**NextUp Leadership Development Fellows Modules, 2018-19**

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|  | Navigating the Seven Cs:  Anticipating Academic Leadership |
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| Thursday, September 6, 3:30 to 5:00 p.m. | **Opening session**  Introductions to the program, one another, the project, resources, etc. |
| **The social change model of leadership development** was selected for NextUp because it focuses on making **positive change** and on leadership as a **process.** The social change model, revised several times since its inception in 1994, works toward self-knowledge and leadership competence in aspiring leaders. Using the perspectives of the individual, the group, and the community/society, the social change model espouses seven values, called the seven Cs, upon which we have built these modules. |
| Friday, October 5, 2:00 to 3:30 p.m. | **Communication and self-assessment**  Putting your strengths first. Self-assessment, goal-setting |
| **Consciousness of Self:** being aware of the beliefs, values, attitudes, and emotions that motivate us to take action. |
| Thursday, November 1, 3:30 to 5:00 p.m. | **Leadership panel**  Campus leaders share the stories of how they decided to go into administration and answer questions about the trajectory of their careers |
| **Commitment:** the psychic energy that motivates the individual to serve and that drives the collective effort. Commitment implies passion, intensity, and duration. It is directed towards both the group activity as well as its intended outcomes. |
| Monday, December 10, noon to 1:30 p.m. | **Running effective meetings and collaborative projects** |
| **Collaboration:** to work with others in a common effort. It constitutes the cornerstone value of the group leadership effort because it empowers self and others through trust. Collaboration multiplies group effectiveness by capitalizing on the multiple talents and perspectives of each group member and on the power of that diversity to generate creative solutions and actions. Collaboration empowers each individual best when there is a clear-cut division of labor. |
| January | **Shared governance and the structure of the university system.** Faculty leaders at the UNC System and campus level join us to discuss shared governance |
| **Citizenship:** the process whereby the individual and the collaborative group become responsibly connected to the community and the society through the leadership development activity. To be a good citizen is to work for positive change on behalf of others and the community. Citizenship thus acknowledges the interdependence of all who are involved in or affected by these efforts. It recognizes that the common purpose of the group must incorporate a sense of concern for the rights and welfare of all those who might be affected by the group’s efforts. Good citizenship thus recognizes that effective democracy involves individual responsibility as well as individual rights. |
| February | **Prioritizing, time management, and delegation** |
| **Congruence:** thinking, feeling, and behaving with consistency, genuineness, authenticity, and honesty toward others. Congruent persons are those whose actions are consistent with their most deeply-held beliefs and convictions. Clearly, personal congruence and consciousness of self are interdependent. |
| March | **Change management and mission integrity**  Career stages and when to take on leadership roles |
| **Common Purpose:** to work with shared aims and values. It facilitates the group’s ability to engage in collective analysis of the issues at hand and the task to be undertaken. Common purpose is best achieved when all of the members in the group share in the vision and participate actively in articulating the purpose and goals. Recognizing the common purpose and mission of the group helps to generate the high level of trust that any successful collaboration requires. |
| April | **Conflict and difficult conversations** |
| **Controversy with Civility:** recognizes two fundamental realities of any creative group effort: those differences in viewpoint are inevitable, and that such difference must be aired openly but with civility. Civility implies respect for others, a willingness to hear each other’s views, and the exercise of restraint in criticizing the views and actions of others. This is best achieved in a collaborative framework and when a common purpose has been identified. Controversy (conflict, confrontation) can often lead to new, creative solutions to problems, especially when it occurs in an atmosphere of civility, collaboration, and common purpose |
| May | **Our eighth C: Change**  Share final projects, celebrate! |

Source for the social change model of leadership, and these descriptions of the seven values:

Higher Education Research Institute (1996) *Social Change Model of Leadership* (3rd ed.). Los Angeles: Higher Education Research Institute, UCLA.