Leadership for Innovation in Course Design

Associate Professor Elizabeth Thomson, Director, Learning Design Unit

15th October, 2016

Charles Sturt University

"…change does not just happen but must be led—and deftly. Leaders of learning and teaching in universities have a central role in ensuring that their institutions not only survive but thrive in the new transnational, IT-enabled, volatile and competitive environment…"

Scott, G., Coates, H. & Anderson, M (2008), *Academic Leadership Capabilities for Australian Higher Education*

Leaders need to be deft not only at management of current operations but at successfully leading their institutions into new directions

course design at CSU ..

- Is a team-based activity
- Uses consensus based decision making
- Uses bespoke design software, **CourseSpace**
- is led by Course Directors made up of a team of stakeholders: academics, professional staff, faculty leadership and external bodies
- takes up to 12 months
- Is complex as it requires the inclusion of TEQSA standards, CSU Graduate Learning Outcomes, possibly industry standards, and CSU policies related to learning and teaching
- often requires external accreditation by professional bodies
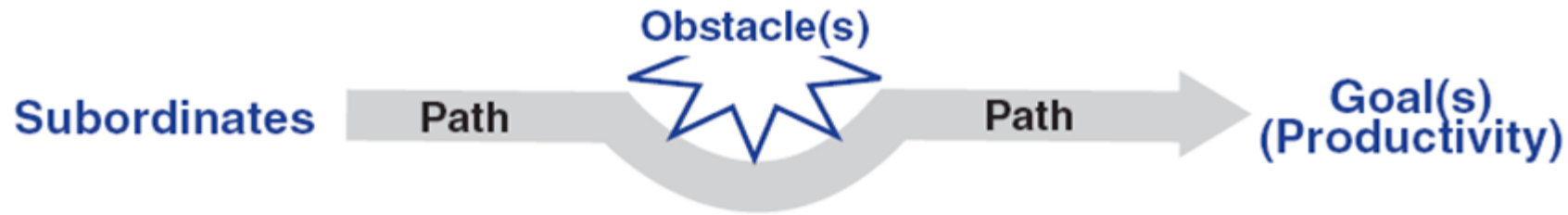
Northouse, P. 2016 Leadership, Theory and Practice 7th ed. Sage: London

"The goal of this leadership theory is to enhance follower performance and follower satisfaction by focusing on follower motivation" (p.115)

CSU values support innovation in design…

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Effective leaders for innovation need to be …

○ Insightful – respectful, receptive, calm under stress, self aware, flexible – It's about ME.

○ Inclusive - people focussed, teamwork, collaborative, listening, serving the team – it's not about ME

○ Impactful - mission focussed, improving the CSU student experience – it's not about ME.

○ Inspiring – creative, disruptive thinkers,– it's not about ME.

respectful & self-aware to play multiple roles & do multiple work …
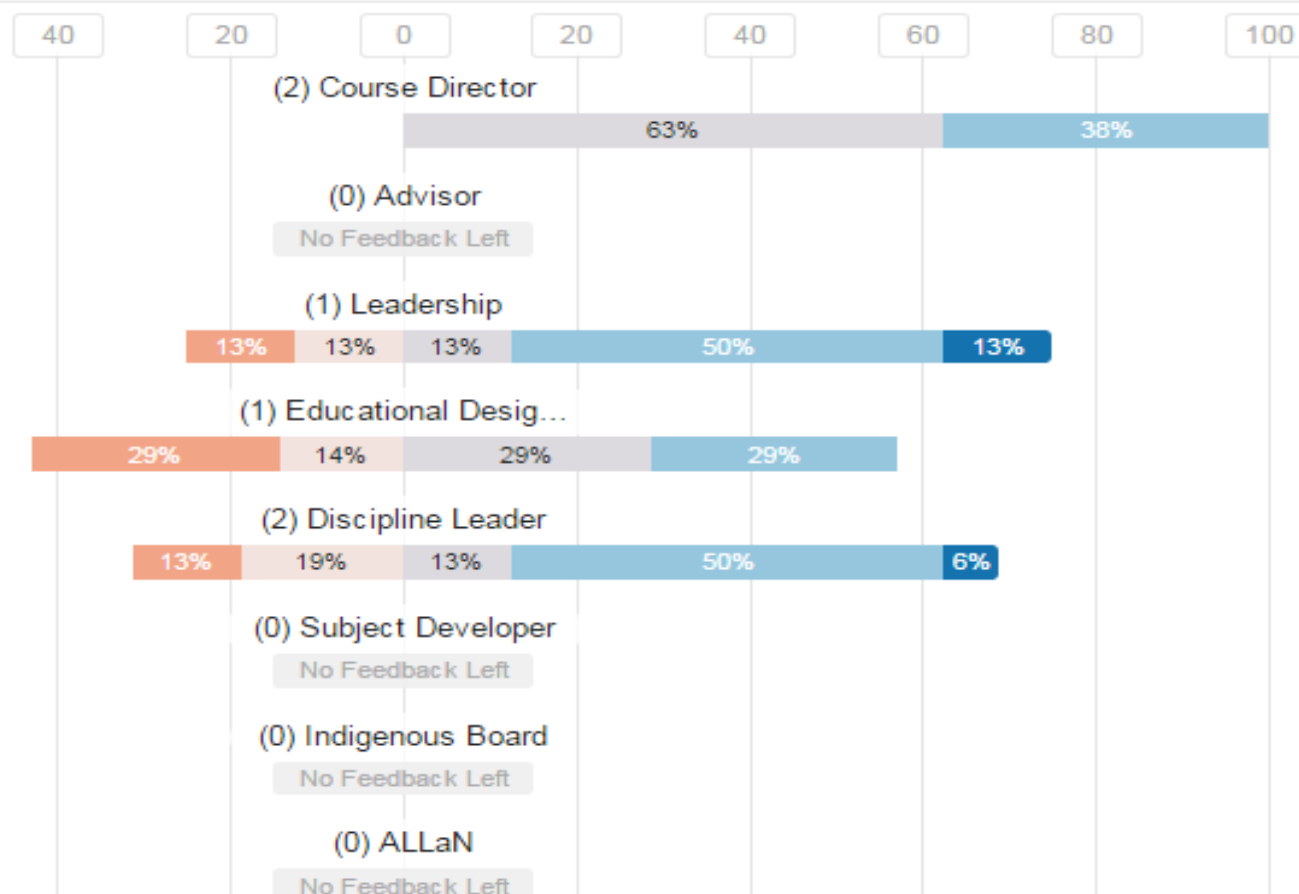
Know when & how to lead…

Know when how to follow…

team-based and collaborative

outcomes focussed in order to improve the CSU student experience

Impactful
Outcome driven

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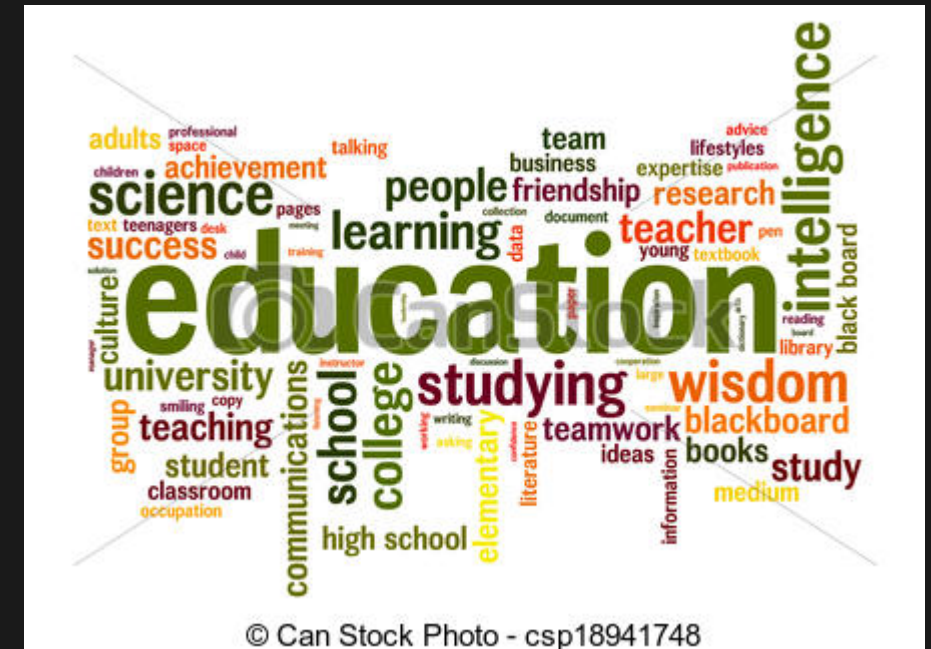
disruptive and creative in order to

- Create novel **course designs** within the framework of **constructive alignment** from standards, products, assessments to subjects

- Create **learning designs** for online … enabling pedagogy in virtual space

Constructive alignment

Constructive alignment

A leadership style which is congruent with the CSU values is less about you and more about the team.

Insightful
Understanding people and the world

enhances

Inspiring
Leading for the future

Impactful
Outcome driven

Inclusive
Stronger together

Thank you