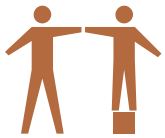# CSU Student Success Network
Middle Leadership Academy Syllabus 2023-24

The Middle Leadership Academy (MLA or Academy) is an academic, year-long, professional development opportunity for evidence-based projects, collaborative learning, and leadership development. Teams from various CSUs, consisting of faculty, staff, researchers, administrators, and students, are provided a collaborative and supportive environment to work on common equity issues related to student learning, engagement, progression, and completion; specifically focused on improving student success and opportunities for historically under-served student populations at the CSU. The MLA motivates participants to "lead from the middle" as they explore and apply new strategies that focus on closing equity gaps.

MLA Core Values

Equity	Knowledge	Assessment	Relationships	Leadership

Overall, the Middle **Leadership** Academy is a program developed by leaders for leaders acquiring the **Knowledge** to operationalize and **Assess** change for the advancement of **Equity** through campus **Engagement** efforts and collaborative **Relationships**.

Learning Outcomes and Objectives

Participants can expect to engage in activities, exercises, and discussions that promote the following outcomes:

Equity – Examine inequities in student outcomes and understand the contributing sources at their CSU campuses.
- Participants will utilize the lenses of innovation, equity, social justice, and others to assess and identify a specific area for change in higher education practices;
- Participants shall identify and develop strategies to remove barriers on their campuses that impede student learning and success; and
- Teams shall envision and work toward implementing equity-promoting intervention strategies in alignment with ongoing campus efforts.

Knowledge – Apply research-based evidence to advance equitable student success efforts on campus via a team project.
- Participants will gain knowledge within the framework of [Problem-Based Learning](#) (PBL) as it relates to the MLA;

Student Success Network
in the California State University

CSU Student Success Network
Middle Leadership Academy Syllabus 2023-24

- Participants shall think creatively and critically about their team's equity problem of practice and potential solutions;
- Participants shall increase knowledge and skills in evidence-based approaches that investigate equity issues in higher education and advance equitable student success;
- Participants shall recognize and advocate for the use of strategies that can be employed by their campus to advance equity and close gaps;
- Teams will analyze and assess their equity problem of practice, identify system/institutional context, and recommend actionable steps to take in order to address their issue;
- Teams shall draw from research, campus resources, and the diverse identities and experience of team members to develop and/or implement a plan of action;
- Teams shall have increased knowledge of culture and climate to examine and reflect on institutional politics and identify strategies effecting positive and long-lasting change within their campus;
- Participants will develop strategies for managing changes in varying levels of context, relationships, organizational structures, and other issues relevant to their equity-minded work; and
- Participants shall understand the value of staying informed of current trends in education at the national, state, and campus levels.

Assessment - Apply knowledge of assessment measures to appropriately develop and implement a plan to assess project interventions.
- Teams will identify information needed to understand their problem through varied lenses (Students, Faculty, Staff, Administrators) and develop a plan to gather those perspectives;
- Teams shall develop a project implementation plan utilizing principles of a Logic Model outlining expected outcomes; and
- Participants will develop campus and CSU student data sources knowledge and how to utilize said sources in assessment.

Relationships - Build relationships with colleagues on their campus and from across the CSU who are involved in campus-level efforts supporting equitable student success.
- Teams will work collaboratively and engage with others regarding their equity problem of practice where they will explore, identify, and obtain resources necessary to solve their problem;
- Participants shall identify factors that have a positive and negative impact on both internal and external relationships, apply strategies for how to engage and activate those who are motivated, and mitigate those who are resistant; and
- Participants shall build relationships with facilitators, Academy leadership, and staff resulting in future participation in Academy and/or Network programs or leadership opportunities.

Leadership – Build leadership identities, skills, and agency to help lead equity-driven change within the CSU.
- Participants shall have an increased awareness of their personal and professional leadership style and how to exert their leadership when working on a team;

CSU Student Success Network
Middle Leadership Academy Syllabus 2023-24

- Participants shall enhance a set of skills necessary for developing an effective and efficient team such as communication, active listening, compromise, and collaboration;
- Participants shall learn to provide constructive feedback within their teams and across participating teams through facilitated cross-campus consultancy exercises; and
- Participants will develop and deliver an informative and persuasive project pitch to their home campus.

Schedule Overview

October 2023
Team Lead Orientation

November 2023
Team Launch Meetings

February 7-9, 2024
Sacramento, CA

Academy Session I –Defining the Problem and Planning for Action
Participants will focus on team development and community building while applying leadership theory to define their equity problem and build consensus amongst their team. Additionally, teams will work to understand campus data to address their defined equity problem and utilize a logic model to prepare their proposed intervention(s) and examine strategies for engaging campus stakeholders.

April 3-5, 2024
San Diego, CA

Academy Session II - Making the Case and Sustaining Momentum
Participants will explore institutional culture to identify possible barriers and/or opportunities for sustainable momentum when implementing their team's proposed intervention(s). Teams will discuss strategies for engaging resistors and identifying allies in order to effectively build the necessary relationships to successfully execute their plan. Lastly, teams will work to define *successful implementation* and develop a plan for assessment.

May 10, 2024

Academy Session III - Virtual Team Presentations
Teams will present their proposed intervention(s) to other MLA participants, endorsers, and CSU Student Success Network stakeholders. This session will provide an opportunity for teams to share their projects and any preliminary outcomes with the audience, as well as make their case for ongoing campus and systemwide support. During the presentation, teams will apply elements of the frameworks and models for project development and implementation utilized during sessions I and II.

Student Success Network
in the California State University