Robert H. Smith School of Business’s UMD Smith Leadership Academy

General Information

University staff now have the opportunity to take part in the pilot UMD Smith School of Business Leadership Academy, a cutting edge leadership development program created specifically for UMD staff by Smith School Human Resources and the Smith School Office of Executive Programs. Students will take courses, facilitated by Smith School faculty, in a variety of areas including: strategic thinking, financial acumen, negotiations, customer service excellence, project management, and leadership.

- Runs from Sept-Dec 2014. Approximately 2 days a month with additional preparation time.
- We plan to offer the Academy each fall semester.
- In addition to the institutional support, a fee per participant is $500 will be charged to the participant’s department for the academy, materials, and a graduation luncheon.

Who Should Participate in the Academy?

Our emerging leaders. They are the future of the university’s accomplishments. Titles, experience, contributions, and engagement are all components to consideration when nominating this new cohort. Rising and mid-level leaders, who aspire to grow professionally and develop their leadership skills are the likely candidates for the academy. The program is appropriate for both managers as well as individual contributors working on projects that have an impact across departments.

Expectations for Participation in the Academy

- A commitment is required from the participants and their supervisors in order to successfully complete the Academy.
- Attend orientation, all courses, and the final presentation session over the three-month period.
- Complete all homework, final projects and presentations.
- Present a final project to your supervisor (ideally as part of the final half day session).
- Incorporate what you learn into your current position.
- Continue to fully meet the expectations of your current position.

Nomination Process

The Vice Presidents will select a minimum of 2* participants from their respective areas after reviewing all the nominations from their leadership teams in May/June 2014. In addition to the institutional support, a fee per participant is $500 will be charged to the participant’s department for the academy, materials, and a graduation luncheon.
Each Vice President will choose the final participant(s) to forward to Cyn Trombly Allen (ctrombly@umd.edu) OR 1101U Chesapeake Building, UHR (based on the allotted spaces) no later than June 30, 2014. The eligibility criteria to be considered is below.

- The nominee must currently be a full-time exempt university employee (100% FTE) with a most recent performance review of ‘meets expectations’ or above.
- The nominee should have a minimum of 12 months of continuous employment with UMD prior to the June 30, 2014 deadline.
- Final nominations will be made by each Vice President.
- The final application materials must include the approval of the supervisor and/or senior leader.
- Rising and mid-level leaders, who aspire to grow professionally and develop their leadership skills are the likely candidates for the academy. The program is appropriate for both managers as well as individual contributors working on projects that have an impact across departments. A demonstrated passion for leadership and commitment to the mission, vision, and values of the university is necessary.
- The nominee must provide a ‘letter of interest’ detailing how he/she will benefit from his/her participation in the Leadership Academy and how the university will benefit, as well as complete the application materials.

Suggested Process
- Full information packets will be forwarded to each Vice President's office to share with their leadership team. UHR will contact each Vice President's office for the number of packets to be sent for the Vice President to provide to each department head.
- The Vice President can then request that each direct report (department head) provide them with at least one nominee from their unit (with full and complete package of the nomination forms and letter of interest) by early June 2014.
- Each Vice President will choose the final participant(s) to forward to Cyn Trombly Allen (ctrombly@umd.edu) OR 1101U Chesapeake Building, UHR (based on the allotted spaces) no later than June 30, 2014. We encourage a representation of the university’s diverse population.

Anticipated Timeline
- May/June 2014 - Leadership team members nominate participants to the Vice Presidents.
- By June 30, 2014 - Vice Presidents select the participants from their areas.
- July 2014 – New cohort, faculty, and administrators are formally notified of the participants in the fall 2014 cohort.
- July/August – Academy materials are shared with the new cohort as available.
  - Sept-Dec 2014 – Leadership Academy
  - September 12, 2014 – Orientation (8:30am-2pm)
  - September 22/23, 2014
  - October 9/10, 2014
  - November 7/20, 2014
  - December 3, 2014 (half day)
  - December 10, 2014 – Practice Presentations
  - December 18, 2014 Final Action Learning Presentations and Celebration
Robert H. Smith School of Business's **UMD Smith Leadership Academy**

**Participating Faculty**

**Dr. Joseph P. Bailey**  
Research Associate Professor, Decision, Operations & Information Technologies

Professor Bailey is the director for the Center for Electronic Markets & Enterprises at the Smith School. He earned his Ph.D. from Massachusetts Institute of Technology.

Bailey's research and teaching interests span issues in telecommunications, economics, and public policy with an emphasis on the economics of the Internet. This area includes an identification of the existing public policies, technologies, and market opportunities that promote the benefits of interoperability. Bailey is currently studying issues related to the economics of electronic commerce and how the Internet changes competition and supply chain management.

**Dr. Gilad Chen**  
Ralph J. Tyser Professor of Organizational Behavior and Chair, Management and Organization

Dr. Chen received his doctoral degree in Industrial/Organizational Psychology from George Mason University in 2001. He teaches courses on a variety of organizational behavior, human resource management, and methodological topics.

Dr. Chen's research is focused on work motivation, adaptation, teams and leadership, with particular interest in understanding the complex interface between individuals and the socio-technical organizational context. He has won several research awards, including the 2007 Distinguished Early Career Contributions Award from the Society for Industrial and Organizational Psychology, and the 2008 Cummings Scholar Award from the Organizational Behavior Division of the Academy of Management.

**Dr. Curt Grimm**  
Dean’s Professor of Supply Chain and Strategy, Logistics, Business & Public Policy

Professor Grimm received his Ph.D. in economics from the University of California-Berkeley, with primary focus on industrial organization. From 1995-2003, Professor Grimm served as Logistics, Business and
Public Policy department chair. He was named one of the University of Maryland’s 2010-2011 Distinguished Scholar-Teachers.

Professor Grimm has conducted extensive research in both supply chain and strategic management. His research has focused on the interface of business and public policy with strategic management, with a particular emphasis on competition, competition policy, deregulation and microeconomic reform both in the U.S. and overseas. This research has resulted in four books and more than 80 published articles.

Dr. P.K. Kannan
Ralph J. Tyser Professor of Marketing Science and Chair, Marketing Department

Professor Kannan’s teaching interests include marketing modeling, pricing, customer relationship management, new product development, and Internet retailing. He has taught these courses in executive programs for Black & Decker, Home Depot, ARINC, McCormick, and Northrup Grumman. He has corporate experience with Tata Engineering and Ingersoll-Rand and has consulted for companies such as Frito-Lay, Pepsi Co, Giant Food, Black and Decker, SAIC, Fannie Mae, and IBM.

His current research stream focuses on new product/service development, design and pricing digital products and product lines, marketing and product development on the Internet, e-service, and customer relationship management (CRM) and customer loyalty.

Dr. Joyce E. A. Russell
Vice Dean and Distinguished Tyser Teaching Fellow, Management and Organization

Dr. Russell is a licensed Industrial and Organizational Psychologist and has over 25 years of experience consulting with both private and public sector organizations. She has successfully taught in Executive Development programs, EMBA, MBA, PhD, and undergraduate programs and has published over 50 articles, books, or book chapters and has presented her research at national and regional conferences.

Her expertise is primarily in the areas of leadership and management development, negotiation tactics, executive coaching, training, career development, work teams, and change management. Some of her clients have included: Lockheed Martin, Marriott, Oak Ridge National Laboratory, National Institute of Health, Frito-Lay, Quaker Oats, M&M Mars, ALCOA, Entergy, Yodlee, Black & Decker, Boeing Corporation, Hughes Network Systems, McCormick, Nextel, Tennessee Valley Authority, State of Tennessee, Bell-South, L.M. Berry & Company, Bryce Corporation, among others.
Dr. Alexander J. Triantis  
Dean


He served two terms as Editor of Financial Management (1999-2005) and serves on other journal editorial boards. Triantis has twice received the Smith School’s Krowe Award for Teaching Excellence, and served as Finance Department Chair from 2006 to 2011.

Dr. Ken White  
Associate Dean, MBA & MS

A results-oriented higher education leader with over 20 years of experience, Ken White is Associate Dean of MBA & MS programs. He is responsible for leading the School's full time and part time MBA programs as well as the MS programs in Supply Chain Management, Finance, Accounting, Information Systems, and Marketing Analytics.

In addition to his associate dean role, White teaches communication and public relations in the Smith School’s MBA and Executive Programs. He earned his Ph.D. in Communication from the University of Missouri. He is a contributing writer to the Washington Post’s “Career Coach” column and a frequent guest on Maryland Public Television’s Your Money and Business where he shares his expertise in executive communication and personal branding.
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Course Information

- The Curriculum consists of a half-day orientation, six full-day courses, a half-day preparation session for the final presentation, and a final half-day session for action learning presentations, delivered across a three-month period. Participants will be required to attend every session in order to receive the certificate of completion.

- Sept-Dec 2014 – Leadership Academy
  - September 12, 2014 – Orientation (8:30am-2pm)
  - September 22/23, 2014
  - October 9/10, 2014
  - November 7/20, 2014
  - December 3, 2014 (half day)
  - December 10, 2014 – Presentation practice
  - December 18, 2014 Final Action Learning Presentations and Celebration

Project Management
This course will examine the fundamentals of project management. We will learn the full life-cycle of project management from coalescing around a project definition, staffing the project team, identifying success metrics, developing an action plan, anticipating issues and risks, and successfully concluding a project. We will learn this material in an interactive way by using mini-cases within the class as well as a day-long project plan.

Strategic Thinking
To be a successful manager, you need to master the skills that characterize strategic thinking--from examining situations to interpreting information--and know how to apply those skills on the job. This course will highlight the importance of utilizing strategic thinking and methods within a holistic, collaborative perspective, one that recognizes a balance between efficiency, and effectiveness; between planning and action; between problem solving and problem dissolving; the voice of the process and the voice of the customer; and between short-term and long-term implications for the organization. This approach is not only relevant; it is essential to organizations and individuals in seeking to create a viable future.

Customer Service Excellence
How marketing in service organizations, and specifically higher education, differs from marketing in goods producing organizations. Strategies and tactics for addressing these challenging differences are discussed and exercises are employed to reinforce the concepts of service marketing. How to use the “GAPS” model to identify and analyze service problems, ascertain alternative solutions, and choose and implement the best solution. Marketing research techniques and tools unique to service marketing are covered.

Leadership: Negotiating Organizational Change
The focus of this full-day session is on providing participants with an understanding of the critical skills needed of leaders today (e.g., transformational leadership, emotional intelligence, utilizing power and influence tactics). Participants will examine the key elements of effective leadership, and how different sources of power can best be utilized to influence positive organizational change and outcomes. The
session will also include brief self-assessments, and video-based exercises to better understand and exercise various leadership concepts and principles.

**Financial Acumen**
This course provides an overview of key concepts and performance measures used in accounting and finance. Students will learn about the various responsibilities of financial managers, and the role of finance in managing a business, specifically an academic institution. Topics covered include understanding the budget process, constructing an income statement, evaluating proposed initiatives/programs, and more. By the end of the course, participants should be able to:
- appreciate how an institution finances its operations and funds growth
- understand how financial techniques are used to improve decision making
- communicate with the finance office using the concepts and terminology of finance

**Negotiations**
This highly experiential workshop will improve participants’ negotiation skills. By using assessment tools, skill-building exercises, and exercise debriefings, the workshop will increase participants’ negotiating self-confidence and improve their capacity to achieve win-win solutions to individual, team, and organizational problems. As a result of taking this course, participants will be able to (1) diagnose their own negotiation and conflict style tendencies (e.g., their strengths and development needs in various negotiation areas), (2) better understand the negotiation process, bargaining strategies, tactics, and their effects; (3) analyze conflict situations and effectively prepare for a variety of individual and team negotiations; (4) develop and implement a plan for improving their negotiation skills; and (5) improve their ability to negotiate desired outcomes in work situations while developing partnering relationships.

**Impactful Communications**
This session will help participants prepare for their final presentations as they learn communications skills that are essential in business. Participants will learn how to tailor each communication to the person or people with whom they are speaking and how to position themselves and their message in a consistently positive manner. Participants will take part in hands-on exercises to illustrate the teaching. The goal is to help participants present a message with professionalism, grace and style and capture and keep the attention of the listener.
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Action Learning Project

Introduction

This document provides an overview of the Action Learning Project (ALP) that participants will complete as part of participation in the Leadership Academy. The Action Learning Project is designed to help participants apply their learning and build teamwork skills as they tackle a team-based project that requires strong project management skills and the ability to apply learning real-time and network across campus in order to be successfully completed. In the process, in addition to solidifying learning from the program, participants will build their professional networks and learn more about challenges and opportunities facing the University of Maryland. Finally, if university stakeholders provide good project topics and commit executive time to listen to, reward and act upon the groups’ recommendations, Action Learning Project teams can provide valuable input and recommendations on real business challenges back to the university.

What are Action Learning Projects?

As part of the Leadership Academy, participants will complete an Action Learning Project (ALP), in which small group teams of 4-5 people tackle a real-world business challenge over the course of the three-month program. ALPs are intended to help participants synthesize concepts and apply learning from the program. The topics for the Action Learning Projects are real and strategic business issues currently facing the University of Maryland, sourced from UMD leadership. These projects can benefit from the 2-3 month efforts of a cross-functional and part-time team. These projects are intended to serve as a capstone to participation in the Leadership Academy. They are an opportunity for participants to practice the management tools and skills they have developed through their time at the Leadership Academy.

ALP Project Teams are comprised of participants in the Leadership Academy. ALP Project Teams are supported by an ALP Mentor, who guides the team in its problem solving process, and a Sponsor, an internal champion of the project and someone directly connected to the ALP Project topic area.
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Nomination Form

University staff members now have the opportunity to participate in the pilot Robert H. Smith School of Business’s UMD Smith Leadership Academy. The fall 2014 cohort will bring together 25 - 30 students to take courses in strategic thinking, project management, customer service excellence, financial acumen, negotiations and leadership. Contact ctrombly@umd.edu or bsalters@rhsmith.umd.edu with questions. Find out more at: www.rhsmith.umd.edu/leadershipacademy.

Process

The Vice Presidents will select a minimum of 2* participants from their respective areas after reviewing all the nominations from their leadership teams in May/June 2014. Selected participant’s information will be forwarded to Cyn Trombly Allen, ctrombly@umd.edu or 1101U Chesapeake, no later than June 30, 2014. The eligibility criteria to be considered is below.

- The nominee must currently be a full-time exempt university employee (100% FTE) with a most recent performance review of ‘meets expectations’ or above.
- The nominee should have a minimum of 12 months of continuous employment with UMD prior to the June 30, 2014 deadline.
- Final nominations will be made by each Vice President.
- The final application materials must include the approval of the supervisor and/or senior leader.
- Rising and mid-level leaders, who aspire to grow professionally and develop their leadership skills are the likely candidates for the academy. The program is appropriate for both managers as well as individual contributors working on projects that have an impact across departments. A demonstrated passion for leadership and commitment to the mission, vision, and values of the university is necessary.
- The nominee must provide a ‘letter of interest’ detailing how he/she will benefit from his/her participation in the Leadership Academy and how the university will benefit, as well as complete the application materials.

Name of nominee   email

Name of nominator   email

Name of nominee’s supervisor   email

Please complete the second page.
Nominee’s name: ____________________________________

Please describe your relationship with the nominee.

Please note relevance of program to nominee’s current position.

Relevance to nominee’s future growth potential within the university.

__________________________  _________________________
Signature of nominator      date

__________________________  _________________________
Signature of nominee’s supervisor     date
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Supervisor Agreement

I, _____________________________________ support ______________________________’s participation and attendance at the Robert H. Smith School of Business’s UMD Smith Leadership Academy. I will encourage the applicant to fully participate in all activities and classes of the Leadership Academy. I acknowledge that the applicant will be out of work on the specified days across a three-month period; however, I will expect the applicant to complete his/her current tasks and responsibilities. I will support the applicant as he/she completes homework, special projects, and final projects. I will expect the applicant to present his/her final project upon completion of the program and will task the applicant with incorporating his/her learning from the program into day-to-day duties and responsibilities. I commit to encouraging the applicant to use the concepts and skills learned during the program in his/her professional and personal endeavors.

_________________________________  ______________________________
Supervisor’s Signature                                                            Date
Robert H. Smith School of Business’s UMD Smith Leadership Academy

Participant Agreement

I, ________________________________________, commit to participating fully in all activities associated with the Robert H. Smith School of Business’s UMD Smith Leadership Academy. I will attend orientation, six full-day courses, one half-day final presentation preparation session, and a final half-day presentation session across a three-month period and participate in all activities and special projects. I will complete all homework, special and final project assignments and will update my immediate supervisor if my day-to-day responsibilities will be impacted by participating in this program. Additionally, I will help evaluate the Robert H. Smith School of Business’s UMD Smith Leadership Academy and will provide feedback to the Leadership Academy Advisory Council regarding how I am using the concepts and skills learned in the core content areas.

_________________________________  ______________________________
Participant’s Signature                                                            Date
Robert H. Smith School of Business’s UMD Smith Leadership Academy

Application Form

Please complete this form. It will be added to your nomination materials when the final participants are selected. Visit www.rhsmith.umd.edu/LeadershipAcademy to learn about the Robert H. Smith School of Business’s UMD Smith Leadership Academy.

Applicant: Title:

Department: Unit:

Phone: Email:

Supervisor’s and/or Senior Leader Name: Title:

Supervisor’s and/or Senior Leader's E-mail: Phone: