

Presidential Search - Online Feedback

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Leadership and Respect for our LTRM

The repeated focus on growth - without expansion of faculty and staff complement - is not feasible!! In our high-touch world, the "economies of scale" do not work the way they might work in a traditional university...

Perhaps, but this IS RRU's differentiator —

Arguably, we do have to look at whether our "high-touch world" might be a little too much so. — ANONYMOUS

Attitude/Values

- Inclusive; respectful;
- values the equality of faculty and staff in strategy and innovation;
- values listening...

Profile

Someone who stretches our collective comfort zone

Love this idea! — ANONYMOUS

Leadership Characteristic

Highly skilled two-way communicator, both in person and online

Leadership

- Listens
- Learns
- Clear communicator
- Comes from place of trust and openness - does not micro-manage, does not foster secretive environment
- Flexible in thinking and doing
- Calm, does not thrive on stress and crisis
- Self-aware

- Love-based not fear-based

Leadership Attributes

- well-spoken and good communicator
- able to enthuse and energize staff/faculty
- be willing to truly listen and hear feedback without defensive responses
- someone who models the way for staff/faculty
- have an optimistic outlook without being naive or unrealistic
- someone who can make a decision, communicate it effectively and provide follow-up info on results
- able to respectfully navigate indigenous relations

multilingual multicultural — ANONYMOUS

so which 2nd language? — ANONYMOUS

Someone who genuinely values the input and ownership of strategic and developmental processes by faculty and staff.

It is with the international work that is required for the role! — ANONYMOUS

wouldn't hurt, but I don't think it's a strong need for the role — ANONYMOUS

Bilingual? — ANONYMOUS

Also subjective - who can stand back, ask questions, go away and review then come to a clear decision on the best action forward — ANONYMOUS

totally agree on that one!! — ANONYMOUS

- someone who has the confidence to lead without the ego that interferes! — ANONYMOUS

Traits

- * Disciplined - not easily distracted
- * Strategic - can cut through the clutter/noise; ensures decisions align with core values / competencies and are future focused
- * Continuous learner (including someone who is deeply engaged in rethinking the future of higher ed)
- * Change-oriented - can facilitate disruptive (not just incremental, reactionary) change
- * Open/fearless - shares and confronts the brutal facts re: internal and external context; challenges vested interests when necessary
- * Grounded and self aware - very clear what they stand for and the impact they are seeking to make (and why); understands their motivations and aspirations and the extent to which they serve the best interests of the organization (vs. self interest)

Yes!!! — ANONYMOUS

Experience

- I'm comfortable with having a new president who's never been a president before, provided he/she is willing to learn about RRU and continue our unique model. It should be someone from an academic background, though...I think...

Innovativeness comes from real world experience, not from a life in academia...If RRU wants to differentiate itself and be innovative in its approach going forward, this starts with the next President! — ANONYMOUS

It would be great if the best candidate for the next president was a "she"! We've never had a woman president (only white men, actually). — ANONYMOUS

As long as that person comes from the higher education sector. — ANONYMOUS

Characteristics

A president not afraid to challenge the status quo of how we do things, but challenges us to think about why we do what we do, how we do it. And yet, a president who does not feel the need to put her or his 'stamp' on this university for the sake of leaving her/his own legacy.

I think this should also be to help the larger university sector develop toward more relevance and not push RRU to be closer to a traditional university —

Agreed! —

Priority

A tech-engaged (champion?) President. Perhaps not the highest priority, but it would help if our leader understood (evolving) technology and its (evolving) relationship with learning better than Allan does (or appears to) and previous ones have

Priority

A President that fosters a trusting, team-based, open, mutually supportive Executive that is strongly connected to the university community

Priorities

- * Streamlining administrative and decision making processes to free people and resources up
- * Clearly defining our market positioning (and pushing back against internal and external forces that would have us become more like mainline universities) - only focus on those few things we have the capacity and capability to do better than anyone else

Yes! —

Priority

Commit to greater transparency

What does that entail? —

Priority

RRU is full of highly competent, knowledgeable people ... Foster their innovation, their flow of ideas ... Rely less on hierarchy and more on opening communication flows and channels across.

Agree!! —

great point. — ANONYMOUS

Priorities:

- "seek first to understand, then to be understood". The new President needs to be aware of what he/she is walking into. Our history and model is not traditional, so the president needs to be FULLY aware and accepting of this
- spend some time gathering info from all stakeholder groups

- be visible and present with RRU staff, faculty and stakeholders
- share with RRU staff/faculty the mission/vision that the BoG has given the new President so that we can all be on the same page

Important that the incoming person respect and build on what has already been developed and is working. So disposition of land issues, Indigenization (which overlaps with the land question), individualization, increased focus on research, the LTRM... —

Sounds like "real" leadership. "Management is doing thing right. Leadership is doing the right things!" — ANONYMOUS

there's a real danger in coming into the role with 'guns ablazing', so hopefully the incoming president will take the time to learn about this amazing place, space and people — ANONYMOUS

And... bring some free ideas into the mix - so that we can maintain who we are —

This. — ANONYMOUS

Challenge:

Meeting sustainability agenda of RRU

Challenge

Staying focused on and holding true to a small selection of key differentiators vs. chasing anything that looks like a potential opportunity and defusing our attention and identity.

Respecting the work done by faculty & staff in developing a culture of inclusion across the schools and faculties. —

agreed - being thoughtful and strategic in where and how RRU navigates the next decade —

Opportunity

Updating and refreshing of IT systems - develop with integration of systems, needs

Challenge:

Salaries

particularly for staff

Challenge

Attracting and retaining true scholar-practitioners (core and assoc. faculty)

Want to suggest that the Leadership Principle of Engaged Scholarship - is key for RRU - (scholarship that engages and builds on the applied relevant and critical needs of communities in the world!) —

This is already happening. I would argue that there's 0 people at RRU focusing on "pure" (ie non-applied) research. — ANONYMOUS

agreed — ANONYMOUS

...with emphasis on practical "real world" experience rather than a career in pure research and academia — ANONYMOUS

Strength/Opportunity/Challenge

faculty eager to share their current in-the-field experience and students eager to learn - how best to make learning between the two as easy (yet rigorous) as possible

Opportunity

Supporting the ongoing (lifelong) professional development needs of working professionals and program graduates

Opportunity

Update and refresh RRU's unique approach and market advantages (many are doing what we do now. What is the next thing in higher education?)

Challenge

Learning and teaching model, and its delivery are no longer unique

yes and, we also do fully online programs - not just blended ones ;) need to recognize that and what that means for what RRU offers its students, faculty, AF, staff etc. and how it supports all of those audiences to do their good work —

Good question. — ANONYMOUS

Indeed! So what is the next model? —

Challenges

Too many silos. For example, between the faculties and schools. Too many duplication of efforts.

Agreed! And each silo believes what they are doing is so unique
— ANONYMOUS

Opportunities

More diversity!

Opportunities:

- more flexible than other traditional institutions
- build upon LTM 2.0 to create reputation for learning model
- empower staff/non-teaching personnel to contribute on a higher level
- use staff and faculty as examples of workplace innovation
- increase use of technology for more innovation; addressing different learning styles
- encourage and empower faculty to explore more innovative ways of teaching
- leverage non-credit learning experiences into academic programs; advertise/market to both areas so that participants are fully aware of what RRU can do

Challenges

Balance profit and quality of education = how many students are in a cohort / class, how many core faculty share the academic admin burden, how admin staff works in schools and across

Challenge:

must continue to innovate the learning environment using technology, and train up faculty and staff to use it to the level students expect

Challenges

Increasing number of programs - trying to maintain quality of service delivery, pool of quality faculty

Challenges:

Challenges

Not enough diversity.

Could be - and is something that seems to be happening
—

delivery models too? — ANONYMOUS

All of that. —

what does diversity mean here? gender? content? In staff? faculty? admin? — ANONYMOUS

Challenges:

price point for value
changing student expectations

Challenges

Resources
Training
Competition
Staying up-to-date with technological advances
Cohort size

Opportunities:

Challenges

- pricing/cost
- competition in blended learning model
- campus limitations (no residency space for long-term housing)
- community limitations (expensive housing for f/t students in F2F programs)
- being "all things to all people" (instead, find the niche and be proud and comfortable with it)

Strengths:

Community of dedicated, exceptional staff

Strength:

technology enhanced learning

Strengths:

- Focus on working professionals.
- Blended learning

Strengths

Widening access
Support of diverse students

Strengths:

shared organizational beliefs/value of the LTM or LTRM as it is evolving

pedagogy of care - remember the human at the end of the computer

support of learners both online and when they come for their short f2f time here (if they do)

Strengths:

- unique program delivery
- personalized student interaction (with small classes)
- create experiential learning with international residency/program components
