

Academic Leaders Initiative - Strands

Strong Foundations

What do I need to know first?

Informed Leader

How do I engage with UVic processes and systems?

Inclusive Leader

How do I lead inclusively and model best practices of Equity, Diversity, Inclusion, Respect and Reconciliation in my unit?

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?

Community Leader

How do I engage with and support other UVic leaders?




Academic Leaders Initiative 2023/24

 Indicates an online course or resource
 Indicates a mandatory requirement

Foundation

 New Academic Leaders Orientation (NALO)	 PT. 1: Introduction to UVic Governance	 PT. 1: Risk Management: Enterprise Risk Management	Preventing & Responding to Sexualized Violence 	 THINK Privacy Training for Faculty and Staff 
The Collective Agreement for Academic Leaders	PT. 2: Academic Resource Planning & Budgeting	PT. 2 Risk Management: At-Risk Behaviour & Incident Response	Indigenous Cultural Acumen Training (ICAT) 	Workplace Bullying & Harassment Prevention 

Informed

 Academic Program Development, Changes & External Review Processes	Supporting Faculty Success	ARPT: Chairing the Committee with Equity Lens	RPT: Joint Panel for Committee Members	 Leaves and Vacation Under the Collective Agreement
Graduate Student Funding Systems	Evaluating Faculty Performance	RPT: Promotion & Tenure Best Practices Under the CA	Best Practices in Faculty Recruitment	 Managing Sick Leave, LTD, RTW and Medical Accommodation

Inclusive

Leading Towards an Anti-Opressive Future	 BIASED: Uncovering the hidden prejudice that shapes what we see, think and do	 Increasing Equity in Decision Processes 	 Supporting & Evaluating Community Engaged Scholarship 	 Equity Sequencing (BC Campus – Tidal Equality)
Power, Privilege & Accountability for Leaders	EQHR Anti-Oppression Education Program (5-part series)	 Valuing & Evaluating Indigenous Academic Work 	Micro-Aggressions from the Leader's Lens	 Autism & Neurodiversity in the workplace (UBC)

Effective

 PT. 1: Facilitating Effective Meetings for Academics	Liberating Structures: Facilitate your team gatherings differently	 Leading with Emotional Intelligence	Recognize Employees	Engaging Diverse Teams
PT. 2: WKSHP Common Academic Meeting Dynamics for Leaders	Holding Difficult Conversations	Mental Health & Trauma-Informed Practices for Leaders	 Tame Your Email Inbox	Appreciative Leadership + WKSHP

Strategic

Strategic Planning	Lead Change	Strategic Communications & Marketing Plans	Leading Brave and Accountable Spaces	Building Conflict Fluency at UVic + WKSHP
Leading for Innovation and Creativity + WKSHP	Entrepreneurial Leadership in Higher Education	Systems Thinking + WKSHP	Understanding & Managing Negative Group Dynamics + WKSHP	Conflict Coaching

Community

Chairs/Directors Peer Group	Associate Deans Peer Group	Deans Learning Community	Leadership Retreat
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New Academic Leader Orientation

VPAC



When?
August 23rd



Obligation?
Recommended

Session Description:

New Academic Leader Orientation (NALO)

Join us for this annual and essential 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.

**NALO Program linked in Session Materials*



Where?
In-person
(FPH/UClub)



Link:
[Session Materials](#)

The Collective Agreement for Academic Leaders

VPAC



When?
October TBD



Obligation?
Recommended

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. Changes in the new Collective Agreement will be highlighted.



Where?
ZOOM



Link:
[Session Materials](#)



When?
Asynchronous



Obligation?
Recommended

Session Description:

Access the short (7 minute) recorded information session to learn from Carrie Andersen, University Secretary, and Ada Saab, Associate University Secretary, about Governance at the University of Victoria.



Where?
Online



Link:
[Click to Watch](#)



When?
TBD



Obligation?
Recommended

Session Description:

This session will take leaders beyond the basics of UVic budgets, governance and resource planning to provide leaders with a rich understanding of the ins and outs of these essential processes. Leaders will benefit from a panel discussion with Executive leaders as well as opportunities to connect and collaborate with other academic leaders across campus.

Through this interactive session, learners will explore:

- The broader context of UVic planning systems and processes.
- Linking individual strategies to apply next steps in your own planning and reporting processes.
- Highlighting the importance of creativity in strategic thought and planning within the UVic budget and planning cycles.



Where?
TBD



Link:
Session Materials



When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

Session Description:

This course will introduce you to the following key people involved in Enterprise Risk Management at UVic. Each person will take you through a short learning module to introduce you to their portfolio and the work they do in relation to risk management.

- Ben McAllister, Manager, Risk, Insurance & Continuity Planning
- Trevor Sanderson, Director, Internal Audit
- Barbara Eccles, General Counsel

The estimated time for completion of the course is under 1 hour.

PT. 2 Risk Management: At-Risk Behaviour & Incident Response **VPAC**

VPAC



When?
October 5th



Obligation?
Recommended



Where?
ZOOM



Link:
Session Materials

Session Description:

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 behavior 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.



When?

November
TBD



Obligation?

Mandatory



Where?

In-person
(FPH/Uclub)



Link:

Session
Materials

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”.



When?

August 24th,
9:00-12:00



Obligation?

Mandatory



Where?

First People's
House



Link:

Session
Materials

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).

**ICAT workshops will be posted by IACE in [Learning Central](#) according to their calendar*



When?
Asynchronous



Obligation?
Mandatory



Where?
Brightspace



Link:
[Click to Enroll](#)

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/Faculty Training:

If you are a staff or faculty 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.

**Academic leaders should complete both short courses.*



When?
Asynchronous



Obligation?
Mandatory



Where?
ZOOM



Link:
Under Construction

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 \(GV0205\)](#).





When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

Session Description:

This online course houses recordings and resources related to these sessions:

1. Orientation to Academic Planning:

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 program development/revisions and quality assurance.

2. External Review of Academic Units:

This session outlines the external review process and key considerations for units engaging in an external review.

3. Program Development, Revisions & Curriculum Submission Processes:

This session aims to orient FCC Chairs/Directors and Associate Deans to curriculum submission, consultation/approval processes and timelines.

**These session are also offered live annually and will be communicated as part of the ALI calendar*

Graduate Student Funding Systems



When?
October TBD



Obligation?
Recommended



Where?
TBD



Link:
Under Construction

Session Description:

In progress





When?

November
TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

A major part of being an academic leader is supporting people to do their best work. This session will explore how leaders can cultivate a culture of feedback within their units to support faculty success and encourage accountability. We will also provide an overview of support and mentorship structures that are in place to help nurture faculty members successfully along their career paths.



When?

March TBD



Obligation?

Recommended



Where?

In-person
TBD



Link:

Session
Materials

Session Description:

This session will provide an overview of the career progress review and salary adjustment processes. We will also engage in discussion of challenges in faculty performance and best practices in performance evaluation.

Pre-requisite: [The Collective Agreement for Academic Administrators](#)

ARPT: Chairing the Committee with Equity Lens

EQHR



When?
April TBD



Obligation?
Recommended



Where?
TBD



Link:
Session Materials

Session Description:

In progress



RPT: Promotion & Tenure Best Practices Under the CA

VPAC



When?
September 20th



Obligation?
Recommended



Where?
ZOOM



Link:
Session Materials

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.

**View a recording of this session here → <https://www.youtube.com/watch?v=UYkKEAQuErY>*



When?

October 3rd



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

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. Panelists present varying perspectives that will be valuable to current committee members.

Best Practices in Faculty Recruitment



When?

March



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

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.



Leaves and Vacation Under the Collective Agreement*

VPAC



When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

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.

**In the process of updating in accordance with the 2022-25 Collective Agreement*



Managing Sick Leave, LTD, RTW and Medical Accommodation*

VPAC



When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

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.

**In the process of updating in accordance with the 2022-25 Collective Agreement*

Leading Towards an Anti-Oppressive Future **VPAC/EQHR**



When?

February TBD



Obligation?

Recommended



Where?

ZOOM



Link:

Session
Materials

Session Description:

Recognizing our shared aspirations of being an anti-oppressive and decolonial institution, this session works with leaders to explore examples of transformative leadership and identify essential tools for moving progressively towards such a future. Topics explored include how our intersecting identities and power affect our leadership; the impact of white supremacy characteristics on cultures and leadership styles; and ways to embody transformative as opposed to performative leadership to build an equity-focused, reconciled future in academia.

Pre-work:

1. [Preparatory learning \(podcast\): https://www.yorku.ca/edu/unleading/podcast-episodes/decolonizing-leadership/](https://www.yorku.ca/edu/unleading/podcast-episodes/decolonizing-leadership/) (One hour, 30 minutes. Note: there is a blank spot in the recording – please skip over this. There is a downloadable transcript on the site as well.)

Power, Privilege & Accountability for Leaders **VPAC**



When?

October 25th



Obligation?

Recommended



Where?

SUB Upper
Lounge



Link:

Session
Materials

Session Description:

The workshop is designed to cultivate a shared understanding among UVic leaders, supervisors, and administrators of the role power and privilege play in successfully navigating workplace conflict and leading individuals and teams. The workshop will help participants understand where they hold power-privilege, and how that power-privilege may be perceived by others. This will include a discussion of the different ways that we may unintentionally exercise power and our responsibility as leaders to acknowledge and productively harness our power and authority. This includes an exploration of accountability and what that looks like for leaders on campus. The workshop is designed to be interactive and includes a case study for reflection and skill-building.

BIASED: Uncovering the hidden prejudice that shapes what we see, think and do

VPAC



When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

Session Description:

Dr. Jennifer L. Eberhardt, author of *Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do*, probes the workings of our brain to discover how implicit biases form and influence our everyday decisions. Implicit bias is when we unconsciously attribute particular qualities to members of a social group. We may not realize the assumptions we're making about people from different races, genders, ability status, and more. But we all do it, and it impacts the choices that we make every day.

In this course, you'll gain a deeper understanding of how bias has come to shape so much of what we think and believe—despite our conscious awareness or deliberate intentions. More importantly, you'll learn how to interrupt and transform biased behavior with a single step.

Anti-Oppression Education Program (5-part series) **EQHR**



When?
TBD*



Obligation?
Recommended



Where?
TBD



Link:
Session Materials

Education and creating change is a shared responsibility. Anti-oppression work should not be done solely by those who have been negatively impacted by systemic barriers. EQHR's Anti-oppression Education Program calls on all UVic community members to engage in anti-oppression action-based frameworks to effectively change systemic attitudes and practices. Start now.

EQHR's Anti-oppression Education Program is now a 5-part series:

Kil Daagwiiyaay – “Strong Voice”: Rematriation as Resistance

Kil Kaahlgalangdal – “Hear Someone’s Voice Before You See Them”: Anti-Oppression Key Principles, Knowledges, and Equity-Focused Action-Based Frameworks

Gaayinxal – “Come Closer on a Boat”: Deconstructing Colonial Power Structures

MaahlgA SdiihlgA GawGa – “Returning Missing Seeds”: Reclaiming Indigenous Power Structures

Xidsii, K’iwaat’as, Tlay.yad – “Under, Over, Everywhere”: Centering 2LSGBTQIA+ Knowledges in Anti-Oppression Work

**Workshops will be posted by EQHR in [Learning Central](#) according to their calendar*



When?

Asynchronous



Obligation?

Mandatory if serving on committee



Where?

Brightspace



Link:

[Click to Enroll](#)

Session Description:

This course supports participants in integrating equity, diversity, inclusion (EDI) and anti-racism within faculty selection and evaluation decision-making processes at UVic.

This course intends to provide committees with:

- An awareness of the positions of inequity within individual, interpersonal and structural and institutional systems and highlights research showing the needed change to achieve equity.
- An understanding of how biases produce inequitable measures of fit, excellence (merit) and criteria, and skew selection and evaluation processes.
- Practical strategies to promote more inclusive ARPT processes at UVic so that participants can support the creation of a more equitable institution.



When?

Asynchronous



Obligation?

Mandatory if serving on committee



Where?

Brightspace



Link:

Under Construction

Session Description:

This online, interactive course seeks to further explore HOW to decolonize our practices and processes as it relates to valuing and evaluating Indigenous scholarship.

This course intends to provide committees with:

- A deeper awareness of the Indigenous faculty experience in past and current academic settings,
- A deeply rooted valuation of Indigenous ways of research and scholarship, in order to shift pervasive perceptions in academia of non-traditional academic work, and
- An actionable path forward in committee work when evaluating Indigenous faculty (both research and teaching).





When?

Asynchronous



Obligation?

Mandatory if serving on committee



Where?

Brightspace



Link:

[Click to Enroll](#)

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, colleague, or administrator - in supporting and evaluating, engaged scholarship at UVic?

In this online course you will be guided by Dr. Tremblay, former Academic Specialist in Community-engaged Research, and colleagues from across campus who 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. Part two of this course will address best practices in evaluating community engaged scholarship.

Micro-Aggressions from the Leader's Lens



When?

Dec. 5, 1:00-3:30 PM



Obligation?

Recommended



Where?

ZOOM



Link:

Under Construction

Session Description:

This session will support UVic's Academic and Administrative Leaders to move the values of equity, accountability, and repair into tangible, everyday actions. By exploring scenarios involving microaggressions that occur within hierarchical organizational structures, Leaders will identify strategies and hone skills for: noticing insidious forms of harm/discrimination; receiving disclosures of microaggressions; creating environments of repair among team members; and staying accountable when harm has been perpetrated. In this session, leaders will:

- Reflect on identity and personal sites of power, privilege, and oppression.
- Explore how these factors (and subsequent biases) inform behaviours, interpretations of workplace interactions, and decision-making processes.
- Practice active allyship and responsible leadership when microaggressions /oppressions are witnessed or reported in the workplace.
- Receive feedback / interventions non-defensively and repairing harm.



Equity Sequencing (BC Campus – Tidal Equality)

OTHER



When?
Asynchronous



Obligation?
Recommended



Where?
BCcampus



Link:
[Click to Enroll](#)

Session Description:

In partnership with the Ministry of Post-Secondary Education and Future Skills, BCcampus offers free access to Equity Sequence training to anyone in the public B.C. post-secondary sector. Space is limited and provided on a first-come, first-served basis.

The Equity Sequence training takes place in an online, gamified learning platform and community. The learner encounters informative video content, engages in self-reflection and sharing with the community, and puts their new skill to use on case studies before applying the Equity Sequence to their own work. By the time the learner has completed their training, they:

- Understand how everyday decisions contribute to systemic bias
- Are able to apply the Equity Sequence to reveal and reduce bias in their work
- Are able to innovate their work to make it more equitable and inclusive



Autism & Neurodiversity in the workplace (UBC)

OTHER



When?
Asynchronous



Obligation?
Recommended



Where?
CIRCA UBC



Link:
[Click to Enroll](#)

Session Description:

This program includes a series of six self-paced, interactive modules filled with useful activities and videos. The program is designed to assist human resource professionals, employers, supervisors, managers, co-workers, job coaches and counsellors, autistic employees, parents, students, and anyone interested in inclusive employment to learn practical strategies on how to support all employees to be successful on the job.

Modules include:

1. Understanding Autism in the Workplace
2. The Business Case for Hiring Inclusively
3. Creating an Inclusive Workplace Culture
4. Inclusive Recruitment Strategies
5. Inclusive Employee Retention Strategies
6. Practical Information for Employment Support Staff



PT. 1: Facilitating Effective Meetings for Academics

VPAC/EQHR



When?
Asynchronous



Obligation?
Recommended



Where?
Brightspace



Link:
[Click to Enroll](#)

Session Description:

Unnecessary and unproductive meetings waste significant time in our units. Yet we all rely on meetings to communicate and collaborate with our faculty, colleagues, and committees regularly. This course provides a guide to facilitating effective meetings for academics.

As a meeting facilitator, you'll learn about your role and responsibilities, including how to create a meeting agenda, encourage equal participation, keep a meeting on topic, and build consensus or manage conflict in meetings. You will also learn how to create group agreements to ingratiate a culture where meeting participants understand how to voice disagreement respectfully, not dominate the platform, and know when to take a conversation offline.

PT. 2: WKSHP Common Academic Meeting Dynamics for Leaders

VPAC



When?
Dec. 11, 10:00-12:00



Obligation?
Recommended



Where?
MWB 120



Link:
Session Materials

Session Description:

This workshop will build on the basic skills learned in the "Facilitating Effective Meetings for Academics" online course to enable leaders to deal with the more difficult situations that can arise in the context of a meeting of academics. What do you do when an attendee hogs the podium? What do you do when an argument erupts? How do you ensure that junior and marginalized faculty participate fully without fear? And how do you deal with arising challenges and still keep the meeting on track? In this in-person session, we will use "conflict theatre" to demonstrate and discuss best practice in a meeting setting.

INCLUSIVE



Liberating Structures: Facilitate your team gatherings differently

HR



When?
TBD*



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Session Description:

“Unwittingly, the conventional structures used to organize how people routinely work together stifle inclusion and engagement. Liberating Structures introduce tiny shifts in the way we meet, plan, decide and relate to one another. They put the innovative power once reserved for experts only in hands of everyone.”

Liberating Structures are a set of 33+ “seriously fun” activities which are also powerful enough to bring groups effectively together in inclusive and collaborative ways. In this session, you’ll learn what Liberating Structures are, why and when you could use them, and how they can enhance interactivity in your online meetings and learning events. You’ll experience several basic Liberating Structures that you’ll be able to turn around and use right away in your own group collaborations.

**Workshops will be posted by HR-ODLS in [Learning Central](#) according to their calendar*

Holding Difficult Conversations

HR



When?
TBD*



Obligation?
Recommended



Where?
In-person
TBD



Link:
Session
Materials

Session Description:

Many of us view conflict as something to be avoided, but what if you had the confidence to step into the conversations that matter and build better relationships? When conflict is ignored or handled badly, it can waste energy, lower productivity and damage relationships. When conflict is addressed skillfully and with positive intent, it creates opportunities to build trust and transform relationships for the better.

This course will help you understand the dynamics of conflict and increase your self-awareness and self-management during conflict. You will learn how to express yourself clearly, minimize defensiveness in others, and seek mutual understanding of the issues underlying the conflict. With confidence, positive intent and a bit of practice, you can transform conflict into a conversation that builds better relationships at work and in life.

**Workshops will be posted by HR-ODLS in [Learning Central](#) according to their calendar*

INCLUSIVE



**When?**

Asynchronous

**Obligation?**

Recommended

**Where?**

Brightspace

**Link:**

Click to Enroll

Session Description:

Can you identify your emotions and understand why they're happening? What about the emotions of others? Are you skilled at spotting and responding to their cues?

Those with high emotional intelligence readily recognize their feelings, manage their reactions, and build positive interactions with others. A skill that leads to success inside and outside the office, emotional intelligence is well worth refining.

In this course, you'll first unpack what emotional intelligence is. Then you'll learn to boost your emotional intelligence skills by strengthening your personal and social competence.

**In-person options for learning hosted by HR-ODLS in [Learning Central](#) according to their calendar*

Mental Health & Trauma-Informed Practices for Leaders**When?**

November TBD

**Obligation?**

Recommended

**Where?**In-person
TBD**Link:**Session
Materials**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.

In addition to basic mental health literacy we will learn about what trauma is, the impact it can have as well as practical tools, tips, and strategies for trauma-informed leadership.

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

Recognize Employees

VPAC/EQHR



When?

TBD*



Obligation?

Recommended



Where?

In-person
TBD



Link:

Session
Materials

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.

**Workshops will be posted by HR-ODLS in [Learning Central](#) according to their calendar*



Tame Your Email Inbox

VPAC



When?

Asynchronous



Obligation?

Recommended



Where?

Brightspace



Link:

[Click to Enroll](#)

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.

INCLUSIVE





When?

November 22,
9:00-12:00



Obligation?

Recommended



Where?

University Club
– Berry Rooms



Link:

Session
Materials

Session Description:

We live in a highly interdependent and multicultural world. Leaders must manage such a complex environment to achieve specific goals while coordinating and integrating the contributions of various people. A myriad of anecdotes and evidence from research in multiple scholarly fields consistently show that most leaders (and their team members) struggle to engage with people who are significantly 'different' than themselves. This session will help participants explicitly consider how working with culturally different individuals can challenge and create unique opportunities for leaders and teams. It will also help participants identify needed changes in mindset and attitudes to be better prepared for these encounters and interactions. Lastly, it will allow participants to identify specific skills they may choose to continue developing as they lead "others."



When?

October 16th



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

Leadership is not for the faint of heart. To thrive in the complexity of these times, every leader needs all the possible tools, skills, and knowledge at their disposal. Join two long term education leaders and appreciative inquiry practitioners in a highly interactive session designed to advance your appreciative leadership. Appreciative leadership, based in appreciative inquiry, hones the capacity to build relationships; inspire creativity and innovation; ask powerful and generative questions; foster strengths in teams and individuals; and reframe issues to opportunities. This is a working session that will explore where you are practicing appreciative leadership currently and how you can advance that practice in order to thrive in these very complex times.



When?
TBD*



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Session Description:

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.

* Workshops will be posted by HR-ODLS in Learning Central according to their calendar



When?
March TBD



Obligation?
Recommended



Where?
In-person
TBD



Link:
Session
Materials

Session Description:

The world we are navigating is increasingly complex and the old ways of doing things are not always optimal, but change isn't easy. What are leaders to do when innovation is required? It's actually quite simple, rather than commanding people to be creative, leaders need to create the conditions within which innovation and creativity can flourish. This session explores what you can start doing to help nurture those conditions and will provide time to practice some facilitation techniques to foster innovation.

Lead Change

VPAC



When?
TBD*



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

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.

**Workshops will be posted by HR-ODLS in Learning Central according to their calendar*

Entrepreneurial Leadership in Higher Education

VPAC



When?
March TBD



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Session Description:

Under construction





When?

March TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

Achieving your faculty or unit communication and marketing goals can be challenging in today's information-saturated society where everyone is vying for attention.

This workshop provides an overview of University Communications + Marketing, its integrated approach across multiple channels and how UCAM works to advance faculty and unit goals that align with university priorities.

By using case studies of successful UVic campaigns and small break out groups, you will learn how we can collaborate to use strategic targeted communications and marketing with measurable outcomes.



When?

January TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

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.



When?
April TBD



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Session Description:

Under construction



Understanding & Managing Negative Group Dynamics + WKSHP



When?
November
TBD



Obligation?
Recommended



Where?
ZOOM



Link:
Session
Materials

Session Description:

Under construction





When?

Feb. 29,
9:00-noon



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

Conflict is a necessary part of human and organizational life. As leaders familiar with difficult conversations well know, when conflict is mis-handled it can cause harm and create barriers. The good news is when conflict is handled well, it can create strategic advantages in areas such as intercultural awareness, risk tolerance, innovation and community building. The aim of this course is to have leaders reflect on how their approach to conflict influences their work and their unit/team, and on how to create a more conflict competent culture.

Leaders looking for specific instruction in how to have difficult conversations with their employees may wish to enroll in the Holding Difficult Conversations, Performance Development Conversations, or the Hold onto Yourself courses in learning central.

Conflict Coaching

HR



When?

TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

Under construction



Chairs/Directors Peer Group

VPAC

Session Description:

Chairs and Directors gather for 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



When?
TBD



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Associate Deans Peer Group

VPAC

Session Description:

Associate Deans get together to share 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



When?
TBD



Obligation?
Recommended



Where?
TBD



Link:
Session
Materials

Session Description:

Deans gather monthly 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.



When?

TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials

Session Description:

Leaders across campus will come together for this interactive full day workshop, which will offer a culmination of the leadership learning programs offered throughout the year.



When?

May TBD



Obligation?

Recommended



Where?

TBD



Link:

Session
Materials