

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

INFORMATION ITEM
SUCCESSION PLANNING

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7 **BACKGROUND:**  
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9 To sustain and grow Minnesota State Colleges and Universities into the future, it is imperative that  
10 we fill the pipeline with high-performing people. To this end, the Human Resources Division is in the  
11 initial development of a succession planning framework to identify, develop, and promote leaders  
12 who can ensure the success of the system.  
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14 Objectives for the FY11 work plan include:

- 15 1. Promote importance and opportunities for succession planning
- 16 2. Identify definitions, key elements and parameters of a succession planning framework
- 17 3. Assess implications of retirements and competition for and development of system leadership  
18 in key/linchpin positions
- 19 4. Obtain input on best means of support, barriers, and readiness for succession planning  
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21 A copy of the FY11 Succession Committee work plan is attached.  
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23 To help set the context for a discussion on succession planning, a set of frequently asked questions  
24 (FAQs) adapted from William Rothwell's "Effective Succession Planning" (2005) can be accessed  
25 at [http://www.hr.mnscu.edu/training\\_and\\_development/staff\\_development\\_ne.html](http://www.hr.mnscu.edu/training_and_development/staff_development_ne.html)  
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28 *Date: November 17, 2010*

## FY11 Workplan – Talent Management, Human Resources Division, Office of the Chancellor

*Mission: provide system leadership to attract, retain, and develop employees to meet current and future educational needs.*

Goals/Purpose	Activities / Strategies	Person(s) Responsible	Timeline	Outcomes: What's different?	How is it measured?
<p><b>Priority 8:</b> Develop a Strategic Approach to Succession Planning</p> <p><i>(supports System Strategic Direction 4; Goal 4.1 –build org. capacity, Goal 4.2 – draw upon the talents and expertise of faculty and staff</i></p> <p><i>HR Strategic Goal 1: Attract, retain, and develop employees, Objective 1F1(S)</i></p>	<p>Promote importance and opportunities for succession planning across the system and within institutions</p>	<p>Todd Harmening, Succession Planning Committee, Talent Management Steering Committee</p>	<p>June 2011</p>	<p>Communication plan on critical workforce needs and importance of succession strategies</p> <p>Engagement of leadership among exclusive representatives</p>	<p>Communication plan established</p> <p>Conversations held among key stakeholders</p>
<p><i>HR Strategic Goal 1: Objective 1F2(S)</i></p>	<p>Identify definitions, key elements and parameters of a succession planning framework, including developing criteria and metrics for optimal mix of internal and external candidates for positions.</p>	<p>Same as above</p>	<p>June 2011</p>	<p>Agreement on key elements and parameters</p>	<p>Succession plan documented and communicated that includes key elements , parameters, retirement implications, linchpin positions, and readiness for change assessment.</p>
<p><i>HR Strategic Goal 1: Objective 1F2 (C)</i></p>	<p>Identify definitions, key elements and parameters for defining an effective succession planning model(s) for the system and institutions</p> <ul style="list-style-type: none"> <li>Acknowledge differences and alignment with collective bargaining agreements</li> </ul>	<p>Same as above</p>	<p>June 2011</p>	<p>Agreement on key elements and parameters</p>	
<p><i>HR Strategic Goal 1: Objective 1F3 (S)</i></p>	<p>Assess implications of retirements and competition for and development of system leadership in key/linchpin positions</p>	<p>Same as above</p>	<p>June 2011</p>	<p>Completed analysis of workforce data</p>	

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Goals/Purpose	Activities / Strategies	Person(s) Responsible	Timeline	Outcomes: What's different?	How is it measured?
<i>HR Strategic Goal 1:</i> <b>Objective 1F4 (C)</b>	Obtain input on best means of support, barriers, and readiness for succession planning among HR Directors and other key campus leaders	Same as above	June 2011		
<i>HR Strategic Goal 1:</i> <b>Objective 1F5 (S)</b>	Affirm core elements and parameters of succession planning framework for the system	Same as above	June 2011	Stakeholder input and improvement over initial recommendations	
<i>Chancellor's 2010-2011 Goal #4</i>	Develop list of "high potential" senior leaders for interim/open position referrals	Lori Lamb Anita Rios	May 2011		