



Leading Through Complexity: Cultivating Educational Leadership at UPEI

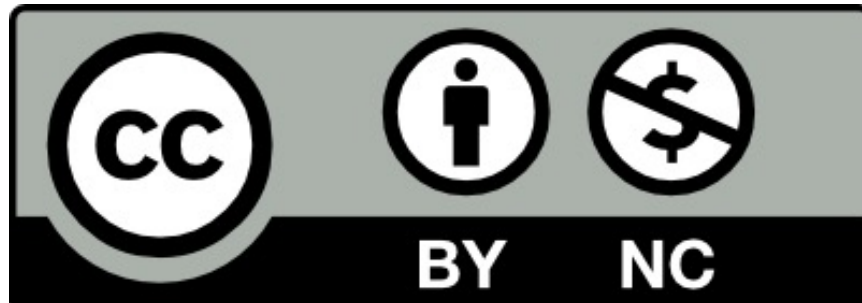
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Slides & handout

<https://natashakenny.ca/presentations-and-resources/>

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Outcomes

- explore emerging educational leadership models and frameworks in higher education contexts
- clarify the values and beliefs that guide your educational leadership practices
- identify current shifts and transformations impacting teaching and learning at UPEI
- develop an educational leadership action plan to help strengthen teaching and learning in your local context



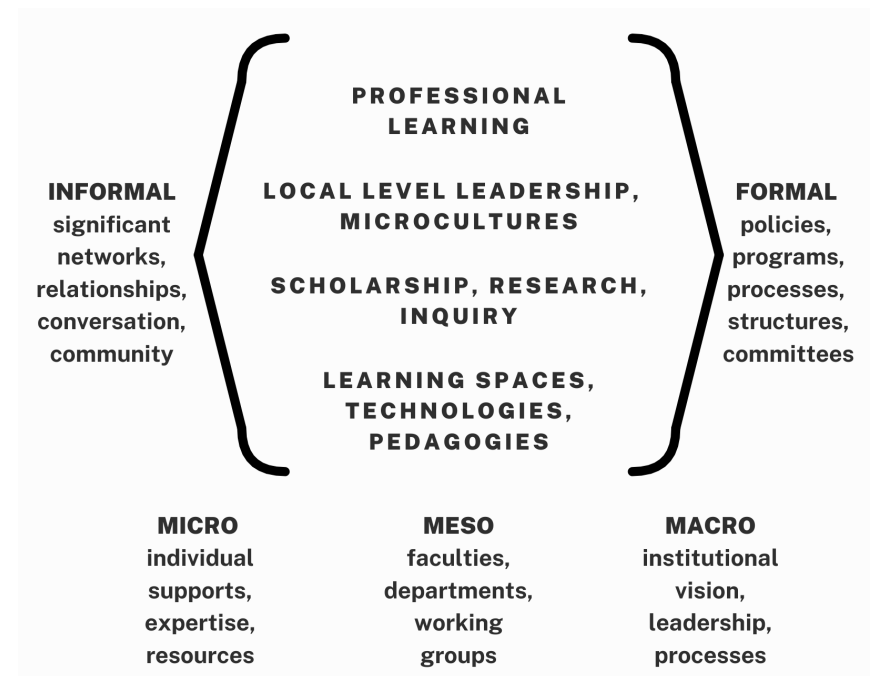
Paired Reflection

Choose an image that represents the qualities of an educator who has shaped how you lead.

Share a brief story about that person with your elbow partner.



The importance of educational leaders

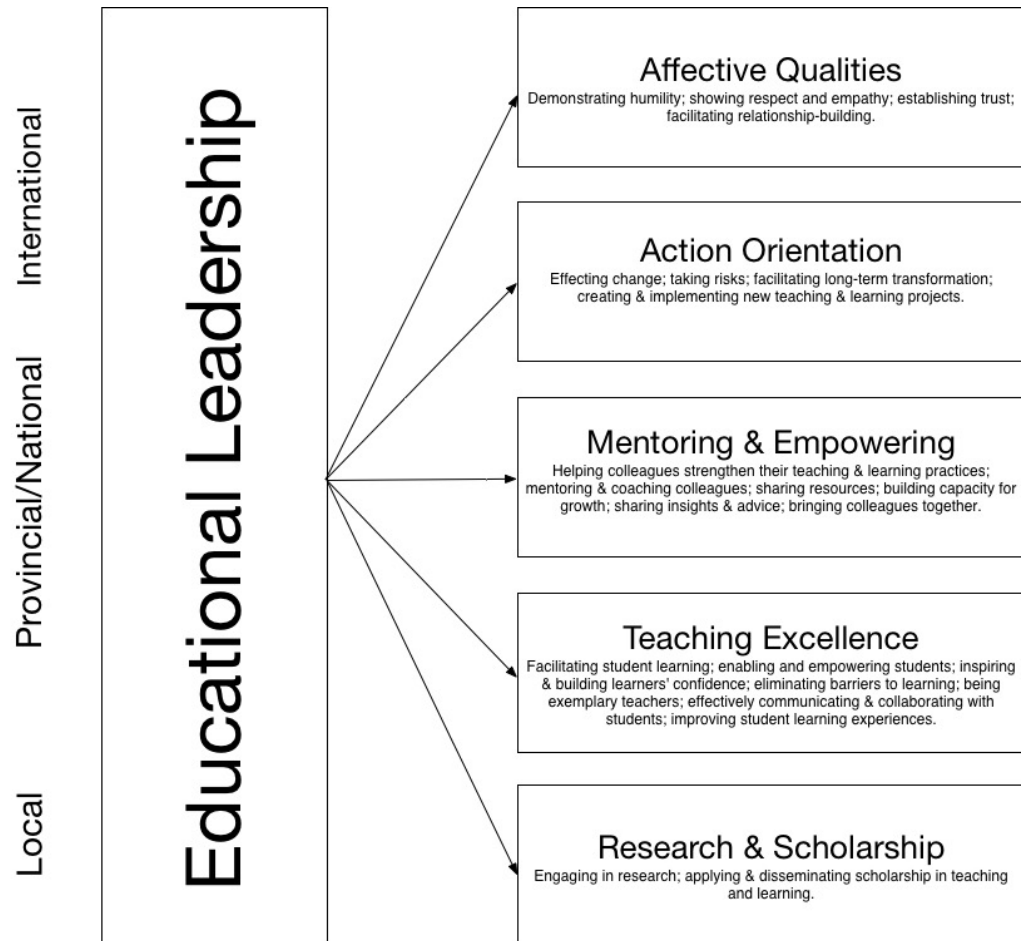


Kenny, 2021; Mårtensson & Roxå, 2016; Roxå & Mårtensson, 2009; Roxa et al., 2011

Educational leadership

- Share expertise & develop relationships and networks to help colleagues strengthen their teaching
- Engage in & lead initiatives, committees, policy development to influence teaching & learning

Kenny et al., 2017; Fields et al., 2019



Leading through relationship



Kenny et al., 2025; Fields & Kenny, forthcoming

Reflection and group dialogue

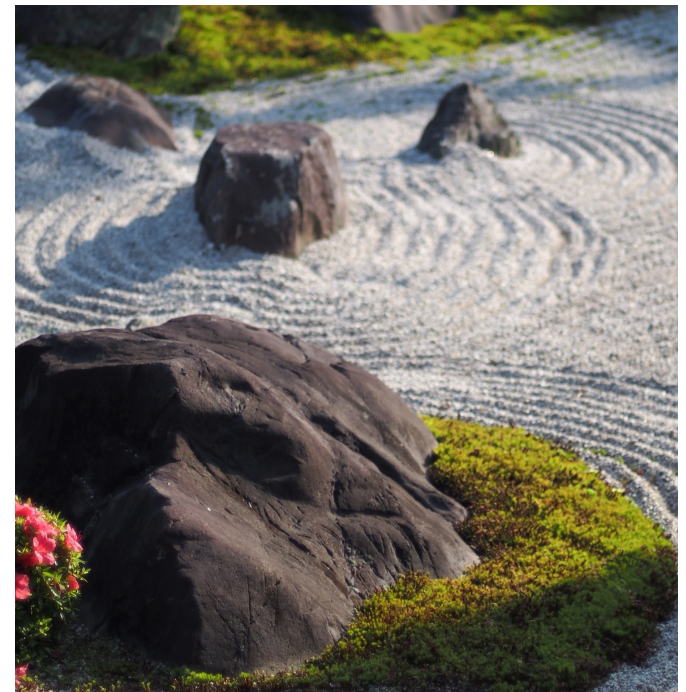
Review the frameworks:

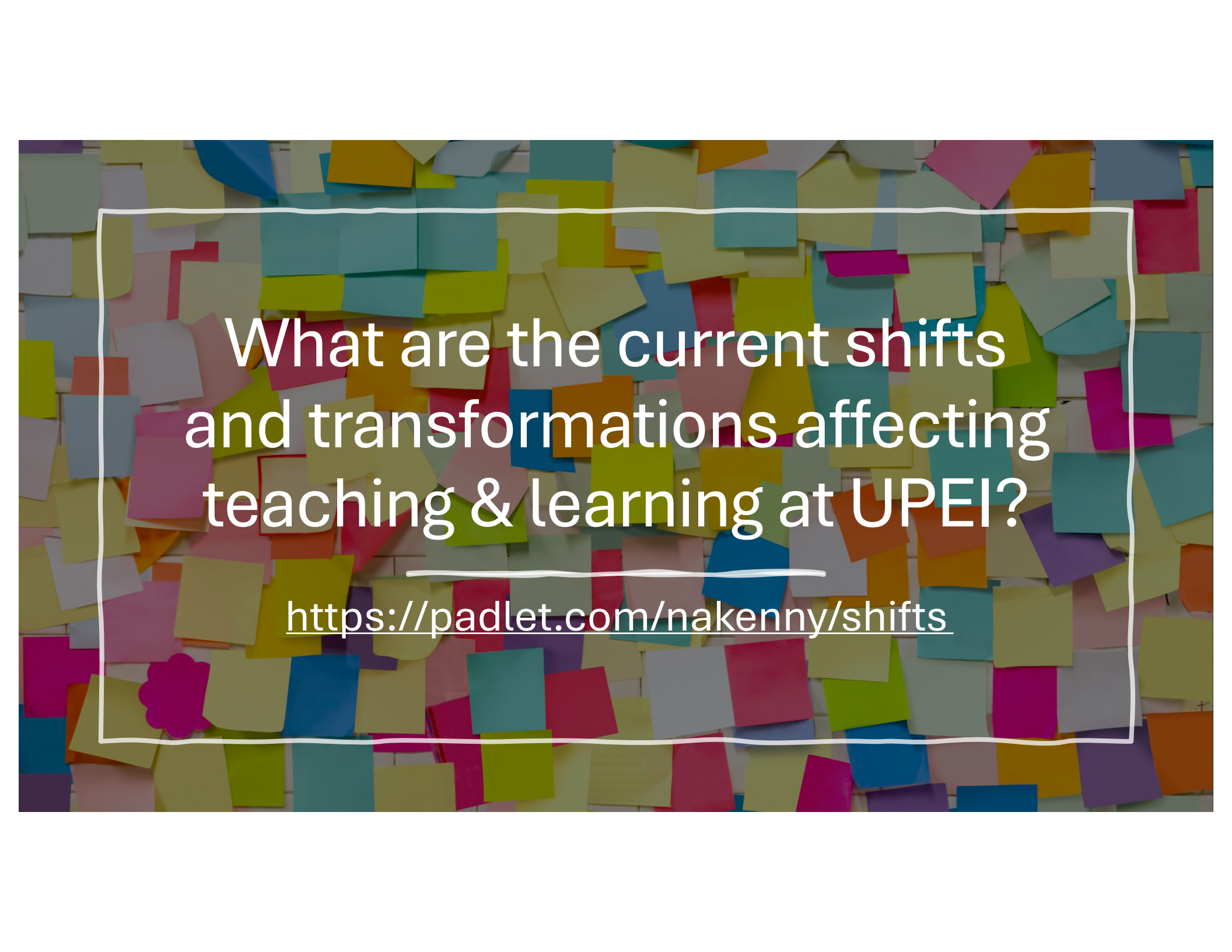
- Where do you see yourself in this landscape? What resonates? What would you add or change?
- In small groups, share your initial reflections & surface a group insight (or two) based on your dialogue.



What's most important to you?

- What do I believe about educational leadership in postsecondary education?
- Who or what has most shaped my thinking about educational leadership in higher education? How so?
- What educational leadership activities, practices, or initiatives have I implemented (or hope to)? What do these say about what I value?
- What do I most want to be known for as an educational leader?
- Looking back across these reflections, what one sentence or phrase captures the values or beliefs that describe how I want to show up as an educational leader? What matters most about this?

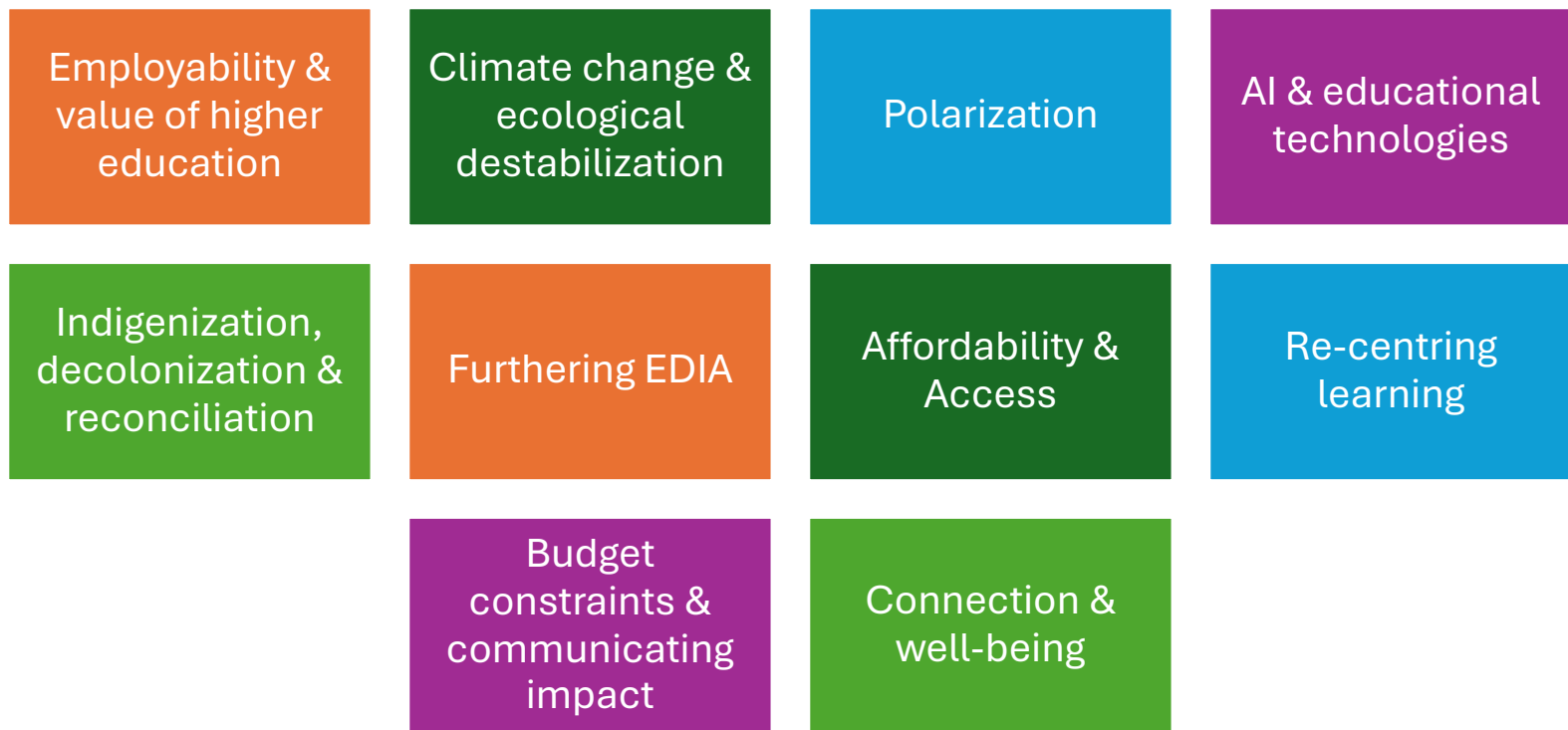


The background of the slide is a dense, overlapping collage of numerous colorful sticky notes in various shades including yellow, blue, pink, green, and grey. A white, hand-drawn rectangular border frames the central text area.

What are the current shifts
and transformations affecting
teaching & learning at UPEI?

<https://padlet.com/nakenny/shifts>

Shifts & transformation



Kenny et al., 2025; Stein et al., 2025

Seeds of influence

- What shift or transformation would you most like to influence? What is the need in your local context? What is one change would you most like to see?
- What educational leadership initiative would help to address this need and/or the kinds of change(s) you would like to see? What (small) component of this could you move forward with this academic year?
- Who is the audience you hope to reach?
- Who might you seek advice/support/help from as you implement this initiative?
- How does this initiative align with your educational leadership values or beliefs?





Feedback circles

- Take turns sharing your plans with a small group of colleagues
- As a thought partner, share your reflections with your peers
 - I like...
 - I wish...
 - I wonder...



Closing

What one commitment or intention are you leaving with today?

Thank you!

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