



## Arizona Leadership Academy Information/Registration Packet

Chandler, Arizona

Week 1: February 4-9, 2007

Week 2: Feb 10-15, 2008

### 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 throughout North America are being invited to participate. Enrollment is limited to 54 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. Ten full-day leadership sessions scheduled over one year (i.e., an initial 5-day session followed a year later by a concluding 5-day session).
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 – Using online 360-degree evaluation tools, the program outcomes evaluate participant growth and development are measured using pre, interim and post leadership survey instruments. These evaluations are measured over an eighteen month period of time.

- 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
- Managing Individual/Team Conflict
- Behavioral Work Styles – Understanding Self and Others
- Enhancing Learning Through Leadership
- Effective Leadership Models
- Leading Change
- Strategic and Scenario Planning
- Appreciating Diversity
- Building Effective Work Teams
- Leader as Manager
- Hiring for Excellence – Hiring, Orienting, Retaining, Evaluating, Developing, and Celebrating Employees
- Leading Part-Time Staff

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



## Arizona Leadership Academy

Week 1: February 4-1, 2007

Week 2: Feb 10-15, 2008

### Registration Fees

Registration fees for training are made payable to the Chair Academy and are as follows:

Full Payment = \$1575

### Program fee includes:

- Week 1 and Week 2 residential sessions
- Meals associated with training (5 luncheons, 2 dinners, and daily refreshment breaks)
- First and second week training manuals
- Learning/leadership instruments
- Year-long practicum with support from an Academy liaison and coach
- 360° leadership surveys – 18 month measurement
- Graduation ceremony (includes Certificate of Completion & Academy Leadership pin)

The program begins on Sunday, February 4, 2007 at 3:00 PM and ends on Friday, February 9, 2007 at 2:00 PM

Week 2 will be held Feb 10-15, 2008

### Meals

Meals associated with the program (5 morning breaks, 5 lunches, 3 afternoon breaks) are included in the registration fee. An additional fee for meals will be assessed prior to week 2.

### Lodging

Windmill Suites

3535 W. Chandler Blvd.

Chandler, AZ 85226

PHONE 480-812-9600

Rate: : \$129 per night

Please make your reservations, the booking ID is: 02-04 ACA



### Arizona Leadership Academy

Week 1: February 4-1, 2007

Week 2: Feb 10-15, 2008

Please fill out the information below and return to [leadershipacademy@mcmil.maricopa.edu](mailto:leadershipacademy@mcmil.maricopa.edu) or fax this form to 480-461-6275. You can also register online at:

<http://www.mc.maricopa.edu/community/chair/academy/arizona07-08/classindex.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 Email: \_\_\_\_\_

#### Registration Fees

Full payment of \$1575

➤ Includes the following meals: (5 morning breaks, 5 lunches, 3 afternoon breaks)

➤ Meals for week 2 will be assessed prior to the second week program

#### 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.

**Arizona Leadership Academy**  
Tentative Week 1 Schedule

<b>Sunday</b>	<b>2/4/07</b>	<b>Wednesday</b>	<b>2/7/07</b>
3:00–3:30	Registration and refreshments	7:00–8:00	Breakfast at the hotel
3:30–6:00	Welcome, introductions, and program overview	8:00–8:15	Good news and overview of today's activities
6:00	Group dinner (cost not included in registration)	8:15–10:15	Strategic and Scenario Planning
<b>Monday</b>	<b>2/5/07</b>	10:15–10:30	Refreshment break
7:00–8:00	Breakfast at the hotel	10:30–1:00	Strategic and Scenario Planning (cont'd)
8:00–8:15	Good news and overview of today's activities	1:00	Lunch
8:15–10:15	Complex Role		Half day off
10:15–10:30	Refreshment break	<b>Thursday</b>	<b>2/8/07</b>
10:30–11:30	Developing Your IPDP	7:00–8:00	Breakfast at the hotel
11:30–12:00	Authentic assessment & IPDP for Complex Role	8:00–8:15	Good news and overview of today's activities
12:00–1:00	Lunch	8:15–10:00	Strategic and Scenario Planning (cont'd)
1:00–2:45	Behavioral Work Styles	10:00–10:15	Refreshment break
2:45–3:15	Refreshment break	10:15–12:00	Strategic and Scenario Planning (cont'd) and authentic assessment & IPDP for Strategic and Scenario Planning
3:15–5:00	Behavioral Work Styles (cont'd) and authentic assessment & IPDP for Behavioral Work Styles	12:00–1:00	Lunch
<b>Tuesday</b>	<b>2/6/07</b>	1:00–2:30	Managing Individual/Team Conflict
7:00–8:00	Breakfast at the hotel	2:30–3:00	Refreshment break
8:00–8:15	Good news and overview of today's activities	3:00–4:30	Managing Individual/Team Conflict (cont'd) and authentic assessment & IPDP for Managing Individual/Team Conflict
8:15–10:15	Effective Leadership Models	4:30–5:00	Practicum Components discussion
10:15–10:30	Refreshment break	5:00–5:30	Information about the graduate credit option
10:30–12:00	Building Effective Work Teams	6:00	Dinner and party ( cost not included in registration)
12:00–1:00	Lunch		Bring your college t-shirts for the t-shirt exchange
1:00–2:30	Building Effective Work Teams (cont'd)	<b>Friday</b>	<b>2/08/07</b>
2:30–3:00	Refreshment break	7:00–8:00	Breakfast at the hotel
3:00–5:00	Building Effective Work Teams (cont'd) and authentic assessment & IPDP for Building Effective Work Teams	8:00–8:15	Good news and overview of today's activities
	Dinner on your own	8:15–10:00	Enhancing Learning Through Leadership
		10:00–10:15	Refreshment break
		10:15–1:00	Enhancing Learning Through Leadership (cont'd)
		1:00–1:30	Summary and program evaluation
		1:30	Lunch

**Arizona Leadership Academy**  
Tentative Week 2 Schedule

<b>Sunday</b>	<b>2/10/08</b>
3:30–6:00 PM	REGISTRATION, Welcome and Reflection, Past, Present, Future
6:00 pm	Group Dinner (cost not included in registration)

<b>Monday</b>	<b>2/11/08</b>
7:00–8:00 AM	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–10:15	Dimensions of Leadership
10:15–10:30	Refreshment break
10:30–12:00	Dimensions of Leadership (cont'd)
12:00–1:00 PM	Lunch
1:00–2:30	Dimensions of Leadership (cont'd)
2:30–3:00	Leading Change
3:00–3:15	Refreshment break
3:15–5:00	Leading Change (cont'd)
6:00	Dinner on your own

<b>Tuesday</b>	<b>2/12/08</b>
7:00–8:00 AM	Breakfast at the hotel
8:00–8:15	Good news and overview of today's activities
8:15–10:15	Leading Change (cont'd)
10:15–10:30	Refreshment break
10:30–11:00	Leading Change (cont'd)
11:00–12:00	Appreciating Diversity
12:00–1:00 PM	Lunch
1:00–3:00	Appreciating Diversity (cont'd)
3:00–3:15	Refreshment break
3:15–5:00	Appreciating Diversity (cont'd)
6:00	Dinner

<b>Wednesday</b>	<b>2/13/08</b>
7:00–8:00 AM	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–9:15	Pre-, Interim-, and Post-Survey Results
9:15–10:15	Leader as Manager
10:15–10:30	Refreshment break
10:30–1:00	Leader as Manager (cont'd)
1:00	Lunch
	<i>Half day off</i>

<b>Thursday</b>	<b>2/14/08</b>
7:00–8:00 AM	Breakfast at the hotel
8:00–8:15	Good news and overview of today's activities
8:15–9:00	Leader as Manager (cont'd)
9:00–10:15	Leading Part-Time Staff
10:15–10:30	Refreshment break
10:30–11:30	Leading Part-Time Staff (cont'd)
11:30–12:00	Hiring for Excellence
12:00–1:00 PM	Lunch
1:00–3:00	Hiring for Excellence (cont'd)
3:00–3:15	Refreshment break
3:15–5:00	Hiring for Excellence (cont'd)
5:30	Dinner and party! (cost not included in registration) Bring your gifts for the gift exchange

<b>Friday</b>	<b>2/15/0</b>
7:00–8:00 AM	Breakfast
8:00–8:15	Good news and overview of today's activities
8:15–10:15	Hiring for Excellence (cont'd)
10:15–10:30	Refreshment break
10:30–11:30	Hiring for Excellence (cont'd)
11:30–1:30	Program reflections, evaluation, and graduation
1:30 PM	Lunch

## THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP PROGRAM TOPICS

The Path Toward Transformational Leadership is long and winding. We, at the Academy for Leadership and Development, have selected leadership topics that we feel are paramount to your success as a Transformational Leader. The following provides an overview of those topics presented during your two weeks of residential training.

**Complex Role of the Organizational Leader** acknowledges that the roles organizational leaders play, both at work and home, are complex and frequently make conflicting demands. You will discuss what skills and traits are needed for a 21st century leader and develop a personal and professional leadership mission statement. Specific emphasis will be placed on the need to maintain balance while juggling the multiple demands for time management, personal health, and wellness. Generational values and characteristics will be discussed, as well as an introduction to principle-centered communication as a foundation upon which to build critical communication skills for today's organizational leader.

**Developing Your IPDP** (Individualized Professional Development Plan) is designed to allow you to reflect on and assess the leadership concepts and skills presented in each module. For each leadership topic, you will develop action plans that contain specific, measurable objectives that are directly related to your particular leadership roles and responsibilities.

You will begin to look at yourself and others in the module entitled, **Behavioral Work Styles: Understanding Self and Others**. This module examines self-understanding, self-disclosure, and interaction in communication. This module will facilitate understanding of your behavioral work style revealed by the DiSC personal profile survey, which will be used to facilitate your understanding of your work behavioral style. You will have the opportunity to understand the work styles of others and how these styles can blend to form the most favorable working relationships.

Before we make the transition to looking at working relationships within a team-oriented environment, you will take a closer look at the qualities and traits associated with **Effective Leadership Models**. The surveys you and your colleagues completed online prior to attending the Academy will help determine the strengths and constraints of your perceived leadership style. Perceptions of your leadership by others will add insights into your leadership style. We will discuss these results and use them as a benchmark for your leadership development. Special emphasis will be placed on defining the differences between transformational, transactional, and laissez-faire leadership.

You are now ready to look at how you, as a leader, facilitate and lead through the **Building of Effective Work Teams**. You will learn critical concepts about teams, team leadership, team communication, and team performance, as well as your role in leading teams. You will also be coached on team roles, behaviors, communication, and leadership. Specific communication skills for giving and receiving feedback will be integrated into this module. Effective leadership of team meetings, leading your team to consensus, and assessing team effectiveness will be discussed. The importance of providing on-going recognition and celebration of your team's performance will also be discussed.

You now have an effective team to lead; however, you must now decide where you are going. This takes us to the next module, **Strategic and Scenario Planning**. You will learn about the importance of having a plan, how to write a mission statement, identify goals and priorities, as well as plans for achieving measurable results. We will take you through a step-by-step process for developing a strategic plan for your department or area.

Of course, no team will agree on everything and you, as the leader, must be prepared to manage communication, disagreements, and conflict. The next module, **Managing Individual/Team Conflict**, will provide you with tools and strategies to alleviate or mediate conflict, whether it is between you and someone else, or between team members. We will discuss the importance and application of emotional intelligence as a key component of your communication behavior as you strive to better understand yourself, and to understand others.

Another important component of leading a team is recognizing your own and others' learning styles. In **Enhancing Learning Through Leadership**, you will identify your learning style and learn to recognize the learning styles of others. We will introduce multiple intelligences and the importance of capitalizing on and using multiple intelligences in team performance and the world of work.

The first week of the Academy culminates by linking it all together through a year-long **Practicum** experience. This is perhaps the most important area of growth and self-exploration you will face on your path. We believe the implementation of your IPDP, reflective practice and journaling, electronic networking with your Academy liaison and coach and other Academy participants, and your work with your mentor, will provide you with the optimal leadership learning experience.

You will return for your second week of leadership training enjoying areas of success and wanting more. The topics we have provided for Week 2 are topics that involve an even greater emphasis on small group discussion and build on the expertise and experiences over the year of Academy participation.

The second week of residential training and development begins by getting reconnected as a learning community and sharing practicum experiences. During practicum experiences, you witnessed the power of the Academy themes to transform your leadership within your department, and organization. As a transformational leader you began to see that effective leadership depends on the situation. During this first session of Week 2, **Dimensions of Leadership**, you will see that the leadership choices you make in one situation are often quite different than the most effective choices for other situations, initiatives, or followers. During this session you will have the opportunity to assess a specific leadership situation that you will be facing with your team. You will complete the Dimensions of Leadership Profile to determine the most appropriate focus of attention for the situation and learn specific strategies for leadership in varying situations.

With the numerous changes taking place in organizations around the world, **Leading Change** will help you 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 of change will better prepare you for the increasing demands for leaders of change. Careful analysis and application of the steps in the change process will facilitate your knowledge and skills in developing leadership strategies to meet the demands of today's workplace environments.

**Appreciating Diversity** will help you to view diversity from a positive and multi-dimensional perspective. Understanding, appreciating, and celebrating unique, individual, and diverse contributions to teams and organizations will take participants beyond discussions of race, gender, and ethnicity to knowledge and skills in acceptance, intercultural communication, and appreciation. You will learn to be mindful and effortful as you examine inborn differences, acquired differences, and differences in communication. You will learn to create diverse team and organizational cultures that encourage acceptance and celebration of individuals and their diversity. Each person is unique.

In **Leader As Manager**, you will examine various qualities of leaders as managers. You will identify key managerial issues related to managing employees for individual, team, and organizational success. Opportunities to examine management experiences during your year long practicum will allow you to make practical applications of managerial strategies. Specific attention will be given to managerial strategies for delegation and empowerment. You will have the opportunity to assess and understand individual differences among members of your team. Managerial coaching and mentoring skills will be discussed and practiced.

We will then visit the MLQ and LSPS surveys in **Pre-, Interim-, and Post-Survey Results** to determine what leadership skill areas show growth and which areas need additional attention. After this second week of training you will have the opportunity to set continuing leadership goals for yourself over the next six months prior to the post survey. Therefore, you will have data reflecting an 18 month period of time.

**Hiring for Excellence: Hiring, Orienting, Retaining, Evaluating, Developing, and Celebrating Employees** are important areas of organizational leadership. In Hiring for Excellence, you will investigate key components of effective selection and hiring systems. You will have the opportunity to witness “best practices” staff orientation and set goals for implementing orientation strategies best suited to your organization’s culture. Performance appraisals, staff evaluations, progressive discipline, coaching for improved performance, and mentoring are all a part of leadership. This module will provide knowledge and skills in communicating honest appraisals, coaching for success, and mentoring staff through the life cycle of their career.

**Leading Part-Time Staff** is a critical issue facing organizations. In this module you will examine the challenges of hiring, supervising, and including part-time staff on teams and within the organization. You will have the opportunity to integrate your year long learning as you work with a team of Academy colleagues to offer meaningful solutions to the issue of leading part-time staff. Using the dimensions of leadership, communication, and steps in leading change, you and your Academy team will advance and share specific strategies for leading part-time staff.

Your Academy journey culminates with a look at the essential elements of the Academy program that have provided a model for your leadership development. 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 your Academy journey. The journey closes with the graduation ceremony; however, your leadership journey continues as you return to your organization to lead, teach, mentor, coach, discuss, and network with other organizational leaders. Continue to make a difference as you continue your transformational leadership journey.