



BRIGHT Leaders Program at UT Dallas

March 12, 2024 | 2p.m. ET



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CUPA-HR Webinar

Presenters



Colleen Dutton
Chief Human Resources Officer,
UT Dallas



Jillian McNally
Talent Development Specialist II,
UT Dallas

Agenda

➤ History and Development of BRIGHT Leaders

- From need to concept
- Adjusting our plans in the face of COVID-19

➤ BRIGHT Leaders in Action

- Series and programs
- Year 1 and 2 Metrics

➤ The future of BRIGHT Leaders

- Upcoming programs
- Goals



Objectives

- Understand the agility required to build an open leadership development program available to all levels of faculty/staff.
- Highlight benefits of a “lead from where you are” approach to leadership development.
- Review program elements and metrics to gauge early success of BRIGHT Leaders platform.

Attendees will better understand the flexibility and variety of programs needed to provide an open leadership development program designed to build skills and campus collaboration while maximizing resources.




Poll Question

Does your institution currently have any type of leadership training platform?

- Yes, we currently have a leadership training platform.
- Not currently, but we're interested in bringing this type of platform to our employees.
- No, not at this time.

A Bright Idea:
Development of the
BRIGHT Leaders Program

At the bottom of the slide, there are three horizontal bars of varying colors: a dark blue bar, an orange bar, and a medium blue bar, all extending across the width of the slide.

A BRIGHT Timeline

2018:

- Solicited feedback and identified opportunities for leadership development.
- Planned for a cohort model of 20-24 people, academic/admin staff and faculty.
- UTD *At the Speed of Bright* marketing campaign.

2019:

- Funding approved and plans formalized to role out on early 2020.

2020:

- COVID changed everything in March 2020.
- HR resources redirected; Funding withdrawn due to budget cuts.

A BRIGHT blessing in disguise

2021:

Forced HR to challenge our traditional thought process on what leadership development should and could look like.

- Total redesign of program. Post pandemic work environment created different needs and expectations from and of employees.
- Takes too long to make positive impact with only 20-24 in cohort. Early career professionals will not wait to be invited or included.
- Created open platform model where any employee could attend any session, at any time (i.e. live sessions or recordings). Every level of staff and faculty can participate and has access.
- Not every topic will be relevant to everyone all the time; but have access and are invited to engage and participate in program. **“ALL ACCESS PASS”**

2022: A BRIGHT new vision launched

- Goal of creating a leadership development program **open to all faculty and staff** to support, encourage, and serve as a resource to cultivate and apply effective leadership skills **at all levels**.
- Designed to empower everyone to **“lead from where they are”** by developing and enhancing skill sets through a broad range of established leadership principles and practices.



*Organizations that treat every employee as a leader
create the best leaders – and the best cultures.*

A BRIGHT new vision

University of Texas at Dallas Leaders are:

B

Bold

R

Responsible

I

Inclusive

G

Growing

H

High Performing

T

Transformative

BOLD: *Creates significant positive change by challenging self and others to engage in new ideas and actions that advance department/division/school. Willingness to make tough decisions and address issues negatively impacting workplace culture, services, and success of team. Promotes a collaborative, strategic approach focused on supporting UTD as a great place to learn and work.*

A BRIGHT new vision

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Growing

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T

Transformative

RESPONSIBLE: *Understands and accepts the expectation and commitment required to be a positive contributor to the UTD community, especially to those they support, partner with, or lead. Embraces the ownership and responsibilities associated with a leadership role and understands that the privilege of authority granted is to be applied in a fair and respectful manner.*

A BRIGHT new vision

University of Texas at Dallas Leaders are:

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G

Growing

H

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T

Transformative

INCLUSIVE: *Embraces, acknowledges, honors and respects the individual differences and experiences within the UTD community. Practices and promotes initiatives and interactions that build and nurture a welcoming learning and working environment.*

A BRIGHT new vision

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Bold

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Inclusive

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High Performing

T

Transformative

GROWING: *Understands growth is an on-going process and can successfully navigate, adapt, and prosper in times of change. Owns their development and seeks to learn new skills that helps expand capabilities to lead.*

A BRIGHT new vision

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Inclusive

G

Growing

H

High Performing

T

Transformative

HIGH PERFORMING: *Proactively expands and refines knowledge base in professional discipline and seeks opportunities to engage in and contribute to strategic initiatives and mission of UTD. Demonstrates ability and understands the value of fostering and nurturing positive, collaborative, and productive partnerships for the collective success of UTD.*

A BRIGHT new vision

University of Texas at Dallas Leaders are:

B

Bold

R

Responsible

I

Inclusive

G

Growing

H

High Performing

T

Transformative

TRANSFORMATIVE: *Creates meaningful, sustainable, and impactful advancement of UTD. Builds influence through active partnerships by understanding the needs of others. Creates a vision to address departmental and campus wide issues that builds a legacy far beyond their personal success.*



Shining Bright: **BRIGHT** Leaders in Action

Year 1: 2022

Series and Programs

- **Lessons from Leaders series** – Executive and senior leaders sharing their experiences and lessons learned as they navigated their career. President, Deans, VPs, high level Faculty & Staff, internal and external to UTD, participated.
- **BRIGHT Leaders Book Club** – Open roundtable discussions on leadership principles, concepts, and models presented in foundational and contemporary books and articles. 360 Degree Leader (Maxwell); How Higher ED Leaders Derail: A Survival Guide for Leaders (Sanaghan/ Academic Impression); Radical Candor (Scott).
- **Teaching Leadership Compassion (TLC) series** – Training sessions and presentations that focus on “real-life leadership” skills. *Leadership 360: Lead from Where you Are* (McNally); *Supporting Employee Well-being: The Essence of Leadership* (Kiel); *The Human Side of Change Management* (Kiel).

Year 1: 2022

Series and Programs

- **Info Sessions** –*Cover a variety of topics, designed to help participants stay informed about university processes and opportunities that support professional and personal development (EAP; Grievance Process; Crucial Conversations; LinkedIn Learning; Academic Impressions).*
- **Getting To Know You series (Fall 2022)** – *In response to 2022 employee climate survey feedback, designed to increase approachability and interaction between employees and executive leadership (Pres, Provost, Deans, VPs). CHRO hosted informal and conversational interviews via MS Teams for participants to learn the person behind the title. Not just their leadership experience and what they do in formal role at UTD, but who they are as a person and what/who has influenced their leadership style and approach.*

How to access LinkedIn Learning (LiL)?

- Current UTD student, staff, or faculty.
- LinkedIn account is not required but *strongly* recommended.
- From the **McDermott Library** homepage (library.utdallas.edu) → right column → "LinkedIn Learning" or "LinkedIn Learning at McDermott" <https://library.utdallas.edu/utdiynda/>

UTD THE UNIVERSITY OF TEXAS AT DALLAS Eugene McDermott Library

Participants: Makowka, Matthew; Duff...; Mak...; Hick...; Bla...; YM; Mag...; Beltr...; Hew...; Smi...; LF; Finle...; Arn...; Shar...; +28

UTD DALLAS Video Services

- Gwyndolyn Parry, Video Specialist
 - Overview of department
 - About me
 - Contribution to the University's mission
- Duties:
 - Record and edit video productions
 - Livestreaming
 - Event support
- Pro-tip for customers

Participants: Cronc, Darren; Parry, Gwyndolyn; Duff...; Hux...; Meh...; dePa...

AWARENESS – Communicating the change

- One of your largest challenges?
- Information Distortion via the Rumor Mill
- If you are Trusted this can be mitigated
- Team must commit to agree on language about the change – for example use the "is/is not" exercise
- Produce and use an Elevator Speech

Participants: DR; RB; KR; BM; MR; +28

BRIGHT Leaders Series and Programs:
The BRIGHT Leaders program offers a variety of series and programs, from Leadership speakers and skill building courses, to specific information sharing sessions and getting to know executive leadership. These programs are virtual and hosted through Microsoft Teams, allowing participants flexibility and accessibility solutions for inclusive learning.

UTD DALLAS Getting To Know You series

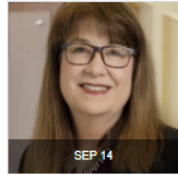
Invited leaders share about their leadership experience, a day in the life of the leader's job, and their most meaningful experiences that shaped them personally or professionally.

1. Tell us about your career path. What led you to the leadership position you're in now?
2. Tell us what your job is like. What is a typical day? What do you enjoy and what do you have to do that you would rather not?
3. Is there someone who has influenced your leadership style?
4. What does your school/division do for UTD?
5. When you're not working, what do you do in your free time? What are your hobbies or other interests that help you destress?
6. Are there any "fun facts" you can share that people at UTD might not know about you?
7. Do you or did you have a nickname? What was it and how did you get that nickname? What is the story behind it?
8. How would you describe your authentic self and "living your best life"?
9. If you could teach one lesson to your past self, what would it be?

BRIGHT LEADERS ONE UTO

Participants: Murphy, Jessica; Sharping, Tina; Denis, Letitia; BR; Richardson, Brent...; Minarty, Allan; +65

Upcoming Events



Getting To Know You Series - Dr. Angela Shoup

This event is part of the BRIGHT Leaders Getting To Know You series. Please join us as we get to know Dr. Angela Shoup, Executive Director of the Callier Center for...

SEP 14
3PM

I'm Interested

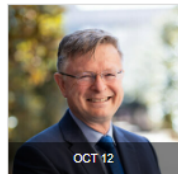


Getting To Know You Series - Dr. David Hyndman

This event is part of the BRIGHT Leaders Getting To Know You series. Please join us as we get to know Dr. David Hyndman, Dean of the School of Natural Sciences and...

SEP 21
11AM

I'm Interested



Getting To Know You Series - Dr. Donal Skinner

This event is part of the BRIGHT Leaders Getting To Know You series. Please join us as we get to know Dr. Donal Skinner, Dean of the Hobson Wildenthal Honors College at...

OCT 12
2PM

I'm Interested

[View all events...](#)

BRIGHT Leaders events:

BRIGHT Leaders utilizes Teams registration tools to provide attendees with an easy way to register from links on our UT Dallas Comet Calendar. These links are also conveniently displayed on the BRIGHT Leaders website. Once registered, participants are automatically sent an Outlook event with a Teams link.

Past events:
All BRIGHT Leaders programs and series sessions are recorded to allow flexible, on-demand viewing. Links to recordings of past events are hosted on the BRIGHT Leaders website.

About

Careers

Employees

Retirees

Past Events

[UT Dallas](#) > [Office of Human Resources](#) > [Employees](#) > [Talent Development and Training](#) > [BRIGHT L](#)

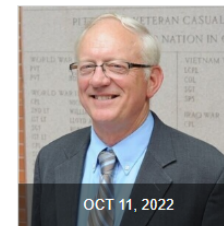


BRIGHT Leaders: Lessons From Leaders Panel

This event has passed. To view the recording of this event, please [Click Here](#). The Nov 8th BRIGHT Leaders, Lessons from Leaders panel will focus on women and...

NOV 8, 2022
2PM

I'm Interested



Lessons From Leaders - Major General Robert W. Mixon, Jr., U.S. Army (Retired)

This event has passed. To view the recording of this event, please [click here](#). This event is part of the BRIGHT Leaders Lessons from Leaders series. Please join us...

OCT 11, 2022
2PM

I'm Interested

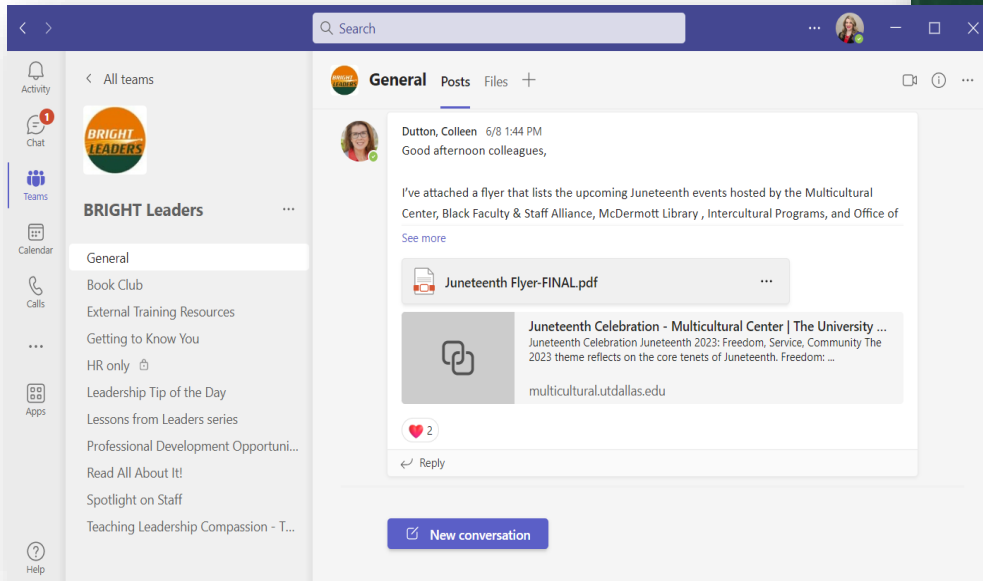
[View all events...](#)

Year 1: 2022

Resources

- **BRIGHT Leaders Website** –Platform for information and resources, post future events and recordings of past events. Managed by HR.
- **BRIGHT Leaders MS Teams Group** –Post messages and announcements on upcoming opportunities and events, access a variety of articles, recommended books, external professional development sessions. Managed by HR; Participants can post recommended resources.
- **Electronic Learning Platforms** – UT Dallas provides employees access to multiple electronic learning platforms, (LinkedIn Learning, Academic Impressions, and Skillsoft Percipio). Collectively they offer over half a million learning opportunities in various formats, on-demand and live. Enables HR to most effectively provide a variety of skill-building resources to a large and varied population.

The BRIGHT Leaders Website:
A landing spot for participants to read the mission and vision behind the BRIGHT Leaders program and access resources.



Organizations that treat every employee as a leader create the best leaders – and the best cultures.

BRIGHT Leaders is an inclusive program that enables the success of all UTD employees by providing growth opportunities for staff and faculty at all levels. Participants can learn leadership principles and access tools so they may "Lead from Where You Are", and that support and nurture the professional development of bold, responsible, high-performing, and transformative leaders. The program is hosted virtually via MS Teams and is an open resource of articles, book recommendations, videos, in person and on-line classes, and leadership pathways with core classes and recommendations for a more structured development plan for those who desire.

BRIGHT Leaders Teams Group:

This group provides a place for the HR team to post messages and announcements on upcoming opportunities and events as well as a variety of articles, recommended books, external professional development sessions. It is a key communication tool for the BRIGHT Leaders program.

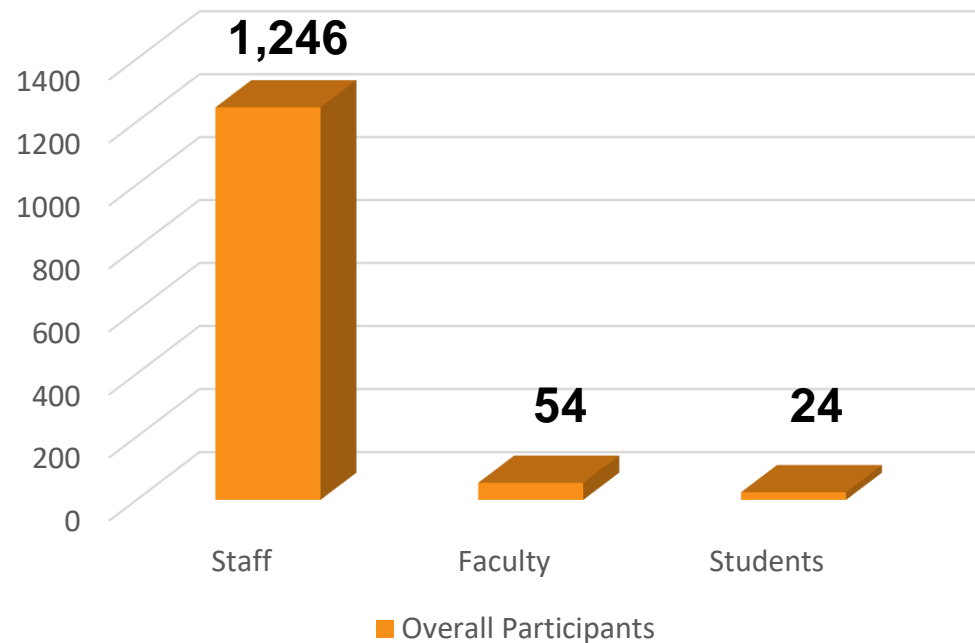
Electronic Learning Platforms:
UT Dallas provides employees access to a variety of electronic learning platforms, including Academic Impressions, Skillsoft Percipio, LinkedIn Learning, Coursera Career Academy (added in 2024), and the EAB database. Collectively these resources provide over half a million learning opportunities in a variety of formats, including on-demand and live trainings as well as podcasts and books.



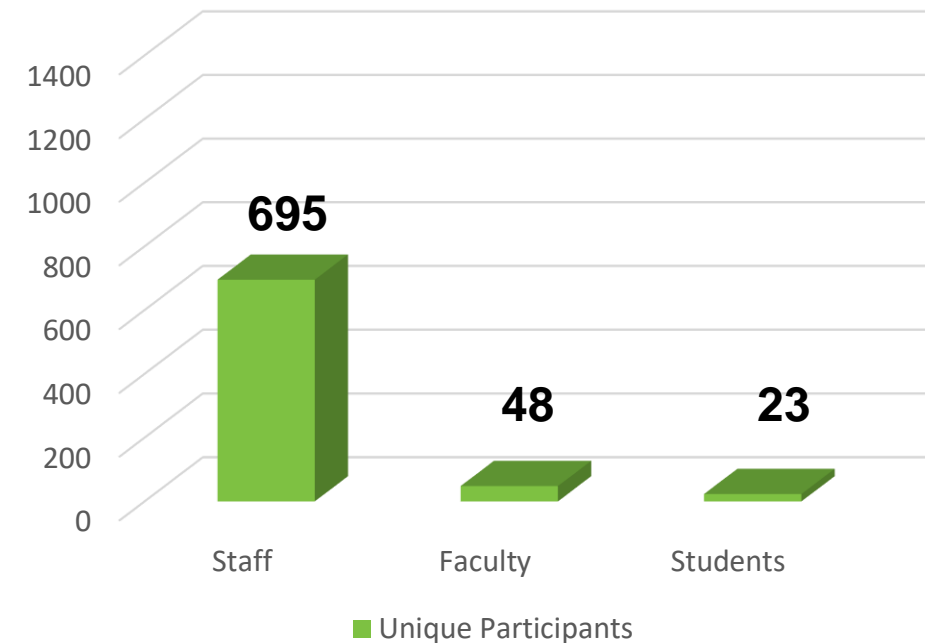
Year 1: 2022 Metrics

- 22 unique sessions offered over 11 months.
- 70% live attendance rate of registered participants in year one.
- In addition to live event participants, 355 individuals accessed recordings.

1,324 Overall Participants



766 Unique Participants



Year 1: Comments

What lesson(s) from today's session did you find most beneficial or of value?

- “Very well done, I liked the informality of it. Great thought-provoking questions and appreciated the willingness of the speakers to communicate from a place of vulnerability.” – *Getting to Know You*
- “This is a great platform and I planning on attending as many of these as possible as I know this will be beneficial in my path to becoming a great leader.” – *Teaching Leadership Compassion (TLC)*
- “This was a great panel discussion. I left feeling encouraged and empowered to accomplish the "next rung on my ladder". Simply fantastic!” – *Lessons from Leaders: Women in Leadership Panel*
- “It just gave me such a boost. It made me, an older not nearly as educated woman feel valued. It's good to hear that people so highly educated, etc. are just people like me who have gone through some of the same life experiences as I.” – *Lessons from Leaders: Women in Leadership Panel*
- “Dr. Martin's perspective on compassion and empathy gives me hope that our leadership strives to make choices that are beneficial to the institution, but also the individual. It's valuable knowledge as an employee and I hope other leaders in attendance consider their own compassion and empathy moving forward.” – *Lessons from Leaders*

Year 1: Recommendations

What topics do you recommend the BRIGHT Leaders platform include to enhance leadership and professional development at UTD?

- “Would love a session on middle management -- learning to manage up and manage down.”
- “Continued focus on seeing people as humans first, not workers.”
- “Leadership skills for first-time supervisors and managers.”
- “Lessons from other groups of marginalized leaders would be fascinating. A panel of POC leaders, a panel of LGTBQIA+ leaders, and how they met the challenges of becoming a leader.”
- “Dispute Resolution or Conflict Management speaker would be great. As a leadership, conflict resolution is so important.”
- “How to be a “Diamond” employee.”
- “Would love to hear from staff perspective (as opposed to leadership).”
- “How do you find a mentor that will challenge you and have your best interest at heart?”

Year 2: 2023

New in 2023 - BRIGHT Leaders Pathways

The BRIGHT Leaders Pathways are curated collections of courses designed to target development of specific leadership skills at various levels.

- Self-guided, self-paced, and on-demand trainings that average 6 to 10hrs of material.
- Include content from electronic learning platforms as well as recorded internal content.
- Completed participants receive a digital badge they can display on their email signature.
- Currently there are 3 pathways: the Foundations Pathway, the Leadership and Supervisor Essentials Pathway, and the Administrative Support Essentials Pathway.
- To date, 29 participants have completed the Foundations Pathway, 17 participants have completed the Leaders & Supervisors Essentials Pathway, and 8 participants have completed the Administrative Support Essentials Pathway.



*Launched February
2023*



*Launched September
2023*



Year 2: 2023

New in 2023 – Spotlight on Staff (SOS) series

The BRIGHT Leaders platform understands the complex village it takes to make a university work and respects the role of all employees and positions. The SOS series spotlights the great work that our staff do within their departments and divisions.

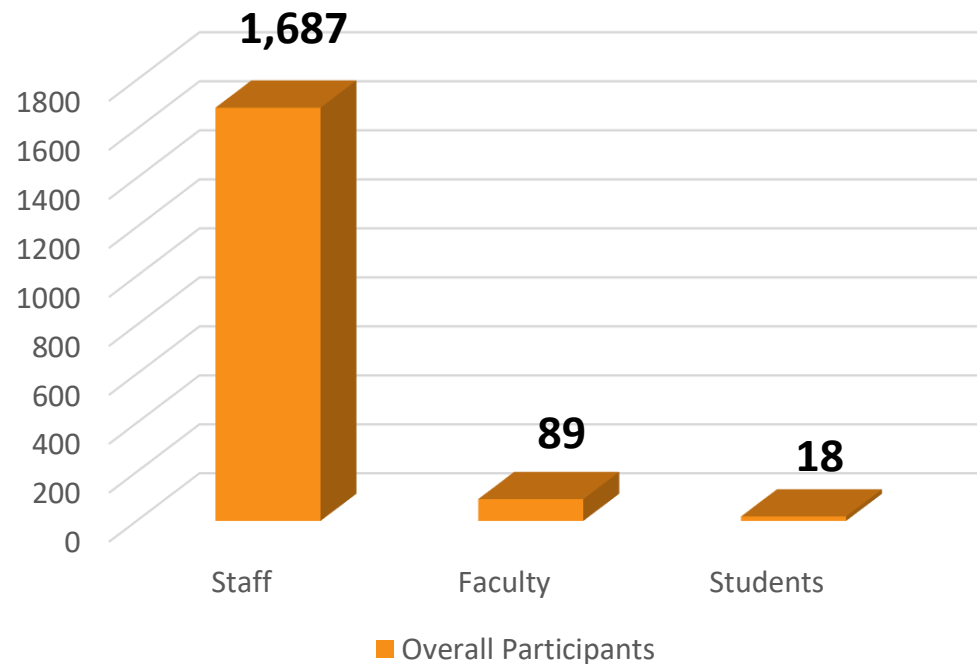
- Series gives the campus community an opportunity to find out more about how each featured department contributes to serving our campus needs.
- Each hour-long session features a different group or division, and presenting groups are encouraged to put their own spin on their presentation.
- Goal of this series is to break down “silos”, highlight the great work being done on campus, and provide an opportunity for participants to get to know other professionals on campus and build a network of resources.
- Launched in July 2023, hosted 6 sessions in 2023.



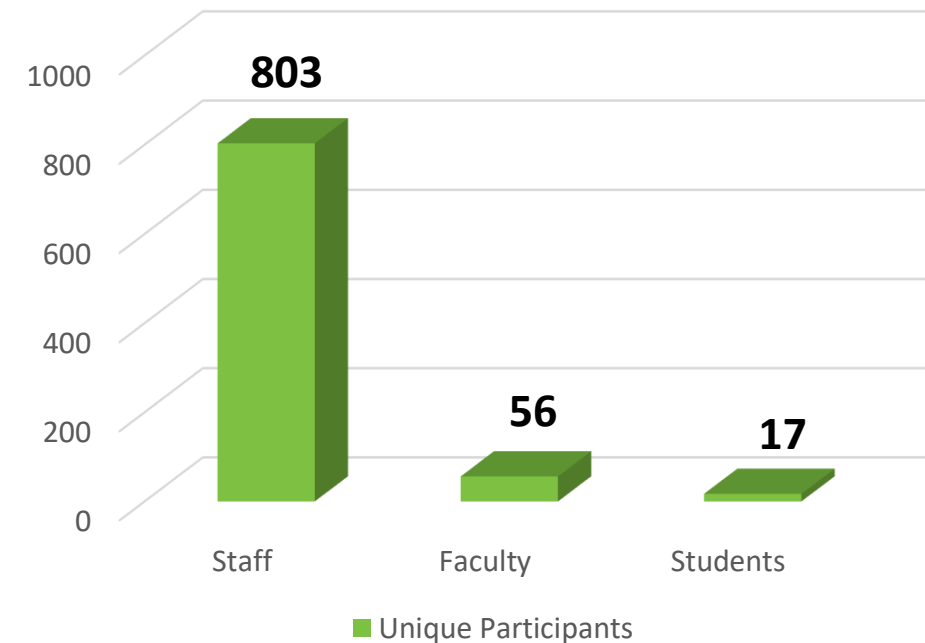
Year 2: 2023 Metrics

- 33 unique sessions offered in 2023.
- 75% live attendance rate of those registered (*5% growth from 2022*).
- In addition to live event participants, 376 individuals accessed recordings.

1,794 Overall Live Event Participants



876 Unique Live Event Participants



A BRIGHT new vision

What lesson(s) from today's session did you find most beneficial or of value?

- “The cats that [Chief of Staff Dr. Rafael Martin] Rafael has, so I can ask him about them to start a conversation I normally wouldn't.” – *Getting to Know You*
- “It was nice to learn more about Dr. Fitch's background and more about his role in Student Affairs and how he got there. I am a part of Student Affairs, but I didn't know some of the things about him that he mentioned.” – *Getting to Know You*
- “What the department actually does. I was confused as to what their role at UTD was. It really helped me understand what they do and how they contribute to our general success.” – *Spotlight on Staff*
- “Knowing Dr. Murphy's background a bit better has helped me to see how she handles her role at UTD, and how positive and affirming she is towards those she works with. She was honest about her perceived shortcomings and what she is passionate about.” – *Getting to Know You*
- “Thank you very much for this training! I have no words to explain how incredibly helpful and enlightening it has been for me. I really appreciate it!” – *Teaching Leadership Compassion (TLC)*

Year 2: Recommendations

What topics do you recommend the BRIGHT Leaders platform include to enhance leadership and professional development at UTD?

- “How to "meet" colleagues where they are - different personalities, backgrounds, work approaches, etc.”
- “Enneagram training or some other program that helps identify different personality traits and how to work effectively with those differing personalities.”
- “Understanding the myriad career services and support available from the University. How to maximize those services and support.”
- “How leaders manage their time, both in the office and when working from home.”
- “To hear from UT-Dallas Alumni that have Executive roles with other companies and/or if they started and own their own business now. I saw on ABC channel 8 a UT-Dallas Alumni that started her own business that is successful and helps students with online education.”
- More information about UT Dallas Retirement and benefits.
- Information on mentoring and mentees and how to make these connections.

Year 1 to Year 2 Comparison

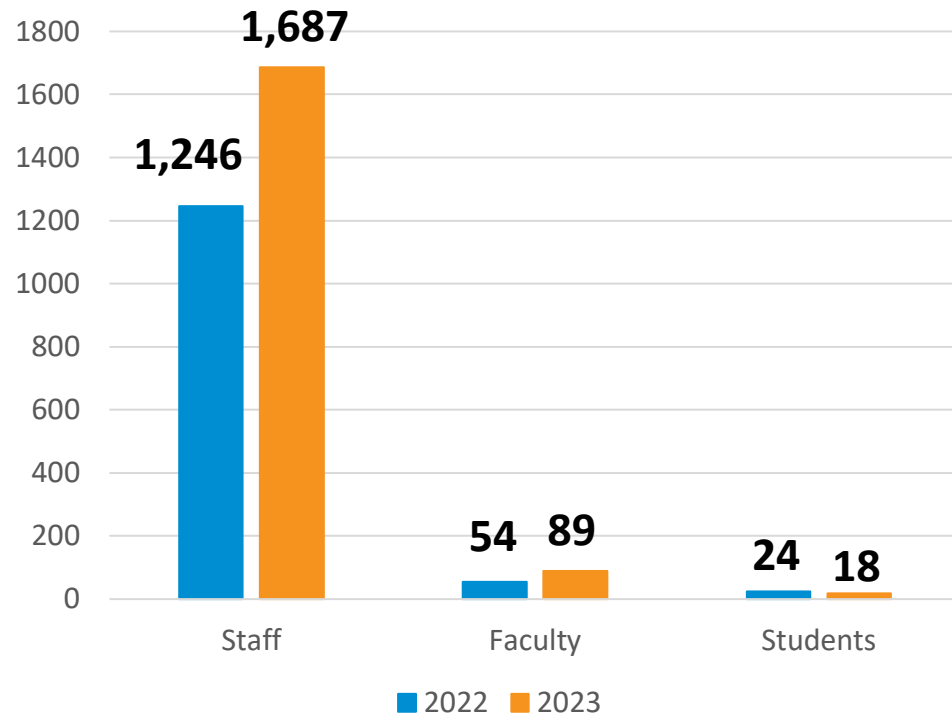
- **2022:** 22 unique sessions offered over 11 months in 2022.
- **2023:** 33 unique sessions offered in 2023.
- 50% increase in unique sessions offered in 2023.

- **2022:** 70% live attendance rate of registered participants in 2022.
- **2023:** 75% live attendance rate of registered participants in 2023.
- 5% attendance growth in 2023.

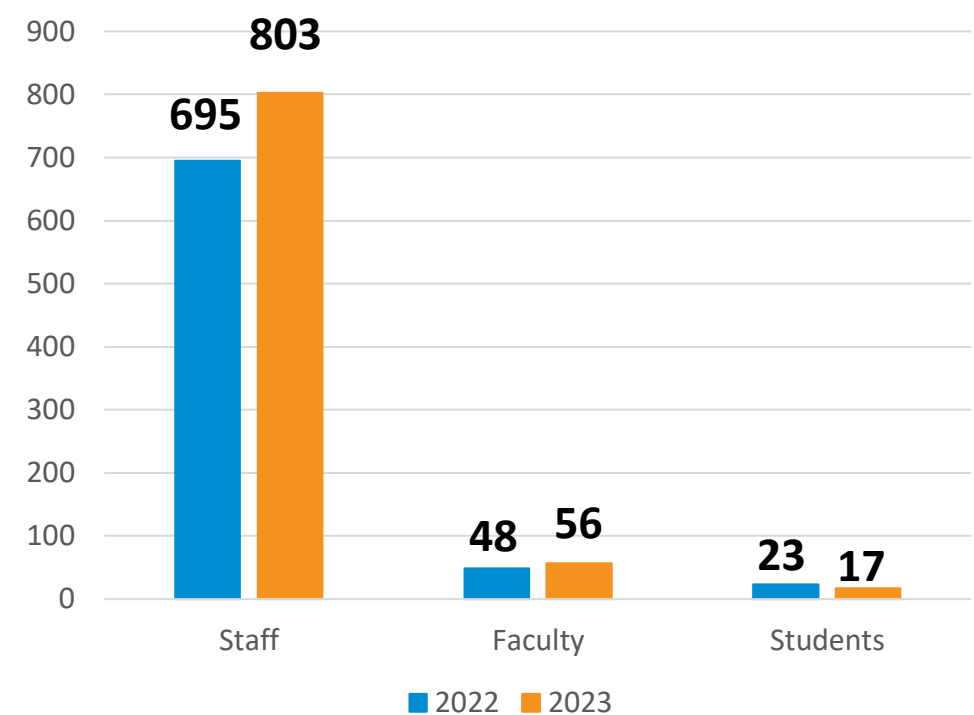
- **2022:** Average survey completion rate of 24%.
- **2023:** Average survey completion rate of 14%.

Year 1 to Year 2 Comparison

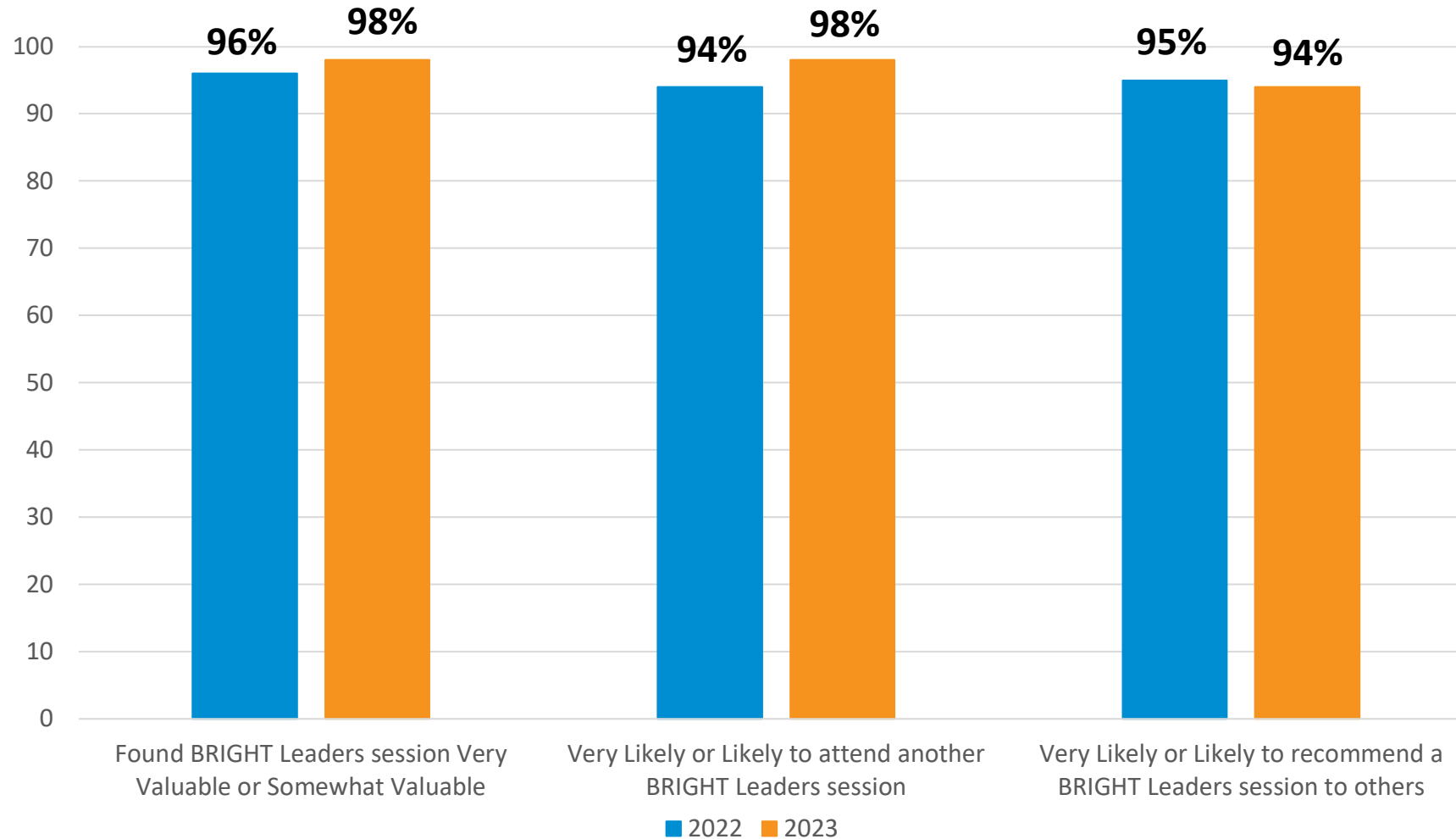
Overall Live Event Participants



Unique Live Event Participants

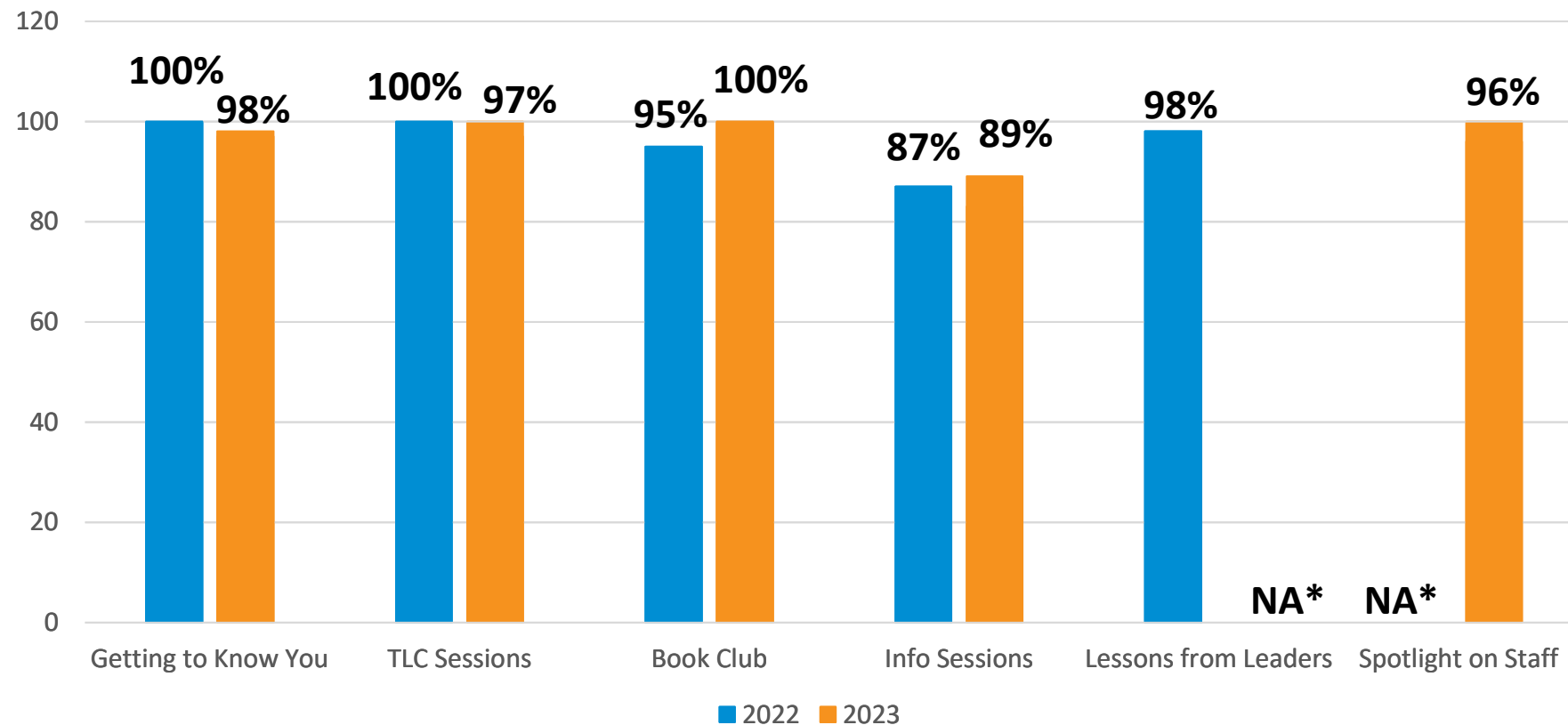


Year 1 to Year 2 Comparison



Year 1 to Year 2 Comparison

Survey respondents who found session
Very Valuable or Somewhat Valuable



* No sessions offered



Return on Investment

Value-Adds to UT Dallas based on survey feedback (18% average response rate):

Engagement

- Respondents consider BRIGHT Leaders an asset for growth and development at UTD.
- Promotes varied opportunities for campus community to build skills and engage in leadership development opportunities.
- Respondents view HR as partners in their professional growth.

Campus Collaboration

- Executive leaders engaged in the *Getting to Know You* series.
- Enthusiastic response from departments wanting to join the Spotlight on Staff (SOS) series.
- Partnership with UTD executives, staff, and faculty; others now hosting sessions and bringing forward ideas.

Recognition

- Recipient of the 2023 CUPA-HR Innovation Award.
- BRIGHT Leaders session at LEAP HR – Higher Education Conference - Feb 2023.
- BRIGHT Leaders session at 2023 National CUPA-HR Convention – Oct 2023.
- BRIGHT Leaders CUPA-HR Webinar – March 2024. – *Thank you for joining us!*

A Bright Future: What's ahead for **BRIGHT** Leaders



What's coming up in 2024

- **Spotlight on Staff (SOS) Sessions:**
 - 8 upcoming sessions, including Undergraduate Education, Audit and Consulting Services, University Housing, International Students and Scholars Office, and more.
- **Teaching Leadership Compassion (TLC) Sessions:**
 - 5 upcoming sessions, including Radical Candor, Enneagram, Career Growth, and the 4 C's of Diamond Employees and Leaders
- **BRIGHT Leaders Book club:**
 - 2 Spring 2024 Sessions, covering [Why it Matters: Reflections on Practical Leadership](#), by John A. White.
 - Additional Summer and Fall sessions coming soon
- **Info Sessions:**
 - 1 upcoming session, covering the BRIGHT Leaders program and available tools and resources.
- **NEW in 2024:** Coursera Career Academy
- **NEW in 2024:** Bringing the Five Paths of Leadership assessment to our campus through Academic Impressions and internal facilitators.

A BRIGHT Vision

- Build an “electronic library” of resources on website of internal content.
- Expand utilization of electronic learning platforms to create hybrid trainings (in-demand training and live discussion).
- Build more BRIGHT Leaders Pathways to support needs and requests of staff and faculty.
- Incorporating options for in-person training opportunities.
- Incorporate EQ, DISC, Enneagram, and Strength Finders assessment tools.
- Implement a staff mentorship program.

A BRIGHT vision

- Implement an Operational Leadership cohort to understand how the academic and business side of higher ed intersect, and the critical leadership skills needed to support comprehensive success across UTD.
- Expand data collection and metrics to inform program development. Incorporate annual/biannual impact surveys; seeking feedback on effectiveness of programs from participants and their supervisors.
- Continue to partner with external community members/alumni/colleagues, UTD schools/divisions, and executive leadership to increase institutional support and funding.
- Promote more peer led activities to encourage internal networking; **ONE UTD**.



Takeaways

- ✓ Don't let changes or setback deter you – sometimes a “pivot” can make a good idea even better. *If you can't raise the bridge, lower the water.*
- ✓ Organizations that treat every employee as a leader create the best leaders – and the best cultures. Don't just focus on current leaders in official titles; encourage leadership and professional development for all.
- ✓ Offer a variety of topics and mediums. Build awareness and interest in different styles of leadership practices and concepts. Broaden and challenge mindsets.
- ✓ More than a program; we created a culture that inspires and empowers leadership at all levels, no matter the title.
- ✓ Participants talk about program with others spreading interest; recommend guest speakers, topics, books, help build content, etc... Want to be associated with program and excited to contribute. **BRIGHT Leaders shine at UTD!**

Calls to Action

- ✓ Be creative – it doesn't take a huge budget or a complicated program to start making a difference. Look for unique ways to promote leadership development on your campus and utilize resources you may already have access to.
- ✓ Leadership is more than a title – encourage leadership development at ALL levels.

Have a Question?



Submit questions to our presenters
using the Chat.



Thank You

Please complete your event evaluation

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