



INTERNATIONAL CONFERENCE 2023

A NEW PARADIGM OF LEADERSHIP & MANAGEMENT, TEACHING AND LEARNING
IN HIGHER EDUCATION: GLOBAL AND LOCAL PERSPECTIVES AND PRACTICES

SEAMEO RETRAC, July 13-14, 2023

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Leading & Managing Study Abroad During and Post- Pandemic: An Autoethnography

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1. Introduction
2. Literature Review
3. Research Method
4. Results
5. Discussion



ARE YOU A LEADER?

2. Literature Review

2.1. Leadership Identity

2.2. Educational Leadership & Management

2.3. Transformational Leadership

2.1. Leadership Identity

The extent to which one sees oneself as a leader the process by which individuals learn to perceive and define themselves as leaders (Lord and Hall, 2005; Day et al., 2009; Day, 2011; Miscenko et al., 2017).

Identity approach to leadership: follower's perspective (Haslam, 2004; Haslam et al., 2001; Postmes & Branscombe, 2010; Reicher, Spears, & Haslam, 2010; Tyler & Blader, 2003).

A more limited and narrow view exists of the leader's perspective of their own identity and its role in their leadership, thus autoethnography is a unique way to view this phenomena.

2.2. Educational Leadership & Management

Leadership: Influencing others' actions in achieving desirable ends

Management: Maintaining efficient and effective current organizational arrangements (Bush, 2006)

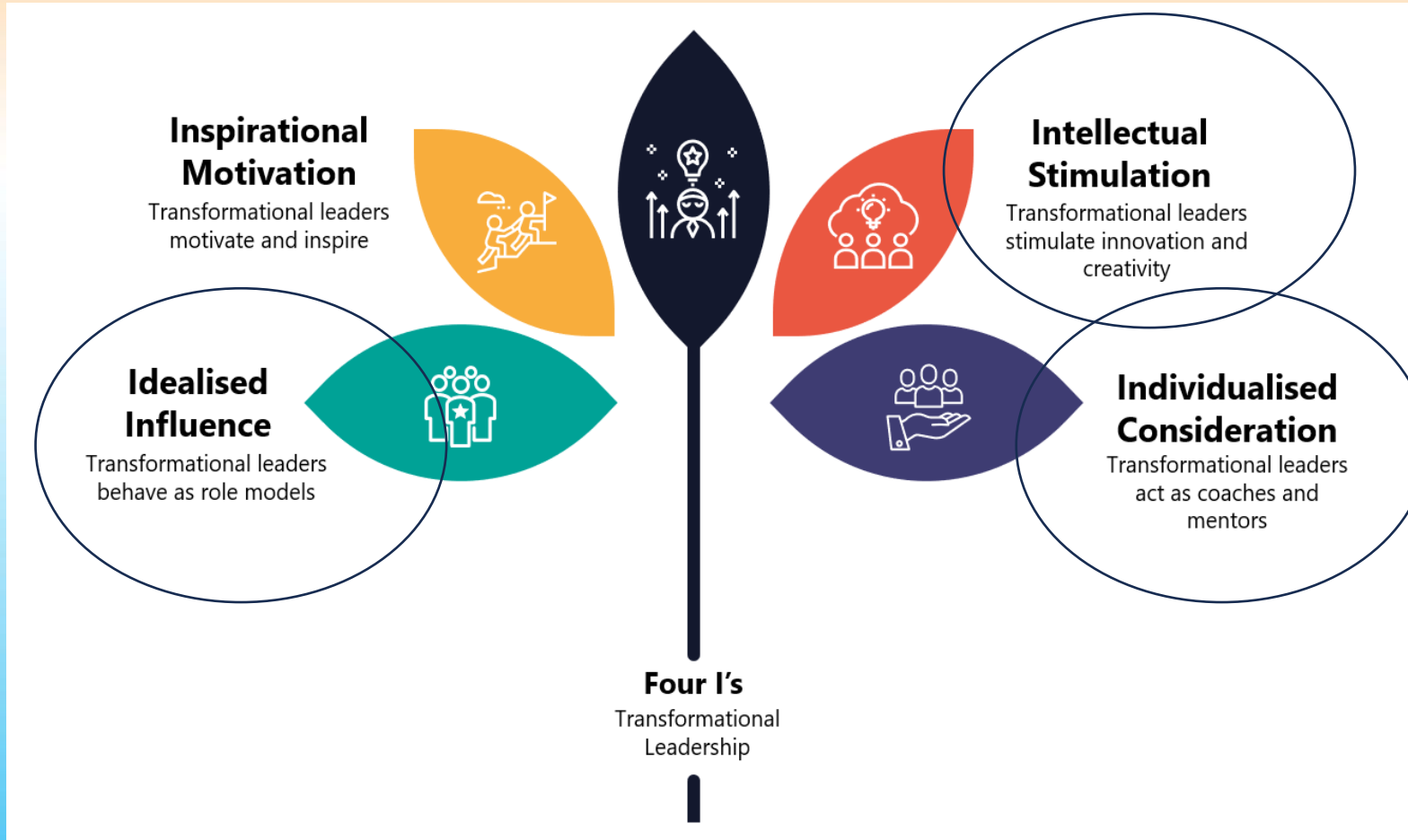
Theory & Practice: “It is wishful thinking to assume that experience alone will teach leaders everything they need to know” (Copland et al, 2002, p. 75).

2.2. Educational Leadership & Management

- Theory gives us “Mental Models” (Leithwood et al, 1999, p. 75)
- Dependence on personal experience in interpreting facts and making decisions is narrow because it discards the knowledge of others.
- Experience may be unhelpful in a different context.

2.3. Transformational Leadership





Transformational Leadership
Bass, B. M., & Avolio, B. J.
(Eds.). (1994). Improving
organizational effectiveness
through transformational
leadership. Sage.

2.3. Transformational Leadership

Within transformational leadership, followers are “encouraged to try new approaches, and their ideas are not criticized because they differ from the leaders’ ideas”

Through transformational leadership, managers are creating a psychologically safe space whereby the ‘fear of failure’ is alleviated.

Psychological Safety

Psychological safety is the key to innovation; operating with a lack of psychological safety arrests the development of the human capital within the organisation and halts creativity.

‘Freedom to fail’



Positive relationships



Work characteristics



Supportive practices



Strong relationship practices

3. Research Method

- Autoethnography as Qualitative (Chang, 2007; Denzin, 2006; Ellis, 2004; Ellis & Bochner, 2000)
- Self-Focused – Researcher is subject and object (Ellis, 2009)
- Context- Conscious - ethnography (the study of culture), autoethnography intends to connect self with others, self with the social, and self with the context (Reed-Danahay, 1997; Wolcott, 2004).

3. Research Method

- Autoethnography is a qualitative research method that utilizes data about self and its context to gain an understanding of the connectivity between self and others within the same context. (Ngunjiri, et al. 2010)
- “Autoethnographers vary in their emphasis on the research process (graphy), on culture (ethno), and on self (auto)” such that “different exemplars of autoethnography fall at different places along the continuum” (Ellis & Bochner, 2000, p.740)
- Ethics and accountability in autoethnographic work (Medford, 2006)
- Emotional Vulnerability (Pearce, 2010)

4. Results

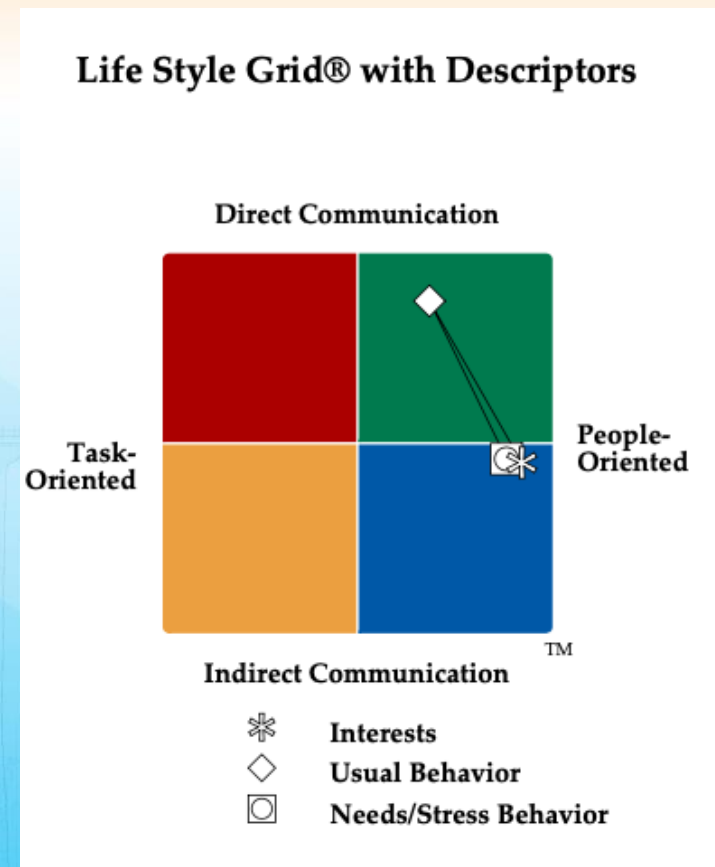
4.1. My Background & Leadership Style

4.2. The Team & The Context

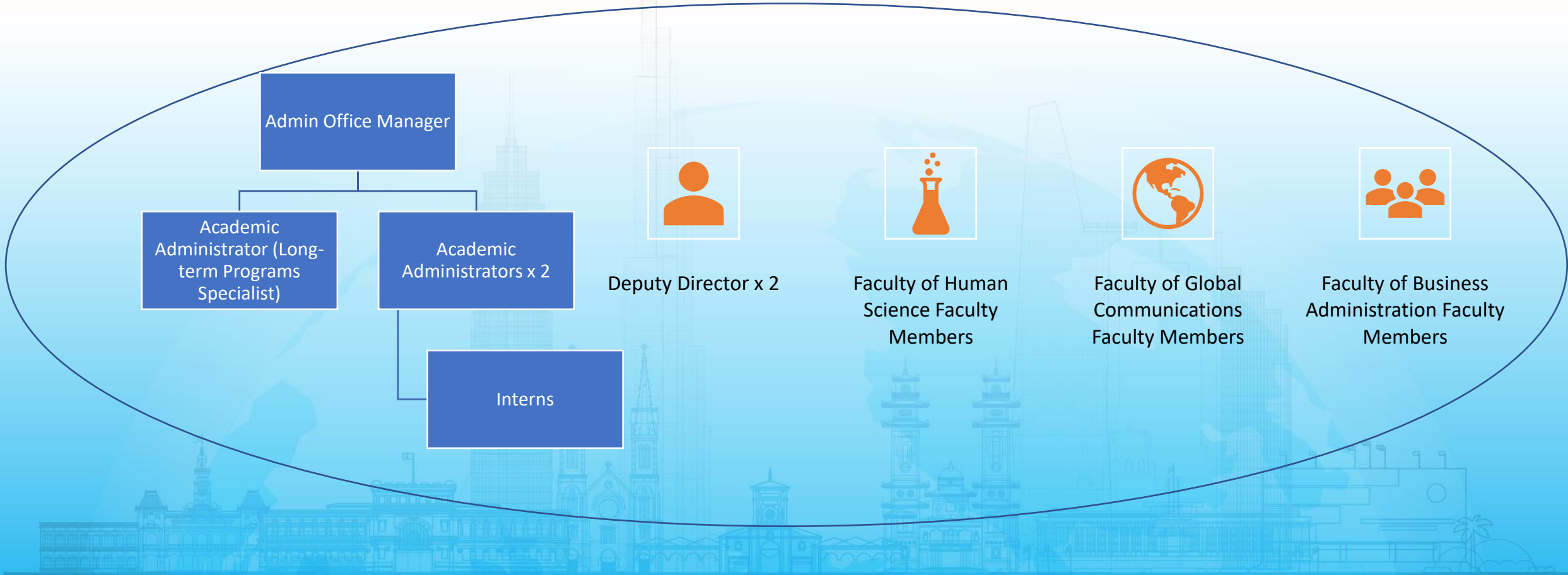
4.3. Evidence of Application of the I's

4.1. My Background and Leadership Style

- Knowledge Specialist: Leads by example
- Delegative Management:
- A positive attitude
- Motivated to make contributions and exercise professional or managerial responsibility.



4.2. The Team & The Context





2020

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All international programs grounded

Develop risk management procedures

Contacted all partners

SD/FD Online Tools

Increased social media presence

Analyze gov. guidance

Held extra-curricular international study programs

Held study abroad fair

Held online event (Korea)

Held online exchange (China)

April

May

June

July

August

September

October

November

December

January

February

March

Launched first online exchange (USA)

Held 2nd online exchange (USA)

Developed certificate program

Began working on accrediting programs

Held online lecture series

Developed a feasibility framework to restart SA

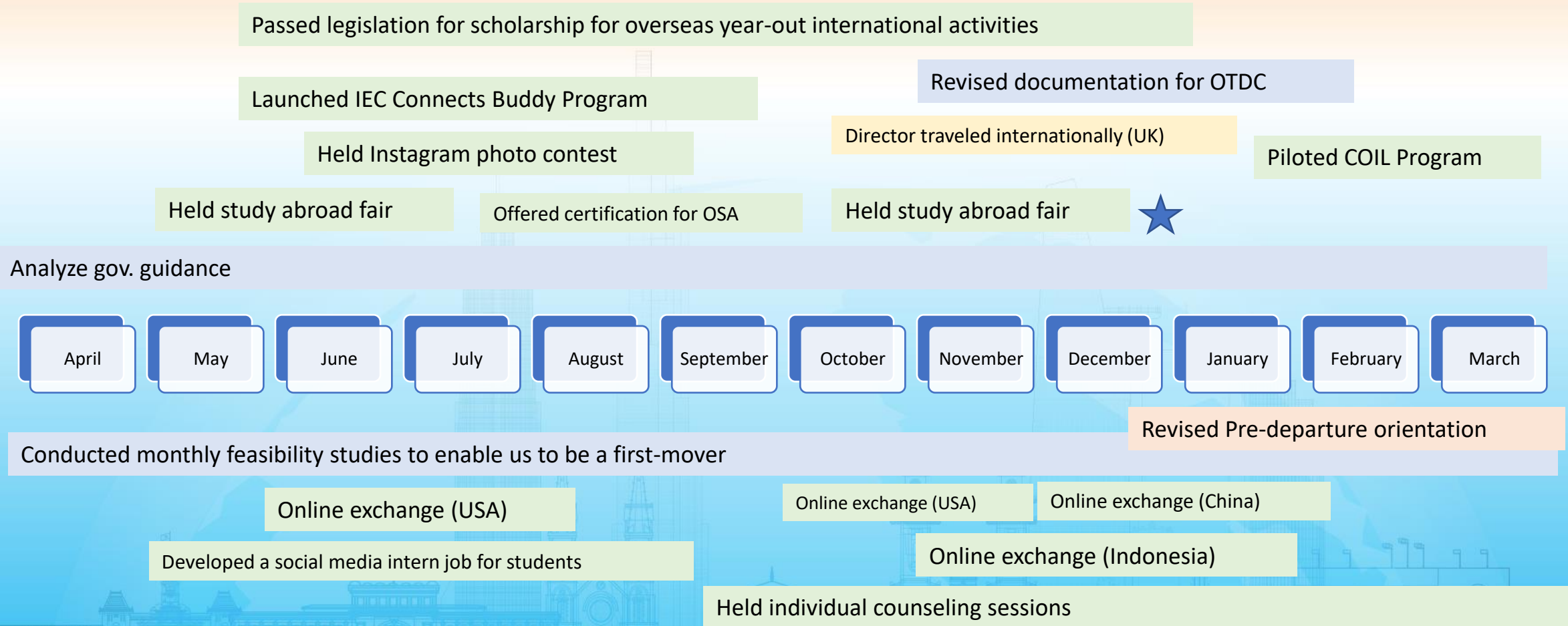
Developed support system for foreign employees

2021

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2022

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RESTARTED STUDY ABROAD

Online exchange (USA)

Held study abroad fair

Made decision to restart STSA (UK)

Continued to restart programs while also maintaining online programs

Analyze gov. guidance

April

May

June

July

August

September

October

November

December

January

February

March

Conducted monthly feasibility studies to enable us to be a first-mover

Critical Incidents



Closing all programs

Maintain relationships with partners



Switch to 100% online

Faculty/Staff Development (Zoom (workshop), TEAMS)

Manuals for running programs



Need (Speed) to Innovate

Developing online credits

Started COIL

New ways to utilize campus spaces

4.3. Evidence of Application of the I's

Individual Consideration



COACHING AND
MENTORING



REGULAR STAFF
MEETINGS



TRAINING

Idealized Influence (role model)

First overseas
trip during
pandemic

Modeling
behavior of
online

Intellectual Stimulation

Fostering innovation & creativity

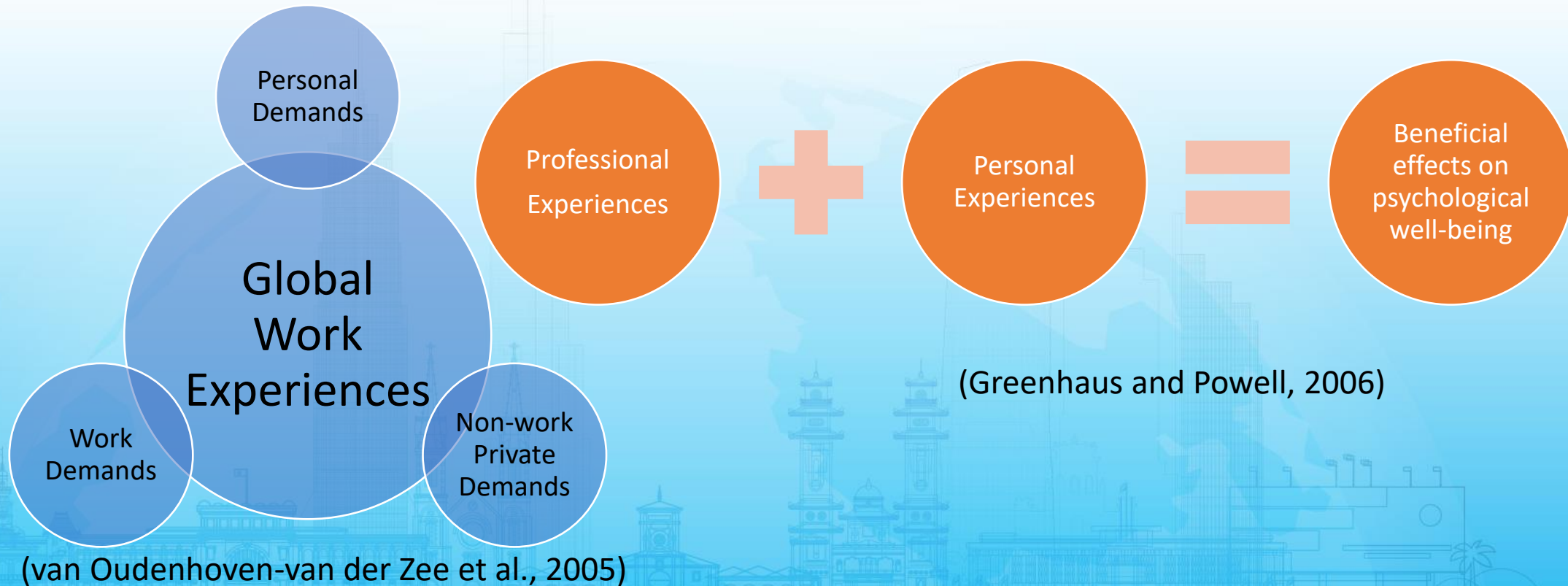
Developing new programs

Experimenting with COIL

Creating a culture of freedom & trust to 'try' -
failure is ok

5. Discussion

5.1. Cultural Learnings

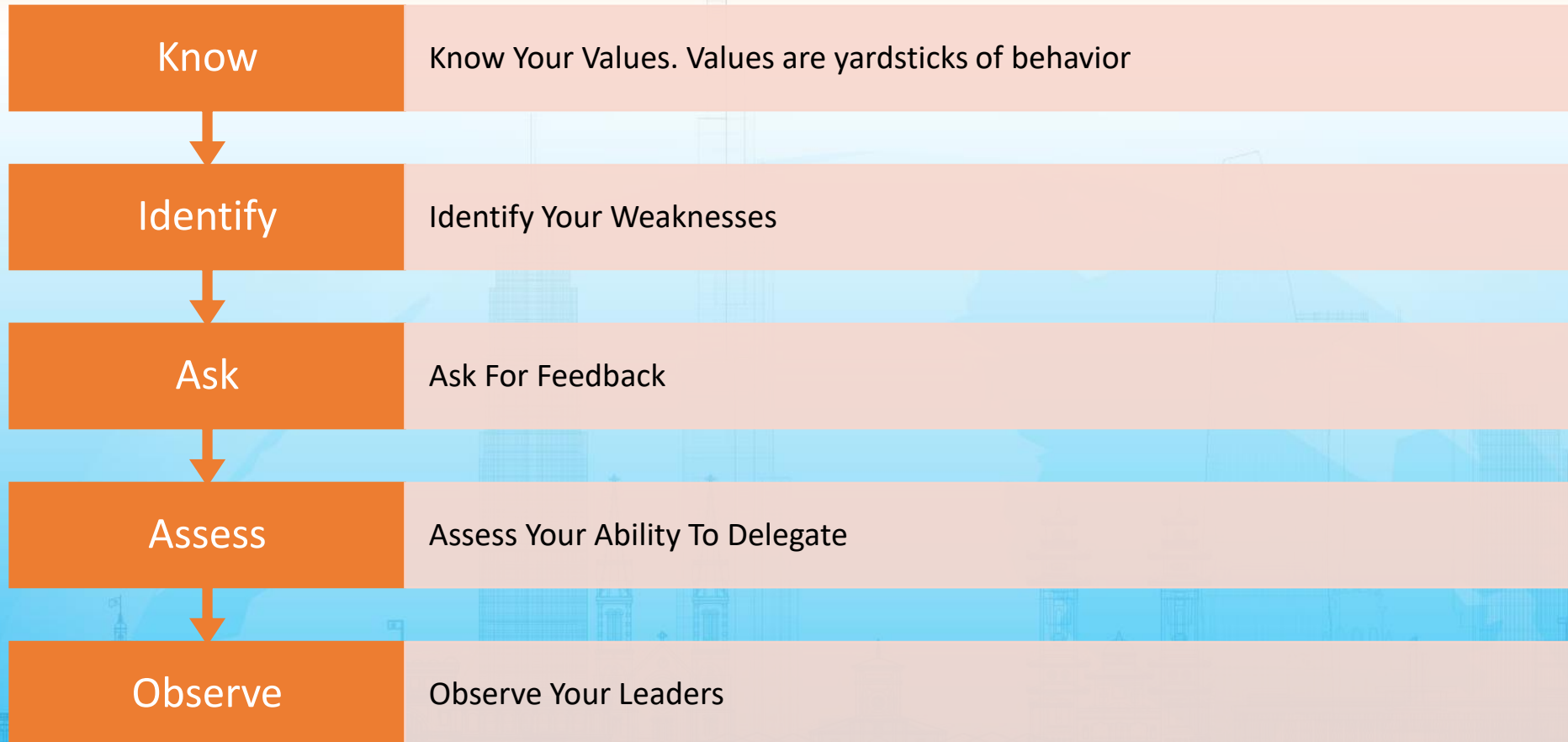


5.2. Philosophical Differences in Mindset

Transformational Leadership is “concerned with emotions, values, ethics, standards, and long-term goals” (Northouse, 2010, p. 171)



5.3. Working Out Your Leadership Style



The only way you can truly understand the type of leader you are in crisis is to assess your personality, be vulnerable, and reflect.

Ask Yourself: ***“What Kind of Leader Am I?”***

“What Kind of Leader Do I Want to Be?”



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Thank You For Your Attention
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