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## ***Visionary Leadership for an Ever-Evolving World***

In an era of global health concerns, economic uncertainty and fast-paced change, the need for strong leadership has never been greater. Institutions and organizations, in the public and private sectors, face leadership transitions at unparalleled levels, the complexities of increasing globalization and rapidly expanding technology. Concomitantly, there is a looming shortage of innovative and forward-thinking leaders and an erosion of faith in organizations and their leaders. These unprecedented challenges require dramatic action to ensure future generations are prepared to lead in ways that transform organizations and communities.

Towson University, an institution well known for promoting the public good, is launching the Dr. Nancy Grasmick Leadership Institute, with the goal of becoming a national model of change for the leadership status quo. The Institute leverages innovative research and practices to prepare leaders to take on the world's challenges and make a transformative impact.

### **THIS CRITICAL WORK IS GUIDED BY THREE PRINCIPLES THAT SET TU APART:**

- Agility and evolution to meet shifting leadership needs of the region and nation
- Relevant support for present and future leaders while reimagining the leadership skills needed for today and beyond
- Collective intelligence from across industries and expertise in diverse perspectives to address current and emerging complex problems, regionally and nationally

Through a continuum of leadership solutions grounded in research and developed by stakeholders using design-thinking methodology, the Dr. Nancy Grasmick Leadership Institute will provide leaders from all levels with demonstrated and effective skills and strategies.



The Institute's offerings embody Dr. Grasmick's leadership principles and core values—ethics, resilience, self-awareness, execution and dedication and will be organized across four key areas:

- **Signature Programs** – Designed by stakeholders and leading experts to meet regional business and community needs, the Institute will develop successful leaders who stand apart, utilizing an ecosystem approach to produce transformative impacts in lives, organizations and communities.
- **Coaching Collective** – Creating more accessible pathways for coaching, while maintaining a high standard of excellence, is the primary goal of the Coaching Collective. The values of our high-caliber coaching professionals, align with the mission of the Institute and meet the designated criteria of tenor and experience. Individuals seeking training and education will benefit from a framework that provides cutting-edge diagnostics, coach matching and a highly personalized curriculum.
- **Workplace Impact & Partnership** – The Institute is dedicated to supporting and collaborating with organizations committed to leadership development for their employees. Additionally, the Institute will partner with nonprofits, schools and government agencies to create leadership pipeline and development programs.
- **Leadership Mastery** – Leveraging its elite scholars, fellows, instructors, facilitators, speakers and coaches, the Institute will produce workshops, speaker series, publications and dynamic events throughout the year to provide access for individuals and organizations to engage and move the region forward.

The **Dr. Nancy Grasmick Leadership Institute at Towson University** will be a best-in-class, nationally recognized destination where professionals from diverse industries and backgrounds convene and expand their capacity for leadership and hone their expertise as team-builders and culture-creators. Grounded in interdisciplinary research and scholarship, our evidence-based work will impact our state, region and nation, fueling a healthier economy and serving as an interdisciplinary hub for leadership development research and programming.

## **Anchoring Leadership at TU**

Towson University has a proven track record of and a mission-centric commitment to preparing the leaders needed to improve our future. Fueled by academic excellence, research by world-class faculty and a dedication to advancing the public good, Towson University plays an increasingly important role as an anchor institution in Maryland and beyond. It has forged strong partnerships in the private and government sectors, serving as a workforce engine and an active participant in addressing local, regional and national issues.

TU is uniquely positioned to build and deliver an Institute of this magnitude with the necessary structure, people and resources. As the largest university in greater Baltimore, Towson University is reinventing itself and doubling down on its commitment to community and business engagement with a focus on impact, equity and smart growth. The Dr. Nancy Grasmick Leadership Institute at Towson University is a centerpiece of the institution's continued trajectory and will serve as a key asset for the region, uniquely supporting leadership recruitment, development and retention that will bolster institutions and organizations.

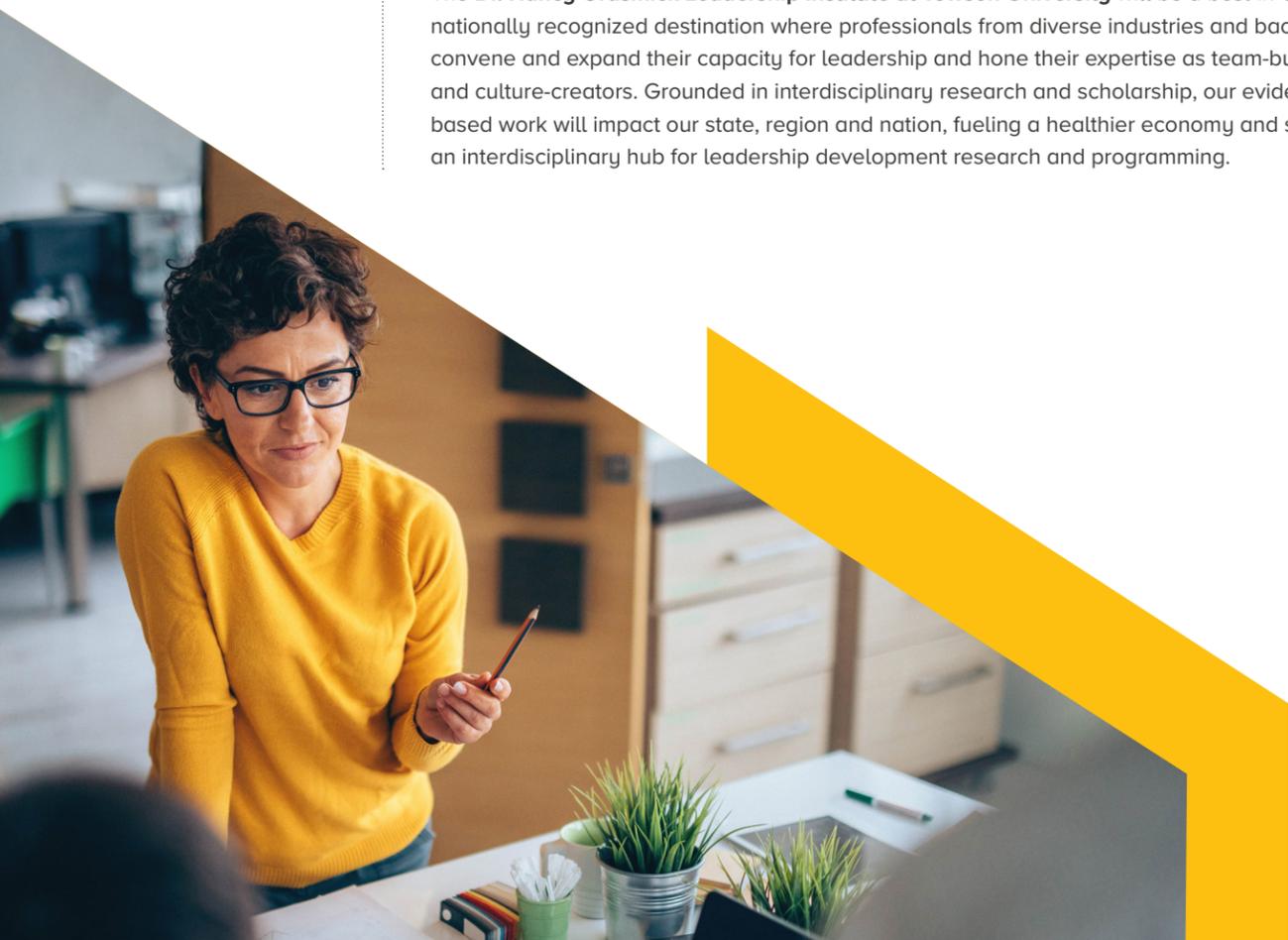
### **A Change Agent for Reimagining Leadership – Dr. Nancy S. Grasmick**

The Dr. Nancy Grasmick Leadership Institute at Towson University will exemplify and embody Dr. Grasmick's lifelong commitment to education and leadership. Built upon values that shaped her success as a visionary leader, the Dr. Nancy Grasmick Leadership Institute will exemplify the essence of a true leader through its design and programs.

- **Dedication:** Leaders must know how to connect with people on all levels of an organization and understand the value of their contributions. Leaders must have a strong commitment and belief in the people they lead and the realization that people are our most important asset.
- **Execution:** Leadership goes beyond strategic planning and goals. True leadership is about execution and the ability to translate vision into mastery.
- **Ethics:** A skilled leader is morally purposeful in their actions.
- **Self-Awareness:** Leaders must own their strengths and weaknesses and surround themselves with a team that will complement and compensate for their skill set to drive change. They must be willing to be considerate of opposing positions to create synergies and move ideas forward.
- **Resilience:** Leaders must see failure as temporary and meet and recover from adversity with resilience. Effective leaders demonstrate a positive attitude and a sense of opportunity during trying periods and sustain their energy under pressure.

***“Leadership always matters. There are no great organizations without great leadership.”***

Dr. Nancy Grasmick



## Dr. Grasmick's pioneering leadership story

began when she suffered temporary deafness as a teenager.

Inspired by Helen Keller's teacher Anne Sullivan, Dr. Grasmick devoted her life to education. After graduating from Baltimore's Western High School, she earned degrees from Towson University, Gallaudet University and Johns Hopkins University.

Early in her career, Dr. Grasmick taught deaf children and her leadership journey continued as a classroom and resource teacher, principal, supervisor, assistant superintendent and associate superintendent in Baltimore County Public Schools. In 1989, then-Gov. William Donald Schaefer appointed her special secretary for children, youth and families. Dr. Grasmick became the state's first female superintendent of the Maryland Department of Education, a position she held for 20 years until her retirement. Under Dr. Grasmick's leadership, Maryland's schools were propelled to No. 1 in the nation.

She has received numerous awards for her visionary leadership, including the national Harold W. McGraw, Jr. Prize in Education and a Woodrow Wilson award from Johns Hopkins. In 2011, she was inducted into *The Daily Record's* Circle of Influence, recognizing her as a Most Influential Marylander. ▶



In 2010, the College Board awarded her the national William U. Harris Award of Excellence and the National Art Education Association honored her with the Distinguished Service, Outside the Profession Award. In 2016, Dr. Grasmick was inducted into *The Baltimore Sun's* Business and Civic Leader Hall of Fame.

She has participated in countless commissions and has always remained at the table for important decisions affecting our region across all sectors and industries. Dr. Grasmick has shaped many of our region's most important institutions and organizations while also demonstrating the power and impact of a dedicated, innovative and focused leader. ■

## Fueling The Future Of Leadership

Private philanthropy generously provided by Dr. Grasmick has been instrumental in the research and development of the Institute. Contributions from alumni, friends, stakeholders, and admirers of Dr. Grasmick will fuel the launch and long-term success of the Institute and ensure a laser focus on current events and emerging trends that shape leadership development. Moreover, generous private contributions will allow the Dr. Nancy Grasmick Leadership Institute to help organizations and institutions harness the collective leadership of the next generation to solve complex challenges and successfully navigate an ever-changing world.

This is a critical juncture for this most important endeavor. Private contributions honoring Dr. Grasmick's powerful legacy of leadership will propel the Institute forward and provide the resources necessary to achieve an ambitious vision.

### Building the Leadership Institute: Personnel and Programming

Talent and expertise are vital to the success of the Dr. Nancy Grasmick Leadership Institute. Philanthropic support ensures the resources are in place to identify, attract, hire and retain experts with the capacity to launch and deliver groundbreaking and impactful research and programming.

### Endowed Professor of Practice

#### \$2 million

This ambitious and important endeavor requires a visionary who will infuse the Institute with energy, talent and passion. This endowment will exist in perpetuity and provide the resources and prestige necessary to recruit and retain an eminent scholar and leader. The individual filling this crucial role will possess deep experience in leadership and have the responsibility of heading research and scholarship, convening leaders and scholars across disciplines and industries and envisioning programming that amplifies and actualizes the Institute's guiding principles.

An endowed professor of practice signals a high level of intellectual rigor and an expectation that the Institute will contribute significantly to the body of scholarly work on leadership development and the practice of leadership. Endowed professors of practice carry a special responsibility to address areas of critical importance, strengthen the discipline and build a network of experts. Ultimately, this position will serve as a resource for the community, industry and other academics while also raising the profile of Towson University among peer institutions and in the public and private sectors.



## Institute's Guiding Principles

Dedication

Execution

Ethics

Self-Awareness

Resilience

## Signature Programs

Initially, two signature programs will exist at the core of the Institute: The Next-Level Leaders Program and the TU Professional Leadership Program for Women. In addition, the Institute will continue to create solutions and programs based on research and stakeholder needs.

### Next-Level Leaders Program

**\$500,000 (five years)**

Mid-level managers comprise a significant portion of the workforce and serve as the likeliest source of future leaders. Identifying, cultivating and training these leaders of the future was a common theme in market analysis and stakeholder input.

The Next-Level Leaders Program is a hands-on, cross-sector program for emerging leaders who have the capacity and determination to ascend within their organizations. Participants will use self-exploration, uncover intergenerational workplace motivators, practice intentional influencing, forge collective leadership skills to drive goals forward, and harness hands-on strategies to foster employee engagement. Participants will leave the program with new skills, awareness of barriers, the motivators to achieve goals and a compass to navigate uncharted territory. Participants, newly equipped with tangible skills and their personal drive to execute these skills, will foster employee retention and engagement and contribute to the overall culture and health of their organizations.

Contributions in support of the Next-Level Leaders Program will ensure the Institute has the necessary resources to support a robust learning experience for individuals from a multitude of industries and sectors.

### Professional Leadership Program for Women Endowment

**\$1 million**

Established in 2015, the Towson University Professional Leadership Program for Women was designed for women committed to increasing their capacity for leadership and influence. Through one-on-one coaching, panel discussions and workshops, participants learn how to affect their organizations and communities. They learn about the importance of creating a personal brand, communicating more effectively and leading by giving. More than 120 women leaders have gone through this intensive program of self-exploration, and these alumnae are a strong cadre of mentors and guides for future participants.

The launch of the Dr. Nancy Grasmick Leadership Institute allows the university to strengthen this outstanding program and expand its impact. Individuals from business, education, government and the nonprofit sectors continue to seek out this transformational program in growing numbers. In 2020, the program expanded to a second cohort. Despite the exciting growth of this program, the tuition-based model prevents some women from enrolling in the program.

A permanent endowment will support the continued expansion of program offerings and also provide much-needed financial assistance for women from organizations challenged to invest in their future leaders. This affords aspiring leaders much-deserved access to powerful programming, which in turn benefits organizations and communities.

## Institute Impact and Collective Leadership

**\$1.25 million (five years)**

Offering a robust selection of industry-leading training and signature programs that build capacity and inspire leaders is central to the work of the Dr. Nancy Grasmick Leadership Institute. Local individuals and organizations, without access to training and leadership resources, will also find support at the Institute. The Dr. Nancy Grasmick Leadership Institute is poised to support and advance leadership training through coaches and the efforts of staff members to develop innovative programs addressing evolving and emerging trends and challenges.

### The Institute's Collection

Through a continuum of leadership solutions substantiated by research and developed by stakeholders using design-thinking methodology, the Institute will provide leaders of all levels with demonstrated and effective skills and strategies.

A primary goal of the **Coaching Collective** is to create more accessible pathways for coaching while maintaining a high standard of excellence. It will allow individuals seeking training and education to benefit from a coaching framework that provides cutting-edge diagnostics, coach matching and a highly personalized curriculum devised and implemented by one of our coaches.

This initiative will allow the Dr. Nancy Grasmick Leadership Institute to create a diverse community of practice, employing coaches with an array of expertise to help individuals and organizations harness strengths and grow as leaders.

**Workplace Impact and Partnerships** will center on collaborations with organizations dedicated to leadership identification and development. Specifically, this program will provide consultation to organizations and individuals to understand specific leadership needs and provide resources to expand leadership capacity in ways that transform our region. The Institute will also partner with organizations in the public and private sectors to create leadership development pipelines and training to expose emerging leaders to evidence-based practices and the knowledge and skills necessary to advance their respective organization.

Through **Leadership Mastery**, the Institute provides thought leadership and distinct experiences for individuals and organizations. By leveraging its carefully chosen staff and mentors, the Institute will produce workshops, speaker series, publications and dynamic events for individuals and organizations to engage, collaborate and move the region forward. It is also anticipated that Leadership Mastery will incorporate a virtual learning series that provides content on a host of leadership topics that can be consumed and reviewed to reinforce in-person programming.

Leadership Mastery programming would culminate in an **Annual Leadership Forum** that will focus on building bridges among leaders from different generations and industries to address critical regional, national and global issues and challenges.

**"Leadership and learning are indispensable to each other."**

John F. Kennedy

## Building the Leadership Institute: Knowledge Creation and Validation

Building this Institute requires an intensive and strategic approach. Research across multiple sectors further validates the need to harness great leadership that is innovative, forward thinking and capable of thoughtfully addressing current and future challenges in a forthright and tactical manner.

### Visiting Scholar/Visiting Executive Endowment

**\$1 million**

The Visiting Scholar/Visiting Executive Endowment will attract nationally and internationally renowned leadership experts who have earned advanced degrees and conducted specialized research in leadership studies. Building prominence and leadership theory for the Institute, these scholars will work for the Dr. Nancy Grasmick Leadership Institute for up to two years. Visiting scholars/executives will conduct evaluations, engage in research, produce scholarship in the area of leadership development and present as part of the Leadership Mastery Series and Annual Leadership Forum.

As knowledge brokers, researchers and experts in their fields of study or business, the individual will possess the knowledge and experience to construct the foundation for the Institute's training program.

### Fellows Program Endowment

**\$1 million**

Faculty and visiting fellows will build a collaborative team, which could also include graduate and doctoral students in real-world learning environments. These multi-year appointments would strengthen cross-disciplinary research endeavors and allow fellows to conduct meaningful longitudinal assessments of the program and its outcomes.

Initial project work includes the development of tools to measure the efficacy of the Institute's programming, goal attainment for participants and the impact on organizations and communities. The fellows will develop and implement a robust evaluation program to understand and articulate the Institute's impact. Fellows will conduct regular program assessments to validate core values, relevance of the programming and benefits of the training modalities.

Many leadership programs use limited metrics for evaluation, which may miss key outcomes and opportunities for continued program enhancement. Support for ongoing evaluation will set the Dr. Nancy Grasmick Leadership Institute apart and allow it to thrive as the needs of the leadership community shift and transform.

**A local, national and global leadership crisis is intensifying daily, due, in part, to baby boomer retirements and a shortage of general leadership skills.**

## A Pathway to Leadership Excellence

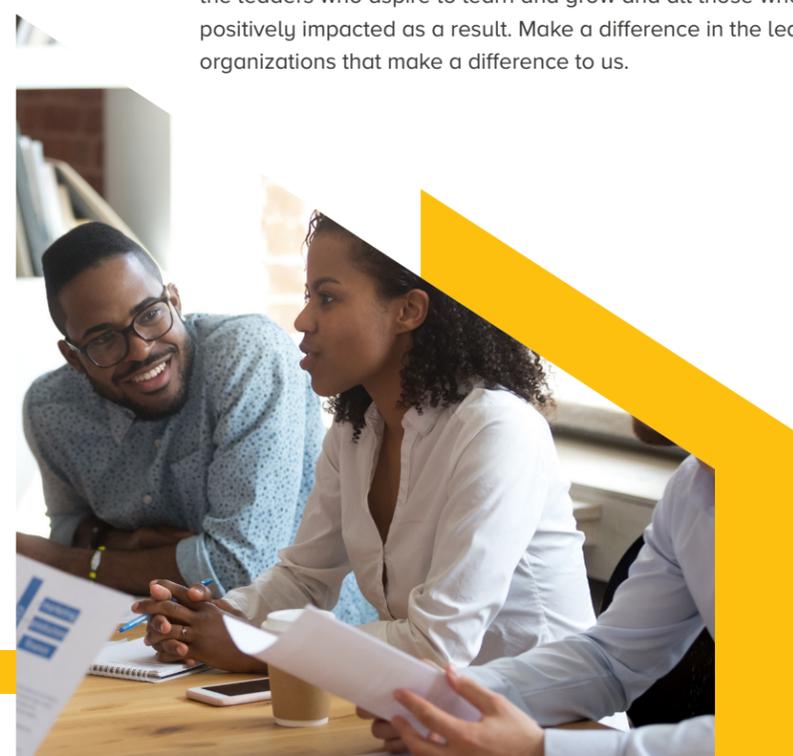
When Towson University embarked on the journey to explore a leadership institute, we could not have anticipated the challenges our state, region, nation and the world would encounter. We recognized the demand for forward-thinking, visionary leaders and the past year has underscored that need far beyond our original expectations.

We now possess a clear understanding of the challenges before us and the roadmap that guides our pathway forward. At this critical moment, we ask others to join us as we launch this much-needed Institute. Philanthropy will continue to shape the Dr. Nancy Grasmick Leadership Institute and allow individuals, institutions and organizations to thrive in an ever-changing world.

Your commitment to building and supporting programming that inspires leaders, present and future, is critical to the launch and ongoing success of the Institute. Your gift will make a difference in the lives of many—the scholars who will research and teach, the leaders who aspire to learn and grow and all those who are positively impacted as a result. Make a difference in the leaders and organizations that make a difference to us.

### **Vision:**

**The Dr. Nancy Grasmick Leadership Institute at Towson University will become a national model and a platform to change the status quo, where individuals, teams and organizations will exit with a transformational call-to-action.**





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