Documenting educational leadership

University of British Columbia

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SPB / AS v2.1 June 2016

**Activities** in the domain of teaching and educational leadership can be specified on the community map framework, across dimensions of teaching (delivery, design, professional development and dissemination) and levels of enactment (what the individual does, what is enabled, what is changed / led by the individual)

Naturally associated with these activities are the tangible **outputs** derived from them. For example:

* What new learning opportunities / teaching materials / courses / programs / assessment strategies did a particular activity create?
* What does the individual / their colleagues / the Department / the institution / colleagues beyond the institution now do differently as a result of the activity?
* What supports, resources, events, workshops, capacities, and partnerships now exist as a result of the activity?
* What publications, conference proceedings / presentations or other dissemination or knowledge mobilization mechanisms now exist as a result of the activity?

Moving beyond outputs, we must consider what the **impact** of these activities and associated outputs has been, and what source(s) of **evidence** can support these claims.

**Categorical areas of impact:**

For each of these, there will need to be a specification of the extent of impact, determined by scale (e.g. how many), scope (e.g. extent, reach, locus of action) and specific contribution (individual vs extended team).

1. **Impact on practice**

Can include the teaching practice of the individual, their colleagues, their discipline / department as well as wider (e.g. beyond UBC) impact on teaching and learning practice. Includes impact of creation / dissemination of resources / materials / software developed to support teaching and learning practice.

1. **Impact on curriculum**

Can include impact through creation / renewal of courses, programs, degree pathways and options, accreditation requirements, modality of delivery (online / blended), engagement with community partners.

1. **Impact on approaches / priorities**

Can include the impact on program / departmental / Faculty / institutional priorities or approaches for teaching and learning, as well as creation / revision of guidelines, procedures and policies.

1. **Impact on support capacity, support provision or teaching and learning networks**

Can include impact of creation / provision of workshops, seminars, communities of practice, training or mentorship programs, celebrations, awards etc.

1. **Impact on student success**

Impact on student learning, achievement of course / program outcomes, student engagement, student well-being and other measures of student success.

1. **Impact on scholarly literature / body of work**

Can include the impact of publications, presentations, conference proceedings, workshops, invited keynotes, media or news coverage.

**Sources of evidence.**

* Quantitative data, e.g. number of participants, performance or other measures of learning, enrollments, degree pathways, placements, views, users, purchasers, citations and impact factors.
* Qualitative data, e.g. course / program evaluations of effectiveness through student surveys, analysis of writing activities, focus group, interviews.
* Awards, Recognition and Distinctions in the area of teaching and learning (e.g. UBC Killam Teaching Awards, Department / Faculty teaching awards, external Fellowships, 3M National Teaching Fellowship)
* Student evaluations of teaching (quantitative and qualitative data)
* Evidence of impact on students (reflective blogs, e-mails, social media)
* Evidence of impact on other colleagues, Departments, institutions (emails, letters, communications indicating adoption of practices, materials, designs, assessments etc)
* Materials, activities or feedback from workshops, panels, conferences, invited presentations, networks, communities of practice
* Publications, proceedings, podcasts, digital artifacts and media articles
* ….

**Putting it all together: some examples**

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| Impact category | Description | Example(s) | Source(s) of evidence |
| Practice | The teaching practice of the individual, their colleagues, their discipline / department as well as wider (e.g. beyond UBC) impact on teaching and learning practice. Includes impact of creation / dissemination of resources / materials / software developed to support teaching and learning practice. | *“I co-taught a section with a colleague. He has changed his/her teaching practice to now incorporate more active learning strategies with proven pedagogical efficacy into his own upper year courses.“*  *“I developed a classroom and online-based simulation assignment and assessment framework which is now widely used in my department and has been adopted at three other institutions. Over 50 students a year at UBC and over 100 at other institutions experience the simulation, which has increased student engagement and knowledge of the subject matter based on test scores and evaluations.”* | *Statement from colleague. Teaching Practices Inventory of upper level course before and after transformation*  *Analysis of test / exam scores before / after new framework introduced. Measures of student engagement (feedback from course survey, self-reported time on assessment tasks).* |

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| Curriculum | Can include impact through creation / renewal of courses, programs, degree pathways and options, accreditation requirements, modality of delivery (online / blended), engagement with community partners. | “Our new blended-learning minor in XYZ has enrolled XX students in its first year who would otherwise have not been able to take these courses.”  “I led my department’s recent undergraduate curriculum review process, which made major changes to our undergraduate major program. I was primarily responsible for conducting a survey of undergraduate students, developing a curriculum mapping report, and redesigning our fourth year capstone seminars. As a result, student concerns were reflected in our curriculum changes, our major program degree pathways have been revised, and all 150 students in our major program now take a series of new and revised capstone courses.” | Student enrollment data, course and program evaluation activities, statement from Program Coordinator of impact of my contributions.  Curriculum map before and after; feedback from accrediting body on recent accreditation visit; student survey responses and actions taken; feedback from students taking new capstone courses (survey plus focus group) and faculty teaching capstone courses (semi-structured interviews). |

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| Approaches / priorities | Can include the impact on program / departmental / Faculty / institutional priorities or approaches for teaching and learning , as well as creation / revision of guidelines, procedures and policies. | *“I led a project in my Department to show that it is possible to design open book / open note examinations for first year courses that are rigorous tests of how students can apply what they know, rather than simply regurgitate facts. They are now being routinely used in all six of our year 1 courses, with other colleagues considering employing them in second year courses.”*  *I proposed to my colleagues that we increase the availability of experiential learning opportunities for our students across our unit. As a result, our unit now has an Experiential Learning Coordinator and we have increased the number of students taking co-op, internship, or community service learning placements from under 10% three years ago to over 50% today.* | *Analysis of examination questions for closed- and open-book exams (skills tested and student performance); unsolicited feedback from colleagues in other 1st year courses; feedback students captured prior to the open book final exam; poster at the Science end of year event.*  *Service learning enrolment data over 5 years; student feedback on increased availability / choice of experiential learning opportunities; feedback from community partners on quality and impact of student work undertaken on placement; letter from former HoD on how vital this is for the Department’s offering to remain relevant and engaging for students.* |

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| Support capacity / provision | Can include impact of creation / provision of workshops, seminars, communities of practice, training or mentorship programs, celebrations, awards etc. | *I overhauled the TA training program in my department to make it more relevant for TAs teaching in large diverse student cohorts for the first time.*  *I created a faculty mentoring program at my university for new female faculty. The mentoring program is now available to all incoming female faculty and over 30 mentorship arrangements are currently active. The program has repeatedly been cited by faculty as an important contributor to their career success and satisfaction. The program was recently recognized with a university community award.* | *Numbers of TAs taking part in departmental training activities; feedback from first year instructors on preparedness of TA cohort; funding and feedback obtained from Provost’s office biannual grant process; survey data from TAs before, just after and well after TA training activities.*  *Feedback from Faculty mentors and mentees; input from Dean’s office regarding presentations to other Departments in the Faculty. Feedback from ALDP coordinators on including it in future sessions for Heads and Directors. Citation and award from UBC.* |

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| Student success | Impact on student learning, achievement of course or program outcomes, measures of student engagement, well-being, retention / completion, preparedness and other measures of student success. | *I developed a new assignment for my required introductory course based on the literature on learning portfolios. To my knowledge, this is the first use of learning portfolios as an assessment tool in my discipline. The research and writing performance of students has increased, as has their performance in subsequent required courses. Student surveys and evaluations have enthusiastically endorsed the assignment.*  *Student anxiety prior to their first clinical placement has significantly decreased, following the introduction of a short blended, peer-supported preparatory course.* | *Longitudinal study of student research and writing performance and engagement, using feedback from 6 faculty colleagues and 200 students over 3 years (funded through TLEF). Contributed presentations at national and international conferences.*  *Self-reported data on student preparedness before and after the course was developed and introduced; analytics on student engagement and persistence with the course during placement period; sentiment analysis of discussion board posts over time; feedback from clinical placement partners.* |

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| Scholarly literature / body of work | Impact arising from publications, conference proceedings, workshops given / organized, invited or contributed presentations, media or other news coverage. | *My colleague and I presented on the design of our new course at our annual professional association meeting. The course will be featured in our annual teaching and learning bulletin, and we are working in a partnership with colleagues at X University to in the development of a similar course in their own department.*  *Our research study of the effectiveness of collaborative learning methods was featured in Macleans magazine.*  *Our conference paper on the approach we took to blending and flipping our large introductory science course has been cited 65 times since publication in 2012, with citations from more than 12 different disciplinary areas.* | *Meeting proceedings; quantitative data from reach of T&L Bulletin feature; feedback from X University regarding co-development partnership.*  *Issue in which article was featured; analysis of social media impact including trackbacks, tweet metrics, comment analysis on Macleans website comments associated with the article.*  *Analysis of citation statistics from Google Scholar / Web of Science. Impact factor of conference proceedings.* |