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International Conference 2022

**INNOVATIVE LEADERSHIP AND MANAGEMENT IN HIGHER EDUCATION:  
GLOBAL TRENDS AND PRACTICES IN THE POST COVID-19 PANDEMIC**

SEAMEO RETRAC, July 07-08, 2022

# Finding our New Normal in Higher Education Leadership and Governance

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# Finding our New Normal in Higher Education Leadership and Governance

- March 2020 – March 2022: Higher Education Institutions (HEI) pivoted to online, Hybrid, HyFlex methods of teaching and learning
- September 2021 – Majority of HEI began inviting students, faculty and staff back onto campuses around the world with mixed responses of enthusiasm and ambivalence
- Remote work was implemented through the pandemic, and in some cases HEI are implementing remote work arrangements post-pandemic to illustrate flexibility with employees, retain faculty/ staff and meet student operational needs
- The next academic year will continue to evolve as HEIs pivot into Hybrid/ HyFlex methods of teaching and learning, to complete in-person classes in some cases, or continuation of online delivery of academic programs

# Intersections of global forces associated with the United Nations' Sustainable Development Goals: Leadership



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Goal 1 – No Poverty	Goal 7 – Affordable & Clean Energy	Goal 13 - Climate Action
Goal 2 – No Hunger	Goal 8 – Decent Work & Economic Growth	Goal 14 – Life Below Water
Goal 3 – Good Health & Well Being	Goal 9 – Industry, Innovation and Infrastructure	Goal 15 – Life on Land
Goal 4 – Quality Education	Goal 10 – Reduced Inequality	Goal 16 – Peace & Justice Strong Institutions
Goal 5 – Gender Equality	Goal 11 – Sustainable cities & Communities	Goal 17 – Partnerships to Achieve the Goals
Goal 6 – Clean Water & Sanitation	Goal 12 – Responsible Consumption & Production	

## Intersections of global forces associated with the United Nations' Sustainable Development Goals: Leadership & Governance

- HEIs increasingly are embracing the UNs SDGs to illustrate commitments to the SDGs embedded in Strategic Plans guiding HEIs and has the potential to increase building capacity in communities globally
- Canadian Government funding opportunities focusing on Climate Change and Sustainability and the UNs SDGs provide a framework to make linkages explicit in support of research and infrastructure investments across our sector
- Colleges and Institutes Canada (CICan) has been supporting the UNs SDGs through the promotion of the SDG Accord - a worldwide partnership
- <https://www.sdgaccord.org/>

## Intersections of global forces associated with the United Nations' Sustainable Development Goals: Leadership & Governance

- Boards have the fiduciary responsibility to provide direction to their Presidents / Vice Chancellors on three Critical Risk Dimensions for any HEIs:
  - (1) Reputational Risks
  - (2) Financial Risks
  - (3) Quality Education Risks
- Public Boards of Governors and Boards of Directors are often referred to as “Setting the Tone at the Top” and many Public Boards of HEIs and Boards in the private sector are refocusing Strategic Plans using the 17 SDGs as a framework for HEIs

## Intersections of global forces associated with the Truth & Reconciliation Commissions (TRC) Calls to Action

- Honourable Murray Sinclair was the first Aboriginal Judge appointed to the Court in the province of Manitoba and 2<sup>nd</sup> in all of Canada
- Justice Sinclair led the TRC Inquiry into the treatment of Indigenous peoples (First Nations, Metis, Inuit) since contact with Europeans
- 94 TRC Call to Action were cited reflecting six areas: child welfare, education, health, justice, language and culture

# Intersections of global forces associated with the United Nations Declaration of Rights of Indigenous Peoples (UNDRIP) Act

- 2019 – British Columbia became the first Canadian jurisdiction to incorporate UNDRIP into Law (Declaration on the Rights of Indigenous Peoples Act – DRIPA)
- DRIPA Action Plan 2022-2027 contains 89 actions aimed at addressing the inequities experienced by Indigenous peoples and improving Indigenous health and well-being
- All HEIs in British Columbia are mandated to implement an action plan in support of DRIPA ... (Indigenization Plans)



# LIVING INDIGENIZATION 2021-2027



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# Living Indigenous Ways of Thinking, Being, Relating and Doing is one of our 6 strategic commitments

## **Governance Oversight:**

- Indigenous representation of Board of Governors
- Indigenous Advisory Council to the Office of the President

## **Internal Structure:**

- Office of Indigenization with Director as a direct report to the President

# Living Indigenous Ways of Thinking, Being, Relating and Doing is one of our 6 strategic commitments

## Four Key Strategic Focusses:

- (1) Transformational Leadership & Governance: Elders in Residence Program
- (2) Holistic Services and Supports: The Aboriginal Gathering Place
- (3) Indigenous ways of life in programming & research: (Soci-1100 Reconciling Colonial Practices in Justice and Public Safety)
- (4) Indigenous Community Capacity & Relationships: The Indigenous Advisory Council

# Intersections of global forces associated with Internationalization

Many HEIs have invested in:

- 1) Cultural exchange programs,
- 2) Study abroad programs with two-way flow of students in efforts to develop global citizens
- 3) Faculty Exchanges
- 4) Research Partnerships

# Intersections of global forces associated with Internationalization

- Canadian Labour market shortages looking out to 2031
- Future skills training and reskilling of Canadian workforce
- Immigration of new Canadians

# Intersection of global forces will influence our new normal in HEIs in Canada and globally

- Shifting to a variety of Hybrid, HyFlex and online programming (VR/ AR)
- UN's 17 – SDGs linked to strategic planning
- TRC Calls to Action and Indigenization's efforts of our HEIs as we decolonize our structures, policies and processes
- Internationalization of our HEIs in support of global citizenship and global mobility

# Thank you!

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