# CU DENVER ACADEMIC LEADERSHIP ACCELERATOR

OVERVIEW

Over the past two years, we have envisioned a bold future and worked together to clarify our goals and values. Ahead of us is the critical work of aligning our actions, empowering our people, and enacting our values toward realizing our 2030 vision, all while learning to become an equity serving institution where education works for all. The Academic Leadership Accelerator program is designed as a year-long experience of a 2-Day program launch, followed by seven four-hour sessions (three sessions in the fall, four sessions in the spring). In this program, academic leaders (Chairs/Discipline Directors, Associate Deans and Deans) will explore, develop, and enact a CU Denver leadership framework that guides what it means to lead in an equity serving institution.

PROGRAM OUTCOMES

* Co-create CU Denver’s academic leadership framework – leading in an equity serving institution
* Increase ability of individuals to enact leadership that is grounded in CU Denver values and demonstrated in action
* Advance strategic resource management, student success planning, and alignment of people and projects to achieve goals
* Enhance the growth and development of individual leaders while strengthening community and collaboration among leaders

PROGRAM ATTRIBUTES

* Confirmed 96 Participants (Chairs/Directors, Associate Deans, Deans)
* Canvas Course shell with opportunities to connect with others and access associated information and resources
* Content experts delivering/leading topics will be a mix of internal and external experts
* Program supported by a membership to Academic Impressions (external experts) with program-specific curated on-demand virtual programs leading to an Academic Impressions Certificate of
* Group and Individual assessments will be administered

SESSION DATES

* Launch – Thursday September 22, 9-5 and Friday September 23, 9-4pm
* October 21, Friday, 1-4pm
* November 11, Friday, 1-4pm
* January 27, Friday, 1-4pm
* February 10, Friday, 1-4pm
* March 17, Friday, 1-4pm
* April 14, Friday, 1-4pm
* May 19, Friday 1-4

Data/Assessment

* Academic Impressions Leadership Assessment – Optional for the Individual
* Program Assessment Overall (Pre and Post)
* Session to Session Feedback

READING RESOURCES

* Brown, B. (2018). *Dare to lead*. Random House.
* Fullan, M. (2020). *Leading in a culture of change, 2nd ed.* Jossey-Bass Publishers.
* Heimans, B. and Timms, J. (2018). *New Power*. Doubleday.
* National Equity Project (2019). *Leading for Equity Framework*
* Selected Chapters - Gallos, J. & Bolman, L. (2022). *Reframing academic leadership, 2nd ed*. Jossey-Bass Publishers.
* Holcombe, Elizabeth, Adrianna Kezar, Jude Paul Matias Dizon, Darsella Vigil, and Natsumi Ueda. 2022. *Organizing Shared Equity Leadership: Four Approaches to Structuring the Work.* Washington, DC: American Council on Education; Los Angeles: University of Southern California, Pullias Center for Higher Education.
* Kezar, A. (2018). *How colleges change: Understanding, leading and enacting change. 2nd Edition.* Routledge.
* Kezar, Adrianna, Elizabeth Holcombe, Darsella Vigil, and Jude Paul Mathias Dizon. 2021. *Shared Equity Leadership: Making Equity Everyone’s Work.* Washington, DC: American Council on Education; Los Angeles: University of Southern California, Pullias Center for Higher Education.
* Northouse, P. (2020). *Introduction to leadership, 5th ed.* Sage.

**PROGRAM Overview**

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| Date | Session Title (To be Finalized) | Focus | Subjects/Topics | Facilitator |
| Thursday  September 22, 9-5  &  Friday  September 23, 1-4pm | **Program Launch** | Program Overview / Road Map  Foundation Building  Getting to Know Each Other  Leadership  AI programming learning pathways | * Higher Education Future Focus * Leading in an Equity Serving Institution * Leadership Models * Personal Definition of Leadership * Leadership Portfolio | Primary: Academic Impressions  Support: Joann, Rachel, Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| October 21 | **SESSION 2** | Knowledge Sharing and Exploration:  Revisiting CU Denver values (strategic plan)  Leadership cases/dilemmas and application of values | * CU Denver Values * What does leadership look like when we are enacting our values? * Why are these values important, what outcomes are we realizing? | Primary: TBD  Facilitation: Joann, & Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| November 11 | **SESSION 3** | Knowledge Sharing and Exploration:  Leading through complexity and change  Leading teams, building capacity  Influence without authority  Multiple stakeholder decision making | * Leading change activities and how leading in changes is enacted in context to tasks and relationships * Cohort Activity - Change management strategies in practice: Advancing Student Success Initiatives * Communicating transparently – opportunities and obstacles | Primary: TBD  Facilitation: Joann, & Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| January 27 | **SESSION 4** | Iteration #1 - CU Denver’s Leadership framework | * Draft Framework – CU Denver Equity Serving Leadership * Targeted leadership proficiencies for continued learning and tracking * Development of learning plan for the spring | Primary: Academic Impressions  Facilitation: Joann, & Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| February 10 | **SESSION 5** | Knowledge Sharing and Exploration:  Empathy & Courageous Leadership  Leadership in Context to Resource Management  Iteration #2 – Cross-check: What might change in our CU Denver’s Leadership framework | * DARE to Lead Facilitation * Cohort Activity – Strategic resource management in advancing priorities * Unpacking resource management | Primary: DARE TO LEAD Facilitator  Facilitation: Joann, & Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| March 17 | **SESSION 6** | Knowledge Sharing and Exploration:  Leadership in Context to Resource Management  Iteration 3 – Cross-check: What might change in our CU Denver’s Leadership framework | * Cohort Activity – Strategic resource management in advancing priorities * How do we enact our values? * How do we enact empathy & courageous leadership * How do we enact equity serving? | Primary: TBD  Facilitation: Joann, & Scott |
| Session Bridge | Via the Canvas course shell – Participants will have access to resources, suggested readings and pre-reading options for upcoming sessions, opportunities to dialogue with each other, reflect on leadership, and engage in any action items that may be asked for participants to work on prior to the next session. Participants invited to engage in customized cohort-aligned or personalized Academic Impressions virtual learning pathways and to reflect on that learning in the canvas environment. | | | |
| April 14 | **SESSION 7** | Knowledge Sharing and Exploration:  Leadership in Context to Strategic enrollment management  Co-Create final version of CU Denver’s Leadership Framework | * Cohort Activity – Strategic enrollment management in advancing priorities * How do we enact our values? * How do we enact empathy & courageous leadership * How do we enact equity serving? * Group Activity – Leadership Framework Development | Primary: Academic Impressions + Joann, Scott |
| May 19 | **FINAL SESSION** | Finalize CU Denver’s Leadership Framework  Reflection  Looking Ahead |  | Primary: Joann + Scott |

Additional materials:

* Argyris, C. (1980). Making the undiscussable and its undiscussability discussable. *Public Administration Review, 40* (3), 205-213.
* Black S. (2015). Qualities of effective leadership in higher education. *Open Journal of Leadership* 4, 54-66.
* Bolden R, Petrov, G & Gosling J. (2008). *Developing collective leadership in higher education.* London: Leadership Foundation for Higher Education.
* Bolden R, Petrov, G & Gosling J. (2008). Tensions in higher education leadership: Towards a multi-level model of leadership practice. *Higher Education Quarterly 62* (4), 358-376,
* Burnes, B., Hughes, M., & By, R. (2018). Reimagining organizational change leadership. *Leadership 14 (*2), 141-153.
* Craig, C. (2004). Higher Education Culture and Organizational Change in the 21st Century. *Community College Enterprise, 10* (1), 79-89.
* Eckel, P, Green, M, Hill, B & Mallon, W. (1999). Taking Charge of Change: A Primer for Colleges and Universities. Washington, DC: American Council on Education.
* Heifitz R & Laurie, D (2001) The work of leadership. *Best of HBR* reprint R011K. Cambridge, MA: Harvard Business School Press.
* Lacatus, M. (2013). Organizational culture in contemporary university. *Procedia - Social and Behavioral Sciences 76,* 421 – 425.
* Lumby, J. (2019). Leadership and power in higher education*. Studies in Higher Education, 44:9*, 1619-1629, DOI: 10.1080/03075079.2018.1458221
* Northouse, P. (2019). *Leadership: Theory and practice, 8th ed.*. Los Angeles: Sage.
* Simon, H. (1993). Decision-making: Rational, non-rational and irrational. *Educational Administration Quarterly 29* (3), 392-411.
* Tierney, W. (1988). Organizational culture in higher education: Defining the essentials. *The Journal of Higher Education, 59* (1), 2-21.
* Weick, K. (1976). Educational organizations as loosely coupled systems. *Administrative Science Quarterly, 21* (1), 1-19