

College Leadership Program Course Descriptions

CLP REQUIRED COURSES

Avoiding Litigation Landmines (4 hours) Course EC3001

Participants in this video-based course learn nine litigation landmines a supervisor may encounter in daily operations. Taught by a practicing attorney, this course reviews cases and explores possible consequences and resulting legal liabilities should a landmine explode.

Beginning the Leadership Journey: HCC CLP Overview

(4 hours) Course OR4006

This course explains the components, goals, rigors and objectives of the CLP. Participants learn primary duties, responsibilities, and the role of an HCC supervisor or department chair, meet and interact with HCC executives, review the line of sight between front line work and achieving the HCC mission, distinguish between managing and leading, assess their own leadership style and begin to formulate an Individual Learning Plan. Attendance is by invitation only.

Bringing Out the Best in Others

(6 hours) Course SP7343

One of the most important supervisor roles is managing employee performance. In this course, participants learn Performance Excellence Program (PEP) philosophy, purpose, components and timelines and explore the role of Manager-as-Coach. Participants learn about employee relations, discipline, and interpersonal communication.

Compliance with Equal Employment Opportunity (EEO) Law

(4 hours) Course EC3002

This course acquaints supervisors with Texas and U.S. Equal Employment Opportunity Laws and outlines duties and responsibilities under EEO laws. Participants also examine several pertinent case studies. Supervisor attendance is mandatory.

Creating a Positive Work Environment

(6 hours) Course SP7227

Effective supervisors set the tone for staff by creating a work environment that fosters cooperation and teamwork. In this course, participants explore workplace ethics, HCC values, and Six Principles for Valuing People. Participants review workplace generational and diversity issues; identify ways to model HCC values; learn to apply the Six Principles in daily work settings; and identify behavior that fosters high ethics and integrity.

Finance & Accounting for Higher Education Managers

(6 hours) Course WP7601

Participants in this course will increase their knowledge of HCC financial management and accounting activities by exploring the HCC budget model, cash management practices and finance functions. The course, taught by HCC finance and administration executives, includes a review of and discussions about accounts payable, purchasing, grants, contracts, travel, and mileage reimbursement.

Managing Leave, Compensation & Payroll

(6 hours) Course WP6515

In this course, participants learn about HCC compensation philosophy, examine pay processes and timelines and review leave and compensation policy and procedure. Led by the Director of Compensation & Benefits and Benefits staff, participants identify the supervisor's role in managing leave, explore their responsibility for maintaining integrity in work practices, and learn to balance employee requests for time off with needs of the work group.

Mastering Performance Reviews

(12 hours) Course SP7330

This course explains HCC performance management philosophy, the Performance Excellence Program (PEP) and provides a framework through which a supervisor can conduct meaningful and effective PEP evaluations. Supervisors learn to set SMAART goals aligned with institutional goals, communicate expectations, and provide meaningful feedback. This course includes a hands-on review of the PEP Manager Self-Service process.

Operational Effectiveness & Efficiency

(6 hours) Course WP7401

In this course, participants learn ways information technology, records management and asset management services support college operations. In presentations from the deputy chancellor and information technology administrative staff, participants will examine how to leverage HCC services to obtain the best operational advantages and identify ways to become more environmentally accountable.

Recruiting, Hiring & Developing Talent

(6 hours) Course WP7501

How successful is your recruitment, selection & retention process? What do you need to know about developing employees once they arrive? In this course, participants become familiar with the HCC hiring process, employment policy and procedure, Equal Employment Opportunity Laws, and behavior-based interviewing. The activities of this important course focus on orienting, training, assimilating and retaining new hires to achieve maximum productivity and optimum performance.

CLP ELECTIVE COURSES

***Accountability: Who Are "They" Anyway?**

(3 hours) Course WP5100

Author Margaret Wheatly in *Leadership and the New Science* says, "In organizations, real power and energy is generated through relationships, the patterns of which and the capacities to form them are more important than tasks, functions, roles, and positions." Participants in this interactive workshop identify the consequences of finger pointing and defensiveness and learn that becoming accountable for one's own behavior generates positive power and energy.

Authentic Leadership, Part I

(3 hours) Course SP7270

In *Improving Leadership Effectiveness*, authors Fred Fiedler and Martin Chemers indicate "The quality of leadership, more than any other single factor, determines the success or failure of an organization." This course focuses on effective leadership through self-knowledge and self-examination. Taught by Dr. Zachary Hodges, topics include managing self, creating trust, mentoring, and facilitating change within the workgroup. Each Part stands alone and participants may take Part I without taking Part II.

Authentic Leadership, Part II

(3 hours) Course SP7272

In part II of *Authentic Leadership*, Dr. Hodges continues exploration of self-knowledge and self-examination. However, each part stands alone and participants may take Part II without taking Part I.

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CLP ELECTIVE COURSES

Courage to Coach

(3 hours) Course SP7500

Writer James Baldwin said, "Not everything that is faced can be changed, but nothing can be changed until it is faced." In this interactive, video-based workshop, participants learn to describe employee performance expectations, gain employee agreement about performance issues, jointly develop solutions, agree on an action plan, and follow up to ensure performance has improved.

Dealing with Negative Attitudes in the Workplace

(2 hours) Course WP5105

Are you surrounded by workplace negativity? Would you like to learn how to better manage negative behavior? This course focuses on isolating the problem and reviewing anger management and conflict resolution techniques that help one change negative attitudes to positive ones.

Delegating for Results

(2 hours) Course SP7221

Delegating is a useful supervisory tool that frees time for management activities and develops employees' skills. Effective task delegation requires preparation; skill and follow-up. In this course, participants learn to identify tasks to delegate, determine which employees to delegate to, prepare employees to assume the task, and monitor the delegation to assure optimum results.

*Effective Meetings

(2 hours) Course WP5112

How effective are your meetings? Would you enjoy meeting less yet accomplishing more? In this course, participants learn to plan and conduct effective meetings that make the best use of everyone's time and achieve agenda objectives in the shortest time possible.

Employee Motivation & Recognition

(2 hours) Course EM5001

When supervisors value people and expect the best, people usually give their best effort. Called the Pygmalion Effect, we get what we expect! Participants in this course examine how using the Pygmalion Principles can positively influence those with whom we interact and develop an action plan to apply the principles in work situations.

The Impact of Emotional Intelligence

(3 hours) Course SP7324

Daniel Goleman, author of *Working with Emotional Intelligence*, states, "In the new workplace, with its emphasis on flexibility, teams, and a strong customer orientation, this crucial set of emotional competencies is becoming...essential for excellence in every job..." Participants in this workshop examine the dimensions of Emotional Intelligence (EI), assess the value of it and explore the importance of EI competencies in determining one's own workplace success.

L.E.A.D. with Integrity

(2 hours) Course SP7204

According to an old Scottish definition, leadership means "showing the way by going first." Courage and integrity are essential behaviors of effective leadership. In this workshop, participants will use the L.E.A.D. model to learn to effectively deal with "integrity" moments – those everyday opportunities leaders have to model, support and reinforce a culture of ethical conduct and integrity.

*Managing Change & Transition

(2 hours) Course SP7342

How well do you manage workplace transitions? Do you have a method for dealing with change? Participants in this course will describe the dynamics of change, examine the forces of change and identify a process to help manage it effectively.

Managing Conflict in the Workplace

(2 hours) Course WP5106

Conflict may be unavoidable in our fast-paced modern work setting, but whether conflict generates a positive or negative result depends on how one handles it. This course helps participants learn to analyze workplace conflict, handle disagreements, and resolve disputes using active listening techniques and solutions in which all parties win.

Planning & Goal Setting

(3 hours) Course SP7332

How good are your planning skills? Would you like to improve your goal setting skills? In this interactive, hands-on workshop, participants will identify planning and goal-setting as important performance management tools, describe the elements of a well written goal, write a goal, develop strategies and tactics to reach it, and then devise a workable plan to assure it is accomplished.

*Problem Solving & Decision Making: A Process

(4 hours) Course SP7337

How do you get answers, solve problems and make decisions? If you would like a better method than using a dartboard or crystal ball, attend this workshop. You will learn a five-step method for analyzing problems and selecting optimum solutions.

Process Improvement Methods in Higher Education

(3 hours) Course WP5113

It has been said that the definition of insanity is doing the same thing, the same way and expecting a different result. How do you feel about your results? A learning organization constantly assesses its processes and improves ineffective ones. Participants in this interactive course will review a work process, analyze the data then devise ways to improve the process using action steps, the Plan-Do-Check-Act (PDCA) Cycle, and practical examples.

Secrets of the A+ Team: Teambuilding in Action

(3 hours) Course WP5102

How effective is your team? Could your teambuilding skills use a little sprucing up? This course examines the leadership skills required to build a team, potential barriers to successful teamwork and strategies to overcome those barriers. Led by teamwork building expert Karen Saenz, participants explore collaboration, trust building, and writing a team code.

Setting Priorities & Meeting Deadlines

(2 hours) Course SP7334

How well do you set priorities? Have you missed any important deadlines lately? In this course, participants will use Stephen Covey's Time Management Matrix to determine what is important, learn to control their workload and explore methods to improve time management skills.

Tools for Effective Communication

(3 hours) Course CC0002

When communicating, skilled supervisors talk, listen and confirm they understand and care by providing verbal and nonverbal feedback. Participants in this workshop learn the essential components and skills of interpersonal communication and how to apply this information to create more effective workplace relations.