



2025 – 2026 Pathways to Leadership Program Time & Obligations

Participants should review the below Program Time Commitment and Expectations, Attendance, Costs, Program Schedule and Program Graduation Requirements with supervisors and **sign** the **final** page.

Program Focus and Approach

The Pathways program is designed to cultivate practical leadership skills and professional growth. It is essential to note that Pathways focuses on practical leadership rather than traditional academic coursework. Unlike traditional academic courses, Pathways prioritizes hands-on experiences, collaborative learning, and individual initiative. Participants should expect to face challenges like group work dynamics and ambiguous assignments, requiring self-directed learning and problem-solving. Pathways equips participants with tools for success without micromanaging, emphasizing active engagement, perseverance, and adaptability. Program Managers are always available to answer questions and provide support.

Program Time Commitment and Expectations

Participation in the Pathways program demands a considerable time commitment from individuals. While efforts are made to schedule activities during regular work hours, participants should be prepared to allocate additional time outside of standard work hours for program-related activities.

Embarking on the Pathways program is an immersive journey aimed at cultivating leadership skills and fostering professional growth. To succeed in this program, participants must be cognizant of the significant time investment required to fully engage with the program's diverse array of activities and responsibilities.

It's challenging to pinpoint an exact average time commitment since participants' schedules and responsibilities vary widely. However, if we were to approximate, a participant might spend around:

- **Program Kickoff & Orientation:** 1.5 days
- **Core Trainings (8 sessions):** 8 days total (1 day per session)
- **Networking Event:** 1 event, approximately 1-3 hours
- **Internal Mentor Meetings:** 1 hour per meeting, with 8 meetings over the program duration
- **Community Service:** 4 hours total
- **Job Shadows:** 8 hours total
- **Program Portfolio Development:** Varies
- **Leadership Book Club Discussions:** 2 hours
- **Certified Supervisor:** 4 hours total, not including studying or any possible retake
- **Personal Study and Assignment Completion:** Variable, but perhaps 2-3 hours per week on average

Summing these estimates up, an average participant might spend approximately 4-5 hours per week actively engaged in Pathways program activities, not including personal study and assignment completion, which could add another 1-2 hours per week, depending on workload and complexity of assignments. Therefore, the total time commitment could range from approximately 15-20 hours per month.

Self-Accountability and Adaptability:

Participants are expected to demonstrate self-accountability throughout the program. Assignments and tasks may not be explicitly listed out in detail due to the customized nature of the program. Individuals must take initiative, exercise self-discipline, and be proactive in managing their time and completing assigned activities. Participants should be prepared for changes in the program schedule, content, or requirements and adapt accordingly.



Alignment with ANTHC's Personal Professional Accountability Policy:

The Pathways program aligns with ANTHC's Personal Professional Accountability Policy, emphasizing the importance of individuals taking ownership of their professional development and conduct. Participants are encouraged to embody the principles of accountability, integrity, and professionalism in their interactions, commitments, and responsibilities within the program.

Attendance

Living within 50 miles of Anchorage

All activities must be attended in person.

Living 50 miles outside of Anchorage

To have the best experience and build relationships with their cohort, program participants need to attend in person a minimum of three times:

- Program Kickoff & Program Orientation (Sept. 18 & 19, 2025 8am-5pm)
- January Core Training (Jan. 14 or 21, 2025 8:30am-5pm)
- May Core Training (May 6 or 13, 2026 8:30am-5pm)

Additional attendance may be completed either in person or online, based on their preference.

Costs

Scholarships

ANTHC provides a scholarship to all participants that cover materials such as books, handouts, and the Certification.

Expected costs for those living 50 miles outside of Anchorage:

When it comes to travel expenses (minimum of 3 required days listed above), participants or their organization are responsible for normal costs, including flights, accommodation, transportation, and per diem.

Program Activities

Given that the leadership program is time-intensive, the different activities can be categorized based on whether they will occur during workdays, personal leave time, or educational leave time.

Official scheduled program activities/requirements to be completed during normal workday/ workweek:

- Program Kickoff and Orientation
- Core trainings
- Job shadow
- Executive meeting attendance
- Final exam prep (2 hours in Jan. and 2 hours in February) and Final exam
- Portfolio Run Thru and Dress Rehearsal, Presentation
- Program Graduation



Specific assistance needed from Supervisors:

Participants are required to identify goals or skills they wish to work on or improve every month and reflect on their progress. It is expected that they have a conversation with their supervisor about their goals and skills at least once every two months.

At the end of the program year, supervisors should provide the graduate with either a stretch assignment, cross-functional assignment or a high-visibility assignment.

Education Leave (if your organization provides)

Educational Leave is in addition to the required activities and is optional. It is intended to help provide participants with time to study and complete tasks/activities outside the scheduled activities listed above.

Participants are required to request education leave and approval is not guaranteed. During the program, a maximum of 14 education leave hours may be taken per month, depending on department needs.

Education Leave does not deduct from personal PTO accrual or lunch time.

Program requirements that may be done during Education Leave or personal time:

- Leadership book club discussions
- Preparation and study time
- Community service hours
- Mentor meetings
- Networking events
- Group work
- Portfolio work (meetings with subject matter experts)

Optional scheduled and unscheduled activities:

- Additional book club discussions or facilitation
- Joining to hear speakers from the other cohort days



Pathways to Leadership 2025 – 2026 Program Schedule

This outline is subject to change. Additional activities, assignments, or schedule adjustments may occur based on participant needs, facilitator availability, or program development.

September

Everyone	Kickoff 9/18 12:30 PM–4:00 PM Orientation 9/19 8:30 AM–5:00 PM Blackboard Intro & Responses Monthly Development Plan Posts Mentor Meeting Core Training Assignments Evaluation
Cohort A Core Training	—
Cohort B Core Training	—
Engagement & Completion Planning	Book Club 9/26 1:00 PM–2:00 PM Identify Job Shadow and Schedule Meeting Identify Executive meeting date you would like to attend

October

Everyone	Monthly Development Plan Posts Mentor Meeting Core Training Assignments Evaluation
Cohort A	Core Training #1 10/8 8:30 AM–5:00 PM
Cohort B	Core Training #1 10/15 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 10/2 11:00 AM–12:00 PM Book Club 10/24 1:00 PM–2:00 PM Start Eportfolio/Digication PD Hours

November

Everyone	Submit EPortfolio Creation 11/3 Monthly Development Plan Posts Mentor Meeting Core Training Assignments Evaluation
Cohort A	Core Training #2 11/12 8:30 AM–5:00 PM
Cohort B	Core Training #2 11/19 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 11/6 11:00 AM–12:00 PM Book Club 11/21 1:00 PM–2:00 PM Community Service Hours

December



Everyone	Monthly Development Plan Posts Mentor Meeting Core Training Assignments Evaluation
Cohort A	Core Training #3 12/10 8:30 AM–5:00 PM
Cohort B	Core Training #3 12/17 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 12/4 11:00 AM – 12:00 PM Book Club 12/19 1:00 PM–2:00 PM Complete Job Shadow or Executive meeting

Mid-Year Requirements Checkpoint

Please ensure the following are completed by **December 31**:

Attend 1 Book Club	Complete 2 hours ANTHC PD trainings	Complete 2 hours community service	Complete either your job shadow or executive meeting
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January

Everyone	Mid Program Eportfolio Submission Due 1/12 CS Review 1/30 9:00 AM-12:00 PM Monthly Development Plan Posts Mentor Meeting Core Training Assignments Evaluation Headshot & Group Photos
Cohort A	Core Training #4 1/14 8:30 AM–5:00 PM
Cohort B	Core Training #4 1/21 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 1/8 11:00 AM–12:00 PM Book Club 1/23 1:00 PM–2:00 PM PD Hours

February

Everyone	Monthly Development Plan Posts Mentor Meetings Core Training Assignments Evaluation
Cohort A	Core Training #5 2/11 8:30 AM–5:00 PM
Cohort B	Core Training #5 2/18 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 2/5 11:00 AM-12:00 PM Book Club 2/20 1:00 PM–2:00 PM Complete Job Shadow or Executive meeting

March

Everyone	Eportfolio Practice 3/23 9:00 AM-12:00 PM CS Exam 3/27 Monthly Development Plan Posts Mentor Meeting
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	Core Training Assignments Evaluation
Cohort A	Core Training #6 3/11 8:30 AM–5:00 PM
Cohort B	Core Training #6 3/18 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 3/5 11:00 AM–12:00 PM Book Club 3/20 1:00 PM–2:00 PM Community Service Hours

31 April

Everyone	CS Exam 4/3 Eportfolio Dress 4/6 9:00 AM–12:00 PM Final Eportfolio Presentation Link Due: April 20 Eportfolio Presentation Day 4/27 & 4/28 Monthly Development Plan Posts Mentor Meetings Core Training Assignments Evaluation Graduation Confirmation Notifications
Cohort A	Core Training #7 4/1 8:30 AM–5:00 PM
Cohort B	Core Training #7 4/8 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 4/2 11:00 AM–12:00 PM Book Club 4/17 1:00 PM–2:00 PM

Final Graduation Requirements Deadline

Ensure all graduation requirements are completed by April 30

Attend two book clubs	Attend Executive Meeting	Complete all community service hours	Complete all PD training hours
Complete Job Shadow	Pass Certified Supervisor Exam	ePortfolio Presentation	All items in Blackboard

31 May

Everyone	Final Mission Statement Due 5/8 Final Elevator Speech Due 5/8 Graduation 5/22 Time TBD
Cohort A	Core Training #8 5/6 8:30 AM–5:00 PM
Cohort B	Core Training #8 5/13 8:30 AM–5:00 PM
Engagement & Completion Planning	Networking 5/7 11:00 AM–12:00 PM Book Club 5/8 1:00 PM–2:00 PM



Program Requirements for Graduation

- ☐ Attend the Program Kickoff in person
- ☐ Attend Program Orientation in person
- ☐ Complete 7 of the 8 Core Trainings
 - If you live within 50 miles of Anchorage you are required to attend in person
 - If you live outside 50 miles of Anchorage you are required to attend the January and May Core Trainings in person
- ☐ Complete all assignments and readings
- ☐ Write and submit your Personal Mission Statement
- ☐ Complete Leadership Journey Portfolio and give a presentation
- ☐ Complete 1 job shadow (8 hours, can be completed over 2 4-hour days)
 - If you live within 50 miles of Anchorage: with an ANTHC director-level, or above (excluding supervisor)
 - If you live outside 50 miles of Anchorage: must be completed in person with a local organization or for ANTHC (maybe remote)
- ☐ Complete 4 hours of community service (outside your normal networks or volunteer activities)
- ☐ Attend 4 hours of ANTHC Professional Development training(s)
- ☐ Attend 1 networking event
- ☐ Attend 1 ANTHC executive meeting (DLT / EMT)
- ☐ Maintain "Good Standing" at ANTHC or your Organization
- ☐ Have an internal (ANTHC or your org) mentor (meet with them 7 of the 9 months for at least 1 hour each time), excluding your supervisor
- ☐ Attend and participate in 2 ANTHC Employee Book Club discussions
- ☐ Pass online exam for Certified Supervisor certification

Expected Costs for those living outside 50 miles of Anchorage

- ☐ 3 required trips to Anchorage (Expenses include: Flight, hotel, transportation and per diem)
- ☐ Program Kickoff September 18 1pm – 5pm & Program Orientation September 19 8am – 5pm
- ☐ January Core Training (Date depending on which Cohort you are placed in)
 - January 14th or January 21st 8:30am - 5pm
- ☐ May Core Training (Date depending on which Cohort you are placed in)
 - May 6th or May 13th 8:30am - 5pm
- ☐ Optional: Graduation and other Core Trainings



Applicant Signature

Upon acceptance as a participant in ANTHC's Pathways to Leadership Program (Pathways), I understand and agree to the following:

Initial beside each program requirement/expectations.

_____ **Completion or Regular Work:** I understand that Pathways is designed to complement, not detract, from my position at my organization; I will work with my supervisor to complete or delegate all of my regular work during Pathways activities and functions.

_____ **Attendance:** I am expected to attend all ANTHC core trainings and I will arrive at each with an open and inquiring mind, a willingness to learn, and a respectful attitude toward the opinions of others.

_____ **Time Commitment:** I understand that some of my own time will be needed to complete certain activities and assignments; I am willing to invest my own time, on the weekends and evenings, to complete these requirements.

_____ **Timely Completion of Requirements:** I will complete all activities, assignments, and program evaluations within the timeframes specified.

_____ **Communication Protocol:** I will maintain continuous contact with the Program Manager, and I will notify them when I complete program requirements; when I know I cannot attend a Pathways Program function, I will notify them immediately; I will keep my supervisor informed of my Pathways Program activities and status.

_____ **Responsibility Updates:** I am responsible for informing Training & Development when I change positions, organizations, supervisors, or if I receive any corrective actions that impact "good standing". I will complete a new Time and Obligations form with my new supervisor.

_____ **Respectful Behavior:** I understand the importance of maintaining a respectful and professional demeanor when interacting with Program Managers. I commit to treating them with courtesy and consideration, in line with the standards of behavior expected in professional settings.

_____ **Cost Acknowledgement:** I acknowledge that I had a conversation with my supervisor and/or budget approver about possible/expected costs to participate in Pathways.

_____ **Consequences of Non-Compliance:** The Pathways Program incurs significant costs, in time, money and resources, to support my participation. I understand that any unexcused absences or inappropriate actions are considered detrimental to the program. I understand that failure to meet the above requirements will be reviewed on a case-by-case basis by Training & Development and may result in my removal from the program or being charged for expenses.

_____ **Program Expectations Review:** I have reviewed and understand the expectations shared in the Program Schedule and Program Graduation requirements with my supervisor and/or budget approver (if applicable).

Sign to acknowledge that you understand and agree.

Participant Signature

Date

Participant Printed Name



Supervisors Role and Commitments:

As a supervisor, your involvement is crucial to the success of your employee in the Pathways program. Here are the specific assistance and commitments expected from you:

1. **Guidance and Mentorship:** Provide ongoing guidance and mentorship to the employee throughout their participation in the Pathways program. This includes offering advice, sharing insights, and facilitating opportunities for growth and development.
2. **Goal Alignment:** Ensure alignment between the employee's Pathways program goals and the strategic objectives of the organization. Help the employee identify how their participation in Pathways can contribute to their professional development and the organization's success.
3. **Resource Allocation:** Allocate necessary resources, including time and support, to enable the employee to fully engage with the Pathways program. This may involve adjusting workloads, providing access to relevant training materials, or facilitating networking opportunities.
4. **Feedback and Performance Evaluation:** Provide regular feedback on the employee's progress in the Pathways program. Offer constructive criticism, acknowledge achievements, and address any challenges or areas for improvement in a timely and supportive manner.
5. **Advocacy and Recognition:** Advocate for the employee's participation in the Pathways program within the department. Recognize their efforts and accomplishments, highlighting their contributions to the team and the organization's overall goals.
6. **Opportunities for Growth:** Identify opportunities for the employee to apply their newly acquired skills and knowledge from the Pathways program in real-world projects or assignments. Offer stretch assignments, cross-functional projects, or leadership roles that align with their development objectives.
7. **Continuous Support:** Maintain open lines of communication with the employee throughout their Pathways journey. Be available to address any concerns, provide encouragement, and celebrate milestones together.

Supervisors Acknowledgement

Upon acceptance of my employee in ANTHC's Pathways program, I acknowledge and agree with the following statement:

Initial beside each program requirement.

_____ I have thoroughly reviewed the Program Schedule and Graduation Requirements with my employee and understand the time commitments and expected/possible costs for my employee to successfully participate in Pathways.

_____ I acknowledge the significance of these commitments.

_____ I commit to providing unwavering support and guidance to my employee throughout their journey in the Pathways program. I understand that my role extends beyond mere acknowledgment, and I am accountable for ensuring my employee's success.

_____ I recognize the importance of actively participating in my employee's Pathways experience, including facilitating necessary adjustments to their workload to accommodate program requirements.

Supervisor Signature

Date

Supervisor Printed Name



Budget Approver Signature Section

This section is required for any applicant who lives outside a 50-mile radius of Anchorage, due to the travel required for in-person sessions.

It must be completed by the individual who oversees the department's budget and is authorized to approve travel or professional development expenses (e.g., Director, Senior Manager, or designated Financial Approver).

Upon acceptance of my organization's employee into ANTHC's Pathways program, I acknowledge and agree with the following statement:

_____ I have thoroughly reviewed the Program Schedule and Graduation Requirements and understand the expected/possible costs for the employee to successfully participate in Pathways. I am aware that these costs are the responsibility of the participant and/or organization.

_____ I commit to allocating necessary funds and resources to support the employee's participation in the Pathways program, including any travel expenses or other program-related costs.

_____ I understand the importance of investing in the professional development of our employees and recognize the value that participation in the Pathways program brings to both the individual and the organization.

Sponsor/budget approver Signature

Date

Sponsor/budget approver Printed Name