

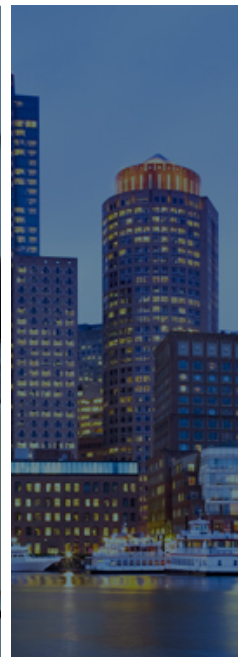
GEM-FOCUSED
EDUCATION

A MUST ATTEND
PROGRAM

NAGAP **Leadership** **• A C A D E M Y •**

Boston, MA | September 22-24, 2021
Boston College

Tentatively scheduled for an in-person event. Virtual option available as needed.



The Leadership Academy is made possible by support from

LIAISON 



Learning Sessions are highly experiential facilitated sessions that assist in making the connection between classroom learning and the university context in which participants operate.



Assessments & Coaching enhance self-awareness and identify areas for focused development.



Community of Practice connects participants and facilitates engagement around program topics and GEM best practices.

NAGAP Leadership Academy

Program Overview

NAGAP offers graduate enrollment management (GEM) professionals an intensive leadership development experience that includes cohesive, experiential training which integrates GEM-focused education with experience, feedback, and coaching. These elements complement and extend the participants' learning beyond the facilitated sessions so they can immediately apply lessons learned on their campuses.



What You Will Learn

The NAGAP Leadership Academy is a multi-component, six-month program. Two in-person seminars, accompanied by monthly webinars, leadership assessments, and coaching, all culminating with a capstone project, are part of the leadership development journey. The basic program outline and components are summarized on the left.



Seminar 1

September 22–24, 2021
Boston, MA

*Tentatively scheduled as
an in-person event*

The initial three-day seminar provides the foundation for the six-month program. Debra A. Noumair, Professor of Psychology and Education, Director, Executive Education Programs in Change & Consultation and Executive Masters Program in Change Leadership (XMA), Teachers College, Columbia University, will provide the opening address and will be followed by GEM-specific leadership topics. Below is a day-by-day overview of the schedule:

DAY 1

Morning

Program Welcome

Opening Session: **Debra A. Noumair**, *Professor of Psychology and Education, Director, Executive Education Programs in Change & Consultation and Executive Masters Program in Change Leadership (XMA), Teachers College, Columbia University*

Afternoon

Leadership style and flexible leadership

- Examining personal and team values
- Integrating leadership and management
- Analyzing personal leadership style
- Practicing flexible leadership

DAY 2

Morning

Leadership 360-degree feedback results and debrief

- Analyzing the 360-degree feedback results
- Reacting to feedback results
- Translating awareness into behavior change



DAY 2

Morning (cont.)

Emotional intelligence (EQ) and mindful leadership

- Examining your EQ
- Building emotionally intelligent teams
- Challenging automatic assumptions

Afternoon

Engagement and motivation

- Driving engagement and motivation
- Utilizing engagement and motivation to formulate identity
- Influencing team engagement and motivation

DAY 3

Morning

Coaching skills

- Leading and coaching
- Coaching techniques
- Empowering conversations

Afternoon

Creating adaptable and resilient teams

- Identifying the rationale for adaptable and resilient teams
- Determining strategies for adaptability and resilience
- Advocating for your team

Please Note: NAGAP is hopeful to have an in-person seminar this fall.
If we are unable to do so, we will provide the content virtually.

Register online at www.nagap.org in Spring 2021





Webinars & Community of Practice

Between the facilitated leadership development seminars, Leadership Academy participants attend monthly live webinars on leadership topics that enhance the virtual learning.

Following each webinar, Leadership Academy participants complete 1-3 short assignments that are designed to help them apply the webinar concepts in the workplace. Participants are expected to engage in an online community of practice. Within the community of practice portal, Leadership Academy participants receive assignment instructions and engage in discussions with their peers.

The webinar series includes topics that reflect and enhance the skills needed to be successful in a GEM-specific leadership role. Examples of topics for the webinar series are provided below:

- Making effective decisions
- Giving and receiving feedback
- Managing conflict
- Leading others through change
- Developing and analyzing budgets
- Examining career and professional development for GEM leaders

Leadership Assessments & Coaching

After completing the 360-degree feedback, NAGAP Leadership Academy participants are then paired with an International Coach Federation (ICF) certified leadership coach. Coaches assist participants in working toward identified goals, and aim to accelerate individual professional development that reflects awareness of self and others which is demonstrated by aligning leadership competencies with personal behaviors.

Leadership Academy participants benefit from expert coaches who understand the breadth and depth of topics that may emerge when developing one's leadership competence and capacity. Experienced in many leadership competency models, coaches support participants by improving the leadership skills needed to meet their objectives. From self-discipline to effective listening, motivating others to conflict resolution, coaches can support the myriad of areas that can challenge a leader's development.

Coaching begins with an eLearning orientation to familiarize participants with the engagement process. Frequently asked questions and tips are included to help enhance the coaching experience. Participants also understand communication, reporting, and assessment protocols related to the coaching program and are encouraged to reach out at any time to discuss questions. After a coach and Leadership Academy participant are matched, the coach incorporates the 360-degree assessment results and other information about the Leadership Academy participant to tailor the coaching experience.



The coaching plan takes place over three 45-minute coaching conversations, either over the phone or by video conference, at the discretion of the participant and coach. To make the most of the sessions, participants may receive a reflective exercise ahead of the initial conversation to support identification of specific objectives for the coaching engagement. The information from these meetings is written into a brief coaching goal and action planning document.

After the coaching plan is developed, coaching sessions proceed at a frequency determined collaboratively by the participant and coach. Throughout the coaching engagement, the participant and coach revisit the coaching plan to make sure they are progressing toward the stated goals, and that they are meeting the requirements of the plan. Because of these review meetings, the coaching plan may be revised.

At the end of the coaching engagement, the coach and Leadership Academy participant discuss and review examples of progress toward goals as demonstrated by new behaviors in the workplace. They also discuss the participant's perception of the impact of these behaviors and plan for next steps so the participant may continue with professional and personal development after the coaching ends. Both the coach and the NAGAP Leadership Academy participant are asked to complete an end-of-program survey to provide feedback about the experience.

Capstone Project

It is crucial that NAGAP Leadership Academy participants link their learning to issues or opportunities they face in their day-to-day roles. The capstone project gives participants an opportunity to explore a real-life business challenge through the lens of an in-depth individual project. Participants will identify a project topic/focus during the first seminar and continue working on the project for the remainder of the program. Leadership Academy participants are encouraged to seek feedback, test ideas, and gather insights from other program participants to strengthen their recommendations.

Seminar 2 April 2022 Chicago, IL

The second in-person program coincides with the NAGAP Graduate Enrollment Management Summit and provides a final opportunity for Leadership Academy participants to network and learn together in person. The day begins with welcoming remarks and an activity that re-caps the Leadership Academy journey to date. The morning concludes with a session on thinking strategically so participants begin to develop more advanced organizational leadership skills. When leaders can expand their thinking to a more strategic level, they are better able to achieve long-term goals and appreciate the impact of behaviors.

In the afternoon, individuals deliver short presentations on their capstone projects. The day culminates with a poster session and informal program graduation celebration.



Morning

Welcome & opening activity

Thinking strategically

- Thinking approaches
- Developing a strategic perspective

Afternoon

Capstone project presentations

Program graduation

Program Layout

This six-month program incorporates the following components:



Learning Sessions

Facilitated seminars are highly experiential sessions that encourage program participants to make the connections between classroom learning and the business context in which they operate. The initial face-to-face meeting takes place September 22-24, 2021, at Boston College in Boston, Massachusetts. The program focuses on exposing participants to contemporary and practical leadership concepts and tools. If we are unable to meet in-person, the content will be delivered virtually.



Webinars

NAGAP hosts monthly webinars (for duration of program) to reinforce leadership skills that either introduce concepts related to a classroom session or bring participants together to partner on an exercise related to in-class learning. Sessions are 60-90 minutes and are interactive in nature.



Community of Practice

Participants utilize a learning management system to connect outside of class time. This portal allows participants to form communities of practice around program topics so they can easily engage with one another to explore ideas and share best practices.



Assessments & Coaching

Enhancing self-awareness and identifying areas for focused development are paramount to leadership development. NAGAP provides the feedback attendees need to help them grow as leaders. Participants have access to leadership coaches to help them explore development areas and set targeted goals.



Capstone Project

Leadership requires action. This project-based work gives participants the opportunity to move beyond learning about leadership to applying what they have learned to a challenge or opportunity on their campuses.



Who should participate?

- Candidates from any aspect of the GEM lifecycle (recruitment, admissions, financial aid, student services, advising, alumni affairs, or general administration) aspiring to advance in their careers
- Early and mid-career managers seeking to improve their effectiveness supervising and mentoring their teams
- Enrollment managers who are interested in building a GEM network and/or model on their campuses
- GEM professionals interested in developing the skills to lead change in their organizations.

Why NAGAP's Leadership Academy?

The NAGAP Leadership Academy is the only leadership training program that incorporates GEM competencies in an in-depth, comprehensive educational experience, including:

- Multiple learning platforms
- Leadership coaching
- Action capstone project to impact the workplace
- GEM networking opportunities



Opening Session Speaker

Debra Noumair

Debra A. Noumair, Professor of Psychology and Education, Director, Executive Education Programs in Change & Consultation and Executive Masters Program in Change Leadership (XMA), Teachers College, Columbia University

Debra A. Noumair, Professor of Psychology and Education, is Founder and Director of the Executive Masters Program in Change Leadership (XMA) and Director of Executive Education Programs in Change and Consultation in the Department of Organization and Leadership at Teachers College, Columbia University. The focus of her work is on applying systems psychodynamics to executive education as well as to organization change with individuals, teams, and organizations. She teaches courses on organization change, process consultation, and executive coaching.

Dr. Noumair is co-author of *Organization Development: A Process of Learning & Changing*, 3rd Edition, co-editor of the Emerald annual book series, *Research in Organization Change and Development*, and coeditor of *Group Dynamics, Organizational Irrationality, and Social Complexity: Group Relations Reader 3*. She is an Associate Editor of *The Journal of Applied Behavioral Science* and on the International Advisory Board of the OPUS International Journal, *Organisational and Social Dynamics*.

As director of numerous leadership development programs, Dr. Noumair brings her work on individual, group, and organizational dynamics to executives through examining multi-rater feedback and psychological assessments at the individual and group level and through teaching and executive coaching with senior executives nationally and internationally. She has worked with global companies in Asia, Australia, Europe, and the United States.

The Leadership Academy
is made possible by support from



Registration information will be available online in Spring 2021 at www.nagap.org.