



**Maryland Institute for Leadership in Higher Ed (MILHE)
Columbia, MD**

Howard Community College and the Academy for Leadership and Development want to extend an invitation to your college to participate in the Maryland Institute for Leadership in Higher Ed (MILHE) to be held at Howard Community College, Rouse Company Foundation Student Services Hall (RCF 400), 10901 Little Patuxent Parkway, Columbia, MD 21044.

A campus map can be located here:

http://www.howardcc.edu/about_hcc/getting_around/index.html

Howard Community College will be serving as our host for this leadership development program. The Academy for Leadership and Development, a program of the Chair Academy, has worked with over 7,000 leaders from colleges and universities worldwide over the past 21 years. This program will help you to address the large number of leaders who are retiring from your college and allow you to develop talent management plans and “grow” your future leaders.

The registration fee for this year-long leadership training program is \$1,575 for all three sessions of training. This fee includes nine days of leadership training, components associated with an extensive yearlong practicum, coaching/mentoring component, online support services. Administrative fees for session 1, and meals associated with the first session of training (3 breakfasts, 3 am breaks, 3 lunches, 3 pm breaks) will be an additional \$125. Lodging fees are additional.

We have enclosed an information packet for your use. You may also want to visit the Maryland Institute for Leadership in Higher Ed (MILHE) webpage at

<http://www.chairacademy.com/academy/milhe12-13/milhe1213.html> for online registration.

We will invoice your participant upon receipt of their registration.

The Academy for Leadership and Development is looking forward to working with your organizational leaders. If you have any questions or would like additional information, please do not hesitate to contact the Chair Academy via email at leadershipacademy@chairacademy.com.

Sincerely,

The Chair Academy team
Mesa, AZ



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Session 1: August 6-8, 2012 at Howard Community College

Session 2: January 7-9, 2013 at Howard Community College

Session 3: August 5-7, 2013 at Howard Community College

The Art of Mastery

Researchers have spent years investigating the demands, multiple roles, and critical nature of organizational leaders in post-secondary institutions. The result of the research indicates agreement that leadership in post-secondary institutions is complex and multidimensional. Given the research trends over the past thirty years and the current range of issues facing post-secondary education in the first decade of the 21st century, it appears logical to predict an increase in role demands and complexity for educational leader.

How do we prepare leaders who understand themselves, know how to build relationships, have the skills to develop and work with teams, think and plan critically and strategically, and connect their communities? This kind of systemic change in leadership training and development needs a strong program. Participants require an intellectual base on which to build their leadership responsibilities.

Leadership training must be carefully designed to broaden the participant's knowledge of leadership theories and principles, as well as develop supervisory and managerial skills. Training must help participants apply leadership concepts, practices, and processes as they relate to the needs of actual work situations. Training can not be conducted in a format that is isolated or disconnected from the participant's experiential world or the context of their reality. Training must be problem-based, with a situated learning environment rich with authentic applications and assessments. To this end, mentoring and coaching for success are keys to effective leadership training.

The Academy for Leadership and Development, hereafter referred to as the Academy, offers opportunities to acquire and understand major research and theoretical developments in leadership. Participants have opportunities to develop proficiency in selecting, integrating, and applying appropriate concepts from social and behavioral science and adult education in formulating and implementing approaches to leadership problems and issues. The Academy provides a systems approach to transformational leadership. The program is dedicated to long term change.

The Academy training is built upon a foundation of leadership research, theory, skills, and best practices. Training occurs over time with measured outcomes. Leaders are mentored and coached during the Academy by experienced Academy coaches. Leaders are networked with mentors on their campuses and colleagues from their leadership class. On-going personal and electronic conversations keep leaders connected to each other, their campuses, experienced leaders, and the Academy.

The Academy works to convert the end goals of training programs into a working reality. The Academy empowers people to soar, to sail, and to step forward bravely into the unknown.

The program will be designed to provide the leadership theories, practices, and skills needed to support leaders, and those striving to become leaders, to lead their respective departments/areas and colleges/universities more effectively. This program is designed to be inclusive and focus on leadership at all levels in the organization. It is designed to create a dialogue that leads to discovery, new knowledge, innovation, and ultimately to both individual and organizational transformation.

Who Should Attend?

Post- secondary institutions are invited to participate. Enrollment is limited to 60 participants per leadership training program. Limiting enrollment allows for a variety of active and collaborative learner-centered activities to be incorporated.

The Leadership Academy also advocates that leaders who participate in the program be provided additional on-going professional development opportunities after completing this training program. Several other components that are essential for a successful college succession and leadership development plan include an on-going mentoring program and additional professional growth opportunities for expanding their leadership roles and responsibilities within and outside the college.

Program Design

Based on the concept of training-over-time, this program allows participants to thoroughly understand, internalize, and apply leadership concepts and skills. The overall focus of the program will be to establish a high quality, cost-effective succession and leadership development program which utilize a skills-based approach, grounded in sound theoretical leadership concepts, principles, and practices. Four basic criteria are incorporated in both the design and delivery of all leadership topic areas: active engagement of participants, meaningful and relevant curriculum content which is useful and applicable to learning in the job setting, and measurable training outcomes.

Program Elements

1. Nine full-day leadership sessions scheduled over one year (i.e., an initial 3-day session, followed by two additional 3 day sessions over the course of a year).
2. A year long practicum experience between training sessions with support and guidance provided by self-selected college mentors, an Academy liaison, and coach: The practicum includes:
 - Individualized Professional Development Plan (IPDP) – Participants will develop and implement individualized action plans (IPDP) to address the leadership topics and skills covered in the first training session. Participants will expand their IPDP to include the other leadership topics covered during the second training session.
 - Mentoring Program – Participants will choose a college mentor who will provide support, guidance, and feedback regarding their IPDP. In addition, an Academy liaison and coach will provide further guidance and support. Participants will also select a “Program Buddy” for peer support during their practicum experience.
 - Reflective Practice and Journaling – During the practicum experience, participants will be encouraged to reflect upon their work experience and their IPDP on a regular basis.

Reflection will help them to establish a benchmark journal of where they are now; determine what they have learned from their leadership activities/experiences, and what they will do as a transformational leader in the future.

- Electronic Connection – Participants will be able to electronically engage in an on-going dialogue with fellow participants through our Academy listserv. Monthly leadership issues will be sent by the Academy. Additional leadership content, which reinforces and enhances the learning experience during the practicum experience, will also be provided. The participants' mentors and their immediate supervisors will be linked electronically and the Academy will provide them with program information and support as well.
- Leadership Surveys – Two different surveys are completed online. The Multi-factor Leadership Questionnaire measures behaviors associated with transformational, transactional, and laissez-faire Leadership. The Leadership Perception Survey uses a 360-degree evaluation tool to measure overall program competencies and evaluate participant growth and development. Both of these surveys are administered on a pre, interim, and post basis over an eighteen month period of time.
- DiSC Classic 2.0 - Facilitates understanding of Work Behavioral Styles. This online survey gives participants the opportunity to understand the strengths associated with their own work style and the work styles of others.
- Clifton StrengthsFinder – This survey, which will be completed online, will help you to identify and understand your talents and strengths. The survey will list your top five Signature Themes. These themes are unique to each individual who completes this survey.
- Dimensions of Leadership - This survey will be completed onsite during the second session of training and will help participants to discover issues, values, and needs of different leadership situations. It will describe different leadership characteristics and styles and how leaders should respond under different circumstances by considering the people who are involved, the goals to be met, and any special challenges and opportunities.
- Graduate Credit – Nine hours of on line graduate level credit is available for successful completion of the program competencies from three on-line universities.
- Academy Certificate of Completion – Each graduate of the program receives a framed Certificate of Completion listing the program competencies as well as an Academy Leadership pin, recognizing their efforts and successful attainment of program competencies.

Topics Include:

- Complex Role of the Organizational Leader
- Work Behavioral Styles
- Leadership Assessments: Academy Surveys
- Building Effective Work Teams
- Strategic Planning and Scenario Thinking
- Managing Conflict Productively
- Leadership Practicum
- Facilitating, Integrating, & Celebrating Strengths
- Dimensions of Leadership
- Leading and Managing Change
- Leader as Manager
- Valuing Diversity & Cultural Competence
- Recognizing and Celebrating
- Hiring and Orienting for Excellence
- Coaching, Developing, & Talent Management
- Leading Part-Time Staff

A detailed overview of each topic (The Path toward Transformational Leadership) is contained at the end of this information packet).



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Registration Fees

Registration fees for training are made payable to the Chair Academy.

Full Payment of \$1,700 includes:

\$1,575 registration for Session 1, 2 and 3

\$125 administrative/food fees for Session 1 incl: 3 breakfasts, 3 am/pm breaks, 3 lunches

(Meal & administration fees for Session 2 & 3 will be assessed prior to the second and third sessions).

Program fee includes:

- Sessions 1, 2 & 3
- Meals associated with Session 1 training (3 breakfasts, 3 am/pm refreshment breaks, 3 lunches,)
- All Session Manual
- Learning/leadership instruments
- Yearlong practicum with support from an Academy liaison and coach
- 360° leadership surveys – 18-month measurement
- DiSC Classic 2.0
- Clifton StrengthsFinder
- Graduation ceremony (includes Certificate of Completion & Academy Leadership pin)
- Dimensions of Leadership Profile

The first session begins on Monday, August 6, 2012 at 7:30AM and ends on Wednesday, August 8, 2012 at 4:00 PM.

Lodging

Sheraton Columbia Town Center Hotel

10207 Wincopin Circle

Columbia, MD, 21044

410-730-3900

<http://www.sheratoncolumbia.com/>

Please make your reservation as soon as possible. When you call, ask for the Maryland Institute for Leadership Rate.



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Please fill out the information below and return to leadershipacademy@chairacademy.com or fax this form to 480-461-6275. You can also register online at:

<http://www.chairacademy.com/academy/milhe12-13/milhe1213.html>

Participant Information

First Name: _____ Last Name: _____ MI: _____

Title/Position: _____ College: _____

Address: _____

City: _____ State: _____ Zip: _____

Wk Phone: _____ Fax: _____

Home Phone: _____

Email Address: _____

Supervisor's Name: _____

Supervisor's Title: _____

Supervisor's Email: _____

Registration Fees

☐ Full payment of \$1,700

\$1,575 registration for Sessions 1, 2 & 3

\$125 administrative/food fees for Session 1 incl: 3 breakfasts, 3 am/pm breaks, 3 lunches

(Meal & administration fees for Session 2 & 3 will be assessed prior to the second and third sessions).

Method of Payment (All funds must be paid in U.S. Dollars)

☐ Visa ☐ MasterCard ☐ AmEx ☐ Discover

Card Number: _____ Expiration: _____

☐ Check (payable to: The Chair Academy) ☐ PO: _____

REFUND INFORMATION – Registration fees are refundable at 75% 30 days prior to the start of the Academy. Registration fees are non-refundable after that time.

TRANSFER INFORMATION – Registration fees are transferable to any other Academy program.

Maryland Institute for Leadership in Higher Ed (MILHE) Columbia, MD

Monday August 6th

7:30-8:00	Breakfast**
8:00-10:00	Welcome, Introductions, Learning Styles, and Program Overview*
10:00- 12:00	Complex Role of the Organizational Leader
12:00-1:00	Lunch
1:00-1:30	Leadership Practicum: Authentic Assessments
1:30-2:30	Developing an Individual Professional Development Plan & The Academy Practicum*
2:30-5:00	Understanding Self and Others: Work Behavioral Style

Tuesday August 7th

7:30-8:00	Breakfast**
8:00-8:30	Opening, Good News, Leadership Cards, Overview of Day
8:30-10:00	Understanding Self and Others: Work Behavioral Style, continued
10:00-12:00	Leadership Assessments: Academy Surveys (Pre-assessment on MLQ&LSPS)
12:00-1:00	Lunch
1:00-5:00	Leading and Managing Effective Teams and Work Groups*

Wednesday August 8th

7:30-8:00	Breakfast**
8:00-8:30	Opening, Good News, Leadership Cards, Overview of the Day
8:30-11:00	Leadership Practicum: Components, Connections, Mentors, Coaching, Work on IPDPS*
11:00-12:00	Closing
12:00-1:00	Lunch - T-shirt Exchange**

Maryland Institute for Leadership in Higher Ed (MILHE)
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Tentative Session 2 Schedule

Monday **January 7th**

7:30-8:00 **Breakfast****
8:00-8:30 Opening, Good News, Leadership Cards, Overview of the Day
8:30-10:00 Practicum Reflections
10:00-12:00 Strategic Planning & Scenario Thinking*
12:00-1:00 **Lunch**
1:00-5:00 Strategic Planning & Scenario Thinking, continuing*

Tuesday **January 8th**

7:30-8:00 **Breakfast****
8:00-8:30 Opening, Good News, Leadership Cards, Overview of the Day
8:30-12:00 Managing Conflict Productively & Engaging in Crucial Conversations*
12:00-1:00 **Lunch**
1:00-5:00 Facilitating, Integrating, and Celebrating Strengths*

Wednesday **January 9th**

7:30-8:00 **Breakfast****
8:00-8:30 Opening, Good News, Leadership Cards, Overview of the Day
8:30-12:00 Leading and Managing Change*
12:00-1:00 **Lunch**

Maryland Institute for Leadership in Higher Ed (MILHE)
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Tentative Session 3 Schedule

Monday August 5th

7:30-8:00	Breakfast**
8:00-8:30	Opening, Good News, Leadership Cards, Overview of the Day
8:30-9:30	Integrating Strengths Philosophy into Practicum & Developing Your Road Map for Success: The Continuing Professional Development Plan
9:30-10:30	Leadership Assessments: Interim MLQ and LSPS*
10:30-12:00	Leader as Manager
12:00-1:00	Lunch
1:00-2:30	Leader as Manager, continued*
2:30-5:00	Valuing Diversity and Cultural Competence

Tuesday August 6th

7:30-8:00	Breakfast**
8:00-8:30	Opening, Good News, Leadership Cards, Overview of the Day
8:30-9:30	Part-time Staff
8:30-12:00	Hiring and Orienting for Excellence*
12:00-1:00	Lunch
1:00-5:00	Coaching, Developing, and Talent Management*

Wednesday August 7th

7:30-8:00	Breakfast**
8:00-8:30	Opening, Good News, Leadership Cards, Overview of the Day
8:30-10:30	Recognition and Celebration*
10:30-12:00	Closing and Graduation
12:00-1:00	Lunch – Gift Exchange**

THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP: PROGRAM TOPICS

We welcome you to join us on **The Path Toward Transformational Leadership**. Our journey will include a nine day program, an Individual Professional Development Plan, Practicum, Mentoring, and Coaching.

During our **First Session of Seminars**, we will build a community of leaders working together toward effective leadership. Our conversations will focus on knowledge, skill, and best practices in leadership. We will explore salient themes and set forth **Individual Professional Development Plans** as a part of a **yearlong Practicum** where **Mentors** and **Coaches** will help us along on our journey.

Our first seminar, **Understanding Self and Others** will facilitate understanding of **Work Behavioral Styles**. We will have the opportunity to understand the strengths associated with our work style and the work styles of others. We will also have the opportunity to learn effective strategies to bring out the best in others and to blend your work style to most effectively communicate with others.

Developing Your Individualized Professional Development Plan (IPDP) is designed to allow you to reflect on and assess the leadership concepts and skills discussed in each seminar. For each leadership seminar, you will have the opportunity to develop action plans (IPDPs) that contain specific, measurable objectives that will be directly related to your particular leadership roles and responsibilities.

Our next seminar, **Complex Role of the Organizational Leader**, acknowledges the multiple roles leaders play, both at work and home. These roles are complex and frequently make conflicting demands. Specific emphasis will be placed on the need to maintain balance while juggling the multiple demands for time and relationship management and personal health and wellness. We will discuss and develop knowledge and skill in the Principle-Centered Approach to Communication for the explicit purpose of fostering caring and productive interactions and relationships and give you the opportunity to develop or refine your personal and professional mission statements.

The Academy is dedicated to helping you gather, analyze, and act on feedback about your leadership. **Leadership Assessments** provide an opportunity to discuss the Multi-Factor Leadership Questionnaire and the Leadership Skills Perception Survey 360 surveys used by the Academy to gather feedback on your leadership behavior and skills. You, your supervision, and your colleagues will have completed the Pre-Assessment of these surveys online prior to attending the first session. During this session you will analyze your feedback and set goals for yourself based on the feedback from these surveys.

Leading and Managing Effective Work Teams offers investigations and insights into critical concepts about teams. We will explore team roles, behaviors, communication, and leadership. Specific communication skills for giving and receiving feedback will be integrated into this seminar. Effective leadership of team meetings, leading our team to consensus, and assessing team effectiveness will be discussed. We will close this seminar with a discussion of the importance of providing ongoing recognition and celebration of our team's performance.

Strategic Planning and Scenario Thinking provides multiple pathways for Academy participants. If you can benefit from a detailed discussion with specific knowledge and skill in how to write a mission statement, identify goals and priorities, and achieve measurable results,

that path will be available to you. If your leadership journey already includes significant experience in Strategic Planning and Scenario Thinking, you will be invited to participate in a dialogue and discussion of the Appreciative Approaches to Strategic Planning, the Academic Quality Improvement Processes, and the Successes and Challenges in Strategic Planning Processes.

Managing Conflict Productively and Engaging in Crucial Conversations will provide knowledge, skill, and specific strategies for increasing our effectiveness as leaders in challenging situations. The Mindful Approach to Managing Conflict Productively will provide a pro-active framework for dealing with the daily challenges of situations and conversations. Opportunities to learn and practice a repertoire of communication skills for engaging in crucial conversations will enhance leadership effectiveness.

The **Practicum and Leading and Learning** bring conversations for the first session of development to a close. The **Practicum** is perhaps the most important seminar of the program. During this seminar we will focus on individual areas of growth and self-exploration. Discussion on implementing IPDP, reflective practice and journaling, electronic networking, and mentoring and coaching will provide each member of the Academy with the optimal situated leadership learning experience.

During the seminar on **Leading and Learning** we will experience a learning style survey with specific applications to the learning styles of those within the community. This discussion helps each member of the community begin to wrap-up their learning during the first session and personalize experiences for the yearlong Practicum.

Midway through the yearlong Practicum, we will return for your second session of leadership development. The **Second Session of Training and Development** begins by getting reconnected as a learning community and sharing practicum experiences. During **Leading and Learning: Practicum Reflections**, we will share the experiences of the yearlong Practicum.

Facilitating, Integrating, and Celebrating Strengths provides an opportunity for leaders to identify their talents and potential strengths by completing the Clifton StrengthsFinder online survey. The session will start with a focus on you and your unique themes, talents, and strengths through an analysis and discussion of the results from the Clifton StrengthsFinder Survey. This seminar is the foundation of the 2nd session of training and development. Concepts, knowledge, and skills related to strengths are integrated throughout the 2nd session of seminars. With each seminar we will layer your learning and deepen your understanding, knowledge, skill, and applications of talents and strengths - yours and others'.

Dimensions of Leadership, the first of eight new topic areas for the second session of seminars, we will see that the leadership choices we make in one situation are often quite different than the most effective choices for other situations. Completing the Dimensions of Leadership Profile will provide insights into situational leadership.

We will revisit the **Leadership Assessments: Multi-Factor Leadership Questionnaire (MLQ)** and the **Leadership Skills Perceptions Survey 360 (LSPS)**. Prior to attending this second session you, your supervisor, and colleagues will have completed the Interim-Assessment of the MLQ and LSPS. The feedback you received on your pre-assessment and interim-assessments will be made available to you for analysis and discussion. You will have the opportunity to set goals for your continued leadership growth and development leading to the post-assessment process which will occur six months after this second I session.

With the numerous changes taking place at post-secondary institutions around the world, **Leading and Managing Change** will help us better understand the change process.

Examination of key issues such as resistance to change, change readiness, steps in the change process, and communication skills for leaders and managers of change will better prepare us for the increasing demands for leaders and managers of change.

The Balance of Management and Leadership challenges those of us who lead in post-secondary organizations to explore the characteristics of great managers and great leaders. We will investigate key questions related to excellence in management and leadership and learn specific strategies to bring out the best in our colleagues, staff, and faculty through effective communication, leadership, and management strategies.

The next seminar focuses on the positive and multi-dimensional perspectives of **Valuing Diversity & Cultural Competence**. Conversations in this seminar provide growth opportunities for understanding, appreciating, and celebrating unique, individual, and diverse contributions to teams and organizations. We will discuss strategies to create diverse team and organizational cultures that encourage acceptance and celebration of individuals and diversity.

Leading Part-Time Faculty and Staff is a critical issue facing post-secondary institutions. In this seminar will examine the challenges of hiring, supervising, and including part-time staff on teams and within the organization. Using the dimensions of leadership, communication, and steps in leading change, we can advance and share specific strategies for leading part-time staff.

The seminar on **Hiring and Orienting for Excellence** investigates key components of effective selection and hiring systems. We will discuss best practices in post-secondary institution staff orientation and set goals for implementing orientation strategies best suited to our institutional culture.

Coaching and Developing for Exemplary Performance and Outcomes is a seminar devoted to developing our coaching skills as leaders and managers. A specific set of coaching skills and a discussion of best practices in mentoring provide essential skills for bring out the best in all our faculty, staff and colleagues. Best practices in Staff and Professional Development will be shared and discussed. Opportunities to share appraisal processes and strategies of coaching staff through the life cycle of their professional careers will be offered.

Our Academy journey culminates with conversations on **Recognizing and Celebrating Values and Victories**. Key components of recognizing and celebrating for excellence—setting clear standards, expecting the best, paying attention, personalizing recognition, telling the story, demonstrating leadership best practices, modeling learning, and celebrating together—have been integrated and practiced throughout our Academy journey.

This Academy journey closes with a **Graduation Ceremony** that celebrates the difference each member of this community is making and will continue to make for their colleagues, campuses, and communities through transformational leadership.