**Excellence in Leadership Program**
**University of Colorado Colorado Springs Workshop**
**October 4, 2019**
1420 Austin Bluffs Parkway (80918)
University Center, Room 303

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 to 8:30</td>
<td>Registration and Light Breakfast</td>
</tr>
</tbody>
</table>
| 8:30 to 10:00 | Panel: *Campus History and Overview; Leadership Dialogue/Q&A*  
Chancellor and Cabinet Members:  
- *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  
- *Mr. Martin Wood*, Senior Vice Chancellor for University Advancement  
- *Ms. Jennifer George*, Legal Counsel |
| 10:00 to 10:15| Break                                                  |
| 10:15 to 11:45| Workshop: *“Leadership is Connecting”*  
This short presentation will explore the connecting ideas and themes between Franklin Covey's Seven Habits and the reading material the ELP has been reviewing.  
*Presenter*: Mr. Gary Reynolds, UCCS Associate Vice Chancellor for Campus Planning & Facilities Management, Retired |
| 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  | Workshop: *“Ethical Dilemmas in Leadership”*  
*Presenter*: Dr. Nina Polok, Executive Director for the Bachelor of Innovation™ and Coordinator, UCCS Leadership Academy program, Retired |
| 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** served as the Executive Director for the Bachelor of Innovation™ Program at UCCS and retired in 2018. 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.
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 (1st stoplight after shopping center).

Instructions for Visitor/Pay Parking:
• 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 your vehicle and note your license plate.
• Proceed to the nearest pay station. There are three stations: (2) 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 location.*
• If 3rd floor Visitor Parking is full, you may park on levels 4 or 5 after payment is made at pay station.

Instructions for Reciprocal Parking:
*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, ask your parking division if they issue temporary permits for this purpose. If they do not, please follow previous Visitor/Pay Parking instructions. Reciprocal instructions:
• 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.
• If 3rd floor Visitor Parking is full, you may park on levels 4 or 5.
• Display parking permit from any CU campus on rear-view mirror.

Directions to University Center, Room 303:
• Proceed to the University Center (see map, “UCTR”).
• Exit the parking garage by at the opposite end (NE) from where you entered (3rd floor has direct exit, 4th and 5th level require walking down 1-2 flights of stairs). If needed, an elevator is located on the SE corner of the parking garage.
• 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.
• Pass through the 3rd floor lounge area.
• Room 303 will be the first room on your left.

*If lost and need assistance, please contact the Chancellor’s Office at 719-255-3436.*
Leadership Book Recommendations from UCCS Cabinet and Presenters:

- **Radical Candor**, by Kim Scott
- **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
- **First, Break All The Rules** by Marcus Buckingham & Curt Coffman
- **It’s Your Ship** by Captain D. Michael Abrashoff