



# ENDs Monitoring Report

Leadership

February 4, 2019

**Presented to:**

Jackson College Board of Trustees

**Presented by:**

Dr. Daniel J. Phelan, President

Sara Perkin, Chief of Staff

## **Board Policies:**

ENDS Formal Inspection (Monitoring) Reporting: Performance reports shall be prepared and presented to the Board for each of the ENDS as outlined below. These 'Monitoring Reports' shall enable the Board to know the degree to which a reasonable interpretation of its ENDS and EXECUTIVE LIMITATIONS policies is being fulfilled. Consequently, the Board shall seek in the Monitoring Reports answers to two questions: (1) Has the College President made a reasonable interpretation of the Board's policies; and (2) Do the data demonstrate accomplishment of that interpretation. Failing either constitutes a policy violation. In the Monitoring Report then, the Board should expect to see the College President's interpretations along with justifications for the Board to find them reasonable. The Board must fairly, but rigorously, decide whether the College President's case is convincing. Also in the report, the Board should expect to see data purported to demonstrate achievement of those interpretations. Again, the Board must fairly but rigorously decide whether the data credibly prove compliance.

First Team Leadership Monitoring: This key performance area includes the College's performance and planning related to senior leadership development and governance, which have the aim of demonstrating accountable, ethical decision making that fulfills the College's mission, vision, values and beliefs, as well as the College's Strategic Agenda and advancement of HLC Action Projects and its societal responsibilities to support its communities. Key performance measures used in this report include:

- Service to the communities served;
- Fair and equal access to resources and programs and facilities;
- Appropriate use of organizational resources;
- Public policy advocacy;
- Regulatory and compliance;
- Consideration and response to strategic challenges and advantages;
- Communication strategy; and
- Change leadership and innovation.

## **Executive Summary:**

With its ability to maximize efficiency and achieve organizational goals, leadership is a critical topic within every organization. Investment into leadership development across the College directly influences our daily work and ultimately positively impacts our focus on Total Commitment to Student Success (TCS<sup>2</sup>). Within higher education, research has indicated an identified gap in the need for future executive leaders and the response of offering leadership training institutes, such as Aspen's Presidential Fellowship. In addition to succession planning, the recruitment and retention of employees is an additional threat recognized. Opportunities for the College include our own internal planning, commitment to TCS<sup>2</sup> and our five-star talent formula.

There are many institutional performance highlights to share from this last year. The Leadership Council has continued meetings with both internal and external parties, as part of the new business model of the 'Whole Student.' We know that understanding our 'customer' from all possible perspectives will aid us when making decisions. To ensure we are hearing the needs of various groups of students and community partners, Community Advisory Group (CAG) meetings were held with Lenawee, Hillsdale and Jackson counties. Additionally, community leaders and affinity group meetings have been held with the African American, Latinx, East Indian and Pakistani communities. The College also hosted the Jackson Young Professionals for the first time, which provided a great opportunity for connection with this vibrant group of local professionals. The Leadership Council team, thanks to our Board Chairman, undertook Passionate Personal Management (PPMI) Interview training at Commonwealth and was so pleased with the outcome, they scheduled late February training for the entire Administrative Council with Commonwealth Chief Talent Officer, Vicky Kruslemsky.

With communication a core leadership function, we have increased our offerings of Coffee & Conversation with the President. Employees appreciate these intimate gatherings with the President to receive updates and engage. Nearly 100% of those who attended reported that they feel these sessions are worth their time and the information is relevant (Appendix A).

The College continues investing in sending 4 employees each year to the MCCA Leadership Academy. Additionally, we are starting the next internal Leadership Academy later this month. To ensure their own relevancy, the Leadership Council (or, 'First Team' members) continue to pursue development opportunities including the National Society for Human Resource Management Annual Conference and the Policy Governance Proficiency Program. Professional development for all employees is strongly encouraged. Faculty continue to have access to \$1,000 per employee, per year and have access to another \$84,000 in a professional development shared pool. They also participate in Faculty Learning Days (FLD) which is held three times per year as part of conversation exercises. Many professional development opportunities are held conveniently on campus including a new "Women of JC" mentoring/discussion group and Green Dot Bystander Training. Employees also have ample opportunities to attend off campus local, state and national conferences, including Higher Learning Commission, the Michigan Career Education Conference and conferences of the Michigan Community College Association. Support of formal education for employees remains a continued part of our succession and development planning as well.

For the upcoming year, one goal is for the Leadership Team to attend the Alliance for Innovation and Transformation (AFIT, formerly CQIN) Summer Institute, which is appropriately focused on Transformational Leadership and Innovation. An additional goal is the creation of a comprehensive written 'Jackson College Jets' approach to customer service. A working group is tasked with multiple customer service trainings to bring forward recommendations which will be rolled out during fall convocation. Communication opportunities will also be explored to ensure that face-to-face conversations with the President and Leadership Council are meeting employee needs.

As we recognize another great year of work on leadership development and growth, we will continue keeping the always valid topic of leadership and related professional development in the forefront of our priorities. We know that the investment in ourselves and employees will ultimately support our Total Commitment to Student Success TCS<sup>2</sup>.

## **Institutional Context**

Mahatma Gandhi said “A sign of a good leader is not how many followers you have, but how many leaders you create.” Jackson College is focused on Leadership at all levels within the institution. The concept of leadership, according to Gandhi, is clearly present when considering the college mission; “Together we inspire and transform lives.” Our focus is to create leaders and transform lives and we do this together. The mission is inclusive of all individuals; students, employees and the community. We know that in order to achieve Total Commitment to Student Success TCS<sup>2</sup>, we must all be leaders. It is the priority of President Phelan and the Leadership Council to ensure we are creating leaders who will continue the mission of the college long-term.

## **External Context**

The concern regarding leadership succession in community colleges continues to be a top concern and challenge. According to Inside Higher Education’s 2018 Survey of Community College Presidents, pessimism was expressed around the current pool of future community college leaders, as well as the lack of training programs currently available to prepare these leaders (Smith). This has been an ongoing conversation for many years at the College and there are efforts in place to help prepare the next level of leaders through the utilization of programs, such as the Aspen’s Presidential Fellowship, ACE Fellows Program, AACC’s Future Leader’s Institute and the League for Innovation’s Executive Leadership Institute.

According the Chronicle of Higher Education, it is vital for colleges to take a systematic approach to building leadership pipelines and include the vetting of talented people at all levels in order to aid in reducing turnover and improving performance. Positions such as Financial Aid, IT infrastructure, physical plan and student affairs managers are truly the glue that holds colleges together and it is critical that professional development opportunities are a priority (Lovett).

Review of the external environment has led us to consider the following challenges/threats, as well as opportunities:

### Challenges/Threats:

- Leadership succession
- Employee recruitment
- Employee retention
- Generational differences

Declining resources  
Competition from private and public organizations  
Reduced pipeline of qualified talent  
Compensation and benefit limitations

Opportunities:

Internal Succession Planning  
Leadership Academies (internal and external)  
Opportunity for involvement  
Diversity of employees  
Total Commitment to Student Success  
Jackson College's Talent Formula  
Jackson College culture  
Reputation of innovation and creativity

## **Institutional Performance Reporting**

### The Whole Student

Work has continued on the new business model of the 'Whole Student'. Seeking to continually understand the needs of our students, we have interviewed not just students, but also employees who have direct interaction with students, community members, and non-students as well. Employees who have brought forward valuable perspective include: Mary Jo Kennedy, who oversees the Judicial Process; Melissa Merkel, Director of TRIO; Amelia Gamel, Assistant Professor; and the Multicultural Affairs team of Antoine Breedlove, Kelly Crum and Jessica Houston. Conversations with external partners are also underway. Keven Mosely-Koehler from Henry Ford Health System provided an overview of the Jackson Care Hub which would link the College with county wide resources. An agreement is in the process of being reviewed by legal counsel. There have been recent conversations with Michigan Rehabilitation Services to discuss partnering to provide services for students in need. We recognize that our work focusing on the whole student is not solely on us, and in a time of lacking resources it is critical to partners with our community groups. At the end of November 2018, a cross-functional group of employees from housing, student services, the Multicultural Center and instruction attended a Michigan-based Guided Pathways Institute that was entirely focused on strengthening students' financial stability. The event was excellent professional development for the group and very much validated our serving the Whole Student work.

### Community Advisory Group Meetings

Last year's report had the goal of holding annual community advisory group meetings at least once per year to really work on building relationships within our tri-service areas. In May 2018, meetings were held with Lenawee, Hillsdale and Jackson community members. A second meeting was held with Lenawee leaders in December and a meeting for the Hillsdale community is in process of being scheduled. Based upon feedback, we made the decision to wait until fall to hold the next Jackson group

meeting, so we could undertake meetings with various affinity groups within the community. In November, meetings were held with leaders from the African American, Latinx, East Indian and Pakistani communities. Additionally, affinity group meetings are being planned with the Asian community and the adult student community. The objective of these affinity group meetings is to obtain customer focused information of ways in which to better serve our many diverse populations of students. Meetings will continue with each of these groups over the next seven months prior to bringing the entire Jackson Community Group back together.

#### Jackson Young Professionals

The College had the opportunity to host one of the Jackson Young Professionals monthly meetings on campus in September 2018. This engagement opportunity with young professionals in our community provided us with valuable insight into their perspective on the College and added a connection with a new group. This group of individuals shared a passion for the Jackson Community and welcome opportunities for collaboration, as well as provide possible employee recruitment avenues. We have committed to hosting this group each year so we may continue conversations and better understand the current and emerging needs of this vibrant group. The connection came as a result with this group as the College was looking to sign on as a [Bright Walls Partner](#). Although in the early stages, we are excited to grow this relationship.

#### Passionate Personal Management Interview (PMI) Training

Jackson College Leadership Council had the opportunity to join training provided at Commonwealth in November 2018, made possible through the generosity of Chairman Barnes. Passionate PMI training covered the link between effective PMIs and retention, and reiterated the importance of supervisors investing time into their employees for these meetings. We walked away from this training with an increased knowledge and awareness of the importance of PMIs for all employees and gained ideas on how we can improve PMIs and make them more meaningful at Jackson College. The team was so pleased with the outcome of the training, that we invited Commonwealth Vice President of Human Resources Vicky Kruslemsky to campus to provide this training to all Administrators at the February Administrative Council meeting.

#### Coffee & Conversation

We recognized that communication is a core leadership function. One of the goals set for 2018 was to increase the number of Coffee and Conversation offerings. The President held three opportunities for conversation in 2018: March, August and November, an increase from one session held in 2017. The November session highlighted the new Strategic Agenda and Total Commitment to Student Success (TCS2) monthly report. The feedback has been extremely positive, with nearly 100% reporting that this opportunity is worth their time and that they felt the information shared was relevant to them (see appendix A).

Comments from employees noted that they enjoy the opportunity to have their voices heard and that they want us to continue holding these conversation opportunities. We have also acted on suggestions for improvement, such as sending out conversation

topics in advance. We received feedback that not all supervisors encourage participation, so we are working to ensure administrators provide all employees this opportunity for engagement with the President.

Although the name may change, the objective of providing employees with a more intimate opportunity for conversation is important and we will continue to hold these sessions for our employees.

### Leadership Academies

After two successful cohorts, the Jackson College Leadership Academy is getting ready to launch its next cohort beginning in mid-February and lasting until mid-May. The decision was made to move the start time of the program to better fit needs of the employees. This program will help employees who are interested in advancing their careers and moving into future leadership positions. Participants will select, research and complete a 'Stretch Project' and report out to the Leadership Council. In addition, they will be active in a book club that will highlight books that the Leadership Council has previously read.

Externally, we have now provided the opportunity for 12 employees to attend the MCCA Leadership Academy. Currently participating in the MCCA Leadership Academy are Monica Bouman, Dr. Todd Butler, Jolene Chapman and Jennifer Dobbs. They 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.

### Leadership Council

As we focus on ensuring our employees receive adequate development opportunities, it is critical that the Leadership Council remain relevant in their work as well. Some of the external professional development that has occurred include: National Society for Human Resource Management Conference, the Alliance for Innovation and Transformation Summer Institute, No Zebras No Excuses, Policy Governance Proficiency Program, the Association for the Study of Higher Education (ASHE), the American Association of Community College's Conference, the Council for the Study of Community Colleges, as well as benchmarking opportunities at a variety of other higher education and private institutions.

### 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 faculty are now guaranteed access to \$1,000 each year, plus access to another \$84,000 in a shared pool, to invest in their own professional development. After performing a benchmarking analysis in 2017, we learned that Jackson College offers more faculty professional development funding, per faculty member, than any peer institution investigated. Throughout the year, full-time faculty participate in six dedicated Faculty Learning Days (FLD), as well as each all-employee Convocation. Twice a year, we offer Adjunct Learning Days (ALD), an all-day



professional development event geared especially for our adjunct faculty. This day occurs on a Saturday before the start of the Fall and Winter semesters. Indicative of the high level of engagement across our adjunct faculty, we typically have upwards of 160 people in attendance at each ALD.

There are many opportunities for professional development on campus for employees, many of which come from the ideas of our employees. "Women of JC" is a diverse group of employees who met in the summer of 2018 to explore creating a mentoring/discussion group, for women and by women, to be able to safely explore topics such as: communication styles, the intersections with women and workplace cultures, women in leadership and ways to influence and encourage one another. The group applied for and received a grant from the Michigan ACE Women's Network to host mentoring lunches through this academic year. The group has compiled lists of books, TED talks, podcasts, and other resources on women's leadership for targeted discussion topics. Dedicated time is allocated at each meeting to allow for open discussion time to share and receive coaching and advice on a range of topics. Each lunch meeting is led by a different colleague in the group, giving everyone the opportunity to shape and influence in their own unique style. One person isn't in charge because the idea is, we are all capable of leading.

Green Dot Bystander Training is being held this month for 25 employees. The Green Dot Bystander Intervention Program was founded by Dr. Dorothy Edwards. The program trains people about sexual assault and domestic violence on college campuses, primary and secondary schools, and communities. The method teaches students to intervene by using the 3 D's: Direct, Delegating the responsibility to others, and creating a Distraction to defuse a potentially dangerous situation.

Off campus, employees continue to attend and participate in various local, state and national conferences to advance their knowledge in their respective areas. Although far from an inclusive list, examples include: Michigan Career Education Conference, Michigan Early Middle College Association, Hazard Communication and Right to Know, Michigan Occupational Deans Administrative Council, Ellucian, Ohio Competency Based Education (CBE) Network Workshops, Michigan Teachers of English to Speakers of Other Languages, Higher Learning Commission, American Association of Community Colleges, Michigan Community College Association, MI Association of Institutional Research, American Mathematical Association of Two Year Colleges, Workforce Development Institute, Neurology for Primary Care, Odessa College's Leadership Institute, and Federal Student Aid (FSA).

Supporting the formal education of our employees is part of our overall development and succession plan. Recently, Terry Anderson and Jered Domagala both received their Masters Degrees, and Deb Holt received her Associate's Degree. Jackson College supports and encourages employees to strive and reach their educational goals and are proud of these recent graduates.

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



### AFIT Summer Institute

The upcoming AFIT Institute will be a perfect complement to the work we are doing. The focus is 'Transformational Leadership and Innovation.' The team will do pre-work on setting goals they would like to achieve as part of the institute. During this Institute we will have the opportunity to learn from Apple, The Dallas Morning News, Granger Network and Malcolm Baldrige National Quality Award Winner, Alamo College District.

### Customer Service Focus

The Leadership Council has identified the need to have a comprehensive written "Jackson College Jets' Service" approach to customer service. A working team of selected employees is being put together to take on this work. They will participate in the Chambers Disney Institute customer service training along with other benchmarking visits and put together recommendations on what this approach should encompass. This Jackson College Customer Service approach will be rolled out at the fall 2019 convocation.

### Communication Opportunities

Aside from review of our regularly held Coffee & Conversation sessions, we will be exploring additional communication outlets between President Phelan and the campus community. More specifically, we want to ensure there are ample opportunities for face-to-face communication which is the richest channel of communication.

### **Conclusion/Judgment**

We celebrate another strong year of our intentional work on leadership at all levels of the College. Between professional development opportunities and communication efforts, we do feel that the culture of the College is reflective of these efforts. The following John Maxwell quote perfectly speaks to the mantra of College Leadership, "The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them." In turn, by focusing on leadership development, the dividend is our employees focusing on Total Commitment to Student Success.

## Appendix

### Appendix A: Coffee and Conversation Survey Results

#### Percent of "Yes" Responses

	Aug-17	Mar-18	Aug-18	Nov-18
Was attending Coffee & Conversation worth your time?	100%	97.92%	97.22%	100%
Was the info shared helpful or useful in some way?	100%	97.92%	100%	96.15%
Were you encouraged to attend by your supervisor	59.18%	68.75%	64.86%	76.92%
Did attending this session increase your knowledge of the Strategic Agenda	N/A	N/A	N/A	100%
Did attending this session increase your knowledge of the 90/80/70 goals associated with TCS2?	N/A	N/A	N/A	80.77%

Note:

Survey respondents	51	48	36	26
Attendees	75	61	65	63

## **Resources**

<https://www.insidehighered.com/news/survey/survey-community-college-presidents-views-range-issues>

<https://www.chronicle.com/article/Succession-Planning-Colleges/241074>