

# UB Academy for Higher Education Leadership

August 11-13, 2024

Holiday Valley Resort and Conference Center  
Ellicottville, New York

## August 11, Arrival

### Evening Session - *Arrival, Introductions and Orientation*

4:00 p.m.	<b>Arrival and Check-In</b>
4:30 - 5:00 p.m.	<b>Welcome Reception</b>
5:00 - 7:00 p.m.	<b>Welcome, Introductions and Stage-Setting</b> In this opening session, participants and facilitators will introduce each other in an icebreaker [ <i>Exercise: "First impressions - assumptions vs. facts"</i> ] and identify objectives, expectations, and program norms. Program facilitators will review the program and objectives for the retreat with participants.
7:00 - 8:30 p.m.	<b>Dinner and Evening Speaker, Provost A. Scott Weber</b> During this welcome dinner, Provost Weber will share his thoughts on trends in higher education and engage with participants on different views on leadership.
8:30 p.m.	<b>Evening Social Hour and Networking</b> Reserved Bonfire

## August 12, Day 1

### Morning Session - *Building One's Identity as an Academic Leader*

7:30 - 8:30 a.m.	<b>Continental Breakfast</b>
8:30 - 9:30 a.m.	<b>Leadership and the Role of the Department Chair</b> This session will use participants' personal definitions of leadership to highlight the distinctions and complementarities between the leadership and management functions of the department chair role. This will help set the stage for coverage of leadership styles and strengths and strategic roles of leadership as a department chair. Domains of department chair leadership will be outlined.
9:30 - 11:15 a.m.	<b>Work of Leaders</b> This session will use an established, validated assessment tool [DiSC – Work of Leaders]. Through interactive exercises and discussions, participants will explore how Vision, Alignment and Execution will change the way they lead. <i>[Halfway break around 10:30 am]</i>

**11:15 - 12:00 p.m.    Avoiding Leadership Derailment**

This session will introduce the concept of leadership derailment, discuss its causes and the impact it has on the individual as well as the organization, and explore steps leaders can take to avoid derailment.

**12:00 - 1:00 p.m.    Lunch**

Afternoon Session - *Intercultural Competence in Communication and Conflict*

**1:00 - 2:00 p.m.    Team Exercise and Debrief**

*["Rope" in 2 teams of 8 participants each, with a third group of 4 splitting to act as outside observers]*

**2:00 - 3:45 p.m.    Effective Communication and Managing Conflict**

Conducting difficult conversations is an inevitable feature of department leadership. In this session, participants will be introduced to the ICS inventory of conflict styles and explore strategies for effective communication, building trust and conflict resolution.

**3:45 - 4:00 p.m.    Break**

**4:00 - 5:30 p.m.    Intercultural Development**

Using the IDI framework engages participants to understand core concepts of intercultural competency and distinct stages on the intercultural development continuum, applied to individuals and groups, for the ability to intentionally integrate commonalities and cultural differences into adaptive leadership.

**7:00 - 8:00 p.m.    Dinner**

**8:00 p.m.    Evening Social Hour and Networking**  
Reserved Bonfire

**August 13, Day 2**

Morning Session - *Team Building to Support a Department Culture of Excellence*

**7:30 - 8:30 a.m.    Continental Breakfast**

**8:30 - 9:00 a.m.    Review and Synthesis from Day 1**

Participants will reflect on insights and challenges from Day 1 and review the key lessons to apply to their own definition of leadership and personal leadership development.

**9:00 - 10:30 a.m.**      **Keys to Effective Teamwork and Collaboration**  
Participants will be introduced to concepts of effective teamwork and collaboration using a theoretical framework and a set of exercises and activities including the 3VQ, a self-leadership set of scenarios with strategic insights on how to transform workplace drama into empowered choices. We will use the 3VQ to guide how we think, relate and take action.

**10:30 - 10:45 a.m.**      **Break**

**10:45 - 12:00 p.m.**      **Fostering a High Functioning Department**  
Using a department climate survey as an exercise, this session will address the key elements of a high performance culture and how department leaders can encourage shared/distributed leadership in their departments and utilize promotion and tenure, faculty reviews, and development to cultivate a high performance culture.

**12:00 - 12:45 p.m.**      **Lunch**

### Afternoon Session - *Developing and Implementing a Strategic Vision*

**12:45 - 1:30 p.m.**      **Aligning with the Dean's Perspective and Managing Up**  
Participants will hear from experienced former UB deans who will share lessons learned on leadership in the role of the department chair.

**1:30 - 2:30 p.m.**      **Envisioning the Future: Strategic and Design Thinking**  
In this interactive session, participants will become acquainted with the topics of strategic and design thinking and apply concepts, frameworks and tools to develop a strategic vision for their department [*Exercise*].

**2:30 - 2:45 p.m.**      **Break**

**2:45 - 4:00 p.m.**      **Leading Innovation and Change within Higher Education**  
Participants will complete an exercise [*"Innovation Scenarios"*] illustrating a framework for leading innovation and change in their department to help achieve their department's long-term strategic vision, as well as develop a timeline for implementing the steps necessary to achieve the desired outcomes.

**4:00 - 4:30 p.m.**      **Final Thoughts and Leadership Lessons**  
Participants will review the key leadership lessons from the program and apply them to their own leadership development.

**4:30 p.m.**      **Follow-up Workshop Series and Link to Evaluations**

**4:40 p.m.**      **Program Adjournment**