

Staff and Leadership Development Steering Committee

Friday, June 13, 2008
9:30 a.m. – 3:30 p.m.
St. Cloud State University
Atwood Memorial Center, Voyageurs Room

Minutes

Present: Keith Balaski, Cathy Bisser, Mary Bongers, Ed Choate, Jeff Hudson, Ray Jensen, Lori Lamb, Ann MacDonald, Jan Mahoney, Don Mercado, Anita Rios (facilitator/recorder), Tina Royer, Celeste Ruble, Gary Simon, Julie Smendzuik-O'Brien

Absent: Todd Harmening, Todd Jagerson, Betty Mayer, Heather McGannon

I. Welcome

Anita Rios welcomed committee members and gave an overview of the day's working session. She announced that Todd Harmening was on paternity leave, and that Betty Mayer sent her regrets.

II. Revisiting Polarity Management (10:00-12:15)

Jeff Hudson led the steering committee through a short refresher on polarity management and then led them through a discussion to review the polarity map created in December. Steering committee members refined/clarified the action steps and asked that those action steps that were in progress and those that would need additional resources be identified.

Action: Jeff volunteered to update the polarity map and send it out to the steering committee before the next meeting.

Some of the follow-up discussion focused on how steering committee members could use this tool with colleagues on their campuses. Anita Rios and Julie Smendzuik-O'Brien offered up some ideas. **Action:** Anita agreed to send the steering committee a list of common polarities that are often at the CORE of an unsolvable dilemma that must be managed.

III. Recognition of Departing Steering Committee Members (1:00-1:10)

Anita Rios presented Jan Mahoney and Celeste Ruble with certificates of appreciation and thanked them for their dedicated service on the steering committee. Both Jan and Celeste were original members of the steering committee formed in March 2005. Jan will continue working on the Administrator Development Advisory Committee and the Executive Development Task Force and Celeste will continue working with the web-based performance management tool pilot and the needs assessment/planning pilot. Anita also announced that Todd Jagerson (not present) was cycling off the steering committee. (*Note:* since the last meeting, Heather McGannon has also cycled off of the steering committee due to the increased commitments of a new job in the system.)

IV. Committee Updates/Reports (1:10-2:00)

A. *Administrator Development Program* –Jeff Hudson reminded steering committee members that the administrator development program grew out of the needs assessment work done by the Managerial Development Task Force, which surveyed vice presidents on the

development needs for administrators. Jeff explained that the program has two main components:

- 1) New Administrators Orientation (which is an enhanced version of the orientation program that has been offered in the past, with a self-inventory, based upon leadership competencies and a development component focused on “The First 90 Days” by Michael Watkins, Harvard University)...this program is being done in partnership with Vicki Schoenbeck, who organized it in the past.
- 2) Full menu of half-day development modules on topics that support the MnSCU leadership competencies (such as finance for the non-financial manager, managing polarities, working with the legislature, etc.)

Jeff explained that the orientation would be launched on July 31-Aug 1 and October 9 and 10. Half-day modules are being developed and will be available through STARS during the FY09 year. Half-day modules are being developed in coordination with a myriad of subject matter experts. Jeff added that communications have gone out to new administrators from Bill Tschida regarding the orientation.

Suggestions from steering committee members included:

- Draft a letter that can be used by presidents to encourage their new administrators to attend the orientation
- Asking the Leadership Council to endorse the program and encourage administrators to participate
- Communications that will encourage other administrators (not just new) to attend
- Take a look at the book “College Administration Survival Guide” (recommended by Lori Lamb)

B. Executive Development Task Force --Anita announced that the Executive Development Task Force had completed the first phase of its work and produced a set of recommendations for consideration by the Leadership Council (HR Committee) and the Chancellor. She referred committee members to the recommendations in their packets. The HR Committee endorsed the recommendations for providing regular development opportunities for presidents (quarterly information sharing sessions and an annual development retreat). Bill Tschida is taking the recommendations to the Chancellor to seek funding for the annual retreat. President Larry Litecky will be spending part of his sabbatical in FY09 planning and leading the development sessions for presidents.

Tina Royer added that the Presidents Litecky and Stover, who served on the task force were both energized and encouraged by the pilot information-sharing meeting in May. It was very well attended and presidents were engaged in discussions on how they managed cultural change on their campuses.

In the fall, the task force will reconvene to assess development needs for vps, vice chancellors, and associate vice chancellors. Some members of the task force will be returning (Jan Mahoney, Tina Royer, Todd Harmening, Larry Litecky, Julie Smendzuik-O'Brien) and new members will also be recruited.

- C. *Web-based Performance Evaluation Tool* – Cathy Bisser gave an update of this project which was funded by the Staff Development Grant Fund and referred steering committee members to the written report in their packet. Participants in the pilot effort (Keith Balaski, Celeste Ruble, Don Mercado) shared their perspectives about the tool and the process.

Overall observations were that:

- It takes quite a bit of effort to set it up on the front end using competencies
- Once it was set up, supervisors, for the most part, liked the system
- Since only one tool was tested, it would be important to do further exploration to test other tools.
- An RFP process should be used when trying to identify other vendors

Action: Don Mercado agreed to clarify that the current contract with Promantek runs through December. The pilot users also agreed that they should then do a full assessment with campus input to develop an RFP and to plan for inclusion in the FY10 budget plan.

- D. *Staff Development Grant Report* – Jeff Hudson referred committee members to the draft report outlining the outcomes. He stated that 21 projects were funded which impacted over 2,500 employees across the system.

Individual project reports are linked live on the training and development web site, under staff development grant projects.

Jeff added that from the first experience of administrating this program, that the task force encountered some issues about evaluating the projects against the stated criteria.

Action: Jeff will reconvene the task force for a last meeting to refine the selection criteria, the application forms, and make recommendations to build in safeguards so applications are not missed.

- E. *Planning Committee* – This item was tabled until August, when Todd Harmening will be present to report.

- F. *Identity/Branding* – Anita Rios reminded the steering committee of its discussion around branding and identity for the Staff and Leadership Development effort, saying that many folks find the terminology confusing or not applicable to them. She referred committee members to a packet of information outlining other institution's training and development efforts and identity. Action: Anita asked committee members to review the information for discussion at the August meeting.

- G. *Code of Conduct e-learning* – Anita Rios reported that a new e-learning module will be completed in July/August of this year. Rollout plans have not been discussed yet.

V. Staff Development Survey Report and Recommendations (2:15-2:45)

Jan Mahoney reported that she and Jeff Hudson attended the HR Committee Leadership Council meeting in early June to discuss the steering committee's recommendations (based upon the survey findings). In May, Jan and Anita had presented the survey findings to the HR Committee

and presented the recommendations at that time; however, there was not adequate time in May to conduct a full discussion with the committee. From the June meeting, Jan reported that the HR Committee endorsed all of the recommendations and then asked the steering committee to implement them. She also added that the HR Committee recommended that their co-chair (President Ann Temte) should attend the steering committee's meetings.

Anita asked how the steering committee could follow up on the items that were not within its purview.

Steering committee members suggested that follow-up conversations with Linda Skallman, Bill Tschida, and Ann Temte should be conducted to clarify next steps. **Action:** Anita will initiate conversations with Linda and Bill. She also agreed to invite Ann, Bill, and Linda to the August meeting.

A question was raised about the status of the recommendations for presidential evaluations. Tina reported that she and Julie met with Bill Tschida in summer 2007 to discuss the recommendations. He had indicated that he would consider them when reviewing presidential evaluations. The committee hasn't received any further updates.

VI. Year-end Report DRAFT (2:45-3:05)

Anita walked the steering committee quickly through the draft year-end report, noting that the group had accomplished much over the last year. She asked for feedback via email within the next week. The final report will be posted on the web and hard copies sent to Linda Skallman and Bill Tschida for their review.

VII. Membership for FY09 (3:05-3:20)

Anita announced that we need to fill several positions on the steering committee for the next year, including:

- 1) HR director, 2-year college, in greater Minnesota (either north or south)
- 2) CFO
- 3) CIO
- 4) MAPE employee
- 5) ASFCME employee

She asked committee members to send to nominate folks from colleges and universities that are not currently represented on the steering committee. The Office of the Chancellor is already heavily represented on the steering committee, so no new members should come from the system office.

Keith Balaski asked that all new members be identified by the August meeting, so that they can participate fully. Action: Anita Rios agreed to send out a call for nominations to the hrall listserv and to other constituent groups.

Sign up sheets will be available for committees will be available at the August meeting.

The meeting was adjourned at 3:30 p.m. Next meeting date: Thursday, August 7, 1:00-3:00 p.m.
(Office of the Chancellor for metro area members, ITV for greater Minnesota members)