MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES

Agenda Item Summary Sheet

Committee: Human Resources Committee       Date of Meeting: November 17, 2009

Agenda Item: Presidential and Cabinet Development

☐ Proposed Policy Change
☐ Approvals Required by Policy
☐ Other Approvals
☐ Monitoring

☒ Information

Cite policy requirement, or explain why item is on the Board agenda:
To provide proposed executive development activities sponsored by Chancellor McCormick

Scheduled Presenter(s):
Lori Lamb, Vice Chancellor for Human Resources

Outline of Key Points:
- Purpose
- Rationale
- Proposed Components of Executive Development Plan

Background Information:
Vice Chancellor Lamb will provide a draft of an executive development strategy for system leaders.
BACKGROUND
Vice Chancellor Lori Lamb will discuss proposed executive development efforts led by Chancellor McCormick, including the following information.

**Target Group:** Presidents and Chancellor’s Cabinet

**Purpose:** To increase capacity among our senior leaders and support their success, both individually as leaders, and corporately as a well-functioning leadership group

**Rationale:** Supporting success among our senior leaders is critical and has a measurable cost/benefit. According to research conducted by the Center for Creative Leadership, the cost for the failure of a senior executive is 10 times their salary. Additionally, 40% of externally hired executive leaders fail, which points towards the continuing need for an effective onboarding approach.

**Proposed Components of a Draft Executive Development Plan:**
At this senior level of leadership, best practice has demonstrated that both an individualized approach towards executive development works best, complemented by selected events that help the senior leaders develop as a group to share a common vision. The main components of a successful executive development effort include:

1. **Individual Development Plans** added as a required part of the Performance Evaluation process (this tool provides the foundation for all other individualized development efforts)

   **Measurement:** Number of completed IDPs; (summary of the common development needs, used to inform development approach)

2. **Assessments** (with either a group session or individual feedback sessions)
   - i. Assessment tool should be linked with leadership competencies
   - ii. Assessment feedback should inform the individual development plan
3. Executive Coaching – available to those who avail themselves of the opportunity
   i. Coaching funded centrally w/experienced executive coaches
   ii. Coaching is private and confidential between the coach and the executive
   iii. Coaching should be informed by assessment feedback and IDP
   iv. Types of coaching provided: help in navigating the system from retired
       senior leaders (former highly successful presidents); help with derailing
       behaviors or focusing on achieving success in one or more areas from
       skilled executive coach

   Measurement: Evaluation feedback from participants; feedback from coaches on
   general themes

4. Annual Retreat for all Leadership Council members sponsored and led by the
   Chancellor, that includes the Board of Trustees and focuses on one or more
   specific goals/directions for the system and includes a strong planning or
   development focus

   Measurement: Evaluation feedback from participants

5. Onboarding for New Presidents - Orienting new presidents to their role (and to the
   system, if they are hired from another state) is crucial to their success. The
   Chancellor has already begun a year-long onboarding process for new presidents.
   This should be reviewed and with an eye toward continuous improvement.

   Measurement: Evaluation feedback from participants after each meeting; conduct
   base line assessment and cumulative assessment at the end of the year to
   determine what learning has taken place; satisfaction survey (was it helpful);
   performance evaluation comparisons will show progress

Date presented to the Board:   November 17, 2009