



REGIONAL EDUCATION FOR ACHIEVEMENT IN LEADERSHIP

Bakersfield • Fresno • Monterey Bay

Promoting Leadership Development and University Success

About the Program

Regional Education for Achievement in Leadership (REAL) program is designed to provide University leaders with a comprehensive and applied understanding of contemporary leadership concepts, tools and strategies. The objective of the program is to enhance the knowledge and core competencies best suited to ensuring individual leadership success and the advancement of the University.

2010-11 Format

Ten individuals will be selected from each participating California State University campus (Bakersfield, Fresno and Monterey Bay) to form a cohort of thirty participants. The cohort will participate in monthly leadership workshops beginning in October 2010 and ending in April 2011. Participants will also work in small groups to complete a project and present recommendations at the conclusion of the program.

Sessions

The workshops are interactive, use self-assessment tools, provide for practice through case studies and include skill building activities. A combination of external leadership development professionals familiar with higher education and seasoned University leaders will facilitate the sessions.

- Developing the Leader Within
- University Leadership: Perspectives from the Inside
- Leading and Motivating Teams
- Thinking Holistically: Shaping Effective Challenges to Campus Solutions
- Effective Leadership Communication and Presentation Skills
- Managing Power, Conflict and Organizational Politics

Nominations

- **Managers new to or experienced in higher education**
- **Managers who may not have previously participated in a formal leadership development program**
- **Deans, Assistant or Associate Deans, Department Chairs and MPP leaders who are deemed eligible by the appropriate Division Head**

Nomination Timeline

September 24, 2010
Nominations Submitted by
Division Heads

September 27, 2010
Participants Notified
of Selection

Participants Will:

- Tap Into Rich Campus Resources
- Build in "Face Time" with Executive and Senior Leaders
- Approach Leadership Development from a Business-Oriented Perspective
- Commit to attend all six sessions

2010-11 WORKSHOP SCHEDULE

Developing the Leader Within

- Leadership styles and decision making
- Leadership self-analysis
- Identifying and capitalizing on strengths
- Confidential strength finders and interaction style assessments taken in advance of workshop
- Personal visioning
- Organizational vision
- Celebrating What's Right with the World
- Introduce Project Component

October 18, 2010

California State University, Fresno

Leading and Motivating Teams

- Builds on participant knowledge of leadership strengths acquired during the first session
- Leaders role in building high-performance teams
- Group dynamics and interactions
- Valuing diversity
- Facilitating effective meetings
- Resolving team performance problems
- Making and implementing sound team decisions
- Leadership: The Art of Possibility

December 9, 2010

California State University Monterey Bay

Effective Leadership Communication and Presentation Skills

- Building personal credibility
- Critical features of non-verbal communication
- Influencing and motivating others
- Coping with organizational realities
- Effective writing and electronic communication
- Presentation videotaping and coaching

March 15, 2011

California State University Bakersfield

University Leadership:

Perspectives From the Inside

- Definition of the organization and culture of each campus
- Shared governance and decision making
- Stakeholder focus and accountability
- Political acumen
- Ethics and decision making
- Models of organizational structure and culture
- Includes leadership, personal and professional reflections on leadership by campus President and panel discussion with senior campus leaders on topics such as shared governance, organizational politics and ethical decision making.

November 15, 2010

California State University, Fresno

November 18, 2010

California State University Monterey Bay

November 19, 2010

California State University Bakersfield

Thinking Holistically:

Shaping Effective Challenges to Campus Solutions

- Importance of thinking and acting holistically in shaping effective campus-wide solutions
- Instructional dynamics and external influences
- Aligning strategies, tactics and decision making
- Planning and executing a new initiative
- Engages participants as advisors/consultants to the VP for Admin and Finance/CFO in identifying a current campus issue

February 7, 2011

California State University Bakersfield

February 8, 2011

California State University, Fresno

February 10, 2011

California State University Monterey Bay

Managing Power, Conflict and Organizational Politics

- Vulnerability to temptation and abuse of power
- Importance of changing a system in order to change behavior
- Negative impact that feelings of powerlessness have on participation
- Legitimacy and rule-making
- Importance of checks and balances
- Understanding and navigating institutional decision making processes and organizational politics
- Strategies for resolving conflict and shaping positive outcomes
- Developing criteria for lasting agreements
- Project presentations

April 14, 2011

California State University, Fresno