Graduate Student Leadership Certificate Program
Pilot 2011-12

Program facilitators: Tyrus Miller, Vice Provost and Dean of Graduate Studies, and Jim Moore, Assistant Dean of Graduate Studies

All sessions are on Friday afternoon 1:30-5, except Thursday-Friday workshop, 9-10 Feb.

**Statement of purpose:** The graduate student leadership certificate program will introduce a range of leadership theory, practical skills, and special topics relevant for application in both academic and professional contexts. With a varied format including readings, interactive group activities, case studies, panel discussions, and professionally conducted workshop sessions, program participants will learn about major trends and debates in contemporary leadership thought, gain familiarity with project management and budgets, develop practical skills for negotiation and conflict resolution, and discuss modes of translating disciplinary expertise into social innovation and impact. The sessions will emphasize collaborative teamwork and the positive, productive employment of the different disciplinary perspectives and backgrounds students bring to the program.

**Schedule of sessions:**

--- 13 January

Topic: Managing Oneself, Managing Time, Career Expectations (Guest facilitator: Fehrunnisa Moore)

Introduction and course overview; participant introductions; index card exercise to discuss goals and motives for studying leadership; thinking style inventory

**Readings:**

Alexandra Lord, “The Sweet Spot of a Non-Academic Job Search” (Inside Higher Ed, January 2, 2012)
Sound Views Executive Summary: Robert Bolton, *People Styles at Work*
“Maximize Your Professional Value,” CKC’s Executive Edge, 1/9
--- 27 January

Topic: Introduction to Academic Leadership and Administration

Horizon time line exercise; collaborative learning exercise on academic leadership
Panel discussion with UCSC administrators and Senate leaders

Readings:


--- 9-10 February (**Note: Thursday / Friday workshop**)

Workshop: Five Practices of Exemplary Leadership; Ethics/Integrity/Trust Building
360 degree assessment
Led by Dan Schwab (510) 527-6532 c#(510) 685-0722

Readings:

Materials package provided for workshop

--- 24 February

Topic: Project management and planning; budgets: academic, labs, grants

Readings:

“A Bird’s Eye View of the Budget at UCSC”
--- 9 March

Topic: Conflict and Conflict Resolution
Workshop facilitator: Nancy Heischman, Senior Manager, UCSC Training and Development Office

Readings:

Kloperens, et al, “Setting Expectations and Resolving Conflicts in Graduate Education” (Council of Graduate Schools, 2008)
“How to Manage Workplace Conflict”, CKC’s Executive Edge, 1/11.

--- 6 April

Topic: Negotiation / Collaboration (Conducted jointly with Faculty / Staff Leadership Academy)
Workshop: James Tamm: Negotiations and Radical Collaboration

Readings:

“How to Negotiate From Strength,” CKC’s Executive Edge, 1/6.

--- 20 April

Topic: Hiring, Mentoring, Coaching: Managing and Being Managed in Academic and Professional Environments

Readings:

“What Attracts and Motivates Top Talent”, CKC’s Executive Edge, 1/14

--- 4 May

Topic: Introduction to contemporary leadership philosophies: adaptive leadership, organizational learning, integrative thinking, “Level 5” leadership (Session conducted jointly with Faculty / Staff Leadership Academy)
Collaborative learning exercise on leadership philosophies
Panel: Invited panelists TBA, including Rich Fernandez, Director of Executive Development at Google
* Possible follow on field trip to Google.

Readings:

Roger Martin, “Choices, Conflict, and the Creative Spark” from The Opposable Mind (2009)
Sound View Executive Book Summaries: Joseph Glenny, Influencer; Peter Senge, The Dance of Change

--- 18 May

Topic: Cultivating Expertise, Innovation, Change

Readings:

Teresa M. Amabile, “How to Kill Creativity” (Harvard Business Review, September-October 1998)
Eileen Morley and Andre Silver, “A Film Director’s Approach to Managing Creativity” (Harvard Business Review, March-April 1977)
Todd Henry, “Relationships: Being Brilliant Together” from The Accidental Creative (2011)
--- 1 June

Topic: Entrepreneurship and Social Impact
Panel: IP transfer and startups, social entrepreneurship, NGO and non-profit sector, green and sustainable entrepreneurship

Readings:


--- TBA: Graduation ceremony: conferral of certificates