Leadership Track - Becoming a Leader: Moving Up in an Organization. (5 modules, 3 weeks each) – we recommend that you start with Module 1, following up later with additional leadership modules.

**Module B-1 - Principles of leadership**

- **Guides:** Prof. Michael Harvey, Dept. of Business Management; Dr. John Seidel, Director CES
- **Schedule:** **August 10-28,** meeting times Tuesdays & Thursdays **12:00 – 1:30pm**
- **Cost:** $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

At any point in a career, even when you are just starting in the work force, an understanding of “leadership” is important to your success. This module introduces the basic elements of leadership—what it is, why it matters, and who can lead. The focus is on organizational leadership—leadership in companies, non-profits, and other established groups. The module introduces essential leadership skills and competencies, like SWOT analysis and emotional intelligence. More deeply, the model will engage you in the central challenge of being a leader: how to build effective and sustainable collaboration based on common purpose, shared values, and enduring yet adaptive identity.

1) Who and what are leaders?
2) Organizational identity and external reality
3) The dialectic of change and purpose
4) Leading with (or against) culture
5) Leading with (or against) bureaucracy
6) Creating a vision
7) Aligning and executing vision
8) Building teams with people: diversity, trust, and teams

**Module B-2 - Finance**

- **Guides:** Prof. Lansing Williams; Dr. John Seidel, Director CES; Susie Chase, VP for College Advancement
- **Schedule:** **September 7-25,** meeting times Mondays & Thursdays **1:30 pm – 3:00pm**
- **Cost:** $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

No matter what your role in an organization, financial savvy and accountability are important assets. The more you know about this, the more effective you will be. But what are the basic principles, as applied to the work world? How do you construct and manage a budget, and how do you read a balance sheet to understand the financial health of a project or organization? This module will explore these topics and review where funding comes from and how you can support your own work, your organization, or analyze the work of others.

1) Principles of Finance
2) Budgets
3) Reading a balance sheet (L. Williams)
a. Financial statements  
b. Balance sheet  
c. Income statement  
d. Statement of cash flows  
e. Notes to financial statements  
f. Analysis ratios

4) Fundraising basics (more fully explored in Module A-3)  
a. Gifts  
b. Grants  
c. Innovative financing

**Module B-3 – Grants, contracts, project management**

**Guides:** Susie Chase, VP for College Advancement; Prof. J. Seidel, Director CES; M. Hardesty, Assoc. Director CES; V. Stewart, Assoc. Director, College Advancement; E. McMaster, Director, GIS Program

**Schedule:** **October 5-23**, **meeting times Mondays & Wednesdays 12:00 -1:30pm**

**Cost:** $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

All organizations depend on some sort of funding stream to accomplish their goals. The more knowledge you have about where these funds come from and how to successfully win and manage them, the more valuable you will be to your organization. This module looks at three major sources of funding: gifts, grants, and contracts. We will show you how to discover them and how to understand a project scope or RFP, review how to write a successful proposal, and dive into the basics of successful project management and reporting.

1) Prospecting for gifts, grants, and contract  
2) RFPs (Request for Proposals)  
3) Understanding your clients and audience  
4) Proposal writing  
5) Proposal evaluation  
6) The ins and outs of contracts  
7) Project Management  
8) Stewardship and reporting

**Module B-4 - Communicating an Environmental Message (public relations, media, communications)**

**Guides:** Kate Livie, CES Associate; Prof. J. Seidel, Director CES; J. Clark, B. Ford, and M. Hardesty, CES

**Schedule:** **November 2-20**, **meeting times Tuesdays & Thursdays 5:00pm – 6:30pm**

**Cost:** $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

How do you tell the story of the environment in an engaging, effective, and impactful way? And how can you use that story to effect environmental change? In this module, we’ll explore the tools, techniques, and best practices for getting your environmental message across on a variety of platforms, and how to tailor that message to your audience, organization or business. From thought-
provoking environmental op-eds to creating dynamic social media that makes a new policy interesting and accessible, we’ll show you how to get your message across powerfully, memorably, and transformatively.

1) The Power of the Written Word
   a. Sharing the Big Story: environmental writing as a public scholar (Livie)
   b. Moving the Needle: op-eds and advocacy (Livie)
   c. Boiling It Down, Making it Snappy: short-form environmental writing for the web and blogs (Livie)
   d. Memorable memos and effective internal communications (Seidel)
   e. Powerful Professional Communications: briefs, position papers, white papers, reports (Seidel)

2) Going Off the Page
   a. It’s the Way You Say It: Delivering Effective Presentations and Engaging Public Speaking (Seidel, Livie)
   b. The World’s Shortest Documentary: video communications & the environment (Ford, Livie, Palmer)
   c. Tweet, Hashtag, DM, and Change the World: Social Media and Environmental Advocacy (Ford, Livie, Atkins, Brill)

Module B-5 - Life in the work world: corporations, non-profits, and government

Guides: Prof. John L. Seidel, Director CES; M. Hardesty, Assoc. Director CES; Susie Chase, VP for College Advancement; D. Levin, C. Fithian and B. Ford, CES

Schedule: November 30 – December 18, meetings 12:00-1:30 pm
Cost: $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

Every organization has its own culture, and your success will depend on your ability to understand that culture. In this module we will discuss organizational culture, how various kinds of organizations are structured and operate. We also will review how their norms, languages and expectations may differ. A central question is what it takes to thrive in an organization, and how your work habits and personal approach can make a difference.

1) Institutional culture
   1) Business world
      a. Small business
      b. Larger corporations
      c. Non-profits
      d. Government agencies
   2) Management structures
   3) Interpersonal skills
      a. Dealing with supervisors
      b. Dealing with peers
      c. Dealing with subordinates
   4) Communications
      a. Types of written communication
      b. Phone use and etiquette
c. Public speaking

5) Dress, etiquette, behavioral norms
   a. Diversity of opinions on behavior, norms, and situational awareness (generational, regional, international)
   b. Business dress expectations
   c. Official and unofficial interactions
   d. Dining with others
   e. The path to success
Module B-6 – Food, Health & Life on Your Own

Guides: Prof. Bill Schindler, Director, and Shane Brill, Asst, Dir. Eastern Shore Food Lab
Schedule: October 5-23, meetings Tuesdays & Thursdays 12:00 – 1:30pm
Cost: $250 (discounted to $100 for Class of 2020; for all others, 20% for 5 or more modules)

Up to this point, your education has taught you how to think critically, do research, and get a job. During your four years at college you learned how to become your own person, take responsibility for your actions, and get out from underneath your parents’ roof. But, this entire time, it’s probable that most, or even all, of your meals have been prepared for you. If you are like many college graduates no one has taught you how to find and shop for your own food and how to cook your meals. But most importantly, no one has taught you how to do all of this in the most nourishing, ethical and sustainable way possible! This module will teach you the basics of how to feed yourself in a way that is healthy for you and the planet.

1) Context/Background
2) Our dietary past
3) Our dietary present
4) The realities of our modern food system
5) How and where to source food
   a. Shopping for food – demystifying the grocery store
   b. Sourcing locally – from farmer’s markets to the local butcher
   c. “Alternative” sources: backyard foraging, fishing, etc.
6) Transforming ingredients into nourishing meals
   a. Kitchen Basics – from knife skills to cooking with heat (sauteeing, poaching, broiling, grilling, etc.)
      i. Everyday condiments – mayonnaise to ketchup
      ii. Basics of fermentation
      iii. Basics of bread
      iv. Basics of meat
   b. Putting it all together
      i. Plating and serving food
      ii. Table etiquette