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## SENIOR MANAGEMENT PROGRAM

### 2026 PROGRAM (WORKING AGENDA)

(times shown below are in Eastern Time)

| VIRTUAL PORTION                        |   |
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| DATE AND TIME                          | ACTIVITY  |
| Week of June 8th                       | <b>Pre-study Part A:</b> Transportation Systems Management and Operations (TSMO) 101 online course <ul style="list-style-type: none"> <li>- Submit certificate</li> <li>- Submit – how their job fits in with TSMO</li> </ul>   |
| Week of June 15th                      | <b>Pre-study Part B:</b> Get to Know Your Classmates due  |
| Thursday, June 25th<br>12:00 – 2:00 PM | <b>Program Webinar #1</b><br>Introduction to the Operations Academy and TSMO <ul style="list-style-type: none"> <li>- Welcome – Facilitator, Les Jacobson</li> <li>- TSMO 101</li> <li>- Breakout Networking (1 session)</li> <li>- Schedule, Expectations, etc.</li> <li>- How it all fits together</li> </ul> |
| Thursday, July 9th<br>12:00 – 2:00 PM  | <b>Program Webinar #2</b><br>Safety & Operations<br>Instructor: Monica Harwood-Duncan   |
| Thursday, July 16th<br>12:00 – 2:00 PM | <b>Program Webinar #3</b><br>Technology & Operations and Managing a Corridor<br>Instructor: Les Jacobson  |
| Wednesday, July 22nd                   | <b>Pre-study Part C:</b> Managing for Disruption Videos due   |
| Thursday, July 23rd<br>12:00 – 2:00 PM | <b>Program Webinar #4:</b><br>Managing for Disruption and<br>Micro Leadership – Real Time Decision Making Under Stress  |
| Thursday, July 30th<br>12:00 – 2:00 PM | <b>Program Webinar #5:</b><br>Traveler Information<br>Instructor: Kelly Wells, North Carolina DOT   |

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| Thursday, August 6th<br>12:00 – 2:00 PM  | <b>Program Webinar #6</b><br>Performance Management<br>Instructor: Tim Lomax  |
| Tuesday, August 11th<br>12:00 – 2:00 PM  | <b>Pre-study Parts D:</b> Business DNA Self-Assessment and Simon Sinek video due<br><br><b>Program Webinar #7</b><br>Performance Management Visualization and Tools<br>Instructor: Michael Pack, UMD CATT Lab                                 |
| Thursday, August 13th<br>12:00 – 2:00 PM | <b>Program Webinar #8</b><br>Performance Management Visualization and Tools – Part 2<br>Instructor: Michael Pack, UMD CATT Lab  |
| Thursday, August 20th<br>12:00 – 2:00 PM | <b>Program Webinar #9</b><br>Performance Management Practitioner Presentation & Discussion<br>Instructors: Doug Tomlinson & Ryan McNary, Pennsylvania DOT<br><br>Micro Leadership - Professional Judgment and Tradeoffs<br>Instructor: Monica |
| Tuesday, August 25th<br>12:00 – 2:00 PM  | <b>Program Webinar #10</b><br>Leadership Skills for Technical Professionals<br>Instructor: Shelley Row, Blue Fjord Leaders  |
| Thursday, August 27th<br>12:00 – 2:00 PM | <b>Program Webinar #11</b><br>Adapting for the Team<br>Instructor: Shelley Row, Blue Fjord Leaders<br><br>Introduction to Workshop – Les Jacobson<br>Breakout Exercise with Workshop Groups   |
| Tuesday, Sept 1st<br>12:00 – 2:00 PM     | <b>Pre-study Part E:</b> Planning for TSMO: Introduction (NHI Course 133131) and Understanding and Applying the CMM to Advance TSMO Programs (NHI Course 133141)  |
| Thursday, Sept 3rd<br>12:00 – 2:00 PM    |   |
|  | <b>Program Webinar #12</b><br>Program Planning and CMM/CMF<br>Instructor: Les Jacobson  |

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| Thursday, Sept 10th<br>12:00 – 2:00 PM | <b>Program Webinar #13</b><br>Systems Engineering & Exercise<br>Instructor: Monica Harwood   |
| Thursday, Sept 17th<br>12:00 – 2:00 PM | <b>Pre-study Parts F:</b> Facilitating Goods Movement through Operations video due<br><br><b>Program Webinar #14</b><br>Transit and Ports – Why are they important for Operations<br>Instructor: TBD |
| Tuesday, Sept 22th<br>12:00 – 2:00 PM  | <b>Pre-study Part G:</b> Making the Business Case for TSMO (NHI Course 133128)<br><br><b>Program Webinar #15</b><br>Communicating the Value of TSMO<br>Know Your Audience<br>Instructor: Shelley Row |
| Thursday, Sept 24th<br>12:00 – 2:00 PM | <b>Program Webinar #16</b><br>Communicating the Value of TSMO<br>Structure and Visuals<br>Instructor: Shelley Row  |
| Tuesday, Sept 29th<br>12:00 – 1:30 PM  | <b>Program Webinar #17</b><br>Communicating the Value of TSMO<br>Stories and Delivery<br>Instructor: Shelley Row   |
| Thursday, Oct 1<br>12:00 – 1:30 PM     | <b>Workshop Session 1</b><br><br>Reintroduce Workshop 1<br>Instructors: Les Jacobson and Shelley Row<br><br>Workshop Groups break out into sessions  |
| Thursday, Oct 8<br>12:00 – 1:30 PM     | <b>Workshop Session 2</b><br>Workshop Groups break out into sessions   |
| Thursday, Oct 15<br>12:00 – 1:30 PM    | <b>Workshop Session 3</b>  |

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|   | Workshop Groups break out into sessions  |
| Thursday, Oct 22<br>12:00 – 1:30 PM                           | <b>Workshop Session 4</b><br><br>Workshop Groups break out into sessions   |
| Thursday, Oct 29  | <b>Pre-study Part H: Workforce Development Session Prep</b>  |
| <b>IN-PERSON PORTION</b><br><b>Historic Inns of Annapolis</b> |  |
| Saturday, Oct 24  | Optional: Participants can check in on Saturday at their expense (rate is \$199 plus tax)  |
| Sunday, Oct 25  | Optional: Woodwind Schooner Annapolis Boat Tour (1:30 – 3:30 PM)<br><br>Check into hotel: 4:00 PM<br>Reception: 6:00 PM<br>Dinner: 7:00 PM   |
| Monday, Oct 26  | <b>Workshop 1: Group Presentations (8:00 AM – 12:00 PM)</b><br><br>Lunch (12:00 – 1:00 PM)<br><br><b>Workshop: Facilitating Goods Movement through Operations</b><br>Instructor: Donald Ludlow (1:00 -3:00 PM)<br><br><b>Workshop 2 Assignment and Working Groups (3:15 -5:00 PM)</b><br>Facilitator: Les Jacobson<br><br>Dinner (5:30 PM)<br><br>Optional: Annapolis Ghost Tour @ 8:00 PM |
| Tuesday, Oct 27   | <b>Managing for Disruption: Agency Presentations and Panel Discussion (8:00 – 9:30 AM)</b><br><br>Break (9:30 – 10:00 AM)<br><br><b>Exercise: Managing for Disruption (10:00 AM - 12:00 PM)</b><br>Instructor: Les Jacobson  |

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|                   | <p>Lunch (12:00 – 1:00 PM)</p> <p><b>Field Trip to Maryland SHA CHART (1:00- 4:00 PM)</b></p> <p>Working Group Meetings (4:00 - 5:30 PM)</p> <p>Dinner on Your Own (5:30 PM)</p>  |
| Wednesday, Oct 28 | <p><b>Managing a Corridor: Agency Presentations and panel discussion (8:00 – 9:30 AM)</b></p> <p>Break (9:30 – 10:00 AM)</p> <p><b>Exercise: Managing a Corridor (10:00 AM - 12:00 PM)</b><br/>Instructor: Les Jacobson</p> <p>Lunch on Own and Working Group Meetings (12:00 – 5:30 PM)</p> <p>Dinner (5:30 PM)</p> <p><b>Agency Presentation (6:30 – 8:00 PM)</b></p>   |
| Thursday, Oct 29  | <p><b>Facilitated Discussion: Workforce Development – (8:00 – 9:30 AM)</b><br/>Instructor: – Stephanie Ivey, University of Memphis</p> <p>Break (9:30 – 10:00 AM)</p> <p><b>Facilitated Discussion: Workforce Development (10 AM - 12:00 PM)</b></p> <p>Lunch (12:00 – 1:00 PM)</p> <p><b>Future of Transportation (1:00 – 1:45 PM)</b><br/>Speaker – Scott Marler, Director, Iowa DOT</p> <p><b>Micro Leadership:</b><br/>Applied Adaptability and Innovation (1:45 – 2:00 PM)<br/>Instructor: Monica Harwood Duncan</p> <p>Break (2:00 – 2:30 PM)</p> |

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|                | <p><b>From Paralysis to Action (2:30 - 4:00 PM)</b><br/> Facilitated by Monica Harwood Duncan<br/> - Development of Action Plans included</p> <p>Working Group Meetings (4:00 - 5:30 PM)</p> <p>Dinner (5:30 PM)</p> |
| Friday, Oct 30 | <p><b>Submit Action Plan (8:00 AM)</b></p> <p><b>Workshop 2 Group Presentations (8:00 – 10:45 AM)</b></p> <p>Action Plan Discussion &amp; Program Debrief (10:45-11:45 AM)<br/> Adjourn (11:45 AM)</p>               |