Development Pathways Resource Guide for Management

This resource is intended to serve as a professional development guide for employees who are interested in management or for those who aspire to serve in a management role in higher education. Completion of these experiences does not guarantee career advancement or promotion nor is this list all-encompassing or required training.

Supervisors may also use this as a guide when working with staff on their individual development plans. Please review accompanied descriptions for further information regarding each of these opportunities or experiences.

Leadership
Blazer Lead
Equity by Design
Demographic or Discipline-specific Leadership Institute
Foundations of Leadership or Supervisor Fast Track or CLARA
Next Gen
AACC Future Presidents Institute (for Executive Leadership)

Professional Skills
Blazer Service
Blazer Life
Emotional Intelligence
Professionalism/Business Etiquette
Time Management
Innovation Mindset
Technology Mastery

Role Related
Blazer Teams
Guided Pathways
Reframing the Curriculum
Dean Academy
Executive Strategic Planning (for Executive Leadership)

Service/Networking
Active Committee Leadership/Involvement
Active Community Involvement
Portfolio Development
(In)Formal Mentorship or Coaching Program or Experience

Education
Master Degree or Higher
Terminal Degree (for Executive Leadership)

Miscellaneous
Diversity and Inclusion
Project Management
Risk Management
Compression Planning
Blazer Core

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Leadership Track

Blazer Lead

Description

This session examines the principles of servant leadership through the lens of strengths-based development, along with the strengths and leadership styles that the team leader brings to the group. This session demonstrates how understanding your team's individual talents can lead to better communication, an engaged team, and an overall positive work environment. Activities include developing a leadership profile, individual staff wants and needs assessment, the domains of leadership team profile and a role/task fit assessment.

Participants are required to complete the Blazer Self session as a prerequisite to this session.

Format

Face-to-Face - three hours

Availability

This session is offered twice a year by Wildfire during the Fall and Spring Term beginning Fall 2019. Offered free of cost to any NLC employee. Other DCCCD employee departments may be charged a small resource fee.

Next Offering: 2019 Fall Leadership Retreat

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Equity by Design

Description

In this session, we will look at oppression and its effects on our work as educators and problem solvers. We will introduce a design framework that builds on the design thinking model to promote equity at an individual and systemic level and ask you to design solutions to an issue through the lens of equity-focused design thinking.

Format

Face-to-Face - three hours

Availability

This session is offered twice a year by Wildfire during the Fall and Spring Term beginning Spring 2020. Offered free of cost to any DCCCD employee.

Next Offering:TBA

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Demographic or Discipline-specific Leadership Institute

Description

Leadership program offered by professional organization or group external to DCCCD. These opportunities may be managed by organizations with a specific focus, including but not limited to:
- higher education
- community college
- gender-based
- minority focused
- LGBTQ+
- community focused
- value-based
- academic discipline

Format

Varies - based on the program. Typically, they span multiple meetings and require the completion of a presentation or project.

Availability

These opportunities are offered at various times based on the organization. May require an admission cost.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Foundations of Leadership or Supervisor Fast Track or CLARA

Description

Leadership program managed by Talent Development or by an external organization through membership or in collaboration with DCCCD. Examples include Foundations of Leadership or Supervisor Fast Track programs offered to all district employees or the CLARA offered by the North Texas Community College Consortium.

Format

Varies - based on the program. Typically, they span multiple meetings and require the completion of a presentation or project.

Availability

These opportunities are offered at various times. Admission to Talent Development sessions are subject to a nomination and screening process. External training such as CLARA are typically offered to member institutions at a discounted rate.

Management Focus Applicability

Non-Academic, Student Services, Academic

Next-Gen Leadership Program

Description

The Next-Gen Leadership Program is facilitated by Brooke O'Shea, an independent Executive Leadership Coach. Brooke works in close partnership with a select group of NLC leaders to help advance their personal leadership capabilities. She utilizes a proven facilitated group coaching format to cultivate comprehensive leadership competencies by leveraging the individual experiences of each leader in the cohort. Participants work through engaging learning experiences on topics such as emotional intelligence, mental models, trust building, conflict management, motivating and developing others. The group cohorts meet on a regular basis over the course of several months.

Format

Varies - based on the program. The cohort meets on a regular basis over the course of several months.

Availability

Offered periodically - by invitation only.
Next Offering:TBA

Management Focus Applicability

Executive

AACC Future Presidents Institute

Description

The AACC Future Presidents Institute provides hands-on experience for senior leaders aspiring to the community college presidency. The association has gathered years of research from new CEOs about what they wish they had known before assuming the presidency.

The faculty for the institute is drawn from the community college leadership field and are highly skilled presidents, chancellors, and groundbreaking leaders. Institute faculty leverages their community college leadership expertise and field-based practical skills to create new knowledge and enduring concepts that shape the practice of community college leadership.

Format

Face-to-face. A 3-day intensive program designed for senior leaders aspiring to the community college presidency.

Availability

Offered several times a year, will require travel. Offered at a discounted rate to member institutions.

AACC Future Presidents Institute
October 7 – October 9, 2019
Washington, DC

Management Focus Applicability

Executive

Professional Skills Track

Blazer Service

Description

In this session, participants will review the importance of excellent service and identify what that service looks like in their current role at North Lake College. The session will provide a framework for service standards and help participants better utilize their themes by applying their strengths to provide a quality long-term service experience.

Participants are required to complete the Blazer Self session as a prerequisite to this session.

Format

Face-to-Face - 3 hours

Availability

This session is offered twice a year by Wildfire during the Fall and Spring Term. Offered free of cost to any NLC employee. Other DCCCD employee departments may be charged a small resource fee.

Next Offering: 2019 Fall

Management Focus Applicability

Non-Academic, Student Services, Academic

Blazer Life

Description

This session will focus on how participants can leverage themes to provide adequate work/life integration.

Participants are required to complete the Blazer Self session as a prerequisite to this session.

Format

Face-to-Face - 3 hours

Availability

This session is offered twice a year by Wildfire during the Fall and Spring Term. Offered free of cost to any NLC employee. Other DCCCD employee departments may be charged a small resource fee.

Next Offering: 2019 Fall

Management Focus Applicability

Non-Academic, Student Services, Academic

Emotional Intelligence

Description

Courses, sessions, training, or experiences that focus on Emotional Intelligence, specifically on how to increase your emotional quotient (EQ) to better lead teams, work with peers, and manage. Suggestions include but are not limited to **Developing Your Emotional Intelligence** or **Leading with Emotional Intelligence** courses offered via LinkedIn Learning or the **Emotional Intelligence** program offered by District Talent Development.

Engage in opportunities to learn what emotional intelligence is and how it factors in at work, and discover concrete techniques for raising your own EQ. This includes perceiving yourself accurately, exercising emotional self-control, understanding and managing your triggers, and developing empathy. Then, turn those lessons around to build your awareness of others and become a more inspiring—and effective—leader.

Format

Developing Your Emotional Intelligence - Online (LinkedIn Learning) - 1 hour, 10 minutes
Leading with Emotional Intelligence - Online (LinkedIn Learning) - 1 hour, 2 minutes
Emotional Intelligence - Blended (District Talent Development) - 7 hours

Availability

These sessions are all free of charge to any DCCCD employees. Access the LinkedIn Learning website from MyPortal. The Emotional Development (Blended) session is in development.

Management Focus Applicability

Non-Academic, Student Services, Academic

Professionalism/Business Etiquette

Description

Session or program designed to help you identify and develop professional competencies or behaviors. Suggestions include the **Professionalism Essentials** session developed by Wildfire and the **Business Etiquette: Meetings, Meals, and Networking Events** offered via LinkedIn Learning.

Format

Face-to-Face - 1 hour
Online (LinkedIn Learning) - 1 hour

Availability

These sessions are free of charge to any DCCCD employee. **Professionalism Essentials** is offered by request. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic

Time Management

Description

Courses or tutorials designed to help you identify and develop competencies or behaviors to improve time management. Suggestions include but are not limited to the **Time Management Fundamentals Series** and **Time Management for Managers** offered via LinkedIn Learning.

Effective time management can help increase productivity and reduce stress. These tutorials explore time management tips that focus on mental and physical productivity. Increase your time management skills to stay organized, keep a clear mind, and be more productive—in work and life.

Format

Online (LinkedIn Learning) - 1-2 hour(s) each

Availability

These sessions are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic

Innovation Mindset

Description

Courses or tutorials designed to help you identify and develop competencies or behaviors to foster innovation. Suggestions include but are not limited to the **CMO Foundations: Driving Innovations, Enhancing Team Innovation** courses and **Fostering Innovation** learning path offered via LinkedIn Learning.

Innovation is always risky, but when successful, it can propel you and your organization forward. Learn how to drive the creation of innovative products and services by cultivating creativity and risk-taking at all levels. Spark creativity and innovative ideas at the individual, team, and organizational levels. Learn which innovative ideas to execute on. Develop your tolerance for risk as a leader.

Format

Driving Innovation - Online (LinkedIn Learning) - 1 hour
Enhancing Team Innovation - Online (LinkedIn Learning) - 1 hour
Fostering Innovation - Online (LinkedIn Learning) - 5 hours

Availability

These sessions are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic

Technology Mastery

Description

Technology Mastery signifies that an individual has the skills and competencies to be able to leverage technology tools to improve processes, increase efficiencies, and to have an overall more positive impact on your work and performance. Seek training opportunities that focus on effective or innovative use of the technology, beyond simply how to use the technology. Suggestions include but are not limited to the **Master Microsoft Series** learning paths, the **Data Fluency: Exploring and Describing Data** and **The Data Science of Educational Management and Policy** courses offered via LinkedIn Learning.

Leaders go beyond mastery of functional skills and technology knowledge to position their organizations for success. Areas of focus include identifying the value of data analysis, managing risks and integrating with a business strategy when managing teams. Leverage tools that help you make informed decisions and guide the strategic direction of your organization.

Format

Master Microsoft Series - Online (LinkedIn Learning) - 15-40 hours each
Data Fluency: Exploring and Describing Data - Online (LinkedIn Learning) - 5 hours
The Data Science of Educational Management and Policy - Online (LinkedIn Learning) - 1.5 hours

Availability

These sessions are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic

Role-Related Track

Blazer Teams

Description

Blazer Teams examines the interaction of individuals as a team, the strengths that the group brings as a whole, how recognition of the "group" talents can lead to better communication and elevate the team profile of delivery of better customer service. This session examines the team grids of strengths, the domains of leadership and the natural talents that exist within the work group

Participants are required to complete the Blazer Self session as a prerequisite to this session.

Format

Face-to-Face - 3 hours

Availability

This session is offered by Wildfire as requested. Offered free of cost to any NLC employee. Other DCCCD employee departments may be charged a small resource fee.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Guided Pathways

Description

Courses or sessions designed to prepare you to support student success through Guided Pathways. Suggestions include but are not limited to the **Fundamentals of Guided Pathways** course and any departmental-specific training such as **Guided Pathways for Advisors** sessions offered at the college or district level.

Format

Fundamentals of Guided Pathways - Online (eCampus) - 8 hours
Guided Pathways Department Specific - Face-to-Face - varies

Availability

The Fundamentals of Guided Pathways session is offered by Talent Development in the Fall and Spring Terms. Offered free of cost to any DCCCD employee. Other sessions are typically offered by the Guided Pathway champions at each college, as requested.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Reframing the Curriculum

Description

Courses or sessions designed to prepare you to support student and/or employee success that support the concepts of healthy communities, democratic societies, and social justice into programming and development opportunities.

Format

TBD

Availability

This opportunity is currently being development with anticipated availability beginning in Fall 2019. Offered free of cost to any DCCCD employee.

Student Services, Academic

Dean Academy

Description

Courses or sessions designed to prepare you to lead academic units, departments, or divisions. Suggestions include but are not limited to the *Dean Academy* program offered at the district level.

Format

Dean Academy - Face-to-Face - varies

Availability

The Dean Academy program is currently in development by District Talent Development. Offered free of cost, eligibility and application process are TBD.

Management Focus Applicability

Academic

Executive Strategic Planning

Description

Courses, sessions, training, or experiences designed to provide skills or experience with executive-level strategic planning. These include but are not limited to participating in some capacity with your institution's strategic or master planning process. Seek training opportunities that focus on effective frameworks or processes for strategic planning such as **Strategic Planning Foundations** courses offered via LinkedIn Learning. Other recommendations include reviewing the **Ultimate Guide to Strategic Planning** resource published by EAB as part of the Community College Executive Forum.

Format

Strategic Planning Foundations - Online (LinkedIn Learning) - 1.5 hours
Ultimate Guide to Strategic Planning - Online(EAB Website) - Guide

Availability

The Strategic Planning Foundations course is free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal. Access to strategic planning resources may require purchasing a membership in the Community College Executive Forum.

Management Focus Applicability

Executive

Service/Networking Track

Active Committee Leadership/Involvement

Description

These include active involvement in a campus and / or district-level committee. These roles help you develop a more holistic view of the institution and provide you with opportunities to develop skills outside your normal work role and to network outside of your specific department, division, or college. If possible, serve in a leadership capacity to gain additional experience.

Format

Varies based on committee type.

Availability

Varies based on college or district groups. Look for announcements in MyPortal or your college's communications. Also, share your interests with leaders and influencers on your campus. They may know of or be able to connect you with committee group members or sponsors.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Active Community Involvement

Description

These include active involvement in your local community or in the community that your college serves. Examples include serving on local councils, volunteering, organizing local events, participating in local events, etc.. If possible, serve in a leadership capacity to gain additional experience. These roles help you foster a greater connection to the community in which you live or serve. They also provide you with opportunities to develop skills outside your normal work role while giving you a forum to network and gain confidence in your ability to lead. Focus on groups that match your interests or that align with the goals of the college or district.

Format

Varies based on group.

Availability

Varies. Attend local events and engage with local organizations that match your interests. There are no shortage of opportunities for community service. Also, share your interests with leaders and influencers in your community. They may know of or be able to connect you with organizations or groups that match your interests.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Portfolio Development

Description

Courses, sessions, training, or experiences that help you design and develop an effective career portfolio. Professional Portfolios may vary based on your functional area or discipline but they showcase your work and accomplishments, provide evidence of your skills and competencies, and may help you network with industry leaders or groups. Training may include but is not limited to the **Planning a Web Design Portfolio: Getting a Job** or **Learning LinkedIn** courses offered via LinkedIn Learning.

Format

Planning a Web Design Portfolio: Getting a Job - Online (LinkedIn Learning) - 1 hour
Learning LinkedIn - Online (LinkedIn Learning) - 1 hour, 45 minutes

Availability

These sessions are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

(In)Formal Mentorship or Coaching Experience

Description

This includes active participation as mentee or coachee in a formal or informal mentorship or coaching experience. Examples include being mentored or coached by an individual in a leadership position or being mentored or coached by a certified coach or mentor. These experiences often help you develop a more personalized development plan and may provide opportunities for networking and to gain confidence and advocacy on your behalf. Opportunities

include but are not limited to the **New Faculty Mentoring** program offered by District Talent Development or Strengths-based Coaching offered by DCCCD's Gallup Certified Strengths Coaches.

Format

New Faculty Mentoring (Face-to-face) - 3 hour training program, ongoing meetings with mentor. Strengths-based Coaching (varies) - varies based on need.

Availability

These sessions are free of charge to any DCCCD employee. Only new faculty are eligible for the New Faculty Mentoring program.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Formal Education Track

Masters Degree or Higher

Description

This includes completing an accredited Masters program or higher in higher education leadership, management, or a related field.

Format

Varies based on program

Availability

Application requirements, admission, etc. depends on the program. Considerable costs may be required including tuition, books, and resources.

Management Focus Applicability

Non-Academic, Student Services, Academic

Terminal(Doctoral) Degree

Description

This includes completing an accredited Doctoral program in higher education leadership, management, or a related field.

Format

Varies based on program

Availability

Application requirements, admission, etc. depends on the program. Considerable costs may be required including tuition, books, and resources.

Management Focus Applicability

Executive

Miscellaneous Development Track

Diversity and Inclusion

Description

Courses, sessions, training, or experiences that focus on diversity and inclusion. Seek development opportunities that focus on helping you develop an appreciation for diversity and engage in actions that promote inclusion and belonging, such as the **Diversity, Inclusion, and Belonging** or **Diversity and Inclusion in a Global Enterprise** courses offered via LinkedIn Learning.

Format

Diversity, Inclusion, and Belonging - Online(LinkedIn Learning) - 1 hour
Diversity and Inclusion in a Global Enterprise - Online(LinkedIn Learning) - 1 hour

Availability

These courses are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Project Management

Description

Courses, sessions, training, or experiences that help you better utilize a formalized project management (PM) process and further develop project management-related skills and competencies. These may also include project management software training. Opportunities

include but are not limited to **Project Management Foundations** series or **Scrum: The Basics** course related to PM frameworks, **Change Management for Projects** or **Project Management Foundations: Communication** for developing skills associated with PM, and **Microsoft Project 2019 and Project Online Desktop Essential Training** for software to support PM, all offered via LinkedIn Learning.

Format

Project Management Foundations- Online (LinkedIn Learning) - 8+ hours
Scrum: The Basics - Online (LinkedIn Learning) - 1 hour, 2 minutes
Change Management for Projects - Online (LinkedIn Learning) - 1 hour, 17 minutes
Project Management Foundations: Communication - Online (LinkedIn Learning) - 1 hour, 1 minutes
Microsoft Project 2019 and Project Online Desktop Essential Training - Online(LinkedIn Learning) - 5 hour, 21 minutes

Availability

These courses are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Risk Management

Description

Courses, sessions, training, or experiences that will help you better anticipate, assess, and prepare for various types of risk associated with higher education leadership. The types of risk may vary greatly depending on the area of leadership. Opportunities include but are not limited to **The New Age of Risk Management Strategy for Business, Reputation Risk Management**, **Finance Foundations: Risk Management**, **Construction Management: Managing Risk,** or **Risk-Taking for Leaders**, all offered via LinkedIn Learning or **Campus Security Threat Assessment** training offered by DCCCD police.

Format

The New Age of Risk Management Strategy for Business - Online(LinkedIn Learning) - 1 hours, 29 minutes
Reputation Risk Management - Online(LinkedIn Learning) - 41 minutes
Finance Foundations: Risk Management - Online(LinkedIn Learning) - 1 hour, 26 minutes
Construction Management: Managing Risk - Online(LinkedIn Learning) - 59 minutes
Risk-Taking for Leaders - Online(LinkedIn Learning) - 1 hour, 3 minutes
Campus Security Threat Assessment - Face-to-face(DCCCD Police) - 2 hours

Availability

These courses are free of charge to any DCCCD employee. Access the LinkedIn Learning website from MyPortal. The Campus Security Threat Assessment training is offered as needed.

Management Focus Applicability

Non-Academic, Student Services, Academic, Executive

Compression Planning

Description

Compression Planning is facilitated by the McNellis company, an external vendor who developed this framework for facilitating a structured and efficient planning process. Participants work through engaging learning experiences that prepare them to lead a Compression Planning Process session. Compression planning is used at various levels of the college and district for general brainstorming, strategic planning, advisory work sessions, and other uses.

Format

Face-to-Face (LeCroy) - September 11-13, 12 hours

Availability

This training is scheduled periodically at a DCCCD area. Training is offered at a discounted rate, candidates are typically selected to attend by the colleges or district to attend on an "as needed" basis. Attendees are expected to be available to facilitate Compression Planning sessions, as needed.

Management Focus Applicability

Non-Academic, Student Services, Academic

Blazer Core Facilitator

Description

Blazer Core Facilitator training is the first step in preparing participants to facilitate NLC's series of strengths-based development sessions. This session helps participants build a greater understanding of the strengths themes, philosophy, guiding principles, and vernacular. In addition, participants learn to better utilize effective facilitation techniques such as storytelling, inquiry-based learning, and reflection.

Participants are required to complete the Blazer Self session as a prerequisite to this session.

Format

Face-to-Face - 6 hours

Availability

This session is offered by Wildfire as needed. Offered free of cost to any NLC employee. Other DCCCD employee departments may be charged a small resource fee.

Management Focus Applicability

Non-Academic, Student Services, Academic