

# Leadership Fellow Summary of Activities

*The **Leadership Fellow** extends the Leadership Academy's reach through initiatives that increase the capacity for daily inclusive transformational leadership from any position.*

## Belonging, Challenge, and Growth

### Gather and Grow: Continued Development for UO Leadership Academy (UOLA) Alums

- Developed and facilitated seven 90-minute sessions for UOLA alums.
  - 40 (50%) of UOLA alums participated; 19 (25%) attended multiple sessions.
  - Sessions offered continued growth in self-leadership; connection with others across units; application of leadership academy principles to current leadership challenges.
  - UOLA alum want to contribute expertise and leadership skills to campus initiatives.

### Leadership Audit

- Interviewed Executive Leadership, Deans: Trust, capacity to give/receive direct feedback highest need.
- Conducted UO Culture of Leadership Study with Renée Delgado-Riley (Lead), Office of Assessment & Research Director, and Austin Hocker, Research and Assessment Director:
  - 13 hourlong focus groups with 45 UOLA alums and academic leaders
  - Questions based on initial leadership audit conversations and UOLA assessment project
  - 7 Emerging Themes: Leadership is service (not just a position); equity requires strategic and collective actions; middle management needs agency; UOLA lessons should be institutional model; institutional leadership should grow in inspiration and influence; communities of care are needed.

### Personal Growth

- Grew yearlong workshop series; gained comprehensive view of campus; strengthened teaching.

## Recommendations for OtP: Cultivating Transparency, Trust, and Candor

**Leadership and Campus Leadership Culture.** Disseminate leadership study, build trust and community, model values of equity and humility, and develop strategies for improvement.

**Leadership and Self-Development.** We need more opportunities for *all* campus members to cultivate strengths, self-reflection, capacity to trust, and ability to identify and be accountable for shared priorities. Continuing Gather and Grow and expanding peer coaching will continue this work.

**Leadership and Collaboration.** Revealing the “hidden curriculum” through clear committee processes and agendas at all levels supports and holds us accountable for what we expect of each other. Senate project continues this work. OtP can use UOLA alum as “sounding board” and resource for this and other initiatives.

**Leadership Service Appointments.** We need more opportunities to work together across “silos” on campus priorities (student success, DEI initiatives, etc.). Service leadership appointments (1-2 units FTE) could create a core of faculty who could take on and be accountable for increasing transparency, trust, and candor.

**Recognize and Reward Leadership in Service.** Persistent ideas about leadership at the unit level and service as “unappreciated” and “burdensome” as well as uneven distribution of labor prevent equitable access to opportunities for growth and professional development. We should amplify and reward success in service leadership, beginning with unit heads.