

UMBC Personal Leadership and Project Management Program

Leading in rapidly changing times brings both challenges and opportunities in terms of how we re-envision and deliver meaningful service at UMBC.

The Personal Leadership and Project Management leadership development program synthesizes recent work from the fields of organizational development, emotional intelligence, and current thinking from the Neuroleadership Institute, along with practical project management tools and innovation frameworks to:

- Embed a service-oriented mindset,
- Enhance personal leadership effectiveness and
- Introduce strategies to manage and successfully innovate projects and programs at UMBC.

This 8-month experiential program will immerse Cohort III participants in an evidenced-based systems view of leadership and apply concepts and practices from neuroscience and organizational and behavioral science to the participant's individual, group, and project work.

We are excited to announce that Cohort III includes an opportunity for participants to work on change initiatives at the larger University level as well as apply the same concepts and strategies to their own individual and department initiatives. Cohort members will collaborate with University leadership to select and engage with projects aligned with UMBC's 2016 Strategic Plan.

Our intention is to:

- Create a cadre of self-aware and collaborative leaders capable of leading and contributing to successful interdepartmental change efforts,
- Create mutually supportive leadership networks committed to collaboration, innovation, and inclusion, and
- Stimulate an interest and mindset for continued personal and professional growth and development.

Additionally, we believe this program will enhance UMBC's competitive advantage, potentially saving the University time, money, and resources. We also believe that this program will benefit participants by expanding leadership influence, enhancing their leadership effectiveness in their current role and position them for possible future growth opportunities.

The Human Resources Department and Division of Information Technology encourage you to nominate high potential leaders for this 20-person cohort leadership development opportunity.

Program Components:

Participation in this program requires a commitment in terms of time and effort. Over the 8 months, in addition to the 60+ hours of in class instruction, we anticipate cohort members will need to spend an additional 2-3 hours per week outside of the required in-person sessions. Participants are expected to attend all sessions unless previously approved from HR and must have supervisory approval to attend. Program components include:

- Opening kick-off ceremony with cohort participants, supervisors, senior leadership, and alumni
- Five instructional workshops on the following topics: Foundations of Leadership, Leadership as Influence, Project Management Essentials, Leaders as Innovators and Leaders as Facilitators. See the schedule that follows for additional details.
- Four half-day integration sessions to synthesize learning with project work
- Consultation with campus project mentors
- Core learning team collaboration and support
- Readings and Assignments (1 leadership book and two 5-minute presentations based on leadership and project management resources)
- Personal leadership practices
- Development of participant leadership development plan
- Graduation prep meeting
- Graduation Ceremony with individual and/or group presentations

Participant Benefits:

- Deepen insight and new opportunities for action in the following areas of leadership focus:
 - **Self** – develop greater self-awareness, leadership presence, and self-mastery;
 - **Interpersonal** – understand your behavioral preferences and those of others in service of furthering collaboration, inclusion, and effective action;
 - **Group/Team** – discover ways to enhance your role in creating high performance teams;
 - **Organization** – understand organizational dynamics, trends, and patterns and how to influence in the larger organizational system; and
 - **Larger Environment** – develop awareness of larger environmental trends to be able to:
 - respond effectively with innovative solutions; and
 - enhance UMBC's vision of excellence in public higher education.
- Learn collaborative strategies and tools for managing and leading organizational change initiatives, projects, and programs.
- Sharpen your ability and deepen your skills at facilitating groups and teams toward successful goal accomplishment.
- Discover new ways to harness, promote, and disseminate innovation throughout the organization.
- NOTE: Participants who successfully complete the program will receive a digital badge that can be shared on various social media platforms (e.g., LinkedIn, Facebook, etc.).

Alumni Engagement Opportunities:

Participants will be encouraged to continue their engagement and involvement after graduation. There are several potential opportunities to serve as:

- Session facilitators
- Curriculum team members for the planning of future cohorts
- Bi-annual social events and continuing education colloquiums

Nomination Process:

- Participants will be nominated by the Deans, Vice Presidents and Vice Provosts (more than one candidate may be nominated).
- As you are nominating candidates, please consider individuals who you see as high-potential and are poised to deepen their contributions to UMBC.
- Please send your nominees the Google form by September 3, 2018.
- If you are interested in the program, please reach out to your Dean or Vice President by September 3, 2018.
- The Google form requests basic demographic information and answers to the following questions:
 - What is your proudest moment as a UMBC leader to date and what did you learn?
 - Share a recent leadership challenge that you overcame and what you learned in the process.
 - From where you sit now, what opportunities do you see for expanding your leadership influence?
 - How do you envision this program contributing to your organizational effectiveness and ability to manage change initiatives, projects, and programs on campus?
 - Please explain your objectives as they relate to this program. Also describe what you think other program participants may learn from you (e.g., perspectives, skills, expertise).
- Nomination forms are due by September 10, 2018.
- A nomination committee will review applications and communicate final decisions by September 14, 2018.

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Cohort III Schedule

Event Title Date/Time/Location	Attendees & Instructors	Description
PLPM Cohort II Opening Ceremony October 15, 2018, 1:00-5:00 p.m. 7th Floor Library	Deans/VPs/Supervisors (1:00-1:30) PLPM alumni and Cohort III (1:00-5:00)	The Opening Ceremony will provide a welcome and kick-off for Cohort III, program overview and highlights, and participant introductions. Included later in the day is an alumni panel, cohort team formation session, and strategic plan overview and project selection process.
Leadership Foundation Workshop October 16, 2018, 8:00 a.m. – 4:30 p.m. UMBC Training Centers, Alehouse Room	Cohort III participants Instructors: Jim White, Jill W. Wardell, and PLPM alumni	Leaders have many challenges: to manage themselves in a rapidly changing environment, to be able to motivate and influence individuals and teams, and to understand the complex organizations in which they work. Central to a leader's success is both self-mastery and the ability to see the larger systems at play within their organizations. The Leadership Foundation workshop will focus on establishing a baseline understanding of leadership and the leader's role as it relates to managing and leading people and projects at UMBC. The workshop will address the importance of awareness and the power of personal presence, and includes, too, a systems view of leadership in complex organizations, and practices to embody UMBC core values. In addition, the program will include the neuro-biological underpinnings of leadership behavior and the tools and skills required to facilitate inclusive engagement.
Leadership as Influence Workshop October 17, 2018, 8:00 a.m. – 4:30 p.m. UMBC Training Centers, Alehouse Room	Cohort III participants Instructors: Jim White and Jill W. Wardell	Whether you are dealing with colleagues, project teams or senior management, extending your influence and building cooperation is essential to your success as a leader. In this interactive program you will use the Basic Elements© Temperament model as a framework to identify your personal influence style and behavioral preferences and those of others. You'll also learn how to extend your sphere of influence and personal power, discern when to use different influencing styles, and develop effective influence strategies for those with different preferences.
Integration Session November 13, 2018, 8:00 a.m. – 12:00 p.m. UMBC Engineering Room 023	Cohort III participants Instructors: Jim White and Jill W. Wardell	Integration sessions include a debrief of the previous instructional workshop/s, working project time and updates, and cohort presentations.
Project Management Essentials December 6, 2018, 8:00 a.m. – 4:30 p.m. UMBC Training Centers, Alehouse Room	Cohort III participants Instructors: Stacy Long, Arnold Foelster, and Alex Aljets	Universities are complex systems, and it is easy for students, educators and administrators to become lost and fatigued in the myriad of procedures and routine tasks. In this session, participants will learn the essential elements and methods used in project planning. These techniques can be applied to any situation, large or small, where problems need to be solved and goals achieved, and to do so on time and within budget. This session will also include the fundamentals of process mapping, which provides a concrete, intuitive framework to examine current practices and identify ways to simplify complexity. Participants will learn how to create visual workflow diagrams to streamline and reengineer troubled processes; will work in small groups to apply the techniques in a case study activity; and will create an action plan to integrate process mapping into their projects and department work.

<p>Leaders as Innovators Workshop</p> <p>December 7, 2018, 8:00 a.m. – 4:30 p.m.</p> <p>UMBC Training Centers, Alehouse Room</p>	<p>Cohort III Participants</p> <p>Instructor: Gib Mason</p>	<p>For an organization to maximize its potential, innovation is critical. Leaders must learn to adopt an innovative mindset, be open to emergent opportunities, and to champion and encourage an environment of innovation.</p> <p>The highly interactive innovation training will provide the leader with various tools and resources for adopting and then building an innovative framework in their work. Included in this session is an introduction to design thinking, which is a human-centered, design-based approach to help organizations innovate and grow. Working in a consultative manner with the instructor, participants will apply innovation concepts learned to their shared project in action-learning mode.</p>
<p>Integration Session</p> <p>January 8, 2019, 8:00 a.m. – 12:00 p.m.</p> <p>UMBC Engineering Room 023</p>	<p>Cohort III participants</p> <p>Instructors: Jim White and Jill W. Wardell</p>	<p>Integration sessions include a debrief of the previous instructional workshop/s, working project time and updates, and cohort presentations.</p>
<p>Leaders as Facilitators Workshop</p> <p>February 14, 2019, 8:00 a.m. – 4:30 p.m. & February 15, 2019, 8:00 a.m. – 4:30 p.m.</p> <p>UMBC Training Centers, Alehouse Room</p>	<p>Cohort II Participants</p> <p>Instructors: Jim White and Jill W. Wardell</p>	<p>The word facilitation comes from the French word <i>facile</i>, which means to make easy. The facilitative leader’s role is to neutrally hold a process and “make easy” the movement of group/team work toward their desired results.</p> <p>This workshop takes a Physics-based approach in introducing the art, craft and science of moving groups and teams towards excellence. Participants will learn how to lead group discussions, manage meetings, apply relevant facilitation tools and techniques to the needs of a group.</p> <p>This session will include a conversation with the senior leadership ‘Wisdom Panel’ on topics of personal leadership lessons and strategies for facilitating innovation and positive change on campus.</p>
<p>Integration Session</p> <p>March 12, 2019, 8:00 a.m. – 12:00 p.m.</p> <p>UMBC Engineering Room 023</p>	<p>Cohort III participants</p> <p>Instructors: Jim White and Jill W. Wardell</p>	<p>Integration sessions include a debrief of the previous instructional workshop/s, working project time and updates, and cohort presentations.</p>
<p>Integration Session</p> <p>April 9, 2019, 8:00 a.m. – 12:00 p.m.</p> <p>UMBC Engineering Room 023</p>	<p>Cohort III participants</p> <p>Instructors: Jim White and Jill W. Wardell</p>	<p>This integration session will focus on finalizing project work and cohort presentations.</p>
<p>Graduation Prep</p> <p>May 7, 2019, 9:00 a.m. – 11:00 a.m.</p> <p>UMBC Engineering Room 023</p>	<p>Cohort III Participants</p> <p>Facilitators: Jim White and Jill W. Wardell</p>	<p>This final discussion session will focus on the Core Learning Group presentations and preparations for Graduation.</p>
<p>Cohort III Graduation</p> <p>June 12, 2019, 1:00 p.m. – 3:30 p.m.</p> <p>7th Floor Library</p>	<p>Cohort III Participants & guests</p> <p>Deans/VPs and supervisors & alumni</p>	<p>The graduation event will include individual and group presentations to reflect the learning and accomplishments. Deans, Vice Presidents, Supervisors, and program alumni are encouraged to attend.</p>

Instructor Bios:

Alex Aljets

Alex Aljets serves as the University Innovation Alliance Fellow at Oregon State University, where she manages projects designed to improve educational outcomes for undergraduate students from all backgrounds. She is excited about applying process improvement and human-centered design techniques in higher education to support student success. Alex has coached colleagues regionally and nationally to apply process mapping strategies in their own organizations and recently facilitated sessions at Oregon State University that improved proactive advising.

Arnold Foelster

Arnold Foelster is the Director of Academic and Student Enterprise Systems for the Business Systems Group in UMBC's Division of Information Technology. He is responsible for UMBC's Student Administration System and other Enterprise Systems that include cloud based and in-house solutions. Before joining UMBC, Arnold served as UMUC's Director of Applications for four years where he oversaw the Student and HRMS systems. Prior to UMUC Arnold served as a Consultant for Accenture Consulting in their Management Consulting group. Arnold has more than 23 years of experience as a software systems implementer, project manager, and change agent.

Arnold holds a BA in Interdisciplinary Studies (with an emphasis in IFSM and Political Science) from the University of Maryland Baltimore County. Arnold completed his Masters in Business Administration and is a graduate of The National Leadership Institute.

Stacy Long

Stacy Long is the Director of Enterprise Administrative and Research Systems at the University of Maryland, Baltimore County (UMBC). She provides leadership for the continued development, innovative growth, and daily support of the Finance and Human Resource Management Systems throughout the University. Her primary responsibilities include project management, system security oversight, technical maintenance and enhancements; and, providing integration/interfaces to the State of Maryland systems as well as SaaS solutions that require HR and/or Finance data for integration. Stacy helped initiate a Community of Practice for Project Management and Business Analysis within the University System of Maryland and has attended and presented at Higher Education Users Group (HEUG) conferences.

Prior to joining UMBC 17 years ago, Stacy spent over 10 years in informational technology consulting in various roles, most notably with KPMG and Accenture. She holds a B.S. in Mathematics and a B.A. in Business from Towson University and an M.B.A. from the University of Baltimore. She has also attained her PMP certification from the Project Management Institute (PMI).

Gib Mason

Gib Mason has 3 decades of experience in organizational stewardship and cultural development. He has an extensive history of helping multiple companies, in a myriad of industries, drive rapid growth and instill winning cultures. Gib has served these organizations as CEO, COO & CFO. He has successfully lead start-ups, turnarounds, and mature businesses.

Along with his business endeavors, Gib is dedicated to the social and economic development of the community in which his family lives and works. He has a deep commitment to the education and enrichment of young people. As the Founder of the Center for Leadership and Innovation, in the spring of 2018, Gib launched a new master's degree program in Entrepreneurship, Innovation, and Leadership at the University of Maryland Baltimore County (UMBC). Gib has a masters in Organization Development &

Strategic Human Resources from Johns Hopkins University's Carey School of Business and his Bachelor's degree in Economics graduating cum laude from UMBC.

Jill Weinknecht Wardell

Jill Weinknecht Wardell serves as UMBC's Manager of Workplace Learning & Wellness and has 15+ years of experience in the learning & development field. She has designed and facilitated numerous keynotes and workshops for UMBC, USM, non-profit and for-profit agencies and has a particular interest in helping leaders increase their self-awareness, adaptability, and influence so that they can innovate and create meaningful change in their organizations.

Jill received her M.A. in Transformative Leadership and Social Change at Maryland University of Integrative Health where she also served as a faculty member from 2009-2012. Jill graduated cum laude from UMBC with a B.A. in Interdisciplinary Studies with a concentration in Music Performance and Anthropology. She completed two ICF-accredited executive coach training programs through Newfield Network where she studied ontology, phenomenology, and epistemology with Newfield founder, Chilean philosopher, Julio Olalla.

Jim White

Jim White is an Organizational Development Consultant, Leadership Workshop Facilitator, and International Project manager with 35 plus years of domestic and international experience. Jim has served as Director of Training for the Peace Corps' North Africa, Near East Asia and Pacific Region and as Training Officer for the Department of the Interior and has consulted in over 17 countries world-wide.

Jim has also been instrumental in establishing enterprise wide, long-term leadership development initiatives for the Department of Defense, Department of Homeland Security, and NASA/Goddard Space Flight Center. Jim is currently excited about the leadership development implications resulting from the confluence of neuroscience, quantum physics, energy management, and contemplative wisdom traditions. Jim has an M.A. in Transformational Leadership and Social Change from Maryland University of Integrative Health and has studied Process Consulting at Gestalt Institute of Cleveland.