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SENIOR MANAGEMENT PROGRAM

## 2026 PROGRAM (WORKING AGENDA)

(times shown below are in Eastern Time)

VIRTUAL PORTION	
DATE AND TIME	ACTIVITY
Friday, June 12th	<p><b>Pre-study Part A</b></p> <p>Transportation Systems Management and Operations (TSMO) 101 online course</p> <ul style="list-style-type: none"> <li>- Submit certificate</li> <li>- Submit – how current job fits in with TSMO</li> </ul>
Wed, June 24th	<p><b>Pre-study Part B</b></p> <p>Get to Know Your Classmates due</p>
Thursday, June 25th 12:00 – 2:00 PM	<p><b>Program Webinar #1</b></p> <p>Introduction to the Operations Academy and TSMO</p> <ul style="list-style-type: none"> <li>- Welcome – Facilitator, Les Jacobson, previously with Washington State DOT</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 12:00 – 2:00 PM	<p><b>Program Webinar #2</b></p> <p>Safe Mobility Through Operations Instructors: Phillip Bobitz, previously with Federal Highway Administration and Zach Neihof, previously with Kentucky Transportation Cabinet</p>
Tuesday, July 14th 12:00 – 2:00 PM	<p><b>Program Webinar #3 – Part 1</b></p> <p>Technology &amp; Operations and Managing a Corridor Instructor: Les Jacobson, previously with Washington State DOT</p>
Thursday, July 16th 12:00 – 2:00 PM	<p><b>Program Webinar #3 – Part 2</b></p> <p>Technology &amp; Operations and Managing a Corridor Instructor: Les Jacobson, previously with Washington State DOT</p>
Wednesday, July 22nd	<p><b>Pre-study Part C</b></p> <p>Managing for Disruption Videos due</p>

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<p>Thursday, July 23rd 12:00 – 2:00 PM</p>	<p><b>Program Webinar #4:</b></p> <p>Managing for Disruption Instructor: Les Jacobson, previously with Washington State DOT</p> <p>Micro Leadership – Real Time Decision Making Under Stress Instructor: Monica Harwood Duncan, previously with Federal Highway Administration and Washington State DOT</p>
<p>Thursday, July 30th 12:00 – 2:00 PM</p>	<p><b>Program Webinar #5:</b></p> <p>Traveler Information Instructor: Kelly Wells, North Carolina DOT</p>
<p>Thursday, August 6th 12:00 – 2:00 PM</p>	<p><b>Program Webinar #6</b></p> <p>Performance Management Instructor: Tim Lomax, Texas A&amp;M Transportation Institute, Retired</p>
<p>Tuesday, August 11th 12:00 – 2:00 PM</p>	<p><b>Pre-study Parts D</b></p> <p>Business DNA Self-Assessment and Simon Sinek video due</p> <p><b>Program Webinar #7</b></p> <p>Performance Management Visualization and Tools Instructor: Michael Pack, UMD CATT Lab</p>
<p>Thursday, August 13th 12:00 – 2:00 PM</p>	<p><b>Program Webinar #8</b></p> <p>Performance Management Visualization and Tools – Part 2 Instructor: Michael Pack, UMD CATT Lab</p>
<p>Thursday, August 20th 12:00 – 2:00 PM</p>	<p><b>Program Webinar #9</b></p> <p>Performance Management Practitioner Presentation &amp; Discussion Instructors: Doug Tomlinson, Pennsylvania DOT &amp; Ryan McNary, Pennsylvania DOT</p> <p>Micro Leadership - Professional Judgment and Tradeoffs Instructor: Monica Harwood Duncan, previously with Federal Highway Administration and Washington State DOT</p>
<p>Tuesday, August 25th 12:00 – 2:00 PM</p>	<p><b>Program Webinar #10</b></p> <p>Leadership Skills for Technical Professionals Instructor: Shelley Row, Blue Fjord Leaders</p>

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Thursday, August 27th 12:00 – 2:00 PM	<p><b>Program Webinar #11</b></p> <p>Adapting for the Team Instructor: Shelley Row, Blue Fjord Leaders</p> <p>Introduction to Workshop – Les Jacobson, previously with Washington State DOT Breakout Exercise with Workshop Groups</p>
Tuesday, Sept 1st 12:00 – 2:00 PM	<p><b>Pre-study Part E</b></p> <p>Planning for TSMO: Introduction (NHI Course 133131) and Understanding and Applying the CMM to Advance TSMO Programs (NHI Course 133141)</p>
Thursday, Sept 3rd 12:00 – 2:00 PM	<p><b>Program Webinar #12</b></p> <p>Program Planning and CMM/CMF Instructor: Les Jacobson, previously with Washington State DOT</p>
Thursday, Sept 10th 12:00 – 2:00 PM	<p><b>Program Webinar #13</b></p> <p>Systems Engineering &amp; Exercise Instructor: Monica Harwood Duncan, previously with Federal Highway Administration and Washington State DOT</p>
Wednesday, Sept 16th	<p><b>Pre-study Parts F</b></p> <p>Facilitating Goods Movement through Operations video due</p>
Thursday, Sept 17th 12:00 – 2:00 PM	<p><b>Program Webinar #14</b></p> <p>Transit and Ports – Why are they important for Operations Instructor: TBD</p>
Monday, Sept 21st	<p><b>Pre-study Part G</b></p> <p>Making the Business Case for TSMO (NHI Course 133128)</p>
Tuesday, Sept 22nd 12:00 – 2:00 PM	<p><b>Program Webinar #15</b></p> <p>Communicating the Value of TSMO Know Your Audience Instructor: Shelley Row, Blue Fjord Leaders</p>
Thursday, Sept 24th 12:00 – 2:00 PM	<p><b>Program Webinar #16</b></p> <p>Communicating the Value of TSMO Structure and Visuals Instructor: Shelley Row, Blue Fjord Leaders</p>

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Tuesday, Sept 29th 12:00 – 1:30 PM	<p><b>Program Webinar #17</b></p> <p>Communicating the Value of TSMO Stories and Delivery Instructor: Shelley Row, Blue Fjord Leaders</p>
Thursday, Oct 1 12:00 – 1:30 PM	<p><b>Workshop Session 1</b></p> <p>Reintroduce Workshop 1 Instructors: Les Jacobson, previously with Washington State DOT and Shelley Row, Blue Fjord Leaders</p> <p>Workshop Groups break out into sessions</p>
Thursday, Oct 8 12:00 – 1:30 PM	<p><b>Workshop Session 2</b></p> <p>Workshop Groups break out into sessions</p>
Thursday, Oct 15 12:00 – 1:30 PM	<p><b>Workshop Session 3</b></p> <p>Workshop Groups break out into sessions</p>
Thursday, Oct 22 12:00 – 1:30 PM	<p><b>Workshop Session 4</b></p> <p>Workshop Groups break out into sessions</p>
Wednesday, Oct 28	<p><b>Pre-study Part H</b></p> <p>Workforce Development Session Prep</p>
<p><b>IN-PERSON PORTION</b></p> <p><b>Historic Inns of Annapolis</b></p>	
Saturday, Oct 24	<p>Saturday, October 24th coincides with the Naval Academy's Homecoming, and hotel availability in Annapolis will be extremely limited. We strongly recommend planning your arrival for Sunday instead.</p>
Sunday, Oct 25	<p><i>Optional: Woodwind Schooner Annapolis Boat Tour (1:30 – 3:30 PM)</i></p> <p>Check into hotel: 4:00 PM Reception: 6:00 PM Dinner: 7:00 PM</p>

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<p>Monday, Oct 26</p>	<p><b>Workshop 1: Group Presentations</b> (8:00 – 12:00 PM)</p> <p>Lunch (12:00 – 1:00 PM)</p> <p><b>Workshop: Facilitating Goods Movement through Operations</b> (1:00 -3:00 PM) Instructor: Donald Ludlow, Pennsylvania DOT</p> <p><b>Workshop 2 Assignment and Working Groups</b> (3:15 -5:00 PM) Facilitator: Les Jacobson, previously with Washington State DOT</p> <p>Dinner (5:30 PM)</p> <p><i>Optional: Annapolis Ghost Tour @ 8:00 PM</i></p>
<p>Tuesday, Oct 27</p>	<p><b>Managing for Disruption: Agency Presentations and Panel Discussion</b> (8:00 – 9:30 AM)</p> <p>Break (9:30 – 10:00 AM)</p> <p><b>Exercise: Managing for Disruption</b> (10:00 AM - 12:00 PM) Instructor: Les Jacobson, previously with Washington State DOT</p> <p>Lunch (12:00 – 1:00 PM)</p> <p><b>Field Trip to Maryland SHA CHART</b> (1:00- 4:00 PM)</p> <p>Working Group Meetings (4:00 - 5:30 PM)</p> <p>Dinner on Your Own (5:30 PM)</p>

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<p>Wednesday, Oct 28</p>	<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 - 12:00 PM)</b> Instructor: Les Jacobson, previously with Washington State DOT</p> <p>Lunch on Own and Working Group Meetings (12:00 – 5:30 PM)</p> <p>Dinner (5:30 PM)</p> <p><b>Future of Transportation (6:30 – 8:00 PM)</b> Speaker – Scott Marler, Iowa DOT</p>
<p>Thursday, Oct 29</p>	<p><b>Facilitated Discussion: Workforce Development – (8:00 – 9:30 AM)</b> Instructor: – Stephanie Ivey, University of Memphis</p> <p>Break (9:30 – 10:00 AM)</p> <p><b>Facilitated Discussion: Workforce Development (10:00 - 12:00 PM)</b></p> <p>Lunch (12:00 – 1:00 PM)</p> <p><b>Micro Leadership:</b> Me to We (1:00 – 1:15 PM) Instructor : Monica Harwood Duncan, previously with Federal Highway Administration and Washington State DOT</p> <p><b>Performance Management ???? need new title (1:15 – 2:00 PM)</b> Speaker – Cathy McGee</p> <p>Break (2:00 – 2:30 PM)</p> <p><b>From Paralysis to Action (2:30 - 4:00 PM)</b> Facilitated by Monica Harwood Duncan, previously with Federal Highway Administration and Washington State DOT - Development of Action Plans included</p> <p>Working Group Meetings (4:00 - 5:30 PM)</p> <p>Dinner (5:30 PM)</p>

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Friday, Oct 30	<p><b>Submit Action Plan</b> (8:00 AM)</p> <p><b>Workshop 2 Group Presentations</b> (8:00 – 10:45 AM)</p> <p>Action Plan Discussion &amp; Program Debrief (10:45-11:45 AM)</p> <p>Adjourn (11:45 AM)</p>
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