

**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.

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**INFORMATION ITEM**

**PRESIDENTIAL AND CABINET DEVELOPMENT**

1       **BACKGROUND**

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3       Vice Chancellor Lori Lamb will discuss proposed executive development efforts led by  
4       Chancellor McCormick, including the following information.

5  
6       **Target Group:** Presidents and Chancellor’s Cabinet

7  
8       **Purpose:** To increase capacity among our senior leaders and support their success, both  
9       individually as leaders, and corporately as a well-functioning leadership group

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

16  
17       **Proposed Components of a Draft Executive Development Plan:**

18       At this senior level of leadership, best practice has demonstrated that both an individualized  
19       approach towards executive development works best, complemented by selected events that  
20       help the senior leaders develop as a group to share a common vision. The main components  
21       of a successful executive development effort include:

- 22  
23       1.    Individual Development Plans added as a required part of the Performance  
24       Evaluation process (this tool provides the foundation for all other individualized  
25       development efforts)

26  
27       *Measurement: Number of completed IDPs; (summary of the common development*  
28       *needs, used to inform development approach)*

- 29  
30       2.    Assessments (with either a group session or individual feedback sessions)  
31            i.    Assessment tool should be linked with leadership competencies  
32            ii.   Assessment feedback should inform the individual development plan

33

1                    *Measurement: Number of assessments completed; (summary of the overall*  
2                    *strengths/weaknesses – used to inform development of individual plans)*

- 3
- 4            3.    Executive Coaching – available to those who avail themselves of the opportunity
- 5                    i.    Coaching funded centrally w/experienced executive coaches
- 6                    ii.   Coaching is private and confidential between the coach and the executive
- 7                    iii.   Coaching should be informed by assessment feedback and IDP
- 8                    iv.   Types of coaching provided: help in navigating the system from retired
- 9                                senior leaders (former highly successful presidents); help with derailing
- 10                                behaviors or focusing on achieving success in one or more areas from
- 11                                skilled executive coach

12                    *Measurement: Evaluation feedback from participants; feedback from coaches on*  
13                    *general themes*

- 14
- 15            4.    Annual Retreat for all Leadership Council members sponsored and led by the
- 16                    Chancellor, that includes the Board of Trustees and focuses on one or more
- 17                    specific goals/directions for the system and includes a strong planning or
- 18                    development focus

19                    *Measurement: Evaluation feedback from participants*

- 20
- 21            5.    Onboarding for New Presidents - Orienting new presidents to their role (and to the
- 22                    system, if they are hired from another state) is crucial to their success. The
- 23                    Chancellor has already begun a year-long onboarding process for new presidents.
- 24                    This should be reviewed and with an eye toward continuous improvement.

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

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31            *Date presented to the Board: November 17, 2009*