

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Human Resources Committee

Date of Meeting: June 21, 2011

Agenda Item: Report on Board Goals – Succession Planning and Negotiations

Proposed
Policy Change

Approvals
Required by
Policy

Other
Approvals

Monitoring

Information

Cite policy requirement, or explain why item is on the Board agenda:

At the request of the Board Chair

Scheduled Presenter(s):

Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points/Policy Issues:

Final report on HR's goals:

- Succession Planning
- Negotiations

Background Information:

At the beginning of the fiscal year, the Chair of the Board of Trustees asked each committee to develop goals and measurable outcomes for the year. The Human Resources Committee identified two goals: succession planning and negotiations.

1 **BOARD OF TRUSTEES**
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**
3

INFORMATION ITEM

REPORT ON BOARD GOALS – SUCCESSION PLANNING AND NEGOTIATIONS

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7 **BACKGROUND:**
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9 The Human Resources Committee adopted two goals for attention in 2011. Attached is a detailed
10 outline of the activities and deliverables for each adopted goal. In addition, major accomplishments
11 from the year are also highlighted. This work has been incorporated into the division's strategic plan
12 and objectives. Following the summary chart is a detailed explanation of the accomplishments under
13 the succession planning goal.
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17 *Date Presented to the Board: June 21, 2011*

**Human Resources Committee Results of Committee Goals
and Major Accomplishments for FY 2011**

The Human Resources Committee adopted two goals for attention in 2011. Following is a detailed outline of the activities and deliverables for each adopted goal. In addition, major accomplishments are also highlighted. The work below has been incorporated into the division's strategic plan and objectives.

Goal/Outcome	Activity	Outcome Measure	Targeted Completion
Committee Goals:			
1. Contract Negotiations	<ul style="list-style-type: none"> • Creation of Labor Relations Task Force • Formation of Negotiating Teams for each agreement • Solicitation of input from campuses • Closed session discussion with Board 1/18/11 and 4/19/11 	<ul style="list-style-type: none"> • Board and legislatively approved Collective Bargaining Agreements 	<ul style="list-style-type: none"> • To Be Determined depending on outcome of legislative session
2.(a) Succession Planning – Develop List of High Potential Leaders	<ul style="list-style-type: none"> • Proposal submitted to Leadership Council and Board of Trustees • Nominations sought throughout system • Regional Talent Review Committees (Presidents of Leadership Council HR Committee) • Final selections of pool – June 7, 2011 <p style="text-align: center;">Detailed Overview of Succession Planning Efforts Follows this Summary</p>	<ul style="list-style-type: none"> • List of employees for development program and interim nominations 	June 30, 2011
2.(b) Succession Planning – Develop Proposal for Executive Development Program	<ul style="list-style-type: none"> • Partnership with University of Minnesota • Develop shared competency model • Develop program elements • Complete proposal design • Determine funding model • Begin implementation 	<ul style="list-style-type: none"> • Program Proposal 	June 30, 2011

Other Major Accomplishments:			
3. Chancellor Search	<ul style="list-style-type: none"> • May 17, 2010 – Request for Proposal for Search Consultant issued • June 16, 2010 – Board discussion of chancellor characteristics • July 21, 2010 – Ratification by Board of Trustees of Search Advisory Committee • August 6, 2010 – Storbeck/Pimentel & Associates selected as search consultant • September 8, 2010 – First meeting of Search Advisory Committee • December 13-14, 2010 – Search Advisory Committee conducted screening interviews and forwarded four names plus one alternate to Chair Thiss as semi-finalists • January 31, 2011 – Board of Trustees meeting to determine finalists and public announcement of finalists • February 1-2, 2011 – Interviews of finalists and selection of new chancellor • April 20, 2011 – completion of contract with Chancellor-designate 	Chancellor Appointed	February 2011
Presidential Searches and Appointments	<ul style="list-style-type: none"> • Saint Paul College – President Hired 4/20/11 • Century College – President hired 4/20/11 • Anoka Ramsey Community College and Anoka Technical College – Interim President Appointed 4/20/11 • Southwest Minnesota State University – Interim 	Presidents Appointed	April, May, June 2011

	<p>President appointed 4/20/11</p> <ul style="list-style-type: none"> • Minnesota Community and Technical College – Interim President recommended June 22, 2011 		
Search Process Improvements	<ul style="list-style-type: none"> • Proposed improvements presented to Board – November 2011 • Review of improvements, and recommendations for further improvements in FY 2012 	<p>Improvements Implemented</p> <p>Improvements reviewed and continued into 2012 searches</p>	<p>November 2011</p> <p>September 2011</p>
Performance Pay	<ul style="list-style-type: none"> • Overview of performance pay issue and discussion • Board conversation on issue of continuing performance pay provisions in Chancellor, Vice Chancellor and Presidential contracts – January 18, 2011 	<ul style="list-style-type: none"> • Overview/Discussion • Board Decision 	<p>September 2010</p> <p>January 2011</p>
Support Mentoring and Development of Executives	<ul style="list-style-type: none"> • Support mentor meetings with executives (presidents and Cabinet) by the Cabinet, including assessment • Improve and conduct orientation for new/interim executives, including assessment; completed • Develop individual development plans for executives; completed based on review of all online evaluations 	<ul style="list-style-type: none"> • Mentor meetings • Survey to assess results • Orientation conducted • Individual Development Plans for all executives 	<p>June 2011</p> <p>November 2011</p> <p>June 2011</p>

Succession Planning Goal Detailed Overview

In order to meet the Chancellor's FY11 goals for succession planning, the Human Resources Committee of the Leadership Council, with the support of the Human Resources Division has embarked on a systemwide succession planning pilot effort to:

- 1) Develop a list of "high potential" senior leaders for interim/open position referrals
- 2) Prepare an executive development proposal for high potentials

Context: Research conducted by a Luoma Leadership Academy Action Learning Team in 2010 revealed that 84.4% of presidents within MnSCU are 56 years or older. In addition, national research reveals that 79% of current community college presidents will retire by 2012 and 84% will retire by 2016.¹

When recruiting presidents, Minnesota State Colleges and Universities (MnSCU) is currently competing nationally for a limited number of senior leaders. Action learning team survey results confirmed that it is challenging to find qualified applicants (60.5%) for presidential positions and there are significant consequences of having this particular position vacant within the organization (94.1%). Given that context, we have identified the president's role as a key linchpin position for our system.

We have begun a succession planning pilot effort for this linchpin position to identify "high potential" senior leaders and accelerate their development, so that they might gain needed skills and experience to competitively apply for presidencies in our system.

Succession Planning Pilot Effort Overview

Purpose: Strengthen the leadership pipeline by identifying and developing a pool of diverse candidates who will compare favorably to external candidates in a national search for college and university presidents.

Measurable Goals and Objectives: Identify 15-20 high performing candidates who have potential (in the next 1-3 years) to compete in a national search for presidencies in the Minnesota State Colleges and Universities.

Candidate Identification: During winter/spring 2011, presidents nominated candidates for the program, conducting talent reviews on a regional/sector basis. In early June, the Human Resources Committee of the Leadership Council selected 20 participants, based upon the nomination materials submitted.

Development Component: In FY12, participants in this succession planning effort will participate in an Executive Development program, based upon a 70/20/10 approach of developing executive leaders with:

¹ Betts, Kristen; Urias, David; Chavez, Jose; Betts, Keith. (2009) Empirical Research. *Higher Education and Shifting U.S. Demographics: Need for Visible Administrative Career Paths, Professional Development, Succession Planning & Commitment to Diversity.*

- 70% on-the-job development opportunities (challenging assignments)
- 20% coaching and mentoring
- 10% classroom-based participation

The program is designed to prepare high performing, high potential leaders for senior-level administrative roles in public higher education. This program represents a unique collaboration between the University of Minnesota and the Minnesota State Colleges and Universities to strengthen our collective higher education leadership pipeline.

Participants can expect to be challenged through:

- Assessments and coaching feedback
- Meaningful dialogue on executive leadership topics
- Simulations and real-life case studies
- Peer networking
- Executive sponsorship and mentoring

The classroom program will consist of four 1-1/2 day interactive sessions, with individual work to be completed before and after each session. Sessions will provide opportunities to build on participants' experiences and explore practical issues that face senior leaders in higher education. Sponsoring presidents will work closely with participants to identify on-the-job development opportunities that will fill in key experiential gaps that participants may have.

Program Evaluation: Presidential and candidate feedback will be sought to improve this succession planning effort. Evaluation results will be used to track progress and to inform future succession planning efforts in the system.



Minnesota
STATE COLLEGES
& UNIVERSITIES

Minnesota Partnership for Executive Leader Development

Preparing our leaders for
senior positions in higher education



**UNIVERSITY
OF MINNESOTA**

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Participants can expect to be challenged through:

- Assessments and coaching feedback
- Meaningful dialogue on executive leadership topics
- Simulations and real-life case studies
- Peer networking
- Executive sponsorship and/or mentoring

This program will consist of four 1-1/2 day interactive sessions, with individual work to be completed before and after each session. Sessions will provide opportunities to build on participants' experiences and explore practical issues that face senior leaders in higher education.

Session 1:	Personal Leadership <ul style="list-style-type: none">• Understanding models of leadership• Increasing your emotional intelligence• Leading with integrity and trust	October 2011
Session 2:	Communication and Collaboration <ul style="list-style-type: none">• Communicating to influence and inspire• Leading in a diverse world• Building collaborative workplaces	January 2012
Session 3:	Leading People to Deliver Results <ul style="list-style-type: none">• Delivering results• Managing the impact of change on people	March 2012
Session 4:	Transformation and Action <ul style="list-style-type: none">• Building talent• Exploring future directions for higher education• Creating strategies for your future success	June 2012

Session Details

Session 1: Personal Leadership, M-Tu, October 17-18, 2011, MCTC

Day 1, Program kickoff: October 17, 1:00-8:00

- Welcome, logistics, ice breakers
- Participant-led discussions on assigned readings about key models of leadership
- Breakout session on “how to be a sponsor”
- Dinner session and book signing with Bill George, professor of management practice at Harvard Business School and former Medtronic CEO (sponsors invited)

Day 2, Personal leadership: October 18, 8:00-4:00

- Emotional intelligence: What it is, why it is important
- Integrity and trust: Building it through emotional intelligence
- Peer coaching

Session 2: Communication and Collaboration, Th-F, January 12-13, 2012, UofM Twin Cities

Day 1: January 12, 1:30-5:00

- Workshop on collaborative leadership with Laura Bloomberg, Executive Director, Center for Integrative Leadership, U of M

Day 2: January 13, 8:00-4:00

- Morning session: Workshop on leading in a diverse world – U of M Office of Equity and Diversity
- Afternoon session: Communication: Influencing and inspiring

Session 3: Leading People to Deliver Results, M-Tu, March 26-27, St. Cloud State University

Day 1, Funding and finance: March 26, 1:30-5:00

- Panel discussion: Funding Higher Education in Minnesota

Day 2: March 27, 8:00-4:00

- Simulation: Delivering results and managing the impact of change on people

Session 4: Transformation and Action, Th-F, June 14-15, Minnesota Landscape Arboretum

Day 1: June 14, 8:00-4:00

Morning session: Building talent

- Panel discussion with MnSCU presidents on how they develop leaders
- Leadership Pipeline: Keeping It Full

Afternoon session: Transformative leadership

- Discussion: Future directions for higher education (top senior leaders from both systems)
- Case Studies: Dealing with dilemmas

Day 2: June 15, 8:00-noon

- Wrap up and action planning
- Graduation celebration lunch