



# ENDs Monitoring Report

Leadership

February 5, 2018

**Presented to:**

Jackson College Board of Trustees

**Presented by:**

Dr. Daniel J. Phelan, President

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## Prefatory Section

As described in the Board ENDS and Formal Institutional Monitoring Board Policy, the President will provide monthly reports which allow the Board to engage in formal monitoring and inspection of the College's performance in essential areas. The key performance area for this month's review is First Team Leadership Monitoring, which provides an in depth look at the performance and planning related to senior leadership development. Leadership is responsible for demonstrating accountable, ethical and essential decision-making that fulfills the College's mission, vision, values and beliefs, as well as advancing the strategic agenda and fulfilling responsibilities to both the internal and external communities.

### Executive Summary:

The First Team of Jackson College continues to focus on their growth and development collectively and individually to ensure they are capable of making informed decisions and able to effectively guide our most valuable assets, our employees. Additionally, we continue to provide all employees with various opportunities for professional development, both internal and external.

The past 12 months have been a success at Jackson College. We have begun intensive work on a new business model which will ultimately impact our retention and completion goals; we have graduated a second cohort of employees from the internal Leadership Academy; and we have supported a second group through the Michigan Community College Association (MCCA) Leadership Academy. All of this will help facilitate our leadership succession planning efforts. We are listening to our employees, whether during follow up employment interviews or during Coffee and Conversation sessions and we are implementing their ideas whenever possible. We recognize that we have the ability to learn from our employees and the daily work they do to support our students.

We have determined that measuring the efficacy of our Leadership efforts is best tracked by observing the shift in organizational culture, as well as employee participation in professional development opportunities. To this end, we will survey participants following Coffee and Conversation sessions, as well as encourage and track participation in the Jackson College Internal Leadership Academy and the Michigan Community College Association Leadership Academy. The table below shows the attendance in both Leadership academies over the last two years.

	2017	2016
JC Leadership Academy Graduates	13	12
MCCA Leadership Academy Graduates	4	4

We continue to build trust with employees and learn from our mistakes, as well as continue to hold ourselves, and one another, accountable for living out the College's Statement of Beliefs each day. Those beliefs are the foundation of our hiring process and employee evaluation performance. Even in the meetings of the Leadership Team, group meeting norms have been established as a way of working together. In addition, the Leadership Team has deployed the PMI (Personal Management Interview) process as part of our regular employee meetings and evaluation. The First Team looks forward to working toward the achievement of the following: development of a new business model, holding Community Advisory Group meetings in our tri-county service area and offering an increased number of Coffee and Conversation sessions.

## **Institutional Context**

Driven by our Beliefs and focused on our Total Commitment to Student Success (TCS<sup>2</sup>), the Leadership of Jackson College is advancing a work culture that empowers employees to be their best as they continually develop and adapt to the ever-changing needs of our students and environment. While great strides have been made, we feel there is still work to be done.

The First Team of the College bears a great responsibility to the organization to set the tone for the culture and to provide every possible opportunity for employees to grow and develop. In order to properly serve the employees, students and community, it is vital that the The First Team, serving in its Leadership Council role, is wholly dedicated to their own growth and development, as well as recognizing their own weaknesses. We strive to lead by example, ensure we are living out the College's Beliefs each and every day, and hold one another accountable to a higher standard.

Each employee at the College is necessary as we seek to meet our institutional goal of Total Commitment to Student Success. The selection, retention and development of our employees is the first and most important job of the Leadership Team, as they are the most valuable asset of the College. Therefore, we must have an ongoing focus on each individual within the College team and lead not just with our minds, but also with our hearts, to ensure the needs of the whole person are met, wherever possible.

## **External Context**

It is not hard to find articles and books pertaining to the topic of Leadership and its ongoing evolution. We seek to remain current with changes in the environments we live and work in. Understanding what leadership *is* means knowing what leadership *is not*. Leadership is not about seniority, pay grade, a title, management or power. Leaders work to build trust with their employees. David Horsager, author of *The Trust Edge*, introduced 8 pillars of trust that are central to our consideration of work at the College. These pillars include: consistency, clarity, compassion, character, contribution, competency, connection and commitment. This book is one of many that the Leadership Council has read, discussed, and considered for linkage to College work.

We revisit these 8 pillars occasionally as a reminder of the importance of trust with one another and each employee we serve. We are driven by purpose, which is to serve those around us – both employees and students. The Leadership Council of Jackson College strives to be servant and moral leaders each and every day, hoping that these practices will be evident and contagious among our colleagues.

As leaders we must recognize that there are ongoing threats and opportunities for us to face. Environmental changes are not within our control, but how we react and face these changes are absolutely within our control. Allowing our employees to take risks, make mistakes and even fail are important aspects in the learning process. We strive to remove the fear that some employees may have, so they can have the confidence to grow and succeed.

#### Challenges/Threats:

- Rising incivility
- Leadership succession
- Employee recruitment
- Generational differences
- Declining resources

#### Opportunities:

- Internal Leadership Academy
- Opportunity for involvement
- Diversity of employees
- Total Commitment to Student Success
- Jackson College's Talent Formula

## **Institutional Performance Reporting**

### Coffee and Conversation

This informal event for employees continues to be a top favorite for those who participate. Following the August 14, 2017 sessions, all attendees were sent a short, four question survey. Between the two sessions offered, there were approximately 80 attendees. Of the attendees, 51 responded to the survey, giving us about a 64% response rate. Of those who completed the survey, 100 percent felt that attending was worth their time and 100 percent felt that the information shared was helpful or useful in some way and 59% were encouraged to attend by their supervisors. The fourth question provided employees an opportunity to share suggestions for improvement. Appendix A provides a summary of this data as well as some of the suggestions for improvement. For the next session scheduled in March and April, we are going to make adjustments based on the feedback provided. We will continue to use this survey to provide us with consistent data for future use and to track attendance, which is an indicator of success.

### Leadership Academy

The Jackson College Leadership Academy proudly graduated its second class of 13 employees. This investment not only provides employees opportunity for their own growth and development but is also part of Leadership's succession planning. This program will continue being held so additional staff and administrators have the opportunity to participate.

Results from a survey, that each graduating class was asked to complete, show that the program is a success. When asked if they would recommend the Leadership Academy to a colleague, 95% said yes. When asked if they found the Leadership Academy beneficial and if they were satisfied with the Leadership Academy topics and presenters, 95% answered they were satisfied or highly satisfied to both questions. A summary of this data is included in Appendix B.

### Union Relations

We are proud of the positive relationship between administration and both union associations. Over the last year, there have been no grievances filed, which speaks loudly to the working relationship. Leadership of both associations have been great partners and both sides have been very transparent and proactive in working together to ensure amicable solutions. Vice President Cindy Allen has done an amazing job in leading this important work that has added to the positive culture shift of the College.

### Strategic Assumptions and Agenda

Over the span of several months, the Team worked on the creation of the new Strategic Agenda. As part of this work, a list of Strategic Assumptions were created. It is important to share these assumptions, which can be described as environmental factors that help shape the framework of the Agenda. The change in nomenclature from "Strategic Plan" to "Strategic Agenda" provides for a continuous and evolutionary framework moving forward toward the future. As we face the tough realities of finances, traditional enrollments, technology, competition and politics we feel that an agenda is more appropriate to allow for agility amid a changing context of opportunity and threat.

### Leadership Council

The First Team continues its practice of meeting weekly on Wednesdays. At the beginning of each meeting, the team focuses on a belief and shares good news stories related to that belief. For the last couple of years, the Team reviews their Way of Being at the beginning of each meeting. Recently, the President brought forward First Team Norms that will replace the Ways of Being listing. These norms are a formal way to ensure that the ways of conducting our business are commonly understood, agreed upon and practiced, both individually and collectively, in a way that ensures greater group efficiency, harmony, and distinctiveness. In so doing, each member of the team is similarly responsible to exemplify these norms beyond the confines of the First Team meetings, ensuring that they are routinely practiced in all workings and inter-workings of the College. A copy of the proposed Norms are included in Appendix C.

Articles for reading and discussion are regularly included on the agenda to provide the team with opportunity for frequent development and ensures they are staying relevant in this quickly changing environment.

We have not wavered from our intentional interview work with all new hires as well as 6 month interviews with staff and one year interviews with administration. We are confident this work is impacting our culture at the College. As part of the 6 month and one year interviews, we are not only asking for feedback, but also ensuring we follow up with employees and their suggestions so they know we are truly listening and their voices matter.

### Professional Development for All Employees

Our commitment to providing all employees an opportunity for learning, growth and development is as strong as ever. Full time instructors are now guaranteed access to \$1,000 and additional funds are available through the department and Faculty Professional Development Committee as well (this funding level is intended to be increased beginning in FY '19. Throughout the year, faculty participate in six dedicated learning days.

The College continues to close all offices and all instructional sites three times a year for Convocation in which we devote the entire day to the professional development of our employees. In the Fall, Dr. Timothy Renick from Georgia State University was on campus to share the work GSU has done to drastically improve graduation rates in the nation and eliminate achievement gaps based on race, ethnicity or income level. The afternoon provided community service opportunities in both Jackson County and Lenawee County schools.

There are many other internal options for development as well that have low cost and high return. On-line training is available to all employees, some required such as FERPA, Clery, Cultural Competence and Securing the Human online training. Professor Mark Ott has been leading the Toastmasters group, which provides all employees the opportunity to work on all aspects of public speaking in a safe place to practice and fail.

Monthly professional development for the entire administrative team. An hour of PD is offered on topics such as mental health education, recognizing sexual harassment, contract interpretation, table top discussion on safety, PMI Training, how to conduct a good performance review, performance recognition pay, and health care changes.

Two of the convocation topics that were presented last week at Convocation by the college's legal counsel, Bill Abbott, addressed how to handle disruptions and demonstrations on campus as well as current Open Carry Laws.

Annual training is offered to our employees and students regarding sexual assault, recognizing it and who and where to report the situation. The awareness event that is offered to students each year is a panel of community member, Chief of Policy, Sheriff,

Prosecutor, Aware Shelter and Catholic Charities is an annual event in April. Employees of the College, particularly those with the most contact with students; coaches, Ombudsman, Navigators take place in additional PD as part of the Clergy Requirement.

Four Jackson College employees are currently participating in the MCCA Leadership Academy. Becky Roberts, Dr. Brian Newberry, Lee Hampton and Tina Matz are half-way through this program which consists of in-person workshops, action based learning projects between sessions, experiential learning, coaching and mentoring, and a capstone graduation experience which will occur at the MCCA Summer Institute in Traverse City.

Many of our employees continue to achieve their educational goals. As yet other examples, Antoine Breedlove and Vincent Rose both completed their bachelor's degree from Siena Heights University. Graduating from Tiffin University with their master's degrees were Alyssa Webb and Ashley VanHeest. Kelly Chambers received her master's degree from Siena Heights University. Jackson College supports and encourages employees to strive and reach their educational goals and our proud of these recent graduates.

#### Leaders Among Us

Leadership examples continually emerge amongst our employees. Dr. Michelle Shields was recognized with the 2017 President's Award from Junior Achievement. It was her drive, creativity and dedication the CEO Challenge project for area high school students that got it off the ground. Recently, Dr. Anthony Cleveland spoke at a League of Women Voters Community Forum on the topic, "A Community's Response to the Rising Level of Intolerance." Both Heather Marshall and Tina Matz became certified career coaches, Stephen Geiersbach used his CPR skills to assist a fellow hockey player who had collapsed after a game and Amy Leighton-Gamel presented at Achieving the Dream Annual Conference on her work with first-generation students. These are only a few of so many examples of the leaders amongst us. We are proud of the work they do not only on campus, but in our communities as well.

### **Goals for the Next 12-Month Period**

#### New Business Model

In November 2017, the First Team participated in the CQIN (now Alliance for Innovation and Transformation (AFIT)) and Business Innovation Factory (BIF) Early Adopters Program: Design Sprint #1. This intensive two day program provided us with the opportunity to understand and realize the transformational potential of business model innovation and to imagine, explore and test new student centered business models for Jackson College. The team will continue their work at the Sprint #2 in April and then will conclude at the Summer Institute in August.

#### Student Interviews

As part of the project work for the New Business Model, the First Team will be interviewing a sample of students who chose not to return to the College. The Team received training on how to effectively students during their first Sprint and intend to utilize these skills during this process. The goal is to receive honest feedback from students that can be incorporated into the work we are completing as part of the Business Model and ultimately impact our retention and completion goals.

### Community Advisory Groups

Planned for this upcoming spring, the First Team will hold Community Advisory Groups (CAG) in Jackson, Hillsdale and Lenawee Counties. Re-establishment of the CAGs is one of the current initiatives on the Strategic Agenda, under Leadership, Planning and Communicating. The last formal CAG meetings were held in April of 2013, so we are looking forward to gathering community leaders together to share some brief updates on the College and even more importantly we will be splitting the audience up in smaller groups to run potential new initiatives by them for input. Some of the anticipated items covered are 7 week semesters, competency based education, credential model and millage pursuit (Jackson County only).

### Coffee and Conversation

Beginning this winter semester, the President will increase the number of Coffee and Conversation offerings to provide more informal communication opportunities for employees. Administrators will be asked to encourage and support attendance for all employees.

A tabletop exercise is planned for leadership later this month going over detailed information received at a recent legal conference in the handling of White Supremacists Richard Spencer at the Univ. of Florida. Also, additional training will take place, specifically with security, legal and top administration in regards to the handling of individuals, not necessarily students, coming to campuses to spread propaganda by white supremacists under the First Amendment.

Mental Health First Aid training for 30 of our front line employees, faculty and top administration took place last week on our campus. This eight hour training was offered in conjunction with the Physicians Assistants Foundation. It will also be a presentation at AACC in April. Preparing the campus population to face issues appropriately and with confidence is a way of protecting students at risk and creating a culture of acceptance and support.

## **Conclusion/Judgment**

The key performance area of Leadership may be the most important Board ENDS monitored. Without a team of leaders who are caring, positive, transparent, authentic, empowering and humble, we will not succeed. The First Team must continue to learn, develop and grow and just as importantly, we must continue to encourage and provide opportunities for our employees. We will continue to celebrate our successes, but we will not become complacent with who we are. The needs of our students, employees

and community are continually shifting, so we must be willing to adjust to those shifts. We will continue to assess, evaluate and change, always while using the College's Beliefs as our guide.

## Appendices

### Appendix A: Coffee and Conversation Survey Results August 2017

Was attending Coffee & Conversation worth your time?	100%
Was the information shared helpful or useful in some way?	100%
Were you encouraged to attend by your supervisor?	57%

#### Responses to 'Do you have suggestions for improvement?'

<p>Although the room was full, very few questions were asked. It would be good to find ways to encourage people to ask questions. Perhaps people could send questions to the president via email in advance? Not sure what the best way to resolve this matter might be.</p>
<p>Maybe people felt uncomfortable asking questions in public or directly in front of leadership. In the future, we could try an online anonymous way of submitting questions or concerns to allow people to share concerns without fear of future retaliation.</p>
<p>More sessions would be easier. Letting people go and still having people staff the office, at times when we're busy ourselves, is a challenge.</p>
<p>An agenda of topics might start the ball rolling a little better...Dr. Phelan is (I'm sure) accustomed to being "on the spot" however, I'm also sure most are not comfortable putting the boss in that position with certain lines of questioning. The wide open forum may also curtail inquiries in that many would not ask a question that might only pertain to a small portion of our family rather than the masses. Overall, very positive...makes us a stronger team.</p>
<p>Thank you for taking the time to meet with faculty and staff and having honest and open conversation. It means a great deal!</p>
<p>I loved that it was included as part of the NEO program! It gave me a great opportunity to get an "inside look" at the ethos of JC as it plays out in the everyday functioning of the college</p>
<p>Opening for questions seemed forced. I'm not sure how to remedy that other than maybe having prompts. I liked the roundtable format.</p>
<p>Hold on different days in case someone is absent they still have an opportunity to attend. If the format is going to be open question format like this last time it would be beneficial to know that ahead of time. This way if people wanted to attend both sessions they could plan accordingly. Based on feedback from others that attended the session I did not it seems that there were some different topics covered that would have been beneficial to hear.</p>
<p>Not for improvement--I love the C&amp;C sessions with our president. I just want them to continue as we move forward with our initiatives.</p>
<p>Just a few of predetermined discussion points and updates to help the conversation flow better. Or have an email sent out prior to, letting people know to bring discussion topics (or email a head of time) so they weren't put on the spot, a little heads up always helps :)</p>

I have none. I would like to reiterate these are a fantastic opportunity for us to know about more about the institution, it's initiatives, and the great work our employees are putting in.

I like not having a slide show but would like Dan to have specific topics to review if nobody has any questions.

## Appendix B: Jackson College Leadership Academy (2016 and 2017)

Question	% of Yes
Did you find the Leadership Academy beneficial?	95
Were you satisfied with the Leadership Academy topics and presenters?	95
Would you recommend the Leadership Academy to a colleague?	95
Question	% of satisfied or highly satisfied
Did you find the Leadership Academy beneficial?	95
Were you satisfied with the Leadership Academy topics and presenters?	95

## Appendix C: Leadership Council First Team Norms

Respectfulness – Members will accord each other the dignity, courtesy and support, due every member of the First Team, in all deliberations and interactions, additionally agreeing that all sensitive items will remain in confidence among members;

Inclusiveness – Members will seek to appreciate and understand one another by being open-minded, deliberative and actively soliciting differing viewpoints and perspectives in their deliberations and decision-making;

Strategic – Members will remain keenly focused upon the most vital aspects of the College, its operations, its goals, its beliefs and its mission in the work that is undertaken, avoiding territoriality in favor of the work of the whole institution that is in service of its customers;

Vulnerability – Members will practice granting grace and generous assumptions to one another, as well as to matters coming before the Leadership Council, practicing humility and service in all our work; and

Accountability – Members will always be transparent, open, honest, and providing factual and full disclosure in all discussions and deliberations, while also being fully prepared to be present, prepared and engaged in all discussions.