



Grant MacEwan College and the Academy for Leadership Development want to extend an invitation to your college to participate in the Advanced Leadership Academy to be held at the Banff Centre, Alberta, Canada, June 21-24, 2009 and June 20-23, 2010.

Grant MacEwan College (Alberta, Canada) strongly endorses this leadership development program. The Academy for Leadership and Development, a program of the Chair Academy, has worked with over 6,000 leaders from colleges and universities worldwide over the past 16 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 \$1570. This is a one-time fee for both sessions of training that includes \$70 for program materials and facility fees, eight days of residential leadership training, components associated with an extensive yearlong practicum, coaching/mentoring component, and online support services. Room and board fees for the first session are an additional \$957, to be paid directly to the Banff Centre (this will include meals associated with the first session of training).

We have enclosed an information packet for your use. You may also want to visit the Advanced Academy webpage at <http://www.mc.maricopa.edu/community/chair/academyadv/adv09-10/classindex.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 at 480-461-6270 or via email at leadershipacademy@mcmil.maricopa.edu.

Sincerely,

Dr. Gary Filan, Executive Director
The Chair Academy
Mesa, AZ

About the Academy for Advanced Leadership

The Academy for Advanced Leadership will strive to go beyond participation to foster inspiration. This advanced leadership experience will provide an environment for personal and professional growth by using collaborative dialogue, reflective practice, and interactive experiences to engage leaders in a cooperative search for insights, strengths, passions, and best practices in exemplary leadership. This Academy will focus on those factors that hold the potential for *transformational, inspired, positive* leadership. The Academy for Advanced Leadership continues in the Academy tradition of being committed to excellence in leadership development.

The Advanced Academy will be an extraordinary learning experience beginning with three days of residential leadership development seminars followed by a six-month practicum, and closing with three additional days of residential seminars. Advanced leadership development occurs over time and is assessed by the 360° Advanced Leadership Perception Survey. The Leadership Survey will be administered prior to the first residential seminar, at the conclusion of the six-month practicum, and again six months after the final residential seminar.

Guest speakers, modeling best practices in the field of leadership, will be invited to share their stories as leaders. The personal narratives of these guest speakers, coupled with the rich background of research and best practices offered by the Academy, will provide a substantive and rich learning experience for all leaders. Personal narratives, conversations, and collaborative dialogues will add depth to learning-centered strategies in this Academy for Advanced Leadership.

Advanced Academy leaders will be networked with two mentors—one from their institution, and one from their community. Each leader will receive on-going support from an Academy Coach and Liaison. Electronic conversations and additional readings will be offered over the six-month practicum to further develop and enhance leadership development. Like our foundation program, the most up-to-date research from the field of leadership and the sharing of best practices from around the world will be incorporated into this extraordinary leadership development experience.

Who Should Attend?

The Academy for Advanced Leadership is the next step in leadership development for our over 6,000 graduates from the Academy for Leadership and Development foundation program. In addition, chairs, deans, vice-presidents or other organizational leaders who already have on the job experiences and have acquired foundational leadership skills may now want to consider pursuing advanced leadership development. The Advanced Academy is designed to further enhance your leadership in your present job as well as provide development for those leaders who are aspiring for executive level positions in a post-secondary institution.

Leaders from post secondary institutions world-wide are being invited to attend. The Advanced Academy is limited to 56 leaders.

Program Design

The Advanced Academy is built on principles of learning organizations so that leaders have the opportunity to expand their personal capacity and the capacity of others to create the results they most desire and help achieve an organizational environment which encourages all members to develop through leadership, communication, and coaching.

The Advanced Academy will provide opportunities for leaders to reflect on, clarify, and enhance their knowledge and skills in transformational leadership.

Leaders in the Advanced Academy will build a sense of commitment to advanced leadership by developing shared images of the future they seek to create, and the principles and guiding practices to achieve that future.

Personal narratives, dialogues, reflective practice and journaling will provide the foundation for transforming development, conversation, and collective dialogue into action so that leaders can develop as transformational leaders develop the leaders around them, and their organizations.

Designed with a focus on relationships and systems, the Advanced Academy will develop leaders with knowledge and skills in fostering effective personal and professional relationships within post-secondary systems.

The Advanced Academy is designed around the key themes of developing transformational leaders through a focus on effective interpersonal communication, personal and professional ethics, developing and maintaining positive relationships, collegial coaching, building supportive communities of practice, and personal responsibilities for leadership development within their organizations by developing leaders around us.

Program Elements

1. Six full-days of leadership seminars scheduled with an initial three-day session, followed by a year-long practicum, and a closing three-day session.
2. A six-month practicum experience between seminars with support and guidance by self-selected mentors, and an Academy Liaison and Coach. The practicum includes:
 - Advanced Leadership Development Plan (ALDP) - Leaders will develop and implement individualized action plans (ALDP) to personalize their growth as leaders on the issues investigated in the seminars.
 - Mentoring Program - Leaders will choose two mentors who will provide support, guidance, and feedback regarding their ALDP. One mentor will be from their institution and another from their local community. In addition, an Academy liaison and coach will provide further guidance and support. Leaders will also select a "Program Colleague" for peer support during their practicum experience.
 - Reflective Practice and Journaling - During the practicum experience, leaders will be encouraged to reflect upon their work experience and their ALDP on a regular basis. Reflective Practice and Journaling will help leaders chronicle their leadership journey.

- Electronic Connection - Leaders will be able to engage in an on-going dialogue with fellow leaders through the Academy listserv. Monthly leadership issues and suggested readings will be offered by the Academy. Additional leadership content, which reinforces and enhances the learning experience during the practicum experience, will also be provided.
- Leadership Surveys - The online 360° Advanced Leadership Perception Survey, will assess leadership growth and development on Advanced Leadership topics. The on-line assessment will include pre-, interim-, and post-leadership survey instruments. Please note that the interim survey is completed just prior to returning for the closing three day seminar and the post is completed six months after the program.
- Academy for Advanced Leadership Certificate of Completion - Each graduate of the Advanced Leadership Academy program receives a framed Certificate listing the program competencies as well as an Academy for Advanced Leadership pin, recognizing their efforts and successful attainment of program competencies
- DiSC Indra - Facilitates understanding of Work Behavioral Styles. This 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.
- Optional Graduate Credit - We are working with a number of different universities and are anticipating six hours of on line graduate level credit for successful completion of the program competencies.

Topics Include:

- Peak Moments in Leadership
- Leadership as a Relationship
- Authentic Assessment
- Practicum & the Advanced Leadership Development Plan
- Understanding Self
- Understanding Relationships – Team Dynamics
- Advanced Leadership Perception Survey
- Challenges of Inspired Leadership
- Strengths-Based Leadership
- Celebrating Leadership
- Focusing Your Vision
- Leadership Summit on the Research Findings from *Good to Great™*
- Leading from the Middle
- Leading Up, Down, and All Around
- Developing the Leaders Around You
- Servant Leadership
- Authentic Leadership

A detailed overview of each topic, The Journey to Inspired Leadership, is contained at the end of this information packet.



Academy for Advanced Leadership
Alberta Advanced Academy
Session 1: June 21-24, 2009 at the Banff Centre
Session 2: June 20-23, 2010 at the Banff Centre

Registration Fees

Registration fees for training are made payable to the Chair Academy and are as follows:
Full Payment = \$1570

Program fee includes:

- Session 1 and Session 2 residential sessions
- Meals associated with training (3 Standard Buffet Breakfasts, 3 Standard Buffet Lunches, 3 Standard Buffet Dinners, am/pm Coffee Breaks,)
- First and second session training manuals
- Learning/leadership instruments
- Six-month practicum with support from an Academy liaison and coach
- 360° leadership surveys – 18-month measurement
- DiSC Indra
- Clifton StrengthsFinder
- Graduation ceremony (includes Certificate of Completion & Academy Leadership pin)

The first session begins on Sunday, June 21, 2009 at 2:00 PM and ends on Wednesday, June 24, 2009 at 1:00 PM.

Meals & Lodging

The Banff Centre
107 Tunnel Mountain Dr.
Banff, Alberta, Canada T1L 1H5
Reservations: 1-800-884-7574
Hotel Fax: 403-762-6202

Meals and lodging are payable directly to the Banff Centre. The cost for the first session is \$957. That cost will include breakfasts, morning refreshment breaks, lunches, afternoon refreshment breaks, and dinners. **When making reservations with the Banff Centre, it is very important to reference the Alberta Advanced Program, June 21-24, 2009.**



Academy for Advanced Leadership
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Please fill out the information below and return to leadershipacademy@mcmail.maricopa.edu or fax this form to 480-461-6275. You can also register online at:
<http://www.mc.maricopa.edu/community/chair/academyadv/adv09-10/registration.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 Position/Title: _____

Supervisor's Email: _____

Registration Fees

- Full payment of \$1570
➤ Includes program materials & facility fees

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: _____

<p>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.</p>
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Advanced Leadership Academy Sample Week 1 Schedule

Sunday

2:00–2:30 pm	Registration and refreshments
2:30–4:15	Welcome, introductions, and program overview
4:15–4:30	Refreshment break
4:30–6:30	Peak Moments in Leadership
6:45	Dinner

Monday

7:00–8:00 am	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–10:15	Leadership as a Relationship – Authentic Assessment
10:15–10:30	Refreshment break
10:30–11:30	Practicum & Advanced Leadership Development Plan (ALDP)
11:30–12:00	Leadership as a Relationship & ALDP
12:00–1:00 pm	Lunch
1:00–2:45	Understanding Self in Relationships
2:45–3:15	Refreshment Break
3:15–5:00	Understanding Relationships – Team Dynamics
6:00	Dinner

Tuesday

7:00–8:00 am	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–8:45	Authentic Assessment & ALDP for Understanding Self in Relationship
8:45–9:45	Advanced Leadership Perceptions Survey
9:45–10:15	Challenges of Inspired Leadership, Authentic Assessment, & ALDP
10:15–10:30	Refreshment break
10:30–12:00	Challenges of Inspired Leadership (cont'd), Authentic Assessment, & ALDP
12:00–1:00 pm	Lunch
1:00–2:30	Strengths-Based Leadership
2:30–3:00	Refreshment break
3:00–5:00	Strengths-Based Leadership (cont'd)
6:00	Dinner

Wednesday

7:00–8:00 am	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–10:15	Strengths-Based Leadership, Authentic Assessment, & ALDP
10:15–10:30	Refreshment break
10:30–1:00	Celebrating Leadership & Closing Lunch
1:00 pm	Lunch

Advanced Leadership Academy Sample Week 2 Schedule

Sunday

2:00-2:30 PM	REGISTRATION
2:30-4:30	Welcome & Practicum Reflections
4:30-4:45	Refreshment Break
4:45-6:30	Focusing Our Vision – Practicum Discussions
6:30	Dinner

Monday

7:00–8:00 AM	Breakfast
8:00-8:15	Good news & overview of today's seminar
8:15–10:00	Strengths-Based Leadership & Management
10:00–10:15	Refreshment break
10:15–12:00	Strengths-Based Leadership & Management (cont'd)
12:00–1:00 PM	Lunch
1:00–3:00	Summit on <i>Good to Great</i> TM Research Findings
3:00–3:15	Refreshment break
3:15–5:00	Summit on <i>Good to Great</i> TM Research Findings (cont'd)
7:00	Dinner

Tuesday

7:00–8:00 AM	Breakfast
8:00–8:15	Good news and overview of today's seminar
8:15–9:15	Advanced Leadership Perceptions Survey
9:15-10:00	Leading from the Middle
10:00–10:15	Refreshment break
10:15–12:00	Leading from the Middle (cont'd)
12:00–1:00 PM	Lunch
1:00–3:00	Leading Up, Down, & All Around: Being a 360° Leader
3:00–3:15	Refreshment break
3:15–5:00	Crucial Conversations
7:00	Dinner

Wednesday

7:00–8:00AM	Breakfast
8:00–8:15	Good news and overview of today's seminar
8:15–10:00	Developing the Leaders Around You
10:00–10:15	Refreshment break
10:15–11:15	Authentic Leadership
11:15-1:00PM	Program Close & Graduation

THE ADVANCED LEADERSHIP ACADEMY: THE JOURNEY FOR INSPIRED LEADERSHIP

The Advanced Leadership Academy will invite you into collaborative inquiry, in-depth discussions, dialogue, and discovery on the most contemporary and up-to-date theory and research on leadership. Two facilitators, along with Exemplary leaders serving as guest **Speakers and Provocateurs**, will share their stories and invite you to engage in affirmative questioning. You will have an opportunity to share stories of exceptional leadership, discuss the core issues of leadership and deliberate upon the aspects of your personal leadership history that you most value and want to enhance in the future.

We will begin our journey in the Advanced Leadership Academy with three days of residential seminars which serve to build a community of advanced leadership practitioners, explore current research and literature on transformational leadership, and invite inquiry and reflection into advanced leadership practices. **Peak Moments of Leadership** initiates our conversations. As we discuss peak moments in leadership we will create great possibilities for ourselves, our teams, and our communities; then turn those thoughts into action plans for personal and professional growth.

Creating peak experiences in leadership requires establishing relationships, nurturing those relationships, and encouraging others to form and nurture relationships as well. **Leadership as a Relationship** will focus on the realization that trust and credibility are the foundation of all relationships and that people within our organizations want meaningful work and a connection to a larger purpose which ennobles and energizes their efforts. By investigating the theories, research, and writings of today's contemporary authors and hearing the stories of exemplary leaders in post-secondary education we will begin to investigate the nature of relationships in our work.

Relationships are a significant part of life, both at work and in our personal lives. Relationships bring us benefits and challenges. Using the DiSC® Indra™ for the purposes of **Understanding Self and Relationships** we will learn about ourselves, ourselves in relation to others, and how to be more comfortable and effective in our relationships. The DiSC® Indra™ merges the DiSC® model of work-style behavior with the concepts and methods of interpersonal relationship communication. Our goal is to use the DiSC® Indra™ to bring learning and understanding of work and behavior style to the next level, allowing us to explain the connectedness of styles, interpersonal tensions and conflict, interpersonal range of motion, style shift, and interpersonal relationship fit among colleagues, teams, departments, and institutions.

As a leader in the Advanced Leadership Program, you will have the opportunity to receive feedback through the **Advanced Leadership Perceptions Survey (ALPS)**. This 360° survey will be completed by you, your supervisor, colleagues, and direct reports. The survey will be administered prior to the Advanced Leadership Academy, at the conclusion of the Practicum, and six months after the advanced leadership experience. Pre-, Interim-, and Post-Survey Results will provide you with essential perceptions on areas of advanced leadership over the course of one year. The survey and survey results on the Pre-Survey will be discussed during the first five days of residential experiences. Opportunities for personal and professional growth based on the ALPS benchmark data will be provided and encouraged.

Ethics are at the center of all we do as leaders. Discussing ethical issues from the headlines, we will delve into the questions of personal and professional ethics. We will focus on post-secondary organizations and the ethical issues before us. Ethical dilemmas facing our campuses and organizations will provide the foundation for rich discussions and experiences with personal, professional, and organizational values and ethics. Focusing specifically on **Ethics and Leadership** we will ask you to reflect on and set forth a personal and professional plan for affirming personal and professional ethics in your organization.

We will investigate and discuss major research findings in the contemporary leadership literature. Our focus will be on using these key research findings as a guide to navigate the **Challenges of Inspired Leadership**. With the research as a source of knowledge and inspiration, we will work to develop a set of advanced leadership principles to serve as standards to guide our behavior and create coherence in leadership efforts. Through experiences, discussion, reflection, and dialogue in a leadership summit, we will move key research findings forward into Principles of Advanced Leadership in post-secondary settings. These principles will guide each of us as we develop specific approaches, strategies, techniques, and best practices in leadership to serve our teams, departments, campuses, and communities. Our quest for the Principles of Advanced Leadership will take the form of study, reflection, critical thinking, and application.

We will close our first three days residential seminars with conversations on **Servant Leadership**. Servant Leadership allows us to see leadership as an opportunity to create lives and organizations that we truly desire by understanding the enlivening spirit within them, their colleagues, and their organizations. Through reflective practice, collective dialogue, and experiences, we will explore the central themes of servant leadership and develop implementation strategies to deepen our ability to create trust through meaningful, committed relationships within our teams, departments, and organization. We will have the opportunity to experience servant leadership as a process of serving others, listening willingly and appreciatively to other's stories, speaking truthfully, encouraging others to live up to their potential by providing encouragement and resources. Distinguishing the visionary and implementation aspects of servant leadership, we will develop servant leadership plans for caring, valuing, and unleashing the potential of others.

Throughout the first three days of residential seminars for the Academy for Advanced Leadership, you will be developing an **Advanced Leadership Development Plan (ALDP)** designed to allow you to reflect on and set goals for yourself on seminar topics. You will have the opportunity to develop implementation plans that contain specific, measurable objectives that are directly related to your particular leadership roles and responsibilities. The Advanced Leadership Academy six-month Practicum provides you with opportunities to implement your ALDP, engage in reflective practice and journaling, continue dialogue and discovery through electronic networking with our community of leaders, and work with two Leadership Program Mentors. You will be encouraged to engage in mentoring dialogues with a post-secondary leader and a community, business, industry, or social sector leader for the purposes of advancing your personal insights and understandings of leadership. During the six-month **Practicum** of the Advanced Leadership Academy, you will also receive Executive Coaching to help you meet your advanced leadership goals.

At the conclusion of the Practicum you will return for another three days of residential seminars with the Advanced Leadership Academy. During these seminars you will have the opportunity to share your personal and professional growth by engaging in collaborative dialogue, reflective

practice, and interactive experiences as we share and celebrate learning outcomes of the Practicum experiences. Our focus will be on **Lessons Learned and Leadership Transformed**. We will use our understanding of lessons learned to work to identify strengths, and then improve and intensify them. This second residential experience will challenge you to advance your leadership by capitalizing and building on your practicum achievements and **Focusing Your Vision** of inspired transformational leadership.

One area of continued growth will be our investigations into understanding individuals, talents, and strengths. To be inspired transformational leaders, we must be adept in the art of understanding, reading, analyzing, and aligning individual strengths and talents for sustained personal and professional growth and team performance. Our inquiries into the Research and Applications of **Leading and Managing with Strengths** and **Recognizing and Aligning Individual and Team Strengths for Sustained Success** will provide critical understanding about individuals and organizational systems. Surveying the research, theory, and best practices from the Gallup Organization, we will explore and be attentive to individual talent and relationship issues that can have positive impact on our work. We will engage in experiences, dialogue, and discussion on issues of energy, culture, climate, morale, and community. We will work together to construct a vision of what we, our colleagues, teams, and systems might be by identifying strengths and developing plans to align and capitalize on them.

Continuing to assess your growth as a leader, you will have the opportunity to assess new feedback through the **Advanced Leadership Perceptions Survey (ALPS)**. Prior to returning for the second residential experience, you will again complete the ALPS 360° survey. Your supervisor, colleagues, and direct reports will also complete the survey for the Interim-Survey Report. The Interim-Survey Results will provide you with essential perceptions on areas of advanced leadership over the course of the first residential experience and the Practicum. The Post-Survey will be administered six months after the second residential Advanced Leadership Academy Program and provide a final assessment of your advanced leadership.

Leading Your Organization from “Good to Great” investigates the major research findings in contemporary organizational and leadership literature. Our focus will be on using these key research findings as a continuing guide in developing **Principles of Advanced Leadership**. With the research as a source of knowledge and inspiration, we will work to develop a set of advanced leadership principles to serve as standards to guide our behavior and create coherence in our leadership efforts. Through experiences, discussion, reflection, and dialogue in a leadership summit, we will move key research findings forward **Creating Momentum for Organizational Change**. These principles will guide each of us as we develop specific approaches, strategies, techniques, or best practices in leadership to serve our teams, departments, campuses, and communities. **Technology as an Accelerator in Post-Secondary Organizations** will close our conversations on leading our organizations from “Good to Great.”

Leadership in today’s organizations requires knowledgeable **Stewardship**. Risk management and stewardship of individual and organizational resources is critical for transformational leadership. Startling revelations regarding risks in our organizations will lead us to an in-depth discussion of our role and responsibilities as leaders with regard to stewardship and risk management. The primary concerns will help us create leadership strategies to build a personal, social, and organizational architecture for stewardship and risk management within our communities. We will discuss ways that stewardship might re-define our roles and responsibilities as leaders.

Many believe that leading and managing are distinct behaviors and skill-sets. As a leader in education, you are also a manager. Leading and managing through coaching and mentoring are critical to success for post-secondary leaders. In this seminar we will focus specific on **Leading and Managing From the Middle** by integrating the Megatrend of “Leading from the Middle” and Large Scale-Social Change Theory. We will explore your role as a leader in the middle of the organization and change theory. Adapting findings from contemporary research, you will find this seminar valuable in understanding the importance and power of interpersonal relationships and social change theory.

Investing in relationship chemistry, speaking truth to power, and communicating with clarity are key components of **Leading Up, Down, and All Around**. As leaders in post-secondary organizations, we all get the opportunity to Lead Up. Whether we are leading up to a supervisor, dean, vice-president, or board, our success, and the success of our team and organization, depends on our ability to communicate effectively with those above us. Likewise, we must be able to communicate effectively and lead our colleagues, co-workers, and support staff. During this seminar we identify key leadership issues related to managing and leading others. We will engage in strategy discussions, skill building, and assessments of leadership and management outcomes. Coaching strategies for managing **Crucial Conversations** in challenging and conflict situations will be discussed and practiced.

There are leaders at every level of the organization and it is the role and responsibility of advanced leaders to recognize others and empower them to become the leaders they are capable of being. In our seminar entitled **Developing the Leaders Around You**, we investigate strategies for developing the leadership potential on our teams and within our institutions. Just as we began our journey by discussing the relationship dimensions of leadership, we begin to close our journey together by discussing ways that we can invest in relationships that foster leadership growth in others.

Our Advanced Leadership Academy journey closes with a look at the essential elements of **Authentic Leadership**. Building an enduring leadership legacy requires leaders who have a clear understanding their purpose, practice solid values, lead with heart, establish connected relationships, and demonstrate self-discipline. These are the qualities of Authentic Leadership.

We will close with an **Advanced Leadership Academy Graduation and Celebration**.