



DR. NANCY GRASMICK  
**Leadership  
Institute**

**IMPACT REPORT 2024**

***GREAT  
LEADERSHIP  
MATTERS***

# Leading Maryland's Leaders



Dear Partners,

Three years ago, Dr. Nancy Grasmick embarked on an ambitious journey to uplift our region through a unique Leadership Institute that developed competent and ethically driven leaders.

As we look back on the past three years, I'm reflecting on our impact. The literal definition of impact is "a significant or major effect." Indeed, our effect has been tremendously significant! I have personally been so inspired to witness the profound, transformative effect our programs have had on thousands of leaders throughout the region.

And more than that, our programs have been so effective that their impact creates a powerful ripple effect. The Institute's trainings develop leaders at our region's most impactful organizations; these participants then go out to lead their teams more effectively, which results in enhanced employee engagement and retention and ultimately better organizational performance. When our organizations thrive, our region flourishes.

Some aspects of our impact are easily defined and quantified: the Institute has served 2,700 participants across 900 companies, with 96% of participants reporting that our programs improved their effectiveness as leaders. But I am far more interested in the Institute's success in fostering the intangible qualities of great leadership that are not as easily measured. Qualities such as integrity, compassion and trustworthiness are the hallmarks of great leaders.

Our impact is best observed in the growth of our participants. It's Valencia Hike, who said the Institute helped her gain a better understanding of her personal leadership style. It's Lynn Quayle, who served as the catalyst for enhancing the parental leave policy at Under Armour as a result of her participation in Next Level Leaders. It's Malcolm Moore, who reports he not only gained skills, but great friends and lifelong colleagues in our programs. It's Dawn Collins, who turned to the Institute following the heartbreaking loss of her son to gain the confidence she needed to lead her non-profit that honors his powerful legacy.

What is the impact of the Dr. Nancy Grasmick Leadership Institute? Our impact is the lasting effect we have on leaders, their organizations, and this region. Our impact is their impact.

With gratitude,

Erin Moran  
Executive Director

*"Leadership is not a destination,  
it's a lifelong journey"*

– Erin Moran, Executive Director,  
Dr. Nancy Grasmick Leadership Institute

## BY THE NUMBERS



total participants served to date



**5**

Maryland counties represented



**96%**

of participants who would "recommend" or "highly recommend" the Institute



**60**

organizations the Institute has partnered with to deliver custom leadership development programs



**12**

public workshops the Institute designed and delivers annually for a nominal fee, which brings leaders across various sectors and industries together, while building leadership capabilities

**9**

thought leadership articles published

**31**

speaking engagements for Erin Moran

## Leadership For the Public Good



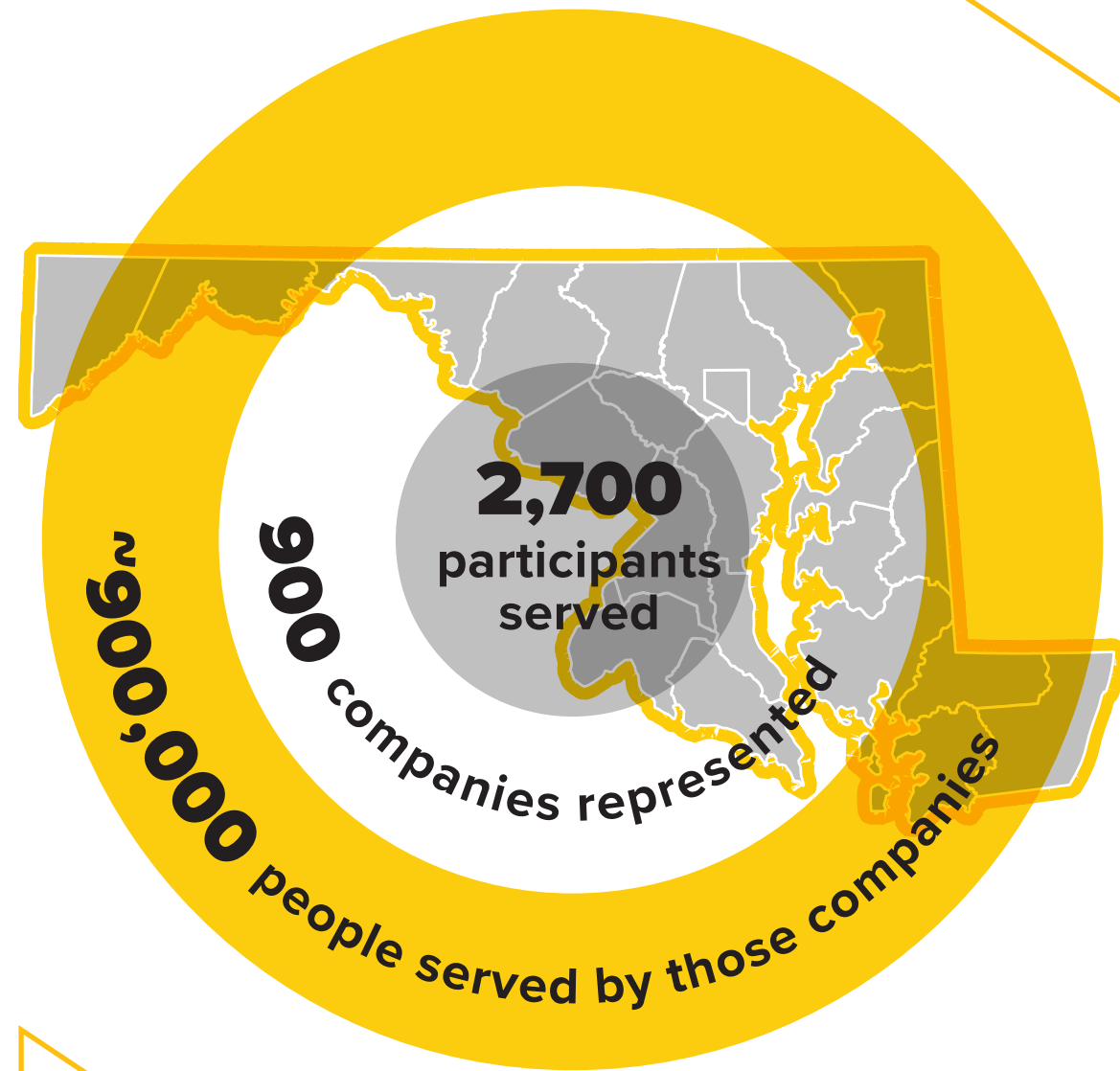
**3** multi-month, cohort-based, transformational signature programs provided each year:

- Professional Leadership Program for Women
- Next Level Leaders
- Spark Brilliance Executive Leadership Program

**178** leaders who have participated in the Institute's three signature programs



# THE RIPPLE EFFECT



## Great Leaders Impact the Greater Good

Our programs develop strong and effective leaders, which in turn, have a profound and far-reaching impact on individuals, teams, organizations, communities and the economy. While the statistics vary slightly, according to studies conducted by McKinsey, Great Place to Work, Gallup and *Harvard Business Review*, here are some of the ways that great leaders impact the greater good:



### INDIVIDUALS

- Prioritize their professional well-being and experience less stress and lower levels of burnout
- Deliver higher levels of performance & accelerate the advancement of their careers
- Increase their earning potential, providing more financial stability for their families
- Overall, when employees thrive, they tend to be better partners, family members, friends, community members and citizens, thereby creating a more positive society

### TEAMS

- Experience higher levels of psychological safety
- Innovate at a faster pace
- Collaborate cross-functionally and achieve higher levels of performance

### ORGANIZATIONS

- Experience higher levels of retention
- Experience higher levels of customer/client/guest/patient retention and satisfaction
- Operate profitable and financially sustainable businesses

### COMMUNITIES

- Sustainable businesses uplift communities
- Receive more philanthropic support
- Strengthen when families are financially stable

### ECONOMY

- Unemployment decreases when organizations thrive
- Spending power increases when individuals thrive
- Creates a virtuous cycle of putting more money into our economy, thereby further strengthening organizations

# A MESSAGE FROM OUR VISIONARY

Dear Friends,

Most Marylanders remember me as the State Superintendent of Schools, a position I was passionate about and held for two decades until I retired in 2011. While I did retire, I did not retire from service to the citizens of Maryland and in 2012, as a proud alumna, I returned to Towson University as its first Presidential Scholar. My office quickly became an incubator for innovation, exploring bold, far-reaching, transformative programming.

The 21<sup>st</sup> Century ushered in a period of fast-paced technological change and economic uncertainty. I was struck by the lack of leadership, especially ethical leadership, in government and business. In 2019, I funded a two-year study into leadership programs across this nation. What I found were programs that were limited in scope and tailored to very narrow audiences. I became convinced that Maryland needed a Leadership Institute that was designed by leaders, for leaders. My mantra became “Great Leadership Matters Always.” Leaders are not born they are developed and nurtured. In September of 2022, with foundational support from St. John Properties and Whiting-Turner, the Dr. Nancy Grasmick Leadership Institute was launched.



***There are no great organizations without great leaders.***

On September 8, 2024, the Institute celebrated its third anniversary, and what a three years it has been. Over 900 organizations from across our region have partnered with us in sending thousands of leaders to numerous leadership programs. We have developed and delivered customized training programs across multiple industries and government agencies and have provided coaching and mentoring for executive and next generation leaders. Since 2021, our Professional Women’s Leadership Program has matriculated over 100 confident and competent leaders. And, due to the generosity of our many sponsors, we have been able to offer dozens of public leadership development workshops, annually, free of charge, or for a nominal fee, reaching aspiring leaders who could never have participated otherwise.

I am so proud of the work that has been accomplished, far outpacing our initial projections. From designing a leadership program for the Maryland Department of General Services that is a model to be replicated across State government, to providing year-long training to the interdivisional teams for the 50 local restaurants of the Atlas Restaurant Group, to creating a partnership between the First Financial Federal Credit Union and the Baltimore County Public Schools to customize training for operating personnel, to traveling to Charleston, SC to provide leadership development for the regional managers of Baltimore-based USALCO, the Institute has met every need, and excelled.

None of this work could have been accomplished without the dynamic leadership of Erin Moran, Executive Director and Kaitlin Bowman, Senior Director of the Institute. They are superstars! Their efforts were unparalleled, and their results exceeded all expectations.

The future of the Institute is bright. Its only limitation will be its capacity to keep pace with the explosion in the number of requests for training. Won’t you join me in supporting the work of the Institute and in applauding its determination to build a pipeline of ethical leaders who have the skills and capacity to fuel Maryland’s economic engine?

Sincerely,

A handwritten signature in black ink that reads "Nancy Grasmick".

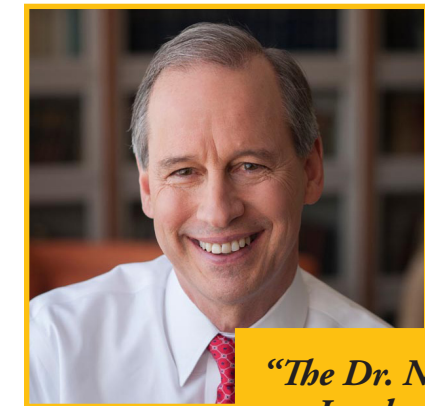
Dr. Nancy Grasmick  
Visionary

# IMPACTING OUR REGION



## Tim Regan, President and CEO, Whiting-Turner

“The Institute’s programs are already having a huge impact on Whiting-Turner. The programs are unique in that they get to a more granular level of leadership style and skill development. I also appreciate that the programs really emphasize integrity and ethics. I’ve always been taught that if you’re going to aspire to be a good leader, everything has to be built off of integrity. I would highly recommend the Institute to my colleagues in other businesses. In my opinion, the Dr. Nancy Grasmick Leadership Institute is just getting off the ground and will be a force in our community.”



***“The Dr. Nancy Grasmick Leadership Institute is a tremendous asset and resource for our region.”***



### PARTICIPANT SPOTLIGHT

***“As a result of what I learned through the Institute’s program, I show up differently as a leader. I show up more confident. I show up more excited about the work I’m doing. When you walk in a certain light, you show up in a certain light, and people respond to it. It’s something that you give and then they give back and it just continues. It’s a huge ripple effect.”***

—Valencia Hike, Senior Manager Community Development, Baltimore Orioles

# Our Impact



## A Story of Change at Under Armour

As part of the Next Level Leaders program, participants create a capstone project. Lynn Quayle, a participant in Next Level Leaders, proposed improvements to Under Armour's family leave policy. Her efforts succeeded in making substantive improvements that will benefit all Under Armour employees.

"I was new to UA and would not have had the boldness to suggest these changes to leadership, had it not been a requirement of Next Level Leaders, and had I not had the program's support and guidance," reflects Quayle. "Under Armour leadership was open to improving our current policy and really listened to my proposal. I'm proud to work for a company that listens to its employees and continues to make changes for the betterment of our team."

## Kindness & Trust Pay Off at SC&H

For Pritpal Kalsi, Chief Executive Officer of SC&H, his efforts to build a company culture infused with kindness, trust and collaboration found alignment in the ethos of the Dr. Nancy Grasmick Leadership Institute.

To date, SC&H employees have participated in a variety of the Institute's offerings, including Next Level Leaders, Professional Leadership Program for Women, and custom leadership programs for its executives.

"We've seen tremendous value through all of our partnership opportunities with the Institute," shares Kalsi. "Participants appreciated that the programs elevated the sense of responsibility that leaders have to be more than just a professional, but a human being. They appreciated how the Institute helped them learn ways to create a collaborative tone and a thankful environment for their teams. To me, it was abundantly clear that these leaders had done a lot of thoughtful discovery around what was unique to their role, their organization, and could come together with ideas on how to advance talent at large. I can tell you that the Institute's programs are an investment that will pay dividends for many years to come."

*"I can tell you that the Institute's programs are an investment that will pay dividends for many years to come."*

—Pritpal Kalsi, Chief Executive Officer, SC&H

## Atlas Restaurant Group Cooks Up Excellence in Leadership

"We knew we wanted to invest in our employees and give them access to opportunities to grow. There are a lot of synergies between the Institute and Atlas. Our values are aligned in the sense that both organizations are local and want to build a stronger local economy," says Erin Black, Vice President, Marketing and Design at Atlas.

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—Erin Black, Vice President of Marketing and Design, Atlas

The partnership between Atlas and the Institute includes a cascade of leadership development workshops for all levels of leadership. The lessons learned in the workshops are consistently reinforced in interdepartmental meetings of each leadership cohort to ensure the concepts are being applied. Team members have been extremely enthusiastic about the results.

"When I founded this company, my goal was to contribute positively to the city of Baltimore that my family and I have loved for generations," says Alex Smith, President and CEO of Atlas Restaurant Group. "The Dr. Nancy Grasmick Leadership Institute has helped me do this by giving my staff what they need to thrive so that each property presents its best to the people we serve."

## Murthy Law Firm Advocates for Leaders

"The value that the Dr. Nancy Grasmick Leadership Institute provides for our region is that they really look at developing the full person," expresses Sheela Murthy, founder of Murthy Law Firm. "They understand the ethics and integrity needed to be a genuine, authentic leader."



Further, Murthy's penchant for service and integrity dovetails with the Institute's mission for developing leaders that uplift the entire region.

"I believe when we invest in our people, they invest back in you and in your organization," says Murthy. "As the saying goes, 'a rising tide raises all boats.' Because as we have better leaders within our organizations, the organization will rise and grow. Our region will rise and grow. Our country will rise and grow, and the world will be a better place."



*"There is such a significant need for strong leadership—now more than ever! We are proud to support this transformational Leadership Institute and to honor our great friend and tremendous leader, Dr. Nancy Grasmick."*

—Sharon Akers, Executive Director, Special Projects; President, Edward St. John Foundation

# Our Impact



## Upskilling Leaders at Maryland Department of General Services

Maryland Department of General Services (DGS) reached out to the Institute to improve retention and address succession planning since a large part of their workforce is nearing retirement age. The Institute proposed a training plan that would reach leaders throughout the agency.

“The goal was to make sure that every leader, anyone who is responsible for people in any capacity, would go through the training,” explains Tonya Sturdivant, Director of the Office of Human Resources, DGS.

“The Institute recommended to cascade the leadership development programs down throughout the organization, starting with our executives. We were able to work with the Institute to customize each session to provide content that was appropriate for the level in which they operated.”

The response from DGS employees has been extremely positive. Even better, the Institute’s leadership training is already having an impact in achieving DGS’ goals to improve employee retention and upskill mid-level leaders for better succession planning. Further, Sturdivant believes that better employee training may be a key to curbing the trend of attrition that is currently impacting most public sector organizations.

*“The Institute’s leadership training is already having an impact in achieving DGS’ goals to improve employee retention and upskill mid-level leaders for better succession planning.”*

—Tonya Sturdivant, Director of the Office of Human Resources, Maryland Department of General Services



*“We have received overwhelmingly positive feedback about the Institute’s training. When I read through my team members’ reflections, they report feeling enriched, engaged, committed, optimistic, enjoyable, surprised, enlightened, motivated, hopeful, energized and grateful. Actually, I see that word ‘grateful’ over and over in their feedback: grateful to learn, grateful to have DGS invest in their professional growth, and grateful to feel seen.”*

—Chichi Nyagah-Nash, Chief Operating Officer, Maryland Department of General Services

## DID YOU KNOW



the estimated cost of losing one employee is approximately **\$45,000**



researchers found toxic work culture to be the biggest factor that led people to quit, and **10 times** more important than pay in predicting turnover



nearly **80%** of companies report there is a leadership development gap



**94%** of employees would stay longer if their company invested in their career development



companies with great cultures outperform the market by a factor of **3.23 times**

## Raising Leaders at David S. Brown

Since joining David S. Brown nearly two years ago, one of Chris Krummenoehl’s primary goals has been to invest in employee development, especially to elevate the company’s many mission-critical mid-level leaders. These discussions led to a custom comprehensive development program targeting leaders at all levels within the company.

“I worked with Kaitlin Bowman and Adam Bradley to create a roadmap addressing specific topics relevant to our organization,” Krummenoehl explains. “The custom training program we developed covers a wide range of subjects including conflict management, leadership styles, communication improvement, and emotional intelligence. Executives and mid-level managers learned the same content, which was vital because it provided us with a common vocabulary. This has opened a new level of communication for us. We’ve received glowing reviews from every division, which is significant because many were initially skeptical about the training’s value. Interestingly, many of those skeptics later approached me to say, ‘I really enjoyed this. We needed this. We want more.’”



*“The key takeaways are the tools that we were able to provide our executive team and managers to handle different situations more effectively.”*

—Chris Krummenoehl, Vice President of Human Services, David S. Brown

# Our Impact

## A Perfectly-Packaged Leadership Program for Arnold Packaging

“For a company our size, one of our biggest goals is to continue to educate and push our teammates to get better, get smarter and give them opportunities inside the organization,” says Mick Arnold, President of Arnold Packaging.

Malcolm Moore, Arnold Packaging’s director of service, agrees. Moore participated in the Next Level Leaders program.

“No one delivered in the way we wanted them to deliver. The programs were too long or too demanding on our teammates who already worked a 40-plus hour week, and then were expected to do another three or four hours at night when they had families and a life,” he says. “I needed to find something that was the sweet spot that wouldn’t exhaust my employees, but would still have an impact in their development. That’s when I found the Institute. The quality and structure of their training program was excellent.”

Arnold is referring to Malcolm Moore, Arnold Packaging’s director of service, who participated in last year’s Next Level Leaders program.

“The companies that sent their leaders to the program are heavy hitters in their industry—truly the best of the best. What a great endorsement for the Institute that the region’s most influential companies that are the innovators in their space choose the Institute to help their people get even better. The Institute is an absolute resource for our region and I believe will have a big impact in years to come.”



*“We all wanted to keep going because we were all just thoroughly enjoying it! It’s a phenomenal experience as a leader to see that you’re not the only one experiencing some of these struggles and you can learn from each other how to cope with a situation.”*

—Malcolm Moore, Director of Service, Arnold Packaging



### PARTICIPANT SPOTLIGHT

*“The Institute helped me know how to use my voice. I still battle a voice inside that tries to tell me all the things that I’m not. I’m from New York originally, so I can only describe it as this: the Institute gave me chutzpah! They told me, ‘Stand up, get your thoughts together, and speak your truth!’ The Institute gave me methodology for how to speak without apologizing and in a way that people will listen.”*

—Dawn Collins, Founder and Executive Director, 2<sup>nd</sup> Lieutenant Richard W. Collins, III Foundation

## Maryland School for the Blind Leads with Love

Maryland School for the Blind provides a wide range of educational and supportive services to students with blindness or low vision. The Institute developed a custom leadership training program tailored to the unique needs of a workforce that serves individuals with special needs.

“The Institute’s training has provided an enlightening journey, revisiting many concepts I have learned over the years. But I think were a great reminder and review and certainly solid principles for management training,” says Rob Hair, executive director at Maryland School for the Blind. “Through various exercises, case studies, and role-playing activities, we’ve honed management skills such as active listening, conflict resolution, and empathy. The goal is to slow down, self-reflect, and recalibrate, focusing on personal growth and development.”

## ShareBaby’s Leaders Change the World, One Diaper at a Time

ShareBaby seeks to address the unmet basic needs of Baltimore’s young children through the distribution of diapers and other essential items. Integral to ShareBaby’s growth is Alicia Sindlinger, communications manager.

“Participants from the Professional Leadership Program for Women came in to volunteer. I helped coordinate their work with ShareBaby and I really enjoyed learning about the program, so I decided to participate in Next Level Leaders. It was an absolutely amazing experience,” says Sindlinger.

Sindlinger appreciated the 360° Leadership Assessment, a comprehensive tool that gathers data from a wide variety of sources within a leadership chain, providing valuable insight into an individual’s attitude, influence and competencies.

“It was very eye opening and showed me areas that I could really work on. It’s a very powerful tool because I can continue to evolve beyond just this program. I will be forever thankful for the program’s lasting impact on me.”

*“I will be forever thankful for the program’s lasting impact on me.”*

—Alicia Sindlinger, Communications Manager, ShareBaby

# Our Difference



As people see the Institute continuing to grow, I often get asked what makes our Institute so special. I believe it comes down to two things. First, our training is extremely practical. The teachings and exercises speak to the specific needs leaders are experiencing and give them practical tools to address them. There is something refreshing about attending a training where it feels like it’s been specifically designed for YOU and YOUR needs. Second, we have been so intentional from the beginning to build an Institute that engages the audience in ways they’ve never encountered. Professional development has been historically viewed as something that people “have to do” not something they “get to do.” We wanted to flip that perspective.

We often say we’re not facilitating a lesson, we’re facilitating an experience and it’s that experience that leaves people walking away saying, “Wow, that was fantastic! I want more.”

# Our Offerings



***Our programs positively impact an organization's ability to attract and retain talent.***

## For Teams and Organizations

The most powerful transformation occurs when leadership development is not exclusive to a few individuals, but is mobilized throughout your organization at every level.

### TAILORED WORKSHOPS

Any of the public workshops can be tailored to your organization's needs and delivered at your location or hosted on the Towson University campus. We recommend approximately 25 leaders in these workshops.

### CUSTOM PROGRAMS FOR TEAM

The Leadership Institute can partner with you to conduct a more robust needs assessment and recommend custom solutions to address your team's specific needs.

Examples of custom solutions that we have designed and delivered include:

- Team Building
- Defining Organizational Values

Please inquire about this opportunity to obtain a customized solution recommendation and quote given your team's needs.

### LEADERSHIP CIRCLE PROFILE ASSESSMENTS

We offer the Leadership Circle Profile Assessment, one of the most robust 360 tools in the industry. And we partner leaders with a certified practitioner for a comprehensive and impactful debrief. Organizations have opted to invest in this assessment for a team to allow members to go through the assessment process simultaneously and to see the group's tendencies as a whole. Minimum of 5 leaders required.

## For Individuals

PUBLIC WORKSHOPS	LEVEL
Advancing Women in Leadership	All Levels
Emerging Leaders	New Supervisors
Executive Leadership Development	Executive Level
Leading with Values	All Levels
Manager to Leader	Mid-level Managers
Building Professional Well-Being	All Levels
Cultivating a Vibrant and Winning Workplace Culture	All Levels
Critical Conversations	All Levels
Diversity, Equity, and Inclusion	All Levels
Individual Contributor to Leader	New Supervisors
Navigating Conflict	All Levels
Coaching for Development	All Levels

SIGNATURE PROGRAMS	LEVEL
Next Level Leaders	Mid-level Managers
Professional Leadership Program for Women	All Levels
Spark Brilliance Executive Leadership	Executive Level

COACHING	LEVEL
Individualized coaching with ICF certified coaching professionals	All Levels
Leadership Circle Profile Assessment	All Levels

To learn more, please reach out to our Client Relationship Manager, Krista (Grubb) Tracy at [kgrubb@towson.edu](mailto:kgrubb@towson.edu)

***Developed by leaders, for leaders***



# ABOUT THE INSTITUTE

Developed by leaders, for leaders, the Dr. Nancy Grasmick Leadership Institute offers a values-driven and robust portfolio of offerings for individuals and organizations that create transformational outcomes for leaders at any level in their careers and across all industries. The Institute aspires to positively impact the region and beyond through results-producing and ethical leadership development.

We are proud of the principles applied in the design of our portfolio:

- Integrity and ethics are at the core of everything we do to create lasting, positive impact on our region and beyond
- We are committed to accessibility to our programs and thank generous donors for their support of this commitment
- We believe in a “one size fits one” approach, meeting an individual leader where they are on their journey to propel them forward, personally and professionally
- Leadership development is a life-long journey, not a destination and we offer solutions for all levels of leaders, from new supervisors to seasoned executives
- We offer customizable solutions for individuals and organizations of all types, regardless of industry, business model, size, or geography

**We are tremendously grateful  
to our foundational donors.**



**DR. NANCY GRASMICK**

# Leadership Institute

 [Towson.edu/GrasmickLeadership](https://towson.edu/GrasmickLeadership)    Grasmick Leadership Institute

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