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Welcome

How a New CEO Hit the Ground Running – Connecting with the Community

Douglas L. Moquin, Board Chair
 Lori A. Weyers, President

ACCT Community College Leadership Congress
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The objectives of this presentation:

- Provide an example of how the Board and CEO worked together in the first year of transition to connect with each other and those we serve.
- Show the process used to set strategic directions for the college
- Illustrate how the CEO was able grow the college, earn respect within the community, and receive a full accreditation with no reports, all within her first year of leadership transition.

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Setting the Stage – Douglas L. Moquin, Chairperson

- **Spring 2006**
National search for a president to replace a retiring president after 12 successful years at NTC, located in Central Wisconsin.
- **July 2007**
The incoming President, Lori Weyers, a first-time president, began her tenure.


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Building the Board/CEO Team

- Board/CEO attended three retreats
- CEO/Board Chair monthly face-to-face meetings
- CEO/Executive Committee monthly teleconference meetings
- Board established six CEO goals and a list of suggested activities for the transition year
- CEO provided a monthly summary of major transition activities conducted


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Board Goals for the New CEO

1. Implement an empowering, participatory leadership style
2. Build relationships among faculty and staff
3. Understand key improvement/quality initiatives underway
4. Conduct an assessment of NTC practices...that may inform the next strategic plan.
5. Design the framework, processes, and timelines for how the next strategic plan will evolve.
6. Lay the groundwork for enduring relationships with key persons of influence external to the college

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Designing the Framework

- **August 1**
Charter Group was formed to identify the work of the Strategic Planning Team to address Board goal #5.
- One college goal was established: **3 - 3 - 3**

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Community Forums

- **Community meetings were scheduled to serve two purposes:**
 - **Information gathering for strategic planning process**
 - **Introduce new college leadership**

Community Forums

- **September – October 2006**
24 community forums attended throughout the NTC district (5900 square miles)
- **Nearly 200 individuals representing 87 businesses attended representing the external stakeholders**

Community Forums - Questions

- **What are you willing to share about your business' or the community's future plans?**
- **What education, training, recruitment issues do you face in realizing that plan?**
- **In your view, how can NTC serve your business/community best?**

Community Forums Structure

- **Questions put up on wall**
- **Attendees given post-its to write thoughts/responses to questions**

Hands-On Interaction

Community Forums - Themes that Emerged

- **Best kept secret**
- **Innovation and flexibility in packaging and delivery of learning**
- **Stronger relationships with K-12 districts**
- **Improved assessment of student learning**
- **Expanded workplace learning programs and opportunities**
- **Increased transfer and articulation agreements**
- **Expanded services at regional centers**
- **Enhanced organizational development**

Student Forums

- **Three student forums were scheduled. Thirty students attended one forum, and no students attended the other two. As a result, questions were posed to students via an Internet survey. More than 250 (256) students completed the survey.**

Student Forum - Questions

- **What led to your decision to attend a technical college?**
- **Why did you choose NTC?**
- **What keeps you here?**
- **What advice would you give someone choosing a college?**

Student Forums - Themes That Emerged

- **Promptly respond and provide information to new students**
- **Provide flexible learning options including evening, weekend, condensed and on-line courses.**
- **Connect with students attending NTC regional campuses.**
- **Expand transfer and post-graduation options, allowing students to continue their learning.**

Employee Forums

- **Three forums attracted 77 NTC employees.**
- **Communication was ongoing with President:**

**Presidential Briefings held monthly
Regular meetings with Association leaders
Staff volunteered to serve on Charter Teams
Everyone knew and rallied around 3 - 3 - 3**

Employee Forums - Questions

- **In your view, how can NTC serve communities/businesses best? What might some of the hindrances be?**
- **How can we as an institution impact on students' lives in the future?**
- **Why would people want to/choose to work at NTC in the future?**
- **What might you read or hear in the future that would make you very proud of NTC?**

Employee Forums – Themes That Emerged

- **Rebuild relationships among NTC employees.**
- **Make learning more accessible through flexible learning options.**
- **Reform college business practices to better serve and support students.**
- **Improve services to local business and industry.**
- **Strengthen connections with K-12 school districts.**

How the College Responded

- **November 2006**
Final Report presented to the NTC Board of Trustees at their Retreat, posted to the NTC Web site, E-mailed to all Forum attendees
- **December 2006**
Presidential Briefing to review themes

How the College Responded

- **January 2007**
Organization restructuring announced at Presidential Briefing:

New staffing positions created through reallocation

Feb. 2007- Budget based on strategic priorities

- Expansion of flexible delivery
- Building stronger relationships with K-12 districts
- Expanded recruitment efforts with dedicated positions
- Expanded Regional Campus Services
- Improving Assessment of Student Learning
- Workplace Learning Solutions

- Increased Activity in Learning Centers to support diversity
- Summer School Increased Capacity
- Increased Transfer and Articulation Agreements
- Organizational Development


March 2007

- **AQIP Examiners conducted an on-site visit as part of the college's reaccreditation process. They were impressed how the entire college staff rallied around the 3-3-3 goal, that processes had been streamlined and strategic directions being developed in response to listening to the community.**

Strategic Directions

- **March – April 2007**
Strategic Planning Charter Team reconvened


Synthesized information from listening sessions, Board of Trustees retreat discussions, feedback from AQIP, to develop draft strategic directions for the college community

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- **May 2007**
Board of Trustees approved the following strategic directions:
- **Growth and Innovation**
The college will achieve growth through innovation, flexibility, access, and strategic analysis of competitive and environmental information.
- **Strategic Partnerships**
The college will become the preferred strategic partner of K-12 districts, local communities, area businesses and industries, and other institutions of higher education to support learning and economic growth.


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- **Organizational Development**
The college will encourage and support professional growth throughout the organization.
- **Continuous Quality Improvement**
The college will develop innovative ways to continually improve learning and support systems, processes, and resources that enhance organizational effectiveness.
- **Fiscal Strength**
The college will prudently manage and strengthen its financial resources in order to thrive in a complex and changing environment.

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Board Action

- **The Board revised and adopted:**
Vision, Mission Statements
Core Beliefs
Community Benefits Statements (Ends Policies)
Strategic Directions

(Items included in handout)

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Action Steps

- **June 2007**

The President's Executive Leadership Team held a one-day retreat to identify operational goals for 2007-2008 based on the new strategic directions. Each divisional area of the college then developed department goals to achieve the strategic directions.

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Monitoring CEO/Institutional Performance

- **July – August 2007**
Board of Trustees identified a Dashboard with *Key Indicators of Health* to measure institutional performance on a routine basis for each of the strategic directions. (included in handout)

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What worked Well

- **Having the President facilitate community forums rather than use an outsider**
- **Having the Board members participate as they were available to validate feedback.**
- **Holding listening sessions outside the college**
- **Presidential Briefings with staff**

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What worked well

- Defining the Board's role during leadership transition to develop a cohesive Board/CEO team of 10 individuals in support of the college vision and mission
- Keeping the Board well-informed
- Defining the Board role in Strategic Planning
- Enthusiasm and public support of the college through testimonials from our educational partners and businesses served
- The college grew over 5 percent (the fastest growth of any Wisconsin Technical College district last year)

What were the challenges?

- Time
- Balancing Internal and external commitments

Questions?

Thank You!