



STRATEGIC PLANNING SESSION OF THE LEADERSHIP COUNCIL

Jackson College

Central Campus, George Potter Center, 2nd Floor,
Boardroom

11.10.22

The Strategic Planning Session of the Leadership Council of Jackson College was held on Thursday, November 10, 2022, 8:00am, at the Central Campus of Jackson College, George Potter Center, 2nd Floor, Boardroom.

Leadership Council Members Present:

- Dr. Todd Butler, Dean of Humanities and the Sciences
- Mr. Jeremy Frew, Chief Academic & Student Services Officer
- Ms. Kelly Crum, Chief Diversity Officer / Director, Diversity, Equity, and Belonging
- Ms. Julie Hand, Chief Advancement Officer
- Mr. John Globoker, Chief Financial Officer
- Mr. Doug Yenor, Chief Information Officer
- Mr. Jason Valente, Chief Campus Operations Officer
- Ms. Cindy Allen, Chief Legal, Talent, Equity & Administrative Officer
- Dr. Daniel Phelan, President & CEO
- Ms. Ashley Van Heest, Executive Director of Student Success and Retention

Council Member Excused Absence:

- Heather Ruttkofsky, Dean CTE

Others Present:

- Keith Everett Book, Chief Assistant to the President & CEO

President Phelan called the meeting to order at 8:00am.

OVERVIEW OF MEETING

President Phelan set the stage welcoming Ashley Van Heest as the newest member of the Leadership Council and describing the day's work toward the Strategic Agenda, an 18-month "evergreen way finder" document.

He shared the following clip <https://youtu.be/0MtFFzYhAZk> on Higher Ed and VUCA.

He also reminded the LC of the JC mission, vision, and beliefs. He noted the importance of our value proposition, our purpose, our existence, and our why.

He reshared the following work to be done and JC promise:

Students hire Jackson College to help them understand their potential, to find their purpose, to connect with others, and in so doing, help them find a pathway to a better life. This is the job to be done. When they commit to Jackson College, we promise to provide them with the caring experience they need to achieve their full potential.

President Phelan reminded the LC of the AFIT returning priorities:

1. Voice of the Customer
Students, former students, and non-students regarding critical success aspects of higher education and their experience.
2. Voice of the Employee
Assessment of current and former colleagues, PACE/GLINT instruments.
Workplace engagement and level of work. Mental health considerations.
3. Sequoias in Action
First Team thought, action, consistency. Trust, Support. Ways of Being. Strategic Agenda development.
4. Tim Collins
Fanatical Discipline, Empirical Creativity, Productive Paranoia, Scorecard Development.
5. Employee Empowerment
PMI utilization. End upward delegation. Talent considerations.

Current 90/80/70 scores:

90: 67%
80: 42%
70: 29%

Board of Trustees Ownership Linkage focus group summaries were prioritized, and the Ends were reviewed as the principle focus of the strategic agenda. President Phelan emphasized that we are in the people development business, human development.

President Phelan described the power of four principles around the Strategic Agenda (Principle Centered Leadership, Performance Excellence, Disruptive Innovation, and TCS²) toward the development of 4 yearly goals. He asked, what are the key performance indicators that keep people interested / motivated in their areas?

He then expounded upon the four principles and their sources:

1. Principle Centered Leadership:
 - Jim Collins' Leadership Principles = Relentless discipline, empirical creativity, productive paranoia
 - Patrick Lencioni's First Team Principles = Trust, relentless accountability, team commitment, utilizing conflict, achievement of goal.
2. Disruptive Innovation – Saul Kaplan's Design Principles
 - Empathizer: User Needs, VOC
 - Define: User needs & problems
 - Ideate: Create Ideas

- Prototype: Create Solutions
 - Test: Try Solutions
3. Performance Excellence
 - Malcomb Baldrige's Excellence Framework = Leadership, Strategy, Customers, Workforce, Operations, Results
 - Total Quality Management = Customer focus, engagement of people, process approach, evidence decision-making, relationship management, improving, leadership.
 4. TCS²
 - Achieving the Dream Principles = leadership & vision, data & technology, equity, teaching & learning, engagement & communication, strategy & planning, and policies & practices.
 - Aspen Institute Community College Excellence = Performance, change over team, equity.

President Phelan explained the hierarchy of the strategic agenda:

1. Top - Goal: What you would like to achieve and an agreed milestone or deadline.
2. Middle - Strategy: How you will do it and the reasoned argument to support your logic.
3. Base - Tactics: The group of actions you will take to fulfill the strategy and succeed.

Following this, President Phelan asked the LC to collectively answer the following questions:

1. Please consider our current mission documents (i.e., mission, vision, values, and beliefs) and our attendant, espoused culture. What do these suggest that Jackson College should principally, differently, and specifically, pursue in a strategic manner?
2. Consider 90/80/70/UO & TCS². In your view, why has our progress been incremental versus significant, and what one thing should we correct, or undertake to advance on these intended goals?
3. Consider now the Leadership Council – its role, purpose, direction, and focus. In your opinion, what must be changed with LC in order to further elevate, advance, and achieve broader student success institutionally?
4. Consider our daily work as members of 'First Team'. Consider where and how you allocate your precious time. Do you believe that this is the most effective and deliberate use of your time, and if not, what one change can you commit to today, to carry forward to advance the aforementioned goals?

He then asked the LC to spend the rest of the session brainstorming on big organizing ideas. President Phelan will provide the raw list of ideas to the LC, along with his organization of the list, for them to consider and vote upon, in preparation for the December 20th Planning Session. The top 4 goals as voted will then inform the strategies.

The timeline of the strategic planning process was clarified to span through the end of January 2023.

Plus/Delta

Delta – Accreditation interview mis-scheduling was problematic.

Plus – Thoughtfulness and idea sharing

Plus – Attending the campus' Veteran's Center celebration of Veteran's Day and the 247th Marine Corps birthday.

Meeting adjourned at 11:50am.