



The Academy for Advanced Leadership

November 30 – December 3, 2005

Program Overview

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 participants 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 participants. 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 training for our over 5,000 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 participants.

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

- Six full-days of leadership seminars scheduled with an initial 3-day session, followed by a six-month practicum, and a closing 3-day session.
- 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 participants 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.
- 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.
- 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.

LEADERSHIP TOPICS

- Peak Moments of Leadership: Collaborative Reflection and Dialogue
- Leadership as a Relationship
- Understanding Self and Relationships
- Advanced Leadership Perception Survey
- Ethics and Leadership
- Servant Leadership
- Lessons Learned and Leadership Transformed
- Leadership and Organizational Systems
- Managing Up, Down, and All Around
- Risk Management
- Technology and Leadership
- Developing the Leaders Around You

A complete description of these leadership topics titled “The Journey for Inspired Leadership” is included on pages 8-11 at the end of this information packet.



The Academy for Advanced Leadership

The Academy for Advanced Leadership

Session 1: December 1-3, 2005

Session 2: June 1-3, 2006

Registration Fees

Registration fees for training are made payable to the Chair Academy and are as follows:
Full Payment = \$1525 (U.S. funds)

Program fee includes:

- Session 1 and Session 2 residential sessions
- Meals associated with training (3 hot breakfasts, 3 luncheons, and daily refreshment breaks)
- First and second session 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 framed certificate and Advanced Academy Leadership pin)

The program begins on Wednesday evening, at 5:00 PM with Welcome and Program overview followed by a kickoff dinner at a local restaurant and ends on Saturday at 5 pm.

Meals

The cost for breakfasts, lunches and daily refreshment breaks are included in the cost of registration. Costs of dinners are not included.

Lodging

Windmill Suites of Chandler

3535 W Chandler Boulevard

Chandler, AZ 85226

1-800-547-4747 for reservations

Use code 12-01 ACA for group rate

Rates:

\$112 standard view

\$122 poolside



The Academy for Advanced Leadership

The Academy for Advanced Leadership

Session1: December 1-3, 2005

Session 2: June 1-3, 2006

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:

[www.mc.maricopa.edu/other/chair/academy/Advanced Academy/classindex.html](http://www.mc.maricopa.edu/other/chair/academy/Advanced%20Academy/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 \$1525 (U.S. funds)
- Includes the following meals: 3 hot breakfasts, 3 luncheons, and daily am & pm refreshment breaks
 - Meals for Session 2 will be assessed prior to the concluding session

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. Fees may be transferred to a future Academy for Advanced leadership program

**The Academy for Advanced Leadership
Chandler, Arizona
November 30- December 3, 2005
Tentative Session 1 Schedule**

Wednesday

November 30, 2005

5:00 – 7:00 p.m. Registration, Welcome, and Overview of The Academy for Advanced Leadership
7:00 – 8:00 Dinner

Thursday

December 1, 2005

7:00 – 8:00 Breakfast
8:00 – 8:15 a.m. Good News and Overview of Today's Seminar
8:15 – 10:15 Peak Moments of Leadership
10:15 – 10:30 Refreshment break
10:30 – 12:00 p.m. Peak Moments of Leadership (con't), Authentic Assessment and ALDP Entry
12:00 – 1:00 Lunch
1:00 – 3:00 Leadership as a Relationship
3:00 – 3:15 Refreshment break
3:15 – 5:00 Leadership as a Relationship (con't), Authentic Assessment, and ALDP Entry
5:00 – 5:30 (Optional) Graduate Credit Option
6:00 Dinner

Friday

December 2, 2005

7:00 – 8:00 a.m. Breakfast
8:00 – 8:15 Good News and Overview of Today's Seminar
8:15 – 10:15 Understanding Self and Relationships
10:15 – 10:30 Refreshment break
10:30 – 12:00 p.m. Understanding Self and Relationships
12:00 – 1:00 Lunch
1:00 – 3:00 Understanding Self and Relationships (con't), and Authentic Assessment, and ALDP Entry
3:00 – 3:15 Refreshment Break
3:15 – 5:00 Discussion of Advanced Leadership Perception Survey Results
6:00 Dinner

Saturday

December 3, 2005

7:00 – 8:00 Breakfast
8:00 – 8:15 a.m. Good News and Overview of Today's Seminar
8:15 – 10:15 Ethics and Leadership
10:15 – 10:30 Refreshment break
10:30 – 12:00 p.m. Ethics and Leadership (con't), Authentic Assessment, and ALDP Entry
12:00 – 1:00 Lunch
1:00 – 3:00 Servant Leadership
3:00 – 3:15 Refreshment Break
3:15 – 4:15 Servant Leadership (con't) and Authentic Assessment, and ALDP Entry
4:15 – 5:00 Program Evaluation and Wrap Up

Tentative Session 2 Schedule June 1-3, 2006

Wednesday

5:00 - 7:00 pm
7:00 – 8:00

May 31, 2006

Registration, Welcome and Overview of the Concluding Three Days of the Advanced Academy for Leadership Development
Dinner

Thursday

7:00 – 8:00
8:00 – 8:15 a.m.
8:15 – 10:15
10:15 – 10:30
10:30 – 12:00 p.m.

June 1, 2006

Breakfast
Good News and Overview of Today's Seminar
Lessons Learned and Leadership Transformed
Refreshment Break
Lessons Learned and Leadership Transformed (con't),
Authentic Assessment, and ALDP Entry

12:00 – 1:00
1:00 – 3:00
3:00 – 3:15
3:15 – 5:00

Lunch
Leadership and Organizational Systems
Refreshment Break
Leadership and Organizational Systems (con't), Authentic
Assessment, and ALDP Entry

6:00

Dinner

Friday

7:00 – 8:00 a.m.
8:00 – 8:15
8:15 – 10:15
10:15 – 10:30
10:30 – 12:00 p.m.

June 2, 2006

Breakfast
Good News and Overview of Today's Seminar
Managing Up, Down, and All Around
Refreshment Break
Managing Up, Down, and All Around (con't), Authentic
Assessment, and ALDP Entry

12:00 – 1:00
1:00 – 1:30

Lunch
Discussion of Advanced Leadership Perception Survey – Pre and
Post Results

1:30 – 3:00
3:00 – 3:15
3:15 – 5:00

Risk Management
Refreshment Break
Risk Management (con't), Authentic Assessment, and ALDP
Entry

6:00

Dinner

Saturday

7:00 – 8:00 a.m.
8:00 – 8:15
8:15 – 8:45
10:15 – 10:30
10:30 – 11:00

June 3, 2006

Breakfast
Good News and Overview of Today's Seminar
Technology and Leadership
Refreshment Break
Technology and Leadership (con't), Authentic Assessment, and
ALDP Entry

11:30 – 12:00 p.m.
12:00 – 1:00
1:00 – 3:00

Developing the Leaders Around You
Lunch
Developing the Leaders Around You (con't)

3:00 – 3:15
3:15 – 4:00

Refreshment Break
Developing the Leaders Around You (con't), Authentic
Assessment, and ALDP Entry

4:00 – 5:30

Program Evaluation and Graduation

The Journey for Inspired Leadership

The Advanced Leadership Academy will invite you into collaborative inquiry, in-depth discussions, and dialogue and discovery on the most contemporary and up-to-date theory and research on leadership. 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 an initial three day seminar by asking you to focus on **Peak Moments of Leadership** when you experienced leadership in its most alive and effective state. We will work together to understand the unique conditions that made the high points possible, such as relationships, courage, trust, ethics, values, capacity building, high expectations, unselfish caring, and compassion. We will encourage you to systematically seek to isolate and learn from your leadership experiences and to find leadership strengths through reflection and collaborative dialogue. This generative process will provide the foundation for envisioning more valued and vital futures for ourselves, our teams, and our organizations. By unearthing peak moments in leadership we invite you to think great thoughts and create great possibilities for yourself, your team, and your community; 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 new 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 colleges.

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 three 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 close our first three days of residential training with **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 their 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 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 of your ALDP, engage in reflective practice and journaling, continue dialogue and discovery through electronic networking with our community of leaders, as well as work with a **Leadership Mentor**. 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 three days of residential experiences with the Advanced Leadership Academy. During this seminar 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 from “the best of what is” to construct a vision of what we, our teams, and our organizations might be if we continue 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.

One area of continued growth will be our investigations into systems thinking. To be effective leaders, we must be adept in the art of understanding, reading and analyzing communities as living, human constructions. Our inquiries into **Leadership and Organizational Systems** will provide critical experiences in organizational systems. Surveying the research, theory, and best practices in systems we will explore and be attentive to systems issues and leadership. Our work will focus on affirming the best and highest qualities in a system, individuals and teams within that system. We will engage in experiences, dialogue and discussion on issues of synergy, syntality, culture, climate, morale, and community. We will work together to construct a vision of what our systems might be by identify their strengths and developing plans to improve or intensify 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 Advanced Leadership Academy and provide a final assessment of advanced leadership.

Many believe that leading and managing are distinct behaviors and skill-sets. As a leader in the Advanced Leadership Academy, you are a leader. 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 attention on your connection to colleagues as a manager. We will discuss and experience success strategies for **Managing Up, Down, and All Around**. Identifying key managerial issues related to managing others in your current role and position, we will engage in strategy discussions, skill building, and assessment of management outcomes. Coaching strategies for managing challenging and conflict situations will be discussed and practiced.

Risk Management is a critical area of inquiry for post-secondary leaders. 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 risk management. The primary concerns will help us create leadership strategies to build a personal, social, and organizational architecture for risk management within our communities. We will discuss ways that risk management might re-define our roles and responsibilities as leaders.

More and more leaders must be proficient users of technology. We must use technology to advance communication and information processing among our teams, departments, colleges, and communities. Advances in technology are profoundly shaping the communities we serve, the way students learn, and the way we interact with each other on our campuses. **Technology and Leadership** will invite us to take a closer look at the momentum of technology, offer insight into relational and learning advances of technology, and to think anew of the positive and hopeful effects we as leaders can have on the implementation and use of technology for relationships and learning within our organizations.

Our Advanced Leadership Academy journey culminates with a look at the essential elements of **Developing the Leaders Around You**. Just as we began our journey by discussing the relationship dimensions of leadership, we close by thinking forward to the way our relationships can offer growth potential to others. Whether your "Dream Team," or your "Farm Team," it is the responsibility of leaders to develop the leaders around them. 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 can become.

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