

MnSCU's Talent Pipeline

Preparing for tomorrow



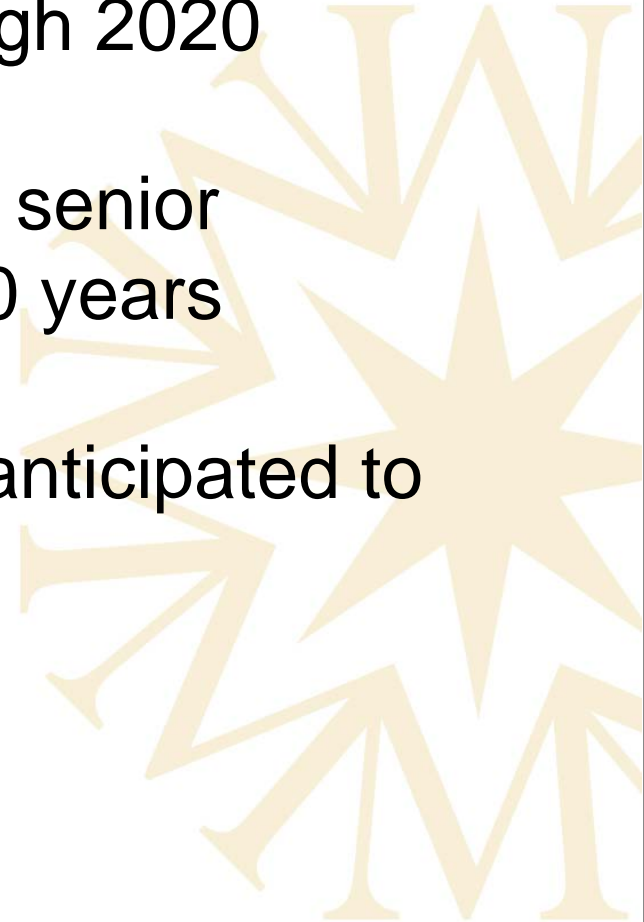
"...perpetuating the enterprise by filling the pipeline with high-performing people to assure that every leadership level has an abundance of these performers to draw from, both now and in the future." – Ram Charan, The Leadership Pipeline, 2001

Minnesota State Colleges and Universities

The Minnesota State Colleges and Universities system is an Equal Opportunity employer and educator.

An imperative for our system; the national data compels us to act

- 7,000 + jobs in higher ed administration will need to be filled *annually* through 2020
- 50% turnover predicted among senior administrators in the next 5 - 10 years
- 84% of college presidents are anticipated to retire by 2016



MnSCU Workforce Data

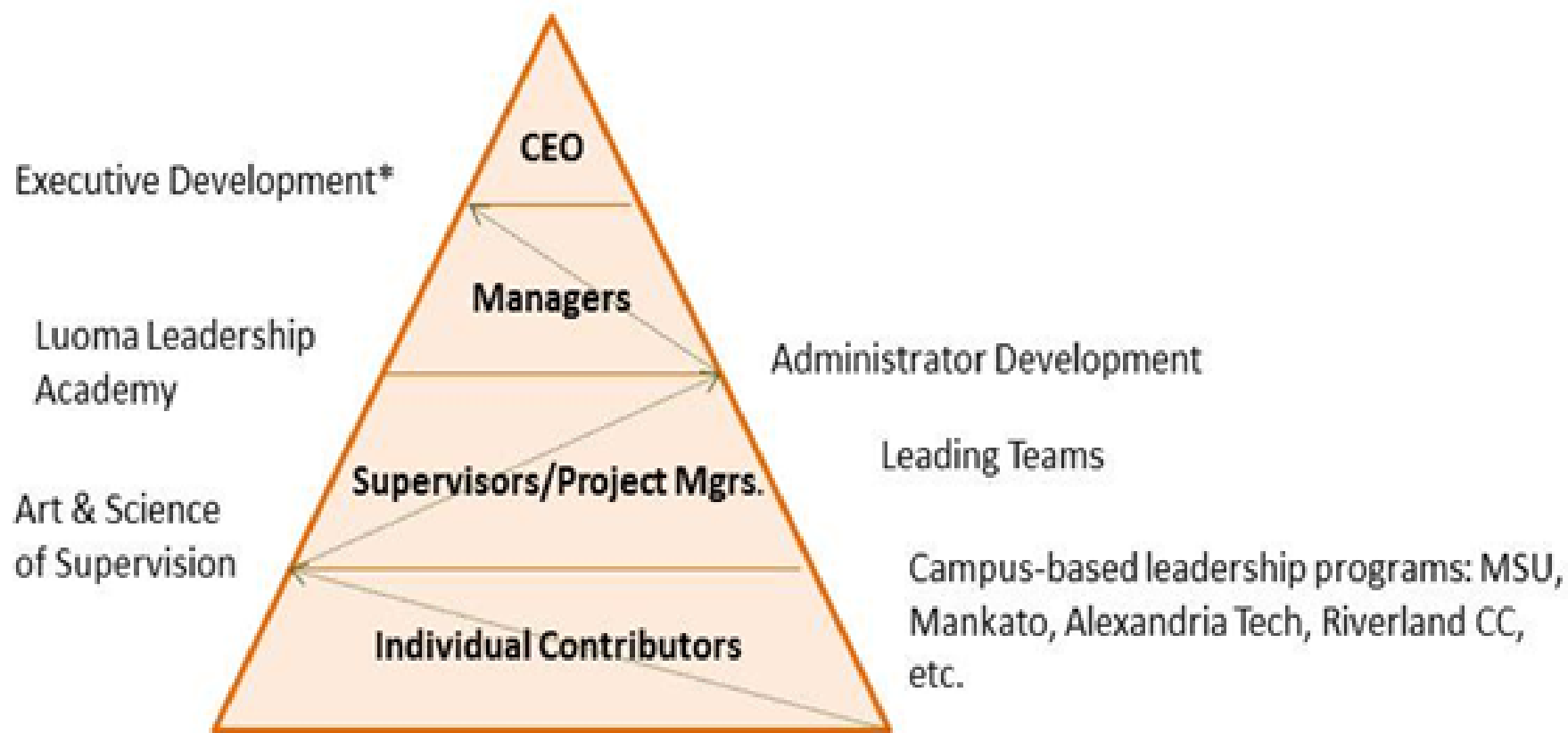
- 48% turnover in presidents over last four years
- More than 25% of dean positions are filled by interim appointments or will be vacant in the near term
- Vacancies are incredibly costly

*Nationally, we are competing for
shrinking pools of qualified applicants.*

Current State: Robust Development Focus

Leadership Pipeline

Formal leadership development—focus on critical transitions



Art and Science of Supervision

- Builds leadership effectiveness for new and experienced supervisors
- Required for all new supervisors

Luoma Leadership Academy

- Intensive, year-long leadership development program for mid-level leaders
- Luoma action learning projects are a national model
- On average, 42% of Luoma graduates are promoted into more progressive leadership roles
- Cohort composition has averaged >60% women, 14% persons of color



Administrator Development

- New Administrator Orientation every fall
- Optional coaching
- Seminars targeted to support administrators' success in their role

Executive Development

- Supports presidential succession for MnSCU
- Accelerates development of high potential leaders
- 45% of participants in the 2012 cohort promoted to executive roles
- Cohort composition average equal number of men/women, 14% people of color

Impact of our Development Approach

- Support for growing leaders from within
 - Luoma graduates tapped to fill interim roles
 - Supervisors and administrators report being better prepared for their roles
 - Early evidence of success in presidential succession

Desired State: Comprehensive Succession Planning

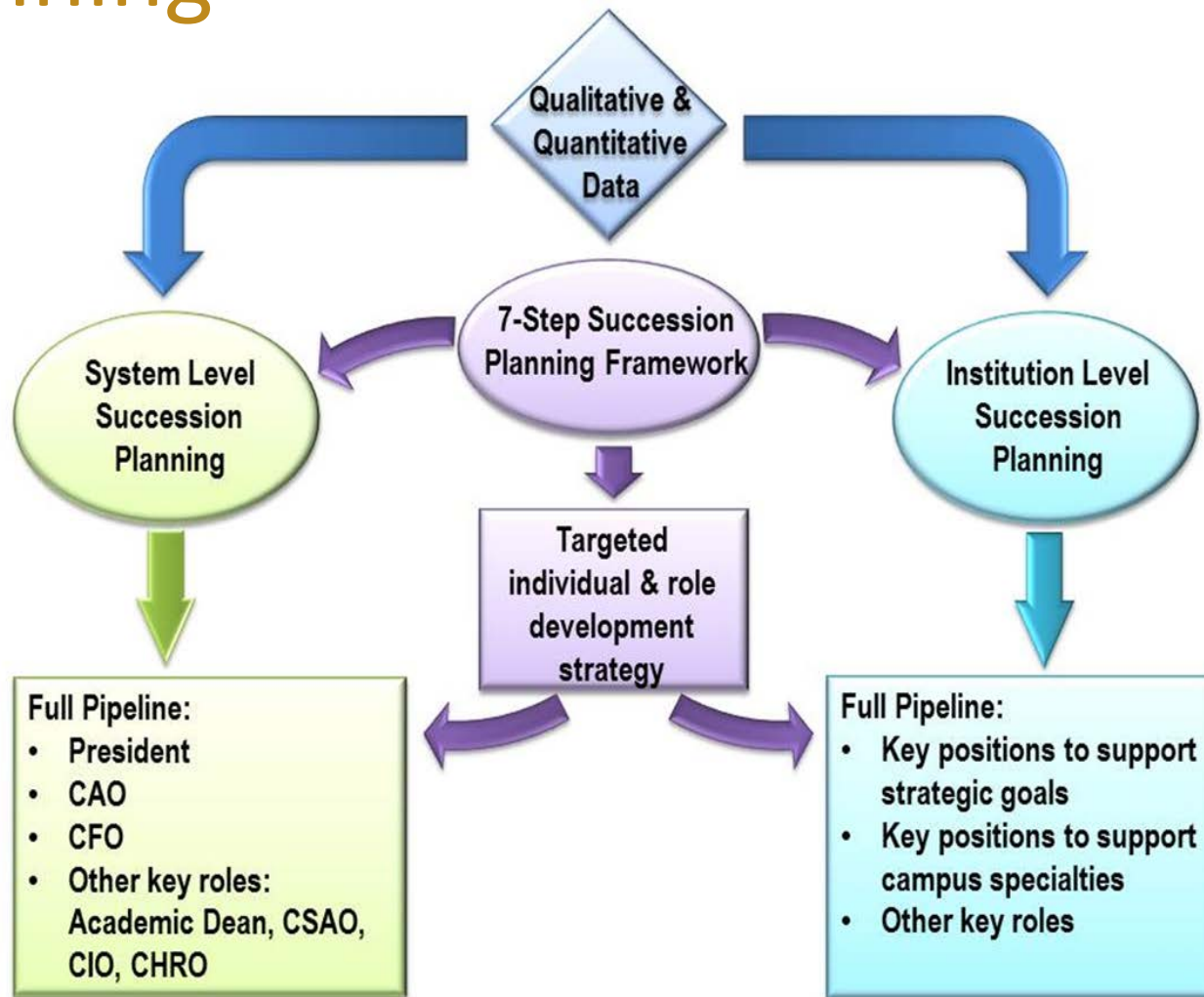
Ensure we have needed talent to fill critical roles



Support for Institutional Succession Planning

- Succession Planning Toolkit
- Support and consultation from the system office
- Increased emphasis on diversity

Model for Comprehensive Succession Planning



MnSCU's Talent Pipeline: Summing it up

Strengths

- Comprehensive development focus
- Presidential involvement and commitment in developing leaders
- Diverse pools in all of our development programs
- System and campus approach for continued succession planning
- Resources for institutional succession planning

Room for Improvement

- Data
- Performance management
- Targeted development
- Career pathing

Discussion

- How can we further improve our current programs?
- Insights for other organizations that we could model?
- Diversity goal attainment
- Retention strategies
- Other ideas?