

<p style="text-align: center;">THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP: ACADEMY PROGRAM TOPICS</p>

We welcome you to join us on **The Path Toward Transformational Leadership**. Our journey will include two week-long 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 us along on our 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 begin their learning 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, 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.

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, **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 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 would 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 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 the experiences of the yearlong Practicum.

During our first seminar, **Facilitating, Integrating, and Celebrating Strengths**, we will facilitate an understanding of one's 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 2nd 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 allow time during our **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 is our second seminar in which we 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 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. We will participate in activities which will allow us to examine the philosophical implications of change, as well as, experience specific leadership change models and best practices that we can use to lead and manage change in our organizations.

We will revisit the **Leadership Assessments: Multi-Factor Leadership Questionnaire (MLQ) and the Leadership Skills Perceptions Survey (LSPS)**. 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 post-secondary leaders. 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 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. As organizational leaders, one of our primary responsibilities must be to hire talented people for our teams. Being clear about our organizational values and talents needed to enact those 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 employees with the mission and vision of our teams, departments, and colleges in mind. We will discuss best practices in post-secondary institution with regards to staff orientation and setting goals for implementing orientation strategies best suited to our institutional culture.

Coaching, Developing, and Talent Management is a seminar devoted to developing our coaching skills as leaders and managers. This seminar explores the 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 and 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 colleagues in the areas

of retaining, coaching, developing, and providing performance feedback to employees.

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 continue to add the final building blocks of our strengths journey. The research from the work of James Kouzes and Barry Posner at the Center for Creative Leadership deepen 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.