

EDUCATION LEADERSHIP (EDUC 615)

COURSE CRITIQUE

Part One:

Considering these individual aspects of the course, comment &/or rate their usefulness within the context of this program...

- The course had three (3) objectives. Discuss the degree to which these were met from your perspective / to your well-being as a leader...
 - **give participants first hand opportunities to determine what *reflective practice* is all about**
 - **enable participants to apply different approaches/interpretations to making *reflective practice* relevant to the role of leadership**
 - **determine the effectiveness of participants' responses to the challenges raised within this experience**
 - good. But maybe could have shared more of our *own* story in a small group or large group to encourage reflective thinking
 - I think reflective practice is essential to the teaching profession & leadership in general / this is hard to do in a class setting / we spent a lot of time reflecting/analysing case studies / this can be translated to our own reflective behaviour
 - ongoing reflective practice is *crucial* to growth & success / having someone evaluate & provide constructive criticism is essential to developing as teachers
 - through special guests, roundtable discussion & documentaries, these goals were successfully achieved & helped to foster my well being as a leader
 - reflective practice was discussed & performed best as we proceeded through the course — small groups & presentations helped me complete this task
 - I learned what reflective practice is, and how important the practice of reflecting is / reflection is important to leadership because it allows us to draw on all experiences — both good & bad

- I feel that I have a few move tools in the box / I use reflective practice all the time (sometimes unconsciously) / I think that reflective practice is important and that making mistakes can actually help you in the long run if you apply this principle properly
- most of the course involved reflective practice as we were provided with several engaging topics that promoted thought, discussion & reflection (book, scenarios, presentations) / we would meet as a large group/small groups to debate or discuss these topics which is a great learning experience / even the debate, although challenging, forced us to endorse a side whether we truly agreed with it or not / all discussions & presentations opened the floor to different perspectives which allow us all to decide how/what we think about the topic/the people/ourselves / I believe that the participants' responses (+ instructor) enhanced the course — diversity allows for greater learning
- from my perspective all three (3) objectives were met, and in my mind exceeded expectations / I thoroughly enjoyed the journey & will now pursue my Master's to attain the coveted three (3) letters, but more importantly, to continue to pursue a lifelong learning journey
- these were met through discussion but not very often were we held accountable to show how we apply the approaches/interpretations in our personal lives
- I always knew that reflective practice was important; but now I understand how to go about it more effectively / the guest speakers help me with some of the strategies they used
- the opportunity to hear from different leaders allowed for a wide variety of perspective & opinions on what leadership consists of / the various approaches from the different aspect of the course allowed the students to see what leadership is multifaceted / there's not just one way to be a leader
- guest speakers gave good clear ideas on reflective practice in their careers

- all were met through class discussions, films, guest speakers & personal stories / the final class activity in which we were given the opportunity to explore many of the issues that directly affect our own education was very worthwhile / we spend so much time dealing with issues in the public school system, it is ironic that we are in an equally messed-up system, yet we are looking for solutions for everyone but ourselves
- all course activities & course discussions provided me with great insight into an effective leader / the course objectives provided me with the guidance needed into becoming an effective leader
- I feel the three (3) objectives of this course were met / we were given (presented with) tools to develop reflective practice re: our leadership roles as educators
- reflective practice / approaches / effectiveness of responses
- personally, I found the course to be an excellent opportunity to reflect on situations I have been involved in
- reflective practice has been something that has been addressed by our prof & group
- I think that the use of guest speakers allowed us to see first hand the requirements of being a good leader
- this course really helped me use reflective practice in my leadership role / I also began to see myself more as a leader in all facets of my personal & professional life
- we had many opportunities to learn about reflective practice — I found *In Good Company* a film that brought out many important topics surrounding leadership through reflection / the debate also proved to be very beneficial / finally, reflecting on the experiences of our many guest speakers was very rewarding & encouraging
- teachers are often so busy jumping from task to task that they rarely have the time to reflect, share & question issues regarding educational leadership / the design of this course allowed each member to meet with different people & examine the different approaches of leadership / reflective practice allows us to connect theory & practice

- throughout the course we discussed situations and personal accounts of leadership / I was able to make personal connections with some of the accounts from our guest speakers as well as our professor
 - although I tend to like to think & analyse things through before I speak, this is the best way to learn — getting to hear a variety of perspectives (discussion was well planned & controlled)
 - the course met this objective to the highest degree — every learning/ thinking situation or problem posed was assigned a period of personal reflection, small group, then large / once you collected your own ideas you could bounce them off a few people for redevelopment & then in the large group if you wanted
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- again maybe could have worked more closely with our own story to apply different approaches to leadership —> more techniques on re-framing situations (using different lens) / maybe a few case studies?
- some evenings I was amazed at how I was functioning, attending university four (4) nights/week, teaching full-time & parenting young children / I was proud of the balance I was able to keep throughout the six (6) weeks / I have rekindled my passion for teaching, learning & leading / I truly believe as well that we need **hope & heroism**
- with the variety of classes — i.e. groups, presentations, guest speakers — reflection came quite easily
- there needs to be more accountability & whether that is done by paper writing, or by blogging, students should be challenged to reflect
- time spent in small groups was very effective of discussing aspects of leadership
- through class discussions, I feel I was able to gain insight into leadership situations, and I feel I am better prepared to take on leadership roles
- this is something that will help me with my role of leadership
- also, the small group work then roundtable/crossfire allowed us the chance to use reflective practice / at the same time, it allowed us to see others' approaches/interpretations of the same material

- leadership does not always mean management / this is the one major theme that I saw throughout the course
 - there were many different approaches taken by different groups (project on Bob Chartier's book) and we were given the freedom to interpret, reflect & respond as we deemed fit
 - we could relate personalities & experiences discussed to our own experience
 - I think this goal was met — for example when we watched *In Good Company* a variety of questions allowed us to see all the different perspectives & arguments + insights
 - I was able to reflect upon my leadership role within my classroom, my school & even within my home / I found it interesting & helpful to hear other people's experiences with leadership (especially within the school community) — I have been able to incorporate some of these ideas directly into my teaching role (i.e. social rewards, social graces, communication)
 - the course met this objective fully by allowing us to devise our own interpretations on EVERYTHING / the course also met this goal in the varied selection of presenters/leaders who spoke to this / all of these career talks with so many ideas, stimulated our own ideas to create our own approaches
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- a lot of support was given to those who raised issues (within the school context) & concerns, maybe could have encouraged this more
- always had the chance to express our opinion & ask questions of the speakers which was very helpful
- participant responses broadened our views & provided insights & new perspectives as the course continued
- I found that our group responses improved a lot through this experience
- it was interesting to hear others' perspectives — it made us question or re-examine our own beliefs/thoughts **or** help us see better — see another point-of-view

- my classmates responses were valuable in our discussions & allowed me to look at the situation from different angles
 - I have a better sense of the challenges placed upon leaders & I have a better idea on how I would act/react in certain situations
 - I believe the students responded well to the challenges & expectation set within the course — great ideas & insightful participation
 - the course met this objective respectively but could have had slightly more feedback at times so that students would have more insight into any off-track thinking / perhaps this was handled in how the professor would guide not lead the discussions in the right direction(s)
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- What are your thoughts about the value of using *small group & team* sessions?
 - I enjoyed both the small & large groups sessions / the small groups allowed all students to have a voice / the large group was a great follow-up because people then could feel ready to contribute
 - I found the groups worked well, especially in a class on leadership / with different groups each week the dynamic was constantly changing, which is true to the teaching profession → constantly adapting
 - great balance of group & whole class work / the sharing & talk was always engaging, entertaining & informing
 - small groups are very valuable / they provide opportunity to get to know those members of the class whom you might not get to know well in the large group setting
 - I enjoyed the small group & team sessions / it was nice to hear other people's opinions / our discussions always went beyond the criteria & learning was at its best
 - excellent: as administrators we will need to work with others — sharing ideas both positive & negative — I believe talking out issues is the key to success
 - just like the networking & small talk that happens while in these groups, you can learn so much when you listen to others & take part in discussions

- small group + team sessions were beneficial because it allows for sharing, conversation & cooperation / it allows forces people to work with many types of people (which can be challenging) towards a common goal / it made course more life-like & applicable as we were applying (or trying to) the skills required of good leaders
- small group sessions were of great value in building & learning leadership / understanding each other's strengths & weaknesses allowed us to better live & experience reflective practice
- I really enjoyed the small groups first / it allowed everyone to have their voices heard / for me, it reinforced my answer or opened my eyes to a different point-of-view / it also allowed me to meet new people in my class
- I really enjoyed the team & small group sessions
- wonderful, leaders need to be able to work with others, take the lead when needed or support & assist others who have some good thoughts working with others is a great teaching tool / you learn so much from other teachers
- very valuable / I appreciated that the teams were chosen before hand & that I was with different group members each time / allowed for me to learn from a broader spectrum of learners
- in the beginning it was an uncomfortable idea as it is outside my comfort range; however, it has been a great opportunity to meet new people / many people are more comfortable in a small group so it gave good opportunity for expression of ideas
- excellent — change of atmosphere — great learning environment / would have preferred to pick our own groups — I think you put me in certain groups on purpose!
- small groups & team sessions are/were essential in aiming towards becoming an effective leader
- I really like this style of learning / we are adults, we are professional we want to learn & explore through our group sessions / also, for the less vocal people, it really helps!! (allows them more input)
- very effective at this level of study / usually raises the bar, adding new insights & approaches

- I enjoyed small group activities; having the opportunity to step away from the large group made it easier to share ideas
- I like it as it gives people an opportunity to share ideas that they may not do in a large group
- I thoroughly enjoyed working in the small groups / it gave everyone the opportunity to participate / also we were able to learn/get information from team sessions that may not have come out in the large group
- I found that small groups & team sessions were very accurate to what happens in the real world / there were always different personalities that had me adjust my leadership personality in each situation / I became more aware of my leadership style + appreciated the style of others
- I thought these sessions in small groups allowed us to meet many classmates & helped us learn to work with a variety of personalities — my teammates all brought many strengths to our group & it was a great exercise to be able to discover their talents
- they let you get to know classmates you may not have known / small groups allow everyone a chance to voice their opinion / they reinforce your answer & allow you to see other points-of-view
- it was a great mix & the group leaders were also helpful / I am much better in a group than the team although I have improved a great deal / the value of both is beneficial to my learning
- I really enjoyed the small group & team sessions — it allowed us to gain a comfort zone within the class, which allowed us to more effectively express ourselves — team sessions also allowed us to bounce ideas off each other & hear different perspectives on similar topics
- originally I was apprehensive about the small group work being used for the majority of the course until I realised the groups were pre-made and mixed / once over my personal difficulties of group work, I realized the invaluable nature of the *group setting* / I learned two (2) things — firstly, how interesting learning & sharing can be when you get varied ideas & opinions with each group + secondly, I learned that once removed from the large classroom setting, individuals were much more apt to share their true thoughts & ideas!

- What are your thoughts about the value of having the final evaluation **group presentations** on *Leadership* instead of a written paper? And, to what extent did these help you understand *aspects of leadership*?
 - excellent! we are always writing papers here in the Masters' program! This was an assignment that allowed you to work in a group & work on producing something creative! Loved it (p.s. I agree, anyone can write a paper)
 - as with the previous question I think groups are very important in a leadership class, with all the issues that come with it / I was very fortunate as my group had similar mind-sets on what we were going to do, but dealing with the differences/compromising is what leadership is about
 - the culmination of ideas in the presentations are powerful / it reinforced what we learned & allowed the students to choose how & what we wanted to present, allowing creativity & individuality
 - the group presentation was more effective because it allowed us to come together & share our thoughts about what we have learned & to channel it towards an effective presentation / this is more applicable in practice
 - I like the idea of doing a presentation rather than a paper / hearing other people's opinions on leadership were very beneficial rather than sitting in front of a computer
 - again, working with a team is the key to a successful leadership plus (+) I will learn more from participating in an activity & watching other activities than writing a paper
 - well, I would prefer the presentations / I can learn from other groups where as with papers I probably would not read anyone else's — when posing my final questions for the project, it really help me put the course in perspective
 - papers are more independent and do not require any collaboration &/or communication — so it would not be testing/practising anything we learned about leaders / by doing a presentation we had to discuss/decide upon a topic, plan & implement a strategy & present (together) what we learned from the class
 - I feel the group presentations were a great way to allow the students to show through collaboration, what points they found the most entertaining & educational / it is refreshing to have a course that doesn't focus on papers, but re-focuses the students to what **is** important — working with others & learning

- hearing what others said gave me a greater view on leadership / the way this class was set up, I was able to learn just as much from my classmates as I was from you (complement, not criticism)
- it was much easier than having to find adequate professional journals / by our local research this group project encouraged us to present our ideas by a different medium / we also get to hear several perspectives
- our group dynamics made things difficult / but in the end it made us work through it & come up with a finished product / I gained a lot from this, more than I would from a written paper
- very much appreciated / why write a ten (10) or twenty (20) page paper when you can say as much or more about leadership in a nine (9) minute presentation / the experience of working in a group, collaborating & sharing ideas is **much** more valuable than anything I'd be able to *b.s.* about in ten (10) pages
- I learn more from watching a presentation than writing a paper — I enjoyed working in the group / people were so accommodating by meeting early or doing phone calls, e-mails, etc. so I didn't have to travel extra / listening to people in leadership roles give advice was very helpful
- love it! / we are given the opportunity to be leaders, rather than research & write about leaders
- I appreciate the final evaluation being a group presentation because group consensus & collaboration among all members is imperative for success; as you would experience as a teacher
- doing a group presentation is good as an assessment / we get to put into practice some of what we learned in the course [*to delegate, to discuss, to choose something we are passionate about, to voice our beliefs & hear others*] AND we demonstrate our skills in presenting to our peers
- great idea / the value of working in a small group (3-4) collaborating, choosing a topic, going into the community, & designing & delivering a presentation is a great project
- I felt group presentations allowed people to utilize their strengths, and having the opportunity to present allows everyone to experience what you have learned
- I think it is a great idea — it gives people an opportunity to express themselves in a way they like rather than just writing a paper

- as everyone has a different learning style, I think that the presentations allow us to present what we learned in different ways / because of this, we are better able to understand the many aspects of leadership
- we are so overwhelmed with written papers, it is nice to be able to share our viewpoints in a variety of ways / I am more of a writer than *performer* but I enjoyed watching everyone's interpretation of our work
- I have always enjoyed & learned more from project work — I got to share my knowledge with my team & I enjoyed hearing about their thoughts & ideas / I remember project work (mine & that of other groups) but I can rarely recollect a paper I have written
- hearing what other groups had to say about leadership provided me with a wider range of views / I am able to learn from the other groups & not just be left with my lone opinion of leadership — I can reflect on all group presentations which provides me with a larger knowledge base
- I've had to write a paper in everyone of the courses I've taken — this was very refreshing & not as stressful — besides you get to see a snippet of everything that everyone else took from the course — GREAT IDEA! (I appreciate the time limit too!)
- a final evaluation group presentation is a welcome change to the typical final exam or final paper: I think that we often learn more from each other than from researching a book & writing it down on paper — the presentations are usually entertaining which also makes them memorable
- this type of presentation as opposed to having a paper allows everyone to learn more about aspects of leadership & not just themselves / I would benefit from writing a paper but now I will benefit from several presentations full of interesting ideas & perspectives I can take with me to further my learning on teaching

- Discuss your reflections as to the value of extended-length films as learning moments in the course?
 - really enjoyed this part of the course / really got us looking at different issues & examining issues within the movies: very powerful & unforgettable !! (a teachable moment)
 - I have to say that I was shocked at the value of *In Good Company* / we analysed it in a way that I never would have on my own / the *Sargent Shriver* documentary I thought was perfect for the class / the videos were effective & provided a change of pace/style / I thought they were effective, but would be hesitant to use more than two (2) in a course this short
 - the movies provided a different medium in which to learn from / I really enjoyed them both / they were both very applicable & aided in visualising different leaders, leadership styles & types
 - these were very useful because they allow you to reflect on leadership where you might not have before / the guided questions & small group afterwards helped to bring about points of interest that other people saw in the films / we don't all see things the same way so this enhanced the learning reflection
 - I enjoyed watching the two (2) movies / the class discussions were good / and watching these movies has sparked my interest to watch more movies in the future / if you could recommend more, that would be great
 - both films have an excellent theme — these films showed the emotional side of the individuals involved, which in my opinion, is key to successful leadership
 - at first I felt that Hollywood had no place in a Masters level classroom, but there some great discussions & lessons learned from *In Good Company* / the Shriver documentary was not something I would have seen outside of a classroom setting — however I feel I am/will be a better leader after viewing the film
 - both films were very influential/applicable to the concepts of leaders/leadership / they are films that I will use again and that I have recommended to other people / *In Good Company* could be used by any corporation/school/staff — and it's modern with some great messages / *American Idealist* (The Sargent Shriver Story) was captivating & created a lot of discussion in/out of the classroom

- the films were an excellent way to give examples of leadership styles & allow students to reflect & dialogue about their effectiveness / the guided questions really helped bring out the discussion & allow students to really talk about their own opinions
- focussing on strong vs. weak, effective vs. ineffective leadership examples and providing examples was a great way for me to understand the difference between the two (2)
- both films were beneficial as they showed the highs & lows of leadership
- really enjoyed them; made me realize qualities that are need to be an effective leader
- I felt that both were good & added to the course / I felt they added an enjoyable aspect to the course as well / I might also add that I learned about leadership as well from the provision of pizza & pop! / when it comes to using films, especially in our M.Ed. Course the quality & message of the film is huge / it cannot be used as a space filler — hence the group-work follow-up made the movie watching experience more educational
- both were excellent videos & both had great learning in them / a video is a great method of engagement - they engage both the visual & auditory learner / at this point in my life, I don't find I get much from a three (3) hour lecture so I really enjoyed the variety in this course
- The Shriver film was great — perhaps a bit one-sided, but it showed the importance of perseverance, intelligence, courage, etc. / great to use as a lesson!
- I feel films are a crucial element as learning moments in a leadership course / the student is exposed to all the possibilities encountered in leadership
- I think it's great / it's obvious that a lot of time & forethought goes into the selection of these films, and the related discussions are good for revisiting the ideas put forth in the films
- the movies were very good & presented valuable lessons: *In Good Company* displayed various leadership styles & good, clear messages / Sargent Shriver introduced us to an amazing man & left us with the feeling that we can all raise the bar in dealing with social justice / I searched the internet to see if I could find any negative points on Shriver, seems there are none

- I appreciate the opportunity to look at films in depth / I felt the films were well chosen, and contributed greatly to our discussions / watching the movies allowed our conversations to be focussed, because we had all experienced the films
- I really enjoy the films; I think it helps get ideas across / being able to discuss the video after helps as well
- I especially enjoyed the two (2) videos: the Sargent Shriver story was important as it put the aspect of leadership in a personable light / we could see the desired qualities in an individual & not just a fictional character / *In Good Company* was just as valuable, just with a Hollywood spin on things
- I enjoyed this very much / it was helpful to have the expectations of the exercise given to us in advance
- *In Good Company* taught me some things that I'll always keep with me: *relationships are key* and *experience matters* / it was the base for great reflection, discussion & learning / during the *Sargent Shriver story*, I learned that having PASSION can drive you to be a great leader, as Shriver was / we truly (as a final evaluation group) got a lot from the movies viewed in class & for that reason we chose to make a video for our final presentation
- knowing that I was looking for effective & ineffective leadership qualities, I viewed the films differently that if I was to watch them outside of class / I think they were very useful learning tools & I was able to relate them to my workplace & colleagues / I enjoyed discussing the questions afterwards & hearing other classmates' views
- I enjoyed watching these films a great deal — I liked how the class had a round-table discussion & each group focussed on particular questions / it was a very relaxed atmosphere — one I appreciated after working all day!
- I had seen the movie *In Good Company* before but had not thought of it in terms of leadership — I enjoyed watching it again & analysing its relevance to leadership / I really enjoyed *Sargent Shriver* — I found his role within public service to be inspiring / I was amazed at his selflessness & his dedication to his role in eradicating poverty / I believe the class enjoyed both films & saw the relevance in using them

- Bravo! I completely advocate learning in this manner / I learned more from reflectively watching the films that I would reading historical text or novel of the same content / having to think about the questions' responses as the video flowed was a challenge that kept me focussed on every word / I think this kind of thought stimulation only makes the audience/class more keen to interact with & listen to the professor's perspective afterwards / I found myself excited to know what everyone's take on a question or situation was & even more curious to hear the professor's analysis — as a learner it is so important to get such great feedback so you can think about where your ideas did or didn't fit / then again, you went home with the personal self-reflective thoughts to learn from as well

- Reflecting on the value of using guest speakers as learning moments in the course give one (1) idea/concept/advice that you learned from each...
 - the guest speakers were very informative & well spoken / they gave excellent advice, I really enjoyed them...
 - great idea — these people have a lot to offer in term of advice for everyone
 - I felt all of the presentations/speakers were great assets to the course; having listened to all of our guests, one could start to see constant themes, and it helped me reflect on some of my previous experiences

- **Deans Kurial & Jacobson –**
 - [Kurial only male — maybe another one too??] great way to get the course started / loved that they shared a lot about their personal journey to leadership (I always learn so much from guest speakers)
 - these two seemed to focus on financial issues more than the others / offered insight into how to lead with many demands & very limited budget
 - a new respect/appreciation of how difficult their job is
 - you can be in a number of leadership roles in your lifetime & it's all in the name of developing your leadership style
 - interesting thoughts by proven leaders / good intro to beginning of class / don't stay in one position (leadership role) too long

- they carry a lot of *downs* but the *ups* are worth it
- learned about the importance of fund-raising as a Dean / I found it interesting to hear about the tough decisions involved with the allotment of \$\$ / I don't personally enjoy fund-raising but thought it was cool that people get satisfaction from successful fund-raising / really appreciated the fireman/arsonist analogy — Richard was probably my favourite speaker in ED615
- Both Dean Kurial & Dean Jacobson actively engaged us by sharing their stories — especially their versatile job history / I think they both pointed out that a leader's role isn't always black + white — sometimes s/he must be able to adapt to the situation which isn't an easy task: *part fireman/part arsonist OR part developer/part maintainer*
- jobs aren't forever & you may have an expiry date! Embrace it for change
- structure of institutions → beware / know your budget, where it comes from & how to manage it / don't be scared to take action
- do the best job you can with the resources you have / never be afraid to try something new
- I found them to be too negative at times
- I enjoyed this evening's discussion / it seems to me I recall more of what Kurial had to say even though I had a tougher time relating to his experiences
- must know the structure of the place in order to get things done
- take chances — but do what you love / insight into how universities work
- I learned it is important to be a dynamic leader, and that one should welcome change
- accept change, be open to new direction, don't be afraid of public backlash, be strong / how to make/deliver difficult choices
- don't be afraid to stick with your conscience & ideals / take opportunity as it comes along & don't be afraid to get outside of your comfort zone / if things so sour, look for another opportunity
- being able to distinguish between what I want to do rather than what I should do

- good vs ugly administration → get to know the students & have a positive affect on their lives but know when to get out of being in that particular job / some people have leadership skills, but should not be leaders
- varied job choices & not always *safe* choices to move through a career / perseverance is key to believing in yourself
- sometimes you can only do so much because resources are limited / try to find creative ways to run a good business & keep employees & clients happy even when money is tight (provincial budget cuts)
- never take an action without positive reflection / need to know the budget (how to manage it & where it comes from) / know the structure of the institution
- [missed this class]
- these speakers gave us some insights into the workings of administration at the university level / it was interesting to hear Dean Kurial's point about dealing with the finances & hiring + how he found it difficult not being able to hire the people he wanted to, due to finances / it was apparent that sometimes you have to pick your battles
- BJ: took the notion of being willing & wanting to administrate with a true passion to teach & create in a more flexible atmosphere, the classroom — her problems with stringent structure & form hit a feeler with me because even if we're willing or want to administrate, there needs to be a significant amount of self-awareness involved at all times — meaning one must know what is right for them or where the place is they can do their very best work, or the most good / RK: the most important concept or piece of advice I learned was actually his response to a student's question — some one asked *what was the most important thing he does* — his poignant response: *the hire* — he spoke of the importance of getting the right person for the future, not necessarily for today — I went home with so much to think about after his answer

- **Jeannette MacAulay** –
 - enjoyed the different public sector approach / learned a lot about the impact of responsibilities on her family life / very honest
 - I thought Jeanette did a great job of showing the sacrifices that come with leadership (which is often overlooked) but balancing them with the benefits
 - leadership is never about you — it impacts others / reflection leads to leadership maturity / do not allow negative thoughts / demand feedback / self awareness is the greatest asset of being a leader
 - balance can be achieved / be passionate about what you do / treat your team with respect & draw on their strengths
 - good discussion on balance / good points on change & everything can be improved / people fear change
 - change is very difficult even when the current system is broken / change is good, but we need to be gentle when an *overhaul* is necessary / make people feel comfortable & the change will come...
 - just kind of put lifelong learning in perspective & remember her saying *what is true to you as an individual is what comes out*
 - learned that experience is a fantastic teacher; many great leaders have leadership maturity based on good/bad experiences but they make the best of both types / enjoyed her line: *it is very empowering when you don't care* — referring to the experienced/mature leader who acts based on what they know should be done
 - demand self-assessment/peer assessment to become more **self aware**, be critical of yourself / Glenn quote: *moving forward → like points on a wheel — up & down but always forward*
 - have passion for your job / lateral moves are rewarding / balance between personal & professional life / change can scare people / people like stability / self-awareness
 - you must have support from family if you are a female leader: *never give up & don't be afraid to try new things*

- sometimes a lateral move is healthy & what you need
- [was absent]
- self awareness is the greatest asset of a leader / gave ideas on how she learned this in her own career
- find balance
- I learned it is as important as a leader to move laterally to another employment/experience as it is to move up through the positions
- public service is a calling / make a contribution **wherever** you are / maintain balance — be passionate
- hard work & accountability — expect it from yourself & others around you / great lady — others I talked to outside of the course had great things to say of her
- she taught me that I should take extra pride in what I am doing
- I liked how she said about finding a cause/passion — makes it all worthwhile / at the same time, you need to know yourself (find your niche) / make a contribution while keeping some sense of balance
- I was impressed by her career progression & *no fear* of challenge attitude / her comment *what is true to you as an individual is what comes out in public + create opportunity to leave a legacy*
- working in many different jobs will help you to be a better leader & manager because you will better understand your employees / also, you may even have to take a job that is a level down or a lateral move, simply to acquire a certain skill
- self-awareness is the greatest asset of a leader / you need to have a passion for your job & balance in your life / there is not one particular route people should take in their career, lateral moves are just as good / when you create change, people become fearful — there becomes a lack of stability but you should continue to follow through
- I thought she had some great advice & I thought she was an excellent speaker
- was very interesting — I found her to be a confident & energetic speaker / I was very interested in what she had to say about lateral movement — after four (4) or five (5) yrs I find myself needing some change: I like to be challenged with new opportunities

- I learned from Jeannette the idea of *legacy* & how we all can think this way now, not just because some we think is better or considerably more outstanding than ourselves (I saw comparison in this legacy notion to Chartier's chapter on **Practice** & how we are building a practice throughout our life's work) — I also appreciated and learned from her that she know that no matter what she did, she had to have a passion for a part of it to be able to do it

- **Georgiena Boyle** –
 - the positives of a small school — interesting! very passionate woman: in leadership for all the right reasons — learned that leadership in the school can be fluid
 - with all the controversy surrounding rural school on PEI now I enjoyed hearing her experiences in rural Ontario / she was a good example of standing up for what you believe is right & knowing when to say no
 - embrace change & challenges / find your passion
 - don't underestimate yourself as a leader / know your strengths & skills as a leader
 - showed a strong passion that was contagious / find balance / don't spend your day doing paperwork
 - suggest to pull in the negative thinkers & get them on board to help change (improve) the system — provide people with knowledge — explain what you want to do & why
 - she reminded me of a buddy's folks who had just returned from Japan after retiring, enjoyed her stories — pretty cool lady
 - Georgiena was a great speaker who taught us about the effects of change / she told us to face challenges & be honest/up-front with people (i.e going down to confront labourers (men) who were upset & talking) / also told us that self-awareness is a great attribute to have
 - teach abroad — become international — reflect upon your travels
 - the timing was right as she talked about small schools

- yes you can make a difference with hard work & a vision
- admired her initiative she took with the staff to teach them conflict resolution skills / the staff was not all in support at first, but she stuck with it & saw wonderful changes
- I believe she was the principal of the two (2) or three (3) schools in Ontario? / either her or Jeannette both were mothers who express what I would call regret that they spent far too much time in their work & not enough time with their children & families / they claimed that it was worth the sacrifice, but I did believe them
- need to find balance in your life — how difficult but important that is
- be observant & compassionate
- as with the presentation of Jeannette, I learned it is as important as a leader to move laterally to another employment/experience as it is to move up through the positions
- great speaker with a great message — be passionate, learn to delegate, be strong; believe in yourself / be kind to your staff, personal
- great story — rise to the challenge, stick to your ideals / again, hard work, passion & opportunity
- you need balance to be a successful leader (before becoming an administrator) / be observant & compassionate
- her work in Aboriginal school & overcoming the challenges of running rural small schools at once — creating a sense of school community
- ensure that you find a balance when in leadership roles / healthy living & family cannot be ignored
- it was interesting to hear her stance on small schools as PEI just recently decided to close eight (8) of its small schools / balance & passion were discussed again
- enjoyed hearing about her different jobs & thought she spoke honestly & gave us a good perspective

- I found her discussion on community pride interesting / I liked that concept & thought that it could add a lot of value to a school & its community / I also related to her teaching abroad — I may do it again someday — it's a great way to see the world
- of all the wonderful ideas & advice shared, I most valued the honest in speaking to her imbalanced life throughout her career / I appreciated this honesty & the way she handled this topic — this showed me that she had drive & passion for the enormous tasks she would take on & still have faults, non-balance in this case
- **Verna Bruce / Jennifer Cairns-Burke –**
 - VB: very interesting, female story, someone to motivate or inspire females to think big / JCB: excellent! I really enjoyed her presentation — I was able to really relate to her story / as Lady Fane is next door to Maple Plains / but I admired her honesty & the demonstration of reflective practice in her presentation — my favourite!
 - JCB: interesting story, could really relate / provided real examples, enjoyed the way she spoke
 - be aware of who you're teaching & remember they could be future leaders → any one of them (not just the obvious leaders) / treat your staff with respect & be aware of their personal styles & lives to bring strength to your team
 - VB: don't be afraid to delegate / JCB: don't be afraid to make lateral moves
 - VB: cared about people / make your staff feel comfortable & respected / also she used a different leadership style than she had experienced / JCB: prompted me to think about how I would foster leadership in struggling students — this is important to me
 - you really have to stand up for those *queen street kids* & try to switch up your jobs so you don't become stagnant

- VB: was a very well spoken & quite honest / she spoke of building skill sets & how every experience is an opportunity for growth / she told us not to be afraid to take a *demotion* if it will help you build/strengthen a skill set — *leadership is about how to manage people & how you can lead people* / JCB was a very energetic & interesting person / I enjoyed hearing about her journey & all of her accomplishments to date
- [I was unable to attend this lecture as I was on a student exchange]
- treat people right / how to manage & lead people / include all staff / positive reinforcement
- never be afraid to try something new / you gain skills which will be beneficial down the road
- it doesn't matter where you are from, you determine how high you can rise
- [I missed these speakers]
- when something doesn't work, it is important to find out why it didn't work and how to fix it
- VB: learn from both positive & negative experiences / JCB: very inappropriate, not very professional
- I learned it is fine to be idealistic, but to be foremost pragmatic
- as much as I appreciated the content of VB's presentation, it was JCB's words that really hit home with me — her passion, her insights & the way she maintains her integrity all resonated with me on a professional/personal level
- VB: another amazing person, again hard work, opportunity & expect excellence / also heard very good things on Ms. Bruce / JCB: she can talk the talk but I'm not sure she can walk the walk, we'll see how the *Youth Addiction Project* turns out — good luck to her!
- I learned the importance of being true to myself; I was able to find out that my happiness is most important
- VB: I enjoyed her comment on knowing which hill to die on — is it that crucial / JCB: in all honesty I did not enjoy (her), I found that she talked about things that were inappropriate / so I guess the piece of advice I would say I learned from this is know the audience so that you don't say things that might be offensive/inappropriate

- VB's success in being a female in a traditionally man's world in senior management in government / JCB's use of applying her life challenges to help kids overcome theirs
- whether you like the position you are in or not, do what you can to learn valuable skills until you can (get) another job that you enjoy / you should find out what you are passionate about & use that to drive your leadership
- leadership is all about managing & leading people / it is very important to understand why things didn't work out / regardless of level, all staff should be included — be careful how you treat people on the way up because you may see them on your way down / tell people when they do a good job: watch wording for those that aren't working well
- VB: what stuck out for me was when she said *don't be afraid to take a pay cut to build your skills to enhance your weaknesses* / JCB: confident & energetic, very personal, led the discussion
- VB: one of my favourites — I particularly liked her discussion on job that *didn't work out* and jobs that *did not fit* — she also spoke about the importance of lateral movement — new experience VIP — great quote: *anyone can lead the stars*
- VB: enthralled with her categorization choices to place her jobs / she called them jobs that *did not work out* — and those that were the **wrong fit** / this description & the reasoning behind each was fantastic / I also took her advice about taking on assignments and not saying no to be a very important point/food for thought / JCB: I took from Jennifer the concept of using who you are to drive your career & passion / she also finds a positive in a negative by setting a new goal / I was pleased to find out that others do this as well

- The course featured a *less academic* textbook, which was then interpreted by individual presentations:
 - to what extent was this a useful alternative to either developing a paper on the same theme, or having the prof lecture on the book?
 - great alternative, innovative approach / we get a lot of academic texts/readings & sometimes you can get too caught up in it & not have enough time to explore topics
 - I really enjoyed the presentations as opposed to writing a paper / some presentations were very creative & all seemed to hit the main points of the book / a paper should be more than re-cycling the points in the book / as long as the presentations do more than this as well they should be just as effective as a paper -> but more enjoyable
 - the book provided a new vision for leadership: with age comes wisdom & Bob has so much of experience & expertise to share with his readers / a real professional sharing real applicable issues / presentations on the book provided the professor an opportunity to view students' presentation & leadership skills / the professor provides one perspective & mode of presenting while students provide a plethora of modes, some more engaging than others
 - the individual presentations from the book brought out recurring themes / this helped to confirm your own understanding of your chapter
 - the book was real & got to the point rather than doing it in a *round about way* / it was an easy read / it was good to see/hear presentations as it made it real
 - I want a copy of this book / it was logical, thoughtful & useful — I believe learning from examples is the best method plus (+) it has a connection to any career — it's about life lessons
 - I just found it to be very easy to relate to this text / I thought Chartier did an excellent job of conveying the unconscious or common sense type things into reality & putting them into context -> professionals in any line of work could read & relate to this text / personally I found it useful: I found myself saying, *this guy knows what he's talking about*

- the textbook was excellent!! it was interesting, engaging & applicable to many aspects of our lives (not just teaching) / by exploring the messages/themes in the book through presentations, it allowed us to experience many points of view/interpretations / by seeing things from different/varied angles it broadens our own perspectives about certain topics — this may have been limited if we did our own paper/listened to a lecture from Prof.
- I found the theme of the book very relevant to teachers in a public system / it presented interesting viewpoints on some of the same things we need to focus on in our schools / this was a very useful alternative to the highly academic texts which would have taken hours to get the same points out of the book / Chartier was able to present many *valuable* points in a very direct & pleasurable read
- I loved the textbook / it was a very easy read / not a lot of *BS*, it was right to the point / I enjoyed the fact that groups were assigned to present each chapter / it was nice to see others perspectives on the topic / this really opened my eyes — very entertaining way to provide information
- it was an entertaining way to address the text / there really were not any *ah ha* moments however
- I enjoyed how the book was written; it made it easy to read / having our peers present the content made it more meaningful
- as mentioned before, if given the choice between writing a paper or hearing a lecture or discussing in groups I (and I am sure most people) would be in favour of the latter / in many ways the paper or the lecture are the easy way out / when you discuss it, you really how to know the subject matter
- the book was excellent and the presentations were very informative / combine this with the discussion from the class & the examples you gave from your career & I found it to be both entertaining & educational
- I enjoyed the text — I read it & applied it to other courses
- I feel the alternative was very useful in that class discussions & class involvement were rich & relevant

- I like the creative variety of presentations for each grouping of chapters / lectures can only go so far, and I appreciated you making sure than certain concepts/ideas were pointed out after each presentation
- excellent book — I wish I had more time to read it before the presentations / so simple & delivers great points, still reading & referring to it
- the chapters were short & easy to read, & I found the advice/suggestions useful / I am also glad the entire course was not directed by the book
- I think it was influenced greatly by reading through the book / reading through the book was helpful to my understanding in class
- I enjoyed having the text presented by the groups / I thought it offered us a way to present/absorb material in a creative way — it was interesting to see these different methods / I found it would better help us remember the key points
- this hands on type of book was another nice break from our traditional courses / sometimes we need to come up for a breath of air from the maze of academia that we expect in graduate courses / Chartier had many simple ideas + philosophies to make us think of true leadership
- I read the text prior to the individual presentations / this was useful because I got to see many different interpretations surrounding the book I read / I also found it useful when we opened the floor to questions & comments after each project / I learned so much from reading the book & from listening to my peers
- the textbook was easy to read with worthwhile points — having groups present the chapters through role play or just giving key points was an interesting & unique way / I found each presentation very entertaining & you could certainly tell the key points — a paper would not provide the same creativity or diversity
- this book covered situations that we could apply to our personal careers / I enjoyed the presentations & I learned more this way than writing a paper!

- the individual presentation provided an interesting & fresh approach to the content of the textbook / the presentations allowed for an interactive approach to learning — I have always felt that interactive & experiential learning is most effective / the presentations were memorable & the lessons from the text were put into our own perspective which made them more relevant to our profession
- yes & no — to address no: I would have liked to hear the professor speak about this text & the author in more depth / I do think that the discussions had after the presenters did fulfill this minimally / otherwise this idea of presenting the text topics was requested in a very challenging way and I found it more interesting & I learned more / again, receiving such different takes on one text was stellar and of course, much more interesting / also, as I mentioned in a previous question, twenty-seven (27) ideas & thoughts are better than one

Part Two:

- Prior to the next delivery of this course what should be revised? & why?
 - n/a —> except more story telling of the students (maybe have a night where we are the guest speakers! / —> except a snack list would be good (haha) / Lori brought too much / we should have made a sign-up sheet (it was very much appreciated!) [I should have been a leader in this situation — you certainly were providing an example] / enjoyed the fact that we knew what was expected
 - I found the *roundtables* were either really good, or all over the place / tangents are ok, but should be very brief, or open up a new line of communication, not jumping all over the place
 - nothing should be changed / I know that you will change some things though / you really do get to know your students & their interests as well as yours, motivate the lessons & your direction with each individual class you teach
 - I enjoyed this course / I did not feel overwhelmed which was nice but in saying this I still had a high level of learning / presentations/group work should definitely be kept / I liked how you did not have a whole lot of readings that you cannot make sense of them anyways — that is not learning

- more emphasis on skill development, communication, problem solving, conflict resolution...etc.: the skills administrators need to help make a difference
- I thought the second (2nd) half was quite flexible, especially with the strategic planning exercise & I like the process — maybe you could do something like this once every two (2) years or so & see what changes, if any, are made
- you could incorporate the CCP into the course as a lot of people should see this process / I think our class went through the process as something had come up & someone could not make it / it is a great learning experience + very applicable to the course on leadership
- I don't think there is much to be revised at all / I found the format very stimulating & the format may have to change only if students aren't participating & making the most of the material / however, this fresh outlook & format will typically excite & invigorate most students!
- this course was very well organized / never any questions of what to do or where we go from here / also enjoy the collaborative approach you used to weight the evaluation that first day
- make the course relevant to education / provide strategies that would be helpful for individuals in administrative positions
- I have little experience to draw on; overall, I looked forward to coming to class each night
- the only part of the course that I found not useful was the presentation by Jennifer Cairns-Burke / people were uncomfortable with a reference to an incident that day in a school / also, she overshadowed Ms. Bruce who I felt had useful info to share
- at the end of this course, I get the impression that the professor had lots more to say & share but fell victim to time constraints / I guess I'd just make sure the Prof had lots of time to get through his material
- if you need a sub — don't get JCB! I think even Verna was embarrassed for her / she was so sweet, but not meant to lead this type of class
- all aspects of this course were great / I feel no revision is needed
- nothing
- I did not care for the *leadership assessment* — maybe I didn't get the result I wanted, but I found it out-dated, long & not very relevant

- I enjoyed it / I thought we used different resources in every class
 - as this is a required course to become an administrator, I would like to see you add some more strategies directly related to that role, i.e. dealing with parents, at-risk students, etc. / I would like to know what the results of the various tests we did after that first night mean, both personally & as a leader
 - I didn't enjoy the name-tag switching, but I understand why you did it — it forced me to have different perspectives of my classmates / **the classroom was less than ideal for a class our size: too small!**
 - I'm not sure I would change anything / I truly enjoyed & appreciated the layout & context of the course — thank you
 - the first night of the course I was intimidated by the talk of debates & role plays because it was out of my comfort zone — the way the class was organized did not intimidate me & I can't think of anything I would revise
 - I found the guest speakers to be a great asset — they allowed us to hear of their leadership roles in various areas such as teaching, administration, Dean of Arts, government positions & private business / I would have liked to hear a guest speaker from a more diverse leadership role such as a GM (general manager) of a sports team or own of a local business (i.e. Danny Murphy)
 - on the logistical side, the room assigned was much too cramped & uncomfortable / book talk — I would extend the time allotted to present by four (4) to five (5) minutes / JCB — I felt her sensitivity to her audience was off just slightly at one (1) point in her discussion : I believe she began to speak emotionally to one (1) topic that was close to home — this did not seem to bring the group **in** for collaboration
- Reflecting on your original personal goal(s)/expectation(s) for this course — were these attained?
- Very much **15** Yes **10** Somewhat **2** Not at all
- just feel a little more comfortable & a better idea of the *big picture* of leadership
 - very much so
 - after taking this course I do believe what others have been telling me, I will be a good administrator some day

- I liked your approach to not telling us how it should be but to let us feel that we will be able to figure it out
 - I wanted to network with other potential leaders, learn from the experiences of others & develop + improve my leadership skills — I feel these were attained
 - I feel I learned more about educational leadership through the many group activities
 - I expected to understand the role of administrators, the difficulties they face & how to deal with their colleagues
 - I know more about the type of leader I would want to develop into
-
- Considering your future career expectations & needs, was this course helpful?
Very much **14** Yes **12** Somewhat **1** Not at all
 - this course was full of great activities that could be used on PD days
 - actually made me want to travel & teach somewhere else in the world
 - motivated me to pursue further education
 - it helped me understand my strengths & weaknesses as a leader
 - something that would have been helpful would be strategies for dealing with staff, parents & community / this course is required for administrators to have
 - I was able to see my strengths & weaknesses
 - lots of discussion about education, administration
 - I am going into an administrative role in the fall & it helped me see myself more clearly & gave great ideas
 - not sure what my expectations are, but the general overview will help
 - please see comment previous page re revisions
 - I will use many exercises on my own students
 - yes — it gave some tools to put in my toolkit & exposed me to a variety of leadership styles
 - I believe the course helped us realize the qualities one needs to be a leader
 - WSB requires this course for admin
 - as an educator & musician, whether an administrator or not, the ability to communicate effectively & manage people is invaluable to building a skill set for life not only a career

- Aside from your responses above, was the course interesting?
Very much **20** Yes **6** Somewhat **1** Not at all
 - very much so / great variety!
 - networking was great, met some great colleagues
 - very interesting, the three (3) hours flew by
 - enjoyed the use of different teaching methods / group work, movies, etc.
 - I looked forward to this course more than my other three (3) previous courses combined
 - good to learn leadership values & skills FROM leaders — guests + films + discussions
 - had fun!
 - I really enjoyed the two (2) videos, great conversation starters
 - I loved the guest speakers & group work / I also appreciated the balance between lectures, *hands on* work & movies — GREAT COURSE
 - I found that each class went by very quickly because I was interested in what was being said
 - great insights into leadership
 - this was the most interest I have taken in study since my music studies / it was a real time learning event every night

- In retrospect, did your classmates generally respect your efforts to participate?
Definitely **17** Yes **10** Somewhat Not at all
 - they seemed to anyway
 - yes
 - I sense that people are interested in what I have to offer
 - probably too much, not many contrary opinions out there
 - nobody was condescending & people were very respectful of each other's opinions
 - great group of people / I enjoy getting out & meeting new people
 - I believe so — most people were keen & accepted the ideas & participation of those around them willingly
 - everyone I was grouped with provided opportunity for everyone to participate

- very supportive
- this group was very respectful to reference others names when agreeing with or relating to a comment / this shows a respect and acceptance for your voice

- In retrospect, did the professor:
 lead too little lead too much Maintain a good balance 27
 - variety is the key / very well done!
 - an excellent balance to educate & empower students
 - every one in class had an opportunity to speak & contribute to the group
 - great job giving us the assignment or goal & then allowing us to work through it
 - there was almost a perfect balance — we had lots of opportunity to contribute
 - I really respect the fact that every comment we made was treated with respect
 - if I ever felt I needed more direction, I just had to ask
 - I liked how you turned questions back on people → if they are going to be leaders, they will have to figure it out
 - as mentioned above, the balance was ideal for me
 - he always gave everyone a chance to speak
 - really enjoyed the course
 - at first I thought too little & was frustrated by this & then realised that the group as a whole would benefit more if we did more thinking in our own groups