

VPAC Training and Development for Academic Leaders



Academic Leaders Initiative (ALI)

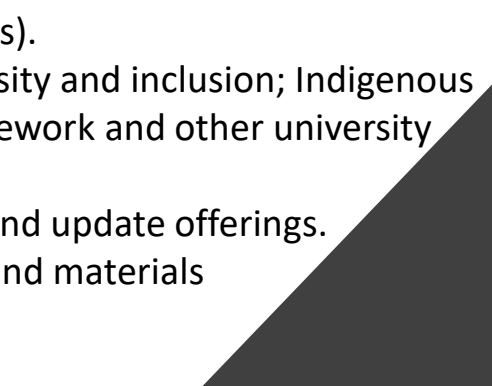
The University of Victoria recognizes the critical contributions of academic leaders in moving forward the university's mission and strategic priorities. We are grateful for those who agree to serve in this capacity and endeavour to provide support, guidance and resources that will equip leaders to lead knowledgeably and well.



Our programs of orientation and development for Academic Leaders aim to:

- help Academic Leaders build a strong foundation which enables them to lead well in the UVic context.
- highlight and enliven UVic values and priorities which should inform our academic and operational work.
- provide orientation to resources, policies and processes relevant to the work of Academic Leaders.
- root Academic Leaders in a supportive network and community to inspire a shared vision and enable collaboration, idea-sharing and peer support.
- encourage leaders to build personal insight and enhance leadership competency.
- foster strategic thinking and action, which allows for advancement and innovation in balance with the university's risk tolerances.

We achieve this by:

- providing programming that is agile and responsive to feedback.
 - engaging Academic Leaders in the design and delivery of the program(s).
 - ensuring offerings engage with the key themes related to equity, diversity and inclusion; Indigenous reconciliation and decolonization; systems-thinking; the strategic framework and other university priorities, and UVic's Academic Leader Competencies.
 - critically evaluating and reiterating annually to continuously improve and update offerings.
 - offering workshops in multiple formats, and making resources, tools, and materials readily accessible
 - creating opportunities for leadership coaching and mentoring.
- 

Partners

Acronym	Full Name
VPAC	Vice-President Academic Office
HR-ODLS	Human Resources – Organizational Development and Learning Services
EQHR	Equity, Diversity, Inclusion and Human Rights
AMBIT	Ambit Gender Diversity Consulting
IACE	Indigenous Academic and Community Engagement
SWC	Student Wellness Center
UC&M	University Communications and Marketing
VPER	Vice-President External Relations
LIFE	Lifeworks (previously Morneau-Shepell)
SYST	University Systems
GRAD	Faculty of Graduate Studies
PRIVACY	Privacy and Access to Information Office

Academic Leaders Initiative - Strands

Strong Foundations

What do I need to know first?

Informed Leader

How do I engage with UVic processes and systems?

Effective Leader

How do I enhance my ability to lead people well?

Strategic Leader

How do I best support and advance the priorities and initiatives of my academic unit and the university?

Knowledge Leader

How do I build my understanding of best leadership practices?

Community Leader

How do I engage with and support other UVic leaders?

Academic Leaders Initiative

BOLD indicates existing content, Regular indicates 'in development'

Foundation	New Academic Leaders Orientation	VPAC	The Collective Agreement (for faculty and librarians)	VPAC	Orientation to Academic Planning and Curriculum Review	VPAC	Indigenous Cultural Acumen Training (ICAT)	IACE	THINK PRIVACY training	PRIVACY
	1:1 Orientation with VPAC	VPAC	Equity, Diversity, Inclusion & Human Rights: A Leader's Lens	EQHR	Workplace Bullying and Harassment Prevention	OHSE	Preventing and Responding to Sexualized Violence	EQHR	Academic Resource Planning at UVic*	VPAC
Informed	Supporting and Evaluating Faculty Performance	VPAC	Best Practices in Faculty Recruitment	VPAC	Tenure and Promotion Processes & Best Practices	VPAC	Risk Management and Incident Response	VPAC +	Academic Leaders' Portal (resources and templates)	VPAC
	Faculty/Librarian Medical Accommodation	VPAC	Student Academic Accommodation	VPAC	Leaves and Vacation Under the Collective Agreement	VPAC +	Increasing Equity in Decision Processes for ARPT Committees	EQHR/VPAC	Software Training: Microsoft Teams, Zoom, BrightSpace etc.	SYST
Effective	Leading for Engagement CORE ELEMENTS: 1. Lumina Leader (trait analysis) 2. 360 assessment, debrief 3. Creating a Culture of Engagement 4. Indigenous Leadership Perspectives 5. Appreciative Leadership 6. Leading Inclusive Teams 7. Emotional Intelligence <i>*Sessions marked with asterisk are accepted electives for L4E</i>		Navigate Conflict as UVic Leader*	HR-ODLS	Recognize Employees*	HR-ODLS	Facilitating Effective Meetings for Academics	VPAC	Mental Health Literacy Program	SWL
			(Staff) Performance Development Conversations*	HR-ODLS	Build Teams that Flourish*	HR-ODLS	Plan and Delegate Work*	HR-ODLS	Enhancing Conflict Competencies	EQHR
			Lead Teams: 1. Systems Thinking* 2. Lead Change*	HR-ODLS	Labour Relations Best Practices for Supervisors (of Staff)*	HR	External Review of Academic Units	VPAC	Your Career as an Academic Leader: What's Next?	VPAC
			Lead Teams: 3. Strategic Planning* 4. Lead Collaboration*	HR-ODLS	Graduate Supervision: Practices, Policies, Procedures	GRAD	Role of Academics in Fundraising and Alumni Relations	VPER	Supporting Community Engaged Scholarship in Your Unit	VPAC
Knowledge	Valuing and Evaluating Indigenous Academic Work	VPAC	Communications and Media Relations for Academic Leaders	UC&M	Gender Diversity on Campus	VPAC	Anti-Racism Training for Academic Leaders	EQHR	For more learning opportunities go to: Learning Central	
	Taming your Email Inbox	VPAC	Stress Reduction Toolbag	LIFE	Transform Difficult Conversations	HR-ODLS	External Academic Leader Development Opportunities (VPAC Cost-sharing program)	AMBIT		
Community	Associate Deans' Luncheons	VPAC	Chairs & Directors Term Meetings	VPAC	Deans' Collaborative	VPAC	Academic Leader "Drinks & Discourse" Series	VPAC	Academic Leaders Retreat	VPAC

New Academic Leader Orientation







VPAC

Session Description:

New Academic Leader Orientation – August 24th 9:00-12:45 pm
Join us for this annual and critical orientation for new Academic Leaders. New leaders will have an opportunity to meet new colleagues from across campus as well as participate in discussion with UVic's executive team with time to answer any questions you may have.

**AGENDA linked in Session Materials*

Audience: All New Academic Leaders

	When? August 24		How Long? 9:00 AM – 12:45 PM
	How? At the UClub		Obligation? Mandatory
	Link: Click to Register		Information: Session Materials

1:1 Orientation with Vice-President Academic

VPAC

Session Description:

Meet the Vice-President Academic and Provost, the Associate Vice President of Faculty Relations and your designated Faculty Relations Consultant to gain a better understanding of UVic's expectations of its leaders, your role in strategic initiatives and priorities, leadership development opportunities, and contact information for important resources and supports.

**This session will be scheduled on your behalf.*

Audience: All New Academic Leaders

	When? Scheduled Individually		How Long? 1 hour
	How? In Person or Zoom		Obligation? Mandatory
	Link:		Information: Session Materials

Faculty and Librarian Collective Agreement Overview for Leaders

VPAC

Session Description:

In this session the Office of Faculty Relations will give a broad overview of the Collective Agreement and identify leaders and faculty's particular obligations under it, particularly those related to appointment, reappointment, promotion and tenure/continuing appointment processes.

Audience: All Academic Leaders



When?

Nov. 9



How Long?

1.5 hours
11:00-12:30



How?

Zoom



Obligation?

Recommended



Link:

[Click to Register](#)



Information:

[Session Materials](#)

Equity, Diversity, Inclusion and Human Rights: A Leader's Lens

EQHR

Session Description:

Check back soon, this session is under construction.



Audience: All Academic Leaders



When?

January 2022



How Long?

2x2 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to Register](#)



Information:

[Session Materials](#)

Orientation to Academic Planning and Curriculum Review

VPAC

Session Description:

This session will introduce you to the portfolio of the AVP, Academic Planning and engage you in discussion of key responsibilities and processes related to academic planning and program quality and review.

For more information on External Review of Academic Units → [CLICK HERE](#)

Audience: All Academic Leaders



When?

November
16, 2021



How Long?

1.5 hours
9:00-10:30



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Workplace Bullying and Harassment Prevention

OHSE

Session Description:

Employees: A required course for all UVic employees (staff, faculty, leaders) under WorkSafeBC legislation. The goals are to educate the campus community about our roles and responsibilities under UVic Policy GV0205 and WorkSafeBC Policies, and how to help prevent and address bullying, harassment and discrimination in the workplace.

Supervisors: This is a course for supervisors to learn how to address bullying and harassment complaints in the workplace and effectively navigate [UVic's Discrimination and Harassment Policy \(GV0205\)](#).

Audience: All Academic Leaders (note: this session is available to all employees via [Enroll Employees](#))



When?

August 2021



How Long?

1 hour



How?

Online



Obligation?

Mandatory



Link:

[Enroll
Employees](#)



Information:

[Session
Materials](#)

[Supervisors](#)

Indigenous Cultural Acumen Training (ICAT)

IACE

Session Description:

Gain a broader understanding of Indigenous peoples, issues, colonialism, and education here in Canada. Increasing Indigenous Cultural Acumen includes taking responsibility, developing skills, and changing mindsets. It involves asking ourselves, “What am I going to do differently based on what I know now?” and “What will you and your unit do moving forward?” The first module of the Indigenous Cultural Acumen Training (ICAT) is designed to offer foundational information about the colonial context (historical and current) of Indigenous people in Canada to all members of the university community (students, student leaders, staff, faculty, and executive).

Audience: All Academic Leaders



When?
Multiple
Times



How Long?
2 hours



How?
Online



Obligation?
Mandatory



Link:
[Click to
Register](#)



Information:
Session
Materials

Preventing and Responding to Sexualized Violence

EQHR

Session Description:

This session provides information about how to identify sexualized violence, how to respond to a disclosure, where to get support, and importantly, how to prevent sexualized violence. The live webinar provides important prevention and response information, which is paired with a learning package that groups can use independently to deepen their learning. The in-person workshop is interactive, with a mix of images, films, and discussions aimed at gaining a deeper insight into this important workplace concern. Participants will leave both with practical advice and sentence starters for what to do when confronted by sexual harassment or behaviour that appears to “cross the line”.

Audience: All Academic Leaders (note: This session is available to all employees via [Learning Central](#))



When?
October 5,
2021



How Long?
1.5 hours
10:30-12:00pm



How?
Zoom



Obligation?
Recommended



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Session Description:**New Employee Orientation:**

If you are a new employee, you are expected to complete introductory self-paced online privacy, records management and information security training. [Learn more](#)

Annual Staff Training:

If you are a staff member with access to personal information through systems such as Banner and FAST, you are expected to complete self-paced online privacy, records management and information security training on an annual basis.

[Learn more](#)

**Academic leaders should complete both short courses.*

Audience: All Academic Leaders

**When?**

August

**How Long?**

1 hour

**How?**

Online

**Obligation?**

Mandatory

**Link:**
[Click to
Enroll](#)
**Information:**
[Session
Materials](#)

Academic Resource Planning at UVic

VPAC

Session Description:

Watch this video series to gain a foundational understanding of Budgets and Academic Resource Planning at UVic:

[**Introduction to UVic Budgets and Academic Resource Planning for Academic Leaders.**](#)

As a next step, you are welcome to attend a follow-up session hosted by Human Resources on January 12, 2022.

**When?**January 12,
2022**How Long?**2 hours
10:00-12:00**How?**

Online

**Obligation?**

Recommended

**Link:**
[Click to
Register](#)
**Information:**
[Session
Materials](#)

Audience: Chairs, Directors, Associate Deans

Supporting and Evaluating Faculty Performance

VPAC

Session Description:

This session will provide an overview of best practices in faculty support and mentorship, together with discussion of challenges in faculty performance evaluation in career progress review and salary adjustment processes.

Pre-requisite: [The Collective Agreement \(for Faculty and Librarians\)](#)

Audience: All Academic Leaders



When?

January 18,
2022



How Long?

2 hours
2:30-4:30pm



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Faculty and Librarian Medical Accommodation

VPAC

Session Description:

Access this interactive online, asynchronous course to gain valuable information on managing Sick Leave, Long Term Disability, Return to Work, and Medical Accommodations for Faculty and Librarians, in accordance with best practice and the Collective Agreement.

Individual case support can be accessed through your Faculty Relations Consultant and Work Life Consultant.

Audience: All Academic Leaders



When?

Ongoing
Access



How Long?

1 hour



How?

Online



Obligation?

Recommended



Link:

[Click to
Enroll](#)



Information:

[Session
Materials](#)

Best Practices in Faculty Recruitment

VPAC

Session Description:

This workshop will offer a discussion of best practices on recruitment strategies and processes, including issues related to immigration, employment equity expectations and preferential and limited hires. Any department or school that is anticipating or undertaking faculty recruitment should send at least one faculty member to this required workshop. Participation of the Committee Chair is strongly encouraged.

Audience: All Academic Leaders



When?

October 21,
2021



How Long?

2 hours
2:00-4:00



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Student Academic Accommodation

VPAC

Session Description:

This session provides an overview of the revised policy AC1205 (Academic Accommodation and Access for Students with Disabilities) and the obligations of the university to provide Academic accommodation, as distinct from academic concessions. Participants will gain an overview of supports and services for students with disability and for instructors.

Audience: All Academic Leaders (Note, this session is also available for Instructors via [Learning Central](#))



When?

February
2021



How Long?

1.5 hours



How?

Online



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Promotion and Tenure/Continuing Appointment Process and Best Practices

VPAC

Session Description:

This workshop will be an opportunity to review process and best practices in administration of the promotion and tenure/continuing appointment process under the Collective Agreement, including; committee formation and function, application preparation; reference practices, administrative deadlines, recommendation writing, and the review process. Process challenges will be identified and discussed.

Audience: Deans, Associate Deans, Chairs, Directors and Directors of Administration



When?

September
17, 2021



How Long?

1.5 hour
11:00-12:30



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Joint Tenure and Promotion Workshop for ARPT Committee Members

VPAC & FA

Session Description:

Hosted jointly by the Office of Faculty Relations and Academic Administration and The UVic Faculty Association, this workshop invites a group of experienced panelists to discuss best practices and common challenges in assessment of academic files, critical considerations in equitable evaluation, and “pitfalls and proclivities” to avoid.

Audience: ARPT Committee Members



When?

2022/23



How Long?

1.5 hours



How?

Zoom



Obligation?

Optional



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Leaves and Vacation Under the CA

VPAC

Session Description:

Access this interactive online guide to gain valuable information regarding Leave entitlements and processes as dictated in the Faculty and Librarian Collective Agreement. This guide can be accessed at any point and navigated freely according to your specific needs or interests.

Audience: All Academic Leaders (note: This session is available to all faculty and librarians via Click to Enroll)



When?
Ongoing
Access



How Long?
Self-guided



How?
Online



Obligation?
Recommended



Link:
[Click to
Enroll](#)



Information:
[Session
Materials](#)



Risk Management and Incident Response

VPAC

Series of 2 Sessions for Academic Leaders

Session 1: At-Risk Behaviour and Incident Response (Zoom scheduled)

This live session is an introduction to identifying “at-risk behavior” and engaging in incident response. It will provide essential information regarding roles and responsibilities in recognizing distress and at-risk behaviour for students, staff, faculty and librarians, engaging in appropriate risk and incident response processes, and building an awareness of supports and resources you can access. Being an informed leader can help mitigate risk and reduce harm to involved parties and the university.

Session 2: Enterprise Risk Management (Online)

As an academic leader it is integral to understand your role in Enterprise Risk Management as it relates to the activities of your academic unit. Access this online course to deepen your knowledge of UVic’s risk register and risk tolerances, internal audit process and services, and legal considerations in the context of Enterprise Risk Management.

Audience: All Academic Leaders



When?
TBD 2022



How Long?
2 hours



How?
Zoom &
Online



Obligation?
Mandatory



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Increasing Equity in Decision Processes for ARPT Committees

EQHR/VPAC

Series: 1 of the Four Stage Engagement Model

Session 1 Description:

This course supports participants in integrating equity, diversity, inclusion (EDI) and anti-racism within faculty selection and evaluation decision-making processes at UVic. First, a model positions inequity within individual, interpersonal and structural and institutional systems and highlights research showing the needed change to achieve equity. The course then explores how biases produce inequitable measures of fit, excellence (merit) and criteria, and skew selection and evaluation processes. The course then reviews practical strategies to promote more inclusive ARPT processes at UVic so that participants can support the creation of a more equitable institution.

Audience: All Academic Leaders (note: This session is mandatory for all persons serving on ARPT Committees. Renewal every 3 years)



When?
September
2021



How Long?
1.5 hours+



How?
Online



Obligation?
Mandatory



Link:
[Click to
Enroll](#)



Information:
[Session
Materials](#)

Increasing Equity in Decision Processes for ARPT Committees

EQHR

Series: Sessions 2, 3, and 4 of the Four Stage Engagement Model

Session Descriptions:

Session 2 of 4: ARPT Committee training on complex decision scenarios (in development)

Session 3 of 4: Implementing practices to advance equity (in development)

Session 4 of 4: Additional training for committee chairs (in development)



When?
TBD Series



How Long?
TBD



How?
In Person
or Zoom



Obligation?
Mandatory



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Audience: All Academic Leaders (note: These sessions will be mandatory for members of ARPT Committees)

Academic Administrators' Portal

VPAC

Session Description:

This portal has been developed and curated specifically for Academic Leaders and their administrators to enable access to tools and templates, standards of practice, how-to guides and all the leadership training and professional development material available through the Office of Faculty Relations and Academic Administration. You will be added to the portal upon commencement of your appointment. You will need to sign in with your NetLink ID. Information on the portal is not to be shared with people without authorized access.

Contact VPAC Training and Development Manager for access or more information:
vpactraining@uvic.ca.

Audience: All Academic Leaders



When?

Ongoing
Access



How Long?



How?

Online



Obligation?

Mandatory



Link:

Click to
Access



Information:

Session
Materials

Software Training

Systems

Session Description:

University Systems, along with Learning and Teaching Support and Innovation (LTSI), offer multiple learning opportunities, recordings, and resources to support faculty and academic leaders in effective navigation and use of fundamental technology platforms.

[Microsoft Teams and OneDrive: Getting Started Resource Documents](#)

[Zoom: Zoom Training Recordings](#)

[Brightspace Learning Management System: Teach Anywhere](#)

[Learning Technology Ecosystem \(LTE\): Teach Anywhere](#)

[University Systems Service Catalog](#)

Audience: All Academic Leaders (note: These sessions are available to all employees via the links above)



When?

Ongoing
Access



How Long?



How?

Online



Obligation?

Optional



Link:

Click to
Enroll



Information:

Session
Materials

Navigate Conflict as a UVic Leader

HR-ODLS

Session Description:

During this session participants will explore their personal relationship with conflict, its origins and patterns that influence how they “show up” when conflict arises. Participants will identify their mental models of leading through conflict to become aware of the impacts of their reactions/actions on others and consider ways to address personal reactions in conflict, in order to lead others through conflict from a place of presence. We will practice the 5 steps of a framework to navigate the difficult conversations arising through conflict.

Audience: All Academic Leaders



When?
November
24, 2021



How Long?
2x2 hours



How?
Zoom



Obligation?
Recommended



Link:
[Click to
Register](#)



Information:
Session
Materials

Performance Development Conversations (with staff) – Manage People

HR-ODLS

Session Description:

Engage in rewarding performance conversations that provide employees with strengths-based performance development feedback.

Having rewarding performance conversations with your employees takes planning, skill and confidence. Engaging in these conversations effectively has many benefits for you as a supervisor, the people on your team, and the entire organization.

In this course you will be introduced to UVic's Performance and Development Cycle for staff and use strategies and tools to draw upon to support your employees through each of the three steps in the cycle. Strategies explored will include setting meaningful goals, adopting a coaching/appreciative mindset, giving effective feedback and responding to defensiveness. This is an essential course to have in your "supervisor's toolkit" to contribute to the growth of your employees, your team and the organization



When?
January
2022



How Long?
2x2 hours



How?
Zoom



Obligation?
Recommended



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Audience: All Academic Leaders leading staff

Recognize Employees – Manage People

HR-ODLS

Session Description:

Knowing how and when to recognize people on your team is an essential part of successful employee engagement. Recognition is a varied and ongoing process that can involve both formal and informal activities. Many of these are easy to implement on a frequent basis with your team. In this workshop we will discuss the various forms of recognition and how to implement them. We will review the key principles of recognition along with the guidelines and policies to follow when rewarding employees. This workshop will also explore the different languages of appreciation and will examine the individual recognition preferences that can co-exist within a team. We'll give you the opportunity to assess your own habits when it comes to recognizing your team and help you develop a regular recognition practice. Come prepared for an interactive session using UVic's Recognition Toolkit that will get your ideas flowing on how to increase your team morale, improve engagement, and promote long-term success through recognition and appreciation.

Audience: All Academic Leaders



When?

September
27-28



How Long?

2x2 hours
9:00-11:00



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Build Teams that Flourish – Lead Teams

HR-ODLS

Session Description:

Build great teams around purpose, structures and relationships focusing on the strengths and diversity of employees. Leaders in any organization want to be able to build and develop an engaged team, one where people are excited to be at work and are working well together. But how do you do that? And what tools can you use to help your team get there?

In this workshop, we'll talk about what an engaged team looks like and give you concrete strategies that you can implement with your team to help them perform well together. We will discuss team relationships; the evolution of teams and what teams need at different stages of their development from their leader. You'll have a chance to share with your peers the successful team development strategies you've used as well as gain insights from others as to how you can be even more effective. You'll learn about the elements necessary to create a high-performing team and begin work on a team development plan to put into action after the session.

Audience: All Academic Leaders



When?

November
2021



How Long?

2x2 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Facilitating Effective Meetings for Academics

VPAC

Session Description:

This hands-on workshop will offer the nuts and bolts of running an effective meeting for academics by providing some practical tools that can be immediately applied. It will enable you to assess if a meeting should be held and the most efficient platform. This session will run through the steps and processes involved in setting up an effective meeting through practical case studies and examples to respectfully manage difficult meeting situations

Audience: All Academic Leaders

**When?**

February 1,
2022

**How Long?**

1.5 hours
10:30-12:00

**How?**

Zoom

**Obligation?**

Recommended

**Link:**

[Click to
Register](#)

**Information:**

[Session
Materials](#)

Plan and Delegate Work – Manage People

HR-ODLS

Session Description:

Plan and delegate the work of your team to align with department and university goals. Help your employees to see the connection between their daily work, the larger departmental planning processes and goals, and the overall strategic priorities of the university, so that employees can see how their contributions align and connect to the greater whole. Learn to collaboratively map the work of the team, assign responsibility and hold each other accountable using various tools and models. Discover the spectrum of delegation and associated tactics in order to select the appropriate level of oversight for the work of your team.

Audience: All Academic Leaders

**When?**

November 9,
10

**How Long?**

2x2 hours
9:00-11:00

**How?**

Zoom

**Obligation?**

Recommended

**Link:**

[Click to
Register](#)

**Information:**

[Session
Materials](#)

Mental Health Literacy Program

SWC

Session Description:

As a key component of the university's Student Mental Health Strategy, training opportunities on student mental health are being offered through the UVic Student Mental Health Literacy Program (SMHLP) for leaders, faculty, sessional instructors, teaching assistants, and staff.

This session will provide up-to-date training on key areas of mental health, such as how to:

- recognize early warning signs for people experiencing difficulties;
- recognize when someone may be in distress;
- support and refer students or staff who are at-risk or in distress; and
- refer people to appropriate resources, on or off campus.

This session is responsive to current needs or requests. If you have questions, contact smhtraining@uvic.ca.

Audience: All Academic Leaders (note: available to all employees via Learning Central or smhtraining@uvic.ca)



When?

October 26,
2021



How Long?

2 hours
11:00-12:30pm



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Enhancing Conflict Competencies

EQHR

Session Description:

Conflict occurs in all human relationships. It is evident in our social interactions, workplaces and in our faculty. This course examines the dimensions of conflict, including diverse perceptions, personal experiences, worldviews, and power stations and privilege. "How can interdependent people address conflict intertwined with identity, power, and worldviews? How can contested issues be navigated when multilayered cultural dynamics, painful histories and negative attributions are part of the picture? Whose 'common sense' and ways of seeing can be used in analysis and intervention when trust is damaged and processes for engaging conflicts are contested?"

This course is designed for leaders and faculty looking for ways to develop enhanced conflict competencies (attitude, process and skills). Interactive and practical in nature, this course caters to multiple learning styles and emphasizes skills and process development, connecting theory to practice using experimental methods.

Audience: All Academic Leaders (note: available to faculty via (insert link))



When?

January 25,
1:00-3:00



How Long?

2 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Leading For Engagement (L4E)

HR-ODLS


PROGRAM SUMMARY The L4E program is designed to bring leaders through a process of self exploration and learning about leadership, intended to stretch people, and foster a cohort of colleagues with whom they can reflect on the leadership journey. Building on participants' individual perspectives about leadership and leadership approaches; the L4E program uses a 360-degree feedback tool, self-assessments, peer team feedback, and cohort-based experiential learning to support learners in applying various mind sets, skills and tools to engage teams in ways that are collaborative, inclusive and aligned with UVic's values and strategic mission.

The program offers both Core and Elective content primarily delivered (this year) in short online synchronous sessions. Participants are auto-registered for the Core content, which shares important information specific to UVic's culture and strategic priorities and is exclusively available to the current L4E cohort. Electives focus on developing leadership skills in areas of need and interest to the participants. The Electives are self-registered and open to a broader campus leadership audience. Participants commit to the Core program which is approximately 30 hours and complete approximately 10 hours of Elective content. **Listed Electives taken in advance of L4E registration may be counted. Please arrange through VPACTraining@uvic.ca.*


Learning Objectives: Throughout the L4E process, leaders will:

- gain insight into the perceptions of others with respect to their leadership strengths, potential blind spots and opportunities for growth.
- learn to leverage self-assessment and feedback tools and processes to identify and pursue developmental goals that optimally benefit the individual, team and organization.
- develop specific strategies, skills, tools and behaviours that improve leadership impact and efficacy.
- contribute and benefit from a community of leaders committed to strategically engaging teams around the values and mission of UVic.
- gain awareness about the perceptions of others with respect to their strengths, potential blind spots and opportunities for growth.


INTENDED AUDIENCE: Academic leaders with supervision of administrative staff or oversight of a service area (e.g., Deans, Chairs, Directors or Associate Deans) and senior administrative leaders in positions across the university (e.g., Directors, Management Excluded and senior PEA leaders of large administrative departments and services). While the program is focused on those who lead teams, we recognize that some stand-alone professional roles demonstrate organizational leadership and influence and may benefit from this learning opportunity.



When?
July 2021 –
May 2022




How Long?
40+ Hours




How?
In Person
or Zoom



Obligation?
Recommended



Link:
CLOSED for
2021-22



Information:
Session
Materials

L4E At a Glance		
Core Elements:	Possible Electives:	
1. Lumina Leader	1.	Labour Relations
2. 360 Assessment & Debrief	2.	Navigate Conflict as a UVic Leader
3. Creating a Culture of Engagement	3.	Recognize Employees
4. Indigenous Leadership Perspectives	4.	Build Teams that Flourish
5. Appreciative Leadership	5.	Plan and Delegate Work
6. Leading Inclusive Teams (EDI)	6.	Systems Thinking
7. Emotional Intelligence	7.	Lead Change
	8.	Strategic Planning
	9.	Lead Collaboration

Systems Thinking – Lead Teams

HR-ODLS

Session Description:

Think more strategically by seeing the patterns and relationships in complex organizational systems.

Systems thinking is the ability to step back and see any system as holistic, complex and interconnected so you can anticipate and look for consequences of actions in different parts of the system over time. This course will help leaders make sense of the complex challenges you face and adopt a systems thinking approach that will lead to better decision making when outcomes may not be clear or obvious. We will explore systems thinking models that help leaders to “see the system” in which they work and identify leverage points for positive change. In a world that is increasingly volatile, uncertain, complex and ambiguous (VUCA) systems thinkers realize it is not always possible to define clear outcomes up front and are comfortable leading stakeholders through a collaborative process that allows solutions to emerge over time.

Audience: All Academic Leaders



When?

December 8
& 9



How Long?

2x2 hours
1:00-3:00



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Lead Change – Lead Teams

HR-ODLS

Session Description:

Plan for and lead your employees through change.

Organizational change is no longer a linear one-time event. Multiple changes of varying size, scope, and impact on employees happen simultaneously. As our world and our organizations become more complex, leading people through change is a primary function in any leadership role.

You will learn how to assess individual team and organizational needs along three change frames, and how to apply tools and communication strategies to help your change initiative succeed. We'll discuss how you can support your team through the emotional sides of change and go over some practical ways you can make the technical sides of change happen. By the end of the session, you will be able to align your change initiatives to organizational strategy, assess employee readiness for the change and create your own plan for a successful change process.

Audience: All Academic Leaders



When?

February
2022



How Long?

3.5 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Strategic Planning – Lead Teams

HR-ODLS

Session Description:

Lead your team through a collaborative strategic planning process.

The words “strategic planning” can mean different things to different people. At UVic we have a Strategic Framework that is intended to inform work across the university. So, should leaders develop a strategic plan for their department and how should that best be done? We will consider different models of strategic planning and identify elements that apply to your departmental planning process at UVic.

This course will help you reframe your thinking about strategic planning away from a traditional corporate model towards a more collaborative approach suited to academic environments, where the process of stakeholder engagement and inclusive decision making provides as much value as the resulting plan itself. You will learn a four-step model to develop a departmental strategic plan, including tools and techniques to engage your team and other stakeholders in context scanning, future forecasting, prioritization and decision making to create a plan that works for you, your department and UVic.

Audience: All Academic Leaders



When?

October
2021, March
2022



How Long?

3.5 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Lead Collaboration – Lead Teams

HR-ODLS

Session Description:

Collaboration is an integral part of the work we do at UVic and many of us collaborate successfully with others every day. However, when groups gather to work together toward a common goal things sometimes get a bit more complex. Even a group of motivated people who are keen to work together could use the support of someone with facilitation skills to successfully guide them through a collaboration experience.

In this course you will begin to gain facilitation skills to support group collaboration for small to large initiatives, whether they are “one-off” meetings or projects that take place over time. You will explore the context of collaboration and how to intentionally design and plan activities for collaborative meetings. A particular focus is placed on facilitating collaboration when you are part of the group who needs to collaborate (i.e., non-neutral facilitation). You will learn about asking powerful questions, techniques that you can use to balance personalities in the room and how to build an agenda of methods that will allow groups to think both divergently and convergently at appropriate times. Leave this workshop with a full “toolbox” of methods you can use to help any group work together in meaningful - and fun! - ways.

Audience: All Academic Leaders



When?

January
2022



How Long?

7 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Labour Relations Best Practices for Supervisors (of Staff) HR

Session Description:

Supervisory responsibilities are more complex when staff are members of a bargaining unit such as CUPE or the PEA at UVic. The employment relationship is governed by legislation and workplace collective agreements that create a different environment than in non-union workplaces. Unions play a role in negotiating terms and conditions of employment and represent employees in issues relating to those provisions. Supervisors must be aware of how collective agreements impact day to day decisions and interactions with employees, as well as key processes and requirements for addressing infrequent, but serious employee issues. This course will help supervisors and managers better understand their responsibilities in this unique employment relationship.

Audience: All New Academic Leaders



When?

December
13 & 14



How Long?

2x2 hours
9:00-11:00



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Graduate Student Supervision: Practices, Policies, Procedures

GRAD

Session Description:

This session will provide new Faculty members with an overview of graduate supervision at the University of Victoria. Key policies and practices will be highlighted by the Dean of the Faculty of Graduate Studies in an opening presentation. This session will also include a “lessons learned” panel discussion involving experienced supervisors, and participants will also be engaged in interactive breakout sessions centering on challenging scenarios that supervisors can face.

Audience: All New Faculty and New Academic Leaders



When?

February
2022



How Long?

2 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

External Review of Academic Units*

VPAC







Session Description:

UVic's internal external review process assists academic units in evaluating, through a process of informed judgement, the quality and suitability of academic endeavours with a view to further improvement. It also provides internal and external accountability of academic programs.

**Units coming up for external review will be invited to this workshop and materials will be available on the VPAC website.*

If you have questions and would like to learn more, visit [VPAC Quality Assurance](#) or contact vpacapal@uvic.ca.

Audience: Those involved in the APR processes

	When? Mid-October 2021		How Long? 1 hour
	How?		Obligation? Recommended
	Link:		Information: Session Materials







Role of Academic Leaders in Fundraising & Alumni Relations

VPER

Session Description:

Check back soon, this series is under construction.



	When? January 2022		How Long? 1.5 hour
	How? Zoom		Obligation? Recommended
	Link: Click to Register		Information: Session Materials

Audience: All Academic Leaders

Your Career as a Leader: What's Next?

VPAC

Session Description:

Thinking you might be interested in a first time academic leadership role or “the next level”? Wondering about the opportunities that might exist? Considering how you might make yourself competitive for a leadership role? Come hear from our panel of experienced leader/administrators who will share why they took on a leadership role, what was satisfying or challenging, and how you can orient yourself in that direction.

Audience: All faculty



When?
February
2022



How Long?
1.5 hours



How?
In Person
or Zoom



Obligation?
Optional



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Supporting Community Engaged Scholarship

VPAC

Session Description:

How do we continue to build a supportive culture for community engaged scholarship at UVic? How might we as colleagues continue to support each other and the communities in which we work? What is your role - as a community engaged researcher, teacher, or administrator - in supporting and enhancing engaged scholarship at UVic? Join Dr. Tremblay, Academic Specialist in Community-engaged Research, and colleagues from across campus to share experiences, insights and opportunities that are supporting a culture of engaged scholarship, so we can continue to have positive impact on communities and the planet. This workshop will be of interest to engaged scholars, teaching professors, and academic leaders across campus.

Audience: Academic Leaders, faculty and members of ARPT committees



When?
November
25, 2021



How Long?
2 hours
2:30-4:30pm



How?
Zoom



Obligation?
Recommended



Link:
[Click to
Register](#)



Information:
[Session
Materials](#)

Valuing and Evaluating Indigenous Academic Work VPAC


Session Description:

Check back soon, this course is under construction.



Audience: All Academic Leaders

 **When?**
TBD

 **How Long?**
1+ hours

 **How?**
Online

 **Obligation?**
Recommended

 **Link:**
[Click to Register](#)

 **Information:**
[Session Materials](#)

Taming Your Email Inbox

Systems

Session Description:

"Taming your Email Inbox" is a one hour recorded session offered through [BrightSpace](#).

One of the challenges with email is the sheer volume. Before you know it, your in-box is jammed with a collection of important, not-so-important and not-even-close-to-being important email. This recorded session provides a step-by-step method of cleaning up that collection and organizing your email, so it doesn't get that way again.

Additionally, if you want to have a group discussion on a specific topic such as "Organizing your Shared Drive" or need advice on any matter relating to records management we will be happy to arrange a visit. Send us a note at rmhelp@uvic.ca.

Audience: All Leaders, faculty and staff

 **When?**
Ongoing

 **How Long?**
1 hour

 **How?**
Online

 **Obligation?**
Recommended

 **Link:**
[Click to Enroll](#)

 **Information:**
[Session Materials](#)

Session Description:

Getting public attention for your department's research and its impact can be challenging in an information-saturated society driven by the immediacy of electronic communications.

This workshop provides an overview of University Communications + Marketing, UVic's main communication channels and how we can work together to improve outcomes with stakeholders. Included is a basic introduction to journalism and social media concepts that can be applied when communicating to multiple audiences including policymakers, funders, media and the community. This workshop will include exercises for practical learning.

Understanding the media and what is considered newsworthy is also valuable when dealing with issues that could have a negative effect on your department or the university's reputation. You will learn about UC+M's role in supporting the faculties and university in responding to difficult situations.

UC+M looks forward to working with you to make sure that research and the contributions it makes to our society is understood, recognized and celebrated.

Audience: All Academic Leaders



When?

March 2022



How Long?

1.5 hours



How?

In Person
Or Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

Stress Reduction Toolbag

LifeWorks

Session Description:

How do you know you are stressed? Do you recognize the symptoms of stress? Explore the newest research and what experts are saying about good and bad stress. Participants will gain the tools to manage stress, including mindful communication. Versions of this class are also available with a focus on Critical Incident Stress Debriefing (CISD), tragedies, or veteran's unique needs.

Other LifeWorks Workshops:

Introduction to Mindfulness
Positive Parenting
Gratitude



When?

TBD



How Long?

1 hour



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Audience: All Academic Leaders

Gender Diversity on Campus

AMBIT

Session Description:

START HERE → [TRANS 101](#) is a starter pack designed to help support trans people around you! It's all about helping people better understand what it means to be trans, and how to make the world a better, safer, happier place for trans and gender diverse people!

AMBIT Gender Diversity Training* → Diverse gender expression and exploration are valuable elements of our ever-evolving communities. It is important for academic institutions to understand, embrace, and adapt to these exciting cultural shifts and to keep up with human rights progress. Ambit will introduce frameworks for understanding gender diversity beyond the binary, offer examples of gender-affirming practices, and explore strategies for applying these learnings on a personal, relational, and systemic level.

****This training is endorsed by VPAC but coordinated independently and paid for by each Academic Unit. Contact [VPAC Training and Development Manager](#) for more information***

Audience: Leaders, faculty and staff



When?

November
22



How Long?

2 hours
1:00-3:00pm



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Be an ally](#)

Transform Difficult Conversations

HR-ODLS

Session Description:

We can't escape tough conversations at work - whether it's speaking with a colleague about how their actions impact us, a supervisor about how overloaded we feel at work or with someone using our services about expectations. Conversations handled badly, or avoided altogether, can sap creativity, tie up energy, destroy relationships and lower productivity and morale. Dealing with and engaging in difficult conversations can bring peace of mind, lower stress, and improve relationships at work. If you have difficulty delivering difficult messages at work, avoid conflict, or are unsure how to address tensions, or if you would simply like to know how to navigate difficult conversations more confidently and effectively when you do encounter them, this course is for you.

It is strongly suggested that you take [Interpersonal Communication](#) (from the Clear Communication Series) or have gained skills in giving and receiving feedback through other avenues before taking this course.

Audience: All Academic Leaders



When?

November
2021, April
2022



How Long?

3.5 hours



How?

Zoom



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

Session
Materials

Anti-Racism Awareness Workshop

EQHR

Series Description:

The Anti-Racism Pathway Awareness workshop is part of a series of anti-racism education strategies (ARAES) developed by the UVic Equity and Human Rights office (EQHR), in collaboration with various university partners. The ARAES strategy aims to combat racism and create educational events and programs that directly address the societal and systemic attitudes and behaviors that perpetuate racial discrimination and other intersecting social inequities such as classism, sexism, ableism, homophobia, religious bigotry, among others. Such an intersectional anti-racism approach also aims to understand how social differences of 'race', class, gender, sexuality, sexual orientation, and ability are mediated in peoples' historical and everyday lives (Dei, 1995). This interactive and practical approach to anti-racism education at UVic is based on a three-tiered model: Awareness, Intervener, Changemaker.

Audience: All Academic Leaders (note: these courses are also recommended for faculty and staff).



When?

March 15,
2022



How Long?

2.5 hours
9:00-11:30



How?

In Person



Obligation?

Recommended



Link:

[Click to
Register](#)



Information:

[Session
Materials](#)

External Academic Leader Development

VPAC

Session Description:

Would you like to pursue management and leadership training through off-campus programs, to supplement the workshops and seminars offered for academic leaders on campus? A variety of [external programs](#) have been identified that offer intensive and highly specialized curricula related to academic leadership, and an opportunity to make useful contacts with those in similar positions in other institutions. A limited number of cost-shared subsidies are provided by VPAC each year for academic leaders who wish to attend such programs. For more information, see our Cost-Shared External Leadership Development Fund [Terms of Reference](#) or contact the [VPAC Training and Development Manager](#)

Cost-Shared External Leadership Development [application form](#).

Audience: All Academic Leaders



When?

Ongoing



How Long?

variable



How?

As external
program is
offered



Obligation?

Optional



Link:

[Click to
Email](#)



Information:

[Session
Materials](#)

Associate Deans' Luncheons

VPAC

Session Description:

Associate Deans get together to share lunch and conversation every term, determining and discussion role related topics of shared relevance. Topics and invitations will be circulated in the weeks leading up to the event. Associate Deans are welcome to suggest topics to vpactraining@uvic.ca

Audience: All Associate Deans



When?
1/Term



How Long?
1.5 hours



How?
In Person



Obligation?
Recommended



Link:
[Click to Register](#)



Information:
[Session Materials](#)

Chairs & Directors Term Meetings

VPAC

Session Description:

Chairs and Directors gather for lunch and learning and discussion on relevant role related topics. Topics and invitations will be circulated in the weeks leading up to the event. Chairs and Directors are welcome to suggest topics to vpactraining@uvic.ca

Audience: Chairs of Departments and Directors of Schools



When?
1/Term



How Long?
2 hours



How?
In Person



Obligation?
Recommended



Link:
[Click to Register](#)



Information:
[Session Materials](#)

Deans' Collaborative (new 2021)

VPAC

Session Description:

Deans gather at the UClub once a term to informally consider topics of shared interest and to exchange innovative ideas. Topics and invitations will be circulated in the weeks leading up to the event. Deans are welcome to suggest topics to vpactraining@uvic.ca

Audience: Deans



When?

1/Term



How Long?

1 hour



How?

In Person



Obligation?

Optional



Link:

[Click to Register](#)



Information:

[Session Materials](#)

Academic Leader's Drinks and Discourse

VPAC

Session Description:

Join us for an informal gathering to catch up with leader colleagues and unwind. Chat amongst yourselves on the suggested topic of the day and share your best practices. The suggested topic and invitations will be circulated in the weeks leading up to the event. Leaders are welcome to suggest topics to vpactraining@uvic.ca

Audience: All Academic Leaders



When?

1/Term



How Long?

1 hour



How?

In Person



Obligation?

Optional



Link:

[Click to Register](#)



Information:

[Session Materials](#)

Session Description:

An annual event for Academic Leaders to meet, network and discuss important topics relevant to the university and unit success. More details to be announced closer to the event.

Audience: All New Academic Leaders



When?

April 2022



How Long?

3 hours



How?

In Person



Obligation?

Mandatory



Link:

[Click to Register](#)



Information:

[Session Materials](#)