAMPLE

- Unknown

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**Leadership  
is not about  
being in charge.  
It's about taking  
care of those in  
your charge.**

SIMON SINEK

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## AUTOCRATIC



↓  
Do 'X'



Coach makes all of the decisions

## LAISSEZ - FAIRE



↓  
Do 'X' or 'Y' as you see fit



Limited input from the coach

## DEMOCRATIC



↓  
Which is best, 'X' or 'Y'?



↑  
Shared decision making with the coach



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The role of a  
**GREAT LEADER**  
is not to give  
greatness to  
human beings, but  
to help them extract  
the greatness  
they already have  
inside them.

- J. Buchan

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# REFLECTION:

Looking Back

and Looking Forward



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# Academic Leadership – Summary

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Who We Are

What We Do

Leadership & Styles

Examples in The Office of The Academic Deans

Reflecting & Looking Ahead

A word cloud of various names in white and grey text, arranged in a roughly heart-like shape on a black background. The names are of various lengths and orientations, creating a dense, textured effect.

TRUE LEADERS  
DON'T CREATE  
FOLLOWERS,  
THEY CREATE  
MORE LEADERS

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# Thank You

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