



ENDs Monitoring Report

Leadership
March 13, 2017

Presented to:
Jackson College Board of Trustees

Presented by:
Dr. Daniel J. Phelan, President
Sara Perkin, Chief of Staff

Executive Summary:

The leadership of Jackson College is evident at all levels of the institution and is practiced by each employee. We are driven by not only the traditional 'mission documents' (i.e., mission, vision and values), but our leadership efforts are more profoundly linked to the items contained within our Statement of Thirteen Beliefs, as these guide our daily actions. Our culture of engaged and satisfied employees is supported by our many initiatives, extensive and thorough communication, as well as a caring environment that focuses upon the employee as a whole person. Through these practices, our employees are empowered to advance our institution through a Total Commitment to Student Success, (TCS²).

This Board Monitoring Report reflects Jackson College's performance and planning related to leadership at all employee levels of the institution, as well as within our student population. Of specific mention among key achievements over the past 12 months of work:

- The successful launch of an internal Jackson College Leadership Academy, which resulted in eleven mid-level employees, who seeking additional opportunity, successfully graduated;
- Participation by three Jackson College employees in MCCA's new Leadership Academy;
- The launch of a Personal Management Interview (PMI) approach by all supervisors in working with their employees;
- The expansion of community relations efforts;
- The critical assessment of existing communication methods;
- The creation of the 'Lux et Veritas' Task Force committed advancing cultural competence and understanding among all employees and students; and
- Development of employees at all levels and all classifications.

To achieve these and future objectives, ensuring a cohesive Leadership Council (LC) is essential. To that end, the LC remains committed to their own leadership development. Essentially, this includes prioritizing time for quarterly retreats to work through significant operational, planning, quality, interpersonal and strategic areas. Sustaining a culture of service and student success is a principal responsibility for the LC.

Ensuring that the College selects the best employee to be a 'jet' requires our continual improvement of the final level interview process and improved performance evaluation criteria and related recognition processes. Once onboard, developing relationship is also a key driver of leadership. And to that end, we have begun to offer a monthly informal gathering opportunity for employees at the Presidents home.

The many occasions of leadership accomplishment and achievement are presented in this report. Although it is evident we are moving in the right direction, we will continue to develop and strengthen leadership knowledge and experience.

Institutional Context

We are humbled by the recognition received from our peers locally, statewide and nationally which often is a result of our college's clear commitment to student success. However, we also understand that we must continue striving for excellence, continuous improvement and growth. The importance of our commitment to employee growth and professional development, as well as to our preferred culture, is clear.

We recognize that leadership can, and should be practiced by all employees. It is not defined solely by a responsibility of supervision or by positions noted on an organizational chart. Our College's preferred leadership traits include the decision-making, humility, communication, vulnerability, steadfastness, loyalty, guidance and support for/to others.

Whether considering the turnout at the employee gatherings or asking for feedback after Coffee and Conversation sessions, the anecdotal assessment of our employees indicates that they feel valued, appreciated, and are receiving essential communications. Of course, there remain areas for improvement which we will certainly address in the future. Broadly speaking, our Statement of Beliefs continues to drive our approach to employment and training, as well as our daily work. It promotes accountability, and invokes a responsibility of service, all to ensure our Total Commitment to Student Success (TCS²).

External Context

Leadership is one of the most-often written subjects in the world, yet it is unevenly practiced due to the absence of any clear formulaic approach. Rather, we lead our organization, and each other, based upon our experiences, training, failures, guidance and commitment to improve.

Authors, researchers, clerics and everyday people have guided our thinking on leadership. The musings of John Maxwell, Jim Collins, Warren Bennis, Daniel Pink, Patrick Lencioni, John Kotter, Liz Wiseman, Peter Senge, Max De Pree, Tom Peters, Rosabeth Moss Kantor, Susan Cain, Mohandas Gandhi, Peter Drucker, and a cast of hundreds, if not thousands have offered insight and guidance from which we seek to be our best selves in the service of others. Not surprisingly then, authors such as these are often included in professional development practices of the College.

The College's efforts around leadership exist in a broader local, state, national, and global context. They seek to work toward enhancing the direction of the college, whether by department or individually, as we contend with the challenges and threats, as well as the opportunities that our community college industry faces. To that end, the College, its trustees, and its employees are often asked to serve in position of leadership beyond the confines of the campus. Many more still are asked to present at state, national and international events conveying the work of our College.

Jackson College is mindful of numerous external factors that can affect the organization and often looks to the leadership of our employees and trustees to address. Of particular mention:

Challenges/Threats:

Rising incivility
New national administration
Leadership succession planning
Increasing competition
Declining resources

Opportunities:

Building our own talent through professional development
Leadership through example
Diversity of employees
Total Commitment to Student Success
Jackson College's Talent Formula

Institutional Performance Reporting and Assessment

Leadership Academy

Dr. Michelle Shields organized and led a group of 11 Jackson College employees through an intense, weekly hands-on leadership academy. Focused topics included decision-making, leading, empowering, public speaking, budget and public policy. Participants were required to engage in significant preparatory work including advance reading of texts and information gathering. The group had the opportunity to meet with the College's Leadership Council, as well as others across the College and within our community. As part of the academy, students joined President Phelan in Lansing to meet with legislators, as well as Michigan Community College Association (MCCA) President Mike Hansen. The graduates were recognized in front of the college community at the fall 2016 convocation. Feedback from the first cohort has been extremely positive. The intention is to continue offering the academy on an annual basis as a development opportunity for employees.

HLC Comprehensive Quality Review

The accreditation visit conducted by the Higher Learning Commission (HLC) visit was successful because of the team effort across the campus. Under the leadership of Rob Stirton and Debbie Schissler, faculty, staff and administrators were brought together to participate in open forums. Additionally, employees were invited to participate in multiple focused sessions, as part of the criterion review. This visit was flawless in both preparation and execution. On balance, there was a very strong sense of collaboration across campus during the visit with an "all hands on deck" attitude. This type of teamwork speaks volumes of the incredible leadership we have at all levels of the institution. The preliminary report received is an acknowledgement of this work. And while there are areas for improvement, the visiting team was most complementary of their experience with us.

Communication

Communication strategies will continue to be a priority for the Leadership Council of the College. We are aware that receipt of communication comes in many different forms and communication preferences tend to be quite personal for each employee. Multiple methods of communication are currently deployed in an effort to ensure that necessary information is provided. These include, but are not limited to three convocations per year, weekly announcements, as well as multiple in-person opportunities. Coffee and Conversation gatherings also continue to be held.

In November, following a Coffee & Conversation gathering, employees were contacted individually and asked questions, such as: Do you feel that you are receiving the communication you need? Do you have any suggestions for improvement in college communications. Employees provided us with extremely positive feedback. Comments included “I actually thought this was the most informative one that I have attended” and “I feel I am well informed of what the hot topics are here at Jackson College and will continue to attend the sessions as long as they are offered.” A major component of communication is simply listening to individual voices. Prior to the winter Coffee and Conversation sessions, each response will be reviewed and suggested changes will be implemented.

Lux et Veritas

There has been a rise recently of national unrest, fear and anxiety. We believe that it is our responsibility as leaders to engage our community to understand and provide opportunities for appreciative inquiry. In response to expressed concerns, President Phelan reached out to many employees to begin organizing a group called the ‘Lux et Veritas’ committee. Lux et Veritas, (i.e., Truth and Light – taken from the Great Seal of Jackson College) is currently working on drafting charter, as well as vetting a statement on Inclusion, Civility and Community. It is our responsibility to acknowledge and celebrate our collective intention to create and maintain a teaching, learning and work environment in which everyone can flourish, feel safe, and be successful.

Community Relationships

After years of participation, President Phelan reached out to the Challenge Day organizers to offer the College’s New Walker Hall as a future host site. We were honored to be a host site for the 2016 Challenge Day event. For two days, the College welcomed middle schoolers from across the county in this transformational, compassionate day that focuses on acceptance of one-another and combating bullying. The College encouraged and supported employees to step away from their daily tasks to volunteer in the program. We also provided lunch for all participants and volunteers. We plan to continue remaining a host site each year, on a go-forward basis.

Jackson College employees, at all levels of the organization, are committed to time within the community, serving in various capacities supporting issues passionate to them. Monica Bouman is currently serving as the President of the Michigan Tutorial Association and Steve Tuckey is serving as the Treasurer for the same organization.

President Phelan represents the College on the national level in multiple capacities. He is currently serving as Chair for the American Association of Community Colleges, as well as on the Phi Theta Kappa (PTK) National Board. Locally, President Phelan is serving as the Chairman for the Enterprise Group and continues serving on the Anchor Board.

Dr. Rebekah Woods serves on the board of directors of the Michigan Campus Compact, a statewide organization that promotes education and commitment of college students to be civically engaged citizens.

The Board of Trustees continues their active leadership participation at both the state and national level. In January, Trustees attended the Michigan Community College Association (MCCA) Legislative Summit and in February Trustees traveled to Washington D.C. to participate in the National Legislative Summit (NLS). Both events are important advocacy opportunities for supporting, not just Jackson College, but community colleges nationwide. Additionally, Trustees have participated in convention sessions offering expertise to their peers. During the 2016 ACCT, Leadership Congress, Trustee Dr. Mathein participated in two sessions; Guardians of a Changing College Mission and Scaling Up Student Success. All trustees also participated in a benchmarking opportunity with Gateway Technical College. Chairman Barnes will be traveling with President Phelan later this month to share the success of Pathways and determining ROI on college initiatives, at the Texas Board of Trustees Institute. Trustees continue to volunteer their time on various panels on campus to extend support and share expertise.

Lee Hampton has been recognized recently in his leadership role nationally for working to create an assessment tool for understanding the individual needs of African-American students with regard to success. Lee was honored earlier this month in Las Vegas by the Qualtrics organization.

Faculty Achievements

Professor Diana Agy was named the Maher Endowed Chair for Regional History. Diana has guided students through history projects in Jackson, Lenawee and Hillsdale counties with support from the Jackson College Foundation. In December 2016, the Foundation announced the creation of the Jackson College Center for Regional History at the W.J. Maher Campus. This support from Donor Peggy Maher will continue supporting the leadership of Diana who with students have captured important history and brought this to life. One item Professor Agy found in the archive room was the Jackson Junior College song from 1939 which Instructor Dan Bickle took and created as the Jackson College Fight Song.

Amelia Leighton-Gamel has received attention for her passionate work connecting to today's college students who are first in their families in college. Her focus is on how to engage with this increasing student group to help them find success in college. She has presented for fellow faculty and educational events across the area. She was

selected to present at the Achieving the Dream conference in February. She is also a published author with a book due out this year on retaining first generation students.

Student Leadership

Student leaders continue to shine across campus in many capacities as well. Student organizations are tackling difficult realities they face in today's world showing the bravery attribute of leaders. The Christian Student Club held a Substance Abuse Night featuring Jackson County Prosecuting attorney Jerry Jarzynka as well as students who are currently in recovery. Students met with the support of faculty and staff to organize Jet Pride, the Jackson College Lesbian, Gay, Bisexual, Transgendered and Ally Group in October. The group is tackling issues including LGBT and suicide prevention.

Institutional Performance Improvement Planning

Development plans for continuing leadership growth at Jackson College are in place at all levels of the institution and include:

Staff Development

Development opportunity is offered in many different capacities at the College for staff. This includes sessions with varying topics. For instance, in October Jennifer Dobbs and Marcie Clone shared their expertise on Information Security with their colleagues. Staff along with all employees were invited to participate in a Cross Cultural Business Communication classroom training and professional development opportunity to better understand how to communicate across cultures and overcome communication barriers.

Faculty Development

Faculty brown bag lunches have been held to cover hot topics. Amelia Gamel presented on how to handle student behavior and explored how to handle behaviors such as wandering in late and talking in class. Business Faculty Ron Betzig and Tom Steward have traveled to Indonesia to continue the expansion of international relationships and learning opportunities for our students.

We offer 3 Instructional Skills Workshops each year that 10-12 faculty participate in each time. Pathways has provided opportunity for involvement. As part of the AACC Pathways Institute, 1 to 2 faculty members have participated during each institute. During the Fall Learning Days we had Rob Johnstone on campus to speak on Pathways to the entire faculty. Also on hand was Tom Caswell, Director of Learning Engineering at Learning Objects to talk about Open Educational Resources. During winter learning days we had Troy Hicks, Professor of Technology and Teacher Education, CMU here to talk about 'Making the Most of a Textbook Zero Class.'

Dr. Kate Thirolf has worked hard to modify the process for adjunct faculty advancement, which includes incentives for additional and continuing professional development, as

well as participation in scheduled adjunct faculty meetings. Kate has also expanded communications tools with all of our adjunct faculty.

Administrator Development

Three administrators are currently participating in the Michigan Community College Association Leadership Academy. Jeremy Frew, Kate Thirolf and Sara Perkin are participating in this 9-month learning journey that includes in person workshops, action based learning projects in between sessions and a capstone graduation experience during the annual MCCA Summer Conference. We have nominated four employees to participate in the second cohort beginning later this fall.

Leadership Council

Professional development continues to be a priority for Leadership Council. Weekly, council meets on Wednesday beginning at 9:00am. As part of these weekly meetings, interviews are held with potential candidates as well as six month anniversary meetings with all employees. This individual communication has provided a direct opportunity for feedback to the council. We continue to evaluate interview methods and are now focusing on the STAR Behavioral interview method to ensure we fully evaluate candidates for fit in the College culture.

The Leadership Council has begun preparation for the 2017 CQIN Summer Institute. As part of this preparation, the group has completed two books: The Trust Edge by David Horsager and The Four Obsessions of an Extraordinary Executive by Patrick Lencioni. Following their February retreat, the team has set several goals for the Institute which include a review of performance pay systems for faculty, staff and administration to ensure objectives are met and the development of a Leadership Council evaluation instruments.

Leadership Goals for the Ensuing 12 months:

- Implement a monthly opportunity at Wickwire House for employee groups to interact informally with President Phelan and Leadership Council.
- Ensure efficacy of performance pay evaluation criteria.
- Hold quarterly Leadership Council retreats.
- Implement STAR Behavioral Interview Methods.

Administrative Council

Each month, all administrators of the College gather together to not only review organizational issues, seek input, or provide updates, but also for professional development. Particular focus of late has been on legal issues, security topics, employee evaluation, and the use of Personal Management Interviews in working with supervises. Each AC meeting includes at least one major component of professional development.

Future Goals:

1. Launch of the second Jackson College Leadership Academy;

2. Sending four college employees to the MCCA Leadership Academy;
3. Mentoring of the JPEC President by President Phelan;
4. Adding a Leadership & Communication element to the PMI & evaluation process;
5. Increase faculty funding for professional development;
6. The addition of a diversity recruiter in our Talent/HR office;
7. Professional development programming by the Lux et Veritas Task Force; and
8. Expanded professional development for our adjunct faculty.

Conclusion

Employees are the most important asset for Jackson College. Ensuring a culture that is given to the service of others, remains our focus. This focus ultimately guides our recruitment, on-boarding, training and our daily work, which is expressed in TCS2. With leadership occurring at all levels of the institution, it is vital for investment in development opportunities for all. We continue working to build trust with one another as well as celebrating our accomplishments and supporting one another through challenging times.