

Project Brief: Senior Leader Development and Networking Project

Document Information

Project Name:	Senior Leader Development and Networking Project
Date:	24 May 2021
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Version:	1

Key Project Information

Project Sponsor:	Gwenda Thomas
Program:	Building Sustainable Leadership
Project Start Date:	May 2021
Project End Date:	January 2022
CAUL National Office Contact:	Kate Davis Director, Strategy & Analytics kate.davis@caul.edu.au
Project Management Group:	Senior Leader Development and Networking Project Team
Related Projects:	Learning from Bold Minds in Leadership
Key Documents:	The following documents will be created following the establishment of the Project Team: <ul style="list-style-type: none">● Project Timeline● Membership List – Project Team● Terms of Reference – Project Team

Project Approval

CAUL Board of Directors:	19 May 2021
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Project Overview

Background & Context	<p>The <i>Building a Sustainable New Reality</i> CAUL event in 2020 considered how CAUL might inspire member institutions to build sustainability for both individuals and university libraries in times of fast-paced change and disruptive influences. There was a strong theme related to building leadership capability and capacity within CAUL member institutions.</p> <p>In particular, discussions highlighted the need to strengthen peer support among University Librarians (ULs) and their direct reports, and build leadership capacity among both ULs and their direct reports. It was specifically noted that there is a need to enhance the existing network of direct reports.</p>
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A review of CAUL’s Leadership Institute was scheduled to take place in 2020, however, this was postponed until 2021.

- Objectives:**
1. Investigate and report on national and international practice related to leadership development, leadership networking and leadership awards in the academic library context (may include the higher education context more broadly).
 2. Develop evidence-based recommendations for:
 - CAUL senior leader development program
 - CAUL senior leader network
 - CAUL leadership awards.
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Brief Description of Project:

The Senior Leader Development and Networking Project will reimagine CAUL’s leadership development and capacity building activities, with a focus on senior leaders. The project will investigate and make recommendations to the Board related to three key areas:

1. Leadership development
2. Leader networking
3. Leadership awards.

The Project Team will undertake the following key activities:

- Environmental scan and benchmarking (see below).
- Review the CAUL Leadership Institute.
- Develop recommendations for the Board to inform the development of:
 - CAUL senior leader development program
 - CAUL senior leader network
 - CAUL leadership awards.

The environmental scan and benchmarking work will focus on current practice related to leadership development, leadership networking and leadership awards in the Australian and international academic library (or broader higher education) contexts. This will include liaising with a range of organisations, including: members of the International Alliance of Research Library Associations (IARLA); the Society of College, National and University Libraries (SCONUL); and the Council of Australasian University Directors of Information Technology. Consideration of leadership development programs in other sectors of librarianship may also be included.

- Benefits:**
- This project will develop an evidence-based roadmap for leadership development, networking and awards. This will ensure that CAUL provides appropriate opportunities for senior leaders of member institutions to develop leadership capability and form robust professional networks.
 - Participation in the Project Team will provide senior leaders in member institutions with an opportunity
 - to connect with colleagues within and beyond the Australian higher education sector
 - to demonstrate leadership beyond their organisation.
 - This project will build resilience in the sector by establishing more robust yet informal structure around the network of leaders in CAUL member institutions.
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- Scope:**
- In scope:
- Environmental scan and benchmarking.
 - Review of the CAUL Leadership Institute.
 - Reporting to the Board including recommendations.
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The following activities are out of scope for this project, however are likely to become follow up projects in 2022:

- Establishment of a CAUL senior leader network.
- Establishment of a reimagined senior leadership development program.
- Establishment of leadership awards.

Anticipated Deliverables: Project report for the CAUL Board including:

- Report on the results of the environmental scan and benchmarking activity
- Recommendations for the development of:
 - CAUL senior leader development program
 - CAUL senior leader network
 - CAUL leadership awards.

The Project Team may decide to report on the three key areas in a single report, or in three separate reports.

Anticipated Timeline:

- Establish Project Team - May 2021
- Convene Project Team and commence planning - June 2021
- Commence environmental scan, benchmarking and review of the CAUL Leadership Institute - June 2021
- Report to the Board - January 2022 Board meeting

Resource Requirements:

Personnel:	A CAUL Senior Leader Development and Networking Project Team will be established through an expression of interest process. The Project Team will comprise University Librarians and direct reports (ie a senior leader who reports directly to a University Librarian; Associate Directors, 'deputies'). The Project Team will be co-lead by one University Librarian and one direct report. A project team comprising six additional senior staff from CAUL member institutions (including a maximum of three University Librarians and three to five direct reports) will work with the Co-Leads. The Project Team may opt to assign each of the three key areas (leadership development; leader networking; and leadership awards) to a subset of the Project Team, with one member of the team assigned to lead work in each area. It is anticipated that the workload for Project Team members will be no more than two to three hours per week across the life of the project.
Project management:	Project management support will be provided by CAUL National Office.
Budget:	Nil.
Other:	N/A.

Key Stakeholders:

- CAUL Member institutions.
- Australian Library and Information Association.

Key Risks:

The following risks have been identified. Mitigation strategies will be identified in the project planning phase:

- Inadequate resources available for the project.

- Composition of the Project Team (all senior staff) may impact on capability to deliver the project on time.
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