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Learning-centred leadership: Rebuilding collegiality and mission

Ralf St. Clair

University of Victoria, Canada

International Conference 2021

GLOBAL LEADERSHIP AND MANA
IN HIGHER EDUCATION: INNOVAT





Community
Culture
Identity

Universities: where we are

WCU
Rankings
Quality

source: <https://blog.howardpchen.com/2013/03/on-choices-decisions-and-happiness/>





Learning as a problem, a question, and a challenge



Learning Organizations

(Peter Senge, 1993)

Systems
thinking

Personal
mastery

Mental
models

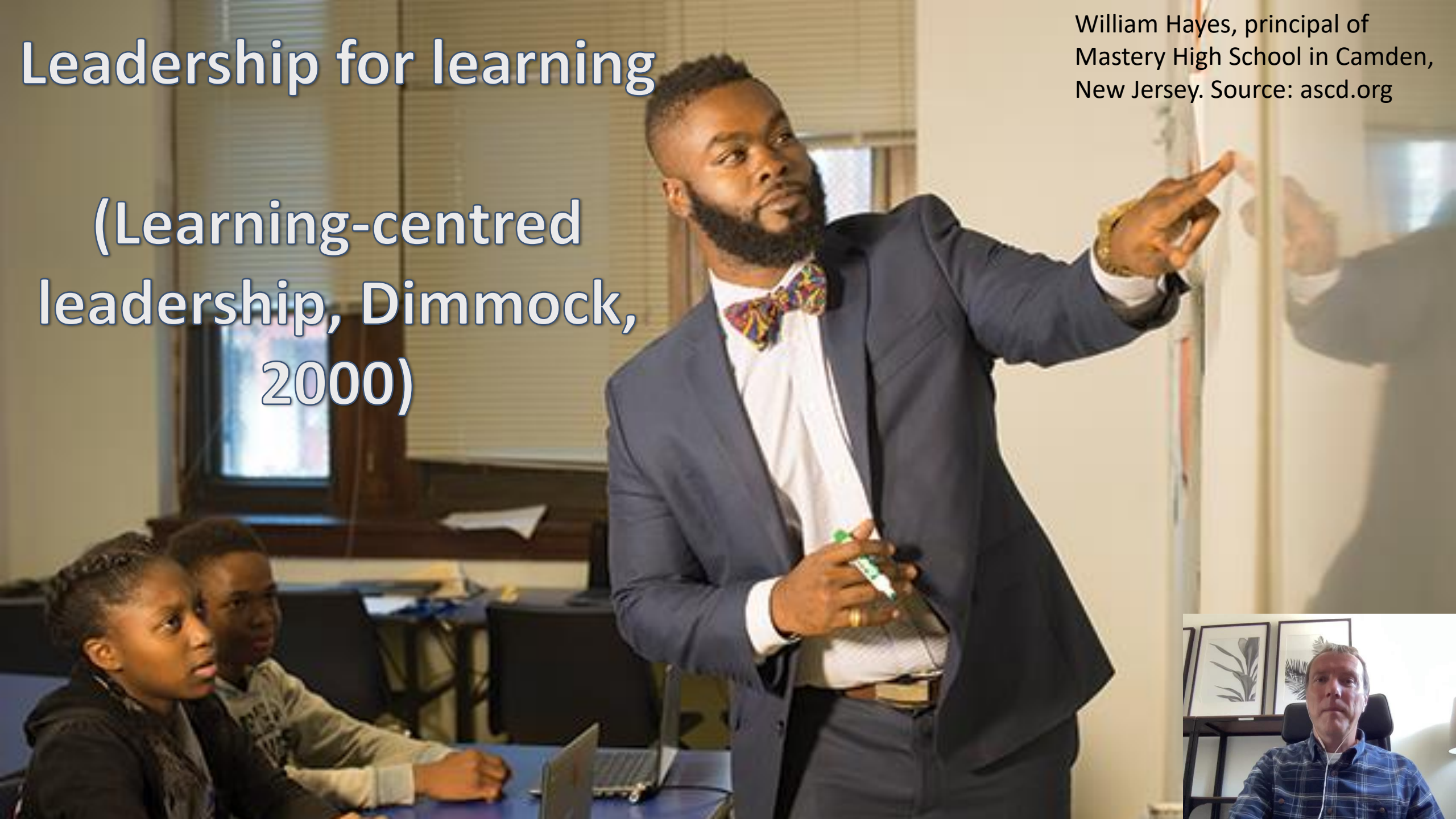
Shared
vision



Leadership for learning

(Learning-centred
leadership, Dimmock,
2000)

William Hayes, principal of
Mastery High School in Camden,
New Jersey. Source: ascd.org

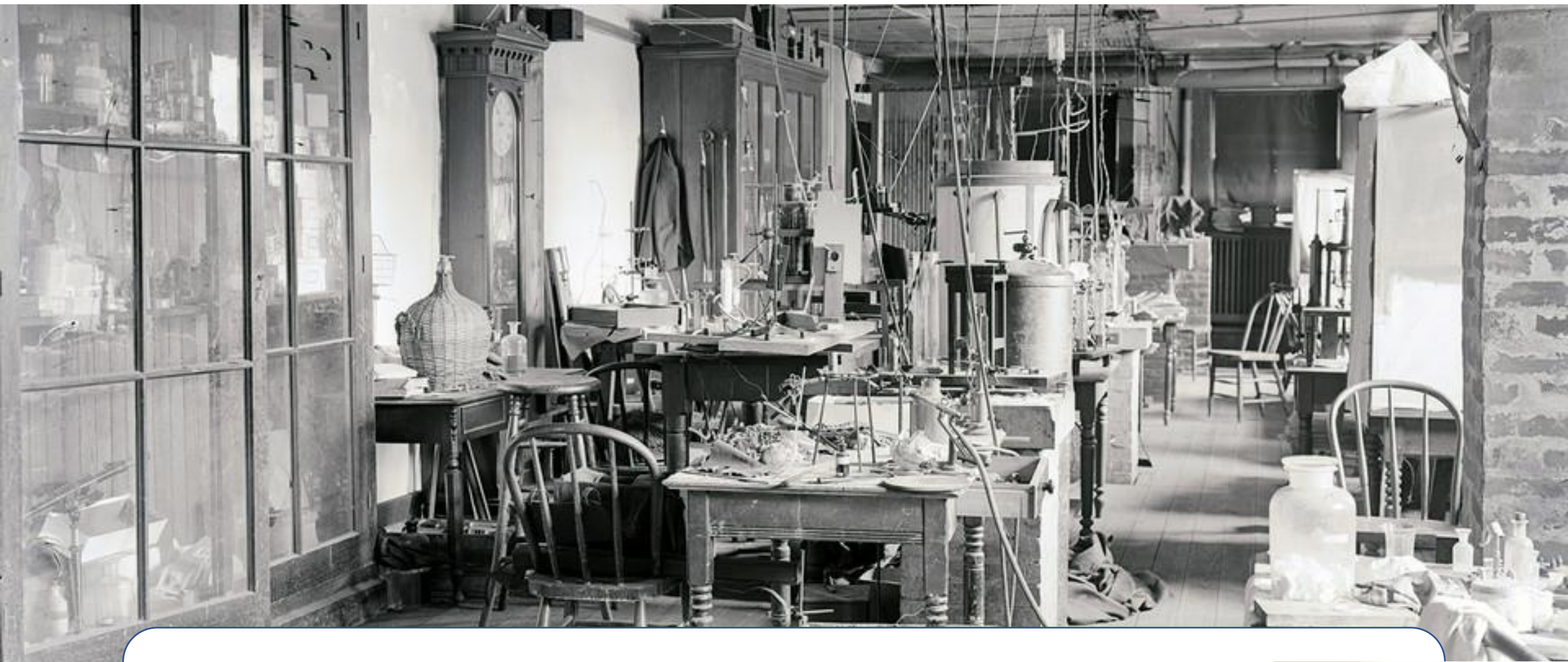


1. Broad acceptance of learning as a pervasive and multi-dimensional imperative



(source: knowledgeone.ca)





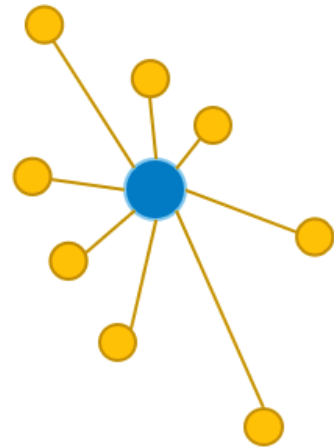
2. Promotion of an experimental mind

(source: <https://news.unl.edu/newsrooms/today/article/talk-to-examine-roots-of-nebraska-physics-link-to-einstein/>)

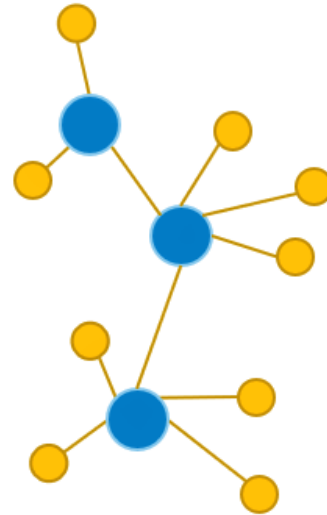


3. Distributed leadership

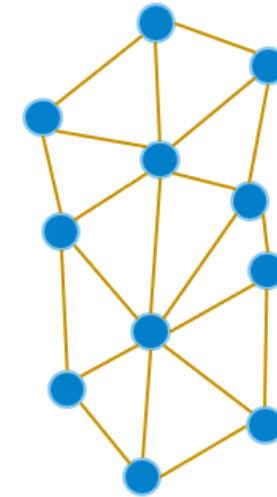
(source: <https://medium.com/tomorrow-plus-plus/distributed-leadership-for-the-future-of-work-b16bb988fb13>)



Centralized



Decentralized

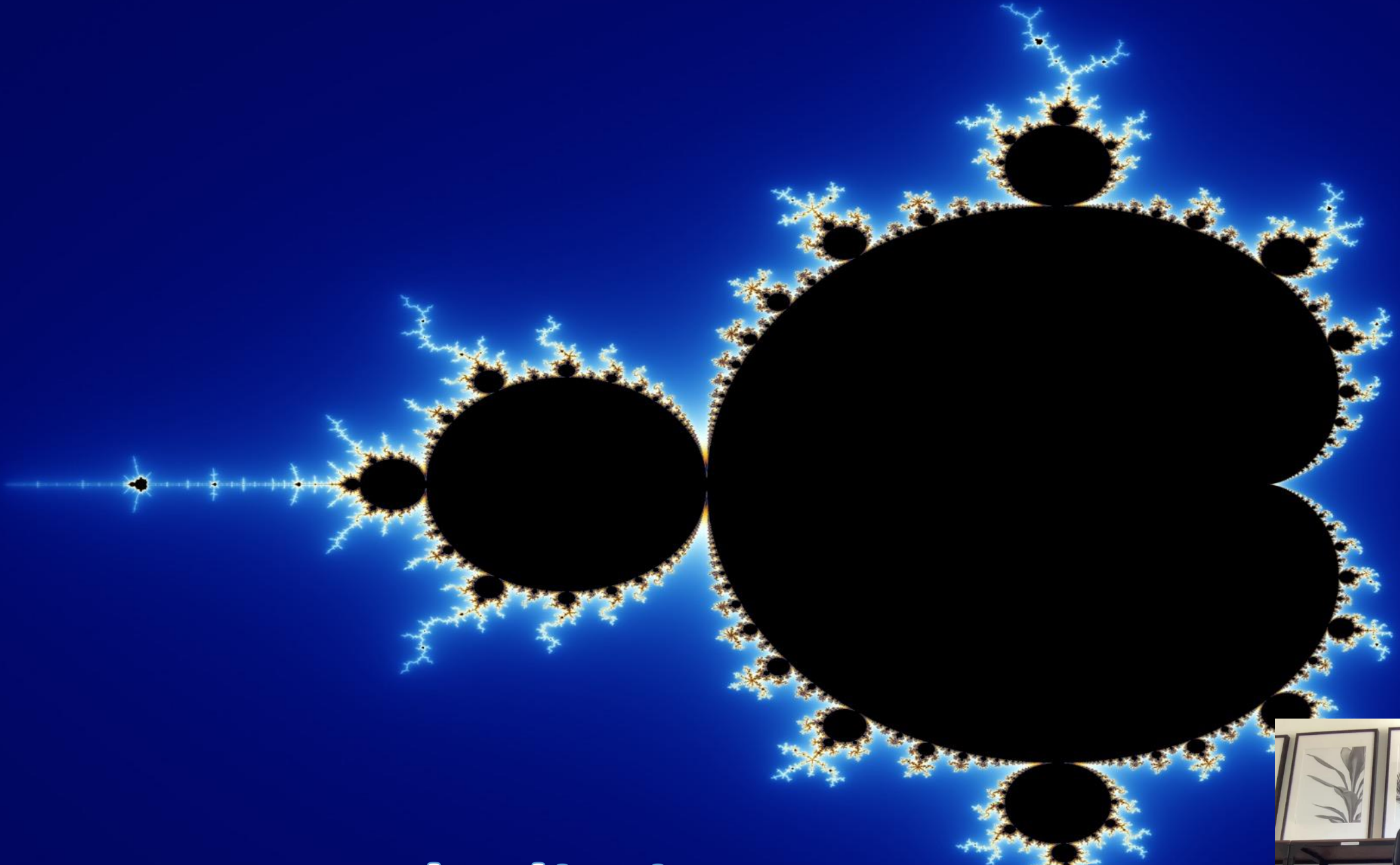


Distributed

LEADERSHIP STRUCTURES & EVOLUTION



(source: [Wolfgang Beyer](#), Wikipedia)



4. Focus on holistic perspectives





5. Commitment to diversificat

(source: vimarina.ca)





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Pandemic experience: March 2020

Many unknowns, and no way to know

- How long would it last?
- Could we deliver online?
- What would happen to funding?
- Would students even want to come?

Many university systems rely on predictability





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Pandemic response

- Forced to adopt a learning stance
- Increased acceptance of failure
- Need for holistic, institutional response
- Localized, distributed decision-making vital
- Risk of early commitment to on-line delivery
- Conventional administrative knowledge less valuable; diverse experience mattered





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Learning

- Novel structures can be put in place very quickly
- Universities have shown they can function with less predictability
- Managing morale and emotion is critical
- Some resources developed in response to circumstances have ongoing value
- All members of the university were needed
- Student reaction was unpredictable





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3 points to take away

1. A viable future for universities as societal centres of learning
2. We know this works— we just did it
3. Learning can provide a post-WCU mission





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HÍSWKE

Thank you!

Merci!

Vielen Dank!

Asante!

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