



**Suffolk Leadership Training Program and Academy**  
**Hyatt Place East End - Riverhead, NY**  
**Week 1: August 12-17, 2012**  
**Week 2: August 2013 (TBD)**

The Academy for Leadership and Development wants to extend an invitation to your college to participate in the 2012-2013 Suffolk Leadership Training Program and Academy to be held at the Hyatt Place East End in Riverhead, NY on August 12-17, 2012. The second week will be August 2013 (TBD).

The Academy for Leadership and Development, a program of the Chair Academy, has worked with over 9,000 leaders from colleges and universities worldwide over the past 21 years. The Academy program will help you and your organization develop talented leaders for succession planning and sustainability in management and leadership within your organization.

The registration fee for this yearlong leadership development program is \$2,295 for two weeks of residential seminars and the yearlong practicum, mentoring, and coaching that is situated between the residential weeks of development. This fee includes twelve days of residential leadership development, components associated with an extensive yearlong practicum, coaching/mentoring, online support services, food and facilities fees for the first and second week of residential seminars. This fee is paid for by Suffolk County Community College. Lodging (if necessary) is to be paid by the participant directly to the Hyatt Place East End. Please see page 5 for specific information.

You may visit the Suffolk Leadership Training Program and Academy webpage at [http://www.chairacademy.com/academy/suffolk12-13/tabs\\_suffolk12.html](http://www.chairacademy.com/academy/suffolk12-13/tabs_suffolk12.html) for online registration. We will invoice your college 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 [leadershipacademy@chairacademy.com](mailto:leadershipacademy@chairacademy.com).

Sincerely,

The Chair Academy  
Mesa, AZ



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**The Art of Mastery**

Researchers have spent years investigating the demands, multiple roles, and critical nature of organizational leaders in post-secondary organizations. Research results find agreement that leadership in post-secondary organizations is complex and multidimensional. Given the research trends over the past thirty years and the current range of issues facing post-secondary education, it appears logical to predict an increase in role demands and complexity for educational leaders.

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 and development 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 and development 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 and development.

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 program is built upon a foundation of leadership research, theory, skills, and best practices. Development 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 Academy. 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 and development programs into a working reality. The Academy empowers people to soar, to sail, and to step forward bravely into the unknown.

The program is designed to provide 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?

All post-secondary organizations are invited to participate. Enrollment is limited to 60 participants per leadership 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. Ten full-day leadership sessions scheduled over one year (An initial 5-day session followed a year later by a concluding 5-day session).
2. A yearlong practicum experience between residential 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 ongoing dialogue with fellow participants through our Academy forums. 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-

fare 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 their work style and the work styles of others.
- Clifton StrengthsFinder Survey – This survey, which will be completed online, will help participants to identify and understand talents and strengths.
- Dimensions of Leadership - This survey will be completed onsite during the second week 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 – Graduate level credit is available for successful completion of the program competencies from select universities. Information will be provided in session.
- 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.

**Seminars Include:**

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

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 being paid for by Suffolk County Community College

**Registration fee includes:**

- Week 1 and Week 2 residential sessions
- Food & Facilities fees for Week 1 & 2
- First and second week training manuals
- Learning/leadership instruments
- Yearlong practicum with support from an Academy liaison and coach
- DiSC Classic 2.0
- Clifton StrengthsFinder
- Graduation ceremony (includes Certificate of Completion & Academy Leadership pin)
- Dimensions of Leadership Profile
- 360° leadership surveys – 18-month measurement

**Lodging**

Fees lodging are payable directly to the Hyatt Place East End.

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

631-208-0002

451 East Main Street

Riverhead, NY 11901

**Participants are responsible to make and pay for their own hotel reservations at the Hyatt Place East End. The Chair Academy and Suffolk County Community College are not responsible for any hotel fees.**

## Sample Leadership Academy Week 1 Schedule

The following is a sample of a Leadership Academy Schedule.  
Your official schedule will be emailed to you by the Academy Liaison.

### **Sunday,**

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2:00–2:30pm	REGISTRATION
2:30–5:00	Program Introduction*

### **Monday,**

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7:00–8:00am	Breakfast
8:00–8:30	Daily Welcome and Overview
8:30–11:00	Complex Role of the Organizational Leader*
11:00–12:00	Developing Your Individual Professional Development Plan
12:00–1:00	Lunch
1:00–5:00	Work Behavioral Styles*

### **Tuesday,**

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7:00–8:00am	Breakfast
8:00–8:30	Daily Welcome and Overview
8:30–11:00	Leadership Assessments*
11:00–12:00	Leading Effective Teams
12:00–1:00	Lunch
1:00–5:00	Leading Effective Teams*

### **Wednesday,**

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7:00–8:00am	Breakfast
8:00–8:30	Daily Welcome and Overview
8:30–1:00	Strategic Planning and Scenario Thinking*
1:00	Lunch
2:00–5:00	Reflection & Networking

### **Thursday,**

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7:00–8:00am	Breakfast
8:00–8:30	Daily Welcome and Overview
8:30–12:00	Strategic Planning *
12:00–1:00	Lunch
1:00–5:00	Managing Conflict Productively and Engaging in Crucial Conversations*

### **Friday,**

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7:00–8:00am	Breakfast
8:00–8:30	Daily Welcome and Overview
8:30–10:30	Conflict Scenario Skills Building*
10:30–11:00	Practicum Discussion
11:00–1:00	IPDP Development & Review, Summary, & Program Evaluation
1:00	Lunch

\* Indicates a 15-minute Morning or Afternoon Break included in the seminar

## Sample Leadership Academy Week 2 Schedule

The following is a sample of a Leadership Academy Schedule.  
Your official schedule will be emailed to you by the Academy Liaison.

### **Sunday,**

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2:00-2:30pm	REGISTRATION
2:30-5:00	Welcome, Overview of Week 2 and Reflections*

### **Monday,**

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7:00-8:00am	Breakfast
8:00-8:30	Daily Welcome and Overview
8:30-12:00	Facilitating, Integrating, & Celebrating Strengths*
12:00-1:00	Lunch
1:00-5:00	Dimensions of Leadership*

### **Tuesday,**

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7:00-8:00am	Breakfast
8:00-8:30	Daily Welcome and Overview
8:30-12:00	Leading & Managing Change*
12:00-1:00	Lunch
1:00-3:30	Leading & Managing Change*
3:30-5:00	Leadership Assessments: Academy Surveys (MLQ & LSPS)

### **Wednesday,**

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7:00-8:00am	Breakfast
8:00-8:30	Daily Welcome and Overview
8:30-1:00	Leader as Manager*
1:00	Lunch
2:00-5:00	Reflection and Networking

### **Thursday,**

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7:00-8:00am	Breakfast
8:00-8:30	Daily Welcome and Overview
8:30-12:00	Valuing Diversity & Cultural Competence*
12:00-1:00	Lunch
1:00-2:30	Leading Part-Time Staff*
2:30-3:30	Hiring & Orienting for Excellence
3:30-5:00	Coaching and Talent Management

### **Friday,**

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7:00-8:00am	Breakfast
8:00-8:30	Daily Welcome and Overview
8:30-9:30	Coaching and Talent Management*
9:30-11:00	Recognition
11:00-11:30	Closing, Feedback and Evaluation
11:30-1:00	Graduation
1:00	Lunch

\* Indicates a 15-minute Morning or Afternoon Break included in the seminar

## THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP: ACADEMY PROGRAM SEMINARS

We welcome you to join us on **The Path Toward Transformational Leadership**. Our journey will include two weeklong residential sessions, an Individual Professional Development Plan, Practicum, Mentoring, and Coaching.

During our **First Week of Residential 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 you along on your journey.

During the opening **Welcome and Program Overview** seminar 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 to better understand their learning preferences during the first residential session and personalize experiences for the yearlong Practicum.

Our first seminar, **Complex Role of the Organizational Leader**, acknowledges the multiple roles leaders play. These roles are complex and frequently make conflicting demands. Specific emphasis will be placed on the need to maintain well-being while meeting multiple demands for time and relationship management and personal health. You will have the opportunity to develop or refine your personal and professional mission statements.

**Developing Your Individualized Professional Development Plan (IPDP)** is designed to encourage 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, **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 our work style to most effectively communicate with others.

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 supervisor, and your colleagues will have completed the Pre-Assessment of these surveys online prior to attending the first residential session. During this seminar 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 teams 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 individual and team performance.

**Strategic Planning and Scenario Thinking** provides multiple pathways for Academy participants. You and your Academy colleagues will have the opportunity to work in discipline specific teams to address the critical elements of strategic planning and scenario thinking related to your daily work and leadership. Using your areas of concentration, interest, or discipline you will work with Academy colleagues to advance your knowledge and skill in planning, scenario thinking, and aspirational goal setting.



**Managing Conflict Productively and Engaging in Crucial Conversations** will provide knowledge, skill, and specific strategies for increasing effectiveness as leaders in dealing with challenging situations or individuals. The Mindful Approach to Managing Conflict Productively will provide a proactive 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** brings conversations from the first week of residential 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 IPDPs, reflective practice and journaling, electronic networking, and mentoring and coaching will provide each member of the Academy with the optimal situated leadership learning experience.

After the yearlong Practicum, we will return for your second week of leadership development. The **Second Week of Residential Training and Development** begins by reconnecting as a learning community and sharing practicum experiences. During the opening **Welcome and Overview** we will share experiences from the yearlong Practicum.

During our first seminar, **Facilitating, Integrating, and Celebrating Strengths**, we will engage in understanding talents and strengths. Using the Clifton StrengthsFinder Survey we will engage in activities, dialogue and discussions to enhance our understanding of strengths concepts. Through a process of discovery you will come to articulate your themes, talents, and strengths and the themes, talents, and strengths of others. This seminar will serve as the foundation for the 2<sup>nd</sup> week of training and development. With each seminar that follows we will layer learning and deepen understanding, knowledge, skill, and applications of talents and strengths.

As in the first week of leadership training, we will once again provide time during **Developing Your Road Map for Success: The Continuing Professional Development Plan**, for 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 Continuing Professional Development Plans (CPDPs) that contain specific, measurable objectives that will be directly related to your particular leadership roles and responsibilities.

**Dimensions of Leadership** will continue our discovery of leading through our personal styles and strengths. However, we will also discover that every leadership dimension is situational. Using the Dimension of Leadership Profile® we will discover issues, values, and needs of different leadership situations. You will have the opportunity to develop a clearer understanding of the uniqueness of each leadership situation and develop knowledge and skill in utilizing situational leadership for the benefit of those you serve and your organization.

With the numerous changes taking place at post-secondary organizations, **Leading and Managing Change** will help to 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 you for the increasing demand to be a leader and manager of change. We will participate in a case study which will allow you to examine the philosophical implications of change, as well as, experience specific leadership change models and best practices that can inform your leadership of change in our organizations.

We will revisit the **Leadership Assessments: Multi-Factor Leadership Questionnaire (MLQ) and the Leadership Skills Perceptions Survey (LSPS): Interim Assessments**. Prior to attending this second residential 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 residential session**.

In our seminar, **Leader as Manager**, you will explore the distinctions between great managing and great leading. We will discuss our roles as managers in post-secondary leadership positions. We will explore issues of delegating and micro managing. With research findings from the Gallup Organization and *12: The Elements of Great Managing*, we will investigate our roles in understanding and enacting the twelve elements for success of our teams, colleges, and those we serve. We will also integrate our understanding of talents and strengths into great managing and return to our Clifton StrengthsFinder Reports. Utilizing the knowledge of your themes and the themes of others you will work to plan, strategize, analyze, and maximize your talents as a manager and the talents of those with whom you work.

The next seminar focuses on the positive and multi-dimensional perspectives of **Valuing Diversity and 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 teams and organizational cultures that encourage acceptance and celebration of individuals and diversity.

**Leading Part-Time Staff** is a critical issue facing post-secondary organizations. In this seminar we 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. As organizational leaders, one of our primary responsibilities must be to hire talented people for our teams. Being clear about our organizational values is the first step in hiring for excellence. Each of our campuses has established protocols for recruiting, interviewing, and hiring practices. How can we as organizational leaders work within those guidelines to hire the very best staff with the mission and vision of our teams, departments, and colleges in mind? We will discuss best practices in post-secondary organizations with regards to staff orientation and setting goals for implementing orientation strategies best suited to our organizational cultures.

**Coaching, Developing, and Talent Management** is a seminar devoted to developing our coaching skills as leaders and managers. This seminar explores current research findings from the Gallup Organization on talent management. Additionally, opportunities to explore best practices and develop knowledge and skill in strengths dialogues, coaching conversations, performance management and appraisal will be offered. This seminar will explore ways to retain employees, while investigating best practices from the leadership literature. Developing employees through team and staff development initiatives and activities will be discussed. We will also engage in numerous opportunities for sharing “best practices” with Academy colleagues in the areas of retaining, coaching, developing, and providing performance feedback to staff.

Our Academy journey culminates with our last seminar on conversations about **Celebrating Excellence-Recognition**. Continuing our look at the Gallup Q12 findings and adding research and best practices from Gallup’s Strengths initiatives we add the final building blocks of our journey. The research from the work of James Kouzes and Barry Posner at the Center for Creative Leadership deepens our understanding of the practice of *Encouraging the Heart* and the specific qualities inherent in this leadership practice. 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.