MOVING FROM A *PERFORMATIVE* TO *SERVICE-ORIENTED* HIGHER EDUCATION LEADERSHIP CULTURE

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OVERVIEW OF STUDY

LEADERSHIP CULTURE STUDY: EXPLORING PERCEPTIONS OF LEADERSHIP ACADEMY PARTICIPANTS & ORGANIZATIONAL LEADERS

Explore UO Leadership Academy (UOLA) and academic leaders' perceptions of their experiences to understand areas of improvement around leadership development.

REPORT LINKS

LEADERSHIP CULTURE

- What makes a healthy leadership culture?

FOCUS GROUP METHODOLOGY: IN THEIR VOICE

RESEARCH LENS
How do formalized leadership cohorts, training and development impact university staff and faculty? Culture of leadership?
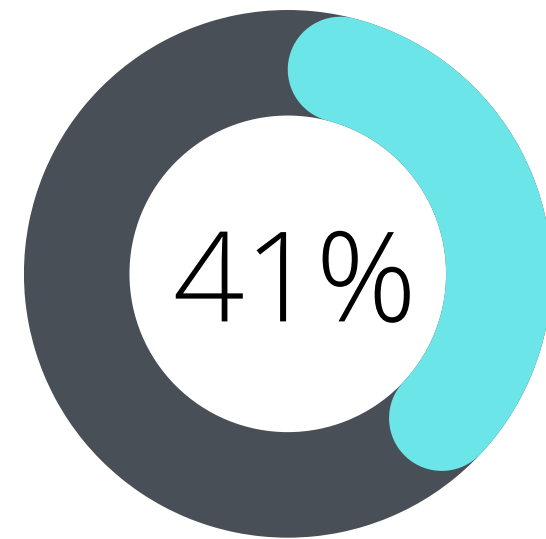
ASSESSMENT LENS
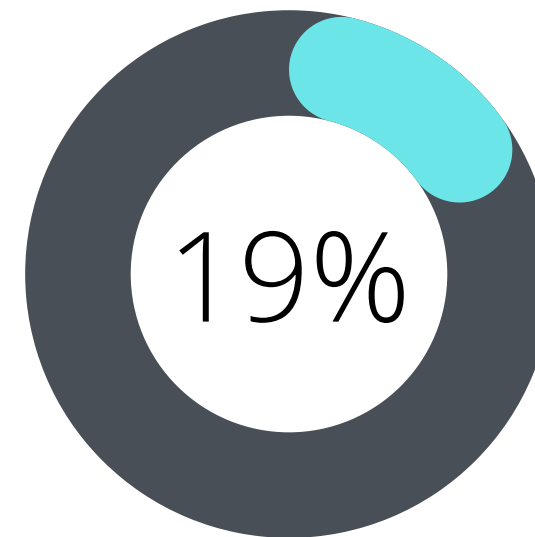What areas of the UOLA experience can be improved and supported to positively impact the leadership culture at the UO?

ACTION LENS
What types of policies and/or actions help foster a culture of leadership at the UO?
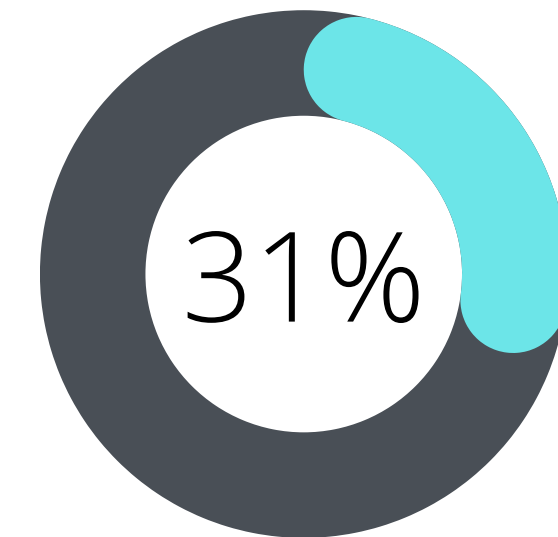
PARTICIPANTS

41%

41% of UO Leadership academy alumni participated.
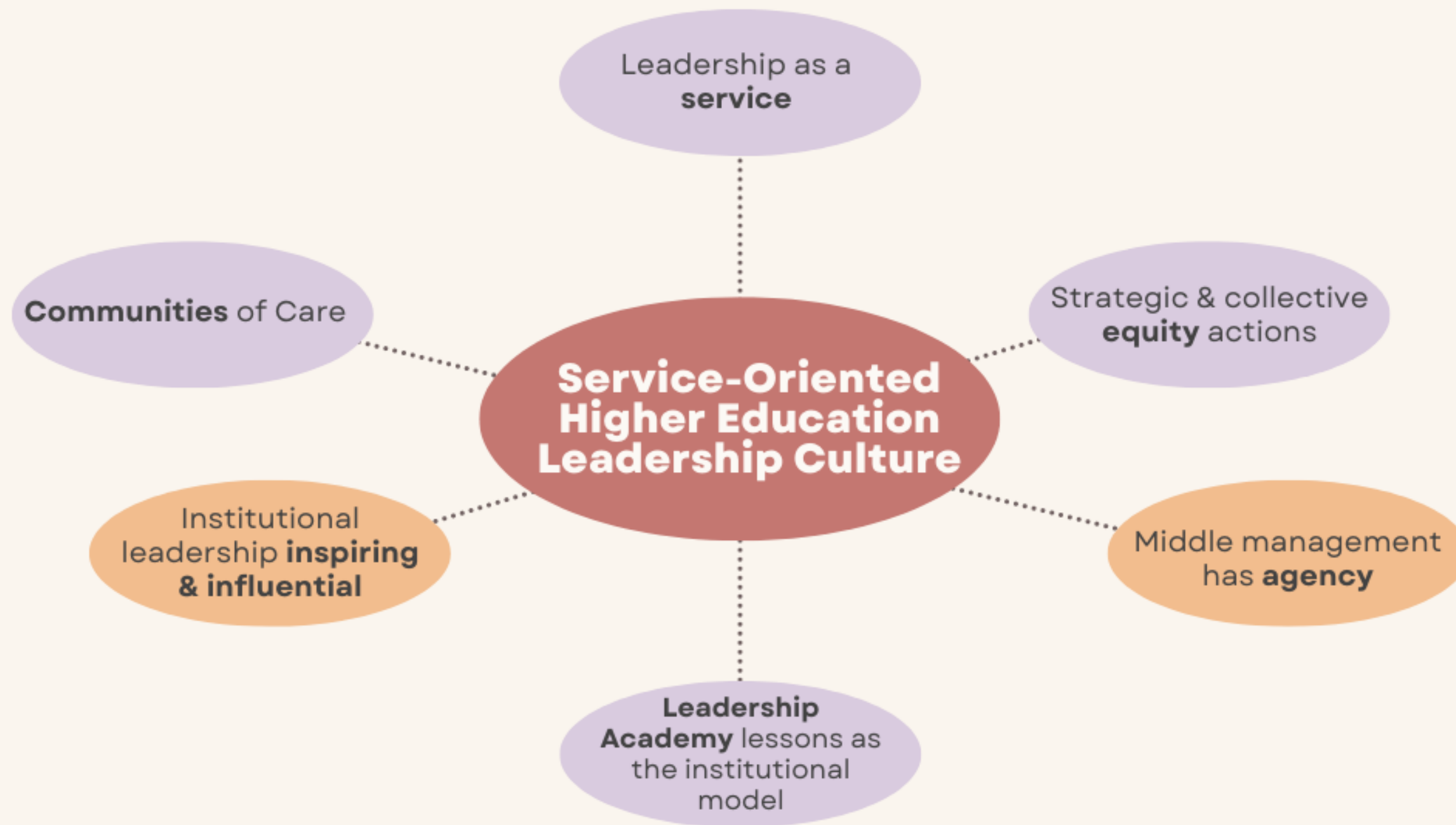
19%

19% of UO academic leaders participated.

31%

31% of all those invited participated.

45 people

SPRING 2022

EMERGING THEMES

Leadership as a **service**

Communities of Care

Strategic & collective **equity** actions

Service-Oriented Higher Education Leadership Culture

Institutional leadership **inspiring & influential**

Middle management has **agency**

Leadership Academy lessons as the institutional model

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LEADERSHIP AS A SERVICE

PARTICIPANT VOICE

"It's about bringing out the best in people and encouraging them to be the best version of themselves."

PARTICIPANT VOICE

"Leading from any seat in the house."

SERVICE

SUPPORT

CARE

TRUST

HELP

SOLUTION

PARTICIPANT VOICE

"The ability to bring a group of people together towards a common goal to help all participants feel like they can contribute empowering them so that they can find ways to thrive."

PARTICIPANT VOICE

"It's the ability to chart a course and influence change influence others inspire others."

STRATEGIC & COLLECTIVE
EQUITY ACTIONS

PARTICIPANT VOICE

"Change is hard, I don't think there are bad human beings, just blind spots, which are hard to overcome."

PARTICIPANT VOICE

"We individually, have a responsibility and the opportunity to bring these values and do what we can to make the university more equitable more diverse, and more inclusive."

PARTICIPANT VOICE

"Addressing the material consequences of equity are not happening."
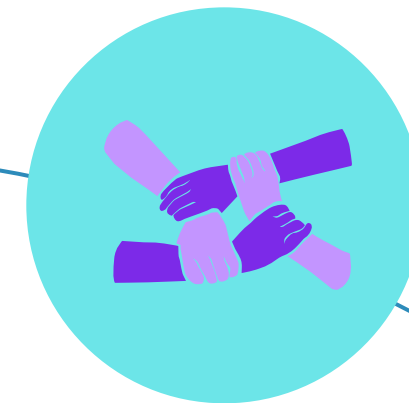
PARTICIPANT VOICE

"Cultural humility is always great for us with the big backpacks of privilege and I wish that more white males would participate in something like this and get that game that perspective."

MIDDLE MANAGEMENT HAS AGENCY

PARTICIPANT VOICE

"Switching of gears without a clutch."

PARTICIPANT VOICE

"There's very little transparency and leadership around issues of race and equity for Department Heads. My department has lost a bunch of faculty and the morale has been low and productivity has declined because of it."

PARTICIPANT VOICE

"There is sort of a proliferation, in my view of like kind of busy work. I agree that more training would be great, but I guess I'm also feeling just completely absolutely overwhelmed and swamped."

PARTICIPANT VOICE

"No indication for knowing if I am successful in this role."

LEADERSHIP ACADEMY
LESSONS AS THE INSTITUTIONAL MODEL

PARTICIPANT VOICE
"It's opened doors for me in regards to networking and expanding my opportunities."

PARTICIPANT VOICE
"Perspectives and different roles and jobs across campus was really eye opening continuing to develop the skills learning from one another and the bridges that the Academy created between us all."

PARTICIPANT VOICE
"UOLA was an investment in me and nice to see the reciprocity from the institution."

PARTICIPANT VOICE
"Academy provides space to reflect, "a refuge from reality" to grow, develop and reflect."

"Building me up and giving the energy and inspiration to go out and do more amazing things and that part of it that's really special and very rare."

INSTITUTIONAL LEADERSHIP
INSPIRING & INFLUENTIAL

PARTICIPANT VOICE

"Any sense of community has been eroded, more antagonistic toward each other."

PARTICIPANT VOICE

"The university's leadership model is fear based, instead of a leadership model or a forward thinking model, and I think that has to like come from the President down."

PARTICIPANT VOICE

"Leadership can transform our notion that empowers those people who care and having more caring leadership, I think, is crucial to a better university and advancing the mission."

PARTICIPANT VOICE

"People are more selfish and bandwidth for empathy is low."

COMMUNITIES OF CARE

PARTICIPANT VOICE
"It's kind of a given take and a really powerful experience just in the sense of I have someone I can you know talk this through with in a way that I don't always have available to me."
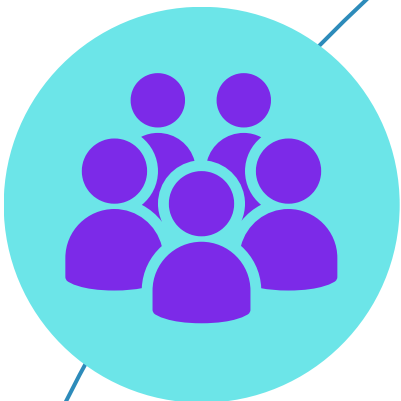
PARTICIPANT VOICE
"To have that support and encouragement from a community of people who are trying to push the frontiers in their own way is really inspiring and really helpfu."
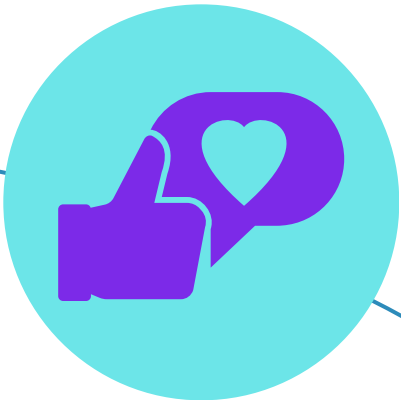
PARTICIPANT VOICE
"When you charge into the unknown, nice to have people behind you."

PARTICIPANT VOICE
"Brainstorming those solutions together helps think through that process."

FOSTER TEAMWORK, CENTER HUMANS, AND COLLECTIVELY UNDERSTAND AND RESPOND TO COMPLEX LEADERSHIP CHALLENGES

13 FOCUS GROUPS POWERFUL LEARNING TOOL IN UNDERSTANDING UO LEADERSHIP CULTURE

- Leadership cohorts, training and development positively impact staff and faculty
- Department Heads need the most in terms of leadership support, wellbeing, and feedback
- UO leadership cultures has an opportunity to infuse more strategic and collective actions with equity, improve middle management processes, support empowerment from leadership, and embrace communities of care

CONTEXT MATTERS

LEADERSHIP CULTURE & CAMPUS CLIMATER SURVEY DATA

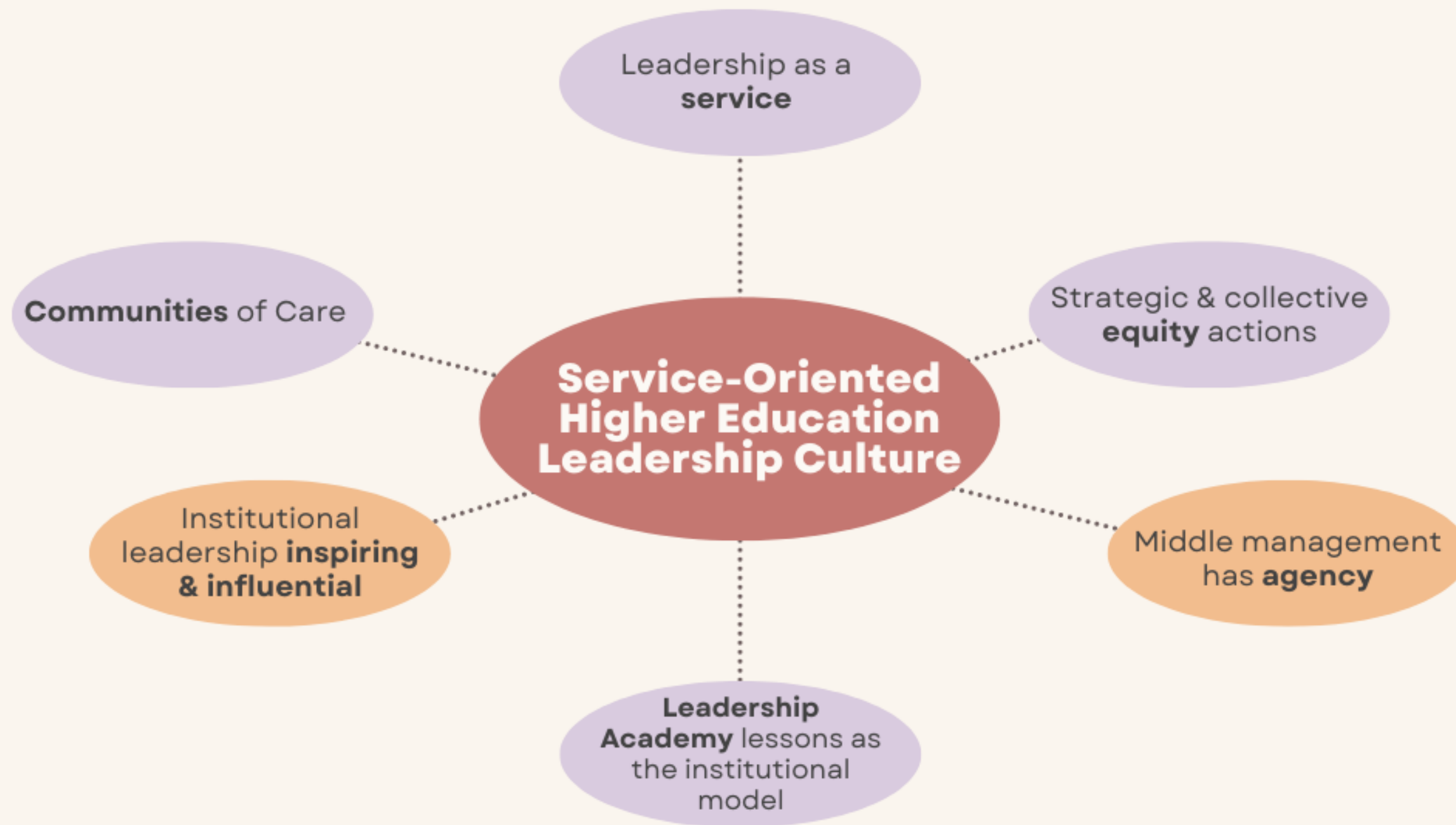- Key "leadership culture" item summary

DATA MEANING & CONVERSATIONS

REFLECTIONS: PART I

- Reactions to what you heard.
- What is resonating with you?
- What would "centering humans" look like in your area of campus?
- Ideas on addressing these opportunities and challenges.
- Be prepared to report out

EMERGING THEMES

Service-Oriented Higher Education Leadership Culture

- Leadership as a **service**
- Strategic & collective **equity** actions
- Middle management has **agency**
- **Leadership Academy** lessons as the institutional model
- Institutional leadership **inspiring & influential**
- **Communities** of Care

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DATA MEANING & CONVERSATIONS

REFLECTIONS: PART II

- What do you see as your role in helping shape this work, share results and bring about change?
- What else would you like to learn about the UO leadership culture?
- Be prepared to report out

MOVING FORWARD

SHARE REPORTS, PRESENTATIONS, ETC.

- Transparency
- Sr Leadership (Fall 22)
- OA council (Fall 22)
- Stimulate conversations to support culture shifts, leadership development
- Help Deans understand challenges of Department Heads-Faculty Fellow
- Allow UO community to learn from results

CREATE ACTION PLAN

- Shifts mindset about leadership culture & models
- Secure funding for leadership development
- Ensure UO community (e.g., faculty, staff) benefit from results through action

SHIFT CULTURE

- Trust & Community
- Equity & Humility
- Continuous strategies for improvement
- UO Leadership Culture Study 2.0

QUESTIONS?