# Academic Leadership in COVID 19 situation: challenges and opportunities

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# Presentation Outline

- Leadership
- Planning
- Implementation
- Evaluation
- Academic Leadership Framework

Leadership is about
**who you are**
as well as
**what you do**

# Leadership Choices



| Bureaucratic | | Democratic |
| Autocratic | Delegative | Visionary |

| Risk-taker | Heroic | Rational | Decision-maker | Nurturing | Empathetic | Imaginative | Innovative |
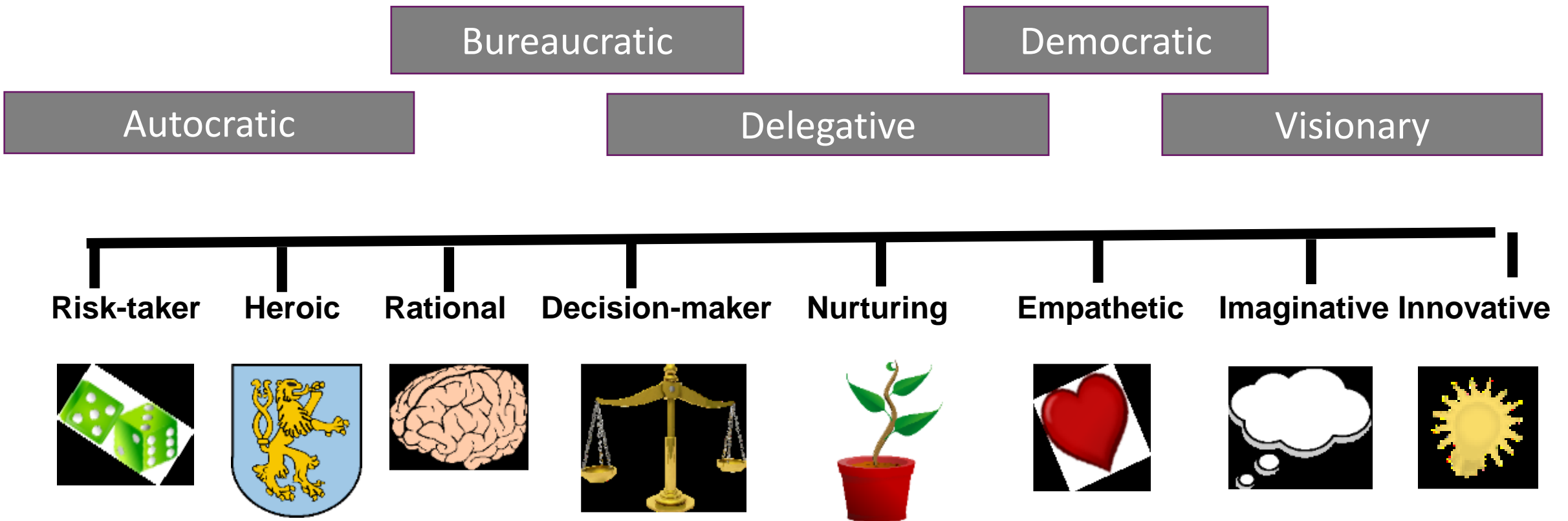
Leadership Style should fit well in the environment

## Academic Leadership

### Challenges

**COVID situation:**

- Challenging circumstances due to Pandemic
- Closure of universities- suspension of classes
- Ensuring Safety and well being of all stakeholders
- Continuity of Operations
- Resort to alternate methods of delivery
- Switch from face to face to online mode
- Maintaining academic standards

*Royal University for Women (RUW) met this global challenge very well.*

## Academic Leadership

**Leadership approach in COVID situation**

- Participatory
- Delegative
- Collaborative approach with flexibility

**How it helped?**

Allowed people to look at things from all perspectives

- One may have many strengths but may not have all
- It's good to build up a team that has all

## Continuity Plan

### Challenges

- Health & Safety
- Business Continuity
- Academic Continuity
- Technology & Security
- Strategy & Governance
- Students
- Employees
- Resource Planning

## Wellbeing Plan

- Health & Safety of staff and students
- Communicating with the stakeholders
- Create positivity and Instill positivity and hope in students
- Adapting to Work from Home
- Connected with colleagues/ students
- Attitude of gratitude

*Physical distancing but Social solidarity*

# Continuity Plan

- Special Task Force
- Policies/ Procedures
  - Security of systems
  - Assessment
  - Examination
- Resource planning
- E Resources
  - E platform (Moodle)
  - Real time Teaching (eg. BBB)
  - User guides for faculty/students
- Capacity Building of faculty
- [Online teaching Framework](#)

# Online Teaching & Learning Framework

## Course Specifications

Modified based on content, delivery and details of each session with clear activities using online and other tools

Exhaustive list of online resources

## Teaching tools

**Asynchronous**

Uploading, Pre recorded classes/PPTs, demonstrations

**Synchronous**

Online teaching with BBB, Moodle, live demonstration

## Grade Distribution

Midterm cancelled

Assessment 1 30%

Final assessment 40%

Engaging with Online environment 40%

## Modes of Assessment

Online Quiz, Submissions, Forum, Research papers, Case Studies, Reports, Take home exams, Open Book exams, Real time problem solving

## Monitoring

Attendance records

Weekly statistics and reports

Report for use of Moodle

Instructor evaluation at the end of semester

## Implementation

### Challenges

- Students not used to online teaching
- Not all Faculty prepared
- International students
- Student Engagement
- Technical issues of connectivity/ access
- Academic advising
- Discipline specific issues (Labs/ Studios/ Problem solving)
- Feedback and evaluation of learning
- Internships/ Graduation Projects

# Implementation

- E class schedules
- Access to E platform, Turnitin
- E access to lectures
- Online teaching Instructions
- Final assessment guidelines
- Special instructions for Lab/ Studio courses
- Work from Home norms
- Revised office Hours for advising
- Examination Framework
- Compliance with HEC Guidelines

# Overcoming Challenges

Plugins for virtual teaching

Capacity Building of staff

Demonstrations/ Recordings

E Library Resources

Academic and Technical Support

Upload/ Download material

Sharing good practices

Active Learning

# Communication was the Key

## Evaluating Effectiveness

### Challenges

- Crisis Management
- Academic Continuity
- Engagement of students with online environment
- Preparedness of faculty members
- Adequacy of resources
- Stakeholders feedback
- Timely action
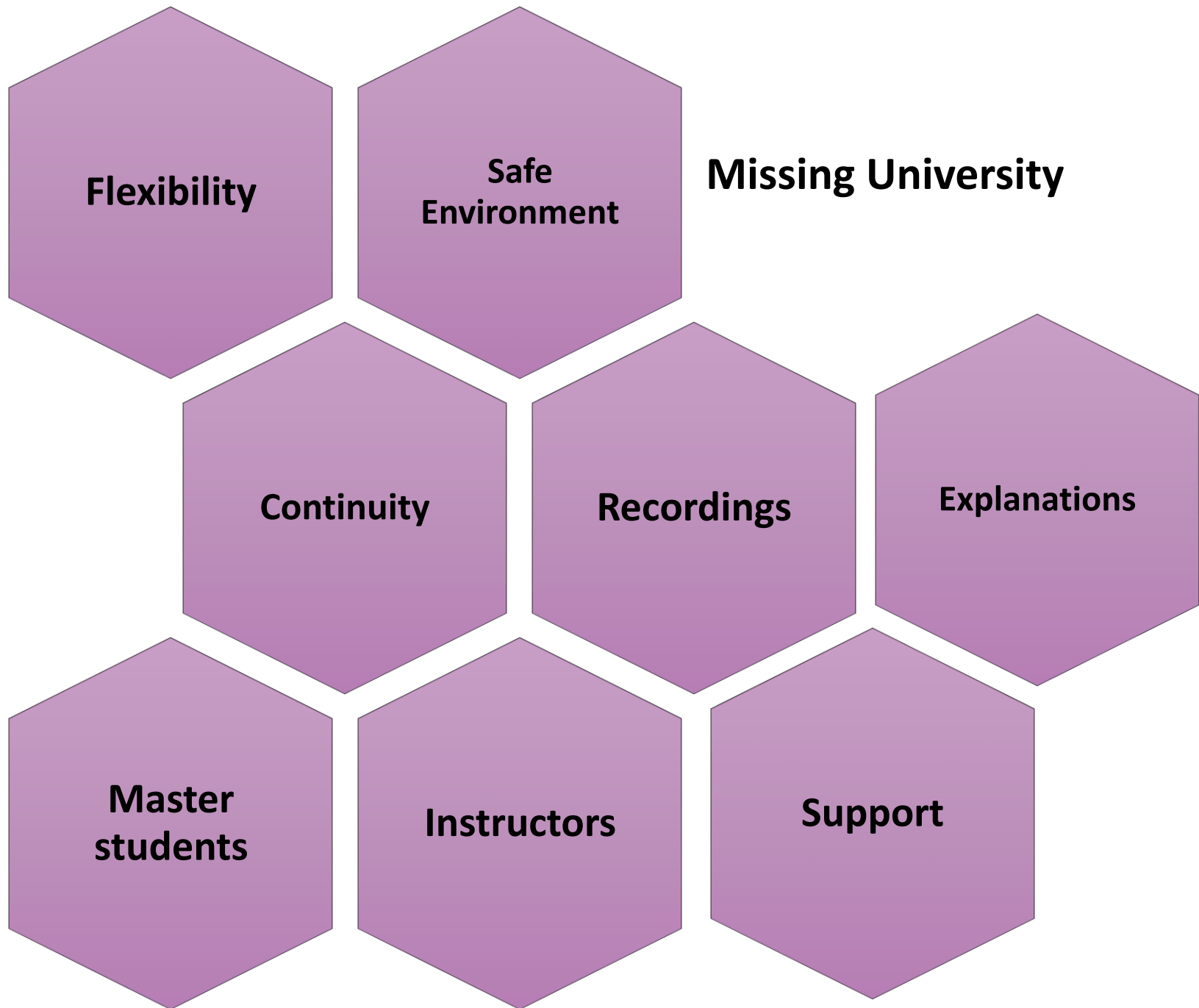
## Evaluating Effectiveness

- Reporting mechanism
- Attendance/ engagement records
- Weekly report/ Assignment tracker
- Surveys for faculty satisfaction
- Surveys for Student Satisfaction
- Instructor's evaluation

(with an objective to resolve issues in time)

*Trust in your team is the key to Work from Home*

# What Students liked

**Flexibility**

**Safe Environment**

**Missing University**

**Continuity**

**Recordings**

**Explanations**

**Wanted to be back**

**Master students**

**Instructors**

**Support**

**What needs to be revisited**

Heavy workload

Anxiety about classes

Lack of Engagement

Design Courses

Faculty specific dissatisfaction

**Level of training**
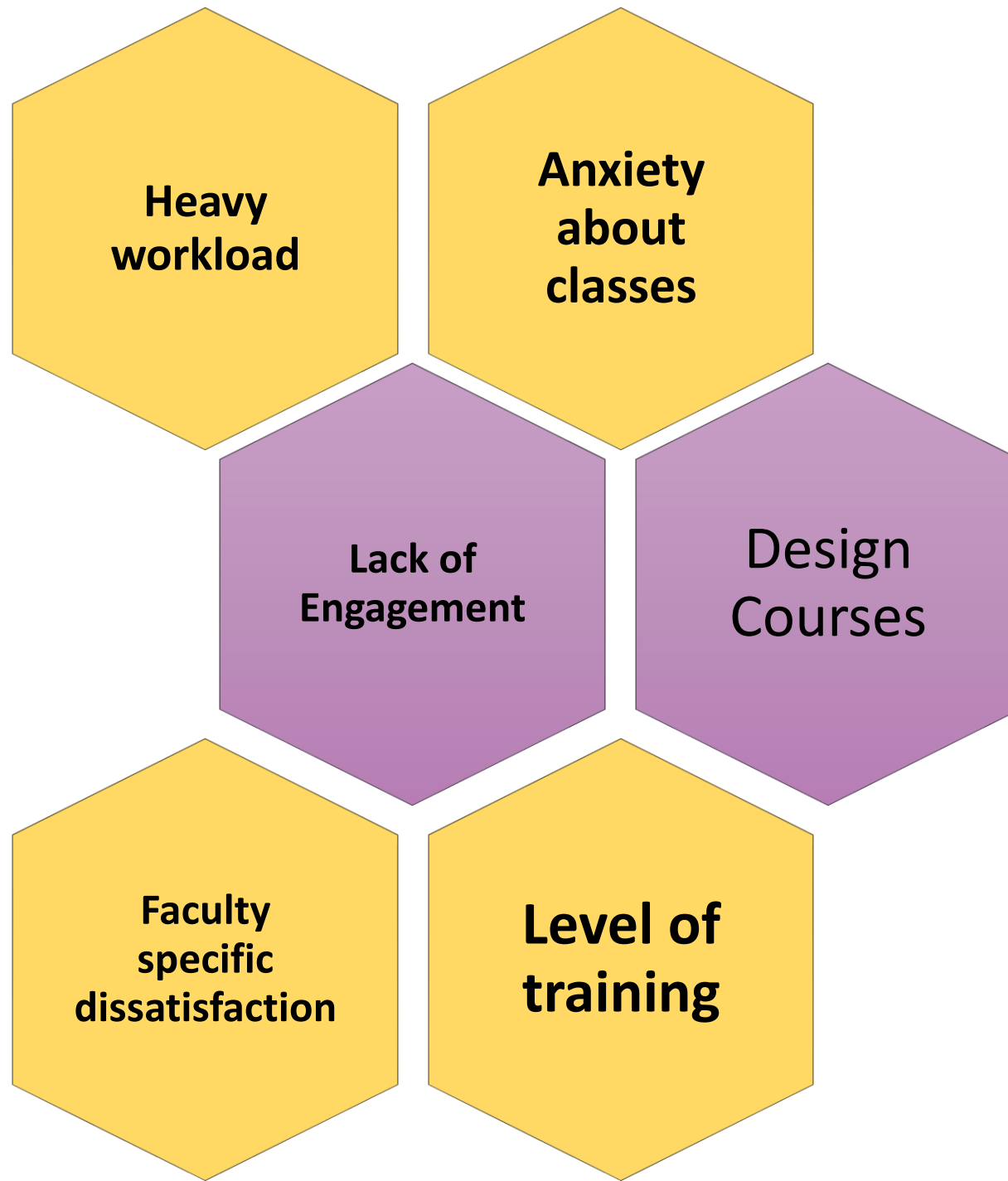
# Salient features of Online teaching

Online teaching is here to stay

Training needed for Faculty & Students

Engagement with Students

Online Assessments

Participation to be graded effectively

Effective use of Moodle/ BBB/ Zoom
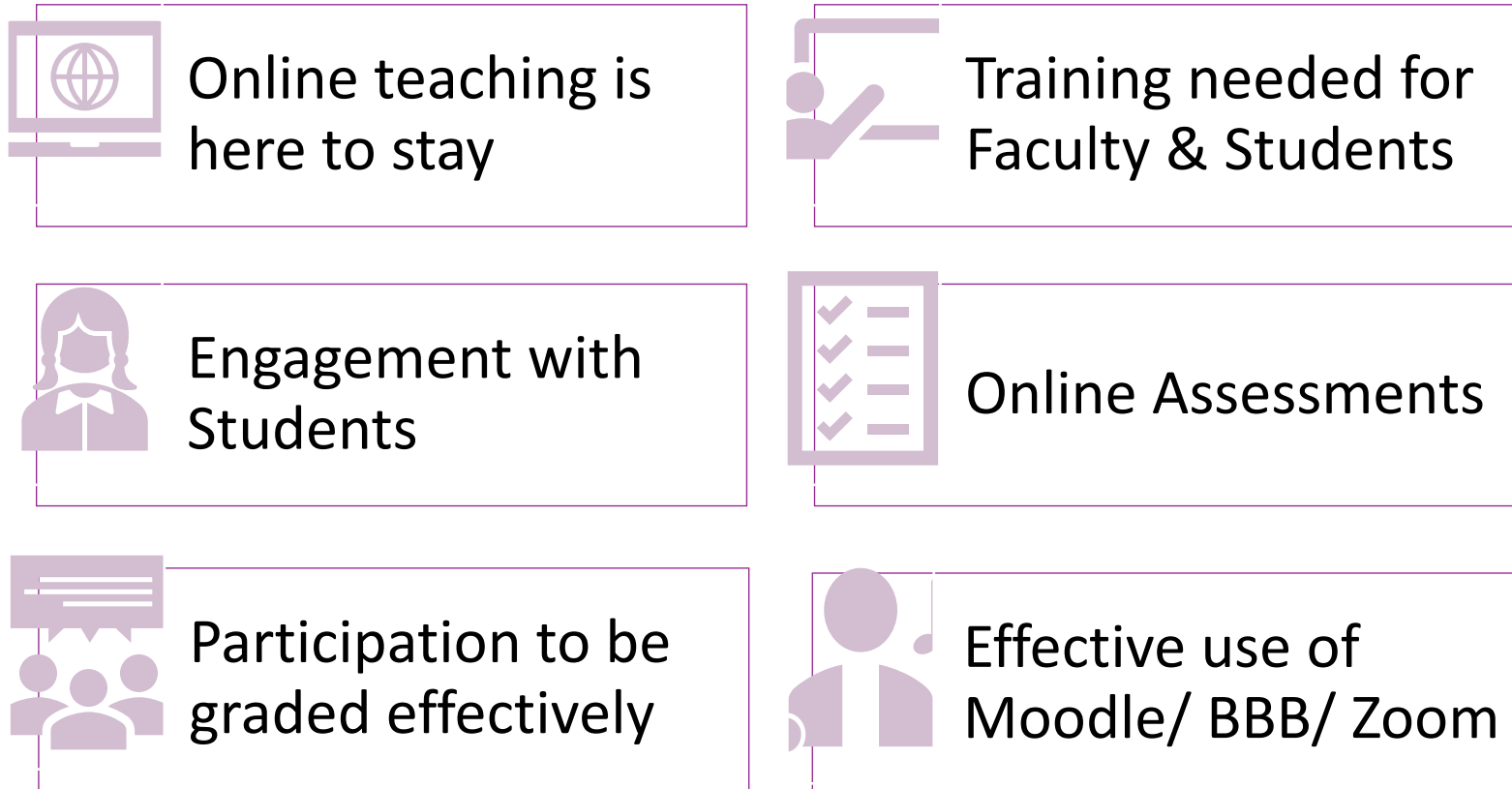
Role of Leadership is critical

# 7Cs for Leaders

| | |
|---|---|
| **Collaboration** | Those who '**do with others**' and experiment; change comes from **people doing real work**, not telling others how to do it differently |
| **Candor** | Those who **openly discuss** & **learn from mistakes** |
| **Creativity** | Those who **can imagine future scenarios**, can stitch together whatever is at hand to ensure practical success. |
| **Commitment to Community** | Those who recognize that **local engagement** is critical. |
| **Compassion** | Those who **lead with empathy**, as well as power. |
| **Courage** | Those who **embrace the ambiguous**, start where the energy for change lies, follow the new connections. |
| **Capital** | Those who **build Social, Environmental & Financial resources** |

# Leadership

Leadership is… creating conditions for Individuals, Teams and Organisations to succeed
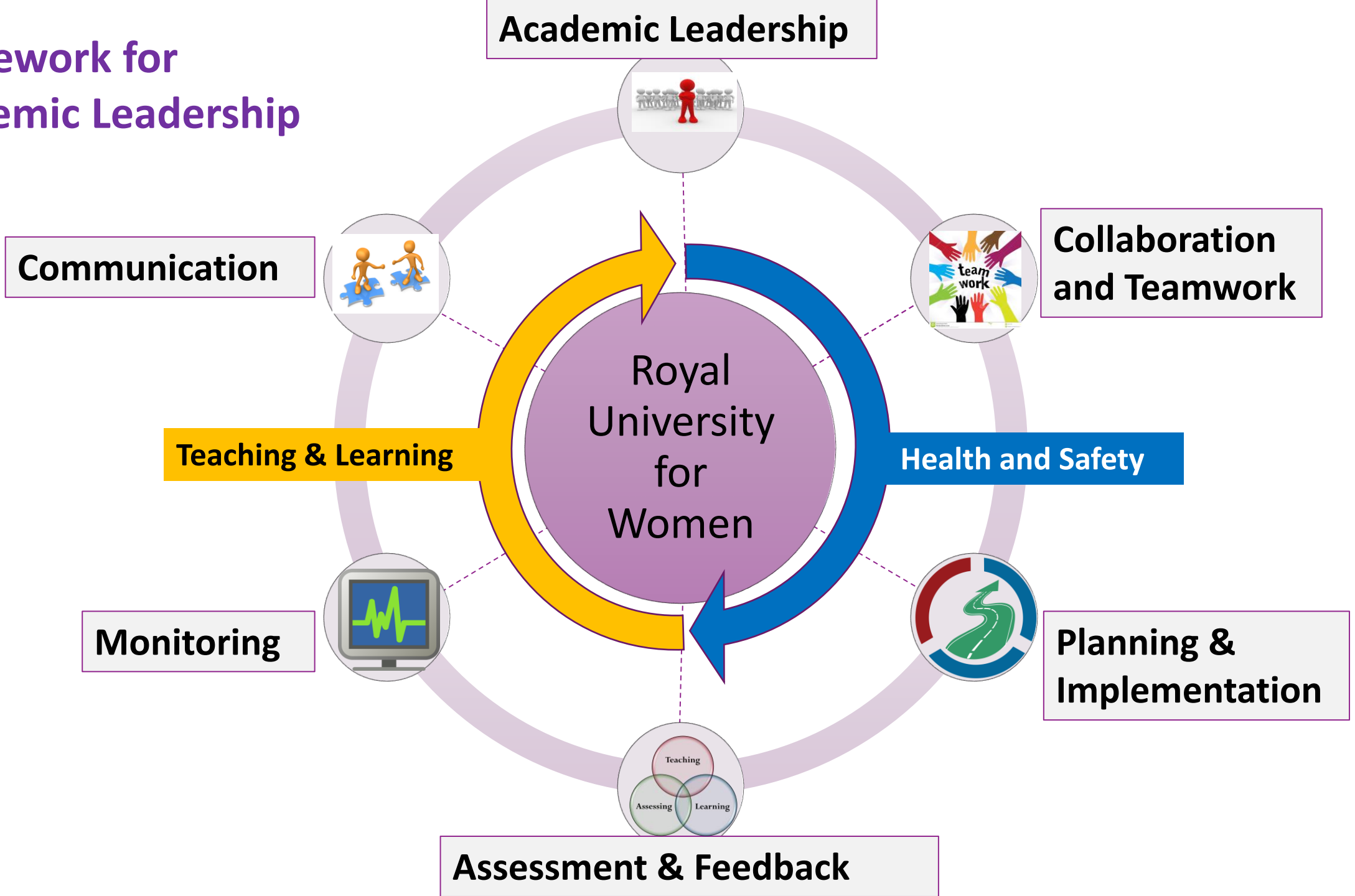
# Thank you



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