operationsacademy™
SENIOR MANAGEMENT PROGRAM

2026 PROGRAM (WORKING AGENDA)

(times shown below are in Eastern Time)

VIRTUAL PORTION	
DATE AND TIME	**ACTIVITY**
Week of June 8th	**Pre-study Part A:** Transportation Systems Management and Operations (TSMO) 101 online course - Submit certificate - Submit – how their job fits in with TSMO
Week of June 15th	**Pre-study Part B:** Get to Know Your Classmates due
Thursday, June 25th 12:00 – 2:00 PM	**Program Webinar #1** Introduction to the Operations Academy and TSMO - Welcome – Facilitator, Les Jacobson - TSMO 101 - Breakout Networking (1 session) - Schedule, Expectations, etc. - How it all fits together
Thursday, July 9th 12:00 – 2:00 PM	**Program Webinar #2** Safety & Operations Instructor: Monica Harwood Duncan
Tuesday, July 14th 12:00 – 2:00 PM	**Program Webinar #3 – Part 1** Technology & Operations and Managing a Corridor Instructor: Les Jacobson
Thursday, July 16th 12:00 – 2:00 PM	**Program Webinar #3 – Part 2** Technology & Operations and Managing a Corridor Instructor: Les Jacobson
Wednesday, July 22nd Thursday, July 23rd 12:00 – 2:00 PM	**Pre-study Part C:** Managing for Disruption Videos due **Program Webinar #4:** Managing for Disruption Instructor: Les Jacobson

	Micro Leadership – Real Time Decision Making Under Stress Instructor: Monica Harwood Duncan
Thursday, July 30th 12:00 – 2:00 PM	**Program Webinar #5:** Traveler Information Instructor: Kelly Wells, North Carolina DOT
Thursday, August 6th 12:00 – 2:00 PM	**Program Webinar #6** Performance Management Instructor: Tim Lomax
Tuesday, August 11th 12:00 – 2:00 PM	**Pre-study Parts D:** Business DNA Self-Assessment and Simon Sinek video due **Program Webinar #7** Performance Management Visualization and Tools Instructor: Michael Pack, UMD CATT Lab
Thursday, August 13th 12:00 – 2:00 PM	**Program Webinar #8** Performance Management Visualization and Tools – Part 2 Instructor: Michael Pack, UMD CATT Lab
Thursday, August 20th 12:00 – 2:00 PM	**Program Webinar #9** Performance Management Practitioner Presentation & Discussion Instructors: Doug Tomlinson & Ryan McNary, Pennsylvania DOT Micro Leadership - Professional Judgment and Tradeoffs Instructor: Monica Harwood Duncan
Tuesday, August 25th 12:00 – 2:00 PM	**Program Webinar #10** Leadership Skills for Technical Professionals Instructor: Shelley Row, Blue Fjord Leaders
Thursday, August 27th 12:00 – 2:00 PM	**Program Webinar #11** Adapting for the Team Instructor: Shelley Row, Blue Fjord Leaders Introduction to Workshop – Les Jacobson Breakout Exercise with Workshop Groups

Tuesday, Sept 1st 12:00 – 2:00 PM Thursday, Sept 3rd 12:00 – 2:00 PM	**Pre-study Part E:** Planning for TSMO: Introduction (NHI Course 133131) and Understanding and Applying the CMM to Advance TSMO Programs (NHI Course 133141) **Program Webinar #12** Program Planning and CMM/CMF Instructor: Les Jacobson
Thursday, Sept 10th 12:00 – 2:00 PM	**Program Webinar #13** Systems Engineering & Exercise Instructor: Monica Harwood Duncan
Thursday, Sept 17th 12:00 – 2:00 PM	**Pre-study Parts F:** Facilitating Goods Movement through Operations video due **Program Webinar #14** Transit and Ports – Why are they important for Operations Instructor: TBD
Tuesday, Sept 22th 12:00 – 2:00 PM	**Pre-study Part G**: Making the Business Case for TSMO (NHI Course 133128) **Program Webinar #15** Communicating the Value of TSMO Know Your Audience Instructor: Shelley Row
Thursday, Sept 24th 12:00 – 2:00 PM	**Program Webinar #16** Communicating the Value of TSMO Structure and Visuals Instructor: Shelley Row
Tuesday, Sept 29th 12:00 – 1:30 PM	**Program Webinar #17** Communicating the Value of TSMO Stories and Delivery Instructor: Shelley Row
Thursday, Oct 1 12:00 – 1:30 PM	**Workshop Session 1** Reintroduce Workshop 1 Instructors: Les Jacobson and Shelley Row

	Workshop Groups break out into sessions
Thursday, Oct 8 12:00 – 1:30 PM	**Workshop Session 2** Workshop Groups break out into sessions
Thursday, Oct 15 12:00 – 1:30 PM	**Workshop Session 3** Workshop Groups break out into sessions
Thursday, Oct 22 12:00 – 1:30 PM	**Workshop Session 4** Workshop Groups break out into sessions
Thursday, Oct 29	**Pre-study Part H**: Workforce Development Session Prep
IN-PERSON PORTION **Historic Inns of Annapolis**	
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) Check into hotel: 4:00 PM Reception: 6:00 PM Dinner: 7:00 PM
Monday, Oct 26	**Workshop 1: Group Presentations** (8:00 AM – 12:00 PM) Lunch (12:00 – 1:00 PM) **Workshop: Facilitating Goods Movement through Operations** Instructor: Donald Ludlow (1:00 -3:00 PM) **Workshop 2 Assignment and Working Groups** (3:15 -5:00 PM) Facilitator: Les Jacobson Dinner (5:30 PM) Optional: Annapolis Ghost Tour @ 8:00 PM

Tuesday, Oct 27	**Managing for Disruption: Agency Presentations and Panel Discussion** (8:00 – 9:30 AM) Break (9:30 – 10:00 AM) **Exercise: Managing for Disruption** (10:00 AM - 12:00 PM) Instructor: Les Jacobson Lunch (12:00 – 1:00 PM) **Field Trip to Maryland SHA CHART** (1:00- 4:00 PM) Working Group Meetings (4:00 - 5:30 PM) Dinner on Your Own (5:30 PM)
Wednesday, Oct 28	**Managing a Corridor**: **Agency Presentations and panel discussion** (8:00 – 9:30 AM) Break (9:30 – 10:00 AM) **Exercise: Managing a Corridor** (10:00 AM - 12:00 PM) Instructor: Les Jacobson Lunch on Own and Working Group Meetings (12:00 – 5:30 PM) Dinner (5:30 PM) **Agency Presentation** (6:30 – 8:00 PM)
Thursday, Oct 29	**Facilitated Discussion: Workforce Development** – (8:00 – 9:30 AM) Instructor: – Stephanie Ivey, University of Memphis Break (9:30 – 10:00 AM) **Facilitated Discussion: Workforce Development** (10 AM - 12:00 PM) Lunch (12:00 – 1:00 PM) **Future of Transportation** (1:00 – 1:45 PM)

	Speaker – Scott Marler, Director, Iowa DOT **Micro Leadership:** Applied Adaptability and Innovation (1:45 – 2:00 PM) Instructor: Monica Harwood Duncan Break (2:00 – 2:30 PM) **From Paralysis to Action** (2:30 - 4:00 PM) Facilitated by Monica Harwood Duncan - Development of Action Plans included Working Group Meetings (4:00 - 5:30 PM) Dinner (5:30 PM)
Friday, Oct 30	**Submit Action Plan** (8:00 AM) **Workshop 2 Group Presentations** (8:00 – 10:45 AM) Action Plan Discussion & Program Debrief (10:45-11:45 AM) Adjourn (11:45 AM)