

THE WILLIAM RAINEY HARPER  
**LEADERSHIP INSTITUTE**

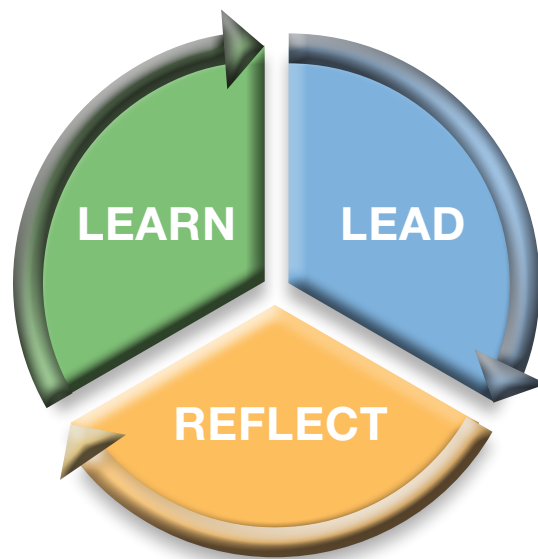
“ I believe that the capacity that any organization needs is for leadership to appear anywhere it is needed, when it is needed. ”

—Margaret J. Wheatley

## THE WILLIAM RAINEY HARPER LEADERSHIP INSTITUTE

Launching in the fall of 2013, the William Rainey Harper Leadership Institute will provide a year-long opportunity for faculty and staff to participate in a program designed to enhance professional effectiveness and provide a pathway to future leadership opportunities. The program is designed for those seeking a deeper understanding of Harper College

within the context of the community college movement, for those desiring to improve professional efficacy, and for those who aspire to greater roles of leadership at the College and elsewhere. The Harper Leadership Institute is designed by a group of Harper colleagues and led by the President.



The Harper Leadership Institute embraces a leadership development philosophy that shapes learning around a cycle of learning, leading, and reflecting. First, leaders must learn about leading. They must know their environment. They must understand leadership and the context in which they will practice. They must be skilled practitioners in their area of specialty. They must recognize exceptional leadership behaviors as practiced by exemplary leaders.

Then, they must lead. Leaders must practice their art in the real world, the real organization. This is where leaders test

theories and behaviors, communicate vision, collaborate with others, and learn from the messiness of how good work is done in real organizations.

Finally, leaders must reflect on the doing. What was learned from the experience? What were the successes, the challenges? Which behaviors might need to change? Which must be retained and nurtured? Guided by skilled mentors, these conversations bring us back to the beginning of the cycle.

## GOALS OF THE INSTITUTE

The Harper Leadership Institute has four goals:

### LEARN

- To provide participants with opportunities to learn about the higher education sector broadly and the community college sector specifically.
- To provide participants with a comprehensive understanding of Harper College, its operational design, governance system, financial structure, assessment and planning activities, and the many professional and student communities the College engages.

### LEAD

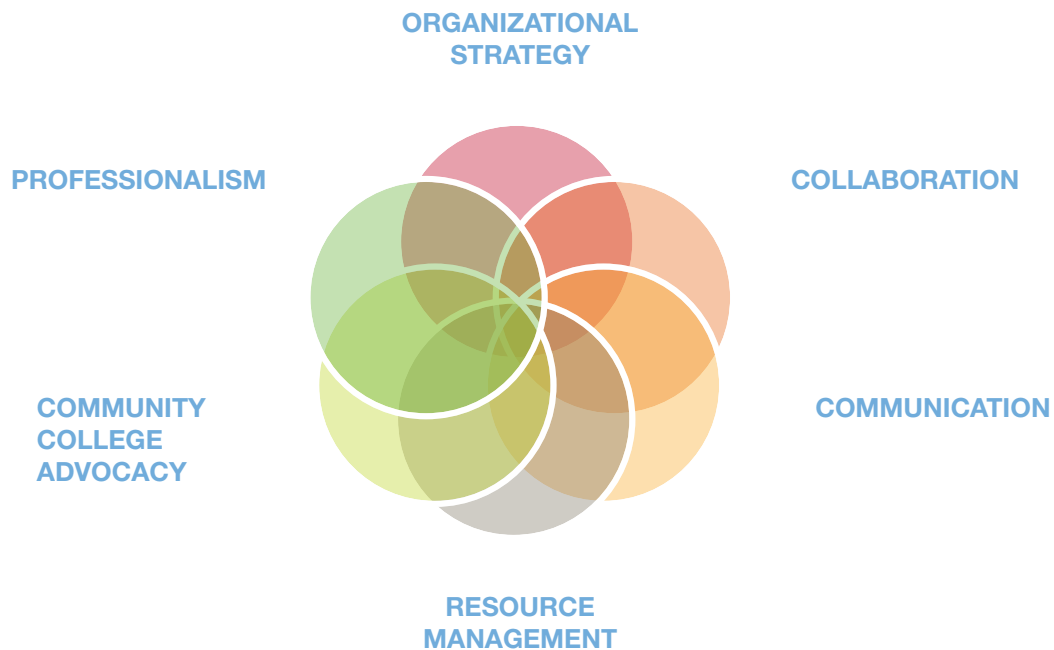
- To provide participants an opportunity to participate in a year-long project with colleagues related to Harper's strategic plan, and in so doing become better acquainted with colleagues from across the College.

### REFLECT

- To assist participants in assessing their strengths and challenges related to leadership.
- To assist participants with creating a plan to improve professional effectiveness through the development of coaching and mentoring relationships.

These goals will be facilitated through experiences with nationally known thought leaders in education, policy, and governance, and will include workshops, presentations, readings, and participation in a campus project related to Harper's strategic plan. The curriculum will be closely aligned with the leadership competencies established by the American Association of Community Colleges: organizational strategy, collaboration, communication, resource management, community college advocacy, and professionalism.

## LEADERSHIP COMPETENCIES



## CULTURAL COMPETENCE

Effective community college leaders must engender a deep commitment to diversity and inclusion, which they demonstrate through cultural competence. Thus, the Institute curriculum will be infused with principles and practices that fully engage the

wealth of thought, backgrounds, languages and life experiences of our students, colleagues and community to foster an environment of academic excellence and student success.

## **PARTICIPANT EXPECTATIONS**

Participants will be strongly committed to the Institute program as demonstrated in attendance, preparation, and participation in the discussion, activities, and the strategic project of the program. Additionally, participants will have a strong interest in growing their leadership skills, developing their careers, and committing their best professional efforts to the success of our students.

## **FORMAT**

The Harper Leadership Institute will begin in September with a four day/three night residential Leadership Retreat located in an off-site setting. Participants are expected to engage in the entire off-site experience including evening activities. Following the initial residential experience, participants will meet monthly for a luncheon and an afternoon facilitated experience on the Harper campus. These required seminars will be on Friday afternoons (12:00-4:00 p.m.), beginning in October and ending in May. Continuing Education Units (CEUs) and certificates will be awarded to individuals who participate and complete the program.

The President will attend and participate in the Leadership Retreat and will attend many of the Friday seminars.

### **Leadership Retreat**

September 17-20, 2013

### **Friday Afternoon Seminars**

October 4, 2013

November 1, 2013

December 6, 2013

February 7, 2014

March 7, 2014

April 4, 2014

May 2, 2014

Each participant will be assigned to a group, and each group will work with a coach to develop and implement a project related to Harper's current strategic plan. Additionally, each participant will be offered the opportunity to work with a mentor/coach who will work one-on-one in developing a plan for professional effectiveness and career development.

## **HOW TO TAKE THE NEXT STEP**

Submission deadline for the 2013-2014 Cohort:  
February 15, 2013

The Institute is open to all regular full- or part-time and unit- eligible employees. In order to participate, faculty and staff must complete an interest form available on the employee portal. Please note that the interest form must be signed by the applicant's immediate supervisor. The interest forms will be reviewed by the Task Force for the Institute, and participants will be notified in April 2013.

The first cohort of participants will number 25-30; it is anticipated that the Institute will be repeated in successive years until such time as all interested employees have the opportunity to participate.

## **TASK FORCE**

Vicki Atkinson

Jennifer Bell

Margaret Bilos

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Maria Moten

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Mark Mrozinski

Bob Parzy

Michelé Robinson

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Valerie Walker

If you would like more information or would like to speak to someone regarding the Institute, please feel free to contact any member of the Task Force.