

# Staff and Leadership Development Steering Committee

Friday, February 22, 2008

10:00-12:00

Conference Room 5522, Wells Fargo Place, Office of the Chancellor  
St. Paul, Minnesota

## Minutes

*Present: Keith Balaski, Cathy Bisser, Mary Bongers, Ed Choate, Todd Harmening, Jeff Hudson, Ray Jensen, Jan Mahoney, Betty Mayer, Heather, McGannon, Don Mercado, Anita Rios (facilitator/recorder), Celeste Ruble, Gary Simon, Julie Smendzuik-O'Brien*

*Absent: Todd Jagerson, Lori Lamb, Ann MacDonald, Heather McGannon, Jan Mahoney, Tina Royer*

### I. Welcome

Anita Rios welcomed committee members.

### II. Review of December Meeting Notes

Anita asked committee members to review the meeting notes from December and make any amendments. The notes were approved without correction. Anita remarked that the December meeting was the first full day working session to include a development component for committee members; the consensus was that the session was worthwhile.

### III. Brief Updates/Reports

- A. *Planning Subcommittee* – Todd Harmening again distributed planning templates to the steering committee and asked for feedback. Todd said that he would follow up with volunteers to begin using the templates and would report back at the April meeting in St. Cloud. Keith Balaski reminded committee members that the templates are to be used as a tool for HR professionals. After some feedback, Todd agreed to refine the narrative at the top of the form to clarify its purpose. (Julie Smendzuik –O'Brien offered her planning services to the subcommittee.) **Action:** The steering committee agreed that it would be useful to present these templates to the CHROs in June.
- B. *STARS Update* – Anita reported that since the Systemwide Training and Registration Site was launched in August, there have been:
- 12 institutions posting courses and actively using the site
  - 5,000 registrants
  - Over 400 courses posted on the site
- The current challenge is to get more campuses to use it for their training sessions. To date there have been a few technical glitches, but the ITS team headed by Jerry Jeffries (the STARS programmer) has worked diligently to correct these. The next step is to work on enhancements to STARS, primarily to have it track completion of online courses.
- C. *Administrator Development Program* – this topic was tabled due to Jeff Hudson's absence.

- D. *Executive Development Task Force* –Anita reminded committee members that this task force is charged with identifying development needs for presidents and vice presidents. Currently the task force has been conducting roundtable discussions and surveys with presidents to determine their needs. Anita distributed a summary of the latest survey results from college presidents, who indicated that 86% would like to participate in an annual presidents retreat and 68% would like to participate in regular information-sharing sessions. In May, the task force will be developing recommendations that will go to the HR Committee of the Leadership Council, Vice Chancellor Bill Tschida, and Chancellor McCormick for discussion and next steps. Todd Harmening added that he surveyed the CAOs with a similar tool and had a very positive response. They indicated interest in a half to full day of development opportunities combined with their regular meetings. Todd said that the CAOs most frequently mentioned fiscal planning as a topical development need.
- E. *Succession Planning* – Anita reported that she made a presentation to the Board of Trustees using the powerpoint materials that the steering committee saw in December. As Linda Skallman had predicted, the Board focused their attention on Chancellor succession only at the December meeting. However, the discussion might broaden beyond Chancellor succession in coming months. **Action:** Anita promised to keep the steering committee updated. Todd Harmening reported that the FY09 plan does include an item for succession planning. Keith Balaski also shared that he has been working with Business Services at MCTC to put together a succession plan. **Action:** Keith agreed to share more with the steering committee after they've piloted the approach.

#### **IV. Web-based Performance Evaluation Tool – Update and Discussion**

Don Mercado reported that the pilot campuses include: Lake Superior College, Office of the Chancellor, MCTC, Century College, and Riverland. Those piloting the tool shared their experiences, which were mostly positive as far as customer service help from Promantek. Test groups on each campus are limited to 25 people. Keith added that they needed to do an in-person meeting soon with all those conducting pilots for discussion and any questions that folks have in implementation.

Ed Choate asked about the cost of the tool. Anita Rios said that she had asked Joe Dowd for a quote on systemwide use for all staff, which was approximately \$127,000 per year. Anita added a concern that TrakStar doesn't have a succession planning feature built in like other software programs, such as SuccessFactors. Keith added that this software was initially chosen based upon its ease of use and multi-rater function.

**Action:** The pilot group plans to report on the software at the CHRO meeting in June.

#### **IV. 2007 Staff Development Survey Results – Preliminary Update**

Julie Smendzuik-O'Brien walked the committee through the preliminary survey analysis. She suggested that the full analysis should be distributed and discussed at the April meeting in St. Cloud to wade through results and develop recommendations for the next 3-year plan. Julie added that tuition waiver emerged again as an important issue and suggested that we may need to elevate this issue to the HR Committee of the Leadership Council.

Keith Balaski asked if the survey results were ready for campus distribution at meet and confers. Anita suggested waiting until the survey summary is completed in late March. She also added that survey results are available for each of the bargaining units and that there were fewer complaints from AFSCME employees about lack of development opportunities. Perhaps this is due to the annual AFSCME frontline conference, held the last two years.

#### **V. Staff and Leadership Development: Identity and Branding**

Anita introduced the issue of identity and branding for discussion, saying that it isn't common terminology in the industry and hasn't really taken hold with CHROs or other staff in the system. Most folks refer to it as just "leadership development," which is too narrow of a scope. Anita added that she had a discussion with Linda Skallman about the name. Linda encouraged her to bring up the discussion with the steering committee.

Current misperceptions with Staff and Leadership Development included:

- Staff, particularly AFSCME employees feel left out
- This name keeps the silos (staff, faculty, admin, etc) intact

Committee members discussed this topic at length and came up with possible names, such as:

- Human Resource Development
- Training and Development
- Employee Development
- Employee Enrichment

**Action:** Anita, Betty, and Julie volunteered to research examples of names and to bring this back for discussion.

The meeting was adjourned at 12:00 noon.

Next Meeting:

Friday, April 11, 2008, 9:30-3:30

State Cloud State University, Atwood Memorial Center

LadySlipper Room

Host: Mary Bongers

Agenda will include:

- 1) Update from Planning Committee (Todd Harmening et.al.)
- 2) Update from Web-based Performance Tool Pilots; Discussion of Next Steps (Don Mercado et.al.)
- 3) Update Administrator Development Program (Jeff Hudson)
- 4) Update Executive Development Program (Tina Royer)
- 5) Survey Analysis and Planning Session (Julie Smendzuik – O'Brien)
- 6) Revisit Polarity Map for Managing Campus Resources vs. System Resources (Anita)
- 7) Leadership Competencies (Gary Simon)
- 8) Staff and Leadership Development Identity and Branding (Julie, Betty, Anita)

- 9) Development Opportunity (TBD...possible session on leadership competencies, strengthsfinder, or continuing session on polarity management.)
- 10) Other?