



**Excellence in Leadership Program
University of Colorado Colorado Springs Workshop
October 5, 2018**

1420 Austin Bluffs Parkway (80918)
University Center, Room 303

8:00 to 8:30	Registration and Continental Breakfast
8:30 to 10:00	<p>Panel: <i>Campus History and Overview; Leadership Challenges; Leadership Dialogue/Q&A</i></p> <p><u>Chancellor and Cabinet Members:</u></p> <ul style="list-style-type: none"> • Dr. Venkat Reddy, Chancellor (ELP Alumnus, 2002-2003) • Dr. Tom Christensen, Provost and Executive Vice Chancellor for Academic Affairs (ELP Alumnus, 2001-2002) • Dr. Sentwali Bakari, Vice Chancellor for Student Success • Mr. Charles Sweet, Vice Chancellor for Strategic Initiatives • Mr. Chuck Litchfield, Vice Chancellor for Administration and Finance (<i>not present</i>) • Mr. Martin Wood, Senior Vice Chancellor for University Advancement • Ms. Jennifer George; <i>Legal Counsel</i>
10:00 to 10:15	Break
10:15 to 11:45	<p>Workshop: <i>"See and Be Seen"</i></p> <p><u>Presenter:</u> Mr. Gary Reynolds, former UCCS Associate Vice Chancellor for Campus Planning & Facilities Management (retired)</p>
11:45 to 12:30	Lunch
12:30 to 1:30	Campus Tour (Groups led by UCCS student tour guides and UCCS ELP Fellows)
1:30 to 1:45	Break
1:45 to 3:15	<p>Workshop: <i>"Ethical Dilemmas in Leadership"</i></p> <p><u>Presenter:</u> Dr. Nina Polok, former UCCS Executive Director for the Bachelor of Innovation™ and Coordinator; UCCS Leadership Academy program (retired)</p>
3:15 to 3:30	Conclusion

Wireless Access: Use [UCCS-Guest](#) network

Nearest Restrooms: Across the hall and on 2nd floor (one floor down) at *Café '65*

Coffee Shop: Sanatorium Grounds is on the 2nd floor (one floor down) at the end of the breezeway



Speaker Bios



Gary L. Reynolds, P.E. retired from UCCS in January 2018 as the Associate Vice Chancellor for Campus Planning & Facilities Management after having served the campus for 10 years. As the AVC he reported to the Senior Vice Chancellor for Administration and Finance and was a senior member of the Vice Chancellor's leadership team. In his role, he provided executive oversight for the administration of facilities strategic planning, capital planning, facility design and construction, maintenance, capital construction projects, general and auxiliary funded building operations and maintenance, utilities management, mail & shipping services and sustainability.

Mr. Reynolds has a BS in Engineering Science and a MS in Mechanical Engineering, both from Iowa State University. Mr. Reynolds has worked in private practice and in facilities management at both public and private institutions of higher education since 1972. He has overseen the design and construction of numerous university facilities, all which have received LEED Gold designation. Mr. Reynolds also oversaw the completion of UCCS's facilities Master Plan in 2012 and implemented numerous process improvements in the Physical Plant operations.

Gary is a registered professional engineer in the State of Colorado and he is a member of the National Society of Professional Engineers. He has held numerous leadership positions, including President, in International APPA: The Association of Higher Education Facilities Officer and he is an APPA Fellow. He is a member of ASHRAE (American Society of Heating, Refrigerating and Air-conditioning Engineers) and has held several leadership positions with that organization. He is the author of numerous articles in the field of facilities management, the field editor and author of a book on total quality management, editor and author of the operations and maintenance section of APPA's Body of Knowledge and co-principal investigator on the impact of facilities on the recruitment and retention of students. He has lead or participated in several facilities management department reviews at institutions in both the U.S. and Canada. Mr. Reynolds has taught courses on heating, ventilating and air conditioning design for the UCCS Mechanical Engineering department and has taught at the APPA Institute for Facilities Management since 1985. Mr. Reynolds has served on several committees for the National Research Board of the National Research Council on facilities related issues.



Dr. Nina Polok retired from UCCS in June 2018 as the Executive Director for the Bachelor of Innovation™ Program at UCCS. Under Nina's leadership, the Bachelor of Innovation family of degrees became internationally known for its unique multidisciplinary framework. Students from across the country are currently pursuing BI degrees in the Colleges of Engineering and Applied Science, Business, and Education.

Nina spent many years in industry improving the effectiveness of the organizations. This included design and delivery of various kinds of leadership training as well as executive coaching, strategic planning, team building, and change management.

There are some common themes that run through Nina's view of leadership. One is the relationship between leadership and communication – communication in all its facets is how leaders do their work, so improving the ability to communicate improves leadership potential. The area of communication improvement for most of us is not better grammar or better style, rather it's improving our ability to connect to another's point of view and understand it fully. Another theme is that leadership is a choice – one can be in a leadership position and choose not to lead. Conversely, many are leaders without the official designation. Choosing to lead is a matter of intention and requires integrity. Integrity without ethics can create leaders who do more harm than good, so a solid understanding of ethics and the ability to resolve ethical dilemmas is a key leadership skill.

Some of the organizations for which Nina has designed leadership training: Agilent Technologies (in locations around the world), Colorado Attorney General's office, Hewlett Packard, JDS Uniphase, University of Colorado Colorado Springs (for faculty and staff), U.S. Department of the Interior. Countries where Nina has delivered training include Germany, India, Malaysia, Scotland, Spain, and, of course, many locations in the United States.

Nina holds a BS degree in Aerospace Engineering, an MBA in Information Systems, and a PhD in Strategy, Organization, and Management with emphasis in Organization Change and Development.



ELP Workshop - Directions October 5, 2018

Directions from Southbound I-25

- Take I-25 Southbound to exit 148: "Corporate Center Drive/North Nevada/Rockrimmon."
- After exiting, take the first left (marked 148A) to access North Nevada Avenue.
- Continue on North Nevada, passing by *University Village Colorado* shopping center.
- Turn left (east) at the Austin Bluffs Parkway/Garden of the Gods intersection (5th stoplight).

Instructions for Visitor/Pay Parking (Gateway Hall Parking Garage or Lot 220):

Gateway Hall Parking Garage

- Turn left into UCCS at 2nd stoplight (Regent Circle).
- Follow roundabout on Regent Circle and exit at second spoke.
- Turn into the Gateway Parking Garage and proceed to the 3rd floor, Visitor Parking.
- Park vehicle and note your license plate number.
- Proceed to the nearest pay station. There are two stations: (1) at NW corner and (1) at SE corner.
- When finished, a receipt will print that you should retain. ***You do not need to return receipt to your vehicle and may proceed to the meeting.***

Lot 220

- Turn left into UCCS at 3rd stoplight (Meadow Lane).
- Take an immediate right into Lot 220.
- Park vehicle and note your license plate number.
- Proceed to the nearest pay station.
- When finished, a receipt will print that you should retain. ***You do not need to return receipt to your vehicle and may proceed to the meeting.***

Instructions for Reciprocal Parking (Lot 220):

Note: in order to use reciprocal parking you ***must*** have a permit to display from your home campus. If your home campus no longer issues permits, you might ask your parking division if they issue temporary permits for this purpose. If not, please follow Visitor Parking instructions above.

- Turn left into UCCS at 3rd stoplight (Meadow Lane).
- Take an immediate right into Lot 220.
- Display parking permit from any CU campus on your rear-view mirror.

Exit from Lot 220:

- The exit from Lot 220 is located on the east end of the lot (opposite of entrance to Lot 220).
- Turn left at the stop sign onto Regent Circle, and proceed to the roundabout.
- Enter roundabout and circle around to exit on Meadow Lane to access Austin Bluffs Parkway.

Directions to University Center, Room 303:

- Proceed to the University Center (see map, "UC").

From Gateway Hall Parking Garage

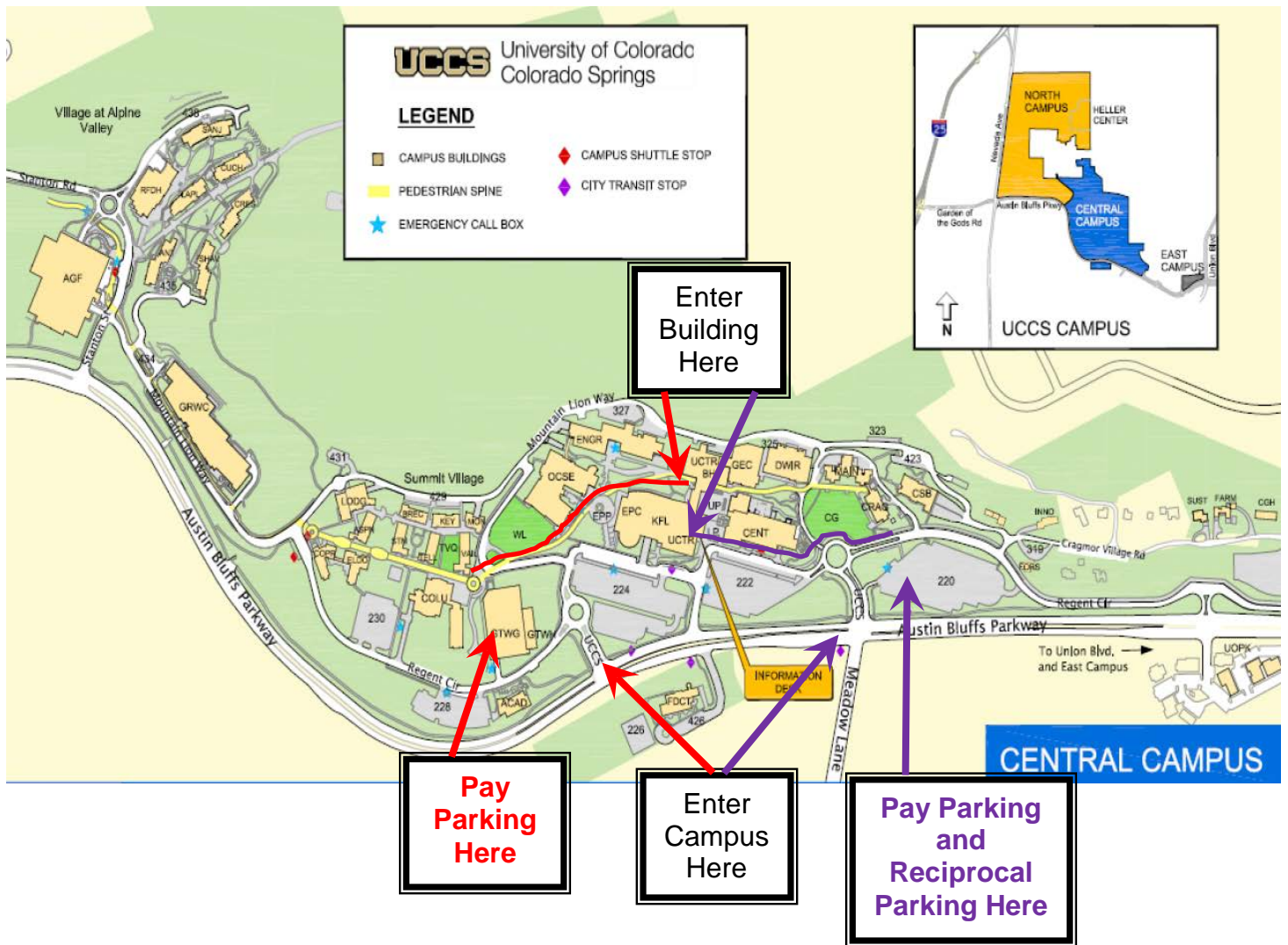
- Exit the parking garage by walking out the opposite end (NE) from where you entered.
- Cross the street and follow the sidewalk to the University Center (see ***red*** line on map). Pass between the Osborne Center (left) and El Pomar Center Clock Tower (right) and by the Engineering and Applied Science Building (left).
- Enter the University Center through two sets of glass doors. You will enter on the 2nd floor. Take the stairs/elevator on the opposite wall to the 3rd floor.

From Parking Lot 220

- Leave Lot 220 by following pathway thru the trees.
- Cross the street and follow the sidewalk to the University Center (see ***purple*** line on map). Pass by the roundabout and Centennial Hall (right).
- Enter the University Center through two sets of glass doors. You will enter on the 1st floor. Take the stairs or elevator to the 2nd floor. Pass through glassed breezeway. Take the stairs or elevator (up the short staircase and to the right) to the 3rd floor.

Pass through the 3rd floor lounge area.
Room 303 will be the first room on your left.

**If you should need help, please contact the
Chancellor's Office at 719-255-3436**



Leadership Book Recommendations from UCCS Cabinet:

- ***Team of Rivals: The Political Genius of Abraham Lincoln***, by Doris Kearns Goodwin
- ***Leading Minds***, by Howard Gardner
- ***Good to Great***, by Jim Collins
- ***How the Mighty Fall***, by Jim Collins
- ***Learning to Think Strategically***, by Julia Sloane
- ***The Structure of Scientific Revolutions***, by Thomas Kuhn
- ***Images of Organization***, by Gareth Morgan
- ***Diffusion of Innovations***, by Everett Rogers
- ***John Adams***, by David McCullough
- ***Know Thy Self***, by Na'im Akbar
- ***Difficult Conversations***, by Douglas Stone, Bruce Patton, and Sheila Heen
- ***Getting to Yes***, by Roger Fisher and William Ury