



LEADERSHIP DEVELOPMENT FUND

Preamble

An institutional culture that recognizes the importance of developing and retaining excellent leaders is pivotal to the success of the university. Trent has recognized and intends to enhance the connection between leadership effectiveness and the successful implementation of strategic directions outlined in integrated planning. This fund will allow Trent to develop leadership competencies in employees in influential positions.

As a public sector institution with limited resources, Trent has the challenge of balancing financial accountability while simultaneously enabling and encouraging leaders to continue to grow and develop. The Leadership Development fund will assist in bridging the gap between current financial constraints and the recognized need to develop the University's leadership capacity.

The Trent University Leadership Development Fund was originally created in 2011 and made possible by a generous donation from a friend of Trent University. This fund continues to be made possible thanks to new philanthropic donations.

Core leadership competencies, as defined in Trent's current performance metrics include the ability:

- to lead teams,
- to negotiate and solve conflicts,
- to apply advanced strategic solutions to problems,
- implement innovative, and creative plans of action
- to lead change.

While this is not an exhaustive list, it is understood that foundational leadership skills need to be consistent across all levels of the University to build alignment, understanding of expectations, and set clear direction.

Overview

This procedure document establishes the guidelines for programs and activities that qualify for funds including the application and approval process for receipt of funds, the individual participant requirements, the amount of compensation, the timelines, and the reporting requirements.

Eligibility

This funding opportunity is open to all current staff in leadership positions including Exempt Managers, Chairs, Deans, Directors, Associate VPS, VPs, as well as any staff person or faculty member who has been identified as showing exceptional promise. The employee should be identified as an individual in line for a leadership position by way of succession planning or promotion. Prior approval must be granted by the Supervisor and the Department of Human Resources.

Groups of two or more are also eligible to apply for funding for leadership development activities (e.g. a department or administrative unit).

Employees should intend to continue to be employed in a leadership capacity at Trent for a period of two years following the completion of the leadership development activity. Employees will be expected to share the knowledge and skills acquired through the professional development activity with their colleagues and prepare a report summarizing the experience for the committee.

Preference will be given to applicants who have not received previous funding through this avenue.

All applicants must obtain prior approval from their supervisor should the professional development activity occur during working hours. The employee is expected to continue to meet university obligations while participating in the professional development activity.

Types of Activities

The fund is designed to help cover the costs of all educational activities related to leadership development including programs such as McMaster University's Certificate in Advanced Leadership & Management and/or programs designed specifically to help academic leaders in their roles as Chairs and Deans. The fund may also help cover the cost of conferences, workshops, travel, retreats, credit or not for credit courses.

Funding allocation

Typically funding will range from \$500 to \$1500, although exceptional circumstances requiring additional funding will be considered. Funding amounts will be proportionally allocated for group funding requests. Multi-year requests shall be considered, however, the committee is unable to commit funds beyond the current year. As some funding received shall be considered a taxable benefit

for income tax purposes, please confirm with the payroll department if your professional development activity is considered a taxable benefit.

Timeline

Applications are due on April 15, September 30, and January 30 of each year. Successful applicants will be notified by May 15, October 30, and February 28 of each year. Should the applicant be unsuccessful in obtaining funding for a current round, the application will be re-considered in the following funding round unless stated otherwise.

Deciding Committee

A committee consisting of a representative from Human Resources, External Relations and Advancement, and a senior academic administrator will be responsible for assessing applications and distributing funds. Should a member of the Deciding Committee wish to submit an application, he or she shall not participate in the decision making for that round. An application received from a Vice President, Associate Vice President or Director shall be reviewed by a Vice President, or President as necessary.

Assessment Criteria

1. Applicants should be currently in a leadership position or have been identified in relation to succession planning.
2. A clear and convincing narrative about the value of the activity to the individual, the unit and the University is presented.
3. Activities should develop leadership competencies, such as the ability to: lead teams, negotiate and solve conflicts, apply advanced strategic solutions to problems, positive professional behaviour, team building, project management, implement innovative creative responses, and lead change.
4. Grant proposal must reflect individual's intention to share knowledge, information or skill with other staff on campus.
5. Activity supports or enhances the mission, goals of the University.
6. Activities should be linked, where possible to the Unit/Integrated Plan.
7. Normally, the funds should be used to fund additional activity that might not have otherwise occurred. Exceptions may be made where budgets have been reduced as part of deficit reduction strategies.

8. Committee will consider advancement of career in current position and community.
9. Length of service may be considered.
10. The whole unit or substantial parts of it will benefit from the grant.
11. Facilities and training locations are justified.
12. Funding should not be used to fund traditional activity which is the responsibility of the unit.
13. Submission of joint or group proposals are encouraged.
14. Individuals may not receive more than one grant per year and may be asked to sit on the approval committee in the following year. Award recipients are eligible to apply after one year.
15. Must have supervisor support.
16. Activities should be the lowest cost option available unless agreed upon by both Vice Presidents that a specific activity is preferable. Accommodation and expenses must be at a modest level.