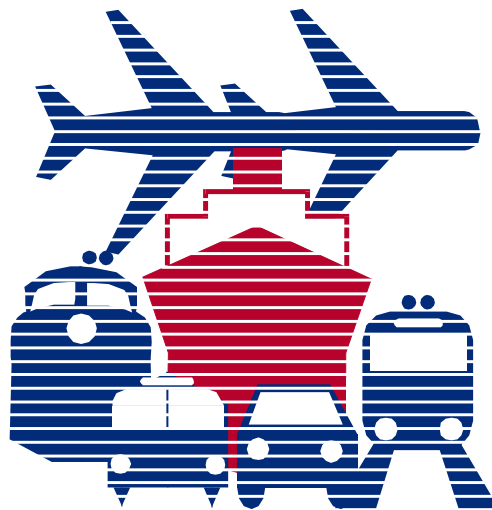


**54th AASHTO NATIONAL TRANSPORTATION  
LEADERSHIP INSTITUTE**

**AT  
INDIANA UNIVERSITY PURDUE UNIVERSITY  
INDIANAPOLIS, INDIANA**

**June 7-19, 2020**

**Application and Information Packet**



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SCHOOL OF PUBLIC AND ENVIRONMENTAL AFFAIRS  
**EXECUTIVE EDUCATION**

# **AASHTO NATIONAL TRANSPORTATION LEADERSHIP INSTITUTE (NLI)**

## **Information**

The AASHTO National Transportation Leadership Institute (NLI) founded in 1967 provides an organizational framework within which the various leadership training and development needs of state highway and transportation departments, and the U.S. Department of Transportation, can be met. Dr. Tom DeCoster serves as the NLI Director.

## **PURPOSE OF THE INSTITUTE**

The AASHTO National Transportation Leadership Institute is designed to enhance leadership skills of all transportation professionals. Subject matter ranges from fundamentals to advanced and sophisticated concepts. The Institute places special emphasis on contemporary concepts, processes and strategies.

The Institute is unique in several major respects:

*It is designed to provide grounding in fundamentals and principles, as well as more sophisticated concepts and practices in the leadership of department operations. The Institute curriculum is geared to, the graduate level and emphasizes the challenges of administering complex organizations.*

## **METHODS OF INSTRUCTION**

The Institute Faculty uses a variety of teaching and instructional techniques. Instructional methods are directed toward clear communication of leadership/management concepts as they relate to highway and transportation organizations and are varied in such a manner as to present a fast-moving, interesting and challenging Institute -- one in which participants become actively involved in the learning process.

Teaching and instructional techniques include: (1) lecture-discussion sessions; seminars; case problem analyses; role-playing; team demonstrations; (2) reading and other study assignments from textbooks, speeches, reprints and journals; (3) films, slides, and other visual aids; (4) visiting discussion leaders; and (5) close association with participants from various state departments as well as the FHWA highway and transportation officials. Included in the 2018 Institute will be individual videotaped simulations with separately scheduled debriefings, and development of an Individual Implementation Plan ... a plan of action for putting into practice the tools and concepts acquired during the Institute.

## **Institute Program**

The 2020 AASHTO National Transportation Leadership Institute will be presented in one two-week session from June 7-19, 2020, at the Indiana Historical Society, which is located in downtown Indianapolis adjacent to the Indiana University-Purdue University Indianapolis Campus.

The first portion of the Institute is directed to the study of fundamental leadership competencies applied to typical highway and transportation department operations. The Institute recognizes that departments are large technical oriented organizations staffed by personnel with limited behavioral science or leadership training.

Leadership fundamentals, principles, and practices will be examined in light of all these considerations, and a pattern of leadership action will be suggested.

Whereas the first part of the Institute is designed to treat fundamental concepts, principles, and practices of highway and transportation leadership, the second part of the Institute is designed to build on that base and to bring to the participants more advanced and complex concepts and techniques for leading their departments.

The 2020 Institute will devote considerable time to organizational culture and change, challenges of organizational structures and size, effective communication strategies and the implementation of a performance management enterprise.

The National Institute for Fitness and Sport (NIFS) will offer all participants a physical wellness component with an evaluation of their fitness condition, how they compare with the general population and how to improve their general fitness level. Participation is voluntary.

The Faculty will be comprised of persons who now work, or have worked, in highway organizations, executives from business and industry, consultants in highway and transportation management and engineering, and members of University faculties -- a combination which will provide a well-balanced approach to management challenges.

In short, the Institute is designed specifically for highway and transportation managers. It will be presented in a manner to facilitate the application of leadership fundamentals and principles to highway and transportation organization operations.

### **Who Should Attend**

Eligible participants are middle managers and above who are generally judged to be high potentials.

The instructional approach is one that assumes participants possess experience and judgment, and a keen desire to develop their leadership skills and abilities -- and is accelerated accordingly. Participants are expected to have a high degree of involvement and participation, and a willingness to participate in and contribute to group discussions, case problem analyses, and other activities.

The following guidelines are established to assist those responsible for selecting and approving applicants for the Institute:

The individual applicant must fully intend to be present at the entire two-week course and must conform to either the requirements of (A) or (B) as listed below:

(A)

- Has earned a Bachelor's Degree from an accredited college.
- Has a minimum of ten years of experience in one or more Member Departments of AASHTO, or an associate or affiliate agency. Must have demonstrated leadership potential, which enhanced with further training, will qualify the individual to occupy one of the major administrative positions in the department;

OR

(B)

- Is currently one of the two top Chief Administrative Officers of the Department or a principal deputy.

### **ACCOMMODATIONS**

The Institute will be conducted in the Indiana Historical Society, which is adjacent to the Indiana University-Purdue University Indianapolis Campus (IUPUI). The conference center and hotels are approximately fifteen minutes from the Indianapolis International Airport and are located in downtown Indianapolis near the intersection of three major Interstate highways.

Accommodations will be at the Residence Inn by Marriott - Indianapolis on the Canal and Courtyard by Marriott - Indy at the Capitol. Both hotels are located across the street from the

Indiana Historical Society. Single room rates are available at \$128.00 plus tax (currently 17%) per night (includes breakfast). Each hotel has coin operated washers and dryers, and fitness center. The guestrooms are equipped with a coffee maker, mini fridge, microwave, hair dryer, iron, TV, and complimentary high-speed wireless internet connection.

## **COST INFORMATION**

It is expected that highway and transportation departments will pay the salary, living expenses, traveling expenses, and other appropriate costs of their participants, plus a fee of \$3780.00. This amount includes the tuition fee, meals as noted below, as well as costs of instructional materials that become the property of the participant. Again this year, we will offer the Coaching Option, which includes all of the above PLUS a follow-up coaching session with an executive mentor that will take place approximately three months after the completion of the NTLI. The coaching/mentoring session will focus on the Individual Implementation Plan (IIP) that the participant developed while attending the NTLI. The NTLI Coaching Option tuition fee is \$4250.00. **NOTE:** The Coaching Option is limited to 14 participants

***Tuition payment is not required at the time of application. Those accepted for the NTLI will be directed to an AASHTO website to officially register for the Institute. At that time payment can be made online or an invoice can be requested.***

## **MEALS**

Meals included in the tuition are ten lunches (June 8-14 - and June 15-18) plus two dinners (June 7 and June 18). Both hotels provide a complimentary breakfast. Evening meals with varying price ranges are available at numerous restaurants which are located within easy walking distance of the hotels.

## **FITNESS FACILITIES**

In addition to the hotel fitness centers, there are other physical fitness facilities located on the adjacent IUPUI campus, such as the Fitness Center at the National Institute for Fitness and Sport (NIFS), Natatorium, and outdoor track. For those who like to walk, run, or jog, there are numerous opportunities near the hotels, including the Indianapolis Cultural Trail, Indianapolis Canal Walk and the White River Wapahani Trail. The Cultural Trail consists of 8 miles of trail that wanders through historic neighborhoods, cultural districts and seven public art projects. The Canal Walk is a 3-mile loop along the Indiana Central Canal waterside promenade. The White River Wapahani Trail is approximately 4.75 miles long. All mentioned here are easily accessed from the hotel properties.

Optional fitness assessments conducted by the NIFS staff are provided at no additional cost for the Institute participants. The fitness assessment consists of measuring height, weight, skin fold (to give an estimated percentage of body fat), blood pressure, heart rate, hand grip strength, flexibility, and strength and endurance (measured by doing sit-ups). The assessment takes approximately 15 minutes. For an additional fee, individual appointments for personalized fitness evaluations, nutritional and lifestyle assessments, and training programs can be scheduled at NIFS by the participant.

## **APPLICATION AND REGISTRATION INFORMATION**

Enrollment of the 2020 AASHTO National Transportation Leadership Institute is limited to fifty persons and requires an online application. The application deadline is April 10, 2020; however, we encourage your nominees to apply early because applications will be reviewed in the order in which they are received. The final selections for the Class of 2020 will be made on April 14 providing there are any remaining spaces. Those selected will be notified by email and directed to an AASHTO website to officially register for the NTLI.

## Personal Requirements Guidelines

The individual applicant must fully intend to be present at the entire two-week course and must conform to either the requirements of (A) or (B) as listed below:

(A)

- Has earned a Bachelor's Degree from an accredited college.
- Has a minimum of ten years of experience in one or more Member Departments of AASHTO, or an associate or affiliate agency.
- Must have demonstrated leadership potential, which enhanced with further training, will qualify the individual to occupy one of the major administrative positions in the department;

OR

(B)

- Is currently one of the two top Chief Administrative Officers of the Department or a principal deputy.

### **IMPORTANT DATES:**

**Application deadline is April 10**

**The last review of applications (if spaces are available)  
will be April 14**

**Click: [Apply Here](#)**

or

Website: <https://www.surveymonkey.com/r/2020-NTLI-APPLICATION>

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